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Executive Summary

With this proposal, Volunteer Fairfax (VF) wishes to continue to expand the current RSVP program in Northern Virginia. While sponsored by VF, a private 501(c)(3) organization, the program represents a unique partnership with Volunteer Arlington (VolArl), a program of the county government, and Volunteer Alexandria (VolAix), another private 501(c)(3) organization. Together, these three local volunteer centers are committed to sharing resources to leverage older volunteers across the region. This innovative, collaborative structure is known as RSVP-Northern Virginia (RSVP-NV), and it is proving to be an effective approach to regionalization through public-private partnerships.

The three partnering volunteer centers have been serving their communities for a combined total of more than 80 years. They have deep-seated relationships with the community including its volunteers, community leaders, government agencies and the nonprofit sector. Each has independently identified the continued need to engage in targeted outreach to the 55+ residents from their respective communities.

Since initiating volunteer recruitment for RSVP-Northern Virginia in June 2013, the program has successfully recruited more than 250 volunteers from the community. By applying an understanding of generational differences in volunteer motivation, RSVP program staff have been able to create and implement communication/marketing strategies that appeal to the target population. While the program is still in a period of significant growth to meet the target number of volunteers, it aims to expand efforts to foster true engagement and meaningful impact for the growing volunteer community.

This grant will enable RSVP-NV to engage an estimated 420 area older volunteers. The primary focus area of this project is Healthy Futures, specifically Aging-In-Place. Approximately 195 volunteers will support aging-in-place by providing meals, transportation, and companionship to older adults in the community. At the end of the three-year grant, 300 homebound OR older adults and individuals with disabilities will receive food, transportation, or other services that allow them to live independently resulting in increased social ties and/or perceived social support. Approximately 105 volunteers will make an impact in two additional focus areas: Disaster Services (activities that increase disaster preparedness) and Capacity Building for non-profits across the region. The remaining 120 volunteers will serve in Other Community Priorities, including activities such as supporting Veterans & Military Families by providing home repairs and resource kits; increasing Economic Opportunity through ESOL classes, tax assistance, and financial literacy training; and fostering Environmental Stewardship by maintaining trails at local and national parks. The CNCS federal

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investment of \$147,000 will be supplemented by a non-federal share of at least \$65,000.

Strengthening Communities

RSVP-Northern Virginia

With this proposal, Volunteer Fairfax (VF) wishes to continue to expand the current RSVP program in Northern Virginia. While sponsored by VF, the program represents a unique partnership with Volunteer Arlington (VolArl), a program of the county government, and Volunteer Alexandria (VolAlx), a private 501(C)3 organization. Together, these three local volunteer centers are committed to sharing resources to leverage older volunteers across the region. This innovative, collaborative structure is known as RSVP-Northern Virginia (RSVP-NV), and it is proving to be an effective approach to regionalization through public-private partnerships.

Since receiving initial funding from the Corporation for National and Community Service in October 2012, RSVP-Northern Virginia has made significant progress towards establishing a sustainable program in the region. Relative to most RSVP programs across the nation, RSVP-Northern Virginia is tasked with serving an extremely large geographic area, comprising nearly 450 square miles and encompassing three governmental jurisdictions: Arlington and Fairfax Counties and the City of Alexandria. By collaborating with all three volunteer centers, the resources and connections are leveraged to efficiently maximize volunteers and partnerships across a large service area. RSVP-NV brings a structured and streamlined program to the local community level in each jurisdiction.

Northern Virginia consists of several counties and independent cities in a wide spread region generally radiating southerly and westward from Washington, D.C. into the Commonwealth of Virginia. With 2.6 million residents (about a third of the state), it is the most populous region of Virginia and the Washington Metropolitan Area. The region also represents significant diversity in ethnicity, economic status, and education levels. Notable features that highlight the strong military presence in the region include Ft. Belvoir, Ft. Meyer, the Pentagon and Arlington National Cemetery. For purposes of this grant, the definition of "Northern Virginia" includes the City of Alexandria, the Counties of Arlington and Fairfax plus the cities and towns surrounded by these jurisdictions with 283,000 acres, a population of 1,357,300 and 4.8 person per acre density.

VF serves the much broader region in part because of its operational size as well as the many nonprofits housed in Fairfax County. VF also has a very robust Corporate Services program that transcends jurisdictional borders. Even though there is a size disparity, the three agencies have partnered on many coalitions that address a vast array of issues in the region such as a multicultural

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outreach campaign, nonprofit capacity building and training, and a regional media campaign through the ABC affiliate serving the metropolitan area. These types of partnerships break down jurisdictional borders and encourage all to address community challenges as a whole.

Community Need-Healthy Futures (Aging in Place)

Over the last decade (2000-2010) the percentage of the population over age 65 grew at twice the rate of the population under 65. This rapid demographic shift is not expected to slow down. In the United States the population over 65 is projected to grow 49% between 2010 and 2030 while the number of older individuals in Northern Virginia will grow 76%, meaning 15% of the population will be over the age of 65. More specifically, the region's most rapidly growing population is those 75 years of age and older. Approximately 40% of the population over 65 is comprised of residents 75 years of age and older. This older group is typically the most needy and dependent part of the population (Community Foundation for Northern Virginia, 2013).

Research clearly demonstrates that the majority of older people prefer to remain independent and self-sufficient in their homes for as long as possible. These preferences are often expressed as a desire to remain in their own home or to "age in place." However, the rising number of older adults in the region calls for greater awareness of factors that can significantly impact an individual's ability to age in place. According to the County Rankings & Roadmap program, a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, people with greater social support, less isolation, and greater interpersonal trust live longer and healthier lives than those who are socially isolated. Furthermore, socially isolated individuals have an increased risk for poor health outcomes that may prevent an individual from aging in place. The same research identified the percentage of individuals throughout the Northern Virginia region that report no social-emotional support: 18% in Arlington County, 14% in Alexandria City, and 14% in Fairfax County.

In addition to social isolation, economic insecurity and physical decline are other factors that prohibit individuals from aging in place. Over 20,000 older Northern Virginians are living at or near poverty and this number is predicted to rise to near 50,000 by 2030. The poverty rate for older households exceeds that of other households in both Alexandria and Arlington where the percentages of older households below the poverty level are 8% and 9.3% respectively. Additionally, there is a high correlation between poverty and disability for older individuals. In Northern Virginia more than 48% of older individuals with incomes below the poverty level have one or more disability (Community Foundation for Northern Virginia, 2013).

