

# Narratives

## Executive Summary

An estimated 328 RSVP volunteers will serve annually. Some of their activities will include: (a) serving in soup kitchens to feed homeless and low income children, adults, and families; (b) providing counseling and guidance to the elderly regarding healthcare insurance; (c) escorting the blind and impaired persons who attend a day program; (d) supporting the American Red Cross blood drives; and delivering hot meals to the elderly and homebound. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, 400 unduplicated RSVP volunteers are projected to serve in stations located throughout Cumberland County. The CNCS federal investment of \$ 44,037.00 will be supplemented by \$ \$34,607.00 by the Cumberland County Board of Chosen Freeholders.

## Strengthening Communities

II. Strengthening Communities:

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

Cumberland County is located in south central New Jersey and the county is encircled by Gloucester County (north) Atlantic County (northeast), Cape May County (southeast), Delaware River (west), and Salem County (northwest). Major northeastern urban areas such as New York, Baltimore, Washington, Atlantic City, and Philadelphia are in close proximity or no more than 2 hours driving distance to Cumberland County.

According to the 2010 Census, the mostly rural county contains a total area of 677.62 square miles of which 483.70 square miles of the area is land (71.4 %) and 193.92 of the county's square miles is water (28.6 %). This area is widely rural, yet contains three major municipalities -- Bridgeton, Millville and Vineland. Eleven smaller communities labeled as townships and boroughs account for the surrounding towns.

While the larger cities, townships and boroughs have achieved a modicum of commercial success the overall county remains extremely impoverished. The July 2014 New Jersey Department of Labor and Workforce Development reported that the Cumberland County unemployment rate is 9.3% or the

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highest in the state while the unemployment rate for the entire state of New Jersey is 6.4%.

The 2010 US Census indicated the persons living under the poverty level are almost twice the amount calculated statewide. Per capita income is about \$21,758 and household income close to \$47,921. Both figures represent approximately two-thirds of what others New Jersey counties gross on average. Seniors (age 65 and over) continues to hovers near 12.5% which is similar 2000 census survey.

The 2010 US Census further reported that there were 156,898 people, 51,931 households, and 36,559 families residing in the county. The population density was 324.4 per square mile. There were 55,834 housing units at an average density of 115.4 per square mile. The racial makeup of the county's resident population can be described as "extremely diverse". A racial breakdown of the county's resident populations shows 62.74% (98,430) White, 20.23% (31,741) Black or African American, 1.11% (1,746) Native American, 1.22% (1,907) Asian, 0.04% (59) Pacific Islander, 11.15% (17,492) from other races, and 3.52% (5,523) from two or more races. Hispanics or Latinos of any race were 27.06% (42,457) of the population.

Among the 51,931 households, 31.4% had children under the age of 18 living with them, 45.2% were married couples living together, 18.6% had a female householder with no husband present, and 29.6% were non-families. Furthermore 24% of all households were made up of individuals, and 10.8% had someone living alone who was 65 years of age or older. The average household size was 2.79 and the average family size was 3.26. For every 100 females there were 106.2 males.

In the county, the median age was 36.5 years. It is also important to note that 24% of county residents were under the age of 18, 9.5% from 18 to 24, 28.5% from 25 to 44, 25.3% from 45 to 64, and 12.6% who were 65 years of age or older.

Educational attainment in Cumberland County is modest. Most Cumberland residents (75.3%) have earned a high school diploma but far less county residents (13.4 %) have achieved four year degrees. Furthermore, the 2014 New Jersey Kid Count Report indicated the Cumberland County was ranked last out of 21 New Jersey counties in terms of key child well-being and protection indicators such as Family Economics, Family Structure, Housing Costs for Low-Income Families, Aid for Needy Families, Percentage of Households Without Enough Food, Early Education Services, Head Start Programs, and Homeless Students, etc.

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Cumberland County vast area size, depressed economy, rapidly growing diverse resident populations, limited educational attainment and inadequate child health, welfare and safety systems produce a compelling need for volunteers who have the desire and skills to enhance and strengthen the county's health, social services, and educational programs. These factors combined with a longstanding depressed economy to create a need for senior volunteer services in the county.

