



# Narratives

## Executive Summary

An estimated 300 RSVP volunteers will serve. They will deliver meals, provide transportation to medical appointments, assist at local food banks, help maintain community gardens, tutor at local public and private schools, assist early childhood classrooms, tutor adults seeking their GED's, provide income tax tutoring, capacity building through volunteer management, and other activities identified as community priorities through a network of 54 volunteer stations such as local food banks, community aide, SMART, Dial-A-Ride, Chemeketa Community College, Tax Aide, local museums, art centers and more. The primary focus area of this project is Healthy Futures. At the end of the 3-year grant, we anticipate outcomes of 75% of homebound or older adults and individuals who receive meals at home or transportation to appointments will report increased social ties or perceived social support; at minimum 65% of the individuals surveyed who accessed food at food banks show increased sense of food security for themselves and their children; 75% of the students served in the SMART program by RSVP volunteers will improve their literacy skills by the end of the school year; and 75% of the students served by CNCS-supported tutoring programs at public and private schools will show gains in academic and social skills by the end of the award period. The CNCS federal investment of \$46,189 will be supplemented by \$19,795 in anticipated non-federal resources.

## Strengthening Communities

a) Describe the community you serve:

Marion County RSVP, serving the communities of Salem north to Aurora and east to Silverton, is located in the lush Willamette Valley with diverse geography ranging from our State Capitol, to agricultural farmland, to the Cascade Mountains. With an estimated county population in 2011 of 318,872 (US Census Bureau); this diversity of landscape also means communities of diverse demographics and varying levels of economic need. Two of the most vulnerable populations, youth and elders, make up 47% of the overall population of Marion County (US Census Bureau) with the

## Narratives

per capita income of the county 18% lower than that of the state per capita income rate. Individually, the community of Woodburn (located in north Marion County) is 62.5% of the state per capita rate of \$26,171 (US Census Bureau).

As of August 2012, the unemployment rate in Marion County was 9.6%, just over the state unemployment rate of 8.9% (Oregon Labor Market Information System). In Marion County, 41.4% of families with related children under age 18 are living below the poverty level. And an even more alarming 61.9% of families with children under 5 AND a female head of household are living below the poverty level (US Census Bureau, 2006-2010 American Community Survey).

Overall, 16.1% of the population in Marion County is receiving food stamp assistance (US Census Bureau, 2006-2010 American Community Survey). Anecdotally from current food delivery and food bank sites, they are seeing an increase in the number of residents requesting meal delivery and/or seeking emergency food boxes. In an effort to encourage community members to be self-sufficient, there are several community gardens throughout the RSVP service area that provide residents not only with fresh produce, but an opportunity to help themselves and others through growing their own fruits and vegetables. RSVP volunteers will assist at a variety of community garden sites throughout the county providing labor, sharing gardening skills with plot owners, and helping clients transition to backyard gardens or container gardens where applicable.

Transportation has been a barrier for some homebound elderly and/or disabled residents that puts their ability to live independently in jeopardy. The City of Woodburn Transit Operations Supervisor, Brenda Williams, provides transportation to Woodburn area residents who are elderly or disabled and cannot participate in the fixed Transit bus route, through a Dial-a-Ride program. Marion County RSVP provides volunteer drivers for the Dial-a-Ride program who assist residents in making it to their medical appointments, or local shopping to get necessities. "Our RSVP volunteer drivers assist approximately 168-220 clients each month in getting to their medical appointments," said Ms.

## Narratives

Williams, "unfortunately we have to turn away about 20 or more ride requests a month because the client lives outside the Woodburn city limits. As a whole, the county has a large unmet need for transit options for older adults and people with disabilities. The amount of calls received in our dispatch center is a tell-tale sign that the current transit options available are not fulfilling that need."

In Salem, Cherriots (Salem-Keizer's Transportation system) provides rural routes between Salem/Woodburn and Salem/Silverton through their Chemeketa Area Regional Transportation System (CARTS). This is a fixed route, so while helpful, is not always convenient for those who are older or have disabilities and would have a difficult time making it to those fixed stops. The Silverton Trolley provides a free ride (donations encouraged) to those in the community in need of making it to appointments, doing their weekly grocery shopping, or for other personal appointments. While there are resources in the county for transportation, they are not at the level where everyone's need for transportation is being met, something that RSVP volunteers may be able to assist with.

