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Executive Summary

EXECUTIVE SUMMARY

Berkshire RSVP's mission is to encourage older adults to volunteer by matching their skills to local community needs, to recruit and place volunteers to assist agencies implement impact programming, to identify unmet community needs, and to design signature impact projects to address compelling problem issues.

RSVP's total FY'15-16 budget is being submitted for \$104,377.00. Our sponsor (the City of Pittsfield) will provide \$73,860.00 (64%) and our Grant request to CNS will be for \$40,689 (31%), RSVP Projects 300 active volunteers and 80 Stations projected for FY 18 and 5 Signature programs.

The FY15-18 Federal Grant (7/1/13 -- 6/30/14) will support RSVP in addressing the CNS Strategic Service categories: Disaster Services, Education, Healthy Futures, Economic Opportunities and Senior Citizen Assistance.

Actual Outcomes - Data will be collected by surveys, volunteer tracking, station reports and project evaluations. Education- Reading literacy will show increases in learning by standardized testing. The outcomes we anticipate from the Work Plans are: fostering quality of life and education for senior's independent living (Transportation, Froio Senior Center, Senior Elder Services Nutrition meals), Economic Opportunities, literacy mentors (Berkshire County Sheriff's office). (Pittsfield Visitor Center), Housing Infrastructure for low income families (Habitat for Humanity), Career Education for Youth (Junior Achievement), and Healthy Futures (American Cancer Society's Road to Recovery & Bosom Buddy Bags). Employment education (GoodWill)

Strengthening Communities

STRENGTHENING COMMUNITIES

DEMOGRAPHIC AND GEOGRAPHIC FEATURES

RSVP Berkshire serves the Western County of Massachusetts, which is bordered by 3 states: Vermont on the north, New York on the west and Connecticut on the south. The County represents a region well-defined by the physical feature of mountains running along the western & eastern borders,

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historic traditions, and sectional social and economic interdependence. Berkshire County, comprised of 2 cities and 30 towns in an area of 946 square miles, is mostly rural in nature, with only 8% of land developed for residential purposes. The major economic income generator is Tourism. The county is often defined according to its 3 sub divisions -- North, Central & Southern Berkshire. While tied together economically, socially and politically, the regions do experience some degree of independence from one another, primarily due to the 50 mile span from North to South of the county. Northern Berkshire consists of the following municipalities: Adams, Cheshire, Clarksburg, Florida, Hancock, New Ashford, North Adams, Savoy, Williamstown; Central Berkshire consists of: Becket, Dalton, Hinsdale, Lanesboro, Peru, Pittsfield, Richmond, Washington, Windsor; Southern Berkshire consists of: Alford, Egremont, Great Barrington, Lee, Lenox, Monterey, Mount Washington, New Marlborough, Otis, Sandisfield, Sheffield, Stockbridge, Tyringham, West Stockbridge. Although Berkshire RSVP serves the whole county, the majority of RSVP volunteers live, serve and are placed in the central region, which is the most populated area, which is Pittsfield, Lanesboro, Dalton, Lenox and Lee. These towns combined account for 50% of the county's total population.

Berkshire RSVP is both sponsored by and home based in the City of Pittsfield, which is the largest municipality in the county with 44,737 residents. According to the 2010 US Census Bureau Demographic Profile Data, Berkshire County is home to 131,219 people (33,740 of those are persons age 60+). In a January 2010, a Berkshire Eagle article reports the county has decreased by 4.2% since 2000, while the only segment of the population remaining constant and trending to increase are those 55+, who represent 32% of the total county population -- a significant factor in RSVP recruitment efforts.

The City of Pittsfield serves as the county seat, has the largest hospital, court system, & major mall, and therefore is the 'hub' of the county. The RSVP main office, which is located in downtown Pittsfield, couldn't be better strategically placed in the local library! It affords us visibility to the largest group of adults 55+ in a centrally, well visited site. Massachusetts has a larger percentage of the 'older old' (85+ years old) than the country as a whole. The former decline of Massachusetts' 'younger old' (60 -- 74 years of age) segment over the past decade is steadily increasing -- especially Baby Boomers born 1946 to 1964. This unique group is entering the aging service network currently at 10,000 per day and will continue for years ahead, while also providing a new energetic group of prospective volunteers for Senior Corps programs. 4% of our residents are federally defined minority groups

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(Black, Hispanic, Asian) while many of those minority groups are difficult to recruit as they are involved, almost exclusively, in their own churches and private clubs. 12.5% of our population are living below the poverty level.

