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Executive Summary

An estimated 700 RSVP volunteers will serve. Some of their activities will include food delivery, companionship, distributing health information, responding to disaster, community-based mentoring and garnering donations. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, 225 homebound or older adults and individuals with disabilities and 25 caregivers will report increased social ties and/or perceived social support; 40 students will improve academic performance in literacy and/or math; and 20 students in mentoring/tutoring programs will improve academic engagement. The CNCS federal investment of \$122,002 will be supplemented by \$67,725.

Strengthening Communities

Q1. Primary Community Needs Larimer RSVP serves Larimer County, Colorado, located north of the Denver metropolitan area. Larimer is the sixth most populous and the 9th largest county in the state. Larimer County is home to 315,988 residents with most living in the mid-sized cities of Fort Collins and Loveland, the rural towns of Berthoud and Wellington, and the mountain towns of Estes Park and Bellvue. Most RSVP service activities focus on the Fort Collins-Loveland area. Based on significant trends in the Larimer County communities and mirroring United Way's Theory of Change major focus areas of income, health, and education, Larimer RSVP has selected Healthy Futures as the Primary Focus Area. This focus area encompasses four work plans: Aging in Place: Independent Living and Caregiver Respite, and Access to Care: Distribution of Information and Health Education.

Aging in Place: Independent Living Independent Living activities focus on services for homebound, older adults, or disabled individuals living in their own homes. Seniors age 65 and over form 13.6% of the Larimer County population and are the fastest growing demographic in the county. The older population has increased 31% in the past five years, compared to a 5.7% growth in the under age 65 population. Respondents to the 2010 Larimer County Office on Aging Community Assessment of Older Adults reported the following: 36% had difficulty maintaining a healthy diet; 27% reported sustaining at least one injury caused by falls in the past 12 months; 13% reported they were unable to drive and 24% reported problems with finding safe, affordable, reliable transportation; 20% reported not having family or friends they could rely on; and 25% reported feeling lonely or isolated.

Older adults can quickly become socially isolated in their homes, which in turn can lead to loneliness and depression. A 2010 study released by Nicholas R. Nicholson of Quinnipiac University shows that social isolation has increased negative effects on the health of an older adult. Some effects include higher blood pressure, abnormal stress response, heart disease, poor sleep, depression, poor

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eating habits, and ultimately higher mortality rates than their more engaged peers.

Disabled individuals also need support to remain independent. More than 27,000 non-institutionalized residents of Larimer County report one or more disability; 56% of these individuals are under the age of 65. An estimated 30% of all Larimer County disabled individuals have difficulty managing self-care and require support for a variety of daily activities such as transportation, meal preparation, and home repairs.

For disabled individuals and homebound seniors, support services to accomplish daily tasks not only meet immediate needs, but also provide social engagement opportunities and combat feelings of isolation and loneliness.

Aging in Place: Caregiver Respite The Larimer County 2010 Community Assessment of Older Adults reports that 40% of adult respondents age 60+ are caregivers. Nine percent of these respondents reported feeling burdened by their caregiving duties. The Caregiver Health Effects Study reports that caregivers between the ages of 66-96 have a 63% higher mortality rate than their non-caregiver peers. Caregivers are also at risk of developing significant health problems and depression due to loss, prolonged stress, the physical demands of caregiving, and the vulnerabilities that naturally come with age. Studies consistently report higher levels of depressive symptoms and mental health problems among caregivers than among their non-caregiving peers. An estimated 46-59% of caregivers are clinically depressed, with 25% to 50% of these caregivers meeting the criteria for major depression. Caregivers also report an increased sense of social isolation due to the demands of caring for their family member. Research shows that after receiving weekly respite service, caregivers significantly improved their emotional health. Respite care also helps combat isolation by allowing the caregiver to participate in social activities outside the home.

Access to Care: Distribution of Information Relatively cost effective prevention and early intervention health care not only decreases the incidence, duration or intensity of future illness, it can also save individuals and insurance companies considerable amounts of money. From 2008 and 2010, the Colorado Department of Public Health and Environment estimates 19.5% of Larimer County residents do not have one or more regular health care provider. A visit with a regular health care provider can help individuals identify and address health care concerns before they start, through exams, health screenings and preventative measures such as vaccines. Only 38% of adults received a flu shot in the past twelve months. Larimer County hospitals treated 448 cases of H1N1 flu in 2013; 88.5% of these patients had not received a flu vaccine that year. For those with compromised immune systems, illnesses like the flu can be particularly detrimental to physical health.

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Preventative and early intervention health care includes violence prevention and support services for victims of violence. In 2012, Larimer County reported to the Colorado Department of Public Health and Environment an Elder Abuse rate of 728.7 per every 100,000 older residents age 65+. During 2012, three Larimer County victim advocacy agencies reported serving over 1,500 clients. It is worth noting that these instances of violence reflect only those reported and do not capture the unknown number of cases that go unreported. Victims of violence may delay seeking health care for many reasons. For some, disability or injury prevents them from physically accessing care. For others, fear of retribution from their abuser keeps them away from care. Victim advocates create confidential opportunities for victims to learn about services available to them and identify resources for those victims to flee an unsafe situation and get the care they need.

Access to Care: Health Education - Preventative health starts with education. By providing health and wellness educational coaching, individuals are empowered with the knowledge necessary to make positive lifestyle changes for their benefit and the benefit of others. Key needs in community health education include: infant care, suicide prevention, teen substance abuse, and teen violence.

Multiple Studies show health care in the first two years of life is critical for a child's long-term wellbeing. According to the 2014 Kids Count Report, 12.8% of Larimer County households with minors qualified for Medicaid or Colorado children's health plan options, but were not enrolled. An estimated 25% of low-income Colorado children did not have a preventative health care visit in 2012 (county-specific information not available). 26% of Larimer children under the age of two were not fully immunized. Early childhood health education programs make a significant difference in connecting new parents to preventative health care. Early childhood healthcare stations report that 94.5% of program participants fully immunize their children by age two. 87.1% of participants change their child's nutritional diet, frequency of health care visits, developmental activities, or other healthcare behaviors because of the educational information and resources provided. Stations have seen a 17% increase in participation inquiries over the past two years and need added volunteer support to offer classes to meet this demand.

In 2012, the Colorado Bureau of Investigation reported 499 Larimer County alcohol or drug related youth arrests. Drug and alcohol use can negatively affect a teenager's developing brain. These substances can delay developing neurological paths and alter perceptions. The negative effects of substance use can be prevented by educating teens not only on substance abuse, but also on ways to avoid situations that might lead to the temptation to use drugs and alcohol.