With these identified unmet needs in Marion County, the Marion County RSVP program has selected Healthy Futures as our Primary Focus Area for the next three years, as we feel this is the focus area where our volunteers can have the most impact and facilitate the most change.

b) Describe your plans and infrastructure to manage RSVP in a highly effective manner to address community need.

Marion County RSVP has a part-time Volunteer Coordinator whose focus is to a) identify potential volunteer placement sites throughout the county where, through their service, volunteers will be able to address the identified un-met needs of the county residents, as well as fall within the six focus areas identified; b) formalize partnerships with those identified volunteer placement sites through Memorandum's of Understanding (MOU), training on the Senior Corps programs, and other topics as noted; c) recruit a diverse group of volunteers age 55 and over who are ready and willing to make a difference in their community; d) provide basic introductory training for new RSVP volunteers, and

## Narratives

include quarterly training opportunities for all RSVP volunteers on a variety of topics such as leadership, communication skills, or development; and e) maintain the volunteer database, recordkeeping for volunteer hours, periodic site visits to placements, continue on-going communications with RSVP volunteers and RSVP site placements, assist in evaluating volunteer station site effectiveness, and follow outlined RSVP and City of Woodburn policies to remain in compliance with all grant and program regulations.

Community-based organizations recognize the need for support services to assist those who are elderly, disabled, unemployed, and economically disadvantaged. Our partners in Healthy Futures are on the front lines every day in the battle to keep our communities healthy, living independently, and self-sufficient. These organizations provide programs designed to meet their mission of serving the community, and filling a gap or need in the community that would otherwise be un-met. Individually, their infrastructure is designed to be conducive to serving the community and providing volunteers with the training and capacity needed to fulfill the roles given. Good training of volunteers means those volunteers will be able to give high quality service to clients. In three years the Marion County RSVP program and the volunteer placement sites hope to lessen county-wide poverty levels and family food insecurity, build confidence and self-sufficiency skills in families to help them get back on their feet, and increase the capacity of transportation programs to increase the number of residents who can live independently at home.

c) Describe Primary Focus Area service activities leading to National Performance Measure outputs or outcomes.

Marion County RSVP has determined that our Primary Focus Area will center on Healthy Futures and improving the overall health and wellness of the communities in which RSVP volunteers serve.

With the community needs of food delivery and transportation identified as an under-met/un-met need for county residents to maintain their independent living, the Marion County RSVP program will

## Narratives

focus on retaining current volunteers and recruiting new RSVP volunteers to drive for local Meals on Wheels programs, drivers for Dial-A-Ride, and work with local transit organizations to increase opportunities for elder or disabled residents to receive transportation assistance for doctor appointments, shopping, or other personal needs. Through these Healthy Futures activities we plan to ensure that the number of older adults or individuals with disabilities receiving food through Meals on Wheels and/or transportation through local ride programs remains constant or increases due to retaining or increasing the number of RSVP volunteers, thus increasing the programs capacity. Of the estimated 644 residents that will be served through these programs, approximately 75% of the older adults or individuals with disabilities who receive meals or transportation services will report feeling an increased connection to community and social interaction because of those services provided by RSVP volunteers.

Food security is a concern for Marion County residents. In 2009, 70,843 individuals received relief from hunger and food insecurity through the Supplemental Nutrition Assistance Program (SNAP) (Oregon Department of Human Services and Oregon Health Authority report on Marion County 4/2010). With seemingly more families seeking emergency food boxes, RSVP volunteers will be strategically placed at local food banks and pantries to help process food donations, stock shelves, and assist clients as they select items for their emergency food boxes. On average, 500 families at each of the food banks throughout the county are supplied with emergency food boxes each month. In surveying those families after they have received services, we estimate that approximately 65% will report an increased food security for themselves and their children as a result of services they received from the volunteer placement site organizations and RSVP volunteers.

One of the first steps in alleviating hunger long-term is to teach families to be self-sufficient, and one way to do that is through community gardening programs. RSVP volunteers will serve at community garden volunteer placement sites and will assist by teaching residents to properly plan, plant, and

## Narratives

maintain a garden. Additionally we would like to have a program set up by Year 3 where RSVP volunteers are teaching monthly or quarterly food preparation classes to gardeners. These classes would focus on incorporating the fresh produce grown into cost effective meals for their family, food preservation, consumerism, and how to build a backyard or container garden at home. An estimated 100 individuals will participate in county-wide community gardening programs by the end of Year 3.