Another important statistic is that Berkshire County reports the highest number of cancer related mortalities from Breast & Lung Cancer, which is why RSVP works so closely with the American Cancer Society in our 5 distinctly different yet needed projects in our Programming for Impact Work Plan. Regrettably, Berkshire County has the highest incidence of breast cancer cases per capita in Massachusetts. Also, per the above statistics, RSVP is working very closely with community partners in assisting the Senior Citizen population, both with education, nutrition, reducing isolation, and providing free transportation services and becoming volunteers to serve their peers and others as well.

COMMUNITY PARTNERS, LOCAL INPUT & DIVERSITY

Berkshire RSVP solicits annual input regarding program design and community need from our sponsor - the City of Pittsfield, our volunteers, our 60+ stations, new agencies that make inroads to become stations because of their pending need to address community problems, the United Way -- which our RSVP Director serves on the UW grant review and allocation team, and especially our 18 member Advisory Board. The Advisory Board consist of a diverse group of community participants, including an equal # of men vs. women, those 55+ (Retirees) and those currently gainfully employed age 28 to 54, representatives from Senior agencies (Elder Services, the Pittsfield Council on Aging, Residential Care Facility), Habitat for Humanity, the Business Community, RSVP Volunteers, Berkshire Athenaeum (Boomers and those 55+), Station representatives, folks with Volunteer management experience, and members from a variety of Berkshire County towns (Lanesboro, Dalton, Becket, Pittsfield, etc.). This wide range of member characteristics permits diverse opinions regarding future project development. And most advantageous to RSVP is that our project design is annually evaluated by the community participants who primarily represent the RSVP projects that ultimately affect their respective organizations.

RSVP also solicits information regarding community need from Berkshire Medical Center's "Needs Focus Groups" workshop Outcome Reports, the United Way Lodestar reports that detail the 'gaps in service' and 'addressing future trends' and input from residents, relevant media articles, and Elder Services 2009 Area Plan on Aging.

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Volunteer Diversity - RSVP, due its relaxed eligibility structure, can recruit volunteers that are low income and those who are financially secure as well. Berkshire RSVP also enjoys a relatively high number of male volunteers and couples who decide to volunteer together. We are fortunate indeed to have volunteers who are disabled (mobility restrictions, hearing impaired and developmental disabilities). Our volunteers represent the entire spectrum of educational backgrounds -- including those with only High School degrees and blue collar jobs to those who have college degrees and past work experience as teachers and white collar managerial positions.

PUBLIC AWARENESS

RSVP, as an official Department of the City, has visibility on the City Website. We are actively involved with all City events and the RSVP Director serves on City Boards. RSVP is a respected community resource. RSVP has participated in the Pittsfield 4th of July Parade each summer for the past 15 years with a narrative in the Parade Booklet describing our mission and information on how to become involved. Over 20,000 people line the parade route and see our float entry and read about our program. RSVP is featured on local radio and public television shows and has an information table at the monthly 3rd Thursday events on Main Street which attracts thousands of residents each month.

Mobilization of Community Resources -- In 2012-2013 RSVP was awarded additional funds from the City of Pittsfield continues to sponsor us who continues to cover the cost of maintenance for the Honda 2011 Odyssey Van used for our Transportation project. RSVP has a longstanding relationship with a local funeral home, which supplies our refreshments and cakes for our monthly Volunteer birthdays. Local print shops have supplied us with card stock for all our postcard invitations. And local fabric stores supply us with material for our Bosom Buddy Bags for the American Cancer Breast Cancer project. RSVP volunteers make lap robes for residents in nursing and veteran's homes. All the yarn is donated to us for their knitting; as well as for the handmade winter caps and mittens made for the low income children in our community & the premie caps for the Neonatal Intensive Care Unit at Berkshire Medical Center. Our greatest source of funds comes from the sale of advertising space in our Senior Resource Calendar each year. In 2013, 25 local businesses purchased ads ranging from \$50 to \$350 in our calendar, most being repeat advertisers from previous years who believe in the power of reaching Baby Boomers, who have discretionary money to spend -- even in this harsh economy. We name a Community Business Partner each year, which receives a plaque and are