Bullying, sexual violence, and abuse are serious concerns for today's teenagers. In 2011, the

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Colorado Public Health Department estimated 19.3% of Colorado high school students were victims of or witnesses to bullying. Violence Against Women estimates that nationwide 43% of girls and 30% of boys have experienced unwanted sexual attention, including pressure for dates and sex. The US Department of Health and Human Services estimates one in five high school girls have been physically and/or sexually assaulted by a dating partner. These abused girls experience an increased risk of drug abuse, suicide or other harmful behavior. Educating students about their own rights to safety and privacy, while also sharing information for warning signs of abusive relationships and situations, can prevent teen violence.

Many factors may cause an individual to want to take his or her life, but suicide is 100% preventable. In 2012, Colorado experienced an all-time high rate of suicides at 1,053 deaths; this is the 8th highest suicide rate in the nation. On average, one person commits suicide in Larimer County every 4 to 5 days. Over 90% of people who die from suicide suffer from a mental illness, most commonly a mood disorder such as bipolar disorder or depression. Both of these illnesses are treatable. By recognizing signs of depression and suicidal tendency, individuals are empowered to save lives.

Q2. Primary Service Activities *Aging in Place: Independent Living*- Volunteers within this work plan support the independence of older adults and disabled individuals. They accomplish this by addressing a variety of everyday activities that are difficult for many homebound, older adults and disabled individuals to perform without assistance. Volunteers deliver groceries or meals; provide rides to appointments, shopping, and social events; make home visits where they may document clients' life stories, care for their pets, share hobbies/interests, provide friendship; or install grab bars, wheel chair ramps or other safety equipment to prevent falls and increase client mobility. These activities increase clients' access to healthy food, mobility and transportation, physical safety, and companionship. By participating in these activities, clients not only receive services that meet their daily needs, they also receive regular social interaction with the volunteers. This interaction decreases social isolation and the perception of loneliness.

Aging in Place: Caregiver Respite Volunteers within this work plan support the mental and social wellbeing of the caregiver by providing respite care for loved ones through regular, non-medical visits. These visits give the caregiver regular breaks and provide companionship for the care recipient. Some caregivers use this time for medical appointments, physical exercise, phone calls to friends, hobbies or even just accomplishing a chore like paying bills uninterrupted by the demands of caregiving. These friendly visits by volunteers help relieve the stress of caregiving. The caregiver is

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thus better able to maintain a healthy relationship with their care recipient, maintain an identity beyond caregiver, and create a healthy life balance. Volunteers also support the wellbeing of caregivers through an annual pampering day during which caregivers participate in a variety of relaxation activities, and interact with other caregivers, all to improve their personal wellness. By supporting programs that provide respite care, volunteers within this work plan support a caregiver's ability to provide long-term care while maintaining their own health.

Access to Care: Distribution of Information Volunteers within this work plan provide information about health care resources to children, older adults, and other vulnerable individuals; low-income families seeking affordable care options; and victims of domestic and sexual violence. Volunteers distribute information through print materials, call-in centers, personal interviews, and group presentations. Stations within this work plan include local hospitals, physical health care clinics, a mental health clinic, and victim advocacy organizations. Volunteers encourage individuals to access appropriate resources and make direct referrals to service providers when appropriate.

Access to Care: Health Education Volunteers within this work plan coach program participants on wellness tools and resources. Volunteers educate new parents on infant care and wellness, teens on the consequences of drug and alcohol abuse, students on the signs of physical, sexual and emotional violence, and students and community members on the signs of depression and suicide prevention. The education programs within this work plan are held in small classroom settings, but one-on-one coaching is often available for those seek additional support. These education programs focus on the signs of crisis, resources available to those in crisis, the consequences of poor health choices, and tips and habits that promote positive change. The education provided by these volunteers empowers individuals to make active lifestyle changes for long-term health.

Q3. Data Collection Larimer RSVP has successfully tracked outputs and outcomes of its programming for many years. We regularly meet or exceed our performance measures and outcome goals under the Primary Focus Area. For this competition grant, RSVP staff selected outcomes for which we have a history of success. For the past two years, we have met CNCS National Performance Measurement outcome goals for Aging in Place and K-12 Success work plans. We have tracked similar impact measurements in these areas for over fourteen years.

Larimer RSVP sets annual targets for each work plan to ensure we meet three-year goals. These targets are annually communicated to all stations within that work plan. Stations are responsible for collecting output and outcome measurements, as outlined in the Memorandum of Understanding. Station staff collects performance measurement data through a variety of methods,

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including client tracking databases, client surveys, activity logs, attendance logs, standardized pre- and post- tests, teacher pre- and post- surveys, and financial management systems. The station staff works with the RSVP staff to identify and plan the best methods for collection of data and design surveys that yield the most accurate responses from program participants. For stations that express a hardship in collecting measurement data, RSVP staff identifies alternative options, including offering trainings and in-services on data collection and volunteer support for administering surveys.

Stations report output data every six months and outcome data annually by completing the RSVP Station Output/Outcome Reporting Sheet. This sheet requires stations to identify where the station stores the data and contact information to access the data; RSVP staff does not require copies of the surveys, tests, or logs themselves for the purpose of client privacy rights, but do require stations to be able to locate the results for RSVP staff upon request. RSVP staff enters the reporting data into a Performance Measurement spreadsheet and files the RSVP Station Output/Outcome Reporting Sheet with the RSVP Grant report files. The RSVP Manager generates the Project Performance Reports from the tracking spreadsheet and reviews station performance. The Division Director reviews performance reports for accuracy and veracity before submission through e-grants.

The RSVP Manager reviews outcome reports from the stations for validity, completeness, consistency, accuracy, and verifiability of reporting and to reassess target goals. Common issues leading to difficulty in reporting include turnover in station staff, technical errors in data collection, human errors in data collection, and unreasonable targets. RSVP staff may re-educate station staff on the necessity, requirements, and methods of data collection; may reconsider the collection tool; and may identify new target goals that are more reasonable. If RSVP staff anticipates that performance will be lower than targets originally set in the work plans, RSVP staff will recruit new stations and service activities to ensure we meet those work plan goals by year three of the grant.

Impact-driven programming is a priority for Larimer RSVP. For our 2014-2016 agency-wide strategic plan, the Larimer County office has set a benchmark goal of updating all program descriptions, outcomes, and evaluation methods using a logic model. The Division Director will train all managers on implementing logic models and re-evaluating program goals, targets and evaluation processes. RSVP staff will adapt this training for stations to share best practices in outcome measurement and logic models. Over the course of the three-year grant, RSVP staff plans to conduct these trainings with stations, organized by focus area, allowing us to address data management and collection issues specific to each community need.