In 2013, the Community Foundation of Northern Virginia found that the percentage of the older

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population with multiple disabilities (two or more) increases even more sharply with age. Between 2008 and 2010, about 7% of Northern Virginians 65 to 74 years of age had two or more disabilities. The percentage increased nearly fourfold, to 27.2%, for those over 75 years of age. Furthermore, a 2013 study conducted by Fairfax County reported that 27% of older adults and/or individuals with disabilities surveyed were unable to get somewhere in the past month because they could not find transportation. Those with lowest annual incomes are most likely to not leave their homes in a typical week. Only 2% of respondents indicated that volunteer rides were the type of transportation they used most often (Fairfax Area Transportation Options Report, May 2013).

A number of support services are available to address the economic, physical, and emotional needs of older adults. Unfortunately, despite the paramount role that these services play in our community, an increased demand from an aging population has not been matched with sufficient increases in financial resources. Current strategic initiatives in local aging services emphasize the value of growing volunteer engagement, including Fairfax County's 50+ Action Plan, Arlington County's Elder Readiness Plan, and the City of Alexandria's Strategic Aging Plan.

The Surgeon General reports that social support from family and friends has been consistently and positively related to regular physical activity. Communities are encouraged to provide transportation and companionship programs to promote healthy aging, thus enabling individuals to remain independent in the community.

RSVP-NV volunteers will participate in a variety of service activities to address community needs related to Healthy Futures (Aging in Place), the Primary Focus Area for this proposal. Local Area Agencies on Aging and community-based service providers depend on volunteers to provide food delivery, transportation, and companionship to homebound older adults and individuals with disabilities.

In 2013, the MetLife Mature Market Institute reported that a person's ability to safely travel around one's community and beyond is vital for older adults to remain civically and socially engaged and maintains health and quality of life. Either being a non-driver or having no other drivers in the home can precipitate entry into long-term care. Similarly, meal delivery and companionship programs are effective approaches to maintaining social connections that support sustainable independence.

Through established partnerships with a number of local aging and disability service providers, RSVP will serve as a regional source for volunteer recruitment and placement. Existing work stations include Fairfax County Area Agency on Aging, Senior Services Alexandria, Meals on Wheels of

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Northern Virginia, Mount Vernon at Home, Alzheimer Family Day Center, Capital Caring, PRS, Inc., and Brain Injury Services.

While not our primary focus area, RSVP-Northern Virginia will address the region's need for improved disaster preparedness. With its geographic location, dense population, and close proximity to the Nation's Capital, Northern Virginia (VA) is at-risk for a broad range of natural, man-made, and technological disasters. The terrorist attack on the Pentagon in Arlington on September 11, 2001 and the derecho storm in 2012 are two local events that highlight the importance of disaster preparedness across the region. Additionally, significant population growth demonstrates the need for ongoing education to new residents. Between 2000 and 2010, VA ranked 6th in the nation in terms of population growth. Furthermore, the most substantial population growth was concentrated in the state's already most populous regions, including Northern VA (Virginia's Nonprofit Sector, November 2012.)

According to a research study at the University of California-Davis, individuals with disabilities, elderly persons, children, and certain ethnic minorities are among the most vulnerable populations in times of disaster (Hoffman, 2009). Furthermore, the Center for the Study of Traumatic Stress emphasizes the importance of disaster preparedness for building resiliency among military families and communities in which service members live. While the Federal Emergency Management Agency encourages military families to update emergency kits and plans with new materials each time they relocate, it is not often a priority for families who are settling into a new home. These demographic groups are particularly prevalent in the Northern VA region, further demonstrating the need for proactive investment of resources to educate and inform about best practices in emergency preparedness.

In the 2013 Review of Disaster Preparedness Planning in Virginia, the state's Joint Legislative Audit and Review Commission emphasized that preparedness activities are shared across federal, state, and local governments, as well as private entities. The local volunteer centers in Northern Virginia are charged with providing community education and outreach about emergency preparedness. Volunteers are essential to fulfilling these responsibilities across the region.

Additionally, RSVP volunteers will address the community's need for increased non-profit capacity. Despite various economic pressures, Virginia's private nonprofit sector remains a major force to address critical community needs, from social assistance and environmental stewardship to education and access to healthcare. The nonprofit sector is the third largest industry in Virginia, behind only retail trade and professional services. Moreover, a third of all Virginia nonprofit employees work for

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organizations located in the Northern region. Given that the vast majority of growth in population density is concentrated in the Northern Virginia region, continued expansion of nonprofit capacity is essential to meet demands for human services (Virginia's Nonprofit Sector, November 2012.)

According to a 2012 study by the Center for Nonprofit Advancement, many Northern Virginia agencies struggle to leverage skills-based volunteers to their full capacity. The Points of Light Foundation defines skills-based volunteerism as "service by individuals or groups that capitalizes on personal talents or core business skills, experience or education." Nonprofits that rely less on volunteers, or give volunteers a narrow range of volunteer opportunities are less productive and deliver less benefit than nonprofits that tap volunteers in diverse ways. One national study, completed in 2010, showed that nonprofits can achieve up to an 800% return on investment by utilizing skilled volunteers (Center for Nonprofit Advancement, April 2012.)

While the sponsoring volunteer centers have years of cumulative experience in linking people ages 55+ to a variety of non-profits, a considerable number of these volunteers have been in either direct service or clerical roles. Existing partnerships with the Taproot Foundation and the Project Management Institute (PMI) demonstrate recent efforts to broaden connections between the volunteer centers and skills-based and leadership levels of service at area nonprofits.

Additional details regarding the role of volunteers in addressing the non-primary focus areas is provided in the Work Plan section of this proposal.

Data Collection and Management

Each volunteer center in the RSVP-Northern Virginia partnership utilizes a different database, emphasizing the importance of developing a centralized system for managing regional program data. RSVP-NV chose Volgistics, a cloud-based software for managing volunteer and work station data. The software is customizable, which enabled the Program Manager to adjust fields to reflect data requirements for CNCS reporting (ex. veteran status, age range, assignment impact areas, etc.). Volgistics serves as hub of information regarding volunteers, work stations, and outcome data. An additional benefit of the software is that it offers online and mobile functions for reporting hours and other required data, an appealing method for many tech-savvy volunteers from the Boomer generation.

By utilizing Volgistics' simple reporting function, RSVP program staff will summarize and interpret data from all partner organizations in order to demonstrate the needs and impacts across the region. As explained in the work plans, the program aims to increase the number of homebound OR older adults and individuals with disabilities who reported having increased social ties/perceived social

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support as a result of volunteer services.