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highlighted at our annual Volunteer Recognition event. Past Community Business Partners include Barrington Stage & Colonial Theatre for their gifted show & concert tickets for our volunteers, Dalton tractor donating time and tractor for parades, Haddad Toyota for the convertibles donated for the Volunteers of the year to ride in.

Volunteer Participation in Community Activities

RSVP volunteers attend many community activities, sometimes in their volunteer capacity and sometimes as a regular resident. Through eBlasts, we make our members aware of special events so that they have adequate time to plan to attend. The Parade, Arbor Day Celebration, 3rd Thursday Evenings in Downtown, Historic Wahconah Park Baseball games, community events Art Show, the 250th Anniversary of our City in 2011, and Barrington Stage musicals and plays along with the Colonial Theatre are enjoyed by RSVP volunteers and other residents as well. Volunteers support our Ethnic Fair and Live on the Lake Concerts and special activities --both outdoors and indoors during all the seasons. Many are students at Berkshire Community College through the Life Long Learning Courses (OLLIE). Our community is rich in history and cultural venues -- all of which are interesting and often time free -- to our elder residents and volunteers.

Organizational Capacity Enhancement

RSVP Berkshire is a well-respected, and a 'go to' resource when it comes time for local agencies to expand their scope of service, or most recently to help out during economic downturn. Obviously the last few years have been most difficult due to the recession, when many agencies needed to downsize staff and reduce programs. This negatively impacted their recipients of service, who unfortunately were already in great need. RSVP appears to be the 'life line' that in most cases proved to rescue the agencies/programs/and needy participants.

RSVP signature projects include the Transportation Project, American Cancer society Road to Recovery Service, Junior Achievement Program and Elder Services Meal Sites served by Berkshire RSVP Volunteers. Still fruitful is the Educational projects in schools, working with at-risk elementary students, assists teachers with the provision of 1 on 1 reading help, which our reports document that children's reading level abilities were raised by 2.6 reading levels and a greater mastery of phonics and appreciation of reading. For many agencies and medical interventions (chemotherapy and radiation),

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hundreds of low income elders simply could not access those essential life saving medical therapies and the ability to receive daily nutrition lunches. 60 RSVP Stations received approximately 33,335 hours of community service in the past year -- all of which serves to emphasize how consistently they rely on volunteer assistance.

Future Integration of Senior Service into other Service Programs

Berkshire RSVP will continue to support the Foster Grandparent Program in Berkshire County, by providing a work area and use of our equipment to the designated Coordinator who is employed by Springfield RSVP. We continue to work collaboratively for referrals from each, for example, if FGP gets a prospective volunteer who is "over income" that person is referred to RSVP and if RSVP has a volunteer, who is extremely low income we refer them to FGP.

Recruitment and Development

RECRUITMENT AND DEVELOPMENT OF VOLUNTEERS (FY 2015-2018)

BUILDING A CORPS OF VOLUNTEERS

RECRUITMENT/RETENTION/RECOGNITION

RSVP actively engages in ongoing volunteer recruitment. We conduct presentations and distribute informational literature/flyers/brochures at local events, elder housing sites, senior centers, the library and the post office. A monthly Volunteer Opportunity flyer is developed each month, used at recruitment sites, and distributed cost-free via eBlasts! An immediate eBlast call is distributed when site have emergency needs. The RSVP front window eye-catching Displays change monthly and attract attention and numerous 'walk-ins". RSVP continues monthly volunteer Birthday Parties (approximately 20 volunteers per month). Volunteers are invited and asked to "bring a friend" as well, which is a great way of recruiting new members. Contacting volunteers by phone when they do not show activity in a 3 month period awakens their interest in returning to volunteerism.

