

# Narratives

## Executive Summary

An estimated 350 RSVP volunteers will serve in the RSVP program of Fayette County. Some of their activities will include preparing, packaging, and delivering home-delivered meals to home-bound and disabled senior citizens, enabling them to maintain independent living; helping distribute food to disabled and low-income individuals and families at one of many food bank pantry sites throughout Fayette County; assisting seniors and disabled and low-income individuals in preparing their taxes through the TCE/VITA tax assistance programs; mentoring children at an after-school program; teaching basic computer skills to senior citizens; and assisting with crisis hotlines. The primary focus area of the proposed RSVP project is Healthy Futures. At the end of the three-year grant, 300 individuals will report increased food security, 75 individuals with disabilities will have increased social support, 900 economically disadvantaged individuals will receive financial literacy services, 5 organizations will implement effective volunteer management practices, and 12 students in mentoring/tutoring programs will experience improved academic engagement. The first-year CNCS federal investment of \$110,200.00 will be supplemented by \$47,162.00

## Strengthening Communities

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

Fayette County is located in the Laurel Highlands of the northern Appalachian Mountains. A primarily rural county, Fayette County prospered under the industrial advancements of the coal, coke and steel eras. The demise of these industries, beginning in the 1950s, has resulted in a crippled local economy that has yet to recover.

The 2012 American Community Survey Estimates Census data reveals that Fayette County is among the most distressed in the State in terms of per capita income, median family income, and poverty. Fayette County's per capita income is only \$20,663. The county's Median household income is \$38,108-- more than \$14,000 less than the State's median household income of \$52,267. Further analysis indicates that 18.7% of individuals living in Fayette County live below the poverty level. Most disheartening, 30.9% of the county's children are growing up as the poorest in the Commonwealth (PA -- 18.4%).

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An overwhelming 24.9% of Fayette County residents live below 125% of the poverty level (State of PA -- 17.9%), making them eligible for assistance through the FCCAA Food Bank. 25% of the county is over the age of 60 and 17.3% of the population has a disability, making them potential candidates for the home-bound meals program.

Generational welfare dependency is very common in Fayette County. According to Department of Public Welfare statistics for July, 2014, 22.6% of Fayette County residents were eligible to receive Supplemental Nutrition Assistance Program (SNAP) benefits (State of PA - 14.4%). 25.8% of Fayette County residents were eligible to receive Medical Assistance (State of PA - 17.8%).

The combination of these disparaging statistics is evidences of the severe level of need faced by residents of Fayette County. The proposed RSVP program will continue to provide comprehensive services to Fayette County families in need. Through the RSVP of Fayette County's proposed Primary Focus Area (Healthy Futures), volunteers will be able to work specifically with a network of volunteer food pantries. This network is scattered throughout the county and is composed of several churches and community centers. Volunteers will also be able to work a home-delivered meal program, which serve thousands of individuals and families every year. The home-delivered meal program is operated through human service entities, the Masontown Senior Center, the Uniontown Senior Center, Mountain Citizens Action Group, and the Connellsville Senior Center.

Annually, the Food Bank works diligently to meet the nutritional needs of families from throughout the County. Last year, volunteer pantries collected and distributed more than 1.8 million pounds of food to over 10,000 individuals. RSVP volunteers help the volunteer pantries serve families in need by helping distribute food to disabled and low-income individuals and families at one of many food bank pantry sites throughout Fayette County.

Through the home-delivered meals program, volunteers will serve regular meals to over 250 individuals each month. RSVP volunteers help to prepare, package, and deliver meals to home-bound and disabled senior citizens, enabling them to maintain independent living arrangements.

\* Describe how the service activities in the Primary Focus Area lead to National Performance Measure

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outputs or outcomes.

FCCAA will focus its RSVP efforts in the Healthy Futures Primary Focus Area. Volunteers serving through the home-bound meals program and the FCCAA Food Bank will help to further the goals of the RSVP program, serve Fayette County families in need, and achieve specific National Performance Measure outcomes.

