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Executive Summary

Impact Broward is the sponsor of the three Senior Corps programs in Broward County: Retired and Senior Volunteer Program (RSVP), Senior Companion Program (SCP) and the Foster Grandparents Program (FGP). Since 1965, it has harnessed the invaluable work and life experiences of older adults, matching their skills, talents and accomplishments to meet critical community needs. Its mission is to impact and enrich the community by engaging individuals through service to meet critical needs of children, adults and nonprofits in Broward County. Its vision is to connect, enhance and change lives through volunteerism.

RSVP proposes to continue and expand its student tutoring program called STARS- Students and Teachers Achieving Reading Success (STARS) for grades 1-3 in Title I elementary schools in Broward. Title I schools are eligible to have students receive additional assistance if more than 50% of the students at a particular school receive free or subsidized meals. RSVP will also continue its Veterans Helping Veterans Program in which veterans over the age of 55 are matched with other veterans who are defendants in the local judicial system. Based on a national program, Veterans Helping Veterans is the only mentorship program in the Broward County Veterans Court. Its community-based program at the Broward County VA Outpatient Clinic includes the single largest group of RSVP volunteers whose service enables veterans to access their medical care. Finally, RSVP will continue its Executive Service Corps where business executives and nonprofit leaders over the age of 55 provide pro bono consulting to nonprofit organizations to increase their operational effectiveness and efficiency.

RSVP is proposing to introduce three new initiatives which address critical community needs which have been identified by the United Way of Broward and the Community Foundation of Broward. The 1st work plan seeks to recruit volunteers over the age of 55 to tutor children in Title I middle schools. These volunteers will address Broward's status as one of 25 school districts that produce 20% of all high school dropouts. The Community Foundation of Broward seeks to increase the high school graduation rate to 90% from 78% by focusing on middle school success. Obesity in Florida afflicts all ages and has been identified by the United Way of Broward County as a target initiative. Impact Broward's RSVP intends to address this community need by partnering with a nonprofit organization called FLIPANY to offer volunteering opportunities in their "Cooking Matters" program that provides skills to adults, teenagers, children and families to prepare healthy meals and encourage healthier living. Increasing access to medical care will be addressed by recruiting volunteers to provide information to the uninsured regarding available medical insurance.

The primary focus areas of Impact Broward's RSVP will be: Education (K-12 Success) for elementary

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and middle school students; Veterans and Military Families involving mentoring through Veterans Helping Veterans and providing access to medical care via the Broward County VA Outpatient Clinic; Healthy Futures (Obesity and Food) and (Access to Care) as well as Capacity Building.

Strengthening Communities

1. Describe the community and demonstrate that the community needs identified in the Primary Focus Area exist in the geographic service area.

Impact Broward was awarded one of the first Foster Grandparents Programs in the country in 1965 and has been an integral part of Broward County for 49 years. In 1988, Impact Broward expanded to include SCP. In 2003, RSVP became the 3rd Senior Corps program after its earlier sponsor no longer was in operation. For the fiscal year 2013-2014, Impact Broward's three Senior Corps programs provided 265,518 hours of service with 774 volunteers providing companionship to the frail and elderly, tutoring in reading and math to elementary school children, mentoring to military veterans seeking to transition to civilian life and consulting with nonprofits to improve their effectiveness and efficiency. According to the 2013 Independent Sector's valuation of volunteer time in Florida an hour is worth \$22.55; the value to Broward County of the volunteer time provided by Impact Broward was \$5,987,430.00.

Florida Department of Elder Affairs, Summary of Programs and Services Report (January 2012) indicated that in 2010, 4.4 million residents were age 60 and older. Florida currently ranks 1st in the nation in percentage of its citizens who are elderly and will continue to do so in the foreseeable future (23% in 2009 increasing to 35% by 2030). More than 1.7 million Floridians are age 75 and older. The state's fastest growing age group by percentage is the population age 100 and older. (Florida Administration on Aging, A Profile of Older Americans, 2011). The size of the elderly population compelled the Florida Department of Elder Affairs to devise the State Plan on Aging, 2013-2016. Among its key findings was the importance of volunteerism among the elderly. Volunteering enables elderly Floridians to remain active, maintain a sense of self-worth and to feel good. Seniors also volunteer at higher rates than people younger and these rates do not decline until they reach their mid-70s. The Plan thereby includes 2 key objectives. In order to promote healthy behaviors, public campaigns will be needed to encourage older people to become or remain active. The second objective pinpointed the need to "promote social connectivity, community service, and lifelong learning to maintain positive mental health" (Emphasis added).

Broward County has 1.75 million people residing in 31 municipalities. The fastest growing age group in Broward County is 85 and older. The Broward County Planning and Redevelopment Department

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has projected to 2035 in its report "Broward-by-the-Numbers, 2009". The age range 45-64 will increase through 2020 due to the influx of the Baby Boomers. This group will decrease after 2020 when the Baby Boomers age out however, due to the increase in people over 65, retirement-aged numbers in Broward County will increase. The numbers will "balloon" due to people aging in place and the Baby Boomers.