### d) Current or planned activities in service to veterans and military families.

The Oregon National Guard (ONG) has a large base located in Marion County at the State Capitol of Salem, as well as armories located throughout communities in the county. While we have a base within our service area, the programs they offer their veterans and military families do not fit within the approved activities for this focus area. However, we feel many veterans, and perhaps some active military families, are being served through our Meals on Wheels programs, emergency food boxes, community gardens, and tutoring at school where military children may attend. We plan to identify veterans and military families served through these programs through a simple checkbox on our survey instrument, so that we can report on the number of veterans and military families served through our RSVP volunteer placement sites.

## Recruitment and Development

### a) Plan and infrastructure to create high quality volunteer assignments.

The first step in creating a high quality volunteer experience for RSVP members is ensuring high quality volunteer placement sites that align with the federal focus areas and fill an important niche in local community priorities. The Marion County RSVP Volunteer Coordinator will maintain volunteer placement sites that fit within the new guidelines, and seek new volunteer placement sites with the guidelines in mind. Volunteer placement sites will offer quality volunteer training and meaningful and impactful service opportunities such as delivering meals, assisting clients at local food banks, driving elderly or disabled persons to their medical appointments, or teaching a family to garden and

## Narratives

help them get a step closer to self-sufficiency.

The RSVP Volunteer Coordinator will meet with potential volunteer placement sites to determine appropriate fit with RSVP guidelines, safe work environment for RSVP volunteers, and ensuring that volunteer placement sites will utilize volunteers in a way that is meaningful for the organization and volunteers. Once selected, an MOU will be put in place that includes training with the volunteer placement site regarding restricted activities, RSVP mission, and expectations. Additionally, volunteer placement sites will be updated each year on any changes to RSVP policies; as well as yearly basic "refresher" training on RSVP through an electronically delivered PowerPoint presentation. These steps will make certain that any new staff at the volunteer placement site organization will be well briefed on the RSVP program.

Ensuring an impactful volunteer assignment, and matching the right volunteers to that placement site, will give RSVP volunteers more chances to share skills they have acquired over the years with placement site staff and clients; as well as the opportunity for RSVP volunteers to learn new skills.

b) Plan and infrastructure to ensure RSVP volunteers receive training needed to be effective in their assignments.

When inquiring about volunteering with RSVP, potential volunteers meet with the RSVP Volunteer Coordinator to discuss their interests and potential sites that may match their interests, as well as what they would like to get out of their volunteer service. Once registered, volunteers receive basic training on the RSVP mission, volunteer restrictions, information about their potential volunteer placement site match, and an informational sheet regarding the supplemental accident and liability insurance volunteers receive through the RSVP program.

Some volunteer placement sites require criminal background checks prior to an RSVP volunteer beginning to serve. Once matched with an appropriate volunteer placement site, RSVP volunteers will receive site specific training from the placement organization. For instance, Dial-a-Ride volunteer

## Narratives

drivers are required to take the 55 Alive defensive driving course, they are trained on using the wheelchair loader, and receive training on safe winter driving procedures. Other volunteer placement sites meet regularly with RSVP volunteers to ensure their volunteer service is what they were expecting and to address any concerns; provide annual re-certification for those RSVP volunteers who need it for their placement site, or they are matched with an experienced staff member or volunteer who provides quality on-the-job training.

Through a partnership with HandsOn Willamette, a non-profit organization serving counties in the mid-Willamette Valley that is dedicated to mobilizing volunteers to create positive change in communities, we will be able to offer on-going quarterly RSVP volunteer trainings. HandsOn Willamette can provide quality training opportunities for volunteers to increase their leadership skills, develop project management skills, and learn about recruiting volunteers to assist their placement site, as well as key steps in planning their own service project.

The second round of the Woodburn Ford Leadership Institute, facilitated by Oregon's Rural Development Initiative, will begin in January 2013. It is the goal of the RSVP Volunteer Coordinator to identify 3-5 RSVP volunteers serving in Woodburn who are willing to attend the 48-hour leadership training. The training is designed to develop the community leadership capacity of individuals emphasizing interactive, facilitative, and a cooperative style of teaching. At the conclusion of the Institute the class will have 1 year to complete a community service project for the benefit of Woodburn residents (Ford Institute Leadership Program brochure).

