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Executive Summary

Volunteers of America is a national, nonprofit, faith-based organization dedicated to helping America's most vulnerable. Through more than 30 distinct human service programs throughout the state of Colorado, including housing and healthcare, Volunteers of America helps more than 200,000 Coloradoans each year. Since 1896, the ministry of service has supported and empowered America's most vulnerable groups, including at-risk youth, the frail elderly, low-income families, homeless individuals and families, women and children escaping domestic violence, and those seeking affordable housing solutions.

The mission of the Volunteers of America Colorado Branch is to identify and serve the basic needs of the most vulnerable individuals and families within the community.

The Denver RSVP Program at Volunteers of America is estimating that 620 RSVP volunteers will serve in the community. The service activities will include: tutoring and mentoring in the schools, providing disaster preparedness presentations, assisting military and their families, serving in local thrift stores, delivering Meals on Wheels to homebound seniors, and serving in food banks. These service activities are done through a network of 40 volunteer stations, such as the American Red Cross, Salvation Army, Denver Public Schools, Cornerstone Food Bank, Reading Partners, Douglas/Elbert Task Force, and VOA Meals on Wheels Program. The primary focus area is Healthy Futures. Volunteers of America, Denver RSVP is requesting \$78,558 and it will be supplemented by \$72,264 with an additional \$18,984 in in-kind. It is expected that these funds will enable the RSVP Program to achieve the following outcomes:

- * In the Education Focus Area, 60 students will have improved academic performance in literacy.
- * Within the Disaster Services Focus Area, 100 individuals will receive CNCS-supported services in disaster preparedness.
- * Within the Veterans and Military Families Focus Area, 50 veterans and 50 active duty service members will receive support services and/or resources.
- * In the Capacity Building Focus Area, \$350,000 in-kind resources will be leveraged by CNCS-supported organizations.
- * Under Other Community Priorities, RSVP volunteers will volunteer 50,000 hours serving the community.
- * Within The Program's Primary Focus Area, Healthy Futures, 900 homebound seniors will report increased social ties from having meals delivered or using transportation services. Of the individuals who use CNCS-supported food banks, 30,000 will report increased food security.

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Strengthening Communities

The Volunteers of America (VOA) Denver RSVP serves the communities of Denver, Douglas and Western Arapahoe Counties. In these counties are the cities of Castle Rock, Centennial, Denver, Englewood, Highlands Ranch, Littleton, Parker and Sheridan. DRCOG's 2011 - 2015 Area Plan on Aging also shows Denver County's over 60 population will increase 21.9% from 2010 - 2015. Arapahoe County will increase 30.5%, and Douglas County will have the highest increase in all of Colorado and will increase 46.9%. As the senior population continues to grow in these three counties, RSVP continues to be a vital resource for these individuals to volunteer and to serve in their communities. Denver RSVP has the Primary Focus Area of Healthy Futures, namely supporting the ability of homebound, older adults and individuals with disabilities to live independently and assisting individuals with access to food resources.

According to the Denver Regional Council of Governments' (DRCOG) 2011 - 2015 Area Plan on Aging, Colorado is one of the highest states in percentage of overall population made up of baby boomers. Colorado will have more than 1 million people over the age of 60 by 2015. Denver, Douglas and Western Arapahoe Counties are among the top counties facing this growth in the senior population. The senior population is growing, and services for seniors are becoming a critical community need. Therefore, Denver RSVP has selected Healthy Futures as the Primary Focus Area to help seniors receive crucial services such as food delivery, grocery shopping, transportation and yard work.

The National Research Center conducted a Community Assessment Survey for Older Adults (CASOA) in Colorado that surveyed over 11,000 seniors. This study reported that 49% of seniors identified in-home services, such as meal preparations, grocery shopping and light house work as their greatest need. CASOA also showed that 41% of seniors said that home maintenance was at least a minor problem and yard work was a challenge. Transportation was also an issue with 26% of older adults saying they had problems finding safe and affordable transportation. Hunger Free Colorado, a Denver RSVP Volunteer Station, also reports that 1 in 9 Colorado seniors were unsure of when or where they would get their next meal at some point in 2010.

The Denver Department of Human Services Community Services Block Grant Needs Assessment reported that 56% of individuals in Denver say their needs for nutrition are not being met, and that there is an increase in number and severity of problems associated with living in poverty. Hunger Free Colorado states that 16.2% of Coloradans faced food hardship in 2012, meaning they experienced a time when there was not enough money to buy food for themselves or their families.

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Due to the ever increasing senior population and the necessity for more aging in place services and nutrition services, Denver RSVP has decided that it is imperative to continue the work in Healthy Futures as the Primary Focus Area. The Program currently works in the Healthy Futures area by partnering with many organizations. In Denver County, The Program works with ACS Community L.I.F.T, Food Bank of the Rockies, Hunger Free Colorado, InnovAge, Project Angel Heart, VOA's Safety of Seniors Handyman Program, and VOA's Meals on Wheels and City Harvest. In western Arapahoe County, The Program works with Buck Recreation Center, Cornerstone Food Bank and Inter-Faith Community Services. In Douglas County, The Program works with Castle Rock Senior Center, Douglas/Elbert County Taskforce, Neighbor Network and Parker Senior Center. All of these programs reach different geographical areas and meet the critical needs addressed in the Healthy Futures Primary Focus Area.