Florida has the 3rd largest population of veterans in the entire United States with more than 1.5 million residents. This represents 12% of the whole Florida population over the age of 18. Florida has the largest population of World War II veterans in the United States (164,000). There are more than 731,000 veterans over the age of 65 in Florida (Florida Department of Veterans' Affairs, "Fast Facts"). Broward County is the home to more than 1,000 nonprofit organizations and public agencies vying to provide education, health care and social services to people in need. Facing financial constraints and other budget difficulties, these nonprofits are facing tremendous pressure to provide more with less. Volunteers serve a crucial role to help them maintain and, hopefully, expand their services.

Broward County Public Schools is the 6th largest public school system in the United States, the 2nd largest in Florida and the largest fully accredited K-12 and adult school district in the nation. It includes a very diverse student population. According to the 2013-2014 District Profile, students were from 204 different countries and spoke 130 different languages.

According to the Annie Casey Foundation article, "How Third Grade Reading Skills and Poverty Influence High School Graduation", children with poor third-grade reading test scores were less likely to graduate from high school than children with higher reading scores. Third grade was identified as the pivotal point in a child's education; the time when students transition from learning to reading and begin reading to learn. Interventions after the third grade were seldom as effective as those in earlier years. The article reported that one in six children who were not reading proficiently in third grade failed to graduate from high school on time, which was four times the rate for children who did show proficient reading skills.

Broward County third graders struggled on the state standardized testing known as FCAT, with only 57% passing the portion of the 2014 FCAT exam in reading. (Miami Herald, May 23, 2014). The scores indicated that 19% of third graders, or about 3,665 students, were in danger of being held back because they scored in the lowest level on the reading component. The reading results in Broward County, similar to elsewhere in Florida, were some of the weakest in recent years. Last year, 71% of Broward third-graders were reading at grade level, compared to 57% this year. Third grade math scores were not tied to student promotion but, they impact a school's rating. The math proficiency rate

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in Broward was 59%, a slight decrease from last year.

According to the Community Foundation of Broward, only 53% of young people in the 50 largest cities graduate from high school in four years. 25 U.S. school districts produce 20% of the total number of dropouts and Broward County Public Schools is one of them. Broward County's actual graduation rate in 2012-2013 was 75.3% with an even lower rate for Black, non-Hispanic students (66.2%). Florida Department of Education, Data Report: Florida's High School Cohort Graduation Rates, November 2013. The origin of these failures has been determined to begin in the sixth grade. In order to address the middle school breakdown in education, the Community Foundation identified certain key targets and among them were volunteerism, i.e. the need for more volunteers at middle school. As was stated by an unidentified community leader:

"No one wants to help middle school. It is fun to help the little ones (K-5), and it is rewarding to help someone go to college (high-school), but no one gets excited about ""the middle""

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

The service activity that Impact Broward has employed in elementary school and is proposing to expand into the middle school is weekly, ongoing tutoring by volunteers over the age of 55. RSVP has been providing tutoring services to children in 33 Broward County Title I elementary schools.

Volunteers are utilized in grades 1-3 at targeted at-risk schools, identified by the Broward County School Board. Background screening for each volunteer is provided by the Broward County School Board. RSVP staff, primarily the RSVP Volunteer Coordinator and RSVP Director, recruit, orient and assign volunteers to targeted schools. RSVP utilizes the expertise and practical experience of retired educators to train new volunteers in tutoring children and classroom behaviors prior to their assignment to a school. Training is provided monthly, or as needed, in Impact Broward's office and consists of 2 hours of orientation by RSVP staff and retired educators, school information and agency protocol and what to expect when working with elementary school students. Additional training is provided to the RSVP volunteer at the school.

Volunteers tutor students either on a one-to-one basis or in small groups. This decision is made by the classroom teacher. The tutor relationship between the RSVP volunteer and student will have a significant impact on the student including an increase in their self-esteem, improvement in their academic performance and reduction in risky behaviors.

Tutoring of middle school students has also been shown to be effective. Middle school grades are "pivotal years"; the student either is launched to succeed or becomes disengaged and a low achiever.

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(Building A Grad Nation, April 2014, p. 46). The Community Foundation of Broward has targeted increased volunteerism in middle schools as key component in improving local middle schools (Community Foundation of Broward, "School is Cool", 2011-2012). Minimally trained adult volunteers can provide enough academic support to increase the rate for middle school students. (Anna Allen and Nancy Feyl Chavkin, "New Evidence that Tutoring with Community Volunteers Can Help Middle School Students Improve Their Academic Achievement" in The School Community Journal, 2004)

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

The primary tool for collecting information and data to demonstrate volunteer impact is the annual survey of volunteer stations. Incorporated into the survey are questions designed to elicit impact data from the station such as the number of clients affected by RSVP volunteers and indicators of capacity enhancement directly related to RSVP volunteer activity. How to collect data to ensure National Performance outcomes and outputs are measured, collected and managed re then determined by the specific focus area.

