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Executive Summary

EXECUTIVE SUMMARY The Cumberland County Council on Older Adults is a non-profit organization incorporated in 1968. Our mission is to promote quality of life and independent living for older adults living in Cumberland County by providing home and community-based supportive services to help them remain at home for as long as possible. In addition to the supportive services we directly provide, we also work in partnership with other agencies and organizations whose mission it is to promote independent living among the older adult population of Cumberland County. RSVP plays a vital role in supporting our mission.

We have been proactive in aligning our local RSVP with the new national Performance Measurements prior to the 2015 Competition. RSVP of Cumberland County selected Healthy Futures: Aging in Place as our primary area of focus going into year three of our current continuation grant. Many difficult decisions were made as we narrowed our focus and positioned ourselves to be more effective in the utilization of our volunteers and resources to make an greater impact on our chosen area of focus. Our efforts in year three were geared toward the ongoing formation of new partnerships and recruiting new volunteers with Aging in Place as our priority. Our program began year three with 131 volunteers and 18 volunteer stations.

As we prepare for the next three years we estimate that 175 RSVP volunteers will serve our program areas. Some of their activities will include food delivery to seniors; companionship for seniors; financial literacy for seniors; recruiting volunteers; training volunteers; and managing volunteers. The primary focus area of this project is Healthy Futures: Aging in Place addressing measurements H8 and H9 specifically. At the end of the three-year grant, over 700 homebound older adults will report having increased social ties and/or perceived social support; a significant number (over 300) will have increased food security; and over 100 volunteers will have been trained to increase the capacity of local non-profits by providing expert advice and management skills to area non-profit organizations. The annual CNCS federal investment of \$47,588 will be supplemented by \$22,924 in anticipated non-federal resources.

Strengthening Communities

STRENGTHENING COMMUNITIES: Like many communities across the United States affected by recent economic issues, our unemployment rate is up, currently between nine and ten percent. The

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per capita county income in the most recently completed and reported study (2012) was \$22,285.00. The median household income was \$43,356.00. The overall poverty rate for the county was 18% and for children living in poverty, the rate was 18%. The elderly poverty rate was 10%.

Cumberland County, North Carolina is located in the south-central region of the state. The county is located approximately two hours (drive time) from the Atlantic Ocean and four hours from the Appalachian Mountains. Fayetteville is the largest incorporated city in the county and the county is also home to Fort Bragg, one of the largest military installations in the world. Other incorporated cities in the service area include: Hope Mills, Spring Lake, Stedman, Eastover, Falcon, and the communities of Wade, Grays Creek, Beaver Dam and Cedar Creek.

Fayetteville/Ft. Bragg comprises the primary urban area and everything outside that area is considered primarily rural.

Population data from 2010 Census indicates a population of 319,431, an increase of 5.4% from 2000. There are at least twenty-six distinct ethnic groups in the Cumberland County area. A recent study by U.S. News and World Report list Cumberland County as the fourth most ethnically diverse area in the United States. Census 2010 race data for Cumberland County include the racial breakdown percentages of 47.2% White, 35.7% Black, 1.5% Native American, 2.2% Asian, 9.5% Hispanic, and 3.9% Other. We strive to bring together a strong coalition of volunteers from many of our 26 distinct ethnic groups. We will place a special emphasis this year on increasing the number of volunteers from the Hispanic and Asian communities. As part of our proposed Advisory Coalition, we will have representation from as many different ethnic groups as we can to further help us identify ways in which RSVP can address the needs of and increase volunteer participation by and through all of our ethnic communities within our culturally rich and diverse county.

The age of the population is as follows: 15.6% under 10 years, 14.3% 10-19 years, 18.4% 20-29 years, 13.3% 30-39 years, 12.9% 40-49%, 11.6% 50-59, 7.4% 6-69, and 6.3% over 69 years of age.

Census data state that 88% of county residents are high school graduates and over 20% are college graduates.