For the Primary Focus Area of Health Futures (Aging in Place), inputs will include the number of Volunteer Hours. Volunteer timesheets are submitted monthly to the Volunteer Specialist and categorized by service area. This data is entered into the individual's profile in the Volgistics database. Additional information regarding the policies and procedures for volunteer timesheets is provided in the RSVP Volunteer Handbook. The number of individuals served by RSVP volunteers will be the outputs for the Primary Focus Area. This data is managed by each work station and reported to RSVP Program Staff via survey twice per year.

RSVP-Northern Virginia will collaborate with relevant work stations to measure the number of homebound OR older adults and individuals with disabilities who report having increased social ties/perceived social support, the target outcome for the Primary Focus Area. With support from the CNCS resources related to Healthy Futures, program staff will work with the individual work stations to develop a data collection system that works for each organization, aiming to build upon existing surveys. RSVP staff will be responsible for sending surveys, managing responses, and analyzing data using the SPSS statistical database. Baseline data will be collected in the first year of the grant, and twice annual surveys will be conducted to measure the volunteer impact on clients.

Additional data is also collected to identify work station and RSVP program strengths, opportunities for improvement, training needs, and any other relevant information the work stations wish to share. Upon signing the initial MOU, work station supervisors are asked to complete a pre-service survey to determine both baseline volunteer capacity and quality, and to assess the perceived importance of specific RSVP goals with regards to supporting the individual work stations. Examples of RSVP program support goals include: increasing the number and diversity of volunteers, and the ability to offer volunteer benefits (travel reimbursement, volunteer insurance, recognition/social events, etc.). The annual follow-up survey, developed by the Grants Manager, includes both ratings and open-ended questions to determine the value of the RSVP program. The initial survey is distributed immediately after the MOU is signed, and follow up data will be collected twice annually, beginning in Fall 2014.

Activities in Service to Veterans and/or Military Families

With more than 173,000 military veterans across the region, serving this population is a major community priority. RSVP-Northern Virginia volunteers have served local veterans in a variety of ways, including activities at Vinson Hall Retirement Community, a continuing care retirement community for retired military veterans, and packing resource kits with the Tragedy Assistance

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Program for Survivors (TAPS), a program that supports families of deceased military veterans. Additionally, RSVP-NV participates in the Wreaths Across America event at Arlington National Cemetery in an effort to honor the brave men and women who have served our country. On December 7, 2013, two volunteers, both military veterans, were honored to have the opportunity to lay the wreath at the Tomb of the Unknown Soldier at Arlington National Cemetery on behalf of RSVP-NV.

According to Supporting Our Region's Veterans, a 2014 report by Deloitte, there are 74 government, for-profit, and non-profit organizations that serve the large number of military veterans that reside in Northern Virginia. RSVP will continue to expand its impact on veterans in the region by tapping into a number of existing VF programs such as BusinessLink, which provides project management for corporate days of service, and Stars, Stripes, and Service, an initiative to engage veterans in volunteer service in the community.

Recruitment and Development

Since initiating volunteer recruitment for RSVP-Northern Virginia in June 2013, the program has successfully recruited more than 250 volunteers from the community. By applying an understanding of the generational differences in volunteer motivation, RSVP program staff have been able to create and implement communication/marketing strategies that appeal to the target population. While the program is still in a period of significant growth to meet the target number of volunteers, it aims to expand efforts to foster true engagement and meaningful impact for the growing volunteer community.

Volunteer Assignments

With support from RSVP program staff, each work station is required to submit a position description for each of the agreed upon volunteer opportunities. The position descriptions are the primary source of assignment details, such as time commitment, experience required, and/or volunteer benefits. In addition to providing a position description template, ongoing support with revising position descriptions for RSVP volunteers is provided by the Program Manager and/or Volunteer Specialist.

Recognizing the essential role of work stations in fostering a high quality volunteer experience, RSVP-NV invests in education and training for volunteer managers regarding creating high quality position descriptions. This is especially important as we move away from "traditional" volunteer opportunities for older adults. The partnering volunteer centers that comprise the program offer a variety of reputable professional development opportunities for volunteer managers. These programs

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have been expanded to include additional training, such as the RSVP's Annual Work Station "Round Up", which is tailored to educate and build skills related to working with older volunteers. Additional details regarding work station training are available in the Program Management section of this proposal.

Individuals express an interest in joining RSVP-NV by completing the online Volunteer Information Form, which automatically creates the individual's volunteer profile in the Volgistics database. In addition to basic contact and demographic information, this form captures information about an individual's interests, skills, and preference related to volunteering. This information is crucial for the Volunteer Specialist to make the best match possible between a volunteer and potential work station assignments.

Upon completing the Volunteer Information Form, individuals are asked to attend an in-person orientation, facilitated by the Volunteer Specialist. These one-hour orientations are hosted twice per month, at minimum. Since June 2013, nearly fifty (50) volunteer orientations have been held throughout Fairfax County, Arlington County, and the City of Alexandria. Orientations are hosted primarily at public libraries in all jurisdictions, and are scheduled to accommodate varying schedules and transportation needs. They not only provide an opportunity for relationship-building with and between volunteers, they also serve as a forum for setting expectations about the program and the resources provided by RSVP. New volunteers are informed of program policies and procedures through the RSVP Volunteer Handbook. Volunteer positions are then organized by focus area in the "RSVP Opportunity Directory" to emphasize impact and allow volunteers to select positions with their individual goals in mind.

Following each orientation, the Volunteer Specialist reaches out to each volunteer to conduct a one-on-one "interview", either in-person or via phone call. Based on the information provided, the Volunteer Specialist makes 1-3 recommendations for volunteer placement, inviting the volunteers to follow up with the work station directly. This personalized approach has been successful thus far in helping volunteers to navigate the process and to make sure that they have needed materials to start their service through RSVP. Once committed to a specific work station, volunteers receive any necessary training to fulfill the responsibilities of the position.

With this proposal, RSVP-NV aims to add an additional component to the program, which includes leadership development opportunities for volunteers, particularly related to the work plan focus areas. While most RSVP volunteers have years of professional experience, many have not been involved in the non-profit sector. With experience in this arena, the local volunteer centers will pool resources to

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provide more in-depth training twice per year about how to excel in capacity building service.