As part of the Healthy Futures Primary Focus Area, the Fayette County RSVP program will utilize volunteers to support a home-delivered meals program. RSVP volunteers will assist with the preparing, packing, and delivering one meal daily, five days per week to Fayette County home-bound individuals, drastically increasing their likelihood and ability to remain in an independent living situation (H8). In addition to providing nutritional meals, volunteers will also serve as a source of socialization for meal recipients (H9).

As part of the Healthy Futures Primary Focus Area, the Fayette County RSVP program will utilize volunteers to support the countywide food bank's network of volunteer food pantries. RSVP volunteers will assist with the screening of eligible families and individuals; collection, packaging, and distribution of food; and distributing nutritional information to qualified low-income families and individuals throughout Fayette County. These activities lead directly to RSVP National Performance Measures outputs and outcomes. By working with the food bank, RSVP volunteers actively help to combat obesity and hunger. The services provided by volunteers will help individuals receive support, education, and referrals for hunger (H11). Ultimately, volunteers will provide assistance that increases food security for families facing hunger (H12).

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

The collection of data will be effectively and accurately supported through several ongoing means of collection, including established activity logs at each RSVP station and a data collection and tracking system specifically created for RSVP programs (Volunteer Reporter). This data collection system is a complete and effective resource for collecting volunteer data and reporting information regarding

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volunteer hours, placements, duplicated and unduplicated volunteers, station placement, impact jobs, active and inactive volunteers, and statistical reports on volunteers serving in outcome-based assignments.

Management of data collection will be the responsibility of the RSVP Program Director and program staff. Each month, data from each RSVP station will be collected, and progress toward National Performance Measures outcomes and outputs will be analyzed and measured. Once data is analyzed, the RSVP Program Director will implement any changes necessary to ensure that the program remains on track to achieve the National Performance Measures outputs and outcomes identified in this proposal.

In addition, as an added measure of RSVP's progress and success, each of FCCAA's processes, programs, and procedures and their effectiveness are reviewed during the Agency's annual Quality Review Process. The Quality Review allows for feedback from consumers, funders, staff, and stakeholders and identifies 55 standards of excellence that are measured and reviewed by the Quality Review team and the FCCAA Board of Directors. Recommendations for improvement within each program are established and shared with program-specific staff members who use the recommendations to develop plans for implementation.

\* 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.

In the coming year, the Fayette RSVP program will work diligently to offer services specifically to veteran and/or military families in an effort to achieve the outcomes outlined in this proposal.

FCCAA maintains a strong relationship with the Fayette County Office of Veteran Affairs and intends to conduct outreach at this office to identify the needs of local veterans and veteran organizations. In addition, the RSVP program will reach out to local veteran associations, clubs, and organizations to determine any need they may have and structure a plan to address these needs as either part of the Primary Focus Area, Other Focus Areas, or Capacity Building.

## **Recruitment and Development**

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\* 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.

The quality of each volunteer assignment is vital to the overall success of the RSVP program. Volunteers want to incorporate skills they have developed through employment, their professions, hobbies, social activities, and past volunteer experiences. To ensure that volunteers are being offered and placed in high quality volunteer assignments that meet the critical needs of Fayette County, RSVP will continue to develop and manage opportunities that meet the current needs of the community and can incorporate the skills and interests of volunteers 55 and older.

To create high quality volunteer assignments designed to highlight the skills, experiences, and abilities of volunteers, the RSVP of Fayette County program works one-on-one with each volunteer to determine the volunteer assignment that will best fit each volunteer. The program will then work closely with volunteer stations to place each volunteer, ensuring that volunteers are placed where their experiences, abilities, and skills can be best used to improve our communities.