Cumberland County is split geographically by the Cape Fear River and is also impacted by the Fort

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Bragg military installation. Approximately half of the county is rural and is dominated by small family farms and some larger "production" farms. The Cape Fear River has little overall economic impact to the area other than being a water source. There has been little economic development along the river. Smaller urban areas surround the military installation and Fayetteville, as the county seat and largest city in the county is the economic hub of the area with a high concentration of service and retail businesses.

Fort Bragg, as our region's largest employer, has the greatest economic impact on our community of any single business or industry. Over the next two years the base will increase in size (population) as the Base Re-alignment Commission (BRAC) moves the Army's FORSCOM Headquarters from Fort McPherson, Georgia to Fort Bragg. Other significant employers in the area include: Goodyear Tire and Rubber Company, Cape Fear Valley Medical Center, Cumberland County Schools, and Wal-Mart.

The service activities at RSVP Cumberland, including the Meals on Wheels; Senior Companions; and Telephone Reassurance programs work together to meet National Performance Measures outputs (H8) and outcomes (H9). These programs not only provide services that allow senior adults to live independently but also give senior adults social ties and perceived and real social support.

Our staff and volunteers will be collecting survey data from our volunteers, clients, and station managers to measure our output and outcomes. We will use survey forms available through the CNCS Knowledge Network.

Because Cumberland County, NC is home to the Fort Bragg Army base and a large veteran community -- a great many of our anticipated clients and volunteers will be veterans and/or active duty military.

Recruitment and Development

RECRUITMENT & DEVELOPMENT: RSVP of Cumberland County has an on-going program of volunteer recruitment and development to provide an ever expanding number of volunteers and training to insure that our volunteers are competent and able to perform the tasks assigned. RSVP staff is continually working in the community to promote volunteerism and especially senior volunteerism. We regularly speak and/or present programs to civic clubs, senior centers, church groups, veterans/military organizations, and retirees' groups, i.e., AARP, NARFE, Road Runners, Prime Timers, Passport to Health, etc. We also are involved with a monthly radio program called

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"Senior Moments" where we provide information on volunteer and training opportunities.

Over the next three years we will continue to focus our attention on recruiting volunteers to help us meet the needs within our Primary Focus Area: Healthy Futures -- Aging in Place. We will continue to develop partnerships with faith based organizations to reach out to their seniors and encourage them to volunteer through RSVP. We also will be placing a great deal of emphasis on presenting recruitment programs to military fraternal organizations. We stress not only the positive impact that volunteering has on our partnering agencies but we also promote the healthy lifestyle advantages of being a senior volunteer.

During the next three years we will work with health care agencies to promote the positive lifestyle and health care impact of volunteering. We will be working with our volunteer stations, as we increase the number of stations, to create an environment where our volunteers will have a "higher quality" volunteer experience. We will be focusing on our "impact" stations and in cooperation with station staff, we will be training volunteers to increase their leadership development and to acquire new skills.

We also are constantly recruiting volunteers through our volunteer stations. Volunteer station locations offer meaningful volunteer experiences and promote the highest quality of life. Volunteers are provided the opportunity to build new skills, develop their leadership potential, and impact their lives in a gratifying and educational manner. Volunteers and workstation locations receive RSVP Handbooks outlining policies and guidelines.

Over the next three years we plan to partner with our local community college, Fayetteville Technical Community College, in developing a "Non-Profit Management Certification Program." This program will focus on training community residents age 55 and older to serve in management capacities within local non-profits. Students will enroll in classes in volunteer management and recruitment, non-profit management, and other classes to prepare them to serve in leadership capacities as volunteers or board members for area non-profits.

Retention of volunteers occurs when volunteers are happy, satisfied with their assignments, feel that they have a purpose, and believe they are making a contribution. The initial orientation to RSVP is provided by RSVP staff during the interview process. Volunteers are provided a volunteer handbook that provides information on the history of RSVP, our local RSVP, and the Council on Older Adults. The handbook provides information on volunteer policies and procedures as they relate to the RSVP program and volunteer stations.

