



RSVP

Lead With Experience

RSVP ADVISORY COUNCIL HANDBOOK

Retired and Senior Volunteer Program of Spokane County
YMCA of the Inland Northwest
1126 N Monroe
Spokane, WA 99201

Phone: (509) 344 7787 | Email: rsvp@ymcainw.org
Website: www.rsvpspokane.org

Corporation for
**NATIONAL &
COMMUNITY
SERVICE** 

Table of Contents

PURPOSE OF THIS HANDBOOK	2
INTRODUCTION TO CNCS, SENIOR CORPS, RSVP, AND YMCA OF THE INLAND NORTHWEST	3
OUR MISSION STATEMENT	4
OUR VISION STATEMENT	4
HISTORY OF RSVP OF SPOKANE COUNTY	5
ABOUT CNCS	6
NATIONAL SERVICE IN WASHINGTON	8
ABOUT OUR SPONSOR	10
RSVP DIRECTOR JOB DESCRIPTION	11
RSVP OFFICE MANAGER JOB DESCRIPTION	13
LINE OF RESPONSIBILITY FOR RSVP OF SPOKANE COUNTY	15
RSVP ADVISORY COUNCIL RESPONSIBILITIES, STRUCTURE, AND BY-LAWS	16
UNDERSTANDING THE ROLES AND RESPONSIBILITIES OF ADVISORY COUNCILS	17
ADVISORY COUNCIL MEMBER JOB DESCRIPTION	19
MARKETING/OUTREACH COMMITTEE JOB DESCRIPTION	21
VOLUNTEER RECOGNITION COMMITTEE JOB DESCRIPTION	22
RESOURCE DEVELOPMENT COMMITTEE JOB DESCRIPTION	23
DESIGN OF THE ADVISORY COUNCIL	24
ADVISORY COUNCIL RULES AND PROCEDURES	27
APPENDIX A: RSVP OPERATIONS HANDBOOK SELECTIONS	31
CHAPTER TWO: PROJECT OPERATIONS	32
CHAPTER THREE: PERFORMANCE MEASUREMENT AND EVIDENCE-BASED PROGRAMMING	38
CHAPTER FOUR: COMMUNITY PARTICIPATION	42
CHAPTER SIX: VOLUNTEER STATIONS	44
CHAPTER SEVEN: RSVP VOLUNTEER ASSIGNMENTS	49
CHAPTER EIGHT: RSVP VOLUNTEERS	54
CHAPTER TWELVE: COMMUNITY PARTNERSHIPS & COLLABORATION	60
APPENDIX B: GRANT AND FINANCIAL INFORMATION	63
NOTICE OF GRANT AWARD	64
GRANT APPLICATION	66
GRANT APPLICATION NARRATIVES	67
GRANT PERFORMANCE MEASURE WORK PLANS	72
GRANT BUDGET	78
APPENDIX C: RSVP PROGRAMS AND VOLUNTEER STATIONS	82
PROJECT WARM-UP	83
READING CORPS	84

VOLUNTEER STATIONS – ORGANIZATION INFO	85
VOLUNTEER STATIONS – CONTACT INFO	88
APPENDIX D: RSVP FORMS	89
<hr/>	
VOLUNTEER ENROLLMENT FORM	90
VOLUNTEER TIMESHEET	92
APPLICATION FOR TRANSPORTATION REIMBURSEMENT	93
VOLUNTEER JOB DESCRIPTION	94
VOLUNTEER STATION MEMORANDUM OF UNDERSTANDING	95
ADVISORY COUNCIL MEMBERSHIP APPLICATION	98

Purpose of this Handbook

The purpose of this handbook is to:

- Provide a brief overview of the Retired and Senior Volunteer Program (RSVP) and the federal agency that administers RSVP, the Corporation for National and Community Service (CNCS);
- Educate Advisory Council members on the most important aspects of RSVP Operations, including volunteer station relationships and volunteer management;
- Outline the structure, function, and processes of the RSVP Advisory Council, as well as the roles and responsibilities of its members; and
- Supply Advisory Council members with tools to help facilitate day-to-day program management and long-term strategic planning.

As an Advisory Council member, it is important to maintain a copy of this handbook, and to read and thoroughly understand its contents. In your orientation as a new member, you will go over this handbook with Advisory Council leadership and RSVP staff.

Your contributions to the success of this program are invaluable. The staff and volunteers of the RSVP of Spokane County extend their utmost gratitude and appreciation for your service.

**INTRODUCTION TO CNCS, SENIOR CORPS,
RSVP, AND YMCA OF THE INLAND
NORTHWEST**

Our Mission Statement

Current Mission Statement (last updated 2005):

RSVP of Spokane County promotes senior volunteer opportunities to build a stronger community through partnerships that impact community needs.

Our Vision Statement

Current Vision Statement (last updated 2005):

RSVP is a dedicated team of seniors contributing their time, skills and knowledge to meet the diverse and changing needs of our community.

Proposed New Vision Statement:

RSVP will build and engage a committed network of volunteers, advocates, and partner organizations in order to:

- 1) Adapt to the diverse and changing needs of our community, and
- 2) Champion the capabilities and contributions of older adults.

History of RSVP of Spokane County

Initially, the Retired and Senior Volunteer Program was authorized in 1969 under Title VI, Part A of the Older Americans Act, as amended. The transfer of RSVP to ACTION, the Federal Domestic Volunteer Agency under Public Law 93-113, was enacted October 1st, 1973. Today, RSVP operates under Title II, Part A, Section 201 of this Act, as amended.

RSVP is an outgrowth of efforts by private groups, gerontologists, and government agencies over the past two decades to address the needs of retired persons in America. The White House Conference on Aging in 1961 called attention to the continuing need of older individuals for useful activity. One of the outcomes of the Conference was the passage of the Older Americans Act of 1965. In the same year, the Community Service Society of New York launched a pilot project on Staten Island which involved a small group of older adults in volunteer service to their communities. It was named SERVE (Serve and Enrich Retirement by Volunteer Experience). The success of this program, which demonstrated beyond a doubt the value of the services of older volunteers, led to an amendment to the Older Americans Act, creating the Retired Senior Volunteer Program in 1971.

Spokane County resident, Ray Tansey, then the Director of Voluntary Action Center for United Way of Spokane County, wrote the first grant for the Spokane County Retired Senior Volunteer Program in 1972.

In December of the same year, the United Way was awarded a grant from ACTION to begin the RSVP program which was to be located at 211 W. Sprague. After a brief period of administrative preparation, the program opened in March 1973. In that year, United Way and the RSVP program moved to the Corbin House, now a historical landmark.

In 1974, RSVP became a part of the Parks and Recreation Senior Program working in association with United Way. After a brief interval, the joint program ended in December 1974. In January 1975, after the Expo '74 offices were closed, the YMCA of the Inland Northwest became the sponsoring agency for RSVP and remains so to this day.

Changes to RSVP include the passage of the National and Community Trust Act of 1993 which formed the Corporation for National and Community Service (CNCS), taking the place of ACTION on April 4, 1994. The Act placed RSVP under the National Senior Service Corps (NSSC), which took the place of the Older American Volunteer Programs (OAVP); changed RSVP's name to Retired and Senior Volunteer Program; lowered the age limit to 55, giving preference to the 60 and over population; and, formed the State Commissions on volunteerism.

Today, Senior Corps connects roughly 220,000 Americans to service opportunities in their communities. Senior Corps volunteers use their acquired skills, knowledge, and experience to make a difference to individuals, non-profits, and faith-based and other community organizations throughout the United States.

Here in Spokane County, since RSVP's inception, over 4,300 volunteers have generated nearly 3.3 million hours of service to the community. Typical service activities for RSVP volunteers include tutoring children, renovating homes, teaching English to immigrants, assisting victims of natural disasters, providing independent living services, and recruiting and managing other volunteers. **Currently, RSVP of Spokane County is focused on the need areas of aging in place, education, food security, and nonprofit capacity building.**



For more information, visit the CNCS website: <https://www.nationalservice.gov/>

Established in 1993, the Corporation for National and Community Service (CNCS) is a federal agency that engages millions of Americans in service through its core programs – AmeriCorps and Senior Corps – and national volunteer efforts.

CNCS is the nation's largest grantmaker for service and volunteering, and thereby plays a vital role in strengthening the nonprofit sector and addressing the most critical community needs. Their programs harness the energy and talent of America's citizens to improve education, veterans and military family services, conservation, and economic opportunity.

CNCS Mission

To improve lives, strengthen communities, and foster civic engagement through service and volunteering.

CNCS Vision

CNCS as:

- A cooperative and creative force for service in America.
- A valuable resource to—and a partner with—national, state, and local organizations that encourage community service and address community needs.
- Entrepreneurial, innovative, effective, and efficient in utilizing its resources, influence, and activities.
- An agency with a demonstrated history of nonpartisanship.
- A good steward of taxpayer dollars that operates programs in a cost-effective manner.

Guiding Principles

- Put local communities' needs first.
- Strengthen the public-private partnerships that underpin all our programs.
- Use our programs to build stronger, more efficient, and more sustainable community networks, capable of mobilizing volunteers to address local needs, including disaster preparedness and response.
- Measure and continually improve our programs' benefits to service beneficiaries, participants, community organizations, and our national culture of service.
- Build collaborations across our programs and with other federal programs.
- Help rural and economically-distressed communities obtain access to public and private resources.
- Support diverse organizations, including faith-based and other community organizations, minority colleges, and disability organizations.
- Implement service learning to enrich service experiences and stimulate life-long civic engagement.

- Support continued civic engagement, leadership, and public service careers for our programs' participants and community volunteers.
- Exhibit excellence in management and customer service.

Management and Organization

The Board of Directors and Chief Executive Officer are appointed by the President and confirmed by the Senate. The Chief Executive Officer oversees the agency, which includes about 700 employees operating throughout the United States and its territories.

The Board of Directors sets policies and direction for CNCS and is responsible for all actions taken by the Chief Executive Officer with respect to standards, policies, procedures, programs and initiatives as are necessary to carry out the mission of CNCS.

The AmeriCorps NCCC Advisory Board advises the director and staff on policy and programs; assists in developing a long-term strategy; facilitates the pooling of national, state, and local resources; reviews program progress and direction; and assists in evaluating the program.

Read on to learn more about the impact of national service in Washington state.

MEETING NEEDS IN WASHINGTON

Last year more than 6,600 Americans of all ages and backgrounds met local needs, strengthened communities, and expanded economic opportunity through national service in Washington. The Corporation for National and Community Service (CNCS) invested more than \$33.3 million in federal funding to support cost-effective community solutions, working hand in hand with local partners to empower citizens to solve problems. AmeriCorps members and Senior Corps volunteers are preparing today's students for tomorrow's jobs, reducing crime and reviving cities, connecting veterans to services, fighting the opioid epidemic, helping seniors live independently, and rebuilding communities after disasters.

National service participants served at more than 1,100 locations across Washington, including schools, food banks, homeless shelters, health clinics, youth centers, veterans' facilities, and other nonprofit and faith-based organizations. Through a unique public-private partnership, CNCS, its grantees, and project sponsors generated more than \$10.1 million in outside resources from businesses, foundations, public agencies, and other sources in Washington in the last year. This local support strengthened community impact and increased the return on taxpayer dollars.

AMERICORPS

For more information, visit the AmeriCorps website: <https://www.nationalservice.gov/programs/ameri-corps>



Last year, more than 2,200 AmeriCorps members met pressing local needs across Washington, making a lasting impact in communities while gaining valuable skills and experience to advance their careers. AmeriCorps members serve in one of three programs:

- **AmeriCorps State & National** engages men and women in intensive service at thousands of locations across the country through nonprofits, schools, public agencies, tribes, and community and faith-based groups. Most AmeriCorps grant funding goes to Serve Washington, the Governor-appointed State Service Commission, which in turn awards grants to organizations to respond to local needs.
- **AmeriCorps VISTA (Volunteers In Service To America)** taps the skills, talents, and passion of Americans of all ages to support community efforts to overcome poverty.
- **AmeriCorps NCCC (National Civilian Community Corps)** is a full-time, team-based residential program for 18-24 year-olds. Members develop leadership skills by contributing to public safety, environment, and disaster projects. FEMA Corps, a unit of NCCC, focuses solely on disaster preparedness, response, and recovery.

In exchange for their service, AmeriCorps members earn a Segal AmeriCorps Education Award that can be used to pay for trade school, college, or graduate school; or to pay back qualified student loans. Since 1994, more than 41,000 Washington residents have served approximately 64 million hours and earned education awards totaling more than \$154.2 million.

SENIOR CORPS

For more information, visit the AmeriCorps website: <https://www.nationalservice.gov/programs/senior-corps>



Senior Corps taps the skills, talents, and experience of Americans age 55 and over to meet a wide range of community challenges. Last year, more than 4,300 Washington seniors met critical community needs while contributing to their own health and well-being through one of three Senior Corps programs:

- **Foster Grandparents** serve one-on-one as tutors and mentors to young people with exceptional needs.
- **Senior Companions** help seniors and other adults maintain independence in their own homes.
- **RSVP volunteers** conduct safety patrols, renovate homes, protect the environment, tutor and mentor youth, respond to natural disasters, and provide other services.

Last year, Foster Grandparents tutored and mentored 70 young people, Senior Companions helped 660 seniors live independently, and RSVP volunteers strengthened the impact of 300 organizations across Washington.

LEARN MORE

To see other reports about national service in Washington, please contact WA@cns.gov. The Corporation for National and Community Service is a federal agency that improves lives, strengthens communities, and fosters civic engagement through service and volunteering. To learn more about the Corporation for National and Community Service, visit NationalService.gov or call 202-606-5000 or TTY 1-800-833-3722.

CNCS Focus Areas

 Disaster Services	 Environmental Stewardship
 Economic Opportunity	 Healthy Futures
 Education	 Veterans and Military Families

Information reflects national service activity between February 7, 2018 and February 6, 2019

About Our Sponsor

RSVP of Spokane County is *sponsored* by YMCA of the Inland Northwest. The YMCA may also be referred to as the *grantee agency*, as it manages a CNCS-funded grant to carry out the local RSVP project. RSVP rents office space from the YMCA and benefits from the organization's fiscal and managerial oversight. RSVP staff are YMCA employees and are subject to the organization's policies and procedures.



The YMCA Organization

Today, the Y engages more than 10,000 neighborhoods across the U.S. As the nation's leading nonprofit committed to helping people and communities to learn, grow and thrive, our contributions are both far-reaching and intimate—from influencing our nation's culture during times of profound social change, to the individual support we provide an adult learning to read.

By nurturing and empowering every child and teen to reach their full potential, improving individual and community health and well-being, and supporting and inspiring action in our communities, the Y ensures that everyone has the opportunity to become healthier, more confident, connected and secure.

The YMCA organization is collectively the largest not-for-profit community service organization in America. The YMCA welcomes all regardless of faith, race, ability, age, and income. With that said, the YMCA promises to never turn anyone away based on their inability to pay. Our strength is in the people we bring together.

Volunteer led, the YMCA works to nurture the healthy development of children and teens, strengthen families, and make its community a healthier, safer, better place to live through organized programs. YMCA programs are the foundation for building the values of Caring, Honesty, Respect, and Responsibility.

Each YMCA is a charitable not-for-profit, qualifying under Section 501(c)(3) of the U.S. Tax Code. Each Y is independent. YMCAs are required by the national constitution to pay annual dues, refrain from discrimination and support the YMCA mission. All other decisions are local choices, including programs offered, staffing and style of operation. The national office, called YMCA of the USA, is headquartered in Chicago.

Our Y

The YMCA of the Inland Northwest was chartered in 1884 and today serves nearly 70,000 members and 7,000 program participants each year in Spokane County. Our Y includes a corporate office and five branches – Spokane Valley, Central, North and South branches, and Sandpoint, ID – along with resident Camp Reed, EWU Children's Center, Central YMCA Children's Center and 18 Before-and-After School sites serving 21 schools in 6 districts. From the beginning, our YMCA has, and continues to be, well-positioned to address the challenges, and maximize the opportunities, presented to us in the future. Our steadfast commitment to impacting and changing lives remains paramount as we ensure that our YMCA will be accessible to people regardless of age, ethnicity, religion, gender, or income through programs that build healthy spirit, mind, and body for all.

RSVP Director Job Description

Job Title: RSVP Director

FLSA Status: Exempt

Reports to: Chief Operations Officer

Revision Date: August 28, 2018

POSITION SUMMARY:

Effective administration of Retired and Senior Volunteer Program (RSVP) of Spokane County in compliance with the Corporation for National and Community Service (CNCS) guidelines, Washington States rules and regulations, and the YMCA of the Inland Northwest's policies and operating procedures. Ensure the program provides a variety of meaningful volunteer opportunities for retired and senior Spokane County residents through coordination with community agencies.

ESSENTIAL FUNCTIONS:

1. Employs, trains, supervises, and evaluates RSVP Office Manager and volunteers.
2. Works with the RSVP Advisory Council and program staff in the development and operation of the RSVP program. Develops annual work plan with measurable results that supports CNCS priorities and the YMCA's strategic goals.
3. Develops and submits annual CNCS grant proposal and required CNCS reports in a timely manner.
4. Develops and submits budgets, reports and makes presentations as needed to maintain relationships with funding sources and various private foundation grants.
5. Develops and manages the RSVP budget, authorizes all volunteer reimbursement, authorizes all staff time sheets, and reviews invoices for payment.
6. Develops and executes an annual fundraising plan utilizing RSVP volunteers and Advisory Council.
7. Oversees RSVP activities with community agencies, governmental units, schools and non-profits.
8. Activity seek new volunteers through organizational contacts, community events and media announcements.
9. Oversee placement of volunteers in appropriate worksites, placing an emphasis on agency priorities and critical community needs.
10. Maintain relationships with volunteer worksites including annual site visits, updates of MOU's, and general assistance in the effective utilization of volunteers.
11. Supervises the collection, processing and assimilation of all data pertaining to the program and its operation. Monitors program performance on an on-going basis.
12. Develops program for volunteer recognition including annual RSVP recognition event. Recognizes the accomplishments of volunteers throughout Spokane County, attending recognition events sponsored by volunteer workstations.
13. In conjunction with the YMCA marketing department, develops promotion/PR strategy including volunteer recruitment, community sponsorships and overall program visibility. This includes printed materials, newsletters, media, web site, public speaking, etc. as appropriate.
14. Attends all CNCS required conferences and maintains a presence in the national, regional and state RSVP associations.
15. Participates as appropriate with local community groups that enhance the presence of RSVP in the community.

YMCA COMPETENCIES (Team Leader):

Mission Advancement: Models and teaches the Ys values. Ensures a high level of service with a commitment to changing lives. Provides volunteers with orientation, training, development, and recognition. Cultivates relationships to support fund-raising.

Collaboration: Champions inclusion activities, strategies, and initiatives. Builds relationships to create small communities. Empathetically listens and communicates for understanding when negotiating and dealing with conflict. Effectively tailors communications to the appropriate audience. Provides staff with feedback, coaching, guidance and support.

Operational Effectiveness: Provides others with frameworks for making decisions. Conducts prototypes to support the launching of programs and activities. Develops plans and manages best practices through engagement of team. Effectively creates and manages budgets. Holds staff accountable for high-quality results using a formal process to measure progress.

Personal Growth: Shares new insights. Facilitates change; models adaptability and an awareness of the impact of change. Utilizes non-threatening methods to address sensitive issues and inappropriate behavior or performance. Has the functional and technical knowledge and skills required to perform well; uses best practices and demonstrates up-to-date knowledge and skills in technology.

QUALIFICATIONS:

1. BA/BS degree in Administration, Social Services, Gerontology, or related field.
2. Minimum of two years (2) prior experience working with older adults in a program setting to include community service and volunteer experience.
3. Administrative and management skills to include grant, budget and resource development.
4. Excellent interpersonal, problem-solving, supervisory and communication skills.
5. Proficient with computers and all standard business software. Typical requirements within 30 days of hire include: completion of: Child Abuse Prevention for Supervisory Staff; Working with Program Volunteers; CPR; First Aid; AED; Blood Borne Pathogens.

Physical Demands:

Sufficient strength, agility and mobility to perform essential functions and to supervise program activities in a wide variety of locations.

RSVP Office Manager Job Description

Job Title: RSVP Office Manager

FLSA Status: Non-Exempt

Reports to: RSVP Director

Revision Date: April 3, 2019

POSITION SUMMARY:

Responsible for overall clerical functions in RSVP office, including database maintenance, recordkeeping, correspondence, processing volunteer travel reimbursement claims and other vouchers for payment, maintaining supplies and files.

ESSENTIAL FUNCTIONS:

1. Assist with maintenance of volunteer records on RSVP Volunteer Reporter database. Assist with preparation of reports.
2. General office management: maintain forms, supplies, meeting room schedules, paper and computer files
3. Provide support to RSVP Advisory Council with mailings, room schedules, correspondence, files, and handbooks.
4. Calculate travel reimbursement for volunteers, submit check requests and reconcile account.
5. Work with Director to develop strategies for volunteer recruitment and placement.
6. Process vouchers for payment, deposits, receipts and maintain records of transactions. Assist Director with reconciliation of RSVP and YMCA records on regular basis.
7. Responsible for coordination of clerical functions including typing correspondence, grant applications, mailing reimbursement checks, reports, volunteer welcome/termination letters, special mailings, maintaining donor and mailing lists, and other clerical duties as assigned.
8. Assist with preparation of invitations, programs, nametags, certificates, reservations, and supplies for special events.
9. Performs other duties as assigned.