During outreach for the RSVP program, it will be made clear to both potential volunteers and stations that there are exciting and challenging skill-based volunteer opportunities available and being developed on an ongoing basis. For current RSVP volunteers, a "Volunteer Want Ad" will be distributed to all volunteers and available to view on the RSVP website. This flier will contain the current RSVP volunteer needs throughout Fayette County and promote volunteer input and suggestions from volunteers for future volunteer opportunities.

In addition, in order to develop the most rewarding and beneficial opportunities, RSVP of Fayette County will continue to approach potential volunteer sites that meet the needs of the community, offer exciting and challenging volunteer opportunities, and meet the RSVP Performance Measure requirements. When a non-profit agency inquires about becoming a volunteer station, the agency will be made aware of the skills of the volunteers, the guidelines, policies and procedures, and responsibilities that the station has in regard to ensuring a high quality, safe and enjoyable volunteer experience that meets the needs of the community. The RSVP Program Director will also work closely with the stations to create volunteer job descriptions that detail the volunteers' responsibilities and

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duties to the station, ensuring that each volunteer is fully aware of the opportunity he/she might be undertaking.

\* 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.

It is very important for each RSVP volunteer to be aware of the importance of each assignment and how it addresses a community need before they become an RSVP volunteer. Prior to becoming part of the program, each potential volunteer will meet with the program director for an interview to determine his/her interests and skills, become acquainted with one another, and establish a friendly, mutually supportive relationship. Once enrolled in RSVP, the volunteer will receive a combination of orientation and training reflective of the overall program and the assignments they are interested in pursuing. The orientation will be provided by RSVP staff to ensure that the volunteer is fully aware of: the importance of their volunteer experience, the community needs that the RSVP program is meeting, the advisory board, available reimbursements, insurance benefits, policies and procedures, and RSVP newsletters/updates/volunteer opportunities. Each of these topics will also be covered in the Volunteer Handbook. The importance of the training and the training responsibilities of each volunteer site are outlined in the Station Handbook and discussed with the site prior to joining the program.

In addition to orientation training, the training and development of volunteers will continue throughout the RSVP experience, beginning with volunteers' station assignment. Each volunteer, upon being assigned to a station, will receive information and training specific to his/her new position, the entity for which he/she will be volunteering, and position-specific training. Combined, this training will equip the volunteer to successfully fulfill her/her assignment, sharing his/her experiences, knowledge, and assistance in order to meet the needs of the communities.

Ongoing volunteer development training opportunities, such as building new skills and developing leadership potential, will also be offered to volunteers. Through these multiple training opportunities, volunteers will be fully aware of the benefits they will receive by becoming an RSVP member, the

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importance of their commitment to the program and the station, and the value of recording the data behind their efforts.

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

- o Individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency.
- o Veterans and military family members as RSVP volunteers.
- o RSVP volunteers with disabilities.

Fayette County, Pennsylvania is home to a diverse group of people from a wide range of backgrounds, ethnicities, and economic statuses, as evidenced by the following demographic analysis.

Population: According to the 2012 U.S. Census, the population of Fayette County is 136,914. 49.1% of the population is male, 50.9% of the population is female. The average age of Fayette County residents is 43. 25% of the population is over the age of 60.

Races and Ethnicities: The ethnic composition of Fayette County is as follows: 93.3% Caucasian; 4.3% African American; .1% Native American; 0.4% Asian; 0.2% from other races; and 1.7% from two or more races.

Veteran population: Fayette County has a civilian veteran population of 12,507 (11.5% of the county's population).

Disabled population: 17.3% of the county's population has a disability.

Language Proficiency: 97.3% of the county's population speaks English only. The remaining 2.3% of the population speaks Spanish (.5%), other Indo-European languages (1.3%), Asian and Pacific Islander languages (.4%), and other languages (.1%).

