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Executive Summary

United Way of Martin County's (UWMC) goal is to advance the common good and create lasting changes in Martin County by addressing the underlying causes of our community's identified priority areas of: ending hunger; strengthening families; health; education; jobs; and ensuring safety. As required by The Corporation for National and Community Service this re-competition grant will address these priority areas with the primary focus of Healthy Futures. All will drive our community impact strategies fueled by volunteers to create lasting change. By the end of the performance period, with the service activities provided by the volunteers, more than 2,000 residents with limited or uncertain access to enough food will report an increase in food security.

UWMC recognizes that volunteering is vital to a just society and has made it a major part of our business strategy. Since 1979, UWMC has fostered civic responsibility by providing meaningful volunteer opportunities for our seniors through the sponsorship of RSVP. The requested \$91,344 federal investment will support the continuing and new activities of 600 unduplicated volunteers and will be supplemented by a match of \$44,786 which is 12.5% in excess of the 30% required and includes other community funding support.

By the end of the three year grant, 67% of the 600 RSVP volunteers will be engaged in measurable results-oriented activities, including alleviating hunger of those that are food insufficient and educating clients on healthy food choices; mentoring children in community and site-based mentoring programs; providing homework help and tutoring in after school programs; elevating the knowledge of volunteer coordinators through instructional training; reducing the unemployment rate among veterans; consulting with nonprofits to build their capacity; improving the reading levels of students through a structured literacy program and providing disaster preparedness training. The remaining 33% will address other community needs.

Strengthening Communities

Martin County is one of three coastal counties that make up Florida's "Treasure Coast" -- an area known for its colonial-era shipwrecks. Martin County is located in southeast Florida, bounded by the Atlantic Ocean on the east, Lake Okeechobee on the west, Palm Beach County to the south and St. Lucie County to the north. The 556 square miles are 100 miles north of Miami and 250 miles south of Jacksonville. According to the U.S. Bureau of the Census, 146,318 people called Martin County home

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in 2010 with a projection of 151,263 in 2013. Residents tend to be significantly older than typical Florida communities, with 61,227 or 42% of the population being 55 years of age or better. In 2010, Martin County's median age was 49.7 versus nearly 40 years statewide. Predominant racial/ethnic groups were white, non-Hispanic (87.3%), Hispanic (12.2%) and African-American (5.4%). The median income of households in Martin County was \$53,210.

Martin County is economically and ethnically diverse with pockets of extreme need increasing rapidly by the population growth of immigrants seeking service delivery work, the core of the workforce for this county which has only 10 private or public businesses that employ more than 100 people. One area of need is Indiantown, which is geographically isolated in western Martin County and demographically distinct from coastal Martin County. The estimate per capita income in 2012 for this area of the county was \$11,634 and median household income was \$34,463 compared to \$45,000 for the state. Another identified area of need in the county is Golden Gate where a high concentration of immigrants from Latin American nations poses language and cultural challenges.

Agencies feeding the hungry report to the United Way an increase in the number of non-English speaking clients seeking services as well as working poor families with children, seniors subsisting on limited fixed incomes and families who never needed help before but do now as a result of the faltering economy.

The Hunger in America 2014 Key Findings documents the critical role member food banks and partner agencies play in supporting struggling families in the United States. Study results are based on nationally representative surveys conducted in 2012/13 of agencies that operate food programs in the charitable food assistance network supported by Feeding America and of clients that access services through that network. The Treasure Coast Food Bank (TCFB) serves Martin, St Lucie, Indian River and Okeechobee counties providing food to the food pantries associated with this grant application. TCFB is serving 97,640 clients of which 25% are children, 14% are seniors and 20% of households that include someone who is currently serving or has served in the US Armed Forces receiving services.

A recent community stakeholder survey conducted by TCFB reflects that 88% of respondents indicated that demand for food assistance in the area increased in the past few years and 70% indicated that child hunger was a serious issue. Seventy-four percent of the households reported using multiple strategies for getting enough food in the past 12 months, including buying the cheapest food available

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regardless of its nutritional ingredients, eating food past its expiration date, growing food in a garden, pawning or selling personal property, and watering down food or drinks.