Cumberland County's has a considerable senior populations (25.3% from 45 to 64, and 12.6% who were 65 years of age or older) to support the Retired Senior Volunteer Program (RSVP) as an invaluable resource in terms of filling the voids that government and non-profit dollars and salaries cannot finance. RSVP members are willing and ready to make meaningful contributions that bridge the gaps in critical community needs such as food distribution support, healthcare insurance program, healthcare services programs, as well as educational tutoring programs throughout the county.

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

In an effort to ensure the Primary Focus (Healthy Futures) Area leads directly to National Performance Measure outputs or outcomes the RSVP Program Director has established safeguards to guarantee that all RSVP stations and activities across the Cumberland County are aligned with the requirements outlined by the Corporation for National and Community Service. For example, CC RSVP 90 (25%) volunteers are actively screened, recruited and assigned to Healthy Futures stations based on the county's needs as well as the potential RSVP volunteers' particular interests, abilities, and skills.

Most of the 90 unduplicated volunteers are assigned to stations that feed (Soups Kitchens), deliver (Meals on Wheels) foods to the elderly, or other Healthy Futures activities. Many volunteers are assigned to emergency food distribution stations (Food Banks) unloading commodities or stocking shelves. And, some RSVP volunteers provide companionship by calling homebound elderly and disabled individuals or provide assistance to the American Red Cross during Blood Drives.

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

National Performance Measure outputs or outcomes data will be systematically collected by the RSVP Program Director in collaboration with RSVP Partner Agencies. Attendance records of the number of clients served, self-reported assessment surveys and project specific data will be collected by the Program Director and entered into the RSVP Volunteer Reporter data base. Furthermore, RSVP Partner Agencies will be required to complete data collection forms to assess the RSVP volunteers; work performance and suitability for the station at least once annually.

d. 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.

The RSVP program has always and will continue to purposefully engage veterans and/or military families as RSVP members as well program recipients. Currently, RSVP veteran volunteers serve in Soup Kitchens and Food Banks by operating and preserving the facilities, unloading deliveries, stocking shelves, distributing food to clients, and supervising other volunteers. Several RSVP volunteers serve at the Veterans Memorial Home in Vineland NJ by providing transport to Veterans and spouses, if needed, to local medical appointments and to out of State Veterans Hospitals as well as other support services. In addition, 3 RSVP veteran volunteers are stationed with the American Red Cross by providing assistance and support to local Blood Drives.

### Recruitment and Development

III. Recruitment and Development: In this section of the narrative, please describe:

Since recruitment and development of RSVP volunteers is a high priority the Program Director has and will continue to devote a large portion of her time and effort on these vital areas. The general plan entails reaching the greatest number of people. The strategies used to recruit potential RSVP volunteers include but are not limited to:

Organizing and launching annual county-wide recruitment drives for RSVP volunteers.

Constructing booths at local art fairs, carnivals, etc.

Writing letters to the editor in the local newspaper

Broadcasting a PSA on a local radio or television station.

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Using personal contact (word of mouth) especially with current RSVP volunteers and key community members such as pastors, educators, and medical personnel, etc. The volunteer research indicates that is the primary way people become involved in volunteer activities.

Asking current volunteers to participate in a presentation to another group that they are involved with (e.g., the Rotary Club, a church singles group, the health class at a volunteer's high school).

Asking for help from existing volunteer agencies, local scout groups, the National Honor Society, or other bodies at least part of whose mission is community service.

Posting notices throughout the county in laundromats, grocery stores, high schools, houses of worship, recreation centers, sports clubs, community centers, performing arts centers, post offices, drug stores, doctors' offices, hospitals, health clinics, and libraries

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

An on-going collaborative effort between the Program Director and the RSVP Partner Agency(s) provides a sound infrastructure to create high quality volunteer assignments with numerous opportunities for RSVP volunteers to share their experiences, abilities, and skills while improving their communities and themselves through service in their communities. During the initial phase of the recruitment and development process the RSVP Director conducts one-on-one assessments to enhance the matching of potential volunteers with their respective station assignments.