Recruitment

With 2.6 million residents (about a third of the state), Northern Virginia is the most populous region of the state and the Washington Metropolitan Area. This density and diversity of the population necessitates a thoughtful strategy for community outreach, particularly with the population ages 55 and older.

In an effort to recruit and place a mass number of volunteers for RSVP-Northern Virginia, the Program Manager collaborated with VF's Communications Manager to create a communication strategy, which identifies key channels, logos, and messaging to address the target audience for the program. Qualitative feedback and research on generational preferences determined that the full program title, "Retired and Senior Volunteer Program", causes confusion related to eligibility requirements and deters individuals who do not identify with the word "senior". Therefore, RSVP-NV has rebranded the local program with the slogan, "RSVP: Your Invitation to Serve", which has been successful in engaging the Boomer generation.

As previously mentioned, twice monthly volunteer orientations have been a successful method of attracting new RSVP volunteers. Successful venues for marketing RSVP orientations have included local media, online channels, targeted speaking engagements, and community events. The partnering volunteer centers support promotion of RSVP in each individual community through existing networks of media contacts, nonprofits, public officials, faith-based leaders, and other community partners. In Spring 2014, a part-time Community Outreach Assistant was hired to enhance and expand these recruitment efforts across RSVP-NV's broad service area.

Media outreach is critical in raising awareness about programs, as well as demonstrating any successes via post-event coverage. Volunteer Fairfax has been very successful in getting coverage from all media sources (print, radio, social, and television), averaging 7 media hits a week in a very busy metropolitan media market. In partnership with Clear Channel Communities, the community engagement brand of Clear Channel Communications, VF's Communications Manager hosts a monthly radio interview to highlight the role of volunteers and nonprofits in the community. In the past year, RSVP-Northern Virginia has had the opportunity to participate in three radio interviews to share the stories of the program's volunteers and partners. VF also provides community awareness programming on local public access television programs. VF receives coverage and support from the major cable networks in the region, Cox Communication and Comcast Systems. Furthermore, print media such as The Senior Beacon and Fairfax County's Golden Gazette have included articles to

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promote the program.

Volunteer recruitment through online channels is essential, especially given the fast-paced nature of the Northern Virginia region and the fact that the majority of RSVP volunteers are a part of the Boomer Generation. According to data gathered from RSVP volunteers, approximately 30% learned about the program from online sources (social media, electronic ads, etc.). RSVP staff and volunteers post information about upcoming orientations via electronic ads, online news media and community calendars, blog posts, and volunteer center search-engines. Targeted emails sent by each volunteer center have been successful in addressing the target population for RSVP. Each volunteer center promotes RSVP events and successes via existing social media pages and monthly online newsletters. In October 2014, RSVP-Northern Virginia will launch social media efforts on Facebook, Twitter, and LinkedIn to further expand online outreach efforts.

RSVP program staff provide targeted presentations to groups with a focus on the specific population, such as the National Association of Retired Federal Employees (NARFE), senior centers, and alumni programs for local corporate partners. Additionally, RSVP aims to attend at least two local events per month that are relevant to the target population for the program, including Arlington's Annual Senior Expo, a regional event with speakers, seminars and exhibits for the 55+ population. RSVP partners with the Fairfax County Area Agency on Aging, Department of Parks & Recreation, AARP-Virginia, and the Positive Aging Coalition to implement "Ventures into Volunteering", an annual volunteer fair for older adults. With more than 1000 attendees, this event is highly successful at promoting active, healthy aging through volunteerism in the community. Flyers are posted regularly in public places such as libraries, senior centers, recreation centers, and coffee shops in all three jurisdictions.

As the number of RSVP-Northern Virginia volunteers grows, program staff continue to identify strategies to facilitate volunteer engagement in the program. One strategy involves leveraging experienced volunteers as "RSVP Leaders" to take on some of the work of volunteer recruitment and engagement. Managed by the Community Outreach Assistant, a group of 10-12 RSVP Leaders will serve as ambassadors at community outreach/tabling events, and are also responsible for leading select group service projects. This strategy also helps to buffer the staffing required to accommodate the needs of this growing program. It allows passionate volunteers to connect peer-to-peer at outreach events and recruit additional volunteers for the program. The inaugural group of RSVP Leaders will be trained and fully active by Fall 2014 and will be essential for expanding the program's capacity for raising awareness about RSVP, recruiting new members, and fostering relationships with existing

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volunteers.

Volunteer Demographics

As a part of a major metropolitan area, Fairfax County, Arlington County, and Alexandria City have a great deal of ethnic diversity. The US Census reports that the largest minority groups in the region are Asian (19% Fairfax, 10% Arlington, 6% Alexandria); Hispanic/ Latino (16% Fairfax, 16% Arlington, 16% Alexandria); and Black/ African American (10% Fairfax, 9% Arlington, 22% Alexandria).

All recruitment and outreach efforts are inclusive and sensitive to the diverse population in Northern Virginia. Using targeted recruitment strategies that have proven successful over the past few years, all the partners will continue to reach out to the general populations. Volunteer Fairfax's Integrate Program has been an extremely successful targeted recruitment campaign. There was a need for bi-lingual Spanish volunteers for many of the regions human service agencies. Integrate was specifically designed to reach this population. The agencies will use this model to target all populations represented in our diverse community. Additionally, demographic diversity is a key factor in establishing diverse representation on the RSVP Advisory Council.

With a large military presence in the region, it is no surprise that there are a significant number of military veterans residing in the area. According to Supporting Our Region's Veterans, a 2014 report by Deloitte, there are 74 government, for-profit, and non-profit organizations that serve the 173,000 military veterans that reside in Northern Virginia. Volunteer Fairfax has a great deal of previous experience in partnering with these organizations through programs such as BusinessLink, which provides project management for corporate days of service, and Stars, Stripes, and Service, an initiative to engage veterans in volunteer service in the community. Targeted recruitment to this population will continue in partnership with veteran-service organizations, including Vinson Hall Retirement Community, a continuing care retirement community for retired military veterans. As of September 2014, 15% of RSVP-NV volunteers have reported that they are military veterans.

Individuals living with disabilities are by no means excluded from RSVP volunteer recruitment. Through partnerships with the Fairfax County Long Term Care Coordinating Council, RSVP has had opportunities to present to a number of organizations that serve older adults and individuals with disabilities. The goal of the Council is to provide a foundation for area residents to remain in their own community as they age, so participating organizations are valuable connections for reaching this target population. Volunteer benefits such as reimbursements and supplemental insurance are of particular value to those with greater costs for health care.