Q4. Service to Veterans While Larimer County does not have an active military base or post

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within its limits, many former military service members find its communities to be an attractive home. According to the 2012 American Community Survey 3-Year estimate, 22,697 (9.4%) of Larimer County residents are former military service members. 68.8% of these veterans are over the age of 55. From 2007-2012, the nation saw an 8% decrease in the total veteran population and an 11% decrease in the senior veteran population. However, Larimer County has experienced an increase of 4.1% in the total veteran population. More significantly, the veteran population over age 55 has grown 10.2%. This growth indicates a need for increased capacity for supportive services for veterans, particularly to sustain the healthy aging of World War II, Korean and Vietnam era veterans.

Many activities within the Primary Focus Area of Healthy Futures benefit veterans and their families. For the 2013-2014 reporting period, current stations in the proposed Healthy Futures work plans served 146 veterans and 31 military family members. These stations provided transportation, food delivery, companionship, respite care, and distribution of health information. These activities serve homebound, senior and disabled individuals, including veterans. Stations in other work plans served an additional 84 veterans in the same period. Since tracking of veteran clients served in 2013-2014 was a new request of the stations, not all stations reported veterans and military family members served. RSVP staff continues to work with stations to more accurately capture this information and will require this client data every six months from all RSVP stations.

Volunteers within the Veteran Services work plan serve stations with a mission for promoting various aspects of wellness for former military. These stations coordinate to support the physical, emotional, and social health of veterans. Volunteers provide physical therapy, transportation to medical appointments, and visits in home-care settings. While not all volunteers within this work plan are required to be of veteran or active military status, Larimer RSVP targets veterans in our recruitment for this work plan. Station staff trains all volunteers on the unique subculture and needs of veterans so they are able to better understand and relate to clients. Stations within this work plan are new partnerships, thus RSVP staff has set modest targets, as we learn to successfully recruit and place volunteers with these particular stations.

Recruitment and Development

Q8. Assuring a High Quality Volunteer Experience A quality volunteer experience starts with a quality job. Quality volunteer jobs not only address community needs, but also provide opportunities for personal growth and development. RSVP staff work closely with station staff to identify service activities that appeal to older adults who want impact-driven assignments and project-based or skill-based volunteer opportunities. These jobs allow RSVP members to utilize their current skills or

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develop new ones. In addition, volunteers see that their efforts result in practical, tangible signs of change in clients, agencies, and the community.

Project-based volunteer opportunities appeal to many of our younger, busier volunteers. By emphasizing a project-based opportunity, Larimer RSVP is able to offer volunteer assignments that have clear goals and end outcomes, but with shorter time commitments. For many of our volunteers, the feeling of accomplishment motivates their service; these volunteers find great satisfaction in completing project-based assignments. RSVP staff work with stations to divide larger projects into phases and generate job descriptions based on these phases. We then work with the station to define the ideal volunteer for each phase and the expertise they need to bring the project not just to a satisfying completion, but to a level of excellence.

Some RSVP members wish to use their service as an opportunity to develop leadership skills. For these volunteers, RSVP staff invites them to consider leadership roles, such as mentoring new volunteers in their first few weeks of service, serving on a board of directors, becoming members of the RSVP Guidance Team, or participating in issue-driven focus groups and special projects. These leadership opportunities develop skills while also encouraging our members to provide insight on and direction for the community, the RSVP project, and our partner stations.

Matching the right volunteer to the right opportunity is the next critical step in the volunteer assignment process. Through individual interviews along with our knowledge of available service opportunities, RSVP staff identifies the assignments best suited to the individual's skills, interests, abilities, availability, and motivation. When we encounter individuals with highly specialized skills, the RSVP staff coordinates with stations to identify unique ways in which these skills can be utilized in the context of the Larimer RSVP work plans. Sometimes this requires creating new projects and job descriptions tailored to the individual's special skills. Once opportunities are identified, they are reviewed with the volunteer for selection. RSVP staff contacts the station to make the referral and maintains weekly contact with the volunteer during the station's application, orientation, and training process. This level of contact ensures that the volunteer is placed as quickly as possible and receives the support they need from the station to be successful. If the volunteer is dissatisfied with the placement, RSVP staff promptly identifies new placement options and makes a new referral following the above process until a successful match is made.

Once a volunteer is successfully placed, the next step to a quality service experience includes providing ample training and support to the volunteer. Stations must provide RSVP volunteers with thorough orientation and training. RSVP staff works with station staff to develop station training

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programs that clearly communicate the station need, job requirements, and the impact of the service. To supplement the station training, the RSVP staff offer trainings to all volunteers appropriate for the work plan; for example, we may provide compassion fatigue training for all volunteers performing disaster recovery roles to support the practice of good self-care.

The fourth element to creating a successful volunteer experience is developing a sense of community and comradery among the volunteers. New RSVP members participate in an RSVP orientation held at a local coffee house and facilitated by RSVP staff. The RSVP orientation offers volunteers the opportunity to meet members from other stations, expand their understanding of RSVP and the impact of RSVP in the community, learn about benefits and opportunities, and develop a sense of Senior Corps comradery.

RSVP staff continues to grow this Corps identity beyond orientation by hosting other networking/social/educational opportunities for volunteers to interact, such as workshops, movie showings, and pampering days. These events include time for volunteers to share their reflections on the impact of their service on their lives and the lives of others. RSVP staff asks guided questions, encouraging volunteers to share their stories of service. As needed, RSVP staff uses these events as focus groups to gather feedback from members on ways to enhance the project and their volunteer experience. Volunteers are also invited to attend the annual RSVP Impact Breakfast which highlights the community impacts achieved by the RSVP project in the previous year. Attendees include stations, volunteers, elected officials and community stakeholders. To encourage RSVP members to participate in these Senior Corps events, RSVP staff will develop an incentive plan during the 2015-2016 grant year. Incentives, such as lunch with a local elected official, will be given to members who participate in multiple Corps activities.

The Corps identity is further developed through the monthly RSVP member e-newsletter. This newsletter includes highlights of volunteer work, upcoming events and news from stations, new developments within the RSVP project, upcoming RSVP orientation or social events, tips for volunteers, healthy aging advice, and a welcoming of all new RSVP members. The results of our annual outcomes are included in this newsletter each year to ensure the information is available to those who were unable to attend the RSVP Impact Breakfast.