Later, RSVP Partner Agency provide job descriptions as well as on the job training and evaluations to monitor RSVP volunteers job performance. For example, a RSVP volunteer who is interest in Healthcare might be assigned to the Red Cross based on the assessment completed by the Program Director. At the Red Cross station the RSVP volunteer would be trained by the RSVP Partner Agency to follow the relevant Healthcare policies, procedures, practices and requirements outlined in the job description. Afterwards, the RSVP volunteers skills and abilities are furthered developed through on-the- training or experiences gained by working at the RSVP Partner Agency on a regular basis, in a manner that fulfills the RSVP volunteers' and the RSVP Partner Agency mutual needs.

In general, RSVP volunteers' training will depend on the positions. The more a volunteer deals with

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other people and makes decisions independently, the more training will be provided. Many RSVP Partner Agencies find on the job training to be most effective, while others prefer a formal, classroom type training session. Time should be allotted after each session for evaluation.

It also important to note, RSVP volunteers will have numerous opportunities to share their experiences, abilities, and skills to improve their communities and themselves through service while:

- (1) Fulfilling regular job duties with the RSVP Partner Agency such as participating in small meetings, contributing to presentations or working in welcoming sites that may typically be outside their norm;
- (2) Using personal contact (word of mouth) especially with other potential RSVP volunteers and key community members such as pastors, educators, politicians, and medical personnel, etc. The volunteer research indicates that is the primary way people become involved in volunteer activities;
- and (3) Conducting or participating in a presentation to another group that they are involved with (e.g., the Rotary Club, a church singles group, the health class at a volunteer's high school) to recruit other potential RSVP volunteers.

In addition, RSVP volunteers will share their experiences via public presentations. Media releases, transmitted through printed material or electronic means are regularly generated to seek volunteer's opportunities and to invite volunteers into stewardship.

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

Day-to-day support, growth through training, exposure to new social connections and the sense of structure are all program characteristics that are believed to promote RSVP volunteers' retention. In addition to on the job training the is provided by the RSVP Partner Agency, topic specific trainings to enhance volunteers' global or broad knowledge base are offered by the Office On Aging, the Senior Health Service and the RSVP Director on various general health and social welfare topics. Outside presenters will be used to broaden RSVP's knowledge, insight, and understanding of high interest topics such as entrepreneurship, NCDs or non-communicable diseases (A non-communicable disease, or NCD (autoimmune diseases, heart disease, stroke, many cancers, asthma, diabetes, chronic kidney disease, osteoporosis, Alzheimer's disease, an cataracts), which the World Health Organization (WHO) reports to be by far the leading cause of death in the world, representing over 60% of all

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deaths.

The office is always attempting to develop new volunteer opportunities via trainings and newly developed sites. Baby Boomers are important as volunteers and, so, special measures are taken to reach this younger crowd of interested persons. So, many Baby Boomers will need Technology training (e-mail, internet, excel, word) because technology will often be used to communicate opportunities available through the RSVP Program.

c. The demographics of the community served and plans to recruit a volunteer pool reflective of the community served. This could possibly include:

Individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency.

Fortunately, Cumberland County has excellent demographic diversity. Volunteers derive from a varied, but skillful, pool of racially, ethnically, religiously, educationally, industrially, and culturally diverse groups. Inclusion of persons from all walks of life presently exists among RSVP volunteers. Native American inclusion is also addressed, by way of volunteers boasting this heritage and exposure is likewise given to the Nanticoke Lenne-Lenape Indian Cultural center situated in downtown Bridgeton. Bridgeton City, the county seat, perhaps offers the greatest level of culture and heritage. Asian Americans are enlisted as volunteers, too, and can be reached via the Japanese-American Club and other civic or social groups that are similar.

The RSVP Program will extend its capabilities to impact on the community by reaching more heavily towards the Hispanic community. In addition, as new programs and/or agencies arise, they will be welcomed by the RSVP Director in terms of assessing their core needs and potential to serve as a RSVP Partner Agency. With language arts literacy and college attainment for all races and ethnic groups but especially English Language Learners (ELL) because this is fundamental need in the county that must be viewed as a priority focus.

Veterans and military family members as RSVP volunteers.

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Recruitment of RSVP veterans for the RSVP Partner Agencies is a high priority. The Program Director will continue to working closely with the local Department of Veteran Affairs as well as other agencies such as the RSVP Advisor Council (AC) to increase the number of veteran RSVP volunteers.