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Recognition & Retention

RSVP-Northern Virginia stands apart from many other volunteer programs because of the sense of community and recognition that is provided to each member. Relationship building with volunteers begins via an in-person orientation, as it is important for the Volunteer Specialist to get to know the volunteers to give personalized service for matching with work stations. Through professional development opportunities for volunteer managers, work stations are also informed about best practices in volunteer recognition, especially as they relate to generational preferences.

Formal recognition for volunteers is provided at the Annual Fairfax County Volunteer Service Awards, which added a regional award for best RSVP-Northern Virginia volunteer in Spring 2014. Additional recognition is provided at Volunteer Arlington's and Volunteer Alexandria's annual volunteer celebrations. RSVP veteran volunteers were honored by presenting flag at the Tomb of the Unknown Soldier Arlington National Cemetery on Pearl Harbor Remembrance Day in 2013.

In addition to events sponsored by the partnering volunteer centers, RSVP-NV hosts "Meet & Greet" events twice per year to show special recognition for the RSVP community. These events are more social and informal in nature, and they are exclusively for new and current RSVP volunteers. Volunteers are encouraged to bring a friend who is eligible for RSVP to hear a short presentation about opportunities to get involved and to share in recognizing the work of the dedicated volunteers.

To appeal to the motivations of all generations, RSVP volunteers are also recognized in a number of informal ways. Volunteers receive hand written notes and holiday cards. The bi-monthly RSVP newsletter is used to acknowledge volunteer successes (ex. "Volunteer Spotlight") and collect input from volunteers about program (using survey/poll feature). To strengthen volunteers' affiliation with RSVP, individuals are also recognized with branded items, such as t-shirts and pins.

Another important way to acknowledge volunteers is by valuing their feedback and suggestions for program improvement. Online surveys and one-on-one conversations have been an effective tool for gathering this information. For example, in response to immense positive feedback from RSVP social events, the program implemented monthly group service projects at RSVP work stations in December 2013 to provide more social opportunities and bring more flexibility to volunteer assignments. Offering a one-time commitment, the group service projects are one of the most popular ways for new volunteers to "dip their toes" into RSVP, and they are often impetus for volunteers to commit to long-term, high-impact assignments. Program staff aim to expand these events to truly maximize volunteer recognition by providing coffee or lunch to participants as a token of appreciation.

Leadership opportunities with the program, such as RSVP Leaders and the Advisory Council, afford

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an extra level of responsibility to foster volunteer engagement. These opportunities recognize an individual's impact on the program and help to create the sense of community needed to connect this large group of volunteers across the region.

As previously mentioned, RSVP's involvement in the annual Ventures into Volunteer Fair is key for recruiting new 55+ volunteers. In Spring 2014, this event also served as an opportunity for current RSVP members to attend an innovative leadership development workshop specifically for older volunteers. Promotion of health and wellness for RSVP volunteers will continue through developing partnerships such as the Positive Aging Coalition, Leadership Fairfax's Lifetime Leadership Program, and George Mason University's Osher Lifelong Learning Institute (OLLI).

Program Management

To date, RSVP-Northern Virginia has established 35 work stations, located at more than 65 sites across Fairfax County, Arlington County, and the City of Alexandria. In addition to leveraging the three volunteer centers' existing partnerships, the Program Manager has also initiated new relationships with organizations that meet identified community needs and align with the Senior Corps focus areas. Given the recent changes to the CNCS performance measure format, the Program Manager has strategically targeted stations that will integrate into the new requirements for this re-competition. Additionally, the RSVP Program Manager has been intentional about establishing geographic diversity in work station locations. Given the size of the intended service area, this effort ensures that volunteers have opportunities to be engaged in Fairfax County, Arlington County, and the City of Alexandria. RSVP utilizes ZeeMaps, an online program to visualize the geographic locations of each work station site.

Work Station Management

Prior to beginning the process of work station development, the RSVP Program Manager created a formal Memorandum of Understanding to adhere with the Code of Federal Regulations. Upon signing the Memorandum of Understanding, new work stations receive one-on-one training with the Program Manager regarding program objectives, policies, and procedures. This includes reviewing the RSVP Volunteer Handbook, MOU, position description template, data reporting requirements, and volunteer reimbursements. The Program Manager keeps both electronic and hard copies of MOUs and will renegotiate MOUs with each work station after three years.

The Volunteer Specialist supports the work station supervisors by assisting with creation and/or revision of position descriptions for RSVP volunteers, ensuring that volunteers do not participate in prohibited activities such as those with a political or religious theme. The Program Manager

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periodically reviews work station position descriptions to confirm that they continue to fit into identified work plans. Additional details on position descriptions are provided in the Recruitment & Development section of this proposal.

In addition to general training about program policies and procedures, RSVP-Northern Virginia invests in education and training for volunteer managers to ensure a high quality experience for RSVP volunteers. This is especially important as the changing paradigm for utilizing older volunteers has an immense impact on recruitment, engagement, and retention strategies. Twice per year, VF's Training Manager is responsible for coordinating the RSVP Work Station "Round Up", an opportunity for networking, providing program updates, sharing best practices, and skill-building exercises. Trainings are led by program staff and/or pro-bono subject matter experts. Additional trainings are offered throughout the year as needed and/or resources permit. Volunteer stations are also kept informed about program updates via the bi-monthly newsletter.

To build the capacity of the new RSVP program and to promote community involvement, a Community Advisory Council will play an active and vital role in the work station support and accountability. The members of the council will assist with annual site visits to RSVP work stations and will communicate with RSVP program staff about successes and challenges with the partnership. These visits will be used to assess the workstation needs, identify what community needs are being addressed, and ensure compliance and adherence by both assigned volunteers and work station managers to the RSVP policies and procedures. Additional information about the Community Advisory Council is provided in the Organizational Capabilities section of this proposal.

Data is also playing a role in strengthening our work station partnerships, as the RSVP Grants Manager has developed and implemented a process for ongoing evaluation of each volunteer site. The purpose of this evaluation is to measure and assess the impact of the RSVP program on partner work stations in terms of volunteer capacity and quality. Additionally, through the use of twice annual surveys, we collect data to help identify the ability of station supervisors to manage older volunteers. After signing an MOU, work station supervisors are asked to complete a one-page, pre-service survey to determine both baseline volunteer capacity and quality, and to assess the perceived importance of specific RSVP goals with regards to supporting the individual work stations. Examples of RSVP program support goals include: increasing the number and diversity of volunteers, and the ability to offer volunteer benefits (travel reimbursement, volunteer insurance, recognition/social events, etc.). In addition, both ratings and open-ended questions will be used to determine satisfaction with the RSVP program. The first round of surveys were distributed on August 31, 2013, and additional surveys

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have been sent monthly to new work stations. The follow up data will be collected and analyzed annually, beginning in Fall 2014. Results from these surveys will influence the topic areas covered during semi-annual Work Station Round Up.