These volunteer stations and the Denver RSVP volunteers who serve there will meet the National Performance Measures outputs and outcomes in the Healthy Futures Focus Area with a variety of different service activities. Volunteers will deliver food, go grocery shopping, do home repairs and provide transportation to homebound seniors and/or individuals with disabilities. Denver RSVP estimates RSVP volunteers will deliver meals or provide transportation services to 1,600 homebound seniors. These service activities will increase the individual's ability to remain in their own homes for as long as possible with the same or improved quality of life. Another projected goal is that individuals will also report an increase in social ties and social support due to these services. Denver RSVP estimates 900 homebound seniors will report increased social ties due to the meal delivery or transportation services. For example, an individual who participates in a transportation service with a RSVP volunteer will not only be able to go to their doctor's appointments, but also keep their social ties by going out into their community and meeting other individuals. Volunteers will also serve in food banks by providing services to impoverished individuals. Individuals who visit Denver RSVP's partner food banks will feel more secure about their food and nutrition because they will know the available food resources. They will be able to receive nutritious food for themselves and their families, which ultimately alleviates long-term hunger. Denver RSVP will also place volunteers in volunteer stations that lead health education programs. Clients in these programs will take classes, such as Matter of Balance, which is an evidence based program, which helps seniors prevent falls in their homes. Participants learn to set realistic goals to increase activity, change their environment to reduce fall risk factors, and exercise to increase strength and balance. According to the National Council on Aging, seniors who attended these classes reported less falls and better physical health. All the Denver RSVP

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volunteers serving in the Healthy Futures Primary Focus Area will play an important role in meeting the health needs in the community.

The Program's plan and infrastructure to support data collection is through working with all its volunteer stations to collect data that can be used to measure the National Performance Measure outcomes and outputs. The Program strives to ensure the collected data is valid, complete, consistent, accurate and verifiable.

To ensure the validity of the collected information, The Program staff and the volunteer stations will know in advance what information must be recorded and measured. The information measured will match the information needed according to the RSVP National Performance Measurements. To ensure completeness of the data collected, The Program will survey all stations involved with each of the CNCS Focus Areas. The Program will collect a sufficient number of results to ensure that the data is complete. The data received will be consistent because The Program will use clear and precise methods to collect surveys. For example, all similar volunteer stations in the same CNCS Focus Area will be distributed the same survey. The Program will train the survey collectors at all volunteer stations on how to maintain quality data. The Program will follow the written procedures to confirm that data is checked by both the Program Director as well as the Division Director. Program staff will check the data to see if it varies in unexpected ways. The data that The Program reports on will be verifiable because it will be collected according to set policies and procedures. For instance, multiple staff will examine volunteer station data to ensure the data report is valid. Also, volunteer stations will be trained properly on how to collect the data. Therefore, The Program will be able to confidently rely on this data knowing it was correctly recorded, collected and processed. Along with information from the volunteer stations, The Program will continue to use Volunteer Reporter, which is a software database that manages the information on Stations, Volunteers, Jobs and Hours. This software assists The Program staff with creating accurate reports regarding volunteer hours, volunteer counts and other necessary data. The software, along with staff diligence and staff's attention to details, allows The Program to comply with the criteria in Chapter 11, Reports and Record Keeping, of the RSVP Operations Handbook.

According to a report by The Denver Foundation from October 2000 to October 2011, approximately 2 million troops (approximately 1% of America's population) have served in combat. As of September 2013, there were 390,824 veterans in Colorado. The Colorado Board of Veterans Affairs Strategic Plan 2010 - 2014, states that Colorado's veteran population over 75 years of age who are eligible for Veteran Nursing Home beds, will increase by 31% between 2010 and 2025. This equates to the need

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for 786 more beds, and in 2009 only 606 beds were available. The Veteran Services Focus Area is a large community need that cannot be ignored any longer, especially as the population continues to grow. Denver RSVP incorporates the Veteran Services Focus Area into several aspects of The Program. The Program currently has volunteers at the Denver USO, VA Hospital and an organization called Veteran's Incubator. Veteran's Incubator is a unique program that pairs veterans with a mentor who helps guide them with their entrepreneurial careers. Their mission is to improve the business environment and probability of success for each military veteran who wishes to start and operate their own company.

The Veteran Services Focus Area has been a challenge because it has been a struggle to find additional volunteer stations that are serving veterans and utilizing volunteers. One way The Program has been helping with this struggle is by hosting special projects and events that involve veterans. VOA has a veteran services program called Support Services for Veterans and Families (SSVF). The Program has partnered with SSVF on several occasions to bring service opportunities to veterans. On one occasion, veterans from SSVF and Denver RSVP volunteers prepared meals at another RSVP volunteer station, Project Angel Heart. The Program has also partnered with the Denver USO for special events. For example, volunteers helped set up and serve meals at the Denver USO barbecue for veterans and military families.