RSVP volunteers with disabilities.

While only 5 % of all New Jersey RSVP volunteers report that they are disabled, it is believed that as a result of the advanced average age (75) of Cumberland County's RSVP volunteers, the number is actually higher.

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

The RSVP Program Director has developed and implemented a multi-faceted approach to retain and recognize RSVP volunteers to include but not be limited to:

- 1) Maintaining and sustaining strong positive community partnerships- Forge partnerships or links with public, private, for-profit and non-profit community agencies and organizations to provide readily accessible resources or informal waiting list of potential RSVP volunteers and additional RSVP Partner Agencies for program expansion.
- 2) Communicate effectively with volunteers- Provide pathways to communicate information to volunteers. Develop useful tools such as website, newsletter and flyers, and make use of twitter and Facebook.
- 3) Provide appropriate resources to ensure volunteers can undertake their roles effectively- Conduct semi-annual reviews of the RSVP Program and the RSVP Partner Agencies; resources for the purpose develop a list of new priorities; that are required or those that need updating or replacing. From this develop initiatives such as updating the MOU, schedule training, or grant applications to source funding.
- 4) Conduct RSVP volunteer and RSVP Partner Agency exit interviews - Implement a basic exit interview which can be done via email, phone or face to face with RSVP volunteers who resign and

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RSVP Partner Agencies that do not renew their Partnership Agreement. Monitor and track reasons for volunteer resignations and RSVP Partner Agencies non-renewals. Develop strategies and interventions to address reoccurring issues.

Countless Cumberland County residents receive benefits from the time, energy, and expertise that RSVP volunteers provide. Therefore, the Cumberland County RSVP program and RSVP Partner Agencies are asked to provide informal on-going recognition as well as formal recognition to RSVP volunteers.

Informal on-going recognition is provided to RSVP volunteers from the RSVP Program director and RSVP Partner Agencies, throughout the year. Often this recognition offered in the form of a mere question about the volunteer's family, recent vacation, or health to shows heartfelt thanks and gratefulness to him or her for their hard work and assistance. On many occasions, individual Birthday cards and thank you notes for special service are used to express appreciation for the RSVP volunteers' unusual skills or expertise. But most of all, the words You're doing a great job and We really missed you while you were away, are used to praise the RSVP volunteers for being extraordinary in terms of giving so much and expecting so little in return.

Formal recognition of RSVP volunteers usually occurs at the annually. The RSVP Program Director invites representatives from each RSVP Partner Agency and the RSVP volunteers to attend the Annual Volunteer Recognition Luncheon. This event is held to publically express appreciation, respect, and admiration to each RSVP Partner Agency and to every RSVP volunteer.

It is the RSVP volunteers and Partner Agencies' day and time to shine in the community and the county. A healthy lunch and celebratory cake are served during this high profile luncheon.

Local politicians, government officials, clergymen, and community leaders join together to thank the group. Accolades, commemorations and certificates are awarded to honor the RSVP volunteers and Partner Agencies for important character traits such as compassion, humanity, and kindness as well volunteer support and work contributions. On occasion RSVP volunteers are publicly inspired to share their heartfelt experience during presentations on the program.

While attending officials and RSVP Directors pay tribute to all present with words of thanks many

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partner agency attendees are busy networking and recruiting potential volunteers. In fact, RSVP Partner Agencies have often recruited new volunteers at this event simply by visiting with current volunteers at their table during the meal. Additional, volunteer recognition in the form of informal, ongoing recognition of volunteers through newsletters and local media is provided throughout the year.

### Program Management

IV. Program Management: In this section, describe specific plans and strategies for overall management of the RSVP project that you propose. Please focus your narrative on the following:

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

The RSVP Director under sponsorship of Cumberland County Board of Chosen Freeholders is responsible for planning and managing the infrastructure that will ensure that 55 RSVP stations in Cumberland County. Currently, all 55 RSVP stations and station managers meet the Corporation for National Community Service (CNCS) guidelines including updated MOU, written and documented orientation and training of RSVP volunteers, accurate documentation volunteer hours and clients served.