Assessment instruments for the Education impact area have been retooled to align them more closely with the performance measurements regarding academic success. In our Veterans focus area, mentees and mentors are annually surveyed to determine the exact nature of services provided by the mentors, the resources provided to the mentees and their overall level of satisfaction. Final surveys are given to nonprofit organizations after the Executive Service Corps volunteer consultants have completed their pro bono consulting services to measure the level of satisfaction by the nonprofit organization they assisted and verify that at least one specific recommendation submitted by the consultants has been implemented.

Monthly time sheets provide the number of active volunteers, their hours, and individuals impacted and are preserved in our volunteer management database (Volunteer Reporter). This is a critical tool in our reporting internally as well as externally, especially to funders. RSVP staff, especially the Volunteer Administrator, has been working diligently to update all records, data, and program information by utilizing Volunteer Reporter to its full extent. Programmatic policies and procedures have been adopted and implemented to ensure that new volunteers are tracked accurately, timesheets are collected timely, and inactive volunteers are terminated appropriately. Agency MOUs have been modified to conform to federal requirements as required. A single end date has been adopted for all MOUs with the Broward County School Board to minimize the work needed when renewal is needed.

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Previously, MOUs would cease during any month and each school would have to be pursued individually. A single date of MOU expiration enables RSVP staff to focus its efforts on one expiration date. Preliminary discussions have also been held with the Broward County School Board administration regarding the entry of one Memorandum of Understanding to encompass all participating schools rather than the current system in which we have 33 separate MOUs.

The Volunteer Coordinator has close working relationships with many of the school volunteer stations. He is their first point of contact with them and all volunteers. He distributes all assessment and evaluation tools to the volunteer coordinator at the site and then follows through to insure these tools have been completed properly and returned.

The collection of data is done by the Volunteer Administrator (part-time position) who inputs this into Volunteer Reporter. The Project Director then reports this information to the V.P. of Programming and Development. The number of active volunteers is reported on the monthly program report. In addition to the number of active volunteers, the number of new collaborative partnerships is also reported on the monthly report. The variance in the number of new volunteers and volunteer sites is compared to determine if the outcomes are on target. These reports are, in turn, shared with the Board of Directors that meets each month.

Impact Broward's Advisory Council has its members sitting on Program Evaluation Committees for each Senior Corp program. The RSVP Program Evaluation Committee consists of three people who were trained by the RSVP Director. They were each provided with copies of all evaluations and surveys and were willing to assist in the collection of the completed forms from the volunteer stations. In 2014-2015, they will be instrumental in the administration and collection of volunteer site self-assessments.

The Advisory Council has been undergoing changes to its structure and personnel to insure it serves to promote and assess the Senior Corps programs. Each program has one representative on the Advisory Council. A new Chair was recently appointed and has re-energized the members while providing leadership by example. The Council meets monthly on policy, planning and developing operational procedures and practices consistent with program policies.

4. 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

Impact Broward's RSVP has a deep and longstanding commitment to providing direct service to veterans and/or their military families. Our Veterans Helping Veterans mentorship program

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represents our focus area addressing the needs of the veterans in Broward County. Veterans Helping Veterans was initially set up in 2009 as a mentorship program in which veterans over the age of 55 would be recruited and trained as mentors to those veterans returning from Iraq or Afghanistan. The concept was that the returning veteran would want to voluntarily agree to enter into this mentor relationship to ease their transition back into civilian life. However, as the program developed, it was difficult to find sufficient numbers of returning veterans who would come forward and voluntarily seek a mentor.

In 2012, the Broward County Circuit Court created a new division called Veterans Court. Modeled after other veterans courts in the country and following in the footsteps of other court programs such as Mental Health court and Drug Court, Veterans Court was established to be a treatment court and not simply one where justice is meted out. Since 2012, Impact Broward's RSVP has become the mentorship program for the Broward County Veterans Court. The presiding judge decides which defendant would benefit from mentorship and then is enrolled into our program.

The veteran is matched by our Program Coordinator with a volunteer mentor over the age of 55. Factors used in making a successful match are: branch of service, gender and physical location of both mentor and mentee. The veteran who volunteers as a mentor is oriented, trained and supervised by the Program Coordinator. After receiving an orientation training, the mentor also commits to attending quarterly support group meetings where mentors come together to hear and discuss relevant topics such as the role of the VA, best practices in mentoring, risks and liabilities in becoming a volunteer mentor, available community resources for veterans and military families and common mental health and substance abuse issues. The mentor accompanies his/her mentee anytime they are notified of a court date. Otherwise, during the month, the mentor keeps in contact with the veteran, provides guidance and encouragement in job seeking and housing assistance, meets with the mentee to just socialize and becomes the civilian equivalent of a battle buddy.