RSVP's Web Site has been updated to attract residents age 55+. The website includes links to filing their application and completing a CORI Form (Criminal Offense Record Investigation) on-line, view volunteer opportunities that are available, and updates about recent program highlights and new RSVP projects. Other new links were added including the CNS Senior Corps Video.

RSVP regularly has ads in the Help Wanted newspaper section. Local radio stations have included Public Service Announcements on RSVP as well. Local TV and radio shows spotlighted RSVP volunteers, Advisory Council members and staff who give a RSVP overview, encouraging eligible

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adults to enroll. The local community television station (Pittsfield Community TV) runs volunteer assignments on their Community Bulletin Board. Also helpful, is the RSVP Float in the Pittsfield 4th of July Parade. The visibility is invaluable as 20,000 people (both visitors and Berkshire residents alike) line the streets. RSVP has won numerous trophies for their floats that are designed and completed by our volunteers.

As a member of the Berkshire Chamber of Commerce, RSVP can access nearly 1000 business which employ over 30,000 members of the community with their newest tool ChamberMaster website. This site has the ability to post any of the RSVP events and our needs for volunteers.

This November 7th 2014 RSVP has scheduled an Open House recruitment day from 1:00 p.m. to 6:00 p.m. at our 16 Bartlett St. location. This will remain an annual recruitment day has been selected to help in finding the correct volunteers for the 50 plus blood drives we will be supporting the Red Cross with.

The RSVP Associate Member Program allows RSVP to establish a connection and refer interested adult volunteers that are 45 -- 54 years of age to other local non-profit agencies. To date, we have 50+ volunteers that are Associate Members who actively volunteer at community sites. RSVP Staff does not expend time coordinating these volunteers but we offer a space and computer and have recruited an over 55 volunteer to enter data listing their contact information and that volunteer eBlast offering potential community sites for them to contact. Of course, these Associates are not counted in our federal reports nor do these volunteers get any benefits. However, we discovered the wealth of this untapped population, who are willing to serve and are connected with RSVP and shall eventually grow into full membership at age 55.

The RSVP Advisory Council Recruitment Committee's primary focus is to recruit volunteers (the expectation is to bring on 5 each per year) and help man our recruitment sites.

RECOGNITION

Annually a Volunteer Recognition event is held for all our RSVP volunteers. RSVP selects and honors and presents the Volunteer of the Year Award. The City of Pittsfield's Mayor and Massachusetts Senator Ben Downing present the Award Citations. A monetary gift of \$250 is made each year to our Volunteer of the Year by the family of a former 1996 Volunteer of the Year. The yearly Award recipient rides in a convertible during the Pittsfield 4th of July Parade, as well as having their picture on the back cover of the RSVP Senior Resource Booklet.

Another form of recognition, created in 2012 is the Good Neighbor Award. Twenty outstanding

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community volunteers are publically recognized for their behind the scenes volunteer service. RSVP volunteer benefits & recognition includes a free annual Bus trip to the Big E Exposition each fall. Volunteers are gifted a free day away including bus transport, admission ticket and snacks, compliments of a mini grant from Western States Exhibition through a mini grant to RSVP. RSVP provides volunteer mileage reimbursement (capped at \$25. per month) to those who drive to their volunteer assignments. Free transportation for volunteers to and from their assignments is also provided. RSVP also provides CIMA Excess Insurance for our volunteers.

TRAINING

Volunteer Training - RSVP screens our new volunteers during a 1 on 1 initial personal interview appointment. We discuss training options that are available (computer classes, driver training for RSVP van transport, reception workshops) and additional options their stations sites may provide. We rely on RSVP staff and seasoned volunteers to actually be 'trainers' for Friends Read Youth Literacy, Junior Achievement and Pittsfield City Hall Ambassador Desk. Perhaps the most effective training opportunities are the experience and assistance provided by the station supervisor.

Staff Training -- RSVP staff attend 3 professional development workshops per year, which are paid for -- and encouraged -- by our local sponsor. Staff trainings include annual National Volunteer Conferences, Volunteer Administrators Association monthly luncheon meetings with guest speakers on pertinent volunteer issues, Computer classes, Board Development trainings through the Berkshire Taconic Foundation, and the City of Pittsfield's participation in the Western Massachusetts Professional Development Trainings. Recent free webinars for staff have been extremely beneficial and don't necessitate cost or travel. Staff trainings costs have been a regular line item in our Sponsor Budget for the past 17 years.