Needs of the county are determined and prioritized by the Cumberland County RSVP director. The director will suggest agencies that RSVP will partner with based upon this collective information. The director takes responsibility to seek and acquire the proper training, technical assistance and support necessary to execute the day-to-day functions of the program. Staff meetings shall take place on a regular basis to present new program guidelines, deliver volunteer station requirements, and systematically evaluate program outcomes. Meetings held every other month to update staff and the Advisory Council on items such as capacity building, resource development, technological advancement, public relations, events, and to generally keep all abreast on the most current and relevant information. The RSVP Director and staff is the point of contact for volunteer entry into the program. They interview volunteers and match them to the most compatible assignments.

Program data collecting systems, monitoring processes, and evaluating procedures (Site Visits, Volunteers Surveys and Site Manager Surveys) will be used to ensure that volunteer stations are in

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compliance with RSVP program regulations. All survey instruments are designed and modified by Advisory Council members in collaboration with RSVP staff. In addition, RSVP volunteers, and RSVP Partners Agencies, input is continuously sought. It is also important to note that the RSVP MOU includes language that prohibit RSVP volunteers from participating certain job functions such as recruiting volunteers for the purposes of political advocacy, religious instruction, and certain types of fundraising.

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

The RSVP Program Director will provide a RSVP Partner Agency Handbook to RSVP Partners Agencies that contains important documents and information about how RSVP operates and the benefits and responsibilities of participating with the program.

The handbook outlines the following topics that collectively represent a plan and an infrastructure for developing and/or overseeing volunteer stations to ensure that RSVP volunteers are performing their assigned service activities: 1) Memorandum of Understanding (MOU); 2) Expectations of Partner Agencies; 3) Volunteer Job Description ; 4) Orientation/Training; 5) Supervision; 6) Data Collection and Annual Reports; 7) Reporting Volunteer Hours and Time Sheet; 8) Communicating with RSVP; 9) Issues of concern with volunteers; 10) Changes in a volunteers status (dismissal, leave, moving, etc.); and 11) Volunteer Recognition.

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

The Cumberland County RSVP program has an Advisory Council (CCAC) representing the diverse populations within the county with one member representing the Department of Aging. The CCAC works collaboratively with RVSP Program Director in term of collecting, analyzing, and assessing program related data on the ever-changing community needs. RSVP Partner Agencies routinely complete surveys and reports for outcome data CNCS and to share with the community through speaking engagements and newly planned media. By enlisting the help of the CCAC, members are kept aware of the activities of the stations and can see the value or shortcomings of these activities to

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the community.

During bi-monthly meetings, suggestions and ideas are presented which help to develop and strengthen existing programs and to address specified community needs. The RSVP Program Director will introduce and implement computerized documentation forms to simplifying prompt collection of data. Historically, all documentation was prepared by hand on paper forms. Annually all active volunteers are surveyed by mail with the intent to measure effectiveness and satisfaction with present assignments and with the overall RSVP program.

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

The Cumberland County RSVP program has an impressive history of 41 years of RSVP volunteers service in the county. The RSVP volunteers have shared their time and talents to meet the county's Healthy Future needs. RSVP volunteer services have been a vital part of the county's Meals on Wheels program. For many years, RSVP volunteers have helped to pack 200-220 meals per day or approximately 60,000 meals per year to homebound clients throughout the county. Soup kitchens also provide an example of a county need that is satisfied by RSVP volunteer efforts and services. Bethel Development Corporation serves about 3,600 plates a month or approximately 44,000 plates per year in around Millville, NJ. Likewise, the Spirit & Truth Ministries Soup Kitchen serves more than 20,000 meals annually that feed homeless and low income children, adults and families who reside in the Vineland NJ area. Soup kitchens are not only a critical need but also a faith-based operation, serving both young and old.

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

The Cumberland County RSVP program has forged a partnership with an Advisory Council (CCAC) that works collaboratively with RVSP Program Director in term of collecting, analyzing, and assessing program related data on the ever-changing community needs. The key role of the CCAC in conjunction with the RSVP Director is to utilize available data and materials to assess current needs in

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the county. Needs may also be considered among the Advisory Council and not just discovered via hard data. Those needs are then prioritized. Statistics from the County Health Department, Social Services, and the United way of Greater Cumberland County indicate; a need for meals and food distribution programs, prevention health services such as blood collect and wellness education; hospice care and grief counseling; job counseling. And more. Despite having 700 or so tax-exempt non-profit in the county, not all have the capability to staff needs to be fulfilled, but volunteers can help.