RSVP staff evaluates the impact of volunteering and RSVP program services on members through an annual volunteer survey. This survey asks volunteers to indicate their satisfaction with RSVP programming, stations, and service activities; and to reflect upon the impact volunteering has made on their health, sense of purpose, and social network. Surveys are administered seven months

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into the grant year, thus allowing RSVP staff time for a thorough results analysis and development of strategic changes prior to the start of the next grant year.

*Q9. Ensuring Volunteer Training * Stations must provide RSVP members with a complete orientation, appropriate supervision, job specific training, and materials to complete assignments. They must also provide for the safety of the volunteers. Training plans are outlined in the Volunteer Job Description and provided to the volunteer and RSVP staff. A written volunteer training curriculum with copies of training materials are also provided to Larimer RSVP by station staff. These training plans are discussed in the annual review of job descriptions that RSVP staff conducts with stations. When RSVP staff follows up with new volunteers during the orientation and training phase, they ask specific questions about the quality of their training experience. If training procedures are found to be inadequate, during the annual RSVP staff review of job descriptions, training plans, and training materials, by volunteer report, or by RSVP Guidance Team monitoring review, RSVP staff consults individually with the station to identify improvements, such as providing more job shadowing, increased communication, clearer directions and guidelines, and outside resource support. If the station requires outside resource support, such as emotional support services for intense case management roles, RSVP makes appropriate referrals to other agencies.

RSVP staff also offers quarterly networking/workshop events for station staff, addressing a variety of topics around best practices in volunteer management. These workshops promote professional development among volunteer coordinators to ensure that RSVP members are placed with stations that effectively engage and manage volunteers. These workshops are led by community experts or RSVP staff and focus on priorities of the RSVP project, such as orienting new volunteers, ongoing training and performance review, service learning and reflection models, and logic model programming.

In addition to these station trainings, RSVP staff holds RSVP member trainings on topics specific to focus areas. RSVP staff develops the curriculum and provides volunteers with training materials, handouts, and resource guides for further exploration of the topics. These trainings are open to all volunteers serving within a focus area and often include volunteers from more than one station. For example, those serving within the Independent Living work plan participate in an elder abuse workshop, learning how to recognize signs of neglect, self-neglect, or abuse among the population they serve. Experts from stations or other community partners are used for these trainings and speak in panel or lecture formats.

Q10. Recruitment of a Diverse Volunteer Membership Larimer RSVP has identified three key

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minority groups as priority populations for targeted volunteer recruitment: adults with disabilities, veterans and veteran families, and Hispanics.

Adults with Disabilities- The 2012 American Community Survey reports that 11,936 Larimer County residents over the age of 65 have one or more disabilities; these individuals are 32.5% of the senior population in the county. Of these 11,936 individuals, 52.7% report ambulatory difficulty. As the most significant sub-population of seniors in Larimer County, Larimer RSVP places high priority on successful recruitment and placement of disabled individuals. The current Larimer RSVP Disability Inclusion Plan was adapted from strategies identified by the Serve Colorado-Community Service Disability Inclusion Team, on which the current RSVP Manager represented Senior Corps programming for 2013. The RSVP staff coaches stations on inclusive practices through workshops and during site visits, and actively encourages stations to identify creative and effective ways to engage adults with disabilities, such as identifying service activities that can be performed from home.

Our recruitment plan for adults with disabilities includes targeting health care agencies, medical offices, independent living facilities, service providers, and case managers, to inform them about the RSVP Program and offer our services to potential volunteers. When possible, we ask to speak directly with providers at staff meetings or in-services, or with clients at support groups or other gatherings to reach individuals who are currently not engaged in volunteering and who would benefit from the social and emotional satisfaction of serving in their community.

Because we strive to engage our volunteers for a lifetime of service, new accommodations may be necessary months or years after service started. RSVP staff supports stations and RSVP members as they find accommodations to progressive disabilities, such as vision or memory loss. RSVP staff emphasizes the need for stations to identify ways in which the job activities can continue as a volunteer's abilities change, so long as the requirements outlined in the job description are still met. For RSVP members who are no longer able to perform the requirements of the job, RSVP staff works to identify a new placement for the volunteer, either with their current station or with another station.

Veterans and Veteran Families- As reported in the 2012 American Community Survey, 15,615 Larimer County residents over the age of 55 are veterans of the US military, 20.4% of the population over age 55. Larimer's senior veteran population has grown 10.2% in the past five years, a period when the nation saw a decrease of 11% in this group.

Along with visits to RSVP stations within the Veteran Services work plan, we reach out to agencies that serve former military as their primary clients, including the Veteran Services Office, the Disabled American Veterans, the Veterans of Foreign Wars, and the American Legion to actively

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recruit new RSVP members. We also engage current Veteran RSVP members in our recruitment of veterans. We ask that they identify potential individuals or groups for us to meet; and that they accompany us to these meetings. In doing so, we build upon the network of our own RSVP members, establish credibility with these new individuals and groups, and use the RSVP member's own stories of service to sell the purpose of the work we do. These volunteers also help us to bridge the cultural difference between military and civilian language, life style, and expectations.

Hispanics- Larimer County's senior population is largely white; 96% of those over age 55 are white. 4.6% of seniors in Larimer County identify themselves as Hispanic. Asians are the next largest minority group at 1% of the over-55 population; all other races are less than 0.5% of the senior population. With Hispanics representing the majority of those of minority ethnicities or races, this group becomes our third priority. Again, we utilize a partnering technique, engaging Hispanic RSVP volunteers (currently 3.9% of our members) to identify recruitment opportunities within their networks, and to accompany us in presenting information about our services. We also conduct targeted marketing in neighborhoods with high Hispanic populations and high senior populations. In these neighborhoods, we present information to clubhouse staff where community clubhouses exist. We offer individual volunteer jobs, and promote opportunities for these neighborhoods to serve together, using an approach that many nonprofits utilize in developing corporate volunteer opportunities. We promote these neighborhood service opportunities as weekly or monthly community days of service around a specific community need, such as flood recovery. These group events may also include post-service reflection and celebration opportunities, sometimes at the volunteer site and sometimes in the community itself. By creating a successful community event, these neighborhoods support our continuous volunteer recruitment as the groups enthusiastically tell others about their shared service and invite more individuals to participate.

Q11. Retaining and Recognizing Volunteers Larimer RSVP believes that volunteer retention results from finding the right match for the volunteer, ensuring the stations follow best practices in volunteer management, and using a variety of ways to recognize the contribution of volunteers.