According to the Feeding America's Map the Meal Gap study released in April 2014, 13.9% of the Martin County residents are food insecure with 20,430 people not knowing the source of their next meal, 25.2% of Martin County children are food insecure, and 40% of the food insecure population does NOT qualify for federal nutrition programs.

The United Way's Ending Hunger Task Force has lofty goals including alleviating hunger by distributing more pounds of nutritious food to individuals in crisis situations and expanding individual case management services that increase economic self-sufficiency to alleviate long term hunger. At the August 21, 2014 meeting of the Martin County Hunger Coalition, the decision was made to merge the Coalition with the United Way Hunger Task Force. The new merger will be led by the United Way CEO and the United Way Vice President of Community Impact and Martin Volunteers (the RSVP Supervisor). Collaborative members include representatives from RSVP, House of Hope, Council on Aging, Whole Child Connection, Indiantown Health Advisory, Treasure Coast Food Bank, Martin County School District's Health Advisory, local soup kitchens and United Way and RSVP Advisory Board members. The purpose of the merger is to coordinate efforts to identify what services are currently available; determine the gaps in services; the capacity of the food pantries, food banks and soup kitchens; accessibility for the clients to get food; and to identify marketing needs. By the end of the three year grant period, RSVP volunteers will play a role in identifying solutions to the gaps in services and action steps to streamline the process for more efficient delivery of services.

The identified primary focus area of Healthy Futures with the Objective of Reducing Childhood Obesity and Increasing Access to Nutritious Food will also be addressed through UWMC's collaborative effort to increase healthy eating and physical activity by the implementation of the 5-2-1-0 Campaign in Martin County. Mirrored after the successful campaign in Maine, this is a collaborative of the Shared Services Network, Martin County Health Department, Martin Health System, Martin County School District and several local agencies with UWMC as the backbone for this initiative intended to influence attitudes and behavior for making healthier lifestyle choices with initial emphasis on the rural area of Indiantown which has the highest population of childhood obesity.

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Each year, Martin County Health Department school health nurses conduct a series of health screenings, including a check of body mass index. Sadly, the number of Martin County public school students who are overweight or obese continues to rise. According to the most recent data from the 2013-14 school year, 28 percent of first-graders, 34 percent of third-graders and 35 percent of sixth graders were overweight or obese.

At least three RSVP volunteers will be trained as Project Leaders through the Points of Light Project Leader Curriculum and will be assigned leadership roles in the initiative with the responsibility of recruiting more volunteers as this project progresses throughout the three year grant period. All data will be collected and reviewed by RSVP personnel to ensure that the information adequately reflects the appropriate outcomes and objectives of the Healthy Futures workplans. In addition the information will be shared with the new collaborative merger between the UW Task Force addressing hunger and the Martin County Hunger Coalition in support of continuing efforts to alleviate the long-term hunger of Martin County residents.

Working with House of Hope, the agency that hosts the local food pantry, Martin County residents can receive nonperishable food, baked goods, deli products, fresh fruit and vegetables and meat five days per week. During the initial visit the client completes an intake form and is provided with emergency food based on the size of the family. Ongoing pantry services require an appointment with a case manager to determine the eligibility and frequency of services. The assessment is designed to identify root causes and empower the individual to work toward long term stability. The individual may be experiencing life challenges that could be resolved through other services or referrals to other partners.

Some of the two hundred and twenty-five (225) volunteers, meeting the food and obesity objective will collect, sort, distribute and inventory the nutritious food to operate the pantry and distribute educational materials on healthy eating and active living choices to the families. Other volunteers will be involved with community outreach and some experienced volunteers will be involved with planning efforts to alleviate hunger in Martin County. Some RSVP volunteers with prior experience in the non profit food delivery system will serve as consultants. The RSVP volunteer activities are collected and reported to RSVP on a monthly basis.

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House of Hope employs a best practice model for pantry operations called Client Choice, a method for food distribution known to eliminate waste and build dignity. Performance measure data in the form of a participant output summary log will be collected to track the number of unduplicated individuals receiving services and will document the level and scope of food security services received such as nutrition classes, food distribution or outside agency referrals.