YMCA LEADERSHIP COMPETENCIES:

Mission Advancement: Accepts and demonstrates the Y's values. Demonstrates a desire to serve others and fulfill community needs. Recruits volunteers and builds effective, supportive working relationships with them. Supports fund-raising.

Collaboration: Works effectively with people of different backgrounds, abilities, opinions, and perceptions. Builds rapport and relates well to others. Seeks first to understand the other person's point of view, and remains calm in challenging situations. Listens for understanding and meaning; speaks and writes effectively. Takes initiative to assist in developing others.

Operational Effectiveness: Makes sound judgments, and transfers learning from one situation to another. Embraces new approaches and discovers ideas to create a better member experience. Establishes goals, clarifies tasks, plans work and actively participates in meetings. Follows budgeting policies and procedures, and reports all financial irregularities immediately. Strives to meet or exceed goals and deliver a high-value experience for volunteers.

Personal Growth: Pursues self-development that enhances job performance. Demonstrates an openness to change, and seeks opportunities in the change process. Accurately assesses personal feelings, strengths and limitations and how they impact relationships. Has the functional and technical knowledge and skills required to perform well; uses best practices and demonstrates up-to-date knowledge and skills in technology.

QUALIFICATIONS:

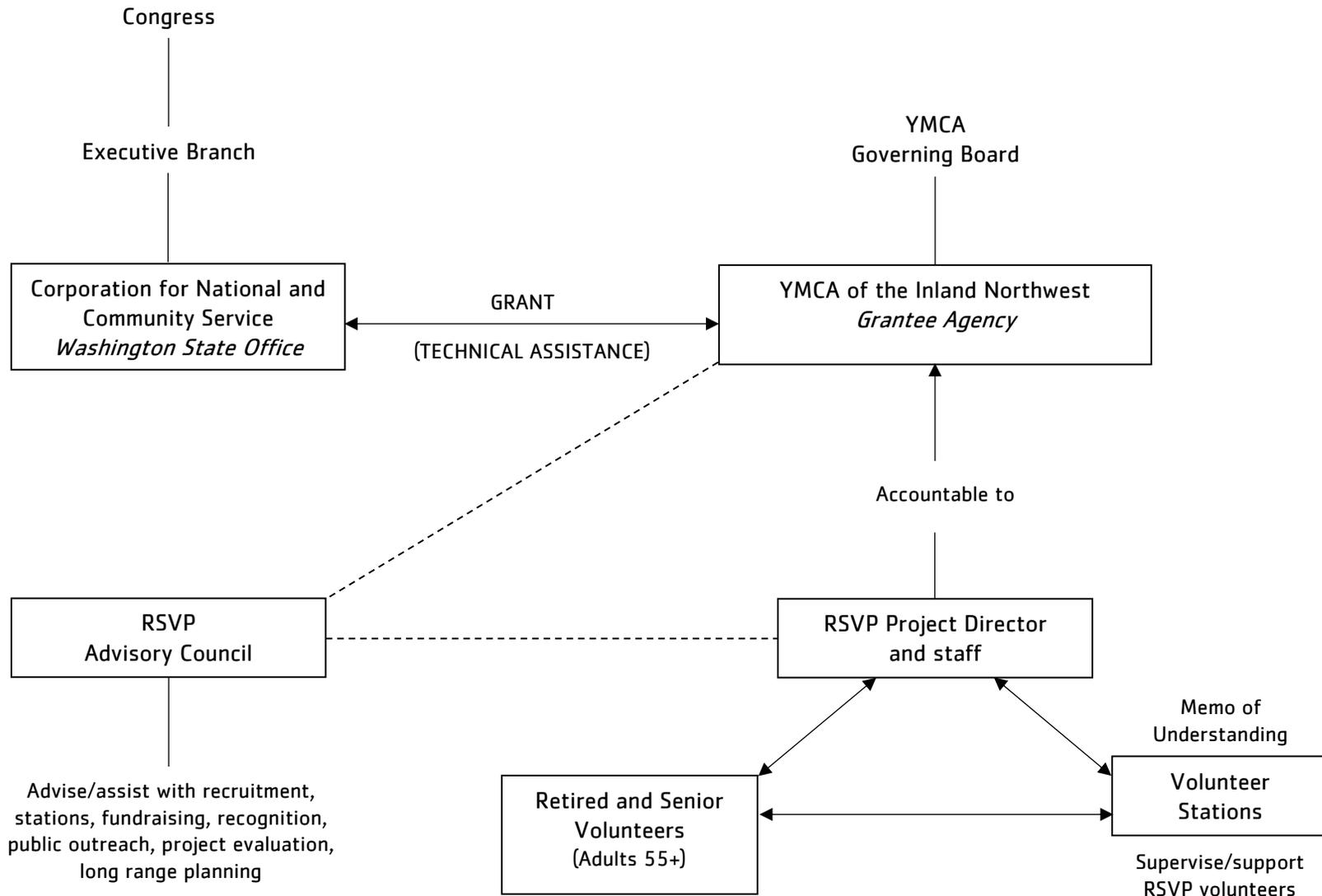
Education: High school diploma or GED required.
Experience: 6 months to 1 year.

Certifications: Blood Born Pathogen (BBP) provided
Other Skills/Training: High School graduate or GED, ability to type and operate computer, word processing, data base, spreadsheet, general office experience such as filing, use of calculator, phone, copy machine, basic bookkeeping.
Ability to relate well to public, good time management skills

WORK ENVIRONMENT AND PHYSICAL DEMANDS:

- The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
- While performing the duties of this job, the employee is regularly required to use a computer for extended periods of time and be able to communicate using a computer and phone.
- The employee frequently is required to sit and reach, and must be able to move around the work environment.
- The employee must occasionally lift and/or move up to 20 pounds.
- The noise level in the work environment is usually moderate.

Line of Responsibility for RSVP of Spokane County



**RSVP ADVISORY COUNCIL
RESPONSIBILITIES, STRUCTURE,
AND BY-LAWS**

Understanding the Roles and Responsibilities of Advisory Councils

An advisory council has the responsibility to *plan, make suggestions, and act* according to its role as advisor to and supporter of its respective Senior Corps program.

According to Campaign Consultation, Inc. (a training and technical assistance provider for CNCS), effective practices for advisory councils include:

Roles and Responsibilities

- Familiarity with the Senior Corps program they serve
- Short- and long-term planning both for the advisory council's own development and that of the Senior Corps program
- Annual reviews of the advisory council's own work and performance
- With input from the Project Director, annual evaluations of the Senior Corps program
- Visits by advisory council members to at least one volunteer station annually
- Knowledge about the program's place in the community, trends in society affecting the field of service, and focus on long-range issues and solutions
- Efforts by members to provide or solicit financial support for the program
- Efforts on behalf of all members to attract new members to the council

Operation of the Council

- A set of clear expectations and job descriptions
- A clear and up-to-date set of bylaws with which all members are familiar
- Specific term limits for elected positions
- Effective communication with the Project Director
- Strong relationships and teamwork between members to accomplish goals
- Member conduct that reflects effective leadership (e.g., attendance, participation, communication)
- Standing committees that advance the advisory council's goals and report back to the full council
- Active participation of each council member on at least one standing committee (members may also serve in a committee-only capacity)
- A clearly communicated decision-making process at the committee and council levels
- Council meetings that occur at least quarterly
- Effectively designed meeting agendas, distributed to members (by secretary or Project staff) along with related background materials in a timely manner in advance of council meetings
- Regular standing committee reports and financial reports from the Project Director

Campaign Consultation, Inc., reports that when all involved understand the roles and responsibilities of advisory council members, operations and functions of the council are improved, including the following:

Administrative Tasks

- Evaluating a project director and providing input on the selection process
- Assisting with personnel problems
- Acting as a "court of appeals" for volunteers

- Advising on changes in project policies

Programmatic Concerns

- Developing new volunteer stations/assignments
- Recruiting volunteers
- Recognizing volunteers
- Assisting with evaluation of project impacts and outcomes
- Developing resources for volunteer training and management

Community Relationships

- Interpreting program to community, serving as ambassador for the project
- Bringing community feedback to the project
- Seeking opportunities for publicity
- Helping assess community needs
- Developing resources for public relations and outreach

Financial Issues

- Giving personally and seeking fundraising opportunities and/or donors for the project
- Accepting in-kind donations on behalf of the project
- Identifying additional funding sources for the project, such as local or state grants

Advisory Council Member Job Description

POSITION SUMMARY

RSVP Advisory Council members *advise, assist, and advocate* for effective project operations of RSVP of Spokane County. They support constructive changes within the program, generate new ideas, and serve as advocates and ambassadors to the wider Spokane County community. While Advisory Council members do not have fiscal authority, they may provide input on budget planning and key spending decisions.

The primary focus of the Advisory Council will be **outreach, marketing, and recruitment**. The secondary focuses will be recognition and fundraising. All Advisory Council members will be committed to the following objectives:

1. Increase RSVP volunteer recruitment and retention in order to ensure the program meets target numbers as defined in the current grant
2. Plan and execute one or more successful Annual Recognition events each year that include participation of all volunteer stations, local press, and community leaders
3. Develop a marketing plan to improve awareness and understanding of RSVP of Spokane County among members of the community, with particular focus on older adults, providers of services to older adults, and the nonprofit community at large

All Advisory Council members will serve on one of the following standing committees:

Marketing/Outreach
Recognition
Resource Development

COMPLETE LIST OF ROLES AND FUNCTIONS OF RSVP ADVISORY COUNCIL

The Advisory Council:

- a. Advises and supports RSVP staff in forming local policy, planning, and developing operational procedures and practices consistent with national Senior Corps policies.
- b. Assists the sponsor by promoting community support for the sponsor and for RSVP of Spokane County, and assists in planning and promoting the mobilization of financial and in-kind resources.
- c. Appraises project operation annually and submits a report to the sponsor, based on review of volunteer stations, discussions with current volunteers, surveys, or other methods. The appraisal should be completed approximately halfway through the project year so that results may be used by RSVP staff in preparing the grant renewal application.
- d. Ensures grievance procedure for volunteers is accessible and available to all volunteers.
- e. Promotes constructive relationships with the community's key individuals and agencies.
- f. Helps plan, implement, and participate in RSVP recognition events.
- g. Provides ideas and/or contacts for developing new volunteer stations.

- h. Provides ideas and/or contacts for recruiting new volunteers.
- i. Conducts regular meetings according to a schedule agreed upon in advance.
- j. Commits to a defined term of service.

MINIMUM QUALIFICATIONS

1. Willingness to commit to full term of service and attend meetings and required events
2. Interest in and enthusiasm for promoting the capabilities of older adults
3. Knowledge of human and social needs of the community, or a willingness to learn
4. Competence in the field of community service and volunteerism, or a willingness to learn
5. Ability to advise the project on its administrative and program responsibilities including project assessment, fundraising, publicity, and data reporting requirements

PREFERRED QUALIFICATIONS

1. Background in marketing, communications, public relations, or a related field
2. Experience in nonprofit management, volunteer management, or project management
3. Network of contacts in the Spokane County community, especially with members of the press, other nonprofit organizations, and other community agencies

Marketing/Outreach Committee Job Description

PURPOSE

To provide visibility of RSVP of Spokane County in the RSVP service area. Market RSVP to cultivate awareness, provide exposure for recruitment, and educate funders.

RESPONSIBILITIES

- a. Develop marketing plan for RSVP of Spokane County
- b. Advise on development/updating of marketing tools: brochure, video, web page, social media accounts, signs and displays, and any information submitted to the public.
- c. Develop schedule and placement of distribution of materials.
- d. Identify information and occasions for press releases.
- e. Assist with the creation and distribution of an RSVP program newsletter to volunteers, volunteer stations, and other project stakeholders.
- f. Identify opportunities to market RSVP working with other Advisory Council Committees as needed (e.g. RSVP Month, Volunteer Week, etc.)
- g. Work with Project Director to determine Promotion and Advertising Budget
- h. Present reports at general Advisory Council meetings

PREFERRED QUALIFICATIONS

1. Understanding of and commitment to the mission and outcomes of RSVP
2. Knowledge of media outlets in the RSVP service area
3. Experience in marketing
4. Strong writing skills
5. Contacts with a variety of community organizations and leaders

TIME REQUIREMENTS

The committee will meet prior to general Advisory Council meetings, or as needed. Additional meetings may be called as needed. Members will serve for a one-year commitment which may be extended for up to three years.

Recognition Committee Job Description

PURPOSE

To provide for recognition and appreciation of RSVP volunteers and volunteer stations and provide opportunities for social gatherings and celebrations of volunteer efforts

RESPONSIBILITIES

- a. Direct the planning and implementation of one or more Annual Recognition events
- b. Identify opportunities for on-going, informal recognition
- c. Work with Project Director to determine budget for events and recognition items
- d. Work with Resource Development committee to secure in-kind donations for events and recognition items
- e. Provide evaluation of recognition events to Advisory Council and RSVP staff within a specified time frame
- f. Provide brief report at general Advisory Council meetings

PREFERRED QUALIFICATIONS

1. Understanding of and commitment to the mission and outcomes of RSVP
2. Experience in planning social events
3. Strong organizational skills
4. Creativity
5. Understanding of impact of recognition in relation to retention of volunteers

TIME REQUIREMENTS

The committee will meet prior to general Advisory Council meetings, or as needed. Additional meetings may be called as needed. Members will serve for a one-year commitment which may be extended for up to three years.

Resource Development Committee Job Description

PURPOSE

To provide guidance in identifying in-kind donations and grant application opportunities and provide assistance in maintaining financial sustainability of the program.

RESPONSIBILITIES

- a. Assist RSVP staff with securing in-kind donations for ongoing recognition events and other program operations
- b. Monitor progress toward accomplishing resource development goals and objectives
- c. Recruit volunteers for project and sponsor fundraising initiatives
- d. Monitor documentation of agencies providing in-kind support, including volunteer stations providing reimbursement for volunteer expenses (transportation, meals, uniforms, etc.)
- e. Assist with development of annual proposals to regular funders

PREFERRED QUALIFICATIONS

1. Understanding of and commitment to the mission and outcomes of RSVP
2. Access to and influence with persons and businesses within the community that are prospective benefactors
3. Knowledge of foundations and other opportunities for generating revenue
4. Knowledge of and experience in fundraising strategies, including grant writing skills

TIME REQUIREMENTS

The committee will meet prior to general Advisory Council meetings, or as needed. Additional meetings may be called as needed. Members will serve for a one-year commitment which may be extended for up to three years.

Design of the Advisory Council

Advisory Council Composition

The Advisory Council should be composed of persons who broadly represent the demographics of the service area. Members may include, but are not limited to:

- Current (or former) RSVP volunteers
- Staff of current (or former) RSVP volunteer stations
- Representatives of other community organizations
- Providers of services related to the community needs addressed by the RSVP project
- Students, particularly in relevant fields like aging studies/gerontology, social work, public administration, marketing, communications, etc.

Full-time staff of the RSVP of Spokane County may not be members of the advisory council but may serve in an ex-officio role. Other employees of the YMCA of the Inland Northwest may be members of the council or serve on a committee.

“Committee-Only Members”

Individuals who wish to assist the RSVP project but are unable to commit to a full position on the general Advisory Council may participate in a **committee-only capacity**. Such individuals will be listed on the roster under their chosen committee (Marketing/Outreach, Recognition, or Resource Development) and will be expected to participate in (or contribute to) committee meetings. Committee-only members will **not** be obligated to attend general Advisory Council meetings, but will of course be welcome to attend general meetings as desired.

Committee-only members may not hold positions as officers. Additionally, committee-only members will not be counted for the purpose of determining quorum at general Advisory Council meetings/functions.

Selection of Members

During the selection process, important factors to be considered when nominating members are their capability, available time, level of interest, and character. An effort should be made to select advisory council members who have enthusiasm for or a background in community service, volunteer management, and/or the specific community needs addressed by the RSVP project. An effective advisory council is large enough to reflect the diversity of the community, yet small enough to be managed effectively.

Executive Committee

In addition to the three standing committees (Marketing/Outreach, Recognition, and Resource Development), the Advisory Council is led by an Executive Committee which consists of the current officers, the previous Chairperson, and the chair of each standing committee. The Executive Committee sets long-term goals for the Advisory Council and regularly updates or revises the council’s policies and procedures as needed. Executive Committee meetings are held prior to general Advisory Council meetings. In the event that trainings, retreats, or other non-meeting functions for the Advisory Council and the RSVP staff are called, the Executive Committee is responsible for planning and establishing the agendas for such functions.

Selection and Duties of the Officers

The success of the advisory council depends heavily on the leadership abilities of the officers. Election of officers should take place at the last formal meeting of the year.

Advisory Council Officers

Chairperson

The chairperson's leadership is key to the success of the Advisory Council. An effective chairperson:

- Recruits council/committee members and ensures newcomers are provided with orientation prior to their first meeting
- Works with RSVP staff to organize and conduct general council meetings, including the following:
 - Determines the agenda: Selects the most important things to discuss, makes sure they can be handled in the time available, and sequences issues logically
 - Watches the clock: Starts on time, moves through the agenda efficiently and without rushing, leaves time to review decisions made and tasks assigned, ends on time
 - Facilitates the discussion: Ensures everyone has a chance to speak, limits those who tend to monopolize discussions, maintains an open and welcoming tone, monitors disagreements
 - Ensures that decisions are reached: Senses when enough discussion has occurred, calls for a vote
 - Recognizes the contribution of members: Thanks members for reports and efforts, acknowledges special accomplishments
- Contacts absentee members to foster participation and stays informed of their progress on assigned tasks
- Represents the committee to the sponsoring agency by reporting the work of members to the larger organization, and in turn, keeps the committee informed about the organization's decisions, resources, and activities

Vice Chairperson

The vice chairperson's responsibilities are identical to those of the chairperson. The vice chairperson takes charge when the chairperson is absent or cannot serve.

Secretary

The secretary records meeting minutes and assists the chairperson with other council tasks. The secretary:

- Records meeting minutes or "Meeting Action Plan," or designates an alternate in the event of absence
- Distributes agendas, announcements, and other information to RSVP staff for dissemination to all council members
- Corresponds with RSVP and volunteer station staff as needed

Minutes of Meetings

Minutes must be maintained of council activities and made available before the start of each subsequent meeting. The purpose is to keep individuals and groups informed about the council's concerns, decisions, and activities. Minutes must be accurate, thorough, prompt, continuous, and uniform in style.

Orientation for Council Members

New council members must be oriented to their role on the Advisory Council. Orientation should occur before the first meeting and continue, as needed, throughout the year. New council members must have updated information on the current RSVP grant and work plans, the current roster of volunteer stations, and statistics on the total number of volunteers and volunteer assignments. Some best practices for new member orientation include:

- Review of Advisory Council Handbook
- One-on-one or small group orientations with the RSVP Project Director
- Tours of one or more current volunteer stations, with the coordination of RSVP staff if necessary
- Discussions with current RSVP volunteers, with the coordination of RSVP staff if necessary

Planning Meetings

Advisory Council members must attend meetings regularly. Meeting dates are set by the council and may be open to the public by consensus. **The RSVP Advisory Council should meet at least quarterly, and a tentative yearly calendar should be created annually.**

The Advisory Council Executive Committee determines meeting agendas in advance, in coordination with the RSVP Project Director. The Advisory Council Secretary, in coordination with the RSVP Office Manager, distributes agendas to the full Advisory Council membership. RSVP staff can assist with securing meeting space, necessary supplies, and refreshments for the meeting.

Advisory Council Rules and Procedures

DRAFT

Below is a set of proposed new by-laws which would replace and supersede any and all previous by-laws. These by-laws are subject to revision and must be approved by a majority vote of a quorum present at an Advisory Council meeting.

RETIRED AND SENIOR VOLUNTEER PROGRAM (“RSVP”) ADVISORY COUNCIL BY-LAWS

ARTICLE I – AUTHORITY

Section 1. The Retired and Senior Volunteer Program Advisory Council (“Advisory Council”) of Spokane County is authorized by the YMCA of the Inland Northwest (“Project Sponsor”) and pursuant to CFR 2553.24

ARTICLE II – PURPOSE

Section 1. The purpose of this council is to serve in an advisory capacity to the Project Sponsor and RSVP Director for the operation of a countywide volunteer program for volunteers 55 years of age or older. RSVP offices are located at 1126 North Monroe Street, Spokane, WA 99201.

