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Executive Summary

Clackamas County Social Services (CCSS), on behalf of Clackamas County Volunteer Connection, submits this application to CNCS for funding of Clackamas County RSVP, hereinafter referred to as RSVP. CCSS is dedicated to helping people in need live with self-reliance and independence and offers many opportunities for county residents to be socially engaged. For seniors and people with disabilities, as well as low income residents and veterans, CCSS offers many programs that support social service solutions in the community and provides people with the information and resources they need to be healthy and safe. CCSS strongly believes that volunteer programs have a positive impact on the agency's ability to enhance the social services available in the community.

Over the next three years, the scope of the RSVP project will be based on "Healthy Futures" as the primary focus area, with Economic Opportunity and Education as secondary focus areas, and service to Veterans and Military Families interwoven into each of the three areas. A minimum of 300 unduplicated RSVP volunteers will be supported in their efforts to meet the needs identified in each focus area through a set of strategic work plans at 20 volunteer stations. At the end of each performance period, RSVP will demonstrate increases in the outcomes/outputs for each area of focus. In the Healthy Futures focus area, RSVP will exhibit increases by up to 10% in the following areas: the number of homebound older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently; the number of individuals who receive emergency food from food banks, food pantries, or other nonprofit organizations; and the number of clients to whom information on health insurance, health care access, and health benefits programs is delivered. The CNCS federal investment of \$61,137 will be supplemented by \$26,205 from the local sponsor.

Strengthening Communities

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The community that RSVP serves is Clackamas County, which covers approximately 1,879 square miles of land in Northwest Oregon. This rapidly changing area has a unique geographic and demographic mixture of urban, suburban, and rural communities. The majority of the county is comprised of public lands consisting of Federal and State Forest Areas, or is designated for private agricultural, forest, and/or farm usage. The County is comprised of 15 towns, 55 unincorporated communities, four hamlets and six villages. Communities within the county are widely diverse, ranging from small rural towns with 28 Title I designated schools, to the most affluent community in the state. Clackamas County is a part of what is known as the "Portland Metropolitan" area, which also includes Multnomah and Washington counties. Although the urban northwest portion of Clackamas County is fairly well-connected to services and public transportation, most of the county lacks this essential infrastructure. According to the 2012 Clackamas County Community Survey, many county residents report access to transportation as a major obstacle to obtaining services. Lack of transportation options are a primary issue of concern for many Clackamas County seniors. While there are several public transportation options in the county, overall it must be emphasized that the disparate nature of the county, containing both highly urbanized and very rural areas, means that residents' access to resources like public transportation and social services varies widely depending on where they live, and their ability to navigate such systems.

Clackamas County is the state's third most populated county, with 380,207 residents. The population increased by 11.1% between 2000 and 2010. Approximately 58% of the county's population lives in the 15 incorporated cities in the county, with the remaining 42% living in the more remote areas. Key demographics for county residents are: 5.8% under age 5; 24.2% are under age 18; 46.8% are between ages 20 and 54; 13.6% are between ages 55 and 64; and 12.9% are over age 65. The US Census Bureau reports that for 2010, the cultural diversity of Clackamas County is relatively comparable to the State

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of Oregon as a whole: 91.1% White (compared to 88.6% for the state), 1% Black (compared to 2% for the state), 3.8% Asian, .3% Native Hawaiian or Pacific Islander, 1.1% American Indian, and 2.9% identifying as two or more races, and 8 % of the population identify as Hispanic (compared to 12% for the state). According to the American Community Survey of 2010, 10.4% of Clackamas County residents live below the federal poverty level. The poverty level for children in Clackamas County younger than 5 years of age is 17%. Oregon State Department of Human Services (December 2010) reports that approximately 1,400 families receive Temporary Assistance to Needy Families (TANF) and over 10% of county residents receive food stamps. In Clackamas county schools, free and reduced lunch participation averages 35.5%.