In addition to the mentoring by RSVP volunteers, the Veterans Helping Veterans Program organizes and participates in service projects and special events for and about veterans. In May 2014, RSVP held its Veterans Resource Fair in which 25 different veterans organizations attended and provided information about their services to veterans. These exhibitors included Urban League of Broward County, American Legion Posts, Operation Sacred Trust, Legal Aid of Broward County, VA Suicide Prevention and Broward County Elderly and Veterans Services. Impact Broward and Welcome Home Resumes have entered into a partnership where a monthly resume and job interview skills session is held free of charge to prepare or assist them in their employment search. Veterans are first shown

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how to translate their military skills to work-related skills, how to use social media in their employment search and then are given mock interviews to help them prepare for a job interview. Special events at Impact Broward also significantly emphasize our veteran community. Last year, 9/11 was commemorated with a special luncheon and informational speaker exclusively for veterans, free of charge. This year, 9/11 will be commemorated with a day of service; volunteers and Impact Broward staff will be sprucing up a group home of Henderson Behavioral Health which provides free mental health services to veterans. For Veterans Day 2013, Impact Broward organized a special visit for veterans to the local Naval Air Station Museum, the only military museum in Broward County. Impact Broward also has dedicated its MLK Day of Service to veterans for the past two years. All three Senior Corps programs, SCP, FGP and RSVP, combine and collaborate for this project. The service project has been a food drive to benefit local veterans. In 2014, the amount collected was doubled to nearly 900 pounds of non-perishable foods. This service project will be held again in 2015 with prospects for a significant increase in the amount collected since more community partners have stepped forward to participate.

Beyond the Veterans Helping Program which is categorized as an Other Focus Area activity, Impact Broward continues to serve the veterans population through its Memorandum of Understanding with the Broward County VA Outpatient Clinic. The clinic offers medical care and services to more than 150,000 veterans who reside in South Florida. RSVP currently has 81 active volunteers at this facility. This number represents the highest number of RSVP volunteers at any single volunteer station. At the VA, RSVP volunteers serve many diverse, important functions and help make the veteran's medical treatment as enjoyable and stress-free as possible. The functions include assisting during physical therapy, instructing veterans on accessing computer for medical care and generally assisting to provide medical care and treatment to veterans.

Recruitment and Development

1. Plan and infrastructure to create high quality volunteer assignments

RSVP of Broward ensures high quality experiences for volunteers by screening and qualifying the organizations at which our volunteers serve. We also qualify organizations by developing projects that address critical community needs as well as appeal to volunteers with particular interests and skills to make an impact.

Organizations that are new to RSVP and request our assistance to generate senior volunteer resources are evaluated using three criteria: a. Does the organization meet a priority community need that is in one of the focus areas? b. Does the organization have a strong volunteer support program in place? c.

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Is the organization willing to develop volunteer assignments that have an impact, to work with us to develop the tools to measure that impact, and to provide the data to report the impact? An example of a project that RSVP developed and manages which creates high quality volunteer assignments is the STARS literacy project. This project provides volunteer reading tutors in grades 1-3 at Title 1 at risk schools in Broward County. The work plan submitted under this funding opportunity also proposes extending the volunteer tutoring into the middle schools. Another example is the Executive Service Corps of Broward County that provides pro bono consulting services to nonprofit organizations by making available the expertise of retired executives and professionals to resolve management issues including strategic planning, marketing and publicity, human resource management and fundraising. These skills-based volunteers have formed their own Advisory Council which permits them a forum to provide greater input on their assignments.

Volunteer assignment descriptions were updated to align the description of service activity with the performance measurement standards. These forms are now utilized by all incoming volunteers and were also mailed to volunteer stations where RSVP volunteers had been serving for more than 5 years. By aligning the volunteer service with national performance measurements, both the volunteer and the volunteer station recognized that their volunteer experience needed to be impactful and within one of the accepted focus area.

2. Plan and infrastructure to receive training needed to be highly effective

Technical assistance is available to every station at the request of the station volunteer coordinator. This technical assistance addresses policies and procedures of RSVP, developing appealing and meaningful volunteer assignments, and collecting data to measure impact.

Training of volunteers on a station assignment is the responsibility of the station/site with the following exceptions: Executive Service Corps of Broward County, where an orientation is provided by

RSVP staff followed by a partnering with a "seasoned" Executive until the Consultant is ready to take the lead on a project;

STARS reading project, where newly recruited volunteers are given a two hour orientation and training by RSVP Volunteer Coordinator, for RSVP, and a retired educator expert in the field of reading tutoring;

Veterans Helping Veterans orientation is facilitated by either a veteran mentor or by The Program Coordinator. The orientation includes RSVP rules and regulations as

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well as a discussion on best practices in mentoring.