Community Participation Groups -- RSVP actively interacts with key community groups (Council on Aging, Habitat for Humanity, Elder Services, Junior Achievement, and Berkshire Medical Center/ City of Pittsfield's Health Department and Senior Center). At each monthly meeting they become aware of RSVP Training Opportunities that they themselves may access. RSVP staff similarly may access their trainings as well. A new Training Program for volunteers has been initiated with The Food Bank of Western Massachusetts.

Volunteers Station Training -- The RSVP Volunteer Coordinator maintains ongoing communication with all our Station Supervisors through emails, site visits, calls and a yearly packet of Station Responsibility Information. The latter includes any revisions regarding CNS regulation updates and

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revisions to our forms and literature.

Project Assessment -- RSVP projects, regardless of Impact has a 5 Element Statement that includes projected outcomes at the beginning and actual at the conclusion accomplishments are measured by site supervisors, surveys of recipients of service and tracking forms. Additionally, RSVP designs annual goals and objectives for its Advisory Council and Administrative Staff. They include creation of new projects that address community need as well as program enhancements. These Goals and Objectives are assessed at the end of each year. Copies of RSVP Goals are sent to the CNS State Office each year. RSVP conducts a Formal Evaluation Program. In 2013, we have surveyed all 61 Stations and Local Politicians to contribute feedback on RSVP Program satisfaction, future needs and community problems.

Data Management -- RSVP uses the Volunteer Reporter Software (annually updated /\$400). Data entry done by a volunteer that key all hours sent in by station supervisors.

RSVP reviews 61 volunteer stations activity and respective volunteers at each site each year. The RSVP Volunteer Coordinator, Claire Caesar, who manages stations, monthly inputs volunteer hour grids, submitted by station supervisors, verifying attendance and volunteer time, fills volunteer requests and makes site visits. Volunteer hours are then entered into our RSVP Volunteer Reporter Software. This provides data for our Progress Reports, PPVA and station yearly statistics. At the conclusion of each year, stations provide performance measures and actual impact information enabling us to evaluate achievement of project goals. Each station receives a specially designed Certificate each year indicating the number of volunteer hours that were served during the past year, as well as the cumulative total of RSVP volunteer hours they received since they first became a station. Many sites post these certificates in a prominent place in their agency lobby.

Resource Development and Sustainability- RSVP Funding receives 64 % from its sponsor, city of Pittsfield and 31% Federal Funding. RSVP prepares a monthly report of our Sponsor Budget, Federal Grant Budget and our Revolving Fund. These internal budget reports are reconciled with City financial reports that the City Accountant prepares each month. This checks and balances procedure allows us to be aware of shortfalls or amounts that have been misdirected. In-Kind donations are tracked by the RSVP Administrative Assistant, who solicits and accepts donations, sends thank you letters and tax exempt donation forms, and maintains the comprehensive yearly list. All material donations are used for projects to subsidize needed office supplies. In-Kind Donations are received by Sponsor, City of Pittsfield with rent, van Maintenance, utility bills and from Pittsfield Businesses we have received flowers, and material for the American Cancer Society Bosom Buddy Bags. Cash

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receipts must be forwarded to the City Treasurer's office on a weekly basis. Those funds are placed in the RSVP Revolving Fund, which can be used for monetary donations, raffle proceeds, and other necessary expenses that are not covered by our 2 primary budgets.