A portion of the annual work station survey will pertain to the performance of the RSVP volunteers. Questions such as "Are the skills, knowledge, and/or experience of current RSVP volunteers sufficient to meet client needs?" and "Has the addition of RSVP volunteers enhanced your agency's ability to meet client need?" (including follow-up if the answer is no) will assist program staff in determining whether volunteers are successfully performing their assigned service activities.

In addition to work station evaluation, RSVP program staff will also seek to elicit feedback from volunteers through an annual survey developed by the Grants Manager incorporating resources from the CNCS Knowledge Network. The purposes of the survey are to quantitatively measure and demonstrate volunteers' benefits from their RSVP experience and determine satisfaction with the program and assigned service activities.

Work station and volunteer data are managed with Volgistics, an online database that supports flexibility, remote capabilities, and reporting features that reflect data requirements for CNCS reporting (ex. veteran status, age range, assignment impact areas, etc.) Each work station has a profile that includes contact information for the designated supervisor, date of initial MOU signing, and continuous list of volunteers assigned to positions at the work station, and dates and length of service for each volunteer.

Volunteer Management at Work Stations

Following an orientation and one-on-one interview, the Volunteer Specialist reaches out to each volunteer to follow up on progress in confirming a volunteer assignment and making suggestions should the volunteer not know for sure which opportunities might fit their skills, interest, etc. At this time the Volunteer Specialist also reviews the potential volunteer's application to ensure that each individual is in fact eligible to serve in RSVP. This personalized approach has been successful thus far in helping volunteers to navigate the process in making sure they have needed materials to start their service through RSVP. New volunteers are informed of program policies and procedures through the RSVP Volunteer Handbook. RSVP volunteers receive supplemental automobile, liability, and accident insurance coverage from CIMA, Inc.

Volunteers and/or work station supervisors are responsible for verifying monthly hours and other impact measures. The importance of this data, as well as related policies and procedures, is emphasized during the volunteer and work station orientations. While there will inevitably be

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revisions to this process as the RSVP program develops, the agency partners have been cooperative in supporting required data collection thus far. It has been particularly encouraging to collaborate with organizations that receive AmeriCorps funding, such as the Literacy Council of Northern Virginia, as they are well equipped to provide the information and data, per the CNCS reporting requirements.

Addressing Community Needs

Now in its second year, RSVP-Northern Virginia has the knowledge and experience to make strategic changes to priorities with regard to Work Plans and focus areas. As indicated in the Work Plans, the program proposes to shift the grant to three main focus areas that were selected based on the desire for RSVP-NV to most effectively and efficiently meet the needs in our region as well as to best integrate with current volunteer center activities. Despite this narrowed focus the program will not graduate any work stations. Work stations that do not fall into the three main focus areas of Healthy Futures (Primary Focus Area), Disaster Services, and Capacity Building will continue to be an active part of the RSVP community representing Other Community Priorities.

Track Record in Primary Focus Area

Recognizing the value of volunteerism in maintaining healthy communities, the volunteer centers that comprise RSVP-Northern Virginia have a number of long-standing partnerships that are relevant to Healthy Futures (Aging in Place), the primary focus area for this proposal. In 2013 the RSVP Program Manager was involved in Fairfax County's 50+ Action Plan Committee for Community Engagement. This committee was developed based on the increasing number of aging population in our community and the need to better serve their needs such that they choose to stay in the area rather than relocating. Utilizing current research and data gathered from county-wide focus groups, this committee made recommendations to the Fairfax County Board of Supervisors for supporting an "age friendly community" through innovations in volunteer engagement, transportation, housing, etc. The RSVP program both serves as a vital component for both providing services to the aging population as well as engagement for this same demographic allowing for a deepening in their healthy connection to their community through volunteerism.

Volunteer Fairfax also serves on the Steering Committee for NV Rides, a budding volunteer transportation "hub" for community-based organizations that aims to improve access to transportation for older adults across the region. As part of Arlington County's Department of Human Services, Volunteer Arlington works closely with the Aging & Disability Services Division, which provides services to older adults in that community. For many years, Volunteer Alexandria has collaborated with Senior Services of Alexandria, which hosts monthly "Senior Speaker Series" to

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support older adults in the community. To date, 33 active RSVP volunteers contribute to existing work stations in this area, including Fairfax County Area Agency on Aging, Senior Services Alexandria, Meals on Wheels of Northern Virginia, Mount Vernon at Home, Alzheimer Family Day Center, Capital Caring, PRS, Inc., and Brain Injury Services.

While RSVP-Northern Virginia has not been directly involved in data collection in the Primary Focus Area, the program has experience with managing data provided by individual organizations to calculate a regional impact. Moving forward with the proposed work plans, RSVP-NV aims to build on established relationships with existing work stations to have a more direct role in data collection. The Fairfax County Area Agency on Aging, for example, is well-versed in data collection and has expressed interest in leveraging RSVP's resources to collect additional data about client outcomes. Additionally, through RSVP's active involvement with NV-Rides, the program is set up for success in collecting outcome data from a number of organizations through one central entity.

Community Advisory Council:

In an effort to build the capacity of the new RSVP program and to promote community involvement, a Community Advisory Council will play an active and vital role in the following areas of ongoing program development: Marketing & Communications, Fundraising & Development, and Volunteer Recruitment & Engagement. In the fall of 2013, the RSVP Program Manager recruited a group of experienced professionals and community leaders to form the RSVP Advisory Council Steering Committee. The group was tasked with creating the framework for an effective, self-directed Advisory Council to support the aforementioned goals. In addition to creating documentation to support the Council's mission, vision, goals, and strategies to meet its goals, the Steering Committee created a charter for the Advisory Council, establishing its mission, objectives, membership, subcommittees, and operating rules. The Committee also developed high level plans for Advisory Council marketing and communications, partnership development, volunteer recruitment, and maintenance of a peer community among volunteers. Over the three month project period, the committee contributed over 500 professional hours, adding a value of more than \$12,000 to the program. A case study about the work of this group was highlighted by the Aging Network's Volunteer Collaborative.