To reach potential volunteers in each of these areas and create a volunteer pool reflective of the population, the RSVP program will visit and promote the program to area senior centers, senior living

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establishments, veteran's groups, community centers, churches, women's clubs/groups, and many other locations where Fayette County residents meet and join together. These locations and groups will be contacted and visited in an effort to create awareness of the RSVP program and its volunteer opportunities, the critical needs that RSVP volunteers are addressing, and how their involvement in the program can help meet these critical needs.

\* Your plan and infrastructure to retain and recognize the RSVP volunteers.

It is crucial to develop a friendly and supportive relationship with each RSVP volunteer, so that the volunteer knows they are meeting critical community needs and that they are making a difference and are appreciated.

Regular verbal communication and recognition are key methods of retaining volunteers and maintaining a successful program that meets the goals and needs of the community. In order to retain existing volunteers, the RSVP Director will interact with individual volunteers on an ongoing basis to determine their satisfaction with the program and their volunteer site. If a volunteer is unsatisfied, the director and the volunteer will discuss the reason they are unsatisfied. The director will then speak to the site supervisor to see what can be done to improve the concerns of the volunteer. If positive results cannot be accomplished, the volunteer will be moved to a site that is more conducive to their skills, interests, and overall satisfaction. Volunteers will also be fully supported in their efforts to volunteer at additional sites and encouraged in their efforts to expand their volunteer experiences, skills, and leadership potential.

The RSVP program has developed several means of maintaining regular communication with RSVP volunteers as a means to keep them interested and engaged in the RSVP program. On a regular basis, RSVP staff conducts site visits to ensure the satisfaction of volunteers, to talk one-on-one to the individual volunteers, and answer questions. A quarterly newsletter, which highlights upcoming trainings, community events, and social events RSVP volunteers can attend, has also been developed. The newsletter also notes current volunteer needs throughout the community and features volunteers or sites in recognition of their efforts. The newsletter also includes information about new volunteer opportunities that are being developed and statistics showing how RSVP is meeting the critical needs

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of Fayette County.

To further recognize the dedication and impact of RSVP volunteers, the RSVP program hosts an annual Volunteer Appreciation banquet to highlight the efforts and value of the RSVP volunteers. This banquet includes invitations to special guests and speakers that represent government offices, local agencies, and community officials. During the event, a full dinner is served and music and entertainment are provided along with a special presentation by a local Veterans group. To encourage volunteers to attend and be recognized for their efforts, door prizes are given away and local media is invited to cover the event.

### Program Management

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

To ensure all volunteer stations are in compliance with RSVP, program regulations, policies, procedures, and guidelines have been established by the RSVP of Fayette County Program Director. These guidelines mirror the RSVP program regulations for RSVP sponsors, staff, stations, and volunteers. These guidelines can be found in the RSVP of Fayette County Guidelines/Policy/Procedure binder and in the two handbooks that are specific to the requirement of the volunteer and the volunteer station. These more specific handbooks were developed through accessing the RSVP Handbook, National Service Website and e-mails, on-line trainings, webinars, monthly Senior Corp conference calls, quarterly trainings, and networking.

New volunteers and stations are made fully aware of regulations, policies, and procedures through an initial orientation, ongoing training, and through the review of volunteer and station handbooks. This information is given to and reviewed together by the RSVP project manager, the volunteer, and the station. These handbooks include the required program regulations, policies and procedures that must be followed to be in compliance with RSVP regulations and create a successful program, volunteer experience and successful site participation.

In an effort to ensure compliance with up-to-date policies and procedures, RSVP of Fayette County is a member of the Senior Corp of Pennsylvania Directors Association. This membership has established networking relationships with RSVP programs throughout Pennsylvania and keeps the program

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current on information and changes to further develop the program, update program regulations, performance measure requirements and overall effectiveness, creating awareness, and ideas for developing strong volunteer opportunities and stations.