ARTICLE III – ROLE AND FUNCTION

Section 1. The Advisory Council is tasked with the following:

- a. Provide advice and support to the RSVP Director in the formulation of local policy, planning, and the development of operational procedures and practice, consistent with program policies;
- b. Assist the Project Sponsor by promoting community support for the project; advise on actions affecting volunteers; and assist in identifying local financial and in-kind resources;
- c. Provide information and advice to Project Sponsor and project staff on strategies to utilize RSVP volunteers most effectively;
- d. Furnish advice and support on coordination with volunteer stations;
- e. Promote constructive relationships with key individuals and agencies in the community;
- f. Help plan, implement, and participate in RSVP recognition events;
- g. Assist in the development of narrative detailing the Advisory Council’s goals and accomplishments for the continuation grant application;
- h. Provide ideas and/or contacts for development of new volunteer stations;
- i. Advise on recruitment of hard-to-reach prospective volunteers;
- j. Assist with fundraising efforts to enable the program to continue recognition events;
- k. Review by-laws on an annual basis, usually during the last Advisory Council meeting of the calendar year.

ARTICLE IV – MEMBERSHIP

Section 1. Persons interested in membership in the Advisory Council shall be invited to apply for membership by current Advisory Council members or RSVP staff. RSVP staff and the Advisory Council Executive Committee will review and approve membership applications.

RSVP staff may attend Advisory Council meetings but will not be voting members.

Section 2. There shall be no fewer than six (6) or more than twenty-four (24) members on the Advisory Council.

At least one quarter of the members shall be persons aged 55 or over. Each current RSVP volunteer station shall be invited designate a representative to serve on the Advisory Council. Volunteer station representatives do not have to the same individual at every meeting, as long as the designated

representative has been briefed ahead of time on matters pertaining to Advisory Council business.

Remaining members should represent a cross-section of the community: RSVP volunteers, beneficiaries of RSVP volunteer services (where applicable), community and business leaders, representatives of non-profit organizations and public agencies.

- Section 3. Terms of office: Advisory Council members shall serve a three-year (3) term. No member shall serve more than two (2) consecutive full terms. Once a former member has been off the Advisory Council for three (3) months, that individual is eligible to reapply for membership. Applications from former members may be expedited, contingent upon a satisfactory record of attendance and participation.
- Section 4. Vacancies and additions. In the event of vacancies, the Chair shall appoint a three-person nominating committee consisting of current Advisory Council members to recommend nominees for filling vacancies. Members of this nominating committee cannot simultaneously serve on the officer nominating committee described in Article V, Section 1 of these By-Laws.
- Section 5. Absence from Meetings. If a member is absent from three (3) consecutive meetings without notification to RSVP staff or excuse of their absence by the Advisory Council, that member may be subject to removal. The Advisory Council members shall decide if there is cause for removal, and a majority vote of members is required for removal. If the member is dismissed, such member shall not be eligible for reappointment.

The Advisory Council may waive this attendance requirement where it determines extenuating circumstances provide a reasonable excuse for such member's absence. Alternatively, the Chair, with authorization of the full Advisory Council, may institute disciplinary or intervention measures in lieu of full removal.

- Section 6. Committee-Only Members. Individuals who wish to assist the RSVP project but are unable to commit to a full position on the general Advisory Council may participate in a committee-only capacity. Such individuals will be listed on the roster under their chosen committee (Marketing/Outreach, Recognition, or Resource Development) and will be expected to participate in (or contribute to) committee meetings. Committee-only members will not be obligated to attend general Advisory Council meetings, but will be welcome to attend general meetings as desired.

Committee-only members may not hold positions as officers. Additionally, committee-only members will not be counted for the purpose of determining quorum at general Advisory Council meetings/functions.

ARTICLE V – ELECTION OF OFFICERS

- Section 1. The Chair shall appoint a three-person nominating committee to present a slate of officers at the penultimate meeting of the calendar year for service in the following year.
- Section 2. Officers shall be elected by a majority vote at the final meeting of the year for terms of one year (January 1 through December 31).
- Section 3. Should there be a vacancy in the office of Chair, the Vice Chair shall be automatically appointed as the Chair for the remainder of the former Chair's term. A new Chair will be elected as normal at the next regular election. Other vacancies shall be filled by majority vote of the Advisory Council.

ARTICLE VI – OFFICERS AND DUTIES OF OFFICERS

- Section 1. Officers of the Advisory Council shall be a Chair, Vice Chair, and Secretary.
- Section 2. The Chair shall:
- a. Preside at all meetings of the Advisory Council and shall be ex-officio member of all standing committees except the nominating committee.
 - b. Approve appointment of all standing committee chairs.
 - c. Prepare agendas in consultation with the RSVP Director for Advisory Council meetings.

Section 3. The Vice Chair shall:

- a. Assist the Chair.
- b. In the event of absence, disability or resignation of the Chair, perform the duties of that office for the remainder of the Chair's term, until the next regular election

Section 4. The Secretary shall:

- a. Be responsible for submitting records of all meetings of the Advisory Council to RSVP staff.
- b. Contact RSVP Office Manager for a record of the expiration date of terms of members of the Advisory Council and advise the Executive Committee 30 days prior to expiration date.
- c. Report minutes of all Advisory Council meetings within seven (7) days after each meeting.
- d. In the absence of the Secretary, a temporary Secretary shall be appointed by the Chair. The RSVP Office Manager may also fulfill the duties of the Secretary.

ARTICLE VII – MEETINGS

Section 1. The Advisory Council shall meet at least four (4) times a year, on a quarterly or bi-monthly schedule as agreed upon by a majority of the members. The schedule of meetings for the next calendar year shall be determined at the final meeting of the year.

Section 2. In order to constitute a quorum, half of the total number of appointed Advisory Council members plus one (1), but no less than (5), shall constitute a quorum for the purpose holding meetings.

The act of the majority of those present shall determine any matter brought before the Advisory Council.

Section 3. Special meetings may be called at any time by the Chair or upon the request of five (5) Advisory Council members.

ARTICLE VIII – COMMITTEES

Section 1. **MARKETING/OUTREACH COMMITTEE**

The Marketing/Outreach Committee provides visibility of RSVP of Spokane County in the RSVP service area. The committee helps to develop and implement a marketing plan to cultivate awareness, provide exposure for volunteer recruitment, and educate potential donors.

Section 2. **RECOGNITION COMMITTEE**

The Recognition Committee provides annual recognition and appreciation of RSVP volunteers, volunteer stations, and Advisory Council members and on-going opportunities for social gatherings and celebrations of volunteer efforts.

Section 3. **RESOURCE DEVELOPMENT COMMITTEE**

The Resource Development Committee provides guidance in identifying sources of financial and in-kind donations and grant application opportunities. The committee also assists RSVP staff in maintaining financial sustainability of the program.

Section 4. **EXECUTIVE COMMITTEE**

The Executive Committee shall be comprised of the officers and standing committee chairs of the Advisory Council. The Executive Committee is responsible for setting goals for the Advisory Council and supporting the programs essential to RSVP's mission. Meetings are held quarterly and may be more often if events require. If a retreat, training, or other non-meeting function for the Advisory Council and the staff of RSVP is called, the Executive Committee shall assist the Chair with establishing the agenda.

ARTICLE IX – AMENDMENT

Section 1. These by-laws may be amended by majority vote of a quorum present at an Advisory Council meeting. Proposed changes shall be submitted in writing to each member at least thirty (30) days prior to the meeting at which it is to be presented for consideration.

Approved and Adopted by a majority of a quorum of the Advisory Council
this ____ day of _____, 2019:

Chair

Vice Chair

Secretary

Appendix A:

RSVP OPERATIONS HANDBOOK SELECTIONS

NOTE 1: *The entire RSVP Operations Handbook, along with the appendices, is available at <https://www.nationalservice.gov/operations-handbook-appendices>. The following two chapters are the most important for Advisory Council members to familiarize themselves with. However, all Advisory Council members are strongly encouraged to read the entire handbook to facilitate greater understanding of all aspects of RSVP operations, including Program Management, Fiscal Management, and Compliance.*

NOTE 2: *References like "XX CFR XXXX" refer to entries in the Code of Federal Regulations (CFR), the codification of the general and permanent rules published by the executive departments and agencies of the Federal Government. While these references have been left in, you are by no means expected to read them. If you are curious, however, the CFR is accessible electronically through the eCFR at <https://www.ecfr.gov/>*

Chapter Two: Project Operations

2.1 ELIGIBILITY, AWARDS, AND SPONSORSHIP

2.1.1 Sponsor Eligibility

The CNCS awards federal RSVP grants to public agencies, Indian Tribes, and secular and faith-based private non-profit organizations in the United States, that have authority to accept and the capacity to administer RSVP projects.

2.1.2 Solicitation of Proposals

When federal RSVP grants are available CNCS conducts a grant competition. A Notice of Funds Availability (NOFA) is issued when funding for a grant competition has been appropriated by Congress (or a Notice of Funding Opportunities (NOFO) is issued when funding for a grant competition is anticipated but not yet available). The NOFA or NOFO may also be referred to as the “*Notice*” in application related instructions. Any eligible agency or organization may apply for an RSVP grant. Notices are posted at Grants.gov and at the Funding Opportunities on CNCS website NationalService.gov. Notices will be shared broadly through national and local networks.

2.1.3 Submission of a Grant Application

Grant applications are submitted in the CNCS electronic grants system. Applications are submitted following the *Notice* instructions and using the forms included with the *Invitation to Apply* and *Notice* on the Funding Opportunities webpage. The application must be submitted by a representative of the sponsor who is authorized by its governing body to certify that all data in the application are true and correct, the application has been duly authorized by the governing body of the applicant, and the applicant will comply with the Assurances submitted with the application, if the assistance is awarded. (See Grant Terms & Conditions webpage to review the Assurances and Certifications.)

2.1.4 “Self-Sponsored” Projects

In some situations, project staff, advisory councils, boards, or other interested persons, have incorporated as an independent non-profit organization and successfully competed to become a sponsor. These so-called “self-sponsored” projects must meet all the administrative and programmatic requirements associated with sponsorship addressed in the program regulations. CNCS neither encourages nor discourages self-sponsorship, but recommends that groups considering this option fully explore the advantages and disadvantages applicable to their situation and consult with other organizations who have taken this step. Contact your CNCS State Office for further information.

2.2 SPONSOR RESPONSIBILITIES

2.2.1 Regulations Requirements

The sponsor is legally responsible for fulfilling all project management responsibilities necessary to accomplish the purposes of the program and may not delegate or contract these responsibilities to another entity. Sponsor responsibilities are listed in 45 CFR 2553 Subpart B of the RSVP regulations. A few key responsibilities are listed here:

- 1) Focus RSVP resources on activities that will have a positive impact on critical human and social needs within the project service area, and in compliance with CNCS performance measure requirements.
- 2) Develop and manage one or more volunteer stations to provide a variety of placement opportunities that appeal to persons age 55 and over by:

- a) Ensuring that a volunteer station is a public agency, Indian Tribe, or non-profit private organization, whether secular or faith-based, or an eligible proprietary health care agency, that has the capacity to serve as a volunteer station (Proprietary health care organizations are for-profit health care organizations that serve one or more vulnerable populations. Refer to Chapter 6 for more information about volunteers at health care agencies and volunteer stations.)
 - b) Ensuring the placement of RSVP volunteers is governed by a Memorandum of Understanding (MOU) between the sponsor and each volunteer station. (See *Preparation of the Memorandum of Understanding* in Chapter 6, for more information.)
 - c) Comply with and ensure that all volunteer stations comply with all applicable civil rights laws and regulations, including providing reasonable accommodation, where appropriate, including non-discrimination based on disability. (See Appendix A.2, *Primer on Civil Rights Compliance*.)
- 3) Make special efforts to recruit and place into RSVP volunteer service individuals from diverse races, ethnicities, sexual orientations, or degrees of English language proficiency, Veterans and military family members, persons with disabilities, and hard-to-reach populations and groups in the community which are underrepresented in the project. The sponsor should stress the recruitment and enrollment of persons not already volunteering.
 - 4) Provide RSVP volunteers with cost reimbursements specified in 45 CFR 2553.43, as well as recognition of their service.
 - 5) Secure community participation in local project operation by establishing an advisory council. (See Chapter 4, *Community Participation*, for additional information.)
 - 6) Provide levels of staffing and resources appropriate to accomplish the purposes of the project and carry out its project management responsibilities.
 - a) Employ a full-time project director (except as otherwise negotiated with CNCS) to accomplish program objectives and manage the functions and activities delegated to project staff for Senior Corps program(s) within its control. (See Chapter 5, *Project Staff*, for more information.)
 - b) Establish recordkeeping and reporting systems in compliance with CNCS requirements that ensure quality of program and fiscal operations, facilitate timely and accurate submission of required reports, and cooperate with CNCS evaluation and data collection efforts.
 - c) Conduct criminal history checks on all grant-funded staff, in accordance with the requirements in 45 CFR 2540.200–207.
 - d) Ensure that appropriate liability insurance is maintained for owned, non-owned, or hired vehicles used in the project.
 - 7) Ensure that the official sponsor and project information in CNCS electronic grants system is accurate, including the legal names of the sponsor organization and the project; the names of the sponsor’s authorized representative and the project director; and their respective post office addresses, e-mail addresses, and phone numbers.

2.2.2 Fund Raising Limitations – Uniform Guidance

The sponsor assumes full responsibility for securing maximum and continuing community financial and in-kind support to operate the project successfully. Certain government-wide requirements apply to fund raising under RSVP grants. Senior Corps sponsors must follow all applicable OMB Cost Principles, as stated in the Terms and Conditions of your grant award. All RSVP grant awards are subject to the Uniform Administrative Requirements, OMB Cost Principles, and Audit Requirements for Federal Awards located at 2 CFR Part 200 and CNCS’s implementing regulation at 2 CFR Part 2205 (hereinafter, the Uniform Guidance). Award recipients must read, understand, and implement these requirements.

2.2.3 Relinquishment

If an RSVP sponsor determines they are no longer able to administer the project they should contact their program officer as soon as possible. The program officer will work with the sponsor for an orderly relinquishment and close-out of the grant.

To begin the relinquishment process the sponsor will be asked to send a letter to their CNCS State Office formally giving notice of their decision to relinquish the grant and the effective date of the relinquishment. The CNCS program officer will forward the letter to the Director of Senior Corps and the project's grant officer. The program officer will provide the sponsor with template letters to send to volunteers, volunteer stations, and advisory council members. The program officer will set-up a meeting with the sponsor and grants officer to review the status of the grant funds for close-out. The project will be responsible to complete final project and financial reports.

2.2.4 Subsequent Requirements

The sponsor must also abide by any subsequent laws, Executive Orders, or relevant regulatory directives, including special conditions that may be prescribed for the project. The sponsor may establish additional policies not covered by, and not contradictory to, CNCS policies.

2.3 SPECIAL LIMITATIONS INCLUDING PROHIBITED ACTIVITIES

The following are special limitations, including prohibited activities, to which RSVP sponsors and projects are subject. Project sponsors must have written policies in place to ensure compliance with the list below. In the event of a question as to the application of the following limitations, contact the appropriate CNCS State Office.

2.3.1 Political Activities [45 CFR 2553.91(a) and 45 CFR 1226]

- 1) No part of any grant may be used to finance, directly or indirectly, any activity to influence the outcome of any election to public office, or any voter registration activity.
- 2) No project may be conducted in a manner involving the use of funds; the provision of services, space, or facilities; or the employment or assignment of personnel in a manner that identifies the project with:
 - a) Any partisan or nonpartisan political activity associated with a candidate, or contending faction or group, in an election; or
 - b) Any activity to provide voters or prospective voters with transportation to the polls or similar assistance in connection with any such election; or
 - c) Any voter registration activity except that voter registration applications and nonpartisan voter registration information may be made available to the public at the premises of the sponsor. But in making registration applications and nonpartisan voter registration information available, employees of the sponsor and volunteers may not express preferences or seek to influence decisions concerning any candidate, political party, election issue, or voting decision.
- 3) No RSVP volunteer or employee of a sponsor or volunteer station may take any action, when serving in such capacity, with respect to a partisan or nonpartisan political activity that would result in the identification or apparent identification of RSVP with such activity.
- 4) The sponsor may not use grant funds for any activity that influences the passage or defeat of legislation or proposals by initiative petition. In other words, there is a prohibition against using RSVP grant funds for lobbying activities.
- 5) Prohibitions on Electoral and Lobbying Activities are fully set forth in 45 CFR 1226. See CNCS's Frequently Asked Questions on Lobbying and Partisan Political Activity for more information.

2.3.2 Restrictions on State or Local Government Employees [5 U.S.C. 1501, 1502 & 1503]

[OMITTED]

2.3.3 Religious Activities [45 CFR 2553.91(g)]

- 1) RSVP volunteers and project staff funded by CNCS may not give religious instruction, conduct worship services, or engage in any form of proselytization as part of their duties.
- 2) A sponsor or volunteer station may retain its independence and may continue to carry out its mission, including the definition, development, practice, and expression of its religious beliefs, provided that it does not use CNCS funds to support any inherently religious activities, such as worship, religious instruction, or

proselytization, as part of the programs or services funded. If an organization conducts such activities, the activities must be offered separately, in time or location, from the programs or services funded under RSVP.

2.3.3.1 Service assignments in connection with religious activities

While RSVP may not provide religious instruction, conduct worship, or proselytize as part of service, volunteers may drive a client or beneficiary to a religious service, provided this activity is part of the volunteer's service activity description. A volunteer may remain with a client who is attending a religious service if the activity is part of the agreed upon volunteer assignment. In other words, if an RSVP volunteer and their client want the volunteer to accompany the client to a religious service as part of the volunteer's service activity, and if the RSVP volunteer is not responsible for conducting a religious service, the volunteer is not engaged in prohibited activity. The volunteer, though, cannot lead any part of the religious service.

2.3.4 Non-Discrimination [45 CFR 2553.91(f)]

For purposes of this regulation, any program, project, or activity to which CNCS supported volunteers are assigned is deemed to be receiving federal financial assistance. (See Appendix A.4: Primer on Civil Rights Compliance, for more information.)

- 1) A sponsor or sponsor employee may not discriminate against an RSVP volunteer, or with respect to any activity or program, on the basis on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.
- 2) Sponsors are encouraged to take affirmative action to overcome the effects of prior discrimination. Even in the absence of prior discrimination, a sponsor may take affirmative action to overcome conditions which resulted in limited participation.

2.3.5 Labor and Anti-Labor Activity [45 CFR 2553.91(d)]

No grant funds may be directly or indirectly used to finance labor or anti-labor organization or related activity.

2.3.6 Non-Displacement of Employed Workers and Non-Impairment of Contracts for Service [45 CFR 2553.91(b) and 45 CFR 1216]

An RSVP volunteer may not perform any service or duty or engage in any activity which would otherwise be performed by an employed worker or which would supplant the hiring of or result in the displacement of employed workers, or impair existing contracts for service. See 45 CFR 1216.1.1 – 1216.1.4 Non Displacement of Employed Workers and Non-Impairment of Contracts for Service for the CNCS regulations on this subject. These regulations list certain exceptions.

2.3.7 Prohibition on Fee-for-Service [45 CFR 2553.91(c)]

Under no circumstances may an RSVP volunteer receive a fee for service from service recipients, their legal guardian, members of their family, or friends. No person, organization, or agency may request or receive any compensation for services of RSVP volunteers.

As set forth in Section 404(c) of the Domestic Volunteer Service Act of 1973 (DVSA), there is a general prohibition against grantees and volunteer stations requesting or receiving any compensation for the services of SCP, FGP, or RSVP volunteers. This prohibition is sometimes referred to as the "fee-for-service" prohibition. Section 404(c) provides the following:

(c) Compensation of supervising agencies or organizations

No agency or organization to which volunteers are assigned hereunder, or which operates or supervises any volunteer program hereunder, shall request or receive any compensation from such volunteers or from beneficiaries for services of volunteers supervised by such agency or organization.

In some cases, determining whether a payment requested or received by a grantee or volunteer station is permissible in light of the prohibition is relatively straightforward. In other cases, however, making determinations as to whether the arrangement is permissible in light of the prohibition requires a more in-depth review, including an assessment by CNCS. More Guidance on Prohibition of Fee-for-Service Activities, including examples, can be found in Appendix A.14. If you have questions about fee-for-service contact your CNCS State Office.

2.3.8 Nepotism [45 CFR 2553.91(h)]

Persons selected for project staff positions may not be related by blood or marriage to other project staff, sponsor staff or officers, or members of the sponsor Board of Directors, unless there is written concurrence from the Advisory Council and with notification to CNCS.

2.3.9 Volunteer Status [45 CFR 2553.42]

RSVP volunteers are not employees of the sponsor, the volunteer station, CNCS, or the Federal Government.

2.3.10 Fair Labor Standards [45 CFR 2553.91(e)]

A sponsor that employs laborers and mechanics for construction, alteration, or repair of facilities must pay wages at prevailing rates as determined by the Secretary of Labor in accordance with the Davis-Bacon Act, as amended, 40 U.S.C. I 276a.

