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Executive Summary

South Carolina-#02; RSVP of Greenville County

Greenville County's RSVP program, Sponsored by Senior Action, will engage more than 250 volunteers in meaningful service opportunities throughout the county. They will provide assistance with home meal delivery, transportation to medical care, tax assistance, delivery of interesting and educational programs, job training programs, non-profit organization capacity building, and more. The Primary Focus Area of this project is Healthy Futures and Aging in Place. At the end of the three-year grant, senior adults will have received critical meals and received needed transportation to seek medical care that will reduce senior's isolation and increase their access to care. The CNCS federal investment of \$49,128 will be supplemented by \$14,738 in local resources. For a total investment of \$63,866 in the lives of seniors and our community.

Strengthening Communities

South Carolina-#02; RSVP of Greenville County

Senior Action's RSVP serves Greenville County which is comprised of approximately 450,000 residents in a 790 square mile area, 13.9% of those are over the age of 65. Greenville County is the fastest growing county in South Carolina and has experienced growth rates that exceed state and national averages as evidenced by the 18.5% population increase from 1990. Not only is Greenville County the fastest growing county, but it also boasts the largest immigration of the over 55 population in the State. In addition, South Carolina ranks 17th in the nation for highest percentage of 60 plus residents.

Greenville's senior population is primarily middle class with 10% of the senior population living below poverty. Twenty-two thousand of the 70,000 seniors live alone. They are primarily white (75%) and female (60%). At least 42% of those seniors have at least one disability that limits their ability to perform activities of daily living (ADLs).

Senior Action's RSVP program will target "Healthy Futures: Aging in Place" as its primary focus area for the next three years. There is a significant need to serve the elderly in our community. With only two primary organizations that are serving the broad needs of the aging community, Senior Action's

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RSVP has the opportunity to impact the lives of thousands of seniors. One in 11 seniors in SC is at risk for hunger and the risk for African American and Hispanic seniors is twice that rate. Providing meals to homebound seniors not only addresses the need for nutritious food, but those who are starving for connection to others. The National Performance Measure of "number of homebound adults who report having an increase in social ties and support" will be directly addressed by serving home delivered meals to homebound seniors with a personal touch.

In order to measure that we have achieved the expected outputs and outcomes, we will measure monthly the number of clients and meals served through Senior Action's service database collection system. We will also track volunteer hours and volunteer satisfaction providing the services. Annually, we will measure client satisfaction and perception of support through the CNCS's tool "Senior Corps Independent Living Performance Measure Survey."

Particular attention will be paid and tracked separately in service to our veterans' and their families. Both from a client perspective as well as the volunteers who receive so much benefit from giving back to those in need. We will seek any additional needs that they may have and seek to connect those families with community services through our relationship with the local Government Veteran Affairs office.

Recruitment and Development

South Carolina-#02; RSVP of Greenville County

It is Senior Action RSVP's desire to create meaningful opportunities for seniors to continue to contribute to our community. While our primary focus area for this three-year funding cycle is healthy futures, we will also be creating other programs and partnerships throughout the community for seniors to volunteer based on their experience, skills, and interests. In 2014, Senior Action joined with Furman University's Lifelong learning program to create a "Senior Leadership Greenville" modeled after the Chamber of Commerce programs that are held in communities across the Nation. This program began with 32 highly engaged seniors who have been educated over the course of the year-long program about issues and opportunities in Greenville County. We hope that we have just begun to create an army of seniors who are engaged and empowered to serve in our community. Initiatives like this one help to cultivate volunteers who want to work in high-quality volunteer assignments.

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The planned service activities beyond meal delivery to homebound seniors include many opportunities for seniors to have high-quality, high-impact service. Services like transportation for seniors who can't drive, tax assistance for those who cannot prepare their own, job placement and resume writing skills, education for seniors on managing their money and their health and many more.

In order to improve the effectiveness of RSVP volunteers, volunteers will receive training from the RSVP office on volunteer service and the impact that they are making in the community. How to track volunteer time, safety, policies and procedures, and general training on community service. The RSVP office will then place and work with station managers on job specific training ensuring that volunteers are formally trained before they begin service as well as provided informal training as their service begins. RSVP will hold periodic training with station managers to ensure volunteers are meeting safety and performance measures as well as being regularly recognized and acknowledged.

There is a deliberate effort made to recruit volunteers with diverse backgrounds, experiences, and professions. According to the 2010 Census, 61% of the Greenville County is Caucasian, 33.7% are African American, and 5.3% are Asian, American Indian or Hispanic. The RSVP program reflects the diversity of the community and consists of a diverse group of people, not only racially (30% of RSVP volunteers are minorities), but economically, physically, and educationally. The majority of current volunteers are between 65 - 79 years old.