In addition, the RSVP Volunteer Coordinator will organize practical life enrichment trainings such as basic computer skills, using Facebook to connect with family, disaster preparedness, and other trainings as requested by volunteers.

c) Plan and infrastructure to recruit a volunteer pool reflective of the demographics of the geographic area served.

## Narratives

Marion County is a very diverse community, both economically and culturally. The percentage of Hispanic residents living in Marion County is twice that of the state rate, largely due to the strong agricultural economy within the county. Additionally, 24.3% of the households in Marion County speak a language other than English in the home (US Census Bureau). Those languages are primarily Spanish and Russian, as there is also a significant population of Russian Old Believers in the Woodburn and Gervais communities.

One barrier that we have found in recruiting volunteers from the Hispanic and Old Believer communities is that generally those in the 55 and over age range are often 1st or 2nd generation immigrants with very traditional family roles, and who speak little if any English. Often these grandparents have also taken on the role of caregiver for their grandchildren so that the parents are able to work. As their time is committed to their family, it makes it more of a challenge to engage them in volunteer work in the community. We plan to address this barrier by building stronger partnerships with their respective churches, and explore establishing volunteer placement sites at the church itself if they offer services within the federal focus areas. We already have RSVP marketing brochures in English and Spanish, and we will carry RSVP informational recruitment fliers in all three languages.

In addition, we will recruit RSVP volunteers from the Hispanic and Russian communities at current volunteer placement sites in which they are clients or receiving services; utilizing the theory that they may be more comfortable volunteering in an environment in which they are familiar. We will use this same strategy to recruit volunteers who are disadvantaged economically or have disabilities. For instance, food bank volunteer placement sites are an ideal location for those who are clients of the food bank, to also give back through RSVP volunteer service. Community gardens are another great way to bring together volunteers of all cultures, socio-economic backgrounds, or physical ability levels in a non-threatening environment where residents who receive services are able to be of service

## Narratives

themselves.

d) Plan and infrastructure to retain and recognize RSVP volunteers.

Marion County RSVP will recognize volunteer contributions annually at a December recognition event that is coordinated by the RSVP Advisory Committee. Through in-kind donations of space, catering, and decorations from a variety of community organizations and businesses we will be able to honor those who have served their community throughout the year.

The RSVP Volunteer Coordinator also started a "Volunteer of the Month" program in September of 2012. Each month site supervisors will nominate a volunteer who has made a valuable service contribution during the month. From those nominated, a volunteer will be randomly selected and recognized as the "Volunteer of the Month". They will have a brief profile on the Marion County RSVP website and Facebook page, as well as a submission in their local newspaper. Beginning in 2013, the RSVP Advisory Committee will select from the "Volunteer of the Month" awardees to recognize one "Volunteer of the Year" at the annual recognition event.

Our volunteer placement sites also recognize the value volunteers bring to their organizations and show their appreciation through a variety of recognition events. For instance, Woodburn Recreation & Parks recognizes its historical museum volunteers each year at an appreciation luncheon during Christmas where volunteers are thanked and receive small gifts. The Hubbard Police Department recognizes their volunteer each year at their annual banquet, and others recognize their volunteers through positive feedback and reinforcement on a more frequent basis.

The best way to ensure we retain our volunteers is to recognize their efforts and contributions often, and say "thank you" whenever possible. Denise Penn put it best when she said "Volunteers, a precious resource we can not afford to lose."

### Program Management

a) Plan and infrastructure to ensure management of volunteer stations in compliance with RSVP

## Narratives

program regulations and applicable laws.

To properly manage the varied volunteer placement sites, the Marion County RSVP Volunteer Coordinator keeps a file for each placement site containing: a) their original MOU (that is renewed every 3 years), b) any memos regarding the placement site, and c) monthly volunteer timesheets.

Yearly update trainings through PowerPoint presentations will be distributed to all volunteer stations to keep them up-to-date on any RSVP policy changes, and a friendly reminder regarding restricted activities. The RSVP Volunteer Coordinator will visit the volunteer placement sites a minimum of once per year for a tour, visit with volunteers and site staff, address any concerns from the volunteers or site supervisor, and ensure that work conditions are safe for volunteers and that they are not being asked to participate in any prohibited activities. These visits will be recorded in a Site Visit log and available for review by sponsor supervisor and/or CNCS staff.