In conclusion, RSVP of Broward is always looking for new ways, methods, and means to engage 55+ individuals in meaningful, impactful, and engaging volunteer opportunities that not only enrich the lives of Broward residents but also those of the volunteers. Volunteer and station handbooks were revised and modernized to provide all volunteer participants with current and helpful information. Handbooks were also placed into a PowerPoint presentation that is more easily presented to volunteers and volunteer station supervisors. RSVP of Broward strives to be the leader and expert in this endeavor but not without the collaboration and partnerships of other organizations that have similar goals. We will not only improve recruitment and development of volunteers but also build lasting relationships with leaders in the community that will spread the message of civic involvement.

3. Plans to recruit volunteers reflective of community

For more than 40 years, RSVP has been the primary placement source for older adult volunteers. We work closely with Hands on Network and we mutually refer volunteers to each other. RSVP has built and maintained a corps of volunteers that number 341 strong serving at over 50 volunteer stations and contributing over 4,000 hours of service in 2013-2014. Currently, 78% of RSVP volunteers are white, 19% are African-American and 1% is Asian. 64% of all RSVP volunteers are women; 36% are men. 25% of RSVP volunteers are veterans; 75% are not a veteran.

Recruitment is done through public service announcements, public speaking engagements, personal recommendations and attendance at health fairs and senior expos at senior communities and public facilities. RSVP has identified southwest Broward as an area from which more volunteers are needed and has targeted this area for recruitment. RSVP has attended 2 fairs in Pembroke Pines and has recruited new volunteers from that area.

Depending on the project needs, we target different potential organizations that could supply the specific type of volunteer. Examples would be Broward County Veteran's Council and the Veteran's Symposium. Also, we have become more intentional and purposeful in our volunteer recruitment efforts. Although we still do attend senior expos and health fairs we have utilized social media such as Idealist, Volunteer Match, Hands On Broward, All for Good, Face book, Create the Good and Constant Contact. RSVP of Broward County has become more strategic in planning its recruitment efforts.

Recruitment and placement activities include a thorough screening and interview of interests and skills, then matching and referring the volunteer to an appropriate assignment with sensitivity to travel, language, disabilities and cultural diversity. Extensive communication is held between the

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volunteer, the volunteer station point of contact and RSVP's Volunteer Coordinator in the first few critical weeks of placement to ensure a good match for the volunteer and the station. Volunteers always have the option of requesting a different assignment or opportunity.

4. Plans and infrastructure to retain and recognize RSVP volunteers

Retention and recognition activities are maintained year round to sustain our relationship with the RSVP volunteers. During the year, volunteers are sent a quarterly newsletter with articles of volunteer and station achievements and new opportunities. A volunteer is highlighted in each newsletter so that other volunteers can learn about their experiences even if they are a new volunteer. In 2013, we began a new series of newsletters aimed specifically at our veterans, mentors and mentees. In addition to this, we send email announcements to our volunteers and sites that have email capability. This allows us to keep even closer contact with volunteers. We have over 200 email addresses and are concentrating our efforts on increasing the number.

RSVP sponsors 2 recognition luncheons annually for our volunteers. At each event, volunteers are provided a free, catered lunch and learn from an informational speaker. In January 2014, for example, we identified and recognized 14 special volunteers who have continuously volunteering with Impact Broward since RSVP has become a part of Impact Broward. In May 2014, RSVP presented its annual Presidential Awards for Service to those volunteers who served more than 100 hours. More than 100 people were recognized including two who volunteered nearly 1,000 hours each.

RSVP also nominates its volunteers for special recognition. Loretta Young's name and application was submitted by RSVP to the Florida Veterans Hall of Fame. Last year, one of our volunteers, Janice Rubin, was a member of the inaugural class of inductees to the Hall of Fame at the age of 92 in recognition of her years of volunteer service at the Broward County VA Outpatient Clinic. Janice Indeck from Tamarac Community Center was nominated and awarded special recognition from the Sun-Sentinel, our local newspaper, for her work in organizing and running The Writer's Place for seniors. This year, we have nominated Nancy Northrup for her more than 10 years of volunteer service as a tutor in Nob Hill Elementary School. RSVP nominated Murray Landers for the Heart of Our Community Award sponsored by HandsOn Broward. Murray is a dependable and outstanding volunteer at the Broward County Outpatient Clinic and a veteran himself. Two outstanding volunteers with our Executive Service Corps received the Community Impact Award for Nonprofit Capacity Building Team which will be presented to them at our 2014 luncheon on October 10, 2014.