2.4 EFFECTIVE PRACTICES IN PROJECT OPERATIONS

Ensuring that the Sponsoring Organization Takes a Leadership Role

Effective practices include:

- A. The sponsor values the project as an integral part of its organizational vision and operations by:
 - 1. Communicating the importance of the project to its Board, staff, and volunteers;
 - 2. Ensuring that the project has adequate administrative and fiscal support;
 - 3. Playing an active role in promoting the project and its contributions to the community;
 - 4. Meeting regularly with media, political leaders, funders, civic groups, and others to promote awareness of and support for the project; and
 - 5. Maintaining communication with CNCS State Office and attending state and regional training events where feasible.
- B. The sponsor provides strong project leadership by:
 - 1. Employing a project director who demonstrates strong leadership skills in working with project and sponsor staff, volunteers, volunteer stations, and the project's Advisory Council;
 - 2. Establishing and, with the project director, maintaining strong working relationships with related community agencies, organizations, and leaders;
 - 3. Ensuring that sponsor's leadership and the project director establish and maintain a good working relationship based on clear communication and mutual support;
 - 4. Designating a member of the staff who has clearly defined responsibilities for project oversight and support; and
 - 5. Developing and maintaining clear lines of reporting between project staff and the sponsor representative.
- C. The sponsor has written policies and procedures in place to ensure oversight of the project and compliance with federal rules and regulations that address topics like:
 - 1. National Service Criminal History Checks and special limitations including prohibited activities;
 - 2. Establishing and updating Memoranda of Understanding with sponsor stations;
 - 3. Fiscal management and internal controls related to management of RSVP project;
 - 4. Documentation of data management systems related to tracking project outcomes, demographics, and other performance indicators in order to verify and validate data used to meet reporting requirements.

Chapter Three: Performance Measurement and Evidence-Based Programming

3.1 CNCS PERFORMANCE MEASUREMENT INITIATIVE

Older volunteers have a tremendous amount of knowledge, skill, and experience to contribute to our communities through the enriching investment of service. Through the application of performance measurement, we balance the need to implement service projects that are fulfilling to volunteers and beneficial to communities served with the demand to demonstrate results and improve project design.

Honoring the intent and vision of the 2009 Serve America Act, CNCS has established a set of national performance measures. These measures allow all programs to use common terms, definitions, and approaches to measurement and make it possible to tell the story of national service with confidence.

CNCS's national performance measures reflect six programming priorities or focus areas which include: Disaster Services, Economic Opportunity, Education, Environmental Stewardship, Healthy Futures, Veterans and Military Families, and Capacity Building. Senior Corps allows RSVP projects to select measures from each of these areas following a performance measurement framework that is detailed in the Notice of Funding Opportunity (NOFO) or Invitation to Apply. This framework is subject to change. Specific measures are identified in the NOFO or Invitation to Apply Appendix B on the Managing Senior Corps Grants web page.

3.1.1 PERFORMANCE MEASUREMENT BASICS

Performance measurement is the ongoing, systematic process of tracking your program's outputs and outcomes. *Outputs* refer to the amount of service provided. They measure the completion of activities and document the fact that individuals received services, products were created, or programs were developed. Outcomes reflect the changes or benefits that occur. *Outcomes* can reflect changes in individuals, organizations, communities, or the environment. This may include changes in attitudes, knowledge, behavior, or condition.

Why measure performance?

One reason is accountability. Performance measurement satisfies the need of funders and stakeholders (including CNCS participants, board members, community members, staff and clients, and taxpayers) to see that the program or project is getting results. Performance measurement helps you communicate achievements in a way that funders and stakeholders will find meaningful and compelling.

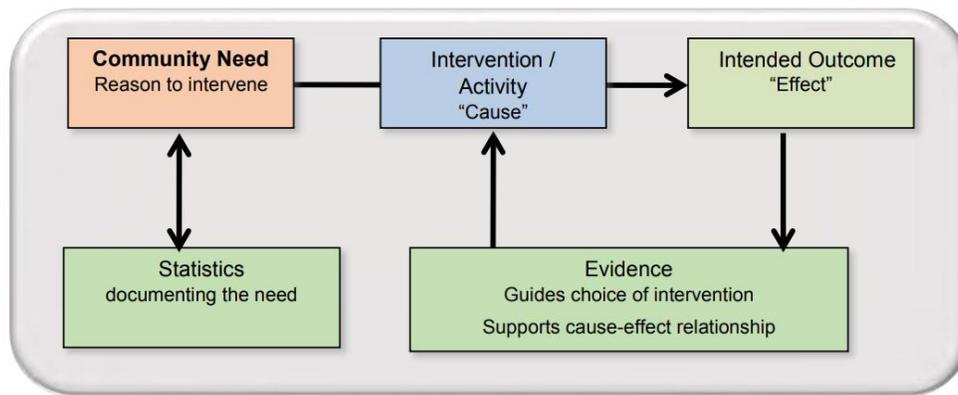
Another reason to measure performance is to determine if the change you thought would happen with your intervention is actually occurring. Performance measurement is a systematic way to collect reliable information about the intervention's implementation and progress toward outcomes.

You can also use performance measurement data to spot and correct problems. Are you reaching the population you intended? Do some people require more or less intensive service to show a positive outcome? Even when an intervention is implemented exactly as planned, performance measurement can help you find ways to strengthen the intervention to make it more effective.

Performance measurement is a way to get feedback so you know if your intervention is making the expected difference, and helps you decide how to make the most effective use of your limited resources. Performance measurement also allows you the opportunity to promote the excellence of your program.

3.1.2 THEORY OF CHANGE

A Theory of Change is used in performance measurement as a way to describe why a change is expected to happen given a particular set of circumstances. It helps you map out why a specific series of service activities or intervention will lead to expected outcomes.



A theory of change has three main elements:

- Community need
- Intended outcome
- Specific intervention or set of service activities

As you develop a theory of change for an issue that your program will address, you identify where you are now, as well as the change for which you are programming. You will choose certain activities and define the amount of service required to bring about the desired outcomes.

A strong theory of change presents statistics to document the community need and includes evidence that supports the cause and effect relationship between the intervention and outcome.

3.1.3 PERFORMANCE MEASURE WORK PLANS

Performance measure work plans are used by Senior Corps grantees to explain the design of their programs and the goals they expect to reach.

All existing Senior Corps grantees as well as applicants for new funding identify performance measures in work plans in their grant applications. For the specific requirements, see the instructions for the grant application on the *Managing Senior Corps Grants* web page.

The elements of the work plan are:

Community Need. This is the priority community issue or problem that the Senior Corps volunteers' service activities will address. The need should be measurable and include current and reliable sources to establish the compelling nature of the need. The need should be described in enough detail to convey its importance, the consequences of it going unmet, and why Senior Corps volunteers can be an effective resource to meet it. It should be described in a way that is clear to people unfamiliar with your community.

Service Activity. The service activity is the task that the volunteers will perform. The service activity is selected from a menu of pre-defined options.

Service Activity Description. The service activity description should indicate how much service is necessary to achieve the output and outcome selected. It should include who the beneficiaries are, and what the Senior Corps volunteers will be doing with them. It should outline how often Senior Corps volunteers will provide the service, for how long, and where the service will take place.

Output. These are the immediate results or products of the services provided by the Senior Corps volunteers. Accomplishments tell what was done in some quantified fashion. They include the number of persons helped, the amount of something that was created, the number of times an activity was performed, and the extent to which a program or service was expanded.

Output Instrument. This is the tool that will be used for data collection. The instrument is selected from a menu of pre-defined options.

Output Instrument Description. The instrument description provides an outline of the data collection plan and schedule. It should include a brief description of who will collect the data, from whom, and when it will be collected.

Outcome. These are the measurable changes in the community, persons served, or agency that occurred as a result of the service activity. Impacts or outcomes are measures of effectiveness of the program in the community or with those served, or they are measures of cost-effectiveness which show how much money or other resources the service activity saved in the community.

Outcome Instrument. This is the tool that will be used for data collection. The Instrument is selected from a menu of pre-defined options.

Outcome Instrument Description. The instrument description provides an outline of the data collection plan and schedule. It should include a brief description of who will collect the data, from whom, and when it will be collected.

3.1.4 IMPLEMENTING PERFORMANCE MEASUREMENT WORK PLANS

To implement performance measure work plans, see the instructions for completing work plans and identifying performance measures found in the Senior Corps Grant Application. Additional guidance, measurement instruments, and other resources are available on the CNCS Knowledge Network. For questions, contact your local CNCS State Office.

Targets

Output and Outcome targets:

These targets are the numbers that you anticipate achieving in the third year of the performance period. For example, if you think your volunteers will serve 100 seniors in the first year, 150 seniors in the second year, and 200 seniors in the third year of the performance period as the work plan is implemented over the course of the performance of the 3-year grant, you would enter 200 as your target.

Unduplicated volunteer targets:

This is the proposed number of volunteers who will be performing each service activity. Each volunteer can only be counted once when assigned to a service activity. The volunteer should be counted in the area where he/she will make the most impact – in terms of the type of service or in terms of the scope of service, such as the most number of hours served. Individual volunteers should **not** be counted towards multiple service areas.

Total volunteer targets:

The total number of volunteers engaged in the activities, if you were to assign all of them according to each activity, will be entered in this section. In this way, volunteers can be counted more than once – for example, if the same volunteer does two different types of activities such as meal delivery AND companionship, you can account for all assignments in this field.

Projects are held accountable for their actual performance against specified targets. With respect to each performance measure, grantees will be expected to:

- 1) Report on progress achieved;
- 2) Make the underlying documentation of performance available for review; and
- 3) Report on any operational changes and project improvements that resulted from information learned from the performance data.

Experience has shown that clear expectations with stations greatly enhance grantees' ability to effectively collect the data that allows for performance measurement. Such expectations are often documented in the Memorandum of Understanding or a data sharing agreement. A sample data sharing agreement is available in Appendix. A.13.

3.2 EVIDENCE BASED PROGRAMMING

[OMITTED]

Chapter Four: Community Participation

4.1 LOCAL OWNERSHIP

RSVP projects are community-based projects supported by federal funds for the dual purpose of engaging persons 55 and older in volunteer service to meet critical community needs; and to provide a high-quality experience that will enrich the lives of volunteers. In order to accomplish this, Senior Corps programs have a responsibility to partner with organizations in the local community to:

- Build public awareness of and support for the program within the community;
- Recruit and place volunteers to enhance the capacity of organizations and institutions within the community;
- Work to integrate senior service into the activities of other service programs within the community;
- Work toward common goals in local communities, complementing and reinforcing each other's contributions through activities related to Days of Service, Strategic Initiatives, and other local service initiatives.

Community participation is generated by individuals, groups, organizations and other national service programs. A project can garner community support through volunteer stations, local funding sources, civic and service clubs, the media, friends and family of volunteers and those with whom they work, other programs of the sponsor, schools, private non-profits, businesses, community leaders, and others who value the activities, accomplishments and impacts of the project and the volunteers

4.2 RSVP ADVISORY COUNCIL

4.2.1 Program Requirement

The scope and extent of participation by the many entities that make up a community will vary considerably from project to project. However, all projects can benefit from the involvement of a focused and sustained core group that provides perspective and active assistance from the service area. The sponsor determines how this core group participation shall be secured, consistent with the provisions of the program regulations. [45 CFR 2553.24] For the sake of easy reference, this core group is referred to as the advisory council. If the sponsor has a board that meets the purposes and requirements of all applicable RSVP program regulations (see 45 CFR Part 2553), it is permissible for some or all of the members of that board to also serve on the RSVP advisory council, as long as the advisory council is established and operated as entity separate from the sponsor; in other words, the advisory council must not be a part of the sponsor.

4.2.2 Role

Subject to the requirements in the applicable RSVP program regulations regarding the purpose and composition of this group, sponsors have flexibility concerning the specific structure and operation of this body. Depending on local community circumstances, the advisory council may be used by the sponsor to:

- Assist in assessing community needs;
- Assist in fund raising and resource development;
- Support the development of a service ethic in the community;
- Advise on volunteer recruitment, retention, and recognition strategies;
- Suggest candidates for project staff positions;
- Link the project with other community service resources, including faith-based organizations;
- Advise on data collection and performance measurement;
- Assess project accomplishments and impact, including progress toward meeting performance measures;
- Assess satisfaction of volunteers and volunteer stations;
- Suggest ways the project can gain increased visibility and recognition in the community; and/or

- Advise on how trends in the community are affecting seniors.

RSVP projects should keep thorough records of advisory council participation and structure such as the group’s bylaws, current membership, and meeting minutes. Additional resources on Understanding the Roles and Responsibilities of Advisory Councils can be found on the Knowledge Network.

4.2.3 Membership

Remember, an effective advisory council can expand the capacity of the sponsor and project staff. The advisory council must have a membership that includes people [45 CFR 2553.24]:

- Knowledgeable of human and social needs of the community;
- Competent in the field of community service and volunteerism;
- Capable of helping the sponsor meet its administrative and program responsibilities including project assessment, fund-raising, publicity, and data reporting requirements;
- With interest in and knowledge of the capability of older adults;
- Who are of a diverse composition that reflects the demographics of the service area.

4.2.4 Allowability of Costs

As advisory councils are required by Senior Corps regulations, grantees may expend reasonable amounts to support their activities. Such costs should still meet all other aspects of OMB cost principles, including being allowable, allocable, reasonable and necessary, as well as being documented sufficiently.

If you have a question about a specific type of expense, consult your Program Officer or Grants Officer to ensure that it meets these conditions.

4.3 EFFECTIVE PRACTICES FOR SECURING AND MAINTAINING AN ADVISORY COUNCIL

A. To secure community participation on the Advisory Council, the sponsor:

1. Establishes recruitment and nominating processes that include criteria for selection of Advisory Council members. The criteria should address a) needed skills and expertise, b) the representation of various constituencies, and c) the need for members who have an interest in and knowledge of the capabilities of older persons as valuable community resources
2. Develops and establishes procedures for discussing and assessing project development, operations, accomplishments, and impact on the community
3. Regularly attends meetings of the project’s Advisory Council
4. Consistently communicates information between the sponsor’s Board and the project’s Advisory Council

B. The members of the Advisory Council:

1. Regularly attend and actively participate in meetings
2. Actively engage in an on-going effort to assess changing community needs and help the project meet the identified needs
3. Assist with promotion of community awareness of the project and its impact on the community through speaking engagements, working with the news media, personal affiliations, etc.
4. Help to draft and implement an annual strategic plan, and set short- and long-range targets for resource development and mobilization, volunteer recruitment and recognition, and generating community awareness and support
5. Attend funder meetings with sponsor and project staff, as applicable
6. Solicit community feedback and recommendations regarding project operations, accomplishments
7. Attend and assist with RSVP events (i.e., recognition activities, national days of service, etc.)
8. Visit stations, volunteers, and those they serve, and meet with community supporters
9. Annually assess projects in terms of accomplishments and impact of the project and how they meet the identified needs and problems of the volunteer stations and assigned children and volunteer satisfaction.

Chapter Six: Volunteer Stations

6.1 INTRODUCTION

RSVP volunteers are recruited and enrolled by the RSVP project and placed with or through volunteer stations. Volunteer stations are encouraged to support RSVP by referring prospective volunteers to the project.

6.1.1 Characteristics of Volunteer Stations

A volunteer station is a public agency, secular or faith-based private non-profit organization, or proprietary health care organization that accepts the responsibility for assignment and supervision of RSVP volunteers. Each volunteer station must be licensed or otherwise certified, when required, by the appropriate state or local government. Neither informal groups nor private homes qualify as volunteer stations. [45 CFR 2553.12(s)]

Proprietary health care organizations are health care facilities that are privately owned and operated for profit. As noted above, licensed proprietary health-care organizations may be volunteer stations. All such placements must limit volunteer assignments to those which provide direct and traditional assistance to patients, such as visiting, teaching, counseling, entertaining, etc. Placements must not displace paid employees, must not supplant the hiring of paid employees, and must avoid other staff or clerical assignments which would accrue to the profitability of the proprietary healthcare organization.

The Memorandum of Understanding with such volunteer stations must include detailed provisions to ensure compliance with program regulations regarding *Non-displacement of Employed Workers and Non-impairment of Contracts for Service* [45 CFR 1216.1.1 - 1216.1.4]

Individual private homes may not be volunteer stations. In-home assignments are made only through a volunteer station (see *In-Home Assignments* in Chapter 7).

Volunteer stations are located within the project's service area as defined in the approved grant application.

6.1.2 Types of Volunteer Stations

RSVP volunteers may serve in many different types of volunteer stations, including, but not limited to:

Examples of Volunteer Stations	
Before/After School Programs	Health Education Programs
Community Development Non-Profits	Hospitals/Medical Centers
Corrections Facilities	Job Placement Centers
Elementary Schools	Secondary Schools
Environmental Programs	Shelters (homeless, abused, etc.)
Food Banks/Gleaning Programs	Tax Preparatory Centers
Head Start Programs	Veterans Service Centers

6.1.3 RSVP Project or Sponsor as Volunteer Station

The RSVP project itself may function as a volunteer station or initiate special volunteer activities provided that CNCS agrees that these activities are in accordance with program objectives outlined in the grant and will not hinder overall project operations [45 CFR 2553.61].

- 1) Project operations can be strengthened by the assignment of RSVP or non-RSVP volunteers to responsible roles under direction and control of the RSVP director. Projects cannot include the time of RSVP volunteers in the grant budget as part of the grantee match as they can with non-RSVP community volunteers who satisfy guidelines for project in-kind contributions.

- 2) The sponsor may function as a volunteer station, but no more than 5 percent of the total number of volunteers budgeted for the project may be assigned to the sponsor in administrative or support positions. This limitation does not apply to the assignment of volunteers to other service programs administered by the sponsor or to special volunteer activities of the project [45 CFR 2553.61].

6.1.4 Volunteer Station Cash or In-Kind Support of Volunteers

- 1) In accordance with 45 CFR 2553.91(c)(3) an RSVP volunteer station may contribute to the financial support of the RSVP project. However, this support shall not be a required precondition for a potential station to obtain RSVP volunteers. If a volunteer station agrees to provide funds to support additional volunteers or pay for other volunteer support costs, the agreement must be stated in the written Memorandum of Understanding with the station.
- 2) When establishing such support, the best time for a project director to raise the possibility of financial support is when he or she is meeting with a potential station to establish the terms of the MOU. The discussions with the station representative should be clear that any donation is voluntary, not a fee for service, or a requirement of program participation. In addition:
 - The MOU must document the terms established, using language that confirms the donation is voluntary, not a fee for service, or a condition of program participation.
 - There should be no consideration given to cost per volunteer, number of hours served, or number of beneficiaries being served when determining a donation amount. Rather, the commitment to donate funding to the project should be stated in a way that demonstrates community support for the program.
- 3) The sponsor must withdraw services if the station's inability to provide monetary or in-kind support to the project under the Memorandum of Understanding diminishes or jeopardizes the project's financial capabilities to fulfill its obligations. Cash or in-kind support from a station should not be confused with fee-for-service. See Appendix A.14 for more information.

6.1.5 Volunteer Station Roster

A current roster of volunteer stations must be included in the electronic grants management system with each grant renewal or continuation application. Projects will enter the names and addresses of their stations, the names and contact information for the volunteer station supervisors, a various other information for each station. Step-by step instructions for developing and submitting Station Rosters are found on the Managing Senior Corps Grants webpage.

6.2 VOLUNTEER STATION ROLES AND RESPONSIBILITIES

6.2.1 Responsibilities of RSVP Volunteer Stations

A list of Volunteer Station responsibilities can be found in the RSVP Regulations 45 CFR 2553.62. RSVP project staff should work with Volunteer Stations to ensure that station staff understand their responsibilities including:

- 1) Signing the Memorandum of Understanding (MOU) prior to placement of volunteers. (See *Preparation of the Memorandum of Understanding* in Chapter 6 for more information.)
- 2) Assisting projects with development of performance measurements that include written volunteer assignment descriptions that lead to the accomplishment of the project's output and outcome targets.
- 3) Assigning a Volunteer Station staff member to be responsible for supervision of the RSVP volunteers assigned to the station. The supervisor should be able to verify volunteer time at the site.
- 4) Collecting and keeping the records and other data needed for RSVP reports, and preparing reports as required.
- 5) Providing for the safety of RSVP volunteers assigned to the station.

6.2.2 Additional Responsibilities

The program regulations also provide that volunteer stations undertake such other responsibilities as may be necessary to the successful performance of RSVP volunteers in their assignments or as agreed to in the Memorandum of Understanding. [45 CFR 2553.62(g)]. Additional responsibilities may include providing volunteers with:

- Recognition
- Meals
- Transportation (Note: Project funds may be used to reimburse volunteers for expenses, including transportation costs, incurred while performing their volunteer assignments, provided that these expenses are described in the Memorandum of Understanding with the volunteer station and there are sufficient funds available to cover these expenses and meet all other requirements identified in the Notice of Grant Award [45 CFR 2553.43(e)]. Otherwise, such expenses are the responsibility of the volunteer station. For more information see Chapter 9.)

6.2.3 Letters of Agreement for In-Home Assignments

Under 45 CFR 2553.62(c) volunteer stations that manage assignments in private homes must obtain a Letter of Agreement describing and authorizing the RSVP volunteer activities in each home (See for more information and a sample letter). See Chapter 7: RSVP Volunteer Assignments for more information on Letters of Agreement for In-Home Assignments.