To ensure compliance with RSVP program guidelines, all potential Marion County RSVP volunteers complete an RSVP application that includes basic contact information, date of birth to confirm the volunteer qualifies for the program, an opportunity to list prior experience and skills, and any physical limitations they may have. Once submitted to the Volunteer Coordinator, the application is reviewed and the volunteer is contacted to discuss placement sites that may fit with their interests and what they are hoping to get out of their volunteer service. Once placement options are selected the site supervisor is contacted to set up an introductory meeting to ensure that the placement really would be a good fit not only for the volunteer, but also for the placement site. All volunteers, site placements, volunteer "jobs", and volunteer hours are recorded and tracked in our Volunteer Reporter database. Site supervisors submit volunteer hours monthly. All of these steps taken with the volunteers and the volunteer placement sites are done to ensure that the Marion County RSVP program is in compliance with federal regulations and offering a quality program to county residents.

b) Plan and infrastructure to develop capacity to recruit and manage volunteer stations outside

## Narratives

### Primary Focus Area.

Marion County RSVP already has in place, many volunteer placement sites that are outside the Primary Focus Area. These sites all followed the same path to become an RSVP placement site as those in the Primary Focus Area in terms of an MOU in place, training on prohibitive activities, site visits, tracking and submitting volunteer hours, and on-going training for the placement site staff. The structure is already established to add volunteer placement sites outside the Primary Focus Area, and the RSVP Volunteer Coordinator is currently managing these sites, so the capacity to continue this effort already exists.

Within Marion County, and the RSVP service area, there are six school districts serving the communities. 65% of those schools have 50% or more of their students on free or reduced lunch, with the addition of some challenging academic needs at the elementary school level (Oregon Department of Education). District-wide during the 2011-12 school year, 38.1% of 3rd graders in the Gervais School District met or exceeded the state benchmarks for reading and literature, compared to the average state rate of 70.1% of students meeting or exceeding benchmarks. 38.5% of Woodburn School District 3rd graders met or exceeded their reading and literature benchmarks; and 53.7% of North Marion School District 3rd graders met or exceeded their reading and literature benchmarks (Oregon Department of Education). By 7th grade student testing results for all the districts, except Woodburn, show they are beginning to close that gap on the state average. It is not until 8th grade that Woodburn students begin to close the gap. Universally, by the time they are tested as 11th graders all districts are within a few percentage points of the state average for meeting reading and literature benchmarks, with some districts exceeding the average (Oregon Department of Education). We feel this points to additional support needed at the elementary school level with reading, and we will be increasing our recruitment effort to place RSVP volunteers in Start Making A Reader Today (SMART) reading programs at the schools, in classrooms as teacher's assistants, and helping with before school

## Narratives

classes during late-start school days.

We have also identified some community priorities in the areas of historical, architectural, and art museums as important to the cultural well-being of a community; as well as adults needing tutoring assistance to pass their GED test with the hope of that leading to gainful employment. As mentioned previously, we already have many of these sites in place and we feel confident in our ability to continue to manage these sites, without neglecting those sites within the Primary Focus Area.

c) Plan and infrastructure to responsibly graduate volunteer stations.

The RSVP Volunteer Coordinator has already begun conversations with the four volunteer placement sites that do not fit within the new focus guidelines, nor do they fit as a community priority. Out of respect for the site supervisors, they were contacted via phone to discuss the new focus area directions, graduation and what that means, and how they as an organization would like to proceed. Two of the sites chose to graduate immediately, and two have decided to wait until March 2013 to graduate. Regardless of their date of graduation, all four sites and their volunteers will be recognized for their years of service at the annual recognition event in December 2012.

For all the volunteers of those graduating sites, they have/will receive a letter from the Volunteer Coordinator explaining the graduation transition and why it is happening; letting volunteers know that their placement station is not going away, just its association with RSVP; and letting them know that there are plenty of new volunteer opportunities within the RSVP program if they would like to add to their service.

d) Plan and infrastructure to assure National Performance Measure outcomes and outputs are measured and collected.

The RSVP Volunteer Coordinator will meet with all existing site supervisors to review their data collection processes and database system to ensure compatibility and ease of data transfer. Any changes or additions that need to be made in order to track output data will be discussed with the site

## Narratives

supervisor to devise a method that does not "make work" for the sites; but still gathers the data needed to accurately report on the progress of the output measure.