Veterans are served in other CNCS Focus Areas. Veterans in the Meals on Wheels Program are served by RSVP volunteers. RSVP volunteers also assist veterans at food banks, and tutor children of military members and veterans. The other CNCS Focus Areas, along with the special events and the ongoing volunteer opportunities in the Veteran Services Focus Area, are a vital part of Denver RSVP that The Program would like to expand as the need in Colorado grows.

Recruitment and Development

Denver RSVP strives to ensure that potential and current volunteers have a positive and meaningful experience, both through The Program and the volunteer stations where they serve. The RSVP Operations Handbook states that "RSVP projects should develop a variety of assignments prior to the recruitment of RSVP volunteers. Assignments should serve the dual purpose of providing a high quality experience that will enrich the lives of the volunteers and meet critical community needs." Denver RSVP meets the above principle by creating successful volunteer experiences through partnering with high quality and trusted organizations, whose missions align with the needs of the community and the interests of the volunteers.

The Program's plan and infrastructure to create high quality volunteer assignments is to research the

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organizations to ensure that they are a known and trusted organization, with a reputation of meeting the needs of the community. The Program also selects organizations that are known for working well with senior volunteers. The other criteria considered includes the following: Availability of ongoing volunteer positions, the organization's commitment to orientation, training and recognition of volunteers, as well as measurements and evaluation tools. For example, Inter-Faith Community Services (IFCS) is a new volunteer station. IFCS's mission is to provide basic human services and enrichment programs to low-income people using community resources. IFCS attended a volunteer fair that the Denver RSVP also participated in. After the fair, The Program researched IFCS and learned that it is an organization that has been around for fifty years. They are trusted in the community to run an effective food and clothing bank, and have transportation and housing services such as a senior grocery store bus and rental and utility assistance. The Program approached IFCS and explained RSVP's mission and the policies and procedures to become a new volunteer station. During an initial site visit, the Volunteer Station Application, the Memorandum of Understanding (MOU), The Performance Measurement Worksheet and the Accessibility Form were reviewed and were signed by the IFCS supervisor. The Program received detailed job descriptions and training materials from IFCS to ensure that volunteers placed would receive adequate training in order to make them effective volunteers. IFCS met the criteria, and became a new station. IFCS will be able to provide other volunteer opportunities which will give volunteers a meaningful experience and help meet the community's needs in the Primary Focus Area of Heathy Futures. New stations can be selected from a variety of volunteer fairs, Denver's Directors of Volunteers in Agencies (DOVIA) membership, Volunteer Match website, and organizations that seek out RSVP for help recruiting volunteers.

The Program's plan and infrastructure to ensure RSVP volunteers receive the proper training needed to be highly effective volunteers include the following procedures: Volunteers will be matched with an appropriate assignment where they can enhance their current skills and develop new skills; volunteers will have a clear understanding of what is expected; volunteers will have regular communication with a supervisor; volunteers will also receive recognition for their contribution. Most of these components are addressed during the volunteer orientation.

When a senior is interested in becoming an RSVP volunteer, they are invited to attend a volunteer orientation. Currently, The Program schedules these volunteer orientations as a one-on-one meeting between the RSVP Program Coordinator and the volunteer. This setup allows the RSVP Program Coordinator to work with the volunteer's schedule and meet the potential volunteer at a time and

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place that works for both of them. The RSVP Program Coordinator also gets to know more about the volunteer in a one-on-one environment, which generally leads to a successful volunteer match. During the volunteer orientations, the volunteer learns about the Corporation for National Community Service and the History of Senior Corps and RSVP as well as Volunteers of America and how they all work together. Then the RSVP Program Coordinator and the volunteer have a conversation about the volunteer's skills, expectations and interests. All of these items are taken in to consideration when the RSVP Program Coordinator suggests certain volunteer assignments. All of the job descriptions, including required times, training and other information, are available during the volunteer orientation. The RSVP Program Coordinator is always up-to-date on volunteer station information. The Program ensures the volunteer has as much information as possible when they make a decision about where they would like to volunteer.

Once the decision is made, the RSVP Program Coordinator contacts the chosen volunteer station and sends the volunteer station coordinator the volunteer's contact information. The RSVP Program Coordinator is diligent about tracking this process to ensure that the volunteer is placed in the appropriate job, and in a timely manner. Once the RSVP volunteer is placed, the RSVP Program Coordinator continues to engage the volunteer in the following ways: Volunteers are sent monthly newsletters, volunteers are invited to monthly special projects where RSVP staff are present, volunteers are contacted at least once every six months to check in, and volunteers are invited to attend the annual volunteer recognition event. The Program engages in continued contact to assist the volunteers in staying connected to RSVP and receiving a high quality experience. A successful volunteer experience can lead to greater things for the volunteer. Researchers at Purdue University found people age 57 and older who volunteer experience health benefits beyond just good feelings. The researchers also assert that volunteering may be a viable way to prevent the development and onset of chronic diseases. Engaging active volunteers with service to the community is essential for both keeping volunteer healthy and meeting community needs. In The Program's 2014 Volunteer Satisfaction Survey, 97% of Denver RSVP volunteers have a feeling of ongoing community involvement through their volunteer service. This is an important statistic for The Program, because it shows that RSVP volunteers are truly satisfied and feel connected to the community through their volunteer placement.