The log will be submitted monthly to RSVP and semi-annually to UWMC as part of their program grant requirement to increase the provision for nutritious food in order to reduce food insecurity and childhood obesity in Martin County.

In January of 2014, House of Hope started a partnership with the Council of Aging to provide a week's worth of nutritious food to housebound seniors. On a daily basis the Council on Aging serves this population through its Meals on Wheels program. Twenty three (23) RSVP volunteers will deliver meals prepared by a contracted licensed dietician in the Council on Aging's commercial kitchen and in compliance with the Department of Elder Affairs Nutritious Guidelines. Volunteers will not only deliver meals but provide a daily wellness check and report any concerns to the Meals on Wheels office. A nutritious assessment form will be distributed to measure the improvement of the clients' nutritional status over a one year period of time. An Independent Living Performance Survey will be introduced during this grant period to measure the number of housebound seniors who feel an increase in their social ties and a decrease in loneliness as a result of the communication with the RSVP volunteers. The surveys will be collected monthly and submitted quarterly to RSVP.

During the holiday season, families experience the additional burden of providing a holiday meal and gifts to their children. The United Way's White Doves Holiday Project lessens this burden through the efforts of hundreds of volunteers collecting, counting, sorting and distributing an average of 1,200 bags of groceries and more than 13,000 toys to families needing assistance during this stressful time for struggling families. This short term project allows for residents with disabilities, persons unemployed, the homeless, children, businesses, veterans, corporate employees, board members, donors and agencies to work together to help the families and to share this rewarding volunteer experience with others.

House of Hope recently received a grant to incorporate a referral service specific to veterans and is coordinating with the Martin County Veterans Services Office to share referrals and unify the

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application form to best serve veterans seeking assistance. As a result of the augmentation grant UW received from the Corporation for National and Community Service to address veterans and military families, RSVP established a Martin Veterans Committee to oversee the workplan for veterans. The workplan addresses the unemployment rate of local veterans, significantly higher than normal. Working with the local unemployment office's veteran division, we discovered some of the obstacles faced by veterans, including the lack of corporate employment experience and skills that are only reflective of military duty. In 2013, the committee hosted a successful veteran job fair that was attended by a US Congressman. The committee, led by a Vietnam Veteran and Advisory Board Vice President, has since hosted another job fair for all unemployed residents with a track for veterans, including resources for continuing education, workshops on resume writing and one-on-one consulting for learning or improving interviewing skills and the opportunity to explore volunteer options. A workplan for veterans is included in this grant application that will allow for two job fairs each year to help our unemployed veterans as they transition from the military environment.

Data collection for attendees, veteran preferred businesses, number of veterans attending workshops, number of veterans receiving consults and number of veterans interviewed and/or hired is the responsibility of the RSVP staff with the results shared with the Business Development Board, Martin County Board of County Commissioners and the United Way. Oversight of data collection and management is the responsibility of the Martin Veterans Committee.

Recruitment and Development

In addition to RSVP, UWMC hosts several other volunteer resources and programs, including a Volunteer Center and the Executive Service Corps under the umbrella of its Martin Volunteers program. Altogether, these programs engage over 1,500 volunteers each year. This extensive outreach helps ensure that RSVP has the know-how needed to provide high-quality volunteer experiences. On a day-to-day basis, providing volunteers with appropriate, skill-based service opportunities is another way RSVP ensures high-quality experiences. The RSVP Supervisor serves on the United Way World Wide Skills-Based Volunteer Committee and is a partner with Volunteer Florida's Best Skills-Based Volunteer Program both charged with identifying new volunteer development resources that help match skills with meaningful service opportunities. RSVP volunteers are serving on UWMC task forces established to address the aligned focus areas of this grant and those of the sponsor. High quality volunteer assignments will be instrumental for UWMC to meet its lofty goals as detailed in its 2014-2018 Strategic Plan.

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The United Way of Martin County recognizes the importance of appropriate marketing for its varied client base of volunteers, donors, and the general public. To that end, the Board of Directors recently approved the addition of another marketing staff person to assist with the demand for community outreach and marketing materials, particularly those that are not directly associated with the United Way giving campaign. Targeted outreach will include newcomers to this retirement community who are more computer savvy than in the past, the untapped local exercise facilities, and those visiting our parks and beaches. The UWMC marketing plan includes implementation plans to address its core volunteer function including the expansion of social media avenues. A new mobile application has been created for the community to access the latest volunteer opportunities; residents are also able to access our web 24/7 where current volunteer opportunities are listed.