6.3 PREPARATION OF THE MEMORANDUM OF UNDERSTANDING

6.3.1 Purpose

The Memorandum of Understanding, which must be negotiated prior to placing volunteers, describes program requirements, working relationships, and mutual responsibilities between the sponsor and the volunteer station. The Memorandum of Understanding includes general conditions applicable to all projects and volunteer stations and special conditions applicable to the local volunteer station. The basic requirements for the Memorandum of Understanding are found in the regulations at 45 CFR 2553.23(c)(2). (See Appendix B.1 for a sample Memorandum of Understanding.)

6.3.2 Renegotiating and Updating

The Memorandum of Understanding must be reviewed and renegotiated at least every three years. The effective date of a new Memorandum of Understanding must be on or after the date the Memorandum of Understanding is signed. The Memorandum of Understanding may be amended at any time by mutual agreement. Projects are encouraged to require volunteer stations to notify them as soon as any circumstances arise which could affect or require changing the provisions of the Memorandum of Understanding, such as the volunteer station's ability to meet commitments for providing specified contributions toward project costs, changes in the sites where volunteers serve, or other conditions which have a bearing on volunteer assignments.

6.3.3 Content

Each volunteer station must have a Memorandum of Understanding in effect, which ensures the placement of RSVP volunteers. The Memorandum of Understanding is a formal arrangement between the sponsoring organization and the volunteer station and in many cases it serves as the primary source of documentation establishing the relationship between entities.

As set forth at 45 CFR 2553.23(c (2), the Memorandum of Understanding must:

- 1) Be negotiated prior to placement;
- 2) Specify the mutual responsibilities of the station and sponsor;
- 3) Be renegotiated at least every three years; and

- 4) State that the volunteer station assures it will not discriminate against RSVP volunteers or in the operation of its program on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service.

The MOU should be customized to meet the needs of the project and the volunteer stations. See Appendix B.1 for a sample MOU form.

In addition to the above requirements we highly recommend that you include:

- 1) The name, street and e-mail addresses, and telephone and fax numbers of the volunteer station.
- 2) The name of the primary volunteer station staff member responsible for day-to-day supervision of RSVP volunteers and a description of supervisory arrangements.
- 3) Volunteer station and sponsor contributions to support RSVP volunteers (meals, insurance, transportation, and recognition) and/or other project costs.
- 4) A data sharing agreement that includes a description of the data needed from the volunteer station to complete the project's performance measures, a schedule for delivery, and a description of who will collect the data. See Appendix A.15 for a sample data sharing agreement.
- 5) An assurance that the volunteer station is a public or non-profit organization or a proprietary health care agency.
- 6) A description of prohibited activities and special limitations (outlined in Chapter 2).
- 7) Provision for the safety of the RSVP volunteers while on assignment.
- 8) Provision for a Letter of Agreement for in-home assignments. (See Appendix B.5 for more information.)
- 9) Assurance that the volunteer station provides reasonable accommodation(s) for persons with disabilities (including those with mobility, hearing, vision, mental and cognitive impairments or addictions and diseases) to participate in programs and activities.
- 10) An agreement that the volunteer station shall provide required reports.

You may also want to include:

- 1) An estimate of the number of volunteer assignments projected to be available with or through the volunteer station.
- 2) A listing of geographic locations/sites, other than private homes, where volunteers will serve through the volunteer station and the number of volunteers placed at each site.
- 3) The average number of persons the volunteer station serves annually.

6.4 EFFECTIVE PRACTICES FOR MANAGING VOLUNTEER STATIONS

I. Effective Practices for Developing Volunteer Stations

The sponsor develops a system of volunteer stations that:

- A. Addresses significant needs of the community as validated by community-accepted studies and reports prepared by government, community groups, or educational institutions;
- B. Provides a sufficient number of stations that are accessible to individuals with disabilities;
- C. Is manageable in terms of size and complexity to ensure that ongoing interaction, communication, and monitoring of stations are realistic.
- D. Incorporates the abilities, experience, and needs of senior volunteers in their programs and operations.

II. Effective Practices for Communication between the Project and Volunteer Stations

The sponsor establishes clear and effective systems of communication between the project and volunteer stations by:

- A. Conducting an orientation for station staff about the Senior Corps, RSVP, and the project prior to the placement of volunteers.
- B. Communicating to the volunteer stations its policies on the terms and conditions of RSVP volunteer service; volunteer service termination; and procedures for volunteers to appeal adverse decisions related to volunteer stations
- C. Providing volunteer stations with ongoing information and/or training about the project, its performance measurement goals, and the role of the volunteer station in meeting those goals.
- D. Developing a checklist, guidance, and/or criteria that identifies factors in selecting volunteer stations.
- E. Developing criteria for the optimal number of volunteers serving at each station.

III. Effective Practices for Working with Volunteer Stations to Achieve Performance Measures

- A. The sponsor and project staff make informed decisions about the community needs to be addressed and the volunteer stations that provide placement opportunities for RSVP volunteers.

The project:

- 1. Identifies the needs and priorities that the project will address and the agencies that serve them;
 - 2. Uses data to document the nature and scope of the needs and why they have been selected, and works with volunteer stations on data collection methods;
 - 3. Consults staff, RSVP volunteers, the volunteer stations, and the Advisory Council in determining priority community needs on which the project will focus;
 - 4. Works with each volunteer station to determine the service to which RSVP volunteers are assigned; and
 - 5. Identifies and communicates its anticipated accomplishments and goals to the volunteer station supervisors.
- B. The project works with volunteer stations to collect data that measures progress in achieving the anticipated performance measurement targets. The project and volunteer stations:
 - 1. Work together to determine the types of data needed to measure progress in achieving its output and outcome targets;
 - 2. Determine, prior to initiating service efforts, the data collection instrument descriptions it will use as the standards for measuring and reporting progress;
 - 3. Collaborate to develop and implement an information system that utilizes existing data whenever possible, produces the information needed to demonstrate outputs and outcomes; and allows information to be easily retrieved;
 - 4. Consistently and accurately provide the needed data;
 - 5. Use the assessment to adjust service assignments and the project's portfolio of volunteer stations;
 - 6. Work together to use the information related to accomplishments to identify the strengths and weaknesses of the project's programming and to develop specific steps to strengthen volunteer services provided in the community; and
 - 7. Work together to modify volunteer assignments to more effectively meet the identified needs.

Chapter Seven: RSVP Volunteer Assignments

7.1 CRITERIA FOR VOLUNTEER ASSIGNMENTS

7.1.1 General Criteria

RSVP projects will develop volunteer assignments in alignment with RSVP performance measure work plan outcomes and will do so prior to the recruitment of RSVP volunteers. Volunteer assignments should incorporate how the assignment will support performance goals and the service described in the proposed work plans. Assignments serve the dual purpose of providing a high-quality experience for volunteers and meeting critical community needs.

7.1.2 Match Volunteer Interests and Abilities

Assignments are matched to the interests, abilities, preferences, and availability of volunteers. Special consideration is to be given to developing assignments that allow for volunteers with limited physical strength and mobility or other disabilities.

7.1.3 Assignment Descriptions

Volunteer stations provide a written outline of duties or description of individual assignments [45 CFR 2553.12(c) and 2553.62]. These should be maintained on file in the RSVP office or at the volunteer station and a copy should be given to each volunteer when assigned. Written assignments help to identify and clarify what the volunteer is expected to do and help to avoid misunderstanding. (See Appendix B.4 for a sample RSVP volunteer assignment description.)

7.1.4 Referrals

If, for any reason, a prospective volunteer cannot be placed through RSVP, the project director should refer that person to other volunteer service opportunities whenever possible.

7.1.5 Capacity Building by RSVP Volunteers

Capacity building activities expand the *scale, reach, efficiency, or effectiveness* of programs and organizations. Activities may also *leverage resources* for programs and/or organizations. For example, capacity building activities may expand services, enhance delivery of services, or generate additional resources. These activities achieve *lasting positive outcomes for the beneficiary populations served by CNCS-supported organizations*.

In this regard, RSVP volunteers may serve in a fund-raising capacity for community organizations and for the RSVP project itself. Fund raising for the project should be limited as it is not the primary activity of the RSVP project or its volunteers.

7.1.6 Service on Boards and Advisory Councils

RSVP volunteers may serve on boards and advisory councils of private non-profit or public agencies as part of Other Community Priority work plans. These volunteers are eligible for volunteer benefits. Similarly, RSVP volunteers serving as members of their RSVP advisory council are eligible for volunteer benefits.

7.2 SELECTION OF ASSIGNMENTS

7.2.1 Range of Options

Assignments and terms of service, including service hours, should reflect individual RSVP volunteer preferences and align with the project's National Performance Measure outcomes. Project and volunteer station staff should ensure that a range of service opportunities are available to provide a variety of choices that will have a

measurable impact on the community. Below are examples of appropriate and inappropriate RSVP volunteer assignments. Please contact your program officer should you have specific questions about your project assignments.

Appropriate Assignments	Inappropriate Assignments
Organizing neighborhood watch programs	Street traffic control
Tutoring and mentoring disadvantaged or disabled youth	Participating in a "ride along" with on-duty officers
Renovating homes	Performing emergency duties assigned to fire or police employees
Teaching English to immigrants	Serving as paramedics, emergency medical technicians (EMTs) or in other emergency medical service roles
Assisting victims of natural disasters	Any role that would otherwise be performed by an employed worker

7.2.2 IN-HOME ASSIGNMENTS

7.2.2.1 Careful Planning with Volunteer Stations

Assignment of RSVP volunteers in the homes of persons served requires planning by the RSVP director and by volunteer station professional staff, in cooperation with the person to be served. In-home placements may be made through many types of volunteer stations. These include but are not limited to: juvenile diversion programs; mental health centers; health organizations; hospitals; visiting nurse associations; hospice programs; and home-health agencies.

7.2.2.2 Volunteer Station Responsibilities

Project staff must exercise good judgment in arranging in-home placements. It is recommended that projects secure the volunteer station's commitment to:

- 1) Provide regular and ongoing training for RSVP volunteers regarding their specific assignments
- 2) Conduct regularly scheduled meetings with the RSVP volunteers to review activities, any problems encountered, and progress made toward outcomes. Since traditional forms of supervision are difficult in home settings, ensuring volunteer station staff meet regularly with volunteers placed in homes is a critical part of the RSVP director's responsibility.
- 3) Visit the RSVP volunteer in-home with the assigned person on a regularly scheduled basis
- 4) Address other specific conditions included in the Memorandum of Understanding, including obtaining a Letter of Agreement for an RSVP volunteer assigned in-home [45 CFR 2553.12(g) and 2553.62(c)]. (See Chapter 6 for more regarding Letters of Agreement.)

7.2.2.3 Letters of Agreement for In-Home Assignments

- 1) According to 45 CFR 2553.62(c) volunteer stations managing assignments in private homes must develop a Letter of Agreement describing and authorizing the volunteer activities in each home. The requirement for Letters of Agreement must be incorporated in the Memorandum of Understanding.
- 2) Letters of Agreement contain a statement authorizing a volunteer assignment in a person's home and designating the activities to be performed. The Agreement also defines arrangements for days and hours of service and the specific plan for the volunteer's supervision. The person to be served (or their legal guardian), the volunteer station, and the sponsor sign the letter of agreement.
- 3) The Letter of Agreement provides a common understanding of what the volunteer will and will not do while on an in-home assignment. Such an agreement is not required for casual or friendly visiting that is not part of a

regular, ongoing program of activities organized by a volunteer station. For example, the delivery of meals to a home would normally not require a Letter of Agreement.

- 4) In some cases, projects may work with organizations, such as hospices, which have obtained Letters of Agreement, or equivalent written agreements with their individual clients. In these cases, organizations may sign general letters of agreement covering all of the organization's home based clients and that identify clients to be served and that specify volunteer activities, rather than obtaining individual letters for each client. The Memorandum of Understanding with the volunteer station must reference any such agreements.
- 5) It is strongly recommended that sponsors establish policies to ensure that criminal history checks are performed for volunteers who will have contact on a recurring basis with children, frail adults, persons with disabilities or other potentially vulnerable individuals. Name checks of volunteers can be performed at the National Sex Offender Public Website, www.nsopw.gov, maintained by the U.S. Department of Justice. See the National Service Criminal History Check webpage on the Knowledge Network for more information about criminal history checks.
- 6) Letters of Agreement for In-Home Assignments may be included in a volunteer's assignment plan if the assignment plan includes all the information above and all required signature. A template assignment plan is included in Appendix B.4 and a template letter of agreement for in-home assignment is included in Appendix B.5. A sponsor may combine these templates to address this situation, if appropriate.

7.2.3 Teleservice

While it is unlikely that Senior Corps projects have service opportunities that lend themselves to teleservice, it is important that any project choosing to include an element of teleservice has a policy in place to guide volunteers and stations. Teleservice is appropriate only when the activity can be meaningfully supervised and the hours verified independently. If a sponsor determines that teleservice is appropriate in unique situations and for a small number of service hours, it must establish a policy that addresses the following:

- Written authorization of teleservice in advance
- Expectations of the communication requirements between supervisors and teleserving volunteers
- Mitigation of the increased risk of time and attendance abuse
- Appropriate supervision including validation of the activities to be performed, and
- Verification of hours claimed.

Sponsors should be aware that their staff may be subject to legal sanctions for erroneously certifying that Senior Corps volunteers have valid service hours for time claimed in teleservice. In addition, there are legal and financial penalties for knowingly submitting false claims to the government.

7.3 ASSIGNMENTS TO PROMOTE VOLUNTEER LEADERSHIP

7.3.1 Skill Development and Capacity Building

Developing and cultivating the leadership capacity of RSVP volunteers is one of the best ways to ensure a high-quality volunteer experience, volunteer-driven program expansion, and sustainable services to the community. The RSVP program model allows local RSVP projects to develop assignments in alignment with performance measures that strengthen the project and build volunteer station capacity, while strengthening the volunteers' leadership skills. You can find a RSVP Sample Volunteer Assignment Description in Appendix B.4 and additional resources on the Knowledge Network.

7.3.2 Examples of Leadership Roles

Leadership opportunities allow RSVP volunteers to form a deeper connection to a project while learning valuable tools in volunteer coordination, project planning or outreach. As RSVP "leaders," volunteers can, for example:

- Recruit and coordinate volunteers for a volunteer station.

- Assist the RSVP project director with recruitment and coordination of RSVP volunteers.
- Support project planning, volunteer training, or relationships with individual volunteer stations.
- Develop and prepare project materials.
- Assist volunteer stations with performance measures, including data collection tools or methods.
- Conduct outreach to the community.
- Garner financial, in kind, and other forms of support for the RSVP project.

7.4 TERMINATION OF ASSIGNMENTS

- a) The project staff and volunteer stations should be alert to changes or problems that may lead to assignment terminations, such as when the relationship is no longer satisfying to the RSVP volunteer or when a station is going to be graduated.
- b) A former volunteer station is a station that is no longer active. A station may be a former one if the activities of the station no longer align with the project’s program design. Volunteers associated with this station can be provided other service opportunities through other service stations, may continue to volunteer outside of the RSVP program, or may choose to terminate their service.
- c) Regardless of the cause of termination of an assignment, the decision must be made jointly by project and volunteer station staff, with full consideration given to the volunteer, including placement with another volunteer station, as appropriate.
- d) Sponsors are asked to keep the CNCS State Office fully informed in cases of terminations, voluntary or otherwise, that have potential legal implications for RSVP staff or the project.

7.5 EFFECTIVE PRACTICES IN RSVP VOLUNTEER ASSIGNMENTS

I. Effective Practices for Drawing on the Unique Qualities of Volunteers to Meet the Needs of the Community and those Served

The project:

- A. Ensures variety among volunteer stations such that volunteer assignments appeal to a diverse group of volunteers and accommodate varying volunteer skills and interests;
- B. Works with volunteer stations to involve volunteers in developing volunteer assignments;
- C. Routinely notifies volunteers of new volunteer assignments that are developed or become available; and
- D. Ensures that volunteer stations provide volunteer assignments that challenge volunteers to be advocates on behalf of the community.
- E. For outcome based assignments, ensures that the assignment supports the projects performance measure outcomes.

II. Effective Practices for Ensuring the Safety of RSVP Volunteers

The project:

- A. Addresses all relevant safety issues, including service conditions at volunteer stations, prior to permitting RSVP volunteers to begin their assignments;
- B. Addresses reasonable accommodation to volunteers who are qualified individuals with disabilities according to Section 504 of the Rehabilitation Act;
- C. Works closely with volunteer stations to ensure that RSVP volunteers are provided with preservice and ongoing training on safety issues;
- D. Works jointly with volunteer stations to assess, on a regular basis, safety issues related to RSVP service; and
- E. Promptly and effectively responds to RSVP volunteers’ emergencies and complaints and designates a staff person to respond to such concerns.

III. Effective Practices for Communicating with RSVP Volunteers

The project clearly communicates with RSVP volunteers about their roles and responsibilities by:

- A. Developing a written volunteer assignment description that specifies the needs of the community and the role and activities of the RSVP volunteers in delivering the needed services (See Appendix B.4 for an example of an RSVP assignment description form.)
- B. Providing volunteers with a handbook that includes project policies and procedures, the conditions and terms of volunteer service, holidays, service schedules, and cost reimbursements; and
- C. Ensuring that RSVP volunteers know their key contacts and sources of assistance or help during their service, and how to contact them.
- D. The project encourages volunteer stations to set up a process for appraising and documenting volunteer performance that provides feedback and guidance to each volunteer in key areas such as: reliability, actual progress and outcomes, initiative, and leadership.

Chapter Eight: RSVP Volunteers

8.1 ELIGIBILITY TO BE ENROLLED

8.1.1 Requirements

RSVP volunteers must be 55 years of age or older, agree to serve on a regular basis without compensation, and reside in or nearby the community served by RSVP. They must also agree to abide by all legal requirements of the RSVP program and to accept instruction and supervision as required. [45 CFR 2553.41(a)]

8.1.2 Non-Discrimination

Eligibility to be an RSVP volunteer may not be restricted on the basis of race, color, national origin, gender, age, religion, sexual orientation, disability, gender identity or expression, political affiliation, marital or parental status, or military service [45 CFR 2553.41(b)].

8.2 RECRUITMENT OF RSVP VOLUNTEERS

8.2.1 Preparation

- 1) Before RSVP volunteers are placed at a volunteer station, the sponsor must have a signed Memorandum of Understanding with the volunteer station and have developed, in conjunction with the volunteer station, written assignment descriptions for each RSVP volunteer.
- 2) Recruitment and enrollment of eligible RSVP volunteers are project responsibilities and should not be delegated to volunteer stations. Recruitment assistance for new RSVP volunteers, in the form of referrals, may come from the RSVP advisory council, volunteer stations, and other RSVP volunteers.)
- 3) A volunteer recruitment plan should take into account the following, among other considerations:
 - a. Location of “active adult” or retirement communities, senior citizen housing, senior centers, clubs, and other settings where people age 55 and older gather or receive services.
 - b. Local employers of age eligible, or soon to be eligible, Baby Boomers in both the private and public sectors, as well as independent businesses and trades people.
 - c. Distance (in both miles and time) between the potential RSVP volunteer and places of assignment.
 - d. Modes and estimated costs of available public or private transportation.
- 4) Special efforts should be made to recruit and assign members of minority groups, persons with disabilities, and hard-to-reach individuals and groups in the service area which are underrepresented in the project.
- 5) Special management and capacity building needs to offer challenging assignments to retired professionals, managers, administrators, or others with specialized skill sets who would find such assignments engaging.
- 6) RSVP stresses recruitment and enrollment of eligible persons not already volunteering.
- 7) Projects should focus their recruitment efforts within their own service areas. When volunteers from adjacent areas where there is an RSVP project want to serve within the service area of another project, the two project directors should consult to ensure that this is in the best interest of the volunteer and the program. Such cases may arise where transportation to a volunteer station in an adjacent area is more convenient or where a station in the adjacent area has need of a volunteer’s special skills and no similar opportunity exists in the area where the volunteer resides.

8.2.2 Choosing Recruitment Methods

Although direct, face-to-face communication with prospective volunteers is most productive, a variety of recruitment methods may be used to reach either broad audiences or specific populations. The choice of the most feasible method will depend on:

- 1) Availability of recruitment resources (the project's website, social media, newspapers, access to radio and television public service time, available staff, outreach volunteers, etc.).
- 2) Community acceptance of volunteer programs and federally funded programs.
- 3) The degree to which communication links exist with seniors, including older members of minority groups, persons with disabilities, and hard-to-reach community members.

8.2.3 Examples of Methods

Recruitment can be done through:

- 1) Contacting potential recruits individually.
- 2) Presently enrolled RSVP volunteers.
- 3) Using an RSVP volunteer recruitment specialist for recruiting persons with special skills, such as technical, professional, or management skills.
- 4) Making presentations or providing materials for distribution at retirement preparation programs of local employers.
- 5) Contacting agencies and organizations frequented by older persons, such as senior centers, senior nutrition projects, and retiree organizations such as retired teachers associations, and retired federal employees associations.
- 6) Contacting religious and civic groups and other community agencies.
- 7) Contacting other CNCS volunteer programs.
- 8) Advertising through websites, web-based volunteer recruitment systems including *AllforGood.org* (see below), the sponsoring agency's newsletter, newspaper articles, public service radio or television interviews, or "spot" public announcements, and the use of social media.
- 9) Contacting inactive volunteers.
 - a. Use volunteers, if necessary, to find out from inactive volunteers why they have become inactive. These volunteers may be reactivated if circumstances causing their inactivity have been or can be changed.
 - b. Include inactive volunteers on mailing lists and in recognition activities if there is potential for their reactivation.