Denver RSVP's success is dependent on placing effective volunteers at high quality volunteer stations that are meeting community needs. In the Primary Focus Area, Healthy Futures, Denver RSVP is actively recruiting more volunteer stations in order to be able to offer diverse volunteer opportunities

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in this focus area. For example, Hunger Free Colorado is a newer station whose mission to ensure all Coloradans have access to food and nutrition. Hunger Free Colorado needs volunteers to assist at their call center where they provide resources, referrals, and education to alleviate long-term hunger. This is a wonderful opportunity for seniors who want to serve in the Healthy Futures Focus Area, but are unable to physically volunteer at a food bank or deliver Meals on Wheels. RSVP volunteers serving at Hunger Free Colorado will assist at least 50 individuals and provide them with support, educations, and resources related to hunger issues. For example, volunteers will help clients navigate the public nutrition assistance programs or oversee a hot-line that serves as a one-stop referral program for local food banks.

Denver RSVP understands that RSVP volunteers have many of different interests and may want to serve in other Focus Areas. For example, one of the most pressing and critical priorities for the nation is to provide quality education for every child. Proficiency in literacy plays an important part of quality education. According to the 2014 Transitional Colorado Assessment Program (TCAP) results, 28% of third grade students in Colorado schools were not proficient in reading, and in Denver, 40% were not proficient in reading. To address this critical community need, The Program has volunteer stations in the Education Focus Area, which places volunteers in the schools as one-on-one tutors. Reading Partners, a current volunteer station, is a national education nonprofit dedicated to improving students' reading skills. Reading Partners works in Title I elementary schools to support students from low-income communities who are reading 6 months to 2.5 years below grade-level. Reading Partner volunteers attend trainings and are given a regimented curriculum to follow when tutoring the students.

The Program also offers a variety of trainings and opportunities for volunteers to develop new skills. VOA has made available the VOA University Program for staff and volunteers as an online training tool in many varied subject areas. RSVP volunteers have taken classes that enhanced the skills they were using as volunteers, which ultimately made them more qualified and successful in their volunteer placements. With over 900 classes and trainings to choose from, volunteers can take not only subjects that have to do with their volunteer work, but also anything else they may be interested in. For example, volunteers can watch an online session on time-management, Microsoft Office, conflict resolution and much more. The Program's monthly newsletter has a section about senior resources, happenings around town, social opportunities and trainings and classes offered in the community. These sections in the newsletter, allow The Program to be dedicated to not only offer meaningful assignments to volunteers, but also to enhance their overall quality of life. For instance, in

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the past few months The Program has had newsletter articles regarding a Healthy Moves Program, Senior Law Day, Financial Coaching, and Free Days at the Zoo and Museums. These are all great opportunities for the volunteers to gain more experience in health, legal, cultural and financial management subject areas. Denver RSVP volunteers are also always invited to attend trainings held by VOA's Foster Grandparent Program. VOA's Foster Grandparent Program holds monthly trainings for their volunteers on a variety of subjects, such as fall prevention, healthy living, tutoring tips and resources for seniors in the community. Denver RSVP volunteers are invited to attend these trainings anytime they would like to participate.

The area covered by Denver RSVP is a very diverse area. According to the 2012 American Community Survey (ACS) the Denver Metro demographics for race are separated as follows: White/Non-Hispanic- 70%, Hispanic- 20.6%, Black/African American- 3.8%, Asian- 2.7%, Native American- .6%, Native Hawaiian/Pacific Islander- .1%, Other- 2.2%. According to the US Census, Denver is the most educated city in the United States. Denver has the greatest percentage of high school and college graduates of any major metropolitan area in the US.; 92.1% of the population in the metro area have high school diplomas and 35% have at least a bachelor's degree. Also according to the US Census, in Colorado 64% of the population is Christian, 2% of the population is Jewish, 1% of the population is Muslim, 1% of the population is Buddhist and 0.5% of the population is Hindu. The religiously unaffiliated make up 25% of the population.

One way The Program brings together people of diverse backgrounds, is by reaching out to individuals who may otherwise be isolated. The Program has recently begun volunteer recruitment from VOA's affordable senior housing, in which the residents are a highly diverse population. Many of these residents want to give back to the community, but have never been offered the opportunity. In Denver, 72.28% of residents aged five and older speak only English at home, while 21.42% speak some Spanish. Reaching out to diverse populations, such as the VOA senior affordable housing, has assisted with The Program's goal by recruiting those who are bi-lingual. Recruitment of these individuals has assisted the volunteer stations who are serving the Spanish speaking population. During the past holiday season, Denver RSVP was able to depend on several Spanish speaking volunteers to assist with contacting families for VOA's Adopt-A-Family Christmas Program. The bi-lingual volunteers called Spanish speaking families and asked for their needs for the holidays. These Spanish speaking volunteers were invaluable to VOA's Adopt-A-Family and the volunteers were thrilled to be able to use their unique skills to help the community.