Traditional recruitment vehicles will continue to include newspaper advertisements, periodic television and radio exposure, press releases, flyers, posters, web sites, visibility at community events, speaking engagements and particular attention will be given to developing relationships with companies able to identify employees approaching retirement age. In addition to ongoing relationships with neighborhood and faith-based organizations, RSVP will continue to co-hosts a monthly radio talk show to recruit volunteers and to showcase their good work and promote the mission and goals of stations. Particular attention will continue to be devoted to recruiting highly-skilled volunteers for strategically visible, high-profile positions within our workplans. The strategic recruitment of volunteers from diverse racial and ethnic origins will be conducted through the Martin County Sheriff's sub stations, typically located in diverse neighborhoods, as well as recruitment by Advisory Board member's affiliations, including the faith community.

Additional military veteran volunteers will be engaged and assist in our focus of services to veteran and military families to address economic opportunities for veterans. Two job fairs are planned each year with the leadership of RSVP veteran volunteers. Other highly effective volunteer opportunities are created through initiatives of the sponsor such as the UWMC Citizen Review process and the Volunteer Tax Income Assistance Program.

The initial volunteer orientation is conducted by the Volunteer Coordinator (VC) to determine the volunteer's area of interest and match that interest with available opportunities. During the

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orientation, the VC reviews the expectations and general practices. Volunteers interested in impact assignments will be further trained by the RSVP Director on the specific outcomes of the workplan. Specific orientation and training is provided by the station coordinator. The stations are vetted prior to the placement of volunteers to be sure there is a job description, safety measures are in place, and stations are aware of the policies regarding the appropriate assignments of volunteers and reporting requirements of the workplans.

Volunteer retention is promoted in several ways. An increasing number of host agencies are recognizing the added value of volunteer involvement. RSVP actively encourages such agencies to provide volunteers with more sophisticated service opportunities and as a result, volunteers are being increasingly regarded as customers with their own unique needs. Toward that end, all RSVP assignments are continually monitored by the Director and staff to ensure that volunteers are properly trained, have the necessary resources to carry out their assignment, and are participating in meaningful and enriching activities that provide opportunities for social interaction and reflection while learning new skills. The Advisory Board will collect and evaluate the results of volunteer surveys to assess how stations can better serve them. Other more traditional retention methods include follow-up calls, newsletters, station visits and media coverage. Currently, 22% of RSVP volunteers have served for five or more years.

RSVP volunteers are collectively and individually recognized at various events, including the annual recognition luncheon where years of service awards are presented. Additional public recognition takes place at the sponsor and agency celebrations, Presidential Service Award presentations at the Board of County Commissioners, and periodic official proclamations issued by Martin County and the City of Stuart. During National Volunteer Week, more than 20 businesses with marquees post messages thanking RSVP volunteers. Volunteers are also recognized in press releases, during our monthly live radio talk show, at several recognition luncheons hosted by the sponsor or stations, in several electronic newsletters and on the RSVP web page. Agencies are strongly encouraged to interview volunteers to capture their experiences and volunteers are likewise encouraged to record their experiences in journals to share with clients, staff and young people through the RSVP web page and newsletter.

Trainings are offered to station staff through the Directors of Volunteers in Agencies meetings,

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facilitated quarterly by the RSVP staff to provide an opportunity for station volunteer coordinators to share their wealth of knowledge, learn new skills and develop new collaborative partnerships. RSVP staff participates in other local, state and national trainings whenever possible. The staff and lead volunteers provide technical assistance to volunteer managers as they develop leadership opportunities and short-term projects. This is complemented by the fact that RSVP staff members participate in Florida's Volunteer Management Certificate Program designed to give volunteer coordinators the tools needed to engage and empower volunteers. The 240 hour curriculum established by the Points of Light Foundation and coordinated through the HandsOn Network includes post testing with the test results calculated and submitted to Volunteer Florida. Martin Volunteers/RSVP has successfully conducted this training for 15 years. This training is supplemented by Project Leader training whereby volunteers with leadership skills are trained to lead RSVP projects with minimal oversight. Agencies will continue to receive senior sensitivity training to further understand the struggles faced by some senior volunteers.