Program Management

1. Ensuring management of volunteer stations in compliance with RSVP program regulations.

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RSVP of Broward has revised all of its Memoranda of Understanding to include all program regulations including preventing or identifying prohibited activities. The MOU was modeled after the sample provided by CNCS. All volunteer stations were contacted and complied, either by email or after personal site visits by the RSVP Director or Volunteer Coordinator.

Beyond insuring literal compliance by the stations with program regulations, the key to insure continued compliance is our relationship with the volunteer coordinator at each of the sites. 33 of our volunteer sites are schools in Broward County. We have ongoing contact and dealings with them throughout the year which enables us to confirm that compliance is a continuous process. We speak with each school at the beginning of the year to verify their volunteer needs, the desired start date and other matters relevant to our volunteers. We are meeting in person with each volunteer coordinator at their regional leadership meetings in September 2014 to discuss compliance, performance measurement and other ways to enhance the volunteer experience. We contact them again later in the Fall when we submit the initial progress reports to their teachers which are used in our performance measurement. The schools are again contacted in the Spring when we submit our final student progress reports. Finally, all sites confirm to us via email that they have been providing a safe environment to the volunteers including providing reasonable accommodations. In 2015, we will begin to conduct personal visits to the sites to make this determination with the assistance of the 3 members of the Advisory Council's RSVP Evaluation Subcommittee.

The remaining sites are area senior centers and the Broward VA Outpatient Clinic. These sites are periodically visited by the RSVP Director and/or Volunteer Coordinator to insure management is conducting their activities in compliance with federal regulations. The VA Outpatient Clinic is itself a federal facility so they can subject to the same or similar regulations.

2. Developing and/or overseeing volunteer stations to insure volunteers are performing their assigned service activities.

RSVP of Broward County utilizes the Volunteer Assignment Description and monthly timesheets, in addition to our site visits and conversations with the volunteers, to verify they are performing assigned service activities.

Both of these documents were recently revised to include activity codes to be used by the volunteer. These codes correspond to each service activity that has been authorized to be performed under each focus area. For example, if the volunteer is tutoring children in grades 1-3, the code would be E2, if they are providing access to health care for a veteran it would be M1, etc. This code would be included on the Volunteer Assignment Description which is signed by both the volunteer and volunteer

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coordinator. After the volunteer begins their service, their monthly timesheet also includes an activity code which they use in describing their service activity. If they do not use an activity code corresponding to their permitted volunteer activity, the Volunteer Coordinator contacts the volunteer and/or volunteer coordinator to determine what is occurring.

A recent example may be helpful in illustrating the success in this system of verification. A volunteer submitted his monthly timesheet and indicated that he was tutoring students in grades 4 and 5 which is outside the scope of the workplan and Volunteer Assignment Description. The volunteer coordinator was contacted who advised us that the principal had decided that male volunteers could only volunteer in grades 4 and 5. After we spoke with the volunteer coordinator and reminded her that the volunteer could only work in grades 1-3, the volunteer was reassigned back to the appropriate grade level.

3. Plans and infrastructure to meet changing community needs.

RSVP remains open to addressing new community needs that we become aware of but, we have clarified our focus to be in alignment with CNCS strategic plan as well as fitting all our opportunities into focus areas. RSVP of Broward has become more specialized and purposeful in placing volunteers in our remaining areas of impact. We have transitioned volunteers into these new areas as well as graduated those who wish to remain in their non-impact volunteer assignments. These actions reduced the total number of volunteers while providing the opportunity to better manage those volunteers that remain. RSVP is a partner in the Broward County community and is therefore especially equipped to know and respond to changing community needs. We are partners with key community agencies such as the United Way of Broward County, Community Foundation of Broward, Broward County School Board, Broward County Libraries, Aging and Disabilities Resource Center and Broward County Department of Elderly and Veterans Services. RSVP also undergoes an annual assessment which is instrumental in determining community needs. This assessment includes surveying current volunteers to evaluate their experience and discuss potential new opportunities. The Advisory Committee is also involved in 1st determining what are the community needs to be addressed and then to re-evaluate if there are changes to these needs.

4. Organization's track record in the Primary Focus Area of Education

Impact Broward, Inc. has recruited, trained and placed older adult volunteers in the Broward County community since 1965. Impact Broward has been the local sponsor of RSVP since 2003 when its previous sponsor ceased operations. The mission of Impact Broward is to impact and enrich our community by engaging individuals through service to meet critical needs of children, families, and

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nonprofits in Broward County. Impact Broward accomplishes this by, among other activities, tutoring and mentoring children and by placing volunteers with nonprofit organizations where their skills and experience enhance the capacity of services to our community. Our older adult volunteers impact education, health, human services, and more.

RSVP has had tutoring children as one of its main programs since RSVP has been hosted by Impact Broward in 2003. The program has had a longstanding relationship with the Broward County School Board; they are a crucial and reliable partner in the success of the student tutoring program now known as STARS, Students and Teachers Achieving Reading Success. RSVP meets with administrative officials of the School Board and has been invited to address all volunteer coordinators of all Title I elementary schools. Issues to be discussed include assessment and evaluation and additional training for volunteers.