Another way The Program reaches out to people of diverse backgrounds is by approaching

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professional retirement groups such as, the Public Employees' Retirement Association (PERA) and the Building Operators Association of Colorado (BOAC). The Program has also reached out to local churches and Sunday School classes. Recently, Denver RSVP collaborated with VOA's Foster Grandparent Program, VOA's Meals on Wheels Program, and VOA's Safety of Seniors Handyman Program and did a large campaign for the recruitment of new volunteers. Along with approaching professional retirement groups and local churches these programs had a television spot on Colorado and Company, a local television program.

Denver RSVP's relationship with the volunteer stations that serve veterans has helped to recruit more veterans and military family members. For example, Denver RSVP's partnership with the Denver USO allows The Program to reach out to many veterans and military family members. The Denver USO is kept up-to-date on Denver RSVP happenings through newsletters, annual meetings and phone calls. Denver RSVP's information is given out as a resource to Denver USO clients who would like to volunteer.

An example of when veterans served as RSVP volunteers is when they served at Project Angel Heart, serving in the kitchen and making meals. This was done in collaboration with VOA's SSVF Program. The Program also understands the importance of being inclusive when it comes to race, religion, sexual orientation, language, and abilities. Denver RSVP staff members have attended diversity trainings including the Colorado Conference of Volunteerism "Engaging Diverse Volunteers." As a result of these trainings, Denver RSVP has changed the wording on the application to be more inclusive. The Program has also sought out more volunteer opportunities for volunteers with access and functional needs. The current volunteer pool reflects this diverse service area. The Program has volunteers of many different races, ethnicities, sexual orientations, and abilities. The Program also continues to be innovative in volunteer recruitment and training to ensure all volunteers feel welcome.

Currently, The Program has a volunteer who has vision impairments. She is still able to serve the community in various ways and assists at many service projects. She is able to help with mailings, stuffing gift bags and making phone calls. Another volunteer is wheelchair bound and he participates in the Disaster Services Focus Area by providing presentations and educating individuals on Disaster Preparedness. Denver RSVP is happy to make reasonable accommodations for volunteers in order to allow them to serve in the community.

In order to retain volunteers, it is essential that volunteers are recognized. Denver RSVP strives to excel at both retaining and recognizing volunteers. The Program's plan and infrastructure is to retain

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volunteers through consistent communication with the volunteers. The Program's goal is to also provide volunteers with high quality experiences. If a volunteer's hours dramatically change, a staff member will contact the volunteer to follow up with them. Denver RSVP also provides additional training, educational, and social opportunities to assist with retaining volunteers.

Denver RSVP knows that RSVP Volunteers enjoy being recognized in a variety of ways. Therefore, The Program uses different ways to recognize volunteers. Every volunteer and volunteer station is invited to an annual volunteer recognition event. The recognition event highlights the achievements of all the individual volunteers, as well as The Program's overall achievements. During the event, awards are given in the areas of: Lifetime Achievement, Volunteer of the Year, Station of the Year, and Champion of the Year. The event is a social opportunity as well as an opportunity for volunteers to meet, eat, and enjoy conversation.

The Program also has a partnership with KEZW 1340 AM radio. Each quarter, RSVP is able to spotlight an outstanding volunteer on air. Every other month a volunteer is also highlighted in The Program's monthly newsletter. These are great opportunities to thank the volunteers, and it also lets others learn more about the volunteer stations.

Denver RSVP participates in local volunteerism and community awards, such as the "Governor's Service Awards," the "Minoru Yasui Community Volunteer Award," and many others. Most recently, a Denver RSVP volunteer was nominated and received the "The Channel 7 Everyday Hero Award" from the local news station. This volunteer serves four days a week at a homeless shelter. Denver RSVP nominated her for her loyalty to The Program and how the volunteer contributed to the community. It was a great marketing opportunity for The Program. Denver RSVP staff were asked, by the news station, to discuss The Program and the volunteer's contributions.

Occasionally, VOA will receive sports and entertainment tickets that The Program can distribute to volunteers. The Program also tries to do smaller personal things. For example, after every special project, volunteers are mailed a hand-written thank you card. This enables The Program to thank everyone in a personal manner.

Program Management

Quality volunteer stations are a very crucial part of the successfulness of Denver RSVP. Denver RSVP has a commitment to CNCS and RSVP volunteers to maintain worthwhile partnerships with volunteer stations that serve the community's needs. The Program's plan and infrastructure to ensure management of volunteer stations in compliance with RSVP program regulations is implemented by ensuring that volunteer stations are eligible organizations, and have all the required forms properly

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completed.

In the RSVP Operations Handbook Chapter 6, Volunteer Stations, a volunteer station is defined as a public agency, secular or faith-based private non-profit organization, or proprietary health care organization. Volunteer placements must not displace paid employees and must be located within the project's service area. Denver RSVP certifies that all volunteer stations meet these requirements through set policies and procedures. All volunteer stations must have the following in their files: The Volunteer Station Application, The Accessibility Form, The Memorandum of Understanding (MOU), detailed job descriptions, and The Performance Measurement Form.