Our high-touch placement services match individuals to the assignments best suited to their skills, interests, abilities, availability, and community need. RSVP staff interviews each new volunteer to identify potential placements that match the individual's own personal interests and skills with the community needs and service activities. Once a suitable placement(s) is selected, RSVP staff contacts the station to refer the volunteer. RSVP staff then maintains weekly contact with the volunteer during the station's application, orientation and training process. This follow-up ensures that the

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volunteer is the right fit for the placement and that s/he receives quality management from the station. If the volunteer is dissatisfied with the placement, we promptly identify new placement options and continue in the same follow-up procedure until we have successfully made a match. By investing time and energy into the placement process, RSVP staff ensures that the volunteer is placed in a meaningful and satisfying job. We also gauge the satisfaction of members through feedback received at volunteer events and the annual volunteer survey.

Even volunteers who find meaning in their work may want to change roles after two or three years. By creating a quality high-touch placement process for them in their first placements, these volunteers are more likely to return to our staff for assistance in finding a new service experience. RSVP staff follows up with every member who terminates a placement with a station to offer our services in finding new volunteer jobs. Those who take a break from service are contacted within six months to determine their status and reactivate their participation if desired.

To increase the stations' use of volunteer management best practices, the RSVP Manager provides quarterly trainings via webinars or in-person workshops on topics of priority to the project, such as disability inclusion, volunteer peer-recruitment, and program innovation. The RSVP staff also offer technical assistance and individualized station trainings and consultation. In addition to these direct services, RSVP staff has negotiated discounted membership rates for RSVP stations to participate in other local nonprofit associations that supplement the RSVP station trainings with additional workshops and consultations on best practices in nonprofit management. The monthly RSVP station e-newsletter is another vehicle we use to keep stations abreast of changing trends and approaches to volunteer management. These three educational approaches support the station's ability to create and supervise quality service jobs that meet performance objectives, engage new volunteers, and increase retention of current members.

Retention is also supported by recognition of RSVP members; the Urban Institute's Volunteer Management: Practices and Retention of Volunteers study demonstrated that agencies who implement significant volunteer recognition activities increased volunteer retention. RSVP staff place importance on recognizing our volunteers, not only to ensure retention of the volunteer, but to also underscore the value the community places on volunteers. In the 2010 Larimer County Community Assessment Survey of Older Adults, 70% of older adult respondents felt the community valued them as seniors. By comparison, 90% of RSVP volunteers who responded to the 2013 RSVP Volunteer Survey reported feeling valued by their service stations.

Just as variety of service activities suits the various interests of our RSVP members, so too does

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a varied approach to recognition. RSVP staff hosts one major recognition event annually, the Larimer RSVP Service Awards. Nominations for these awards come from station staff, clients, and other volunteers. Award categories honor RSVP members who demonstrate the following: excellence in recruitment and outreach for their station and for RSVP, dynamic leadership of other volunteers in their service work, remarkable reliability and steadfastness in service, outstanding enthusiasm and dedication in their first year as RSVP members, and overall excellence in all these categories. The RSVP Guidance Team selects one winner in each category, but all nominees are recognized and honored during the award ceremony. Along with these five awards, volunteers who served over 4,000 hours as RSVP members are honored with the President's Call to Service Award.

In addition to the RSVP Service Awards, we regularly nominate RSVP volunteers for other local, state, and national volunteer honors. Because we uniquely capture the work a volunteer does across multiple agencies, we are able to communicate the big picture of how our volunteers impact the community. Recently, our nominees have won the 2013 Pride of Estes Volunteer Group of the Year award; the 2012, 2013, and 2014 Loveland Honors award; the 2012 Serve Colorado Outstanding Volunteer of the Year award, and the 2013 Serve Colorado Senior Corps Member of the Year award.

Not all volunteers wish to be acknowledged in large public recognition events. In response, RSVP staff identifies other ways in which to recognize our members. All volunteers receive a benefit package when they become members, including discounts to local businesses. We evaluate these discounts annually with our business partners using information on frequency of use and feedback from RSVP members. RSVP member social events provide RSVP staff the opportunity to highlight volunteer accomplishments, thank volunteers for their service, and share their stories of service with their fellow Corps members. RSVP staff recognizes volunteers in our monthly e-newsletter, highlighting volunteer teams from stations, the work accomplished within whole work plans, as well as individual volunteers. Volunteer pampering days offer another opportunity for recognizing members' impact in the community and showing appreciation for their service. This event is supported with in-kind donated services from local businesses, such as massages, dance lessons, art lessons, lunch and desserts, and sing-alongs. RSVP staff is able to show our gratitude for our volunteer corps without putting them in the 'spotlight'. And finally, we share verbal or written words of praise from clients, stations, and staff with RSVP members. Often a simple written thank you from a client touches volunteers the most.

Program Management

Q12. Management of Volunteer Stations One of the main avenues we use to ensure station

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compliance with RSVP regulations is the Memorandum of Understanding (MOU). These agreements must be signed by all stations, new and continuing, and contain the policies and procedures each station must follow to utilize RSVP services. MOUs are renewed every three years. Renewals are staggered so that one third of the station MOUs is updated annually.

A formal station site visit is conducted before an MOU is renewed. During these visits RSVP staff discusses RSVP benefits, services, regulation compliance as outlined in the MOU, and concerns of either RSVP staff or stations staff. The RSVP staff also conducts a programmatic/facility accessibility check; confirms the display of the RSVP brand; reviews current job descriptions, training plans and materials, volunteer files, service hours records, and performance measurement data; and ensures that station records match those kept at the RSVP staff office. RSVP staff observes volunteers in action to ensure they are only performing activities listed in the approved job description.

If a lapse in an MOU occurs, the station is closed immediately. Agencies wishing to renew station status must complete the new station application process. This includes a review of the application, a site visit, and discussions relative to changes in the RSVP station requirements that have occurred since the MOU's termination date. RSVP staff may also review procedures such as MOU renewals, reporting of volunteer hours, reporting of performance measurements, and volunteer service activities, as needed. If RSVP staff finds agency plans and procedures to be inadequate in these areas, RSVP staff may choose not to pursue the partnership and will inform the agency applicant in writing of this decision. For stations approved by RSVP staff, the new MOU is reviewed and signed with station staff.

Beyond the MOU setup/renewal visit, a station will receive an additional formal site visit when that station has a change in site supervisors. These visits usually occur within the new site supervisor's first 30 days. In addition to the items included in the MOU setup/renewal station site visit checklist, RSVP staff educates station supervisors on the RSVP Program at a National and Local level, the roles and responsibilities assigned to the site supervisor, and the benefits available to the station staff, including RSVP Station trainings, discounted membership with local nonprofit associations, and consultation services provided by RSVP staff.