5. Ensuring project is in compliance with federal regulations.

The RSVP project as a whole is evaluated annually by the RSVP Advisory Council Evaluation Committee, the V.P. of Programming and Development, and the President/CEO of Impact Broward. The Evaluation Committee has been, and continues, to seek new members who will revitalize its role in evaluation and community outreach. Four members have met with the RSVP Director to review the applicable performance measurements, existing assessment instruments and evaluation timelines for this fiscal year. Additional meetings will be held to continue this process.

Progress on specific goals and objectives is reported in management team meetings and at every month's advisory council meetings. The RSVP Advisory Council Evaluation Committee also helps to develop and analyze the client agency and volunteer surveys each year. This feedback is incorporated into the annual evaluation recommendations and is integrated into the next year's operational plan. The RSVP Director and staff reviewed all station files to insure there was a signed MOU and all stations had verification of their 501c3 status. The Volunteer Administrator reviewed all volunteer files to insure all volunteers were eligible to serve and that we had updated information. Any volunteer who had been serving more than 5 years was mailed a new Volunteer Assignment Description to enable us to verify that their volunteer service activity had not been changed. If it had, they signed a new form.

Pamela Carre, Senior Companions Program Director, is an experienced director with keen knowledge of federal program regulations and how programs should operate consistent with them. She provides the RSVP Director with her ongoing expertise, assistance and information on policies and procedures for programming. She and all program directors meet every other week to discuss compliance with

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the federal regulations, share any operational issue and discuss best practices.

Organizational Capability

1. Plan and infrastructure for programmatic and fiscal oversight and daily operational support.

The organization is managed by a 15-member Board of Directors that meets monthly. Its committee structure includes the Finance Committee charged with overseeing fiscal reports, budget and audit; Board Development Committee charged with membership and orientation of board members; and Fund Development Committee with its Community Impact Awards Annual Luncheon Event Subcommittee. The Finance Committee consists of 5 Board members, 2 of whom are CPAs. They meet monthly to review all programs' budgets and actuals. Any variance greater than \$1,000 requires a detailed explanation from the Director of Finance.

Programmatic and daily operational oversight is provided by the RSVP Director. Staff meetings for RSVP are held every two weeks during which time upcoming events are planned and discussed, potential problems are identified and program updates are shared. RSVP Director meets every 2 weeks with the other Senior Corps directors to discuss common programming, compliance with federal guidelines and any operational concern. Monthly meetings are held with the 3 program directors and the Vice-President of Development & Programs to discuss management and operational issues. Monthly meetings between the Director of Finance and the program directors are held to review income and expenses.

2. Staff positions

The staff is comprised of 13 full-time and 5 part-time employees. There are 3 directors who oversee Foster Grandparents Program and Dropout Prevention; Senior Companions Program and Respite for Caregivers; and Retired and Senior Volunteer Program (RSVP). Monthly management meetings and staff meetings keep employees informed and assist in overall planning and operations. The current staff funded, in whole or in part under the federal grant includes:

Diane Smith, Vice President of Development & Programs, has responsibility for the overall administration of all agency programs and fund development. She has worked in the nonprofit sector in South Florida for more than 30 years. She was the Executive Director of the Broward Homebound Program for 14 years. She has worked for the Department of Children and Families and the Area Agency on Aging in various supervisory positions. Ms. Smith holds a B.S.W. degree from the University of Cincinnati. She is currently enrolled in a Masters in Nonprofit Management program at Florida Atlantic University. Her civic involvement includes past Secretary of the United Way Council of Executive Directors, Past President of Broward Coalition on Aging, Advisory Board Member of the

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Noble McArtor Adult Daycare Center, Past President of Advocates for Community Care for Disabled Adults, past Board Member of Caresource (Monarch Care), member of Broward County Transportation Disadvantage Board, and a Board member of the Association of Fund Raising Professionals.

Howard Horowitz, Project Director, RSVP was first a volunteer with RSVP's Executive Service Corps. An attorney by training, Howard has served in volunteer and professional capacities with various Florida nonprofits over the past 20 years. He was the volunteer Vice-President for Planning and Allocations for the Jewish Federation of Greater Fort Lauderdale and later became the Assistant Director for Planning and Allocations at the Greater Miami Jewish Federation. In both positions, he was responsible for the fiscal monitoring of \$1,000,000 and \$8,000,000 budgets respectively and assessed critical community needs and allocation of resources. Howard later became the Florida Director of Campus Advancement for Hillel where he was the director of 7 campus student centers with primary responsibility for budgeting, program development and evaluation and community relations. At Impact Broward, he has recently assumed responsibility for the program management of RSVP's Executive Service Corps. He is currently serving as the Treasurer for the revitalized Florida Association of Senior Corps Directors. Howard has a B.A. in History from the State University of New York at Binghamton and a J.D. from the University Of Maryland Carey School Of Law. Pamela Carre, Director of the Senior Companion Program, has more than 25 years' experience. She is a graduate of Leadership City of Miramar-Pembroke Pines Chamber of Commerce. She was the executive director of MediVan Health & Community Services. Pamela has also worked in a management capacity for Memorial Health Care System and Broward County Health Department. She is a member of the Broward Coalition on Aging, Directors of Volunteers Services, past member of Broward Regional Health Planning Council, Broward Health-Senior Community Relations Council, Broward Health Primary Care Community Relations Council, Broward County Health Department Outreach Planning Group. Pamela is also presently serving as a Board member for the National Senior Corps Association. She holds a B.A. in Health Services Administration from Florida International University.