With the completion of the Volunteer Station Application, the basic information about the organization and its mission is provided, as well as the areas the organization serves.

The Accessibility Form identifies any restrictions a volunteer might face while volunteering. It covers issues such as, handicap accessible ramps, doors, hallways and elevators. This information allows The RSVP Program Coordinator to place volunteers in comfortable situations.

The MOU confirms that the organization is either a public agency, secular or faith-based private non-profit organization, or proprietary health care organization. The MOU advises the volunteer stations of its responsibilities and RSVP's commitments. The volunteer stations responsibilities and prohibited actions in the MOU coincide with the Code of Federal Regulations, 45 CFR 2553.62.

The detailed volunteer job descriptions allow The Program to confidently confirm that volunteers are performing their assigned service activities, which are meeting the community needs and federal regulations. The job descriptions also assist with recruiting volunteers. The job descriptions cover the volunteer responsibilities, duties, time commitment and any other requirements such as heavy lifting or transportation needed. Knowing this information, allows the RSVP Program Coordinator to assist volunteers in selecting the best fit for their volunteer experience.

The Performance Measurement Form provides The Program with a better understanding of the organization and how volunteers can meet the community need through their service activities. The Performance Measurement Form requires the volunteer station to provide specific information on how the volunteer makes an impact in the community. The completed form will define the community need being met, identify service activities, describe what input or resources are needed, anticipated impact or outputs for the program and quantify the anticipated achievement or outcome. According to the Denver RSVP policy and procedures, the following forms need to be signed and completed by the volunteer station supervisor and the RSVP Director: The Volunteer Station Application, The Accessibility Form, The MOU, detailed job descriptions and The Performance

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Measurement Form. These forms are kept in secure files in the office, and are updated if necessary each year during the volunteer stations annual site visit by Denver RSVP.

Site visits are an important component of the plan and infrastructure to oversee volunteer stations to ensure that volunteers are performing their assigned service activities. Along with updating information, the site visit allows The Program to review the MOU, identify new opportunities, discuss any volunteer related issues, and ensure that the volunteer station is still continuing to meet the community needs. During the site visit, a checklist is completed by the RSVP Program Director to ensure all necessary items are covered. The checklist includes: Senior Corps and CNCS Colorado Programs Overview, RSVP Recruitment Packet, Program Focus Area's Flyer, CIMA Insurance Brochure, Special Projects Request Form, VOA Programs Flyer, volunteer station contact information and a list of active volunteers. During the site visit, The RSVP Program Director reviews and requests updates, deletions, and additions to the job descriptions. The RSVP Program Director also asks which volunteer job descriptions may need more volunteers. The MOU is also explained and reviewed, as well as the in-kind stated in the MOU. The process for enrollment of volunteers and orientation is discussed, as well as the importance of the volunteer station reporting, within 48 hours, any problems or accidents involving RSVP volunteers. The Denver RSVP Director asks if the station would like to spotlight a volunteer in a RSVP Newsletter, and confirms they are receiving the RSVP Newsletter. The checklist is an important tool to ensure the site visit complies with Denver RSVP Policy and Procedures. Site visits are documented in the volunteer station's file and in the Volunteer Reporter database.

Within the last couple of years, Denver RSVP has met the changing community need by graduating stations that no longer fit into CNCS Focus Areas. Graduating these stations allows The Program to spend more time and resources on placing volunteers in CNCS Focus Areas. The six CNCS Focus Areas are addressing the most critical community needs. Placing volunteers in these areas assures that RSVP volunteers are making the most impact. Volunteers have been open to these changes, and are still offered many diverse volunteer opportunities within the CNCS Focus Areas. For example, Denver RSVP recently graduated Bessie's Hope. Bessie's Hope enhances the quality of life for seniors by placing volunteers in nursing homes. Bessie's Hope mission and the service activities the volunteers were performing did not fit into the CNCS Focus Areas. Denver RSVP graduated Bessie's Hope, but still has several opportunities for volunteers to serve seniors, such as delivering Meals on Wheels and a new pilot program within VOA, The Volunteer Companion Program. The Volunteer Companion Program will allow the RSVP volunteers to provide companionship for seniors.

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If a volunteer station is no longer meeting the stated Federal Regulations, or no longer serving the current community needs, then the volunteer station may be graduated. When a volunteer station is graduated a set procedure is followed. This procedure includes having a conversation with the station to explain why they are being graduated, and a letter is sent to the volunteer station supervisor. The process is documented in Volunteer Reporter regarding the graduation, and a copy of the letter is kept in the volunteer station's file. This procedure ensures a professional break from the organization. If volunteers are active at the volunteer station, they are notified at the time of the station's graduation and their options are explained to them. The Program explains that the volunteer is welcome to stay with the volunteer station, but those hours will no longer be reported to Denver RSVP. The Program also welcomes the volunteer to stay with Denver RSVP, and then staff will help them find another placement. If a volunteer decides to no longer stay with RSVP, they are then considered inactive. A procedure similar to graduating a station is conducted when a volunteer becomes inactive. This process includes a conversation with the volunteer, a letter sent to the volunteer, a copy of the letter is placed in the volunteer file, and documentation is recorded in Volunteer Reporter.