Programmatic compliance and excellence is also supported by the Guidance Team which conducts monitoring visits with one third of all stations annually, visiting all stations by the end of the three-year grant period. The purpose of these monitoring visits is to ensure station and volunteer satisfaction with the services provided by RSVP staff, uncover areas of concern, and identify best practices. During these monitoring visits, Guidance Team members follow a checklist of questions

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developed with the RSVP staff. Guidance Team members interview station staff and station RSVP members about the jobs they are performing, as well as about the support they receive from RSVP staff. As a third party, the RSVP Guidance Team is able to elicit honest responses from stations and volunteers, and offer valuable feedback to the RSVP staff.

In addition to these formal reviews, the RSVP staff communicates with stations regularly, through e-newsletters, volunteer referrals, station training, and volunteer hours requests/reports. In April, the RSVP Manager sends all stations updated targets for volunteers placed within services activities, service output and outcomes, and data collection methods. The RSVP Manager works with stations that repeatedly fail to provide hours, performance measurement data, or job descriptions to ensure compliance. Stations MOUs are terminated if the problem remains unresolved.

Q13 *Developing Stations to Ensure Volunteer Service Activities* RSVP staff actively recruits new organizations that provide meaningful services within the work plan goals. Organizations interested in becoming an RSVP station must complete an application process which includes a formal written application (including job descriptions), an interview, and a site visit. During the initial contact with the interested organization, the RSVP Manager discusses output and outcome expectations specific to the potential service activities to be performed, as well as other pertinent RSVP regulations. Upon receipt of the application, the RSVP Manager reviews the information to determine station suitability which includes considering the degree to which the organization's service activities match the work plan goals, the organization's infrastructure and ability to support RSVP members, and the RSVP staff's ability to recruit volunteers for the agency. If the RSVP Manager and organization staff each agrees that the organization can abide by the RSVP partnership regulations and that the partnership is beneficial to both parties, they each sign the MOU and the organization is enrolled as an RSVP station.

All stations are expected to maintain accurate job descriptions for all service activities included in their MOU, and provide these job descriptions to all volunteers, either upon entry into the job or when a job description is changed. Job descriptions are reviewed and updated at least once a year by RSVP staff and station supervisors, but stations may request new jobs or changes in job descriptions throughout the year by submitting revised job descriptions to the RSVP staff for review and approval. RSVP staff determines whether the new or changed job meets RSVP regulations and fits within the work plans. They also consider their ability to recruit for the new position.

RSVP staff contacts volunteers in the first 30 days of placement or job change to ensure receipt of a job description and satisfaction with the training provided to them by the station.

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Volunteers are asked to support RSVP's ability to monitor compliance with job descriptions by alerting the RSVP staff to requests from the station to perform activities outside those in the written description.

During station site visits, RSVP staff and Guidance Team members review and observe tasks performed by volunteers. If RSVP staff or Guidance Team members identify activities performed beyond the scope of the job description, either during these observation visits or by other report, RSVP staff immediately address any hours accrued in such activities and correct hours reporting to include only those provided under the approved activity. The RSVP staff then identify if these non-approved activities may be suited to a current work plan. If so, they request a revision of the previous job or a new job description from the station for the activity, create a new job and new hours tracking form, and begin tracking the volunteer's hours under this new activity.

Q14. Graduating Stations Over the last few months the RSVP staff have analyzed stations and job descriptions to determine if stations/jobs fit within the project's new work plans. RSVP staff is currently visiting all stations. For those stations that fit the new work plans, RSVP staff explains the new direction of the project, reviews changes to reporting requirements, and renews the MOU outlining these changes. For those stations whose job activities do not fit the new work plans, RSVP staff explains the new direction of the RSVP project and reviews the job descriptions to ensure that service activities do not fit the work plan. If some activities do in fact suit the work plans and program goals, the RSVP staff discusses continued coverage of only these activities with the station. RSVP staff conducts a site visit within the first three months of the new grant period to guarantee that volunteers are only performing these service activities and not additional activities outside of the current work plans.

For all service activities that do not suit the new work plans, RSVP staff will create a plan with the station outlining how and when to communicate with volunteers regarding their choices relative to RSVP graduation. RSVP staff will send letters and call each volunteer to clarify the transition. Individual communication is critical as volunteers may still be covered in other service activities. In this communication, RSVP will also offer re-matching services to volunteers who wish to continue membership in addition to their volunteer roles with the graduated station. RSVP staff and stations will determine if meetings with all RSVP members at that station are appropriate and beneficial. RSVP will also refer the station to other recruitment and nonprofit assistance services that may support their programming. RSVP staff expects each station graduation to take six weeks to make sure that stations and volunteers have adequate time to respond to and address concerns about the

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change. All graduations will be completed by the end of the 2015-2016 grant year. During the 2016 grant period, RSVP staff will host a graduation party to celebrate the work accomplished by the graduated stations and volunteers during their partnership with RSVP.

Q15. Organizational Track Record in Primary Focus Area Volunteers of America Colorado Branch was established in 1896, with a mission to identify and serve the basic needs of the most vulnerable individuals and families in the community. We offer more than 30 distinct human service programs throughout Colorado and utilize the services of 15,000 volunteers. In Larimer County, our programs focus on services for seniors and veteran families. We provide home-delivered meals, grocery shopping and delivery, home safety improvements, and respite and companionship to seniors, activities that are incorporated in the Larimer RSVP Primary Focus Area. More than 175 volunteers perform these Larimer County services. We also provide veteran housing services and senior congregate dining opportunities, utilizing an additional 325 volunteers. Over 85% of Volunteers of America Larimer County volunteers are over the age of 55 and enrolled in RSVP.

Larimer RSVP has selected performance measures in the Senior Independent Living and Caregiver Respite categories since 2010. In the past four years, we have consistently and significantly exceeded our targets in the outputs, intermediary and end outcomes for these work plans. From the 2013 to the 2014 reporting periods, RSVP increased the number of seniors served in independent living activities from 1,660 to 2,027. In 2014, 1614 program participants indicated that the services provided to them were important or very important to their ability to remain independent in their homes, a 14% increase from the previous year. Our growth of the Primary Focus Areas resulted from not only targeted recruitment to enable stations to grow in their services, but also active training and consultation with station staff to support the growth and development of their service programs. For example, when a new senior transportation program started in rural southern Larimer County in 2013, the Project Manager served as consultant to the agency staff on best practices in volunteer recruitment, client outreach, outcome tracking and survey collection. Today, less than nine months after the service launched, the station utilizes 25 regular volunteers serving an average of 100 clients monthly.