The RSVP Leadership Team is currently implementing the Steering Committee's proposed plan, and a functioning Advisory Council is scheduled to convene in November 2014. In the interim, the Volunteer Fairfax Board serves in an advisory capacity to the RSVP program. The council's structure will eventually consist of two levels: a foundational partner panel, including strategic partners that

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meet twice yearly to provide advice, guidance, and enter into various networks; and a working council of more "hands on" committee members that meet quarterly, at minimum.

Organizational Capability

Programmatic and Fiscal Oversight

The volunteer centers involved in this proposal have direct experience in connecting volunteers -- youth, teens, adults and seniors -- to meaningful volunteer opportunities. VF will continue to be the sponsor organization, providing fiscal, human resources, operational, marketing and fundraising support. The regional RSVP Leadership Team and a Community Advisory Council will support program development and long-term sustainability.

Volunteer Arlington has been serving the Arlington community since 1972 when first established by the Arlington County Board. It operates within county government with two full-time employees and a budget of \$211,952. VolArl embraces new technology tools to provide resources and services in new and exciting ways. With the launch of the Online Volunteer Connection and inception of the Community Volunteer Network, VolArl has been developing a model for the engagement of volunteers that was recognized by the National Association of Counties (NACo) and the National Association of Volunteer Programs in Local Government (NAVPLG) for innovation and outstanding contribution to community improvement. The model capitalizes upon the ability of the program to serve in its connector role while empowering and encouraging volunteers to take the lead in crafting programming catered to the interests and motivations from within their specific target group and community.

Volunteer Alexandria (VolAlex) was founded in 1980 to serve as a link between individual and group volunteers and area nonprofit organizations and events in the City of Alexandria. VolAlex cares for the heart of Alexandria by mobilizing helping hands for those who need them most and providing volunteers with opportunity. More than 21,000 people have visited their website, and their mailing list includes over 4,400 people and partnerships with over 600 nonprofits and public agencies. In addition to information and referral resources, VolAlex's programs include the Community Resource for Volunteerism, Emergency Preparedness, Court Referred Community Service, RSVP-Northern Virginia, Youth Program, and Nonprofit Roundtables for Volunteer Engagement Professionals. Their signature event, the annual Business Philanthropy Summit and Spring for Alexandria's Community Service Day attract hundreds of people to give back to the Alexandria community each year. VolAlex believes an active volunteer community creates an environment in which all people can thrive and is committed to implementing innovative and effective strategies while sharing best practices. Their

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annual budget is approximately \$250,000 with three full-time employees and a board of directors comprised of 14 community members across sectors.

Volunteer Fairfax has almost 40 years of experience in program delivery and oversight. It is a competent, highly regarded local non-profit social service organization and is the central resource for strengthening the community through volunteerism (FY15 budget - over \$1,200,000). The mission of Volunteer Fairfax is to mobilize citizens, communities, corporations and local governments to meet community needs in Fairfax County, Northern Virginia and the Greater Washington DC area. In 2013, VF supported volunteer activities for over 26,500 individuals, and offered volunteer matching, training, and project management support to more than 900 local nonprofits and 150 government agencies, as well as nearly 60 area corporations. Over the last year, VF generated more than 65,000 volunteer hours to area nonprofits, or approximately \$1,300,000 in value added services to the local economy through volunteers engaged. Additionally, the Volunteer Fairfax website and volunteer opportunity database, VolunteerNow! are available 24 hours a day to help match potential volunteers to committed organizations making a difference.

Financial Management Capacity

Current VF staff have significant experience managing federal grants. For example, the VF Executive Director previously managed two different AmeriCorps grants (state and national direct), as well as federal funds through the Department of Homeland Security (UASI), with awards spanning from \$100,000 to \$500,000. The Grants Manager has managed seven government (NIH) contracts and grants valued from \$100,000-\$750,000 including a simultaneous project portfolio exceeding \$2.4 million. The VF consultant accountant, Carolyn Mellone, manages the financial processes and also works with many non-profits in the region. VF is also fortunate to have on its Board of Directors a strong Finance Committee with members representing the largest accounting firms in the region, including Ernst & Young, Capital One, and PriceWaterhouseCoopers. VF also has an outside firm conduct an audit annually.

VF will continue to manage the financial resources using the established processes that the agency has had in place for the past 10 years. These processes have gone through intense scrutiny from the agency's board of directors and auditors. Additionally, the Grants Manager, in collaboration with the Program Manager, Executive and Deputy Directors, drafted and finalized the official RSVP Financial Policies and Procedures for RSVP-Northern VA to ensure that the RSVP program is in compliance with federal requirements (statutes, regulations, and applicable OMB circulars) and to ensure accountability and efficient and effective use of available resources. As an addendum to Volunteer

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Fairfax's existing financial policies and procedures, RSVP Financial Policies and Procedures have been included to specify Expense Documentation Procedures; Time & Activity Documentation Policy and Procedures; Procedure for Monitoring RSVP Actuals/Account Ledgers; and Procedures for Drawing Down Payment Management System Grant Funds. All RSVP policies and procedures were created using Senior Corp's RSVP Handbook, applicable OMB circulars, and the Senior Corps Guide for Quality Assurance and Compliance Monitoring Site Visits as references.

Resources and funds are documented by the Office Manager, who also prepares the fund deposits and identifies account coding. The Executive Director and Deputy Director review and sign off on the expenses, the income and the coding. The agency's consultant Accountant then enters information into the accounting system and issues checks and deposit slips. The Executive and Deputy Directors then review again, sign off on checks and make the deposits. The Grants Manager reviews the account ledgers bi-monthly for accuracy of expenditures and coding and meets monthly with the Accountant to reconcile any errors. While VF does not differentiate the processing of funds from in-kind resources, (i.e. we use the same type of system and document as required by standard accounting practices) all in-kind donations contain documentation that includes (where applicable): date and location of donation; description of item/service; estimated fair market value of contribution; how the value was determined; who made the determination; if the contribution obtained with Federal funds; and name and signature of the donor.

At this time Volunteer Fairfax does not have a federally approved indirect cost rate; however we have started the process to acquire a federally approved indirect cost which we hope to have by fiscal year 2015.