Program Management

PROGRAM MANAGEMENT

VOLUNTEER STATION MANAGEMENT

RSVP projects 80 volunteer stations for 2015-18. RSVP reviews station activity and respective volunteers at each site each year. Should these numbers consistently decrease, we meet with the station to review the status and often times find that they no longer need our assistance. Presently stations are selected according to agency requests that specifically address current, documented community needs as determined by community surveys. Regular communication is maintained by the RSVP Volunteer Coordinator, Claire Caesar, stations, monthly inputs volunteer hour grids, submitted and documented by station supervisors, verifying attendance and volunteer time, fills volunteer requests and makes site visits. Volunteer hours are then entered into our RSVP Volunteer Reporter Software. This provides data for our Progress Reports, PPVA and station yearly statistics. At the conclusion of each year, stations provide performance measures and actual impact information enabling us to evaluate achievement of project goals. Each station receives a specially designed Certificate each year indicating the number of volunteer hours that were served during the past year, as well as the cumulative total of RSVP volunteer hours they received since they first became a station. Many sites post these certificates in a prominent place in their agency lobby.

RSVP conducts a Station Workshop yearly, reviewing RSVP policies and procedures, present new regulations, assist new station supervisors with PFI development, and answer questions. At these station workshops we include the CNS Senior Corps video which gives our own local agencies an opportunity to view the national scope and diversity of RSVP programs throughout the country.

Each Station has its own file at RSVP, which includes copies of station materials (brochures, newsletters, etc.), service descriptions, work plans, certificates, volunteer requests, and MOUs (Memorandum of Understanding). All stations were sent new MOU renewal packets, fully describing the duties of the station and volunteer supervisor every three years.

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RSVP stations provide each volunteer with a job description for their individual assignment, and stations are also required to provide on-site training. Many stations also conduct a Recognition event for volunteers each year.

ASSESSMENT OF PROJECT PERFORMANCE

RSVP completes each fiscal year with a comprehensive assessment of our administrative operations, Programming for Impact projects, financial budget closing reports, Advisory Board Goals (including individual committee objectives, and Strategic Plan performance.)

Each segment as mentioned above are rated on the scale of ACHIEVED, PARTIALLY ACHIEVED or NOT ACHIEVED with a detailed description of the goal attainment. Should a goal receive a NOT ACHIEVED rating, that goal is re-examined for relevancy and in most cases, re-inserted into the coming year goals to address and complete.

Community Partners, Staff, Advisory Board, Station Sites, our Sponsor and CNS Priority Areas are included in our final decision for new project development. Programming for Impact Work Plans and eGrant Progress Reports allow us to monitor performance on all our selected projects with semi annual reviews.

Organizational Capability

ORGANIZATIONAL CAPACITY (FY 2015 -- 2018)

EXPERIENCE

Berkshire RSVP has worked conscientiously to respond to local compelling needs with capable, trained, dedicated, and civic engaged adult volunteers, and professionally dedicated Staff and Advisory Council members since 1971.

Berkshire RSVP has an established ability for staying focused on our mission; addressing council needs and recruiting, placing adult volunteers for community agency assignments and signature projects. Through 42 years of operation, RSVP's record for delivering quality services and the implementation of new, necessary projects and programs has established RSVP as leaders in the field of volunteer management in Western Massachusetts.

The City of Pittsfield has been Berkshire RSVP's sponsor for 42 years. RSVP has tracked and

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compared our Federal Funding and Sponsor Funding, number of volunteers, and volunteer hours including of Stations for each of the 42 years.

Of particular note is Berkshire RSVP's ongoing projects and experience in the areas of Senior Citizen Assistance, Community Economic Development, Cancer Support, and Education. We work on a regular basis with Elder Services, the Council on Aging, Habitat for Humanity, Junior Achievement, and American Cancer projects. RSVP just completed 12 years of Friends Read Youth Literacy, 6 years with Junior Achievement and 18 years with the American Cancer Society.

STAFF

Berkshire RSVP is staffed by a Full Time Director, 1 Full Time Volunteer Coordinator, and 1 Full Time Administrative Assistant. The RSVP Director's position is an 'appointed' Department Head position in the City of Pittsfield. As a City Department Head, the RSVP Director actively attends bi-monthly Mayoral meetings; and the Mayor is the RSVP's Director's immediate supervisor. The RSVP Director attends the Massachusetts Association of RSVP Directors meetings in Worcester, which includes attendance by and reports of the CNS State Director.

The RSVP Director also attends quarterly New England Council of RSVP Directors meetings in rotating states (ME., VT., NH., CT., RI. and MA) in the New England region. These valuable networking meetings permit information sharing, the opportunity to hear State and National updates from the CNS Massachusetts State Director, and to learn and master the changes in volunteer service coordination and professional development.