Several steps are put into place to ensure that stations remain in compliance with RSVP program regulations. When an organization meets with the RSVP Director to become a RSVP volunteer site, it is clearly stated by the RSVP Director the importance of following the program guidelines, regulations, and remaining in compliance with them at all times. It is also stated in the Memorandum of Understanding, which must be signed by an authorized representative of the organization, and the Station Supervisor Handbook, which details all prohibited activities, RSVP responsibilities, station responsibilities, volunteer rights, data collection requirements, volunteer assignment descriptions, guidelines for volunteer activities and hours, personnel policies, and volunteer dismissal and grievance procedures.

Volunteers who actively participate at a site will also be made aware of the station's responsibility to follow policies and compliance guidelines. Volunteers will be asked to report any possible occurrence with the site. A review of each station will be done annually to assure that all compliance measures are in place and, if needed, changes will be made to ensure compliance. If a station is found to be out of compliance, a notice will be issued to make the necessary changes. If this does not happen, the station will be dismissed.

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

Developing, managing, and communicating regularly with volunteer sites will help ensure the overall success of the site and RSVP goals. Regular contact will ensure that the relationship between the RSVP program and the site is positive and meets the needs of the community. On-site visits to each station will be ongoing and will include a meeting with the site supervisor to review the volunteer job descriptions and discuss the activities of the RSVP volunteers, ensuring policies described in the station handbook (such as safety, non-discrimination, and prohibited activities) are being followed.

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If it is found that a volunteer is not performing his/her assigned service activities, a meeting with the station supervisor will ensue immediately to review the signed Memorandum of Understanding, which outlines volunteer assignment descriptions. RSVP will then work with the station to resolve the service activity problem through means that will satisfy the RSVP compliance guidelines. Volunteers who serve at the station are also made fully aware of what their assignment is, what community needs are being met by their service to the station, and what their rights as a volunteer are.

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

To effectively meet changing community needs, RSVP of Fayette County is continually assessing the current needs of the community. This is accomplished by analyzing statistics provided by FCCAA and other agencies throughout the county. Topics analyzed include housing, hunger, senior services/independent living, population changes, ethnicity changes, crime, meeting the needs of veterans, and education, among others. Meeting with community agencies; attending various board meetings and advisory groups, such as Human Services Council, Food Bank, Aging, etc.; contacting local officials to discuss community needs; and discussing changing needs with sites and volunteers is also critical to staying well-informed and aware of current community needs. Often, sites and volunteers see, hear, and experience the needs and requests of the community sometimes even before there is a statistical basis for the need.

RSVP staff responds to the assessed statistical and communicated needs by establishing new volunteer stations and introducing new volunteers wherever a need arises.

During their time with RSVP, volunteers are continually made aware of the possibility of a station or assignment change during their volunteer assignment. It is emphasized that RSVP is designed to meet the critical needs of our community and as those changes occur, volunteer assignments may also change. This allows for minimal disruption when a change is necessary to make a change or a station is graduated.

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

FCCAA has been in operation for over 47 years. During this time, FCCAA has developed a wide range of programs and services designed to meet the needs of the Fayette County community. Specific to the Primary Focus Area of Healthy Futures, FCCAA established the Food Bank in the mid-1970s; the Meals on Wheels program has been in operation since 1971.

Annually, the Food Bank works diligently to meet the nutritional needs of families from throughout the County. Last year, through a network of volunteer pantries consisting of churches and community centers, more than 1.8 million pounds of food were collected and distributed to over 10,000 individuals. Over the past two years, RSVP volunteers have helped the Food Bank serve families in need by helping distribute food to disabled and low-income individuals and families at one of many food bank pantry sites throughout Fayette County.

Through the Meals on Wheels program, the Masontown Senior Center, the Uniontown Senior Center, Mountain Citizens Action Group, and the Connellsville Senior Center serve regular meals to over 250 individuals each month. Over the past two years, RSVP volunteers have helped to prepare, package, and deliver meals to homebound and disabled senior citizens, enabling them to maintain independent living arrangements.