Healthy Futures has been a long standing primary focus area for Denver RSVP, since it continues to be an area of great need. Denver RSVP has an excellent track record at meeting the goals placed in this area. The Program excels in the area of placing volunteers with programs that allow seniors to stay in their homes independently. During the 2013-2014 reporting period, The Program's goal was to serve 1,250 homebound seniors by delivering meals to them. The Program exceeded that goal, and volunteers served 3,377 homebound seniors.

The Program also has many volunteers who volunteer in food banks. During the 2013-2014 reporting period, The Program placed 97 volunteers in food banks, and 25,747 impoverished individuals received food assistance. The impoverished individuals who were surveyed reported 94% had improvements in their physical health, after receiving services. As proven in past years, Healthy Futures is an area where Denver RSVP volunteers have and will continue to make an impact as it remains a critical area of need.

Denver RSVP has a plan and infrastructure in place to ensure the project is in compliance with the RSVP federal regulations to include an RSVP Advisory Council. Denver RSVP currently has an established RSVP Advisory Council. The purpose of the Denver RSVP Advisory Council is to assist The Program in assessing community needs, fundraising and resource development, supporting the development of a service ethic in the community, advising on volunteer recruitment, retention and recognition strategies. The Advisory Council also advises on programming for impact and

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performance measurements. Currently, there are two members in the Advisory Council. They serve in the positions of Marketing Assistant and Fundraising and Program Evaluation Assistant. Both members are very active and do an excellent job. However, the Advisory Council needs to recruit more outside members. It has remained a challenge for The Program to recruit outside members of the community. During this grant year, The Program will begin to recruit the younger adult community to see if there may be interest. The Program is looking to recruit students studying gerontology, or professionals who work in senior services. For example, Denver RSVP will reach out to The University of Colorado at Colorado Springs Gerontology Center current students and alumni as potential RSVP Advisory Council members. Denver RSVP understands the importance of the Advisory Council, and will actively continue to grow and strengthen it in the coming year.

Denver RSVP strives to be in compliance with the RSVP federal regulation. The Program has well established policies and procedures in place, such as, ensuring all volunteer stations have signed an MOU and that the MOU is reviewed and resigned every three years. Every six months, The Program completes a file audit to ensure all files are complete and nothing is missing. There are written policies and procedures for determining the eligibility of incoming volunteers. For example, the volunteer is asked to complete a volunteer application and attend orientation. At the time of the orientation, the age is verified through the volunteer's driver's license or other identification. The Program does not restrict eligibility based on race, color, national origin, including limited English proficiency, sex, age, religion, political affiliation or disability.

Organizational Capability

The plan to provide sound programmatic oversight is through the continued development of ongoing policies and procedures, and a program review with the VOA Board of Directors and the Advisory Council. There are also monthly meetings with the Division Director and fellow VOA Project Managers.

Denver RSVP's Policies and Procedures are modeled after CNCS's RSVP Operations Handbook. For example, in the CNCS Handbook under Chapter 11 - Reports and Recordkeeping, there are criteria for an effective RSVP volunteer service tracking system. The Program has ensured that there are specific policies and procedures in regards to how records are tracked and kept. There are detailed procedures on how volunteer hours are collected, how they are approved, how they are entered, and where and how they are recorded. The Program's Policies and Procedures continually get updated as changes are made.

Every other year, The Program is reviewed by the VOA Board of Directors, which is comprised of a

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diverse group of high-level executives from companies such as 5280 Strategies, Wells Fargo, and Integer Group. The Program gets reviewed by the VOA Board of Directors every other year, to ensure The Program is operating efficiently.

The Program is planning to develop a time for when it can be reviewed by the Advisory Council. It is going to be similar to the program review that occurs with the VOA Board of Directors, where a presentation is made reviewing the structure of the program, the program's goals and special projects, along with a review of the budget.

There are monthly meetings with VOA Division Director of Volunteer Services. During the meetings there is discussion of program development, along with the current program goals and upcoming projects. There is also a monthly meeting with VOA's other project managers within Volunteer Services, where there is discussion about current projects, successes and challenges, collaboration, and exchange of ideas.

Denver RSVP's plan and infrastructure to provide fiscal oversight is through an extensive process and procedure developed by VOA. All expenses are documented on an accounts payable sheet along with the invoice, and are signed by the RSVP Program Director and Division Director. This information is then passed to the Accounting Department for further review and for payments. The Program's financial information is evaluated monthly by the President, Vice President and Division Director, and is also consistently reviewed by VOA Board of Directors to ensure accountability and that funds are being utilized efficiently and effectively.

In-kind donations are tracked through the utilization of an in-kind tracking form, which includes donor contact information, information about the donation, and the donation's value, which is estimated by the donor. The form then must be signed by the donor and staff member for the in-kind donation to be considered valid. Copies of the form are kept with the donor, The Program, and the VOA Development Department. The Program plans to begin to track the additional information that is needed for in-kind donations, such as how the value of the donation was determined.