Based upon their assignments, volunteers receive customized training from the stations and by nature of their affiliation with RSVP. Volunteers have access to additional training and resource materials as needed or requested. The RSVP/Agency Relations Committee will be offering specific trainings for RSVP volunteers to sharpen existing skills or teach new skills, providing a more rewarding experience for the volunteers and the stations.

Program Management

United Way of Martin County (UWMC) has sponsored RSVP for close to 25 years under the direction of the same RSVP director for 24 of those years who will now supervise the RSVP Directors and projects in Martin County and the newly awarded RSVP in Okeechobee County. This continuity, together with the active involvement of the Advisory Board, has helped RSVP in Martin County develop meaningful volunteer experiences. Three UWMC Board members are also members of the RSVP Advisory Board participate on committees and provide direct volunteer service. Accordingly, the UWMC's strategic plan encourages volunteerism for all ages with guidance from RSVP volunteer leaders.

Advisory Board members are diverse and bring a wealth of knowledge. The Board is comprised of business leaders, UWMC Board members, educators, station representatives, consultants, and RSVP volunteers, including a member of the Vietnam Veterans of America Council #1061. Expertise of members includes marketing, consulting, food distribution, and county government. Several have

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been with the Board for a while and are aware of the issues facing seniors and RSVP volunteers. Advisory Board Committees include Agency Relations, Disaster, Veterans and Leadership.

UWMC will continue to abide by all of the program protocol established by the Corporation for National and Community Service for the proper development and management of RSVP stations. RSVP staff monitors the national web for updates on policies and procedures, consults with the state program office when necessary, and participates in state, regional and national trainings. Station records are maintained in the electronic volunteer management software program and in hard copy.

RSVP will assist the sponsor in the recruitment of volunteers in other community priority areas such as the Volunteer Income Tax Assistance (VITA) program and the Citizen Review Process. Both projects require volunteers with specific skills and build upon the capacity of the sponsor.

Semi-annually the Agency Relations Committee, along with staff and key volunteers, monitor the success of the RSVP project toward the workplan outcomes. An ad hoc committee is responsible for the evaluation of the project. Periodically, volunteer "Ambassadors" visit the stations to ensure that the prescribed service activities are being performed, safety measures are in place, and volunteer opportunities are updated to meet the most current community needs. Visits to the stations are scheduled when volunteers are on site to ensure that the volunteer is appropriately placed and the station, volunteer and community needs are being addressed. The RSVP Director reviews the grant regulations, including prohibited volunteer activities with the station staff before placement of volunteers. All volunteer assignments, including training sessions, are assessed quantitatively and each work plan is specific regarding anticipated impacts on client populations.

RSVP staff and Advisory Board members continue to assist with UWMC focus groups to assess community and agency needs. Staff and Advisory Board members also participate in community meetings and other initiatives with non-United Way agencies, including local government. This synergy between the UWMC and RSVP is instrumental in developing meaningful volunteer assignments that address identified community needs. These are identified in the individual workplans addressing healthy futures, disaster services, education, capacity building, and veterans and military families as well as other community priorities. The Healthy Futures workplan has been identified as the Primary Focus Area and is also the major focus area of the sponsor, UWMC.

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A Hunger Task Force has been formed and recently merged with the Hunger Coalition of Martin County as a highly effective means to address this issue. Three stations, House of Hope, Council on Aging and the Treasure Coast Food Bank have been identified to address the primary focus area with more than the required number of volunteers assigned. The Task Force action plans are being developed and more direct services will occur as the need dictates. Oversight of this Task Force is the responsibility of the sponsor CEO and the newly appointed Vice President of Community Impact and Martin Volunteers (RSVP Supervisor) with the directive to demonstrate impact and engage volunteers. The primary focus area has been addressed in prior year's workplans, however with the focus on different outcomes than these newly defined measurable results.