Volunteers are asked to address any questions or concerns regarding information in the handbook to

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RSVP staff. RSVP staff members then suggest volunteer stations and make an appointment for the new volunteer to meet the workstation directors. Staff members will sometimes accompany the new volunteer to the interview and/or first visit. At RSVP we are continually working to add volunteer stations that will hopefully attract new volunteers and help us meet our Primary Focus Area objectives.

In the past RSVP volunteers have been honored and recognized with an annual formal RSVP Volunteers' Recognition Ceremony in the spring. This event has included lunch, entertainment, door prizes, tokens of appreciation, Volunteer-of-the-Year Award, and also local dignitaries and workstation directors have extended their appreciation to the volunteers for their hours and service. We now recognize our volunteers on their birthday, at Christmas and nominate outstanding volunteers for The Wise Owl Award, which is an annual recognition of outstanding volunteerism by CCCCCOA.

As part of our ongoing training program assessment, we survey our volunteer station directors to discover what volunteer skills are most needed within their organizations and then we can develop our training programs to best meet those needs. We have face to face orientation programs for new station supervisors and also "reorient" current station supervisors with the new "impact" emphasis being implemented at RSVP.

At RSVP we strive to recruit and train the best cadre of volunteers possible. We want our volunteers to be an asset to our community and the volunteer stations. We also want the RSVP volunteer experience to be an enriching, exciting, and enjoyable experience for our senior volunteers. We recruit our volunteers from all segments of our county's population base and this is reflected in the diversity of our current volunteer pool. Our volunteers reflect the diverse races, ethnicities, and sexual orientations found within our community. As home to the Fort Bragg Military Base we are proud to include a large number of current and retired military personnel within our volunteer pool as well as military family members. We also do not discriminate on the grounds of any personal disability or physical limitation. We exhaust every outlet available/affordable to promote volunteer opportunities and enlist new volunteers.

Program Management

PROGRAM MANAGEMENT: The RSVP staff works hard to identify volunteer stations that are addressing specific community needs and can also provide meaningful experiences for our volunteers. RSVP staff is in constant contact with our current volunteer stations and we are continually searching and identifying new volunteer stations that are addressing and meeting specific community needs. We

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utilize data from, Cumberland County Council on Older Adults, United Way of Cumberland County and other agencies to determine the most pressing needs within our community and then we seek to partner with agencies that are addressing those needs as part of their mission statement.

We interview our volunteers prior to placement to discover their areas of interest and ability so that we can assure our volunteers that they will have a meaningful and productive volunteer experience. We make every effort to accompany new volunteers to their volunteer station for the first visit to introduce them, and we then follow-up with them during the following weeks to ensure that everything is going well.

Volunteers are placed in key locations to address the community's needs such as nutrition programs, delivering meals to the homebound; and senior programs helping area seniors "age in place." RSVP staff will conduct annual surveys to monitor how our volunteers are being utilized; if they are providing quality service to our volunteer stations; and if the expectations and needs of the volunteers are being met.

We are designing a new assessment tool, using information from the CNCS Knowledge Network, that will allow us to better determine our overall performance to verify that our performance objectives and goals are being met. We anticipate that this assessment tool will take three forms: first, there will be an extended written survey that is sent to a randomly selected sample of current volunteers to get their opinion on the quality of the volunteer experience they are having, the overall "value" of the service they are providing at the volunteer station, and feedback on how their volunteer experience could be more valuable to themselves and the volunteer station (this information will provide us with feedback to assure that volunteers are performing their assigned activities) ; secondly, we will have written and/or in-person interviews with volunteer station directors to assess our program and the quality of the volunteers being provided. This interview process will also help us evaluate the station's understanding of RSVP program regulations to prevent and/or identify prohibited activities. We will also seek input on how RSVP can better meet the needs of our volunteer stations. Third, we will survey volunteers who have "dropped out" of RSVP to discuss their reasons for leaving the program in order that we may maintain a high retention rate among our volunteers. This information will also help us address the changing needs of our volunteers and their points of interest within the community.