The RSVP Volunteer Coordinator will collect output data from volunteer placement sites on a quarterly basis to be able to assess progress made on the output during the course of the year, and to prevent an overload of data input at the end of the year. By having output data submitted quarterly, any changes that need to be made in the RSVP volunteers' service will be more manageable and meaningful to the organization and its clients. As new volunteer placement sites are added they will meet with the RSVP Volunteer Coordinator to discuss data collection requirements for the program, expectations, and any concerns the placement site might have in meeting those expectations. The RSVP Volunteer Coordinator will work with a potential volunteer placement site to address any concerns, but if a new volunteer placement site is unwilling to implement processes to collect output data as needed we will unfortunately not be able to use them as a placement site.

For the Healthy Futures and Education objectives that not only have output data to collect, but also outcomes to measure, the RSVP Volunteer Coordinator will work closely with the site supervisors to ensure survey implementation and collection of outcome measure results. Meals on Wheels drivers will leave surveys with clients and can assist them in completing the surveys or the drivers can pick them up the next day when they deliver. RSVP volunteers assigned to the RSVP office will assist with the outcome survey implementation at other volunteer placement sites. RSVP volunteers will survey at food bank sites for a designated week during the year to get a good cross section of clients served through food bank programs. The survey will briefly ask clients to self-report their perception of food security for themselves and their family after having received an emergency food box.

The RSVP Volunteer Coordinator will work with the school districts and SMART program to access the aggregate data from testing and surveying tools they are already using. For RSVP volunteer classroom tutors, the 21st Century Community Learning Center teacher survey will be distributed at

## Narratives

the end of the school year for teachers to evaluate a student's progress from the beginning of the school year until the end. This is a brief survey utilized by Oregon 21st Century Community Learning Center sites that asks about a student's participation in class, attentiveness, behavior in the classroom and with classmates and analyzes progress made during the course of the year.

The SMART program intends to increase the reading ability and confidence of the students, grades K-3, in the program. We will evaluate the impact of our RSVP SMART volunteer readers at the end of the program year to determine the progress made by students participating in SMART. The outcomes of this project will be measured using the Student Milestone Form as the evaluation instrument. SMART site supervisors will give teachers with students in SMART the Student Milestone form to complete at the end of the year. The form tracks student progress across a number of relationship, school, reading, comprehension and book milestones, including whether students a) do not yet meet grade appropriate reading benchmarks, b) meet grade appropriate reading benchmarks, or c) exceed grade appropriate reading benchmarks. The SMART site supervisor will submit a copy of the evaluation summary, in an aggregate format, to the RSVP Volunteer Coordinator for CNCS reporting purposes. Our goal is that 75% of SMART students make some, or significant improvement in each of the milestones.

e) Plan and infrastructure to manage project resources, both financial and in-kind, to ensure accountability and efficient and effective use of available resources.

The City of Woodburn has served as the sponsor agency for RSVP since 1974. The management of project resources, both financial and in-kind, is handled by the RSVP Volunteer Coordinator under the direct supervision of the Community Services Director and city's Finance Director. The RSVP Volunteer Coordinator tracks grant expenditures, as well as being responsible for documenting any donated or in-kind materials for financial reporting purposes. All non-payroll expenditures are reviewed and receive written approval from the Community Services Director prior to their purchase.

## **Narratives**

Copies of all request approvals and receipts are retained in an RSVP Budget file folder, along with written documentation of all in-kind or donated items. Payroll and fringe benefit expenditures are tracked through the city's Logos Government Financial software (New World Systems) and are reviewed by the Community Services Director and Finance Director for accuracy.

The RSVP Volunteer Coordinator understands that budgets are lean given the economy, and makes every effort to spend CNCS funds as budgeted and approved, as well as shoring up resources for the program whether that is through additional volunteer assistance, beneficial partnerships, in-kind items, or donated cash to support program goals. Through the checks and balances built into the city financial structure, we have every confidence that RSVP resources are being utilized efficiently and effectively, with the greatest degree of accountability.

### **Organizational Capability**

a) Plans and infrastructure to provide sound programmatic and fiscal oversight, day-to-day operational support and data collection, and clearly defined internal policies.