Volunteers of America's commitment to providing impact-driven services is reflected in our 2014-2016 strategic goal of updating all program descriptions, outcomes, and evaluation methods using a program logic model. RSVP staff will share this process in group meetings with stations. To further ensure success, RSVP staff will also provide individual coaching to stations that are not meeting benchmarks to assist in identifying and correcting areas for improvement.

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Q16. Ensuring Project Compliance RSVP staff utilizes relevant controls and feedback systems to ensure compliance with project regulations. We closely monitor compliance in the following critical areas: establishment of an Advisory Council, volunteer placement with active stations, and confirmation of RSVP member eligibility.

RSVP Advisory Council - The RSVP Guidance Team serves as the Advisory Council to the Larimer RSVP project supporting the RSVP staff in program compliance and project development. The Guidance Team consists of community members who are direct stakeholders in the Larimer RSVP project, including RSVP volunteers, station staff, and other community organizations with an expertise in older adults, volunteerism, and community needs. RSVP staff strives to have all service communities and work plans represented in the team; the RSVP Manager reviews the makeup of the team annually and invites new members based on the changing programmatic, community and strategic needs of the team. The Guidance Team meets quarterly as a group; smaller subcommittees may meet more frequently.

Placement with Active Stations- RSVP staff recruits and places RSVP members only with stations maintaining a current MOU. Recruitment of volunteers is a unique perk that Larimer RSVP offers its partners. To prevent placement of volunteers with stations where MOUs have expired, RSVP staff run monthly reports on stations with upcoming MOU renewal dates. RSVP staff does not place volunteers with these stations in the 30 days prior to the MOU renewal date; the referral is made once the station has renewed the MOU agreement. By implementing this delay in placement, RSVP staff underscores the timeliness of MOU renewal and avoids jeopardizing a new RSVP member's eligibility due to placement with a newly closed station.

RSVP Member Eligibility- During initial placement, RSVP staff ensures new volunteers meet eligibility requirements by asking for age verification through government issued identification, most commonly a driver's license. The RSVP application asks for residential addresses to confirm that the volunteer resides in or near Larimer County. During initial interviews and RSVP Member Orientation, RSVP staff discusses willingness to serve without compensation and we review all project policies regarding prohibited activities, including acceptance of compensation from clients in the form of gifts or cash. During the RSVP staff audit and the RSVP Guidance Team audit, we confirm that the information filed in the volunteer records are accurate and again, reconfirm eligibility of current RSVP members.

Self-Audits-To ensure that all RSVP policies and procedures are followed and that volunteer and station files are current and accurate, RSVP staff conduct an annual internal self-audit, using the

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most recent version of the CNCS Quality Assurance and Compliance Monitoring Site Visits checklist. As part of this review, RSVP staff audit all volunteer and station records, MOU agreements, volunteer job descriptions, and volunteer mileage reimbursement records. Written records are compared with electronic records maintained in the Volunteer Reporter database. In addition to the RSVP staff review, the RSVP Guidance Team will perform an annual audit of 15 randomly selected station files, 15 randomly selected hours records, 20 randomly selected volunteer files, and all files of members currently receiving travel reimbursement. Should the RSVP staff or RSVP Guidance Team members identify issues of noncompliance, the RSVP Manager addresses the concern immediately. For issues that cannot be resolved by the RSVP Manager, the Division Director or other Volunteers of America executive staff is consulted to determine steps to resolution. RSVP staff monitors the issue for several months after resolution to ensure that compliance is maintained going forward. The RSVP Manager maintains a log of the noncompliance issues and the steps taken to resolve the matter.

Organizational Capability

Q17. * Oversight* Larimer RSVP uses several levels of and avenues for oversight and support to ensure compliance, accountability, efficiency, and effectiveness. The RSVP staff review the Memorandum of Understanding and policies and procedures with stations and volunteers, provide training and coaching on best practices in volunteer management, and assist with problem solving. All new station volunteer coordinators receive a thorough orientation to RSVP services and regulations. Each station receives a formal site compliance visit conducted by RSVP staff every three years. In addition, the Guidance team visits one third of the stations each year to evaluate RSVP services and identify improvements. RSVP staff also conduct an annual internal self-audit using the most recent version of the CNCS Quality Assurance and Compliance Monitoring Site Visits checklist.

The RSVP Manager is responsible for knowing and understanding all program regulations, and ensuring both staff and stations comply with these regulations. If the RSVP Manager has questions around compliance, she discusses these with the Division Director, who may then, as necessary, include other Volunteers of America executives. If questions still remain, the RSVP Manager contacts the CNCS office for guidance. All clarifications from the CNCS office are maintained on file for future reference, and internal policies and procedures are adjusted as necessary.

The RSVP Manager meets at least monthly with the Division Director to review the status of the program, the budget, special projects, issues or concerns, and the progress made toward strategic goals. During these meeting, the Division Director coaches the RSVP Manager and provides individualized training in areas such as program management, supervision, and community relations.

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If position vacancies occur, the Division Director and RSVP Manager re-examine the RSVP staffing structure to ensure it meets project needs and is reasonable; adjustments are made if necessary.

In 2015, the RSVP Manager and Division Director will be developing an evaluation plan for the RSVP program. Since systems are already in place to measure the outputs and outcomes in our work plans, this new plan will focus on evaluation of our direct services to stations and volunteers. It will serve to answer questions, such as: Is our service timely, appropriate, and cost effective? Are there areas where we excel or areas for improvement? What changes can we make to enhance our services to better serve the community? This plan will be implemented in the 2015-16 grant year.

Our Board of Directors provides another level of review. The Board Program Committee reviews each program every two years. Committee members examine program reports and attend staff presentations on program challenges and triumphs. This valuable review provides an opportunity for staff to brainstorm program improvements with individuals from broad backgrounds who are committed to providing the most effective and efficient services possible.

The Division Director is ultimately responsible for all budgets. The Division Director uses multiple electronic spreadsheets to track expenses and program projections, and effectively monitor revenues/expenses and maximize resources. In addition, since Larimer RSVP shares a building with other Volunteers of America programs, the Division Director developed an allocation plan for shared costs (rent, utilities, janitorial service, etc.) based on the staffing and square footage used by each program. This plan ensures appropriate distribution of shared expenses. All programs have unique accounting codes for ease of tracking and reporting. The Division Director reviews all program expenses to ensure they are appropriate, allowable, allocable, and reasonable. The Division Director and RSVP Manager review monthly general ledgers and revenue/expense reports prepared by the accounting department. Discrepancies between the accounting reports and the Division Director reports are discussed with the Vice President. Finally, before financial reports are submitted to CNCS they are reviewed by both the Vice President and the Division Director; agreement on reports must be reached before submission.

