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  - (4) Providing the project with updates and accomplishments related to the written volunteer assignment descriptions and to document and report project accomplishments and impacts.
  - (5) Appraising volunteer performance, according to the station's practice.
  - (6) Providing testimonials and examples of how RSVP volunteers meet important community needs as well as of impact on the capabilities of the volunteer station and its staff to carry out the station's mission and/or achieve its goals, objectives, responsibilities to clients, etc.
- c. Prior to placement of volunteers, sign a Memorandum of Understanding with the sponsor establishing working relationships and mutual responsibilities and detailing the responsibilities outlined above as well as other responsibilities that may be agreed to. (See Section 22.) The Memorandum of Understanding may be amended at any time by mutual agreement
- d. Letters of Agreement for In-Home Assignments
- (1) According to the Regulations, Section 2553.62, volunteer stations managing assignments in private homes shall develop a Letter of Agreement describing and authorizing the RSVP volunteer activities in each home (See Appendix 6 for an example). The requirement for Letters of Agreement is incorporated in the Memorandum of Understanding.
  - (2) Letters of Agreement contain a statement authorizing an RSVP 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 RSVP volunteer's supervision. The person (or person legally responsible for the person) to be served, the volunteer station, and the sponsor sign the Agreement.
  - (3) The Letter of Agreement provides a common understanding of what the senior 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. The delivery of meals to a home would normally not require a Letter of Agreement.
  - (4) Projects working with organizations, such as hospices, which have obtained Letters of Agreement, or equivalent written agreements with their individual clients, may sign general letters of agreement covering all of the organization's home based clients, rather

than obtaining individual letters for each person. The Memorandum of Understanding with the volunteer station must reference any such agreements.

## **22. PREPARATION OF THE MEMORANDUM OF UNDERSTANDING**

- a. The Memorandum of Understanding describes program requirements, working relationships, and mutual responsibilities. It 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, Section 2553.23(c)(2). (See Appendix 5 for a sample Memorandum of Understanding.)
- b. The Memorandum of Understanding is to be reviewed and renegotiated at least every three years. The Memorandum 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.
- c. A current list of volunteer stations will be included with each grant renewal application showing the name of the station and city where located, number of volunteers placed at the station, types of activities, and the date of the current Memorandum of Understanding.
- d. The Memorandum of Understanding typically includes, to the extent feasible and appropriate:
  - (1) The name, street and e-mail addresses, and telephone and fax numbers of the volunteer station.
  - (2) The number of volunteer assignments projected to be available with or through the volunteer station.
  - (3) The name of the primary volunteer station staff member responsible for day-to-day supervision of RSVP volunteers and a description of supervisory arrangements.
  - (4) Volunteer station and sponsor contributions to support RSVP volunteers (meals, insurance, transportation, and recognition) and/or other project costs.
  - (5) The volunteer station's responsibilities in relation to implementing Programming for Impact, as applicable.
  - (6) Volunteer station agreement to provide required reports.
  - (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 6 for a sample.)
- (9) A listing of geographic locations/sites, other than private homes, where RSVP volunteers will serve through the volunteer station and the number of volunteers placed at each site.
- (10) Assurance that the station will not discriminate against RSVP volunteers, or in the operation of its program, on the basis of race, color, national origin, sex, age, political affiliation, religion, or on the basis of disability if the volunteer is a qualified individual with a disability.
- (11) Assurance that the station provides reasonable accommodation for persons with disabilities.
- (12) The average number of persons the volunteer station serves annually.

## **EFFECTIVE PRACTICES FOR DEVELOPING STRONG VOLUNTEER STATIONS**

### **I. Effective Practices for Developing Appropriate 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; and
- 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 Communicating 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 to the Senior Corps, the RSVP Program, 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 to its volunteer stations;
- C. Providing volunteer stations with ongoing information and/or training about the project, its programming for impact 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; and
- E. Developing criteria for the optimal number of volunteers serving at each station.

### **III. Effective Practices for Working with Volunteer Stations to Achieve Accomplishments and Impact**

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:

- A. Identifies the needs and priorities that the project will address and the agencies that serve them;
- B. 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;
- C. Consults staff, RSVP volunteers, the volunteer stations, and the Community Advisory Group in determining priority community needs on which the project will focus;
- D. Identifies volunteer stations based on well-defined criteria that ensure the project focuses on most important community needs;
- E. Works with each volunteer station to determine the service to which RSVP volunteers are assigned; and
- F. Identifies and communicates its anticipated accomplishment and impact goals to the volunteer station supervisors.

The project works with volunteer stations to collect data that measures progress in achieving the anticipated accomplishments and impacts. The project and volunteer stations:

- A. Work together to determine the types of data needed to measure progress in achieving its accomplishments and impact goals;
- B. Determine, prior to initiating service efforts, the benchmarks it will use as the standards for measuring progress;
- C. Collaborate to develop and implement an information system that utilizes existing data whenever possible, produces the information needed to demonstrate project accomplishments and impact; and allows information to be easily retrieved.
- D. Consistently and accurately provide the needed data;
- E. Use the assessment to adjust service assignments and the project's portfolio of volunteer stations;
- F. Work together to use the information related to accomplishments and impact 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

- G. Work together to modify volunteer assignments to more effectively meet the identified needs.