The Clackamas County senior population is growing much faster than the general population. The US Census Bureau reports that Clackamas County's population of 37,428 seniors (65+) in 2000, exploded to 51,135 seniors (65+) in 2010. Clackamas County has seen a 51% increase in the 65+ population, while county's total population has grown only 11%. Seniors in Clackamas County are more likely to live with low-incomes than the general population, even though 38% of seniors are still active in the workforce.

Planning for an older population requires local input, involvement, and understanding of the current community supports and barriers to place-based aging as well as a commitment to change; increasing supports and removing barriers so that all residents have the choice to live well and age in their community. CCSS recognizes the importance of focusing on aging and the concept of "aging in place" is a top priority.

The first grant funding requirement states that "a minimum of 10% of the unduplicated volunteers are

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in outcome-based work plans"; in answer to that requirement, RSVP has 55% of their volunteers in such work plans. The secondary funding requirement states that "at least 25% of unduplicated volunteers in assignments that address one Primary Focus Area"; in answer to that requirement, RSVP has 61% of their unduplicated volunteers in the Healthy Futures Focus Area. Thirdly, the funding requirement states that "no more than 30% of unduplicated volunteers are in community priority work plans"; to answer that requirement RSVP has 100% of volunteers placed in CNCS Focus Areas. The final funding requirement states that "the remainder of RSVP volunteers are placed in activities aligned with CNCS Agency-Wide outputs or complementary program outputs." To answer that requirement, RSVP has the remaining 45% of volunteers in output-based work plans in the CNCS established focus areas of Education, Economic Opportunity, and Veterans and Military Families.

RSVP is addressing local and CNCS priority issues in the aging community by focusing on "Healthy Futures". RSVP believes that making the community age-friendly by addressing the following objectives will make it a better place for all: 1) The ability to Age in Place -- with access to transportation and food for homebound seniors and people with disabilities, 2) Reducing Childhood Obesity and Increasing Access to Nutritious Food, and 3) Increasing Access to Health Care. The data and demographics that follow demonstrate the community's need in those areas.

Access to adequate and reliable transportation for seniors and people with disabilities is a substantial barrier to aging in place. According to the engAGE in Community 2011 MAPPs project survey, 60% of respondents rated the importance of special needs transportation as "important" or "very important". The overwhelming majority of respondents agreed that regardless of the mode, access to transportation is imperative if residents are to participate in social, cultural, civic, and recreational activities. Transportation is also essential to enable the activities of daily living such as working,

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shopping or going to medical appointments. When faced with the inability to drive one self, older residents and people with disabilities encounter less than optimal or no viable transportation choices, which makes aging in place more difficult.

Due to limited access to public transportation in remote areas of the county, there is an ever-growing need for special needs transportation in order to enable seniors and people with disabilities to remain living independently. In Clackamas County's Transportation Reaching People (TRP) program, volunteer drivers provide rides for seniors and people with disabilities to medical appointments (many life sustaining, primary care, and prevention focused) and essential errands. In 2011/12, TRP volunteer drivers fulfilled 11,242 requests for service and provided 28,217 one way rides; driving over 292,000 miles. TRP serves as a lifeline for isolated seniors and adults with disabilities who are unable to access other transportation options. This program enables homebound seniors and people with disabilities to maintain their dignity and remain living independently. Just as importantly, the program provides vulnerable residents with access to proactive health care options. RSVP volunteers are critical to the success of this program.

RSVP Responds: The need for adequate and reliable transportation for seniors and people with disabilities is evident and RSVP has 84 unduplicated volunteers in service activities (volunteer drivers) in support of this objective at one volunteer station, collaborating with five local senior centers to serve the entire county. RSVP staff work closely with the TRP program to enhance marketing and outreach to clients in target populations. At the end of this performance period, RSVP will show an increase in the number of veterans, homebound older adults and individuals with disabilities receiving transportation that allows them to live independently. Additionally, as a qualitative measure of RSVP's success, the program will conduct a survey to measure the number of homebound or older adults and

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individuals with disabilities who report having increased social ties or perceived social supports as an outcome of these service activities.