The Marion County RSVP program implementation is overseen by the RSVP Volunteer Coordinator. Periodic review of the program and its components is conducted by the Community Services Director, with input as well from the RSVP Advisory Committee. These reviews ensure that RSVP volunteers are supported, benefiting from high quality volunteer placement sites, and that the RSVP Volunteer Coordinator is doing his/her job.

Fiscal oversight for the RSVP program is provided by the Community Services Director and Finance Director through expenditure approvals, monthly reviews of RSVP finances through the city's financial management system (Logos), and periodic meetings with the Volunteer Coordinator to review and discuss any budget concerns.

Day-to-day operations of the RSVP program are conducted by the Volunteer Coordinator including recruitment of volunteers and volunteer placement sites, community outreach and partnership

## Narratives

development; inputting and tracking of volunteer applications and hours, gathering evaluation data from volunteer placement sites for reporting purposes, and compiling and submitting federal finance and progress reports.

The City of Woodburn's internal policies are guided by the state and their laws dictating the operation of an Oregon municipality.

### b) Clearly defined staff positions

The RSVP Volunteer Coordinator, Beth Faulhaber, provides the day-to-day management and operational support for the Marion County RSVP program. Responsibilities for this position include: a) recruitment, management, and retention of volunteers age 55 and over; b) recruitment, management, and retention of volunteer placement sites within the federal focus areas and other community priorities; c) collecting, inputting, and tracking volunteer hours; d) marketing the Marion County RSVP program; e) responsible for all federal reporting; and f) responsible for ensuring the appropriate expenditure of CNCS funds and matching funds. Ms. Faulhaber's past work experience individually qualifies her for the Volunteer Coordinator position. She managed the day-to-day operations of an afterschool youth center for over 10 years. While in that capacity she was responsible for recruiting and placing volunteers, including those in the Foster Grandparent program; supervised staff, marketed the program and solicited in-kind donations, partnered with other community programs on a variety of youth projects, wrote and managed foundation grants, and evaluated the effectiveness of the organization's programs. More recently she has managed the implementation of federal grant programs including the Department of Justice's Weed & Seed program in two communities, and a state 21st Century Community Learning Center at a local elementary school. Not only did she ensure the programmatic fidelity of the grant programs, she was responsible for the accurate accounting of funds expended, as well as completing and submitting all federal reporting and continuation grant submissions.

## Narratives

Jim Row serves as the Community Services Director and direct supervisor of the Marion County RSVP program. Mr. Row graduated from the University of Oregon with a B.S. in economics, which led to him working in the public administration sector for approximately 18 years. Mr. Row has held positions as an Aquatics Supervisor, Recreation Services Manager, and most recently the City of Woodburn's Community Services Director since 2007. As the Community Services Director he is responsible for overseeing the city's Recreation & Parks department, the Aquatics Center, the Public Library, Community Relations department, city's transit system, and the RSVP program. His work history has given him vast experience not only supervising a wide variety of programs, but also the opportunity to work with federal and foundation grants and all the regulations and reporting that those grants entail. This experience makes him uniquely qualified to supervise the RSVP program and RSVP program staff.

Christina Shearer has served as the Finance Director since early May 2012. She has a BS in accounting from Portland State University, and is a Certified Public Accountant. Ms. Shearer has over 20 years of governmental finance experience in various roles including positions with the State Auditor's Office, Oregon Public Employees Retirement System, Governor's Budget Office and 5 years as a Municipal Finance Director. In her capacity as Finance Director, Ms. Shearer will provide advice and assistance as needed in the financial management of the RSVP program. She also oversees the city's Finance Department and all the staff who may assist with RSVP financial matters, ensures the city's internal policies are followed, and holds the department to a high standard of work and excellence.

The RSVP Volunteer Coordinator's position is sustained through the CNCS grant funding. The Community Services Director and Finance Director positions are sustained through a cost allocation plan of general fund monies. When applicable, a percentage of their time is allocated to program budgets that they oversee. While local government budgets are tight, these two positions are vital to

## Narratives

the operations of the city and we do not anticipate any changes to their funding levels.

c) Organization's track record in the Primary Focus Area, senior service, managing volunteers and in measuring performance.