The new RSVP Director -- Deborah Sadowy, started her position July 1st 2014. Her primary responsibilities include maintaining fiscal solvency, eGrant renewals each year, generating Project Progress Reports bi-annually, hiring, supervising and evaluating staff, publicity and visibility, coordination of the Advisory Board, implementation of RSVP projects and goal achievement. Ms. Sadowy was the Director of Program Operations and Quality Assurance at United Cerebral Palsy for 15 years. A comprehensive Director Job Description is on file at the Massachusetts State office.

The RSVP Volunteer Coordinator position was filled by Claire Caesar as of March 2013. The Volunteer Coordinator responsibilities include CORI forms, mastering the RSVP Reporter Software, creating the newsletter, monthly volunteer opportunity flyer, maintaining the RSVP Web Site,

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management of station information, updating station files, coordinating the monthly birthday parties, recruiting new volunteers with skills and knowledgeable experience to help the needs of the community and oversight of our current 300 volunteers. Claire manages all data and reports monthly directly to the RSVP Director. She initiates all station and volunteer surveys and is responsible for the correlation of the results. Claire assists with the coordination of all RSVP events including the Recognition luncheon.

RSVP Administrative Assistant, Carmen Morales is a second year RSVP staff member, who is a direct support to the Director. She oversees the Van Transportation Project, Bosom Buddy Bags for American Cancer Society, Maintains the office equipment, and performs all office duties. Her fiscal tasks are Budget input, and management, vouchers, payments, receptionist, and all clerical aspects of the office including files, forms, reports, correspondence and mailings. | Additionally, she assists with the annual Volunteer Recognition and other special activities. Carmen also ensures the RSVP Advisory Board receives monthly meeting minutes, financial statements and related materials, updates Board manuals and oversees the office volunteer receptionists.

Elder Services has provided RSVP Berkshire with 1 Title V Senior Community Services Employment Program Aide. Karen Tucker serves as the Transportation Dispatcher, 20 hrs. Per week, with no cost to RSVP.

RSVP must follow the prescribed advertising and interviewing procedures when staff vacancies occur. Job descriptions are in place for all staff, Elder Services Senior Aides, Office Reception Volunteers, and Transportation Drivers. RSVP has a comprehensive Transportation Policy and the City ensures that our staff Travel Policy be adhered to, which includes prior submission of pending travel information and destination, followed by written approval of the Mayor to all travel outside Pittsfield.

RSVP staff is evaluated annually, with written input from each employee prior to the actual evaluation interview. Signed copies of the evaluation are sent to the City Personnel office to be filed in their respective personnel files. Job Descriptions are updated regularly, while meetings and daily interactions insure ongoing communication. The RSVP office location has proven successful in fostering efficient communication among staff, and a spacious work area for the large number of staff and volunteers who work here on a daily basis.

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ORGANIZATIONAL CAPACITY

A RSVP Organizational Chart has been forwarded to the MA State Office, which delineates the chain of command, staff's projects responsibilities, and the supervisory staff who oversee projects.

Ultimately all are accountable to the RSVP Director, with her being accountable to the Advisory Board, the Mayor and the Corporation State Office. We feel that we have adequate staff and volunteers in the main office to coordinate the myriad projects we administer.

RSVP's mission is to recruit, train and place Adult Volunteers, age 55 and over, in community service projects that address needs in the areas of Health, Human Services, Education, Environment, Community, and Economic Development. RSVP has operated successfully for 42 years and has remained fiscally sound, grown in diversity of projects and incorporated all aspects of Programming for Impact into its projects. Over 50% of our volunteers are on Programming for Impact projects and additional volunteers serve in "Other Volunteer Activities". In addition to the mandated PFI goals, RSVP generates goals for its Advisory Board and Administration as well. Goal achievement reports for these areas are evaluated at year's end. Each year RSVP systematically completes a comprehensive self-assessment of our goals, evaluation of current procedures, reviews and revises its Bylaws, updates its forms and literature, and develops methodology for proposed programs and new acquisitions. RSVP receives numerous letters of appreciation as well as awards for its meticulous efforts that benefit local organizations. Past awards have been received from Berkshire Visitors Bureau, AARP, United Cerebral Palsy, Capeless Elementary School, and the American Cancer Society.