CCCOA and RSVP have had a successful history in directing resources and volunteers into our focus area: Healthy Futures -- Aging in Place. Our volunteers have been active in Meals on Wheels programs, Telephone Reassurance programs, and CCCOA has recently added a Senior Companion

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program that is attracting a new group of volunteers

The CCCOA Board and Executive Director will annually assess the management of the RSVP program and the staff to determine overall management effectiveness and to discover areas for potential management improvement. The CCCOA Board, acting as an Advisory Council to RSVP, monitors our program and reviews our files to verify that all of our stations have current MOI's and that all of our volunteers are eligible to serve in the RSVP program.

To demonstrate the effectiveness of RSVP volunteers to the community we maintain records on volunteer service hours, days of service, and when appropriate, the number of clients served. RSVP staff also tracks the number of hours they spend in volunteer service and related activities to promote RSVP in the community.

CCCOA Executive Director and RSVP Director will work to secure additional funds from local agencies/businesses (i.e., United Way, Cumberland Community Foundation, Wal-Mart, etc.) in order to meet the financial/budget challenges of the organization. RSVP is involved in a number of community fundraisers that not only provide funds to our budget but also increase awareness of the organization in the community.

We apply for grants to supplement our program funding and most of our fundraising efforts are directed toward providing mileage reimbursement, insurance, and other incentives for our volunteers. In-kind donations are tracked through monthly reports submitted by the volunteer stations providing such support and by tracking the relative value of support given by partnering agencies and businesses. The RSVP staff actively seeks out in-kind donations to support the overall financial needs of the program. We also utilize our advisory council to help us locate potential sources of in-kind donations. Our financial records are maintained by the staff of the Cumberland County Council on Older Adults.

Organizational Capability

Sponsor's Experience

Cumberland County Council on Older Adults (CCCOA), as a non-profit organization incorporated in 1968 has been involved with Senior Corps as a RSVP sponsor for 33 years. CCCOA is an appropriate RSVP sponsor because the organization is committed to community service and believes that senior volunteerism plays an integral role in addressing identifiable community needs. Our mission is to promote quality of life and independent living for older adults in Cumberland County by providing services to help them remain at home for as long as possible. Promoting RSVP as an outlet for seniors to volunteer, helps us accomplish our mission by 1) helping seniors to remain active physically and

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mentally and enhancing their sense of well-being and worth through volunteering, and 2) by utilizing their experience, knowledge and skills, CCCOA is able to address the needs of the aging population to a greater degree than would be otherwise possible.

Over our 46 year history, CCCOA has proven its value and impact in the county which we serve. For example CCCOA was instrumental in taking a key leadership role in the development of transportation services geared toward older adults as well as the development of the County's first senior center, both having expanded and continuing to serve the community well. Through the years CCCOA has also developed and provided essential aging services such as; information and referral services, in-home aide services, nutritional programs, housing services, etc. We are continually assessing the needs within the county with the intent to address the needs of an ever-growing and constantly changing aging population. For example, CCCOA initiated a Senior Companion Program, in 2012 in response to the growing need for supportive assistance to the frail elderly at risk of losing their independence and facing unwanted institution. This new program looks to RSVP as an essential partner in the recruitment of volunteers for the program. CCCOA is actively involved in the common effort of working together as a community to do what none of us can do alone. For example, CCCOA is a local United Way partner agency and is also well represented on various local boards and committees addressing a wide spectrum of community issues, such as the local FEMA Emergency Food and Shelter Program board, Home & Community Care Block Grant committee, Second Harvest Food Bank board, Program of All-inclusive Care for the Elderly (PACE) board and many others. CCCOA is looked to as a source of information regarding aging issues by the county/city and the community which gives us a unique perspective on many of the issues relative to an RSVP whose primary focus is Healthy Futures: Aging in Place.