Currently, through the RSVP of Fayette County program, FCCAA mobilizes and provides volunteer opportunities to 220 individuals who provide an annual total of 25,000 hours of service at 27 RSVP sites. In the Primary Focus Area, RSVP volunteers have accomplished the following:

-Food Bank: During the first 18 months of the RSVP program, 96 volunteers worked at 12 pantry sites. Together, these volunteers and sites together were able to assist 5,674 consumers who received approximately 750,000 pounds of food at the 12 RSVP food pantry locations throughout Fayette County providing food stability.

-Home-delivered Meals: During the first 18 months of reporting for Home-Delivered Meals assistance, 17 RSVP volunteers logged 2,307 hours delivering meals to 163 individuals on a daily basis. The volunteers also spend time with the home-bound individuals to ensure that they are doing well

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and their needs are being met.

\* 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.

RSVP of Fayette County has policies and procedures in effect that ensure the project is in compliance with federal regulations.

The RSVP of Fayette County has an established advisory board, composed of community members who are representative of the demographics of our community, are aware of human and social needs of the community, and have an interest and willingness to help with program needs, publicity, and assessments. This advisory board provides guidance to the RSVP of Fayette County and will help the program to continue to meet the needs of the community.

All volunteer stations go through a process of completing a Memorandum of Understanding before any RSVP volunteer is assigned to their site. This allows RSVP to ensure that the potential site is fully in compliance with RSVP federal regulations and the RSVP program policies. The MOU requires the station to fill out information such as their mission, how this mission impacts the community, volunteer needs, volunteer job descriptions, confirmation that they are a non-profit agency, and that they will comply with the policies and procedure of the RSVP program regarding required data reporting, non-discrimination, volunteer orientation/training, etc.

Through the process of completing the volunteer enrollment form, each volunteer is screened in detail to ensure they are eligible to become an RSVP volunteer. Each volunteer is made aware through RSVP-specific materials that all RSVP volunteers must be at least 55 in order to participate in the program. All requirements are discussed at the interview. Potential volunteers are required to include their date of birth on the enrollment form. By signing their name to the enrollment form, they are agreeing that all information on the enrollment form is correct and true.

### **Organizational Capability**

\* Your plan and infrastructure to provide sound programmatic and fiscal oversight (both financial

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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.

FCCAA has sound programmatic and financial practices and policies in place designed to ensure compliance with RSVP program requirements and all applicable statutes, regulations, and OMB circulars. FCCAA committed to the efficient and effective use of resources in each of its programs as evidenced by the practices outlined below.

FCCAA manages more than 70 projects funded by public and private sources per year. Each contract is assigned a Project Manager, who is responsible for ensuring that the goals of the contracts and the needs of the funding source are fully met. This provides for specific accountability and responsibility for each project. The Fayette County RSVP Program will be operated by its current Program Director, Brooke Tibbe.

Each project manager maintains a commitment to managing quality control within his/her respective contracts with a focus on project outcomes. Project managers submit monthly and quarterly outcome reports that detail numbers served and achievements. These reports are collected by the Director of Operations and are used to monitor and evaluate contract compliance. The Director of Operations analyzes each project's current status and recommends corrective action when necessary during weekly meetings.

Quarterly contract reviews are conducted with the Executive Director, the Director of Finance, the Director of Operations, and the Project Manager. This review committee evaluates contract compliance, goal attainment, financial status, and customer issues. The findings and recommendations of this review committee are documented, and objectives are developed for the next quarter.

In addition to ensuring the provision of efficient, effective, and quality services, FCCAA prides itself on its excellent financial management and accountability to funders. McClure & Wolfe, Certified Public Accountants from Uniontown, Pennsylvania perform a single audit each year. McClure & Wolfe conducts its audit in accordance with generally accepted auditing standards and the standards

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applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States.; the provisions of Office Management and Budget (OMB) Circular A-133; and the Single Audit Supplement, issued by the Pennsylvania Department of Public Welfare.