8.2.4 Targeting Volunteers

Targeting recruitment where there is the best possibility of obtaining the most publicity and results, may result in organizations or locations being included where older persons are presently serving as volunteers. Projects should, however, avoid recruiting volunteers away from organizations where they are already volunteering and thus negatively impacting the project's reputation in the community.

8.2.5 Web-Based Recruitment

8.2.5.1 Project Websites

Increasing numbers of RSVP projects have developed appealing websites designed to provide basic information about volunteer opportunities and how to express interest in volunteering.

8.2.5.2 AllforGood.org

All for Good is a free online volunteer recruitment system where projects can register their organizations and post their volunteer opportunities and connect with volunteers to learn about them.

8.2.5.3 Social Networks

A Social Network describes any virtual media that enables users to create public profiles within it and form relationships with other users of that same space who access their profile. Social networking sites can be used to describe community-based websites, online discussion forms, chatrooms and other social spaces online and

primarily contain user-generated content. Examples of social networks are Facebook, Twitter and YouTube channels, and others described below:

a) Key Terms

- **Blog**
— A website, usually maintained by an individual, with regular entries of commentary, descriptions of events, or other material such as graphics or video, used to communicate information and receive feedback.
- **Online Collaborative and Discussion Groups**
— A discussion group format to connect with people, access information, and communicate effectively over email and on the web.
— You control the members of the discussion group.
— No hardware or software to buy, install or maintain.
— Access from anywhere, even from mobile devices.
- **Online Volunteer Recruitment Sites**
— Online network that connects volunteers with nonprofit organizations.
— Resource for volunteers to search for volunteer opportunities in their neighborhood, community, city and nationally.
— When volunteers see your listing, they simply click on it to directly connect with your organization and get involved.

b) CNCS Social media Hub includes:

- **YouTube**
— YouTube is a video sharing website
— A channel on YouTube is the home page for an account. It shows the account, the account type, the public videos they've uploaded, and any user information they have entered.
— YouTube channels often display favorite videos from other users, activity streams comments, subscribers, and other social network features.
— You can control the information that appears on your channel.
- **Twitter**
— Twitter is an online social networking service that enables users to send and read short 140-character messages called "tweets."
— A service for friends, family, and coworkers to communicate and stay connected through the exchange of quick, frequent messages.
— Tweets may contain photos, videos, and links to other social network sites.
— CNCS Twitter handle: @cnscs

8.3 SELECTION OF RSVP VOLUNTEERS

8.3.1 Interviewing Potential RSVP Volunteers

After expressing an interest in volunteering through RSVP, potential volunteers should be scheduled for interviews with RSVP project staff as soon as possible. The initial interview should be private and confidential, allowing adequate time for discussion. These interviews should be conducted in the most efficient manner for RSVP staff and the potential volunteer either in person, via phone, or other means such as Skype.

- a) The initial interview is the time to become acquainted with and establish a friendly, mutually supportive relationship with the prospective RSVP volunteer.
- b) Interview techniques should relate to project goals and to the background, hobbies, and special interests of applicants.

Suggested interview topics include:

- Interests of the applicant and motivation to serve.

- Background information on the potential volunteer including work and volunteer history.
- Roles, assignments, and types of activities.
- Description of volunteer stations and specific types of assignments currently available.
- Special needs of persons to be served by volunteers.
- Volunteer benefits and responsibilities.
- Professional supervision available.
- Transportation arrangements available.
- Follow-up support, recognition activities, and newsletter offered by RSVP.
- Whether the applicant is confident that he or she can perform available assignments with, or without, reasonable accommodations.

8.3.2 National Service Criminal History Checks

It is strongly recommended, though not required by CNCS, that sponsors establish policies to ensure that national service criminal history checks are performed for RSVP volunteer candidates who will have contact on a recurring basis with children, frail adults, persons with disabilities or other potentially vulnerable individuals. Name checks of volunteers can be performed at the *National Sex Offender Public Website* maintained by the U.S. Department of Justice. A useful resource on conducting background checks for both volunteers and staff is the *Staff Screening Tool Kit (Third Edition)* developed by the Nonprofit Risk Management Center, available for download. For more information see *National Service Criminal Checks Resources*.

8.4 ENROLLMENT OF RSVP VOLUNTEERS

Once the introductory process is completed, the project formally enrolls the RSVP applicant into the program through the completion of an enrollment form. (See Appendix B.2 for a sample RSVP volunteer enrollment form.) Volunteer stations do not enroll volunteers.

The new RSVP volunteer must sign and date the enrollment form, which should include designation of a beneficiary for insurance purposes. Sponsors must verify that RSVP volunteers are “age-eligible” to serve at enrollment. Most projects review age eligibility by reviewing a government-issued identification to verify a volunteer’s age and documenting that review using their enrollment form. It is not necessary to maintain a copy of this identification, unless required for other purposes, such as the sponsor’s own internal policies.

RSVP Volunteers are responsible for updating their enrollment records whenever the pertinent information changes. (See Appendix B.7 for a sample Volunteer Update Form.) Periodically, projects should provide opportunities for volunteers to review and update their record. Sponsors are responsible for developing policies and procedures regarding signatures on volunteer forms if alternate forms of submission are to be used, i.e., on-line enrollment forms, or other methods such as fax, scan and email.

8.5 ORIENTATION AND TRAINING OF RSVP VOLUNTEERS

8.5.1 Options for Orientation and Training

Projects should work with volunteer stations, to the extent possible, on the development, delivery and documentation of pre-service orientation for RSVP volunteers. Many projects have found that a combination of a formal orientation program and hands-on experience with volunteer stations works well. This gives greater meaning to the orientation and enhances adjustment to assignments. Locally prepared volunteer handbooks have been found to be useful in providing information to volunteers concerning RSVP, the sponsor, the advisory council, meal and travel reimbursements, prohibited activities and special limitations, appeal procedures, and other pertinent local project policies and procedures. Orientations may be enhanced by inviting representatives of other community service agencies and volunteer station to speak about their programs and the importance of volunteers’ contributions.

Pre-Service Orientation Goals

Suggested Goals of pre-service orientation include:

- Introduce the RSVP volunteers to RSVP, the sponsor, and CNCS.
- Prohibited activities, including the Hatch Act.
- Provide information on project policies, time sheets, appeal procedures, insurance, and other administrative details.
- Acquaint volunteers with project, volunteer station, and sponsor staff, and other RSVP volunteers.
- Give RSVP volunteers the opportunity to visit and become acquainted with their volunteer stations.
- Provide new RSVP volunteers with information about available community services related to their assignments.
- Where appropriate, provide training on working with vulnerable populations.

8.5.2 Transportation Expenses for Training

As needed and as funds are available, transportation can be arranged or reimbursed for RSVP volunteers between their homes and places where formal orientation programs are held.

8.5.3 Introduction to Adult Learning Principles

[OMITTED]

8.6 PLACEMENT OF RSVP VOLUNTEERS

8.6.1 Local Placements

Senior volunteers should be placed in their own communities when feasible, and the need for transportation should be minimized as much as possible.

8.6.2 Volunteer Station Requirement

Volunteer assignments must be placed with volunteer stations or the sponsor serving as the volunteer station, as outlined in Chapter 6.

8.6.3 Placement of Volunteers with Memberships in Voluntary Service Organizations

Potential or current RSVP volunteers who have memberships in organizations that provide voluntary services (e.g. religious organizations, senior centers, hospital auxiliaries, etc.) should not be assigned, as RSVP volunteers, to perform RSVP activities that relate to those voluntary services. RSVP Volunteers should not be placed with organizations with which they are otherwise affiliated to perform RSVP activities that are the ongoing responsibilities of their membership with that organization. However, these volunteers may be assigned to activities at those organizations that differ in nature from their current activities or those required for membership.

8.6.4 Service to Relatives

Assignments involving service to relatives are not precluded for RSVP volunteers. However, projects should exercise good judgment, taking into account local customs and practices and avoiding the appearance of favoritism.

8.7 VOLUNTEER INACTIVITY AND SEPARATION

Sponsoring organizations should have a written policy that defines when a volunteer is deemed inactive.

Volunteers who do not serve on a regular basis or intensively on short-term assignments, such as at special events or projects, may become classified as inactive based on the sponsor's written policy. Only active volunteers should be included in reporting of volunteer data to CNCS.

Sponsors are encouraged to work with their RSVP advisory council in establishing written policies and procedures covering volunteer separation and appeals. An RSVP sponsor may separate an RSVP volunteer for cause, including, but not limited to, extensive or unauthorized absences, misconduct, or inability to perform assignments or accept supervision, in accordance with the sponsor's policies. Appeals for adverse actions are also subject to the sponsor's policies. [45 CFR 2553.52]

8.8 EFFECTIVE PRACTICES IN MANAGING RSVP VOLUNTEERS

I. Effective Practices to Ensure Satisfaction among RSVP Volunteers in Their Service to the Community

The project builds a spirit of commitment among the volunteers by:

- A. Ensuring that RSVP volunteers have opportunities to express their concerns, interests, and observations about the project to the staff of the project and the volunteer station;
- B. Involving RSVP volunteers in the operation and appraisal of assignments and project operations;
- C. Soliciting comments and/or recommendations from the RSVP volunteers related to their service activities, and incorporating relevant information into the project as applicable;
- D. Adopting specific strategies to retain a diverse group of RSVP volunteers; and
- E. Identifying and promptly addressing any issues or problems that impact the retention of RSVP volunteers from a broad range of backgrounds.

II. Effective Practices to Help RSVP Volunteers Develop Their Capacity to be Community Leaders and Spokespersons

The project:

- A. Encourages the volunteers to recognize and take pride in the value of their service to the community;
- B. Provides RSVP volunteers opportunities to serve in leadership roles and develop leadership skills that enhance their personal lives and the project, such as serving as volunteer leaders or on the Community Advisory Group;
- C. Provides opportunities for RSVP volunteers to facilitate training with other RSVP volunteers using a standard training format with learning objectives as ways to measure progress;
- D. Involves RSVP volunteers in promoting the project to the community, such as through media appearances; and
- E. Acknowledges and values the strengths and skills of RSVP volunteers through ensuring that assignments are challenging and match the RSVP volunteers' interests and abilities.

III. Effective Practices for Acknowledging the Contributions of RSVP Volunteers

The sponsor and project director:

- A. Plan and implement individual and group recognition activities;
- B. Ensure that volunteer stations regularly recognize RSVP volunteers as contributors to the stations' ability to deliver services;
- C. Provide at least one annual recognition event for RSVP volunteers which has significant community support and involvement;
- D. Recognize, document, and publicize outstanding RSVP volunteer achievement;
- E. Consider collaborating with other area Senior Corps programs on recognition efforts; and
- F. Consider non-traditional forms of recognition, especially for culturally diverse and Boomer volunteers.

Chapter Twelve: Community Partnerships & Collaboration

12.1 COORDINATION WITH OTHER CNCS PROGRAMS AND COMMUNITY ORGANIZATIONS

Days of service and special initiatives are an integral part of the way that CNCS meets our mission. They allow us to showcase at a national and local level how our service supports specific issues. Each grantee can participate in these events in a variety of ways that range from hosting an event that aligns particularly well with the sponsoring organization's mission to collaborating with other CNCS streams of service to remain engaged and connected to our shared vision.

The sponsor is highly encouraged to coordinate activities with other CNCS programs, including AmeriCorps State and National, AmeriCorps NCCC, AmeriCorps VISTA, the Social Innovation Fund and the Volunteer Generation Fund. Moreover, the sponsor can coordinate activities with other project-related groups and individuals that have strategic objectives similar to those of CNCS, such as those representing state and local governments, State Service Commissions; industry, labor, and volunteer organizations; programs for children; programs for the aging; and health-care organizations. The goal of such coordination is to facilitate cooperation with existing or planned community services and to develop community support. These coordination activities are specifically encouraged around the following programmatic activities:

- a) ***National Days of Service***: Each year CNCS spearheads the effort to encourage Americans to volunteer in their communities during the Martin Luther King Jr. Day of Service and the September 11th National Day of Service and Remembrance. On these days of service, CNCS provides tools and resources for organizations and individuals to become engaged in service activities. Joining together with regional or local national service programs increases the visibility of the service projects and reduces duplication of administrative efforts to coordinate events.
- b) ***Special Initiatives***: CNCS supports a variety of special initiatives such as National Service Recognition Day and National Mentoring Month. These events and priorities, like National Days of Service, are best implemented in your community in partnership with other national service projects serving in your region.
- c) ***Coordinated Recruitment***: In some communities, national service programs are looking to recruit distinctly separate candidates in the same communities. Coordinating around recruitment efforts and encouraging referrals when a candidate is not a good fit for your program but maybe a good fit for another program strengthens the national service network and helps everyone meet their recruitment goals.

Sponsors should use sound planning and preparation to generate local support. Development of cost sharing support can be facilitated by integrating the project into the community. Suggested steps toward achieving coordination are:

- a) Prepare a brief summary of the project, its plans and accomplishments, its value to the community, and a statement of the types and amounts of support it needs.
- b) Conduct a thoughtful assessment of the stakeholders of your program. Stakeholders include all organizations, businesses, and municipalities, which are benefiting from the impact of your program. Stakeholders could also include any organizations that are working toward the same goals in your service area.
 1. Schedule meetings with stakeholders and individuals or groups who can contribute to the project or who can influence others to contribute.
 2. Follow up the meeting with each person or group contacted with a thank you, additional information, or an opportunity to continue to work together.
 3. Strengthen the above activities by involving selected members of the RSVP advisory council.

4. Collaborate with other Senior Corps projects to generate statewide, citywide, countywide, and multi-county support.

12.2 PUBLIC AWARENESS

- 1) A strong community relations program ensures public awareness of start-up activities and continuing project development.
- 2) The project sponsor should keep social service agencies; city, county, and state elected officials; governmental department heads; community organizations, including those serving senior citizens; and the media updated about the project's development, services, growth, and accomplishments.
- 3) Public awareness can be advanced through public speaking appearances by staff and advisory council members before service clubs, fraternal organizations, religious groups, and meetings with local, county, and state governmental units. Public relations materials about CNCS's programs and media kit materials are available at the CNCS website.
- 4) Active support of the RSVP advisory council enhances community interest in project activities. Some RSVP advisory councils have formed community relations or publicity and marketing committees which assist the project in building awareness, coordinating with other community groups, and speaking about RSVP volunteers before organizations in which they are active.
- 5) RSVP is included in the CNCS national advertising program. Through CNCS's Office of External Affairs, continuing efforts are made to place program information and human interest stories in national and local publications.
- 6) Public awareness of the nationwide program and of the local project should be promoted regularly through local media, a project website and social media accounts. Systematic contacts with newspapers, radio, and TV should be established and maintained. Announcements of local news value should be prepared and forwarded to the media. (See **Chapter 1, Office of External Affairs**, for more information and tools.) Some examples of newsworthy announcements are:
 - a) The establishment of a new volunteer station at a site that is significant or well recognized in the community.
 - b) The appointment of new members to the RSVP advisory council or the establishment of a special committee of the advisory council that addresses issues that are significant to your community.
 - c) Statements made by elected officials, and other governmental and civic leaders in support of the project.
 - d) Achievement of a measurable impact on a critical community need.
 - e) Any special RSVP project event, such as key community service projects and the presentation of awards to the volunteers or to the project staff for significant achievements.
 - f) Engagement of the community and the volunteers around the National Days of Service or other CNCS Special Initiatives.
- 7) Engaging in social media is a vital part of a modern public engagement plan. With the popularity of social media many community members are learning about the news in their community through social media platforms. For many projects, social media engagement is the driving vehicle for recruitment, recognition and communicating the impact of their program.
- 8) Particularly in smaller communities, the news media are usually interested in providing time or space for interviews with RSVP volunteers or project staff. They are especially receptive to human interest stories.

12.3 EFFECTIVE PRACTICES IN COMMUNITY RELATIONS

I. Effective Practices for Increasing the Visibility of Service to the Community by Older Volunteers

The project:

- A. Develops, implements, and periodically updates a plan to promote ongoing community awareness of and support for the project.

- B. Makes presentations about the project to community organizations and interested parties;
- C. Has a media awareness campaign to promote community awareness and support;
- D. Has a presence on social media platforms;
- E. Develops active roles for all stakeholders, including sponsor staff, project director, sponsor Board, volunteers, RSVP advisory council, and volunteer station staff, in promoting the project in the community;
- F. Can demonstrate that the community recognizes the project's contributions to meeting community needs by acknowledging the project or individual volunteers;
- G. Broadly disseminates information on project accomplishment and impact to the community, volunteer stations, volunteers, funding supporters, other community agencies, the general public, the Senior Corps, and other key stakeholders so that:
- H. The community perceives the project as a leader in effectively meeting critical community needs; and
- I. The community perceives RSVP volunteers as active seniors who meet critical community needs.

II. Effective Practices for Coordinating RSVP Services

The project and volunteer stations:

- A. Collaborate with other CNCS funded national service programs, including AmeriCorps VISTA, AmeriCorps State and National, AmeriCorps NCCC, the Social Innovation Fund, the Volunteer Generation Fund, and other Senior Corps programs, to meet critical community needs;
- B. Participate in the National Days of Service and CNCS Special Initiatives in partnership with other national service projects in their service area; and
- C. Build broad-based relationships in the community, including the business sector, to gain their support for older volunteers.

Appendix B:
GRANT AND FINANCIAL INFORMATION

Grant Application Narratives

Executive Summary

An estimated **300** RSVP volunteers will serve. Of this number, **180** RSVP volunteers will be placed in work plans leading to outcomes. The primary Focus Area for RSVP of Spokane County is **Healthy Futures**, particularly in the *Obesity & Food* objective. 25% of our volunteers will engage in *Nutrition/Food Support* activities, including food delivery and food pantry support, leading to increased food security in our community.

Education, particularly in the *K-12 Success* objective, will be a secondary Focus Area. 20% of our volunteers will engage in a combination of tutoring and youth mentoring activities, leading to improved academic performance and improved academic engagement for Spokane County students.

Additionally, our work plans have been expanded to a new focus on **Capacity Building**, as well as financial literacy education to complement our *K-12 Success* activities and an evidence-based falls prevention program for older adults. These outcome-based work plans will account for another 15% of our total volunteers. The remaining 40% of our volunteers will be allocated to Other Community Priorities, which has been expanded to include, in addition to our long-standing Project Warm-Up initiative, a number of new service activities which have a strong potential to lead to future outcomes.

The CNCS federal investment of \$101,716 will be supplemented by \$43,549.

Strengthening Communities

The community that RSVP of Spokane County serves is Spokane County, which covers approximately 1,781 square miles and includes the City of Spokane, Spokane Valley, 26 smaller towns, and Fairchild Air Force Base. Spokane County is home to approximately 507,000 residents, and with a metropolitan population of approximately 220,000¹, Spokane is the second-largest city in Washington State and the largest city between Seattle and Minneapolis.

Spokane County is the largest labor market in Eastern Washington and Northern Idaho. The recession continues to affect Spokane County as it does the rest of the nation. As of 2017, the unemployment rate in Spokane County is an estimated 5.4%, higher than the statewide rate of 4.8% and the national rate of 4.4%². Once the national recession crisis reached Spokane County in 2008, the county lost about one-third of the employment growth it had previously gained. The industries hardest hit were construction, retail trade and manufacturing.

Per capita income in Spokane County was \$43,962 in 2017, well below the statewide average of \$57,896 and the national average of \$51,640³. The county poverty rate in 2017 was estimated at 14.1%, well above the statewide rate of 11%⁴. 43.8% of K-12 students in the county were enrolled in the free and reduced lunch program in the 2017-2018 school year⁵.

One key demographic for Spokane County: 16.2% of the population was 65 years and over in 2017⁶. According to "Aging with Care in Spokane County," an assessment conducted by Spokane Regional Health District in partnership with Aging and Long Term Care of Eastern Washington and Spokane County United Way, the senior population is projected to increase to 24.2% by 2026⁷.

The majority of our senior population (86.3%) lives independently, with a higher concentration in suburban neighborhoods compared to Spokane's urban core⁸. Due to the size of our geographic service area, many of these seniors need, and will continue to need, assistance to remain independent in their own homes. Nutrition and food

support programs, particularly in-home meal deliveries provided by Meals on Wheels, are a key component in promoting independent living.

However, as indicated by the higher-than-average poverty rate, older adults are far from the only population group in Spokane County that struggles with food security. It is for this reason that RSVP of Spokane County has chosen **Healthy Futures** as our primary Focus Area, with an emphasis on increasing food security. Working with the two local Meals on Wheels agencies; Second Harvest, the largest distributor of food in the region; and a network of smaller, local food pantries, RSVP volunteers provide a variety of nutrition and food support services. These include home meal delivery, service at congregate meal sites, and food bank collection, sorting, and distribution.