The City of Woodburn has successfully sponsored an RSVP program since 1974. The community has a significant older adult population with a neighborhood development created specifically for older adults. Began in the 1960's, The Estates is a 55+ private golf community with over 1,500 households. In addition, the City of Woodburn has several independent living and assisted living facilities such as Country Meadows Village, Cascade Park Retirement Center, Silver Creek and Colonial Gardens. With older adults such a prominent part of the community, city programs and community based programs have had to develop an expertise in serving seniors in order to be a full service community. The city's Recreation and Parks departments has day trips geared specifically to older adults, the Aquatic Center has water classes catering to older adults, and the Woodburn Public Library hosts an adult book club for community members.

As an RSVP sponsor for the last 38 years, the City of Woodburn has a rich history in managing volunteers and connecting enthusiastic residents with meaningful volunteer activity. In addition to the successful RSVP program, the Community Relations Director has created a vibrant volunteer program at the local high school and is giving students an opportunity to help their community through service projects, teaching them to have ownership in their community, and valuable leadership skills that they will be able to take into adulthood.

The City of Woodburn has an excellent track record of being able to assess their communities' needs, work with community partners to implement programs, and collect and analyze data to evaluate the projects. One example is the Woodburn Reads! effort. Many community leaders came together to address the concern of literacy in the community. Their solution was to encourage reading at all levels through a local literacy campaign. They successfully applied for and received funding support

## Narratives

through the Oregon Community Foundation for this effort, and have been going strong ever since.

d) Demonstrating strong organizational infrastructure.

The City of Woodburn's Public Works Department effectively maintains tangible city assets such as facilities and equipment through a regular maintenance schedule and conscientious use of facilities and equipment to prolong their useful life. All departments utilize their supply budgets in a way that is cost effective and stretches their resources.

The City of Woodburn is an Oregon municipality operating under the laws of the state. All financial processes and methodologies are performed in accordance with a system of internal controls, both electronic and physical, that is documented and reviewed annually by through state mandated independent audits. The city utilizes Logos.net Government Financial software (New World Systems) which is used for financial management, purchasing/accounts payable, receipting, payroll and financial reporting.

Specifically, cash receipting is handled centrally by the Finance Department with segregation of duties between initial receipts and deposits/reconciliations. Coding of infrequent or unusual receipts is generally handled at the direction of the Department head for which the funds are received, or in accordance with past practice. Additional controls implemented at the city include budget/actual reports that are reviewed by department heads to ensure proper coding, and audit procedures that review revenue classifications. Similar controls are in place for the expenditure of funds, including management approval of expenditures and department review of expenditure reports. For purchasing, the city has adopted the Oregon State Purchasing rules which can be found at <http://www.oregon.gov/DAS/EGS/PS/Pages/ors279-menu.aspx>.

The City of Woodburn has vast experience successfully applying for, receiving, and managing federal grants. The city has implemented several transit grants, as well as completing a much needed sewer project with ARRA funds. The city also received a Department of Justice Weed & Seed grant to

## Narratives

implement community crime prevention strategies, and is currently a partner with the school district's afterschool program which is funded through a 21st Century Community Learning Center grant. The city has never had any federal grant monies rescinded due to inappropriate management of the grant funds, and we have every confidence in our ability to continue to manage the RSVP program.

The Marion County RSVP program has an active Advisory Committee to ensure input from the community regarding RSVP priorities and placement opportunities. In the coming months, the Volunteer Coordinator will focus on recruiting committee members from the communities of Silverton, Mt. Angel, Gervais, and Salem to ensure a good cross-section of representatives so that all voices are heard. In addition, community surveys are distributed annually to RSVP volunteers, RSVP site supervisors, and a survey link made available to community members for input on the current impact of RSVP volunteers and what is working and how we may make improvements. We are excited about the future of this committee as it is a dedicated group of volunteers who all have the common goal of improving the community in which they live.

e) Demonstrate how your organization will adequately sustain the proposed required non-federal share.

The City of Woodburn is committed to supporting the RSVP program and has budgeted for some of the proposed required non-federal share in the annual budget. We are also committing office space and support services to the program as an in-kind match. In January 2012 the RSVP Volunteer Coordinator position was reduced to half-time to ensure that the city will remain in a position to sustain the program. Even with budget reductions, the city feels this is an important commitment to make, where the rewards far outweigh the costs.

### Other

Not applicable.

### PNS Amendment (if applicable)

## Narratives

Not applicable.