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

To operate the Fayette County RSVP program, FCCAA intends to retain its current full-time RSVP Director, Brooke Tibbe, to continue to recruit volunteers, schedule them to work, effectively manage their time and review, and monitor the program's goals and outcomes. 100% of Ms. Tibbe's time will be committed to the RSVP program.

Ms. Tibbe will be supervised by Madeline Sloboda, who has served as FCCAA's Director of Operations since November 1987. In her current position, Ms. Sloboda supervises and manages Agency processes, including customer service, financial and property management, development of resources, and contract management. She also reviews operation performance and initiates corrective action for problems. 5% of Ms. Sloboda's time will be committed to the RSVP program.

The Food Bank Project Manager will devote 5% of her time to the RSVP program and will work directly with RSVP volunteers and the RSVP Program Manager

Debra Bricker, who has served as the project manager of Aging Services and has successfully worked with a network of volunteers in Fayette County senior centers, will work with the RSVP Director to grow and maintain the program. 5% of Ms. Bricker's time will be committed to the RSVP program. The program will also utilize 10% of an outreach/marketing staff person in order to promote the program.

Kathy Knight, who has worked as a bookkeeper with FCCAA for 16 years, will manage the finances for the RSVP program to ensure that funding is spent and accounted for appropriately. 10% of Ms. Knight's time will be committed to the RSVP program.

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The RSVP program will hire a .75 FTE clerical/office support staff person who will assist with the day-to-day RSVP work.

Together, these employees will work to manage over 27 volunteer stations and 350 volunteers. By following the policies and procedures set forth by RSVP and working diligently to recruit and retain volunteers and volunteer stations, these two employees will ensure the accomplishment of the program objectives outlined in this proposal.

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

The RSVP program of Fayette County will adhere to FCCAA's existing policies and procedures. FCCAA's Policy Handbook outlines policies and procedures in regard to: purchasing procedures, personnel management and support, staff and administrator roles, and travel, among many others. All internal policies, including a travel policy, are included in FCCAA's Policy Handbook, which is kept on file at FCCAA's Administrative Offices. In addition, each FCCAA employee is given a copy of this Handbook.

The RSVP program will be housed in FCCAA's existing safe, secure facilities. At FCCAA, each program is responsible for managing its own equipment and supplies. RSVP program-specific supplies and equipment are stored in a designated area. Locked cabinetry is available for all sensitive data and equipment.

\* Demonstrates organizational infrastructure in the areas of robust financial management capacity and systems and past experience in managing federal grants.

FCCAA is a functional organization designed to support both contracts and consumers. The organization is designed to focus on productivity, efficiency, accountability, customer service, quality,

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and strong contract management.

FCCAA's financial operating system provides accurate, useful, and timely cost information through reports generated by Blackbaud's Financial Edge accounting software. The software package manages accounts payable, accounts receivable, payroll, and financial statements (including balance sheets and revenue and expenditure reports). The software allows for the recording of revenue and expenditures by line item within each element and the elements within each program. This system allows each project to be accounted for independently and provides a variety of advanced reporting options. Monthly reports are reviewed by the executive director, director of finance, and project managers. The FCCAA Board of Directors monitors all overall expenditures monthly. FCCAA's financial system is fully compliant with federal cost principles as prescribed in relevant OMB Circulars.

FCCAA has successfully managed grant programs from various funding sources, receiving positive reviews from all federal, state, and local funders. FCCAA receives multiple federal and non-federal grants totaling millions of dollars each year. United States Department of Health and Human Services, United States Department of Housing and Urban Development, United States Department of Treasury, United States Department of Agriculture, United States Department of Labor, United States Department of Justice, The Corporation for National and Community Service, Federal Emergency Management Agency, and the Social Security Administration.

### **Other**

N/A

### **PNS Amendment (if applicable)**

N/A