### Organizational Capability

V. Organizational Capability: Briefly describe your organization's capability to operate the RSVP project that you propose with respect to:

a. Your plan and infrastructure to provide sound programmatic and fiscal oversight (both financial and in-kind) and day-to-day operational support to ensure compliance with RSVP program requirements (statutes, regulations, and applicable OMB circulars) and to ensure accountability and efficient and effective use of available resources.

RSVP Cumberland County is fortunate to have a firm base as a community program. The office is overseen by the RSVP Director, assisted by volunteers. Both the Director for the Office On Aging and the RSVP Advisory Council, in turn, accept reporting from the RSVP Program Director and continue to support her work plans to meet county needs.

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

The RSVP Director has and more than 20 years of experience as a public servant prior to 19 years enjoyed at RSVP. Her skills include excellent communication and networking among contacts that facilitate RSVP aims. She is also well-versed in writing, supervising and internet research. Part-time volunteers are available to answer phones, file and carry out tasks assigned to them by the Director. Staff is educated continuously through the various trainings given by and through the Office On Aging, and has a keen grasp on senior issues. The Director resume is maintained on file with the county Human Resources office. In addition, the RSVP Program Director provides oversight to more than 55 RSVP stations that are reviewed and visited at least quarterly, but usually more frequently. The site visits with RSVP Partnership Agencies and stations ensure that all operations are smooth and

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that all parties involved are satisfied.

c. Demonstrates organizational capacity to:

o Develop and implement internal policies and operating procedures to provide governance and manage risk, such as accounting, personnel management, and purchasing.

Besides defining need, the Director carries out day-to-day office operations. She manages staff, sites and volunteers, and acquires the proper training or technical assistance that will carry out tasks. Staff meetings take place on a regular basis to present new program guidelines, deliver volunteer station requirements and systematically evaluate program outcomes. Meetings are held every other month to update both staff and the Advisory Council on items such as capacity building, resource development, technological advancements, public relations, events and to generally keep all abreast on the most current and relevant information. The RSVP Director (and staff as delegated) is the point of contact for volunteer entry into the program, as they interview volunteer candidates and match them to the most compatible assignments.

o Manage capital assets such as facilities, equipment, and supplies.

As a viable entity under the Cumberland County Government system the RSVP Program has access to county government resources such as the space or facilities for operation, supplies, equipment and management support to successfully perform all day-to-day program operation and functions. Furthermore, established purchasing procedures and functions are performed as by the Cumberland County Finance Department. In addition, administrative and staff qualification, roles, duties, and responsibilities are defined in job descriptions and reporting lines are outlined on organizational charts prepared by the county's Human Resource Department. Internal policy, including travel guidelines are clearly defined in the county handbook. The Cumberland County Volunteer Reporter is used to routinely collect and update important program data as needed. This existing county data management system support the collecting, tracking and monitoring of the RSVP program station records, volunteer timesheets as well as the program director's monthly reports information.

d. Demonstrates organizational infrastructure in the areas of robust financial management capacity

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and systems and past experience in managing federal grants.

Financial responsibilities are handled by the Chief Financial Officer, who has ten years of experience and RSVP's Accountant, who has served the department seven years. The county has regular experience managing federal resources. A yearly audit is performed to maintain checks and balances on all grant money. Fundraising is not done by Cumberland County's RSVP office, so it is not a concern. Measurement tools and processes to measure progress vary by site. Some data collection tools that are utilized are Activity Coordinator Questionnaire, Activity Log and Recipient Questionnaire. If a grant writer is available they will be used to garner additional resources. The RSVP Director will also place the office on grantor funding notification lists. Collaboration with community partners can also increase resources via sharing. RSVP will continue to build partnerships in the community it services, which will lead to greater program exposure and enhance quality of the program, overall.

### Other

N/A

### PNS Amendment (if applicable)

N/A