After creating high-quality volunteer assignments and recruiting and training highly effective volunteers, we know that recognition is key to retaining volunteers. We will employ multiple and varied tactics to recognize volunteers. From the very personal thank you note regularly received, to an annual event that is either held through the station or in the community, to recognition in local media and Senior Action's newsletter (circulation 5,000), we desire that seniors in the RSVP program feel needed and appreciated. We will track retention of volunteers and determine the success of our recognition efforts through surveys and exit interviews.

Program Management

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Senior Action's RSVP program is managed by Mary Zachar who has ten years of experience managing the CNCS RSVP program. She holds a Masters Degree in Business Administration from University of South Carolina. Ms. Zachar's position includes creation of volunteer opportunities

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(recruiting and partnering with community organizations and completing required paperwork); recruiting, training, and recognizing senior volunteers; program oversight for program compliance of the RSVP program; and data tracking and reporting RSVP performance.

Ms. Zachar regularly communicates, trains, and audits station managers at least monthly. She has compiled a RSVP program handbook that includes current policies and procedures which is distributed and updated with station managers. She also conducts random visits to ensure volunteers are serving in approved roles and stations are complying with program guidelines.

Additionally, Ms. Zachar has recruited and developed a community RSVP Advisory Council that provides program input and information for quality improvement. These advisory council members also serve as additional managers to ensure the RSVP stations are following guidelines and that volunteers are engaged and recognized.

Both Ms. Zachar and the Advisory Council, along with Senior Action staff, are continually monitoring community needs and ensuring that program initiatives are addressing the most pressing and most impactful areas in our community. Constant input and exchange of information between RSVP staff and volunteers ensures that volunteers are not impacted with programs need to adjust and change to meet changing needs of the community.

This proposal's primary focus area is in the area of healthy futures and seeks to focus on home delivered meals and medical transportation. Senior Action has been a provider of congregate meals, transportation and other home services for seniors for over 45 years. The organization has an established track record of data collection, client tracking, and Federal and State program compliance. In 2014, Senior Action partnered with Greer Community Ministries to assist in the home delivered meal program. While this partnership is a new one, both organizations have a long history of providing high quality service to seniors in our community.

In order to redirect and refocus priority areas for Greenville's RSVP, there may be times when it is necessary to graduate a station due to change in circumstance. These volunteers will either be transitioned to other work plan/outcome programs or transitioned into community volunteers if they choose to continue with that assignment. Ms. Zachar works closely with each individual RSVP volunteer to make sure they are placed and re-placed in the best position to serve.

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Organizational Capability

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A team of leaders manages the Senior Action RSVP program. The RSVP project director reports to Director of Programs who monitors the fiscal activities of the program as well as compliance with the Corporation for National and Community Service's policies and procedures. Additionally, The Senior Action Finance department assures that appropriate financial standards are met. Finally, the Executive Director/CEO of Senior Action provides leadership, program support, and program accountability for each of the project staff mentioned above.

The key staff members providing leadership include the current RSVP project coordinator, Mary Zachar, who came to Senior Action in 2004 and was promoted to project coordinator in 2007. Mary is on the board of the South Carolina Association of Volunteer Administrators (SCAVA), along with other local non-profit boards. She was the chairman of the 2014 SCAVA Leadership Conference in January. She holds a Masters in Hotel, Restaurant and Tourism Management/Business Administration from University of South Carolina. She has 15 years of association project management and meeting planning experience, and 10 years of non-profit experience. She serves on the Senior Action Leadership Team.

Kathy Forester, Director of Programs, has 30 years of experience in Senior Center program development and volunteer management. She joined Senior Action in March 2014. She was the founding Program Manager at Nashua, New Hampshire Senior Center and during her 16 years, experienced growth expanding to 4,000 in membership during her employment.

AT Locke, Inc serves as Senior Action's financial team that includes the Principle, Anna Locke, as well as our controller, Scott Taylor, and accounting specialists, Jaime Daniel and Stacy Galin. The entire accounting team has extensive experience managing financial operations of both for profit and non-profit organizations, including managing financial records for Federal and State grants. In addition to this financial team, Senior Action has two accounting clerks and a Business Manager that oversee data entry and financial reconciliation as well as performance reporting.

Finally, Andrea Smith is the Executive Director/CEO of Senior Action. She holds a Master's Degree in

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Educational Psychology from Baylor University. She has over 20 years' experience managing non-profit programs specifically in the area of community development and capacity building. Seventeen of those years has been focused on the senior population. For the past ten years, she has managed several Federal and State contracted programs, most significantly the Older Americans Act through the Federal Office, Administration on Community Based Living. Ms. Smith has raised and provided program oversight on more than \$12.9 million in funded programs. She manages the sponsor organization, Senior Action, which has grown from 900 participants to over 4,300 and from four locations to 12 in just six years. With an annual operating budget of \$1.4 million and only 16 full-time equivalents, Senior Action makes a significant impact on the lives of seniors in Greenville County.

Other

N/A

PNS Amendment (if applicable)

N/A