FINANCIAL MANAGEMENT

RSVP's income is from the Corporation for National Service and our local sponsor the City of Pittsfield. RSVP receives additional funding from monetary and in-kind donations, raffles and calendar ad sales. The City of Pittsfield Purchasing and Accounting Departments approve our expenditures and verifies that our budgets are on track with line item spending and monthly City

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financial reports. The MUNIS financial tracking system provides processing of Purchase Orders and vendor payments throughout the year. The RSVP Board Finance Committee approves the annual budget, while the Advisory Board receives monthly financial statements that detail spending and income. The RSVP Board Treasurer reviews and explains the 3 RSVP Budgets (City/Federal/Revolving) at monthly Board meetings describing the fiscal status of the agency. Records are meticulously kept on cash donations and in-kind gifts to RSVP. Comprehensive files are maintained on budgets, financial reports and vendor orders. Berkshire RSVP has consistently maintained balanced budgets; and despite minimal Federal increases, one Federal rescission and the loss of our State funding in the past 8 years ago, our local sponsor has supported salary increases and other budget needs and augmented shortfalls.

RSVP has strict purchasing procedures as set forth by our sponsor. All Purchase Orders must be entered on the MUNIS system and approved by the Purchasing Department. Once approved, we must forward paperwork to the Accounting Department that verifies that our budgets have funds in the correct line. With that being approved, we can then place an order. The bulk of our office supplies are ordered (per City regulations) from the Northampton Collaborative, which is extremely cost effective. We have actually cut our supply costs in half.

Lastly, the RSVP Advisory Board Fundraising Committee is charged with generating funds for the RSVP Revolving Fund, which subsidizes RSVP with approximately \$8,000 annually. This includes income from the Senior Resource Calendar Ad Sales, the memorial donations and other small fundraising activities.

PROJECT CAPACITY

Berkshire RSVP has a large, comfortable main office, including 2 separate offices for the Director and Volunteer Coordinator, a walk in entry area for the receptionist desk and space for the Administrative Assistant, a large conference table area that seats 15, which is used for small volunteer trainings, volunteer tasks, monthly birthday parties and Board committee meetings. RSVP also extends use of our space to local agencies for their night meetings. The west wing of our main office houses 4 work areas for our 1) Transportation Dispatcher 2) Volunteer Input of hours, 3) Foster Grandparent Coordinator and a work area for volunteers 4) We have an attached garage that houses our RSVP Van, along with storage space for our files etc. Volunteer parking is available on site. RSVP also has a

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small kitchen area with coffee pot, sink, microwave, supplies and refrigerator.

EVALUATION

RSVP has used a self-assessment method of projecting and evaluating yearly Administrative and Board goal achievement. Those goals are drafted by staff and Board members. They include equipment replacement, new project development, revision of policies, securing new funding, emergency and contingency plans, and other relevant matters. RSVP also has a 3-year Strategic Plan that projects a long term plan for the program and respective project continuation.

New initiatives are included with adequate time for development and refinement.

Other

RSVP

STRATEGIC PLAN GOALS AND OBJECTIVES

GOAL 1: Marketing and Communications Plan

RSVP will build a consistent and strong communications and public education marketing plan to raise the organization's profile, support brand development, raise awareness of its mission and services and inform and educate the general public.

GOAL 2: BOARD DEVELOPMENT AND GOVERNANCE

RSVP will insure an efficient and effective Board Governance system insuring a strategic direction, managing finances, fund development, representing the organization, creating a manageable board structure, overseeing and evaluating the Director and monitoring and evaluating all aspects of the organization.

GOAL 3: RSVP will maintain current programs and services as well as expand and add additional program services through effective supervision of staff, strong program oversight, adherence to funding and external survey regulations, efficient utilization of staffing resources, legislative advocacy, quality assurance, strong risk management and by exploring funding to develop new program opportunities.

PNS Amendment (if applicable)

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