To ensure the day-to-day operational support of the RSVP Program, there are three staff members. The RSVP Director is thoroughly trained and well-versed in CNCS's Operations Handbook. The CNCS State Program Officer provided through training at the RSVP office to the RSVP Director. The RSVP Director then provides training to the RSVP Program Coordinator and RSVP Administrative Assistant, so they are made aware of the RSVP program requirements and regulations, along with applicable OMB circulars. It is a requirement that each RSVP volunteer has an enrollment form, and that volunteer information should be updated periodically. The RSVP Program Coordinator assures that

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every volunteer file has an enrollment form, and the RSVP Administrative Assistant updates volunteer's information when driver's licenses have expired.

The plan to ensure accountability is through weekly staff meetings, where staff provides updates to the RSVP Director about the tasks they are working on and any other current matters at-hand. Daily check-ins is also a way the RSVP Director ensures the staff is following The Program's requirements and regulations.

One way to ensure efficient and effective use of available resources is by educating the staff on how to be resourceful with the current supplies. Ten percent of the RSVP Director's staff time is charged to the development department at VOA, so the director can solicit donations and fundraise, which helps with maximizing resources. VOA has policies in place to ensure accountability in regards to obtaining available resources as in-kind donations. The in-kind form and process has been described earlier in this narrative.

The Program has clearly defined staff positions and the individuals involved are described below:

- * Dianna Kunz - President and CEO of Volunteers of America Colorado Branch. Ms. Kunz had been the President and CEO for 20 of her 35 years with the organization. She is responsible for overall operational success of the organization.
- * Kristen Reming - Division Director of Volunteer Services. Ms. Reming provides supervision and direction to all of the agency's volunteer programs in the form of program development, design and implementation, budget management, and staff supervision. Ms. Reming has been with the organization for over five years. Ms. Reming has earned a Bachelor's of Science in Business Administration/Marketing from Colorado Christian University.
- * Bradley Gulley - RSVP Program Director. Ms. Gulley is responsible for the overall development and operation of RSVP in compliance with Volunteers of America and CNCS guidelines. These responsibilities includes: program development, personnel management, creating volunteer recruitment strategies, data collection, fiscal management, fundraising and grant writing, and developing and maintaining professional liaison relationships within the community and volunteer stations. Ms. Gulley earned her Bachelor's Degree in Human Services with a Concentration in Non-Profit Administration from Metropolitan State College of Denver. She was a member of Tau Upsilon Alpha (Human Service National Honor Society). She has a Professional Advancement Certificate in Gerontology from the University of Colorado, Colorado Springs Gerontology Center.
- * Jessica Krough - RSVP Program Coordinator. Ms. Krough is responsible for recruiting, orienting, and placing volunteers. She has been employed by Volunteers of America for one year. Jessica served

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two terms as an AmeriCorps member after receiving her Bachelor's Degree in Social Work from the University of Northern Iowa. She has been in the human resources field for five years.

* Jackie Norton - RSVP Administrative Assistant. Ms. Norton is responsible for the organization, implementation and monitoring of all office procedures and administrative functions such as recording RSVP volunteer hours. Ms. Norton has been with the Program for over five years. The Human Resources Department at Volunteers of America has clearly defined staff position descriptions that are updated periodically and approved by the department as needed. All RSVP Staff receive performance reviews every six months to evaluate established Program and professional goals. These performance reviews, which are done by the RSVP Director, ensure the accomplishment of program objectives. The weekly staff meetings are also a way to make certain that program goals are being met.

The Administrative Services Division at Volunteers of America has the organizational capacity to have implemented internal policies and operating procedures for accounting, personnel management, and purchasing. The Administrative Services Division offers full-service accounting and human resources services. The services include payroll administration, accounts payable/receivable, purchasing, personnel management processes, benefits administration, and assistant network administrator. In addition, VOA has an audit completed annually by an outside Certified Public Accounting firm, which includes an A-133 audit.

The management of capital assets, such as the facility where RSVP is housed, is managed through the Division Director of Building Services at VOA. The Division Director ensures that the building and equipment are in good working order. The facility was built 12 years ago. It is handicapped accessible and evaluated twice a year. Each year all the equipment that is utilized by RSVP staff is evaluated by the RSVP Director and the IT staff person. There is funding allocated in the budget if computer equipment does need to be replaced at some point in time. Office supplies can be ordered on a bi-weekly basis by completing an order form according to the purchasing procedures. The purchasing orders are signed-off on by the Division Director of Volunteer Services.

Volunteers of America RSVP Program demonstrates organizational infrastructure in robust financial management capacity through the well-established accounting department that has implemented policies and procedures ensuring accountability from all the programs it manages.

As mentioned earlier, budgets are reviewed and evaluated monthly by the President, Vice President and Division Director, as well as the RSVP Director.

Volunteers of America efficiently monitors and manages other federal funding, including the

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following: U.S. Department of Health and Human Services; U.S. Department of Veteran Affairs; U.S. Department of Housing and Urban development and Denver Regional Council of Governments.

Other

n/a

PNS Amendment (if applicable)

n/a