RSVP Leadership Team:

The Executive Directors from the partnering volunteer centers and the RSVP Program Manager form the RSVP Leadership Team, which fosters the regional collaboration to achieve the common mission to create a sustainable RSVP program. In 2014, the RSVP Leadership Team utilized in-kind professional services to develop a team charter and strategic plan. These pieces provide role clarity and direction for the partner organizations. The team's primary objectives are to provide overall vision and direction for the program, monitor and support progress toward achieving target impacts, engage community leaders and stakeholders in RSVP, and to integrate RSVP into volunteer center programming and/or relevant community initiatives. This group meets monthly, at minimum, via conference call/webinar and quarterly in-person meetings. On an annual basis, the Leadership Team will utilize pro-bono support to reassess and revise the program's strategic plan as needed.

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RSVP Staffing:

VF currently has eighteen staff members, two of which are bi-lingual, and provides space for two to three staff people per office. The organization's employee handbook and documented financial procedures clearly spell out issues such as travel reimbursements, purchasing procedures and personnel policies. New staff members participate in informal six-month reviews, as well as an annual performance review and personal-assessment, including professional and personal development opportunities, with their immediate supervisor and VF Executive Director. Any staff involved with the RSVP grant receive criminal background checks in accordance with the federal requirements.

The Deputy Director, Emily Swenson, and Executive Director, Jeanne Sanders, will continue to oversee and guide the development of the program while also integrating the RSVP program into other VF programs. The Office Manager, Teresa Nacario, will support the RSVP program for approximately 6 hours a week by assisting with a variety of customer service related tasks including intake and referral, ordering of supplies, managing postage usage, and documentation of program related expenses. The Communications Manager, Angela Saiza Starling, will work to create collateral materials to promote the program and recruitment materials and media outreach including press releases, newsletter articles, and blog posts. The Communications Manager supports the RSVP program on an as-needed basis approximately 2 hours per week. The Training Manager, Anna McDevitt, will assist in the development and delivery of all trainings and seminars to develop the skills and capacity of RSVP volunteers and work station supervisors. The Training Manager typically supports the RSVP program on an as-needed basis, approximately 3 hours per week.

Upon receiving the notice of grant award in October 2012, Volunteer Fairfax recruited, interviewed, and hired a full-time RSVP Program Manager who started in January 2013. The RSVP staff has since expanded to also include a full-time Volunteer Specialist, part-time Grants Manager, and part-time Community Outreach Assistant. With support from the former Director of Programming, Deputy Director, and Executive Director, the top candidates were interviewed, selected, and hired out of more than 140 applications.

The RSVP Manager, Emily Duda, will continue to be responsible for managing the day-to-day operations of the RSVP program, collaborating with RSVP community/coalition membership to lead new program direction, initiating and engaging in relationship building with all members and partners, developing and implementing programs and policies, and overseeing volunteer recruitment, placement and recognition. With an educational background and professional experience in

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gerontology, Emily leverages her expertise in the field of aging to inform program development. Additionally, the RSVP Manager supervises the Grants Manager, Volunteer Specialist and Community Outreach Assistant. Through regular supervision meetings and internal program compliance checks at each satellite office, the Program Manager ensures that all program functions are in compliance with the federal requirements, including all applicable statutes, regulations, and OMB Circulars. As a key member of the RSVP Leadership Team, the Program Manager leads efforts to integrate the program into the fabric of each volunteer center in the regional partnership. In addition, the RSVP Program Manager is responsible for managing work station relationships, leading the RSVP Advisory Council, and establishing partnerships that grow programming and ensure financial sustainability.

The RSVP Volunteer Specialist, Courtney Kurzweil, is responsible for increasing the number of RSVP-Northern Virginia volunteers that are actively engaged in the program. In addition to leading bi-weekly volunteer orientations at public libraries throughout the region, Courtney conducts one-on-one interviews with each volunteer to make individualized matches with the RSVP work stations. Through strong relationship-building and volunteer management skills, the Volunteer Specialist is able to implement effective strategies for increasing engagement. In the first year of the program, the Volunteer Specialist developed monthly, episodic group service projects, which are opportunities to build relationships with and between volunteers while benefiting partner work stations. These projects have been instrumental in growing a sense of community and strengthening volunteers' affiliation with the program. These events, along with the ongoing opportunities at the work stations, are communicated via the bi-monthly RSVP-Northern Virginia newsletter.

To support the backbone of the RSVP program, the Grants Manager, Nicole Owings-Fonner, works 12-hours per week and is responsible for the mandatory reports (Financial and Progress Reports), financial data, and statistical and database management needed for the program. The Grants Manager maintains the data for measuring impact and outcomes, as well as all other components of program evaluation. The Program Manager and Grants Manager meet weekly to discuss any day-to-day issues regarding programmatic and financial oversight of the RSVP program, and meet monthly for broader discussions to help ensure continued compliance with RSVP program requirements and maintain efficient and effective use of available resources.

A part-time (8-hours per week) Community Outreach Assistant, Dewita Soeharjono, was hired in April 2014 to grow the program's capacity for volunteer recruitment and to increase attendance at monthly volunteer orientations. The primary objective of the Community Outreach Assistant is to refer volunteer leads to upcoming orientations and/or the RSVP Volunteer Specialist. In this role,

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Dewita identifies relevant community events and other opportunities to address the target audience for RSVP volunteer recruitment. By maintaining a proactive, regional outreach calendar, she enables program staff to effectively utilize trained volunteers, also referred to as "RSVP Community Ambassadors", to support recruitment efforts. Additionally, this position collaborates with program staff and the VF Communications Manager to support the program's social media efforts and to implement grassroots marketing efforts in the community. This position is integral in streamlining outreach and leveraging resources across the regional volunteer center partnership. She is housed primarily at Volunteer Arlington and Volunteer Alexandria, in an effort to expand outreach efforts in those communities.

The VF Communications Manager (introduced above) provides strategic-level public relations and communications support to increase overall brand awareness of RSVP-Northern Virginia. She builds and manages relationships with local media outlets to build awareness about the role and impact of RSVP volunteers in the community. Furthermore, she supports specific RSVP-related events by creating and promoting press releases and newsletter articles and by developing promotional and other visual design materials.

As a partnership of three separate entities, RSVP-Northern Virginia models a unique structure to achieve a regionalized footprint. While the RSVP Program Manager is permanently based at VF, select supporting program staff members maintain a set schedule of office hours at the satellite volunteer center locations. To foster collaboration and optimize efficiency, the team utilizes tools and technology such as Google Docs, GoTo Meeting (webinars and conference calls), Asana (cloud-based project management), and Volgistics (online volunteer management software). Additionally, program staff participate in quarterly, in-person meetings at Volunteer Fairfax.

Other

N/A

PNS Amendment (if applicable)

N/A