Training and clear communication are other important management tools. More than 80 volunteer coordinators at agencies have completed Florida's Volunteer Resource Managers Certificate program and are now equipped with the resources they need to manage their volunteer programs. The curriculum is delivered by an RSVP volunteer. As the need dictates, some volunteers receive Project Leader training to better equip them for their volunteer role. Executing memoranda of understanding with participating stations prior to recruiting volunteers is also a simple but effective method used to ensure that all assignments meet the unique needs of both the volunteer and community and that there is an understanding of obligations. Additionally, UWMC funded stations sign agreements which include the requirements of participation with RSVP.

A retired consultant with extensive grant experience will conduct the required RSVP assessment and review all aspects of the program including performance measurement and community impact. The Advisory Board takes an aggressive role in monitoring outcomes, grant compliance and making changes as needed is reflected by the establishment of an RSVP Agency Relations committee for this purpose.

During the three year grant period, as focus areas change, it may be necessary to graduate volunteers and stations. Project staff will meet individually with the stations to discuss program changes and to explore the possibility of integrating the stations into workplans designed to make an impact in service delivery and social outcomes. The graduating stations will be invited to participate in the workplan addressing other community priorities, capacity building, and volunteer management training.

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Volunteers will receive a thank you encouraging them to continue volunteering and to educate them about other opportunities within the RSVP workplans that may be of interest to them.

RSVP of Martin County utilizes RSVP Reporter for electronic management of the project. Updates to the database have provided for reliable tracking of volunteers and their service activities as well as measurable outcomes. Staff is updating the data to align with new service activity and outcome definitions for accurate reporting. Tracking of veterans has been implemented.

All stations will be inspired to make volunteerism a core strategic function and to leverage volunteers more fully in their core operations in an effort to address community priorities as UWMC introduces them to the UW impact model programming. Participating agencies also play an active role in managing project resources. Periodically, agency executive directors are introduced to the Executive Service Corps through roundtable discussions. Customized learning series are offered for executive directors and volunteer coordinators to ensure agencies are equipped for success and able to make full use of the expertise available to them through the RSVP program.

Financial statements are reviewed at each monthly Advisory Board Meeting with additional oversight from the UWMC Finance Director, Finance Committee and the UWMC Board. Advisory Board members promote program sustainability and seek additional resources to expand the project by garnering support from other funding sources, including individual donor gifts, foundations, community grants, and in-kind resources, all of which adhere to the United Way's financial accounting practices. UWMC has a 24 year history of surpassing the required matching dollars for this project by obtaining funding from these outside sources.

Organizational Capability

The United Way of Martin County has a long standing reputation as the county's lead agency on identifying community needs, developing collaborative partnerships with non-profits, government agencies and other funders to address issues, strategically placing volunteers in meaningful assignments, and all aspects of volunteer management. Effective July 1, 2014 UWMC elevated the importance of volunteerism and its impact by appointing the RSVP Director to Vice President of Community Impact and Volunteerism, allowing for a new employee to serve as the RSVP Project Director. This positions the UWMC with a complete understanding of the Corporation for National and Community Service's grant requirements, dedicating a portion of the VP's time to grant oversight

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and compliance. The VP of Community Impact and Volunteerism has served as a peer mentor for the Corporation for National and Community Service, as President of the Florida Association of Senior Service Corps Directors and on numerous volunteer related panels and committees both locally and nationally over the past 24 years. The newly employed RSVP of Martin County Director and the RSVP of Okeechobee County Director (also sponsored by UWMC) will benefit from her oversight and 24 plus years of experience, training, and understanding of the grant requirements. New hires undergo the required background check prior to the commencement of employment. The new RSVP of Martin County Director has several years' experience as a Grant and Mentor Coordinator and the skill set to analyze program outcomes. The Volunteer Coordinator has been successful with the recruitment, recognition and retention of the volunteers as well as the enhancement of volunteer and station relations.