RSVP of Spokane County has also chosen **Education** as a secondary Focus Area, because educational outcomes have a profound impact on many other aspects of community well-being, including economic prosperity and public health and safety. While there are numerous metrics by which we can judge the educational outcomes of our community, one which bears attention is the percentage of students in Spokane County who report a low commitment to school; in 2016, 37% of 8th graders in Spokane County reported a low commitment to school, while for 12th graders, this percentage was even higher (40%)⁹. These percentages have increased since 2002. A low commitment to school can exacerbate or even create academic and behavioral problems and increase the likelihood that a student will fall behind or even drop out altogether.

To address this, RSVP volunteers will not only provide traditional academic support through in- and out-of-school tutoring, particularly in reading, but will also serve in more substantive youth mentoring and intervention roles to promote increased academic engagement as well as academic performance. Our work plans reflect a more holistic approach to education and youth development by including out-of-school programs that foster physical fitness, creativity, financial literacy, and an appreciation for art, culture, and history.

Finally, in acknowledgement of the fact that diverse communities have diverse needs, RSVP of Spokane County will also provide **Capacity Building** volunteers to local agencies to enable those agencies to more effectively and efficiently meet those community needs that RSVP is not able to address directly. Such volunteers will assist with systems development, outreach, community volunteer recruitment, and other indirect service activities intended to lead to more, better, and sustained direct services.

While RSVP of Spokane County has long standing relationships many of our volunteer stations, particularly those in our primary Focus Area, we are also expanding to include many new agencies in our roster. As a result, we will give special consideration to implementing consistent and reliable data collection methods with all our partner organizations. We will strengthen and maintain strong channels of communication between all our volunteer stations, creating a network of powerful relationships not only between RSVP of Spokane County and our volunteer stations, but between the volunteer stations themselves.

References

1. [Spokane Community Indicators](#) – 0.1.1 Total Population & Annual Growth Rate
2. [Spokane Community Indicators](#) – 2.4.1 Total Number of Employed Persons & Unemployment Rate
3. [Spokane Community Indicators](#) – 2.1.2 Per Capita Personal Income
4. [Spokane Community Indicators](#) – 2.5.1 Total & Share of Overall Population Living in Poverty
5. [Spokane Community Indicators](#) – 2.5.5 Total & Share of K-12 Students Enrolled in USDA Free & Reduced Lunch Program
6. [Spokane Community Indicators](#) – 0.1.3 Share of Population by Age Groups
7. [Spokane Regional Health District](#) – “Aging with Care in Spokane County”
8. Ibid.
9. [Spokane Community Indicators](#) – 3.2.6 Share of Students with a Low Commitment to School

Recruitment and Development

A proactive and robust recruitment strategy is crucial to the success of our program. With Baby Boomers retiring in growing numbers, especially those with backgrounds in public service and professional fields, RSVP of Spokane

County's greatest asset is our ability to offer challenging and fulfilling volunteer opportunities that utilize older adults' skills, experiences, and passions. For this reason, we are expanding our work plans and signing on new volunteer stations to provide a wider variety of service activities for our volunteers to choose from, especially in the areas of education and youth development.

Under the leadership of a new RSVP Director, RSVP of Spokane County will explore every potential avenue for marketing and advertising our program. This will include dedicated volunteer recruitment websites like VolunteerMatch, All for Good, and VolunteerSpokane, operated by Spokane County United Way. But it will also include a renewed focus on traditional media advertising through local newspapers and radio spots. Additionally, RSVP of Spokane County will establish a social media presence on Facebook, Instagram, and Twitter, and will entrust the development and upkeep of its social media accounts to a dedicated Advisory Council member. The current RSVP web page on the YMCA of the Inland Northwest website will also be redesigned with increased information and functionality.

However, the Director also understands the limitations of mass marketing, especially in Spokane County, which despite its urban center is largely a suburban and rural community with a "small town" atmosphere. Face-to-face and word-of-mouth outreach are therefore vital components to a successful marketing strategy. The Director will rely on his public speaking and community engagement skillset to promote RSVP at local events, set meetings with community organizations, and—most importantly—deliver presentations at the venues most frequented by potential volunteers. This includes senior activity centers, active retirement communities, neighborhood community centers, and retiree associations, such as the Spokane Area Retired Educators Association, the Retired Public Employees Council of Washington, and the Eastern Washington University and Washington State University retiree associations.

Our sponsor, the YMCA of the Inland Northwest, allows us the flexibility to provide current information on the YMCA website. This resource has not been historically utilized to its full capability, and has included only minimal, infrequently updated information. Working with the YMCA Marketing department, we will redesign and implement a new RSVP web page with increased functionality.

When RSVP receives an inquiry or enrollment form from a potential volunteer station or volunteers, the RSVP staff contacts the organization or individuals and conducts one-on-one or small group interviews to provide an overview of RSVP policies, procedures, and available volunteer opportunities. The RSVP staff assess each individual's skills, background, and interests and refers them to the volunteer station that will provide the best fit. While the process of connecting new volunteers with volunteer stations has been an informal process, RSVP of Spokane County will begin holding formal, regularly-scheduled New Volunteer Orientation sessions, as well as an annual "Volunteer Fair" where all current and prospective volunteers can meet our partner organizations and learn firsthand about the opportunities available.

With the advent of new federal regulations governing CNCS, and a revised set of National Performance Measures, RSVP of Spokane County will offer additional training and technical assistance to all volunteer stations, including those who have partnered with us for years. The Director will work with station supervisors to ensure thorough understanding of RSVP policies, compliance requirements, and best practices for managing, retaining, and recognizing volunteers.

Volunteer recognition in particular will be a top priority for RSVP of Spokane County. Our Annual Recognition events, typically held in November or December, have been well-attended by our volunteers, and they have enjoyed the opportunity to socialize over breakfast or at a local movie theater. However, these events have not been sufficiently supported by our volunteer stations, and broader community participation has been minimal.

We will revitalize our recognition efforts by ensuring that our partner organizations not only attend the Annual Recognition event but take an active role in promoting and even planning it. The Director will work to involve local media and community leaders as well. The event will be more formal, more structured, and more substantial. To

balance the increased formality and public nature of the Annual Recognition event, and out of acknowledgement that our volunteers most appreciate opportunities to socialize and have fun, our Advisory Council will create smaller, more informal recognition events throughout the year. Ongoing recognition will also include highlighting the stories and accomplishments of individual volunteers in our program newsletter. Consistent and extensive recognition is necessary not only for volunteer retention, but for raising public awareness and appreciation for RSVP of Spokane County in general.

Program Management

The key staff positions in RSVP are the Director and Office Manager. The Director is new to the YMCA of the Inland Northwest and to RSVP of Spokane County, but he brings a wealth of experience in working with older adults and volunteers, passion for community service, and skill in public speaking and communication. He holds a Master of Fine Arts in Creative Writing from Eastern Washington University and a bachelor's degree in Media and Communication Studies. Additionally, he is an alumnus of Public Allies, an AmeriCorps program dedicated to nonprofit leadership development.

The Director provides oversight for all RSVP activities, long-term strategic planning, and serves as the public face of the program, promoting RSVP at events and building relationships with volunteer stations and community stakeholders. The Office Manager has been with YMCA and RSVP of Spokane County for over 20 years and is adept in all facets of the job, particularly fiscal management. She manages RSVP's Project Warm-Up initiative and is the first line of communication with RSVP volunteers, having assumed the duties of Volunteer Coordinator since the elimination of that position.

RSVP has progressively demonstrated our success in developing, implementing, and maintaining volunteer programs that involve community partners and have a measurable impact on community needs. We use the Volunteer Reporter software to track volunteer hours with up-to-date records of volunteers, volunteer stations, and volunteer assignments. Volunteer Reporter has also been a valuable tool for generating reports to the Washington State Department of Commerce on our progress toward meeting the Priorities of Government (POG).

Volunteer Station supervisors report hours by the 10th of each month for the preceding month. Review and documentation of volunteer hours also includes verification of transportation reimbursements for income-eligible volunteers who have received prior approval to receive this benefit. Volunteers are required to submit an Application for Transportation Reimbursement at the time of their enrollment; reimbursement for mileage or bus fare is tied to income and limited to the available funds in the operating budget. RSVP does not reimburse for meals or other expenses, but we document when our volunteer stations provide for or reimburse these costs.

We have a wonderful cadre of volunteers who serve on our Advisory Council. The Advisory Council consists of three committees: Marketing/Outreach, Volunteer Recognition, and Resource Development. But promotion and advertising of RSVP will be the Advisory Council's primary focus, and all Council members, regardless of position, will contribute to this focus. In recruiting new members to the Advisory Council, special emphasis will be given to individuals with skills or backgrounds in marketing and communications. As discussed in the *Recruitment and Development* section, the Advisory Council will take a pivotal role in managing RSVP of Spokane County's social media presence and in creating additional recognition events.

We make an ongoing commitment to strengthening our relationships with both volunteer stations and volunteers by communicating with and visiting each on a regular basis. We are always working to develop new volunteer stations and positions that address critical needs in our community while providing volunteers with meaningful service experiences. We evaluate our measurable outcomes and year end, collaborating with each volunteer station to implement a data collection strategy best suited to that organization. With the implementation of the new CNCS National Performance Measures, all service activities not included under "Other Community Priorities" are now tied to outcomes; additionally, we will collect relevant data for *all* service activities, including those under "Other

Community Priorities,” with the goal of transitioning all our activities to outcome-based work plans in the next grant performance period.

RSVP is sponsored by the YMCA of the Inland Northwest, as discussed in greater detail in the *Organizational Capability* section. The YMCA of the Inland Northwest is audited on an annual basis by the National YMCA (YUSA). RSVP is also audited by CNCS through our state office to ensure that we are in compliance with the National RSVP regulations, and the Director maintains consistent communication with our CNCS Program Officer. RSVP staff also attend necessary conference/trainings that keep RSVP in compliance and up-to-date with any regulation changes. The RSVP Director utilizes the CNCS Litmos training platform and relies on the mentorship of colleagues in the Washington State Association of RSVP Directors (WARSVPD) for additional support and guidance. WARSVPD conducts its own conferences and trainings which the Director attends.

Organizational Capability

The YMCA of the Inland Northwest has sponsored the Retired and Senior Volunteer Program since 1975. The YMCA is a venerable, respected organization with strong community support and name recognition; collectively, it is the largest nonprofit community service organization in America and the oldest in Spokane. Our relationship with our sponsor is a productive and mutually supportive one. The YMCA’s mission is “to put Christian principles into practice through programs that build healthy spirit, mind and body for all.”

With five branch facilities and a dedicated corporate office, the YMCA is well-staffed, well-funded, and well-equipped to maintain a successful RSVP project. RSVP is headquartered in the YMCA Corporate Office. The YMCA organizational chart defines the chain of command, with the RSVP Director reporting directly to the Chief Operations Officer. YMCA Human Resources has consistent internal policies and operating procedures that RSVP follows. These include policies related to purchasing, personnel management, and employee travel. RSVP staff are also subject to the same policies regarding annual performance evaluations, background checks, and driving approval as all other YMCA employees. RSVP pays an administrative indirect rate to the YMCA for providing governance, risk management, accounting services, personnel management and purchasing. The YMCA manages capital assets such as facilities and equipment, and RSVP acquires and maintains its own supplies.

The financial management systems of our sponsor, the YMCA of the Inland Northwest, are excellent. The YMCA has a dedicated Chief Financial Officer who oversees the entire operation of over \$17 million in the financial management systems of the YMCA. The YMCA now has five branch facilities with over 600 employees. The YMCA is well-versed in managing federal grants and working with federal and state programs such as DSHS through the numerous day care centers the YMCA runs and operates.

As RSVP of Spokane County is sponsored by the YMCA of the Inland Northwest, we are subject to the YMCA’s policies and procedures. This includes policies and procedures governing employee conduct and finances. The Finance Director is responsible for tracking and drawing down funds through the Payment Management System, as well as submitting required financial reports to CNCS. The Chief Financial Officer ultimately has final oversight and approval of RSVP’s annual budget and establishes the guidelines all YMCA departments and programs must follow.

Other

The non-federal share of our operating budget is ensured through local community grants provided by agencies like Avista Utilities and the Spokane Rotary Club; state funding from the Washington Department of Commerce; annual contribution from our sponsor, the YMCA of the Inland Northwest; and cash and in-kind donations on behalf of individuals and community organizations. The RSVP Director is responsible for applying for grants and working to maintain established contributions from the state and our sponsor. We have longstanding relationships with a network of additional funders and work hard to maintain these relationships. The RSVP Office Manager tracks and records in-kind contributions and provides a report to the Director and the YMCA Finance Office.

Grant Performance Measure Work Plans

Performance Measure: 1.1 Nutrition/Food Support

Community Need to be Addressed:

Poverty is the biggest risk factor for food insecurity, and in Spokane County, the poverty rate in 2017 was 14.1%, considerably higher than the statewide rate of 11%. People living in poverty are more likely to live in neighborhoods with minimal access to nutritious food, and also spend a higher proportion of their income on food than people with higher incomes. According to Second Harvest, the largest distributor of food in Eastern Washington and Northern Idaho, 73% of the 15,000+ clients served monthly live below 100% of the federal poverty level. Second Harvest provides more than 2.5 million pounds of donated food each month to 250 food banks, meal centers, and other programs throughout the Inland Northwest, feeding 55,000 people each week.

Additionally, seniors (older adults 65 years and older) make up 13% of Second Harvest's clients, and 16.2% of the total population of Spokane County. Seniors are especially vulnerable to food insecurity, due to fixed incomes, limited access to transportation, and increased social isolation. The latter two factors are addressed by Meals on Wheels, which delivers hot meals to home-bound clients on a daily basis, as well as frozen meals to support them throughout the weekend. According to the Greater Spokane Meals on Wheels 2017 annual survey, 91% of clients reported that receiving home-delivered meals helped them remain living independently. RSVP volunteers will support the missions of Second Harvest, Meals on Wheels, and other local food pantries through a variety of nutrition/food support activities.

Focus Area: Healthy Futures Objective: Obesity and Food # of Volunteer Stations: 7

Anticipated Unduplicated Volunteers: 75

Anticipated Volunteer Contributions: 75

Service Activity: Nutrition/Food Support

Service Activity Description: RSVP volunteers will collect, sort, package, and distribute food donations; serve meals at congregated meal sites; and deliver hot and frozen meals to home-bound seniors and adults with disabilities.

Anticipated Output: H4A: Number of individuals served
Target: 10000 How Measured: Tracking System

Instrument Description: Agencies record number of individuals receiving volunteer nutrition/food support services on a monthly basis.

Anticipated Outcome: H12: Number of individuals who report increased food security
Target: 5000 How Measured: Tracking System

Instrument Description: Post service questionnaires given by agencies, based on their requirements, or survey based on USDA Household Food Security Survey, administered by volunteers.

Performance Measure: 2.1 Education/Training

Community Need to be Addressed:

According to the National Council on Aging, falls are the leading cause of fatal injury and the most common cause of nonfatal trauma-related hospital admissions among older adults. Falls result in more than 2.8 million injuries treated in emergency departments annually, including over 800,000 hospitalizations and more than 27,000 deaths. The financial toll for older adult falls is expected to increase as the population ages and may reach \$67.7 billion by 2020.

A Matter of Balance: Managing Concerns About Falls is an award-winning evidence-based program from Boston University, sponsored locally in Spokane by Aging & Long Term Care of Eastern Washington (ALTCEW). A series of group workshops help participants learn to view falls and fear of falling as controllable; set realistic goals for increasing activity; change their environment to reduce fall risk factors; and promote exercise to increase strength and balance.

Focus Area: Healthy Futures Objective: Access to Care # of Volunteer Stations: 1

Anticipated Unduplicated Volunteers: 10

Anticipated Volunteer Contributions: 10

Service Activity: Education/Training

Service Activity Description: RSVP volunteers will participate in an eight-hour training resulting in certification as a Matter of Balance (MOB) volunteer coach. In pairs, MOB coaches facilitate MOB workshops, consisting of eight two-hour sessions. MOB workshops are offered in a variety of community-based settings to between ten to twelve adults. MOB coaches work with the support and supervision of MOB staff. MOB coaches agree to coach two MOB workshops within their first year of service.

Anticipated Output: H4A: Number of individuals served
Target: 60 How Measured: Tracking System

Instrument Description: Agency client records of workshop attendance on a monthly basis.

Anticipated Outcome: H18: Number of individuals reporting a change in behavior or intent to
change a behavior
Target: 30 How Measured: Tracking System

Instrument Description: Post service survey administered to workshop participants at the
conclusion of each eight-session program.

Performance Measure: 3.1 Mentoring

Community Need to be Addressed:

The Spokane County School District has a high percentage of students who are economically disadvantaged; according to Spokane Community Indicators, in 2017, 43.8% of K-12 students were enrolled in the free and

reduced lunch program. According to the Spokane Regional Health District's 2014 "Excelerate Success Report," only 63.1% of third grade students in Spokane County who were eligible for free/reduced lunch met or exceeded the Measure of Student Progress (MSP) for Reading.

Compare this to 84.7% of non-free/reduced lunch-eligible third graders who met or exceeded the MSP Reading standard. In general, poverty, and the resulting home instability, have detrimental effects on many aspects of a child's academic success. In 2017, 29.3% of K-12 students were "chronically absent," meaning they missed 10-15% of school days, and 37% of eighth graders in Spokane County reported a low commitment to school. A low commitment to school can exacerbate or even create academic and behavioral problems and increase the likelihood that a student will fall behind or drop out altogether.

To address this, RSVP volunteers will not only provide traditional academic support through in- and out-of-school tutoring, particularly in reading, but will also serve in more substantive youth mentoring and intervention roles with the overarching goal of increasing academic engagement. While these activities may lead directly to improved academic performance, the goal will be to foster permanent changes in attitude and increase long-term commitment to educational success.

Focus Area: Education Objective: K-12 Success # of Volunteer Stations: 6

Anticipated Unduplicated Volunteers: 60

Anticipated Volunteer Contributions: 60

Service Activity: Mentoring

Service Activity Description: RSVP volunteers will engage with K-12 students one-on-one and in small groups on a consistent, ongoing basis, working in-school and through after-school programs. While students will demonstrate improved performance in traditional academic subjects, the emphasis of this work plan will be on improving overall academic engagement and social/emotional skills, reflecting a holistic approach to education and youth development that includes a focus on physical fitness, creativity, and an appreciation for art, culture, and history as well.

Anticipated Output: ED1A: Number of individuals served
Target: 150 How Measured: Tracking System

Instrument Description: Agencies will maintain records of K-12 students participating in their respective programs, and provide updated attendance records to RSVP on a monthly basis.

Anticipated Outcome: ED27C: Number of students with improved academic engagement or social-emotional skills
Target: 75 How Measured: Tracking System

Instrument Description: RSVP will develop a standardized assessment to measure improvements in academic engagement, based on responses from parents, teachers, or other individuals able to assess changes in behavior and attitude from students participating in respective agency programs. Agency staff and RSVP volunteers will administer these surveys and collect them after

students have completed the minimum participation duration, which will vary depending on the specific program.

Performance Measure: 4.1 Financial Literacy Education

Community Need to be Addressed:

Read the news for an hour and you will find a consistent theme: economic and workplace change is happening at a scale never experienced before. At the same time, our children are ill-prepared to enter college and the workforce. In Spokane County, the unemployment rate in 2017 was 5.4%, higher than the statewide rate of 4.8% and the national rate of 4.4%. The per capita income in 2017 was \$43,962, significantly lower than the statewide average of \$57,896. Three of the biggest industries in Spokane County - construction, retail trade, and manufacturing - were hit especially hard by the 2008 recession, meaning it is vital that we prepare our children for a rapidly changing labor market.

Junior Achievement Eastern Washington/Northern Idaho is turning the tide and helping young people face the challenges of the real world. Junior Achievement is the largest organization dedicated to giving young people the knowledge and skills they need to own their economic success, plan for their future, and make smart academic and economic choices. Junior Achievement's kindergarten through grade 12 programs—in the core content areas of work readiness, entrepreneurship, and financial literacy—ignite the spark in young people to experience and realize the opportunities and realities of work and life in the 21st century.

Focus Area: Economic Opportunity Objective: Financial Literacy # of Volunteer Stations: 1

Anticipated Unduplicated Volunteers: 10

Anticipated Volunteer Contributions: 10

Service Activity: Financial Literacy Education

Service Activity Description: RSVP Volunteers will deliver the Junior Achievement curriculum in K-12 classrooms, using the training, materials, and activities provided by Junior Achievement.

Anticipated Output: O1A: Number of individuals served
Target: 60 How Measured: Tracking System

Instrument Description: Agency will maintain record of K-12 students participating in their program, and provide updated attendance records to RSVP on a monthly basis.

Anticipated Outcome: O9: Number of individuals with improved financial knowledge
Target: 30 How Measured: Tracking System

Instrument Description: Working in partnership with Junior Achievement (JA), RSVP will develop an assessment to be delivered to classes participating in JA's K-12 in-class programs. At the conclusion of the JA curriculum, the volunteers and the classroom teacher will work together to survey the improvements in financial knowledge attained by the class.