In 2012, CNCS introduced new national performance measurements that would affect RSVP of Cumberland County in the 2015 Competition. CCCOA has been proactive in aligning ourselves with the new requirements and have made significant changes to our program prior to the 2015 application. We believe that in response to the new measurements, RSVP of Cumberland County has positioned itself to become more effective in impacting our community by focusing on one primary objective.

RSVP benefits from the input of the Board of Directors of the Cumberland County Council on Older

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Adults and all matters relating to program finances and policies are under their governance. The Board is well diversified with age groups both 55 plus and those less than 55 years of age; racial/ethnic composition; geographic composition, both from the rural areas of the county and city/townships; and those with backgrounds in local government, military/veteran affairs, academic/vocational institutions, local school systems, social/human/health services, and faith-based and civic organizations.

Sponsor's Program Staff

Dennis Bowen is the Executive Director and has 16 years experience in the aging services field and volunteer program management. He has directed both local government and public non-profit agencies. He has successfully managed federal, state and private grants. Program responsibilities in general include: 1) staff management to include; RSVP Director and Program Assistant, 2) administrative/financial oversight of programs, including RSVP, and 3) grant management, including CNCS/RSVP.

Sheila Maldonado serves as Finance Director and her responsibilities include several key financial functions such as payroll, accounts receivable and accounts payable. She has a Master of Public Administration and Bachelor of Science in Business Administration/Finance from University of North Carolina at Pembroke and has extensive experience in the non-profit sector. CCCOA also utilizes the expertise of a local certified public accounting firm, Freeman and Barrett, CPA, to provide bookkeeping, bank account reconciliation, and audit preparation services. CCCOA uses the services of another local accounting firm, Haigh, Byrd and Lambert, CPA to perform annual audits.

Richard Spell is the RSVP Director. Program responsibilities in general include: 1) supervising RSVP staff, 2) program promotion and fundraising, 3) volunteer recruitment, training, supervision and recognition, 4) management and mediation of community partnerships/volunteer stations, 5) collection of program data and reporting, and 6) completion of CNCS funding applications. Mr. Spell has over 30 years of experience in non-profit and volunteer management. He has successfully written and managed federal, state and private grants. He is highly visible in the community and works well with the public. Mr. Spell has a Bachelor of Arts from the University of North Carolina at Chapel Hill, Masters of Divinity from Southeastern Baptist Theological Seminary and a Certificate of Non-Profit

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Management from Babcock School of Business, Wake Forest University.

Brenda Goldsborough is the RSVP Program Assistant. General duties include forwarding/collection of volunteer reports (timesheets, mileage logs, etc.) to volunteer stations, review of all such reports for accuracy and completion, data entry into volunteer management software program, forwarding to Finance Dept. mileage reimbursement requests; preparing for mail delivery of reimbursement checks, updating, organizing and filing of all volunteer and volunteer station records/documents/reports, receive incoming calls/messages and directing to the proper personnel, preparation of mail and other correspondence (newsletters, notices, etc.), and to assist program director as needed. Ms.

Goldsborough possesses the experience and skills necessary to handle the day-to-day office operations for RSVP. Prior clerical/secretarial experience includes having worked as a secretary to the Deputy Chief of Staff, Engineer Headquarters at Ft. Clayton, Panama; clerk to the 23rd Civil Engineer Squadron at Pope Air Force Base in Fayetteville, NC and clerk/field secretary to the American Red Cross at Ft. Bragg, NC.

Sponsor's Financial Management Systems and Experience Managing Federal Grants.

Cumberland County Council on Older Adults is responsible for the management of all federal, non-federal matches and other designated RSVP funding, regardless of the source. CCCOA uses QuickBooks accounting system and all RSVP-related revenues/expenses are able to be tracked and reconciled separately from other CCCOA revenues/expenses. CCCOA's financial management system is governed by budgetary policies and procedures established by its Board of Directors. Policies and procedures are consistent with generally accepted accounting principles (GAAP). CCCOA provides additional financial oversight through a local certified public accounting firm, Freeman and Barrett, CPA, to provide bookkeeping, bank account reconciliation, and audit preparation services. CCCOA uses the services of another local accounting firm, Haigh, Byrd and Lambert, CPA to perform required annual audits.