We have a thorough system for tracking in kind donations. First, all donors must complete a donation form that identifies the donated item/service and its value. Most donations are from local businesses, but RSVP staff checks with the donor to ensure donations are not from federal funds. This is noted on the donation form or an attached memo. The donation form and a copy of the donated item, if possible, is filed with the Division Director and the donated item is locked in a safe. Information about the donation is entered onto a tracking spreadsheet. When the item is used, its

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dispersal is noted on the tracking spreadsheet and the item is retrieved from the safe. The Division Director prepares quarterly reports on in-kind dispersal using the tracking spreadsheet and donation forms as backup.

Q18. *Key Staff Positions* Our hiring process, which includes an application, interview, and an online assessment, fully supports our ability to hire knowledgeable, professional staff. Larimer RSVP has five key staff positions.

Division Director- This position is responsible for the oversight and management of the Northern Colorado Division, including program development and evaluation, resource development, budget development, grant management, and revenue/expense management. The Division Director provides supervision and support to the RSVP Manager and the Caregiver Support Program Manager. The current Division Director has worked for Volunteers of America since 2000, including four years directing a Foster Grandparent Program grant. She has a Master's in Public Administration and a Bachelor of Arts in Elementary Education. The Division Director has over 30 years of experience managing community service programs. She served on the Colorado Governor's Commission on Community Service, representing older adults in Larimer County, from 2009-2012.

RSVP Manager (RSVP Director)- This position is responsible for project development, management and evaluation, grant administration, data management, impact assessment, Guidance Team facilitation, and development of station relationships. The current RSVP Manager has been with Volunteers of America and the Larimer RSVP project since 2011, first as a Program Coordinator, then as RSVP Manager. She holds a Bachelor of Arts in English and has five and half years' experience recruiting, training, and managing volunteers for faith-based organizations and nonprofits. In 2013, she represented Senior Corps programming on the Colorado Governor's Serve Colorado-Community Service Disability Inclusion Team, strategizing ways to engage disabled individuals in National Service. She currently serves as Volunteer Committee Chair for the Larimer County Long Term Recovery Group. The State CNCS office approved this position for less than full-time during our last funding cycle. 95% of the manager's time is with RSVP.

Caregiver Support Program Manager- This position is responsible for management of the Caregiver Support Program, including program and volunteer development, management and evaluation. Successful management of the Caregiver Support Program is critical to the project's ability to meet outputs and outcomes for the Companionship-Respite work plan within the Primary Focus Area. The current Program Manager has over two years of volunteer coordination experience, including one service year as an AmeriCorps VISTA member and one year as an RSVP Program

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Coordinator. She brings experience in marketing/media to the position with a Bachelor's in Communication.

Program Coordinators- These two positions, one full-time and one part-time, are responsible for volunteer recruitment, placement, orientation, and follow-up, project publicity, coordination of volunteer events and training, and assisting with project development and evaluation. Each Coordinator is assigned station accounts to manage, including confirming the accuracy of station job descriptions, recruiting for specific jobs, updating volunteer placements, recording monthly volunteer hours, collecting performance measurements, and coordinating the Guidance Team's site monitoring visits. The part-time Program Coordinator also coordinates the Grocery Shopping Program, a service that is critical to the successful output and outcome measurements of the Independent Living work plan, a Primary Focus Area work plan. The part-time Coordinator has three years of nonprofit experience with specific skills in volunteer management and community outreach. He served as a Larimer RSVP member before taking the position with Volunteers of America in August 2014. The full-time Program Coordinator position was vacant at the time this grant was written.

Q19. * Internal policies for accounting, personnel management, and purchasing; manage facilities, equipment, supplies* Volunteers of America administrative support services ensure that programs have adequate resources, practice sound fiscal and personnel management, and are effective in daily operations. Policy and procedure (P&P) manuals are in place and updated regularly for all operations including accounting, personnel management, purchasing, and facilities management. General Accounting P&Ps include: paying and recording bills, managing credit cards, equipment purchases, petty cash management, asset management, and financial reporting and recordkeeping. Personnel P&Ps cover all aspects of employee management including code of ethics, confidentiality, political action, reporting abuse, use of equipment, etc. Senior level staff is available for consultations and support at any time to clarify policies/procedures or determine new practices as needed. In addition to general agency P&Ps, Larimer RSVP has a P&P manual for each staff position and for common office practices, and updates these annually.

Equipment and supplies are stored within the facility either under lock and key, or in areas off-limits to the public. All staff is expected to take proper care of equipment and report problems to their supervisor. If equipment is taken off site, it must be signed out/in and kept safe at all times. Employees using equipment are required to sign a property agreement that explains their responsibilities in protecting agency property. The Division Director, with the support of the Facilities Director, ensures the maintenance of the facility and general equipment. This includes routine

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scheduling of carpet/floor cleaning, window washing, grounds maintenance, HVAC maintenance, and telephone/computer/copier maintenance and upgrades.

Q20. *Financial Management Capacity and Systems/Experience with federal grants*
Volunteers of America has a full-service accounting department that serves all 30+ programs managed by the organization. The in-house accounting functions include payroll, benefits, accounts payable and accounts receivable. The accounting department completes all financial grant reports and has decades of experience managing federal funds received from Head Start, HUD, Administration on Aging, VA, and CNCS. In FY13 our accounting department managed close to \$10 million in government grants. The accounting department is supported by Accounting Clerks, a Payroll /Human Service Administrator, an Assistant Network Administrator, and an Account Analyst, and is overseen by the Associate Division Director and the Vice President for Administration. An outside Certified Public Accounting firm completes an audit annually, including an A-133 audit. Volunteers of America is rated low risk. We have built excellent working relationships with a variety of local and national organizations, a strong base of financial support, and a committed Board of Directors. Volunteers of America consistently receives high marks for its fiscally responsible and cost-effective delivery of services.

Volunteers of America has been sponsoring CNCS programs since 1974. It was awarded the Foster Grandparent grant in 1974, the Denver RSVP grant in 1983 and the Larimer RSVP grant in 1999. Since then, Larimer RSVP has twice successfully competed for additional CNCS funding for youth mentoring and caregiver support, and in October 2013 received a special grant to mobilize RSVP members serving in disaster recovery, following the FEMA-declared flood disaster.

Other

N/A

PNS Amendment (if applicable)

N/A