Performance Measure: 5.1 Systems Development

Community Need to be Addressed:

In acknowledgement of the fact that diverse communities have diverse needs, RSVP of Spokane County will also provide Capacity Building volunteers to local agencies to enable those agencies to more effectively and efficiently meet community needs that RSVP is not able to address directly. Such volunteers will assist with systems development, outreach, community volunteer recruitment, and other indirect service activities intended to lead to more, better, and sustained direct services.

Focus Area: Capacity Building Objective: Capacity Building & Leverage # of Volunteer Stations: 8

Anticipated Unduplicated Volunteers: 25

Anticipated Volunteer Contributions: 25

Service Activity: Systems Development

Service Activity Description: RSVP volunteers will create promotional materials and utilize them to perform community outreach; develop community volunteer recruitment plans; establish systems for tracking and reporting relevant program data; generate program funding through work in thrift stores and gift shops; and assess client needs to enable program staff to more efficiently process large caseloads.

Anticipated Output: G3-3.4: Number of organizations that received capacity building services
Target: 8 How Measured: Tracking System

Instrument Description: RSVP will maintain records of organizations with capacity building volunteers, with detailed descriptions of the services provided by each volunteer at each organization.

Anticipated Outcome: G3-3.10A: Number of organizations that increase their efficiency, effectiveness, and/or program reach
Target: 6 How Measured: Tracking System

Instrument Description: Staff at each organization receiving capacity building services will complete annual questionnaires assessing the impact of those services; all relevant staff will complete the questionnaire; if over 50% of the staff report the volunteer's activities made the organization more effective, efficient, or able to reach more clients, the organization as a whole will be considered to have responded positively.

Performance Measure: 6.1 N/A

Community Need to be Addressed:

Project Warm-Up utilizes volunteer quilters, knitters, and crocheters to produce handmade hats, scarves, mittens, lap robes, etc. to keep seniors, children, and homeless individuals warm during the winter months. This

Section I. Volunteer Support Expenses

A. Project Personnel Expenses

Position/Title -Qty -Annual Salary -% Time	CNCS Share	Grantee Share	Total Amount	Excess Amount
Director: - 1 person(s) at 38002 each x 100 % usage	14,251	23,751	38,002	0
Office Manager - This position is a full-time position which is both clerical and coordination in job responsibilities.: - 1 person(s) at 28080 each x 100 % usage	28,080	0	28,080	0
CATEGORY Totals	42,331	23,751	66,082	0

B. Personnel Fringe Benefits

Item -Description	CNCS Share	Grantee Share	Total Amount	Excess Amount
FICA: 7.65% of gross wages (SSA = 6.2% / Medicare = 1.45%)	3,238	1,817	5,055	0
Health Insurance: \$5376 per full-time employee - After 01/01/14 HI eligibility starts at 1st day of the month following 60 days of fulltime employment due to provision of Affordable Care Act - HI also includes Employee Assistance Prgm for full-time employees	10,752	0	10,752	0
Retirement: 8% of gross wages (There is a 2 year qualifications period for new hires)	2,246	0	2,246	0
Life Insurance: \$20.50 per full-time employees -N/A to part time employees	41	0	41	0
Unemployment Insurance: % of gross wages	169	95	264	0
Workman's Compensation: \$0.27 x hours worked	946	0	946	0
Disability Insurance: \$0.17/\$100 of salary/full-time employees	76	0	76	0
NEW: Paid Family Leave Act: Paid family leave begins in 2020, however fund preparation begins 01/01/2019	63	35	98	0
HSA Account (Medical): HSA – YMCA (RSVP) start-up contribution fund to assist employees	1,000	0	1,000	0
CATEGORY Totals	18,531	1,947	20,478	0

C. Project Staff Travel

Local Travel

Purpose -Calculation	CNCS Share	Grantee Share	Total Amount	Excess Amount
Staff Local Travel: .45 cents/per mile	2,500	1,028	3,528	0
CATEGORY Totals	2,500	1,028	3,528	0

Long Distance Travel

Purpose -Destination -Other Travel -Trans. Amount -Meals/ Lodging	CNCS Share	Grantee Share	Total Amount	Excess Amount
Annual Conferences: Annual Conferences: Location - to be announced (2x) - Meals/Lodging 1,404 Trans 4,912 Other 702	4,441	2,577	7,018	0
Other Local Trainings: Spokane County trainings- Meals/Lodging 0 Trans 0 Other 500	500	0	500	0
CATEGORY Totals	4,941	2,577	7,518	0

D. Equipment

Item/Purpose -Qty -Unit Cost	CNCS Share	Grantee Share	Total Amount	Excess Amount
CATEGORY Totals	0	0	0	0

E. Supplies

Item/ Purpose -Calculation	CNCS Share	Grantee Share	Total Amount	Excess Amount
Expendable Office Supplies: based on past expenses	600	500	1,100	0
Equipment: repair, maintaining, expendable: based on past expenses	300	0	300	0
Program Supplies: Project Warm-Up to purchase yarn supplies based on past expenses	0	4,500	4,500	0
CATEGORY Totals	900	5,000	5,900	0

F. Contractual and Consultant Services

Purpose -Calculation	CNCS Share	Grantee Share	Total Amount	Excess Amount
CATEGORY Totals	0	0	0	0

I. Other Volunteer Support Costs

Item	CNCS Share	Grantee Share	Total Amount	Excess Amount
------	------------	---------------	--------------	---------------

Criminal Background Check:	50	0	50	0
Communications: phones, long distance, postage/BMR, postage/in-house, postage/bm, postage other, IT Tech. Cost based on previous actuals.:	1,551	60	1,611	0
Printing/Promotions: forms, brochures/letterhead, newsletter, other printing, IAT copier, recog: invites/thanks/prgm, promotional, misc. Based on previous actuals.:	933	4,250	5,183	0
Advertising cost: For recruitment of personnel in the newspaper. Cost based on HR/per recruitment of personnel in the newspaper.:	493	2,750	3,243	0
Space/Rental: RSVP office space. RSVP has 1,152 sq. ft. allocated of the 13,608 Corporate sq. ft. This is % of total budget cost for the Corp. Office.:	12,767	0	12,767	0
Dues: WA Assoc/RSVP Directors, National Sr Corps Assoc, Sr Action Network/Eastern WA, Fair Share=YUSA national dues 1% of all revenue:	2,207	621	2,828	0
Booth Rental: Providing RSVP public relations to public and press, recruitment of staff and/or RSVP volunteers. Based on RSVP previous costs. Meets OMB Circular A-122 criteria.:	100	430	530	0
CATEGORY Totals	18,101	8,111	26,212	0

J. Indirect Costs

Calculation -Rate Type -Rate -Rate Claimed -Cost Basis	CNCS Share	Grantee Share	Total Amount	Excess Amount
Fixed: Total Direct Costs: Administration Cost for YMCA: Computed at an equal % for all programs at the YMCA. These costs include utilities; HR; fiscal support for budget over-sight including AR/AP, budget development, common space, etc.with a rate of 11.1 and a rate claimed of 11.1	10,985	3,414	14,399	0
CATEGORY Totals	10,985	3,414	14,399	0
SECTION Totals	98,289	45,828	144,117	0
PERCENTAGE	68%	32%		

Section II. Volunteer Expenses

A. Other Volunteer Costs

Item -Description	CNCS Share	Grantee Share	Total Amount	Excess Amount
Meals: Volunteers (40) meals at \$7.50/per each	300	0	300	0
Uniforms:	0	0	0	0

Insurance: Insurance covers: CIMA Volunteer Insurance which includes Accident, Vol. and Excess Auto Liab. (\$650) and YMCA Liability Insurance (\$403)	1,052	0	1,052	0
Recognition: Bi-Annual Recognition Events held in Fall and Spring: 124 Vol's x \$14	1,200	535	1,735	0
Volunteer Travel: Estimated: \$123 per month / by .20/100 per mile = 615 / 24 (est. vol) = \$25 (est.	875	600	1,475	0
CATEGORY Totals	3,427	1,135	4,562	0
SECTION Totals	3,427	1,135	4,562	0
PERCENTAGE	75%	25%		

BUDGET Totals	101,716	46,963	148,679	0
PERCENTAGE	68%	32%		

Source of Funds

Section	Description
Section I. Volunteer Support Expenses	Donations: YMCA/RSVP Reserve Account \$9,947.00 Grants: Avista Foundation \$ 4,000.00 Department of Commerce \$24,852.00 Fundraising: YMCA Campaign \$ 4,750.00 Total = \$43,549.00
Section II. Volunteer Expenses	Donations: YMCA/RSVP Reserve Account \$ 9,947.00 Grants: Avista Foundation \$ 4,000.00 Department of Commerce \$24,852.00 Fundraising: YMCA Campaign \$ 4,750.00 Total = \$43,549.00

Appendix C:
RSVP PROGRAMS AND VOLUNTEER STATIONS



ABOUT PROJECT WARM-UP

Project Warm-Up, a major program of RSVP, provides hats, mittens, blankets and other much-needed items to those who are low-income, no-income and homeless in Spokane County. This program involves volunteers who work individually at home and in groups to create warm items which are distributed county-wide to curtail the risk of hypothermia.

Since its beginning in 1991, Project Warm-Up has distributed over 145,000 items to more than 65 local agencies.

Anyone young, old or in between can volunteer for Project Warm-Up. However, actual RSVP membership is limited to those over 55 years old.

SUPPLIES

RSVP will supply all yarn, knitting needles, crochet hooks and needed patterns. All you need to supply is your creative talent, your time and desire to help others.

WHAT IF I'M ALREADY KNITTING OR CROCHETING?

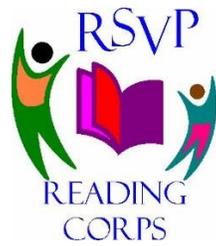
If you are already creating items for a local agency, we would welcome your membership in PROJECT WARM-UP without further obligations. You may continue to contribute your creations to YOUR chosen agency. We will supply you with yarn. We would like to recognize your contribution and would like to record your time and items donated. Your involvement helps demonstrate the impact volunteers make locally and nationally.

WHAT IF I HAVE SOMETHING LIKE YARN OR FABRIC TO DONATE?

If you have items you wish to donate, such as yarn, fabric, sewing items, art/craft supplies, books/patterns etc. Project Warm-Up will accept them with pleasure. Our volunteers will put them to good use. You can deliver your items to the YMCA Corporate office, c/o Project Warm-Up, or contact us to arrange for staff to pick-up your donation.

For more information please contact:

RSVP of Spokane County
1126 N. Monroe
Spokane WA 99201
Phone: (509) 344-7787
Fax: (509) 343-4096
e-mail: rsvp@ymcainw.org



For over 20 years, the RSVP Reading Corps has connected RSVP volunteers with local students in public schools and private, non-secular schools throughout Spokane County. Reading Corps volunteers work one-on-one or in small groups over the course of an entire school year to help youth develop their reading skills. At its peak, volunteers have contributed over 10,000 hours of service and tutored over 600 students in a single school year. Reading Corps volunteers also tutor adults.

From 2004 to 2014, the Reading Corps received a grant from First Book, a national nonprofit organization, to distribute free books to low-income students in some classrooms. Reading Corps has also distributed knit caps to students through Project Warm-Up as well as stuffed animals thanks to donations from individuals and the Spokane County Sheriff Department.

In 2019, RSVP Reading Corps volunteers serve in the following sites:

Barton School (adult literacy/ESL program hosted at First Presbyterian Church)
McDonald Elementary School



Spokane County Library Reading Buddies

Beginning 2019, RSVP will partner with the Spokane County Library District (SCLD) "Reading Buddies" program for schools in Spokane County. Reading Buddy mentors meet with elementary school students once per week for 8 weeks to read together one-on-one and foster a love of reading. Each reading buddy is an adult volunteer who has passed a background check and received training.

The Reading Buddy program currently operates in the following schools:

Central Valley School District: Broadway, McDonald, and Progress Elementary Schools

Cheney School District: Salnave Elementary School

East Valley School District: Otis Orchards and Trent Elementary Schools

Mead School District: Brentwood Elementary School

West Valley School District: Pasadena Park Elementary School

For schools in the City of Spokane, RSVP Reading Corps will continue to operate as it has traditionally. Moving forward, for all schools in Spokane County, Reading Corps volunteers will only serve through the SCLD Reading Buddy program.

Volunteer Stations – Organization Info



A Matter of Balance: Managing Concerns about Falls is an award-winning program designed to reduce the fear of falling and increase activity levels of older adults concerned about falls. **Matter of Balance (MOB) Coaches** teach eight two-hour sessions.



American Cancer Society Discovery Shops help support the fight against cancer through the sale of high quality, gently used, donated merchandise. **Discovery Shop Volunteers** provide customer service, receive inventory, and perform other duties.



Multiple Opportunities: Provide behind-the-scenes support with inventory control, facilities and fleet management, and case management; respond to those affected by local disasters by providing food, shelter, and other Red Cross services.



The **Cheney Outreach Center** provides basic emergency assistance – energy, transportation, and limited rent and prescription aid, as well as food bank referrals and vouchers for food, household, and personal needs. **Outreach Center Volunteers** assess clients' needs, complete intake forms, and provide other client services.



The **Thrift Boutique** is a volunteer-run store where shoppers can find amazing deals on everything from women's clothing to household decorations and more. All proceeds go to support the **Corbin Senior Activity Center**. Volunteers provide customer service, receive inventory, and perform other duties.



The First Tee is an international youth development organization introducing the game of golf and its inherent values to young people. **Coach Assistants** support in delivering golf and life skills instruction, setting up equipment and supplies, and mentoring participants.



The **HUB Sports Center** is a nonprofit, community based regional sports venue where youth, adults and seniors take part in a variety of events and activities. **HUB 360** is an after-school program for 6th-8th graders. Volunteers will mentor students with school work, teach them about healthy living, and facilitate other activities.



Junior Achievement inspires and prepares K-12 students to succeed in a rapidly changing, global economy through a curriculum focused on work readiness, entrepreneurship, and financial literacy. **JA Volunteers** implement the JA curriculum in classes, leading activities for a wide range of ages and grade levels.



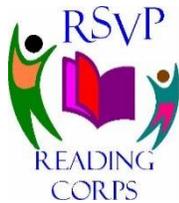
Meals on Wheels enables seniors and adults with disabilities to live independently by delivering daily hot meals and frozen meals on the weekends. **Volunteer drivers** deliver meals to clients and provide social support and companionship in doing so. Volunteers can also serve meals in the **Mid-City Concerns Senior Center** or **Silver Café** meal sites, as well as work in the kitchen and provide other support.



The **New Hope Resource Center** is a faith-based ecumenical social service organization serving basic human needs in North Spokane County. **Food Bank volunteers** provide emergency food through the North County Food Pantry in Elk, WA. **Resource Center volunteers** provide non-food pantry items like clothing and toiletries. **Chore services volunteers** provide transportation and household chore assistance for home-bound seniors and adults with disabilities.



RSVP Project Warm-Up distributes over 10,000 pieces of handmade warm winter clothing annually to community agencies throughout Spokane County. Volunteers knit, machine quilt, embroider, and crochet items in their own time, at home, using yarn provided by RSVP. Volunteers also assist with sorting, tagging, and distributing donations.



RSVP Reading Corps volunteers tutor elementary school students in Spokane and Spokane County in reading. Volunteers serve at various public schools and private, non-secular schools, working one-on-one with students multiple times a week for an entire school year.



Second Harvest provides more than 2.5 million pounds of donated food each month throughout the Inland Northwest, supplying 250 food banks, meal centers, and other programs, and feeding 55,000 people each week. **Food bank volunteers** collect, sort, package, and distribute food donations.



Serve Spokane operates out of the North Church and partners with Second Harvest and Northwest Harvest. Their Food Pantry and Clothing Bank combined give out more than 30,000 pounds of food and 1,000 pounds of clothing and household goods each month. Volunteers collect, sort, package, and distribute food and non-food donations.



Southside Senior and Community Center is located on Spokane's South Hill and offers classes, activities, travel and volunteer opportunities, and special events for all ages. **Kitchen coordinators** manage other volunteers in planning and executing senior meal services. **Front desk volunteers** receive visitors, process transactions, maintain records, give tours, and provide general information.



Spark Central is a nonprofit community center in West Central Spokane dedicated to igniting the creativity, innovation, and imagination necessary for people to forge the path to their best future. Spark Central offers imaginative programs for youth, community events, and hands-on workshops for adults, in areas like creative writing, songwriting, computer programming, and podcasting, all offered at no or low cost. **Station Volunteers** and **Program Volunteers** help run the center, facilitate workshops and activities, and work one-on-one with children in youth playshops.



The **Spokane County Library District** is looking for volunteers who love reading and enjoy spending time with kids for their **Reading Buddy** program. This program pairs volunteers, as mentors, with elementary school students. As a Reading Buddy, volunteers meet with a student once per week for 8 weeks to read together one-on-one and foster a love of reading.



Spokane Eastside Reunion Association (SERA) is a collaborative effort that strives to restore and promote a revitalized sense of community in the Eastside neighborhoods of Spokane. **Mentor/Tutor Program volunteers** help students build academic skills and resilience in a structured setting three afternoons per week. This includes helping students with homework, teaching study skills, and working with students to develop long-term goals and priorities for their educational success.



Spokane Neighborhood Action Partners (SNAP) is the largest private human-services agency in Spokane County, offering energy assistance, home repair and weatherization, housing counseling, and a variety of other services. **SNAP Ambassadors** facilitate community presentations and program promotion to groups of various sizes along with outreach events/expos throughout the year.



The **West Central Community Center** serves the West Central, Emerson-Garfield and Audobon/Down River neighborhoods of Spokane, providing childcare, health and nutrition services, a medical clinic, programs for developmentally disabled adults, and recreation activities for youth and adults. Volunteers will provide life skills instructions to adults with disabilities in the **Learning Skills Center**, youth mentoring and instruction through the **Before/After School program**, and assist with planning and carrying out events.

Volunteer Stations – Contact Info

Volunteer Station	Contact Person	Phone	Email	Address
Aging & Long Term Care of Eastern WA	Mark Haberman	509-458-2509	mark.haberman@dshs.wa.gov	1222 N Post St Spokane, WA 99201
American Cancer Society Discovery Shop	Ruth McCallum	509-328-9373	s.discoveryshopchair@outlook.com	920 N Washington St Ste 200 Spokane, WA 99201
American Red Cross	Kari Strain	509-321-6060	kari.strain@spokaneredcross.org	315 W Nora Ave Spokane, WA 99202
Cheney Outreach Center	Diana Davis	509-235-8900	cheneyoutreachcenter@gmail.com	616 W 3 rd St Cheney, WA 99004
Corbin Senior Activity Center	Jeff Edwards	509-327-1584	jeff@corbinseniorcenter.org	827 W Cleveland Ave Spokane, WA 99205
First Tee of the Inland Northwest	Kari Lukas	509-688-9892	karil@thefirstteeinlandnw.org	400 S Jefferson Spokane, WA 99204
Greater Spokane County Meals on Wheels	Marta Harrington	509-924-6976	martah@gscmealsonwheels.org	12101 E Sprague Ave Spokane Valley, WA 99206
HUB Sports Center	Phil Champlin	509-927-0602	phil@hubsportscenter.org	19619 E Cataldo Ave Liberty Lake, WA 99016
Junior Achievement EWNl	Janet Banaugh	509-624-7114	janetb@jashington.org	901 E 2 nd Ave Spokane, WA 99202
Meals on Wheels Spokane	Amy Woolery	509-456-0397	volunteer@mowspokane.org	1222 W 2 nd Ave Spokane, WA 99201
New Hope Resource Center	Janeen Leachman	509-467-2900	director@newhoperesource.org	4211 E Colbert Rd Colbert, WA 99005
Second Harvest	Conor Ellert	509-252-6267	conor.ellert@2-harvest.org	1234 E Front St Spokane, WA 99202
Serve Spokane	Cathy DelPizzo	509-998-5722	serve Spokane@gmail.com	8303 N Division St Spokane, WA 99208
Southside Senior & Community Center	Lisa Rosier	509-535-0803	director@southsidecenter.com	3151 E 27 th Ave Spokane, WA 99223
Spark Central	Wilson Faust	509-919-4705	wilson@spark-central.org	1214 W Summit Pkwy Spokane, WA 99201
Spokane County Library District	Melanie Boerner	509-893-8200	mboerner@sclld.org	4322 N Argonne Rd Spokane, WA 99212
Spokane Eastside Reunion Association	Catherine Wheeler	509-995-3606	cjwheeler@msn.com	3001 E 5 th Ave Spokane, WA 99202
Spokane Neighborhood Action Partners	Mariah McConnaughey	509-893-8200	mboerner@sclld.org	4322 N Argonne Rd Spokane, WA 99212
West Central Community Center	Elizabeth Claiborne	509-326-9540	eclaiborne@westcentralcc.org	1603 N Belt St Spokane, WA 99205

Appendix D: RSVP FORMS