The day-to-day operations of the project are the responsibility of the RSVP Project Director with oversight from the Vice President of Community Impact and Volunteerism. An Advisory Board is comprised of station representatives, business leaders, RSVP volunteers, educators and sponsor representatives. The Advisory Board meets at least nine times per year and has created several committees to forge the mission of recruiting and placing senior volunteers of all backgrounds in service that enriches the individual and strengthens the community. Station and volunteer management is achieved through the vetting of stations for eligibility, the establishment of a memorandum of understanding that is updated every three years, station visits by the Ambassadors and participation in the Directors of Volunteer in Agencies (DOVIA) meetings that provide additional training. Regular and ongoing communication with the stations helps to identify emerging needs, update volunteer activities and brand RSVP. The RSVP staff participates in state, regional and national trainings related to volunteerism including the National Senior Corps Virtual Conference and other online trainings relevant to the workplans or focus areas. UWMC's adoption of the community impact model and the three legged stool motto of Give/Advocate/Volunteer, along with its successful sponsorship of RSVP in Martin County for more than 24 years, including two augmentation grants, align UWMC for sustainability of the project.

The UWMC's financial reporting structure is a job cost accounting system. Independent cost centers are established from the point of budget through program completion. All incoming revenue and expenses are coded with an account number and cost center. All direct expenses are reviewed,

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approved, and coded by the RSVP Project Director prior to payment. Overhead expenses associated with occupancy, maintenance, depreciation and insurance are allocated based upon square footage occupied. Salaries and payroll based expenses are allocated based upon time sheet records.

Financial reports are created monthly at the cost center level and provided to the functional directors. For the RSVP grant, a cost center is in place for the Corporation's reimbursable share and another cost center is in place for the Grantee's share. Explanations in the form of Variance Reports are provided for all variances to budget greater than \$1,000. Variance Reports are presented to the President, Treasurer, and Executive Committee/Board on a monthly basis as a part of the Financial Reports package.

Key (dashboard) indicators are tracked on a monthly basis providing comparison to the prior fiscal year's financial position for cash, collections and campaign revenue to ensure the organization as a whole remains financially healthy. Additionally, UWMC undergoes an annual organizational audit by an external independent audit firm conducting on-site field work. UWMC regularly receives an unqualified opinion with its annual audit report.

More than adequate dollars are allocated for the recognition of volunteers. Recognition of the volunteers takes place throughout the grant year with particular attention around national volunteer week. The required match is in excess of the required 30% and includes dollars from the UWMC as the sponsor and other sources including the Hobe Sound Community Chest and individual donors. UWMC's lead management staff has reviewed and will adhere to the rules and regulations of the grant as listed in the Notice of Funds Availability, the grant application, and the grant application instructions.

UWMC has a proven track record of managing volunteers in the primary focus areas and has demonstrated successful results over the years as required. For example, the focus area of healthy futures (formerly food security) has helped on average of 297 seniors through Meals on Wheels, 1,206 bags of groceries distributed through the White Doves Holiday Project, and 77% of the clients served at the food pantry station reported better overall health as a result of the change in nutritional intake through the service activities provided by 325 RSVP volunteers.

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Volunteer records are maintained on-site and through the Volunteer Reporter database program that allows for customized reporting. This upgraded web-based database enables us to match volunteer skills with opportunities, document volunteer hours and track outcome measures. Backed up nightly, the objective of the database is to promote the enhancement of volunteer lives through productive civic engagement. Performance measures including input, outputs and outcomes are an integral component of UWMC grant awards and are reviewed by a panel of volunteers and shared with RSVP.

The infrastructure has been in place for more than 24 years to effectively and efficiently manage the project including ample office space for staff and volunteers, meeting space, office supplies and equipment.

All RSVP activities are aligned with the performance measure requirements and comply with RSVP program regulations, statutes and applicable OMB circulars. The required policies and procedures have been in place and are reviewed annually. There are written Governance, Personnel, Financial, Purchasing, Travel, Political Activity, Religious Activity, Criminal Background Checks and other grant specific required policies and procedures to meet the organization infrastructure to manage the grant. UWMC's Vice President of Finance also has the responsibility of overseeing Human Resources and policies are in place which addresses the employee-employer relationship, including but not limited to, compensation, conduct, ethics, benefits, grievance procedures and employee conduct. Executive Service Corps, an internal project established to apply the expertise of retired consultants to help nonprofits is also accessible to the sponsor for certain areas of expertise as needed.

Other

n/a

PNS Amendment (if applicable)

n/a