Sponsor has successfully managed CNCS grants for the past 33years. Sponsor has also successfully managed other federal/state grants, such Community Development Block Grant (CDBG) and Home & Community Care Block Grant (HCCBG), as well as other state grants and public/private foundations/trusts grants.

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Sponsor's Track Record in Successfully Managing Volunteer Programs, Involvement with Seniors, and Impact Programming.

In addition to RSVP, CCCOA manages other programs utilizing volunteers of various ages to include: 1) Senior Health Insurance Information Program (SHIIP), a state/county initiative providing free counseling to Medicare beneficiaries using trained/certified program volunteers, 2) Telephone Reassurance Program, a sponsor initiative providing contact to homebound elderly using trained volunteers, 3) Meals on Wheels program, providing home delivered meals to the homebound elderly using trained volunteers, 4) Senior Companion Program, and 5) Home Improvement Program, volunteers provide for the construction of ramps and assist with minor home repairs. CCCOA also recognizes excellence in volunteerism by older adults in the community by presenting an annual Wise Owl Volunteer of the Year Award from among nominations submitted from RSVP and other non-RSVP volunteer programs.

Sponsor successfully manages a wide range of home and community-based supportive services for older adults to include, but not limited to the following: In-Home Aide Services (personal care, home management, respite, and sitter/companion), Elderly Nutrition Services (congregate lunch and home delivered meals), Information & Referral Services, and Housing & Home Improvement Services. All programs are impact-based in accordance with local United Way criteria and fall under both established impact areas relating to 1) income (programs that support basic needs, financial stability and independence in older adults and person with disabilities and 2) health (programs that advocate health and healing).

Sponsor has been able to demonstrate success in these impact-based programs by 1) closely aligning program initiation with identified community needs based on studies and assessments conducted by Area Agency on Aging units, local United Way, etc. and 2) through program continuation to address the on-going needs which the specific programs address.

Sponsors's Capacity to Assure the Project has:

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Adequate facilities, equipment and supplies

The project is equipped by CCCOA with adequate office space and all office equipment/supplies necessary for program operation including, computers, copier, communications, etc.

Adequate purchasing procedures

All project purchasing is governed by CCCOA policies and procedures relating to financial management to include at a minimum the use of a purchase order approved by the executive director in accordance to budget line item allocations. All purchases are the responsibility of the CCCOA.

Adequate personnel management

Clearly defined job descriptions for all personnel assigned project duties are in place and all CCCOA employees, including RSVP are governed by approved employee policies and procedures to include such things as job performance evaluations, disciplinary actions, job benefits (annual/sick leave, retirement, insurance, etc.), confidentiality issues, etc. Employee travel is limited to positions where daily duties require it. All out of town travel must be approved by the executive director. All travel must be documented by a mileage log, submitted monthly for reimbursement at current approved rates. Travel involving lodging and meals must be documented by actual receipts prior to reimbursement. In some cases a company credit card may be used per executive director approval.

Describe Sponsor's Procedures for Self-assessment, Evaluation, and Continuous Improvement.

Sponsor's procedures of organizational evaluation focus on two primary areas; programmatic and financial. Program progress is based upon objectives established annually such as projected number of people served, hours/units served, dollar allocations, desired impacts, etc. Upon year-end completion programs are first assessed by program directors and the executive director, noting both strengths and weaknesses of programs. Other input is considered such as client surveys, partnership peer reviews, program monitoring by funders, etc. Financial assessments are based upon such things as revenues/expenditures comparisons, annual audit findings, etc. Reports are provided to the board of directors along with recommendations from the executive director regarding methods of improvement and/or capacity building.

Other

Not Applicable

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PNS Amendment (if applicable)

Not Applicable