RSVP staff also includes Andre Smith, Volunteer Coordinator. This position involves daily interaction with volunteers and volunteer stations. Andre not only assists in recruiting new volunteers but is the 1st point of contact for the volunteers who have enrolled in our student tutoring program. He has prior work experience as a project coordinator and team supervisor for a local firm Marion Chamberlin is the Volunteer Administrator. She is responsible for data entry and reporting

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from our volunteer database, Volunteer Reporter. She formerly was a pension administrator during which employment she acquired advanced computer skills, including proficiency in MS Office.

3. Organizational capacity to develop policies for governance and risk management and manage capital assets

The Project Director meets regularly with the Director of Finance to review the RSVP budget and utilize funding as effectively as possible. New policies and procedures for purchases, travel reimbursement, expense reimbursements have been initiated, The Project Director meets bi-weekly with RSVP staff to search for new ways to refine systems and processes. Informal meetings are held routinely to address any resource issues that may arise via the agency President/CEO, V.P. of Development, and the Director of Finance/Administration. Impact Broward has always been very supportive in all staff attending workshops, trainings, and conferences to improve effectiveness and efficiency in the services we deliver. This information is regularly shared at staff and management meetings.

Impact Broward has previously retained an outside firm which completed a risk management analysis of programs and operations. This assessment is reviewed every 6 months and the President/CEO is required to submit to the Board of Director a written affirmation that no change has occurred. If not, the Board must be notified in writing of any such change or variance to the findings. Impact Broward does not own its building but, leases from the Girl Scouts of America which is responsible for the upkeep of the premises including maintenance. These facilities include large and small meeting rooms that are utilized on a regular basis for trainings, volunteer gatherings, and orientations. There is now a separate room for our computer lab that holds 12 computer work stations. These computers were donated by AT&T and are maintained and serviced by the RSVP Volunteer Coordinator in conjunction with our outsourced IT company.

4. Infrastructure for robust financial management; past experience in managing federal grants

Impact Broward and its programs have the services of an experienced Director of Finance who has served with Impact Broward for more than a decade. All project directors meet with him to review the status of funding for their respective programs. Monthly meetings are also held with the Vice-President of Development and Programs. The Director of Finance is instrumental in helping Project Directors create the most efficient way to manage resources within their programs. The Director of Finance's position is undergoing review as the long-tenured employee may shortly be stepping down. Impact Broward is discussing upgrading this position to include Chief Financial Officer with extensive budgeting experience and technology skills to manage federal requirements of Senior Corps grants.

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The Vice-President of Development and Programs is instrumental in assisting Project Directors in finding new resources, expanding the reach of projects, and finding new partnerships that can lead to enhancing existing projects. The Accounting Department also includes a second employee who is the Accounting Assistant.

Impact Broward has demonstrated for 49 years that it has the capacity to assure project success during economic ups and downs and to change its policies and procedures when needed under the circumstances. It has been able to sustain three Senior Corps programs over the years with collaborative agreements and diverse support from major funding organizations in the community. These relationships have enabled Impact Broward to expand services, make the transition to programming for impact, and start up new projects during a time when economic difficulties have reduced funding levels. CNCS recognized the ability of Impact Broward to assure project success by awarding it the grant to sponsor RSVP in September, 2003. During the past five years, our fiscal audits demonstrate that Impact Broward is in sound financial condition with a strong reserve position. The audited financial statements indicate that the organization maintains financial stability and has excellent administrative internal controls in place.

The organization has demonstrated professional and financial integrity for more than 49 years. Impact Broward has managed three Corporation for National and Community Service Programs: RSVP since 2003, Senior Companions since 1988 and Foster Grandparents since 1965. Impact Broward has utilized the wisdom and experience of older adults for 49 years. The goal of our programs is to enable volunteers over the age of 55 to remain active in the community and continue to live independently. Our programs yield a double benefit to the individual or nonprofit receiving volunteer service and to the volunteer who remains active and connected to the community.

Other

None

PNS Amendment (if applicable)

Not applicable