Hunger and food insecurity disproportionately impact homebound seniors and people with disabilities. Therefore these issues are clearly identified as barriers to aging in place. As reported in the 2011 Hunger In America report published by the Center for American Progress, poor access to nutritious food, compounded by inadequate access to reliable and accessible transportation, has been reported as a risk factor associated with increased institutionalization, isolation, decreased health, and an inability to age in place among older adults. Studies have demonstrated that home delivered meals reaffirm the dignity of those who require them and help maintain an independent living situation for each person served.

Clackamas County's Focal Point Nutrition program brings needed services to elderly residents whose needs might otherwise go unmet. By addressing the nutritional needs of seniors, the move to a residential care facility can sometimes be delayed, thereby saving tax dollars for those receiving Medicaid long-term care services. In the last fiscal year, ten Clackamas County Meals on Wheels sites served over 169,035 hot meals to homebound seniors and disabled residents throughout the county (14,096 meals monthly). Although meant to cover just one third of an individual's daily dietary needs, home delivered meals often become the recipient's primary food source for both lunch and dinner. With the rising cost of gas, food and supplies, the cost to prepare and deliver home delivered meals continues to rise while federal funding remains flat and agencies struggle to find donors able and willing to fill the gap. Without volunteer resources, the home delivered meal programs could not be sustained.

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RSVP Responds: The need for increased food security among homebound seniors is undeniable and RSVP has 48 volunteers in service activities (home delivered meal preparation and delivery) supporting this objective at four stations throughout the county. RSVP works closely with all four volunteer stations to ensure that an accurate tracking mechanism is in place to effectively record the number of individuals receiving service. At the end of this performance period, RSVP will show an increase in the number of homebound older adults and individuals with disabilities receiving food that allows them to live independently. Additionally, as a qualitative measure of RSVP's success, the program will conduct a survey to measure the number of homebound or older adults and individuals with disabilities who report having increased social ties or perceived social supports as an outcome of these service activities.

RSVP recognizes that increasing and providing access to food and nutritious meals is essential in securing Healthy Futures. The federal Supplemental Nutrition Assistance Program (SNAP) has helped many families meet their household food needs. In spite of increased access to SNAP benefits, many families still have to make tough choices between a meal and paying for other basic necessities. The Center for American Progress reported in 2010 that nearly half of the households seeking emergency food assistance have to choose between paying for utilities or heating fuel and food. Nearly 40 percent said they had to choose between paying their rent or mortgage and buying food. In 2009, Partners for a Hunger Free Oregon reported that in Clackamas County 37,693 people received SNAP benefits per month. If all eligible people were enrolled in SNAP, 26,238 additional people would have received help putting food on the table.

Food insecurity among older adults is especially troublesome because many have unique nutritional needs and may require special diets for medical conditions. Additionally, older Americans have a

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continuum of needs based on their mobility and ability to prepare meals. As a result, different nutritional interventions are required to reach seniors throughout this continuum. Partners for a Hunger Free Oregon and the Center for American Progress also report that even the most elementary forms of food insecurity have detrimental effects on those who are hungry or food insecure. Malnourishment compromises the immune system, making food insecure people more susceptible to disease. For example, children who live in hungry and food insecure households get sick more frequently, miss school more often, and perform worse in school. The research further shows that hungry and food insecure children are more susceptible to cognitive impairment, more likely to engage in antisocial behaviors, and are more in need of both medical and mental health interventions.

The Oregon Food Bank reports that in 2011, 24 emergency food box sites in Clackamas County provided a staggering 3,726,369 pounds of food to 207,716 individuals; that six Clackamas County Community Food Basket sites provided 218,841 pounds of food to 16,843 people; and 14 Clackamas County Congregate Meal Sites provided 180,088 meals to hungry residents in the community. Overall, this is a 12% increase in demand over the previous year.

RSVP Responds: The need to increase access to food and nutritious meals in Clackamas County is clear, and RSVP has 70 unduplicated volunteers in service activities (food distribution, food collection, and food pantry support) sustaining this objective at six volunteer stations serving the entire county. RSVP staff work closely with the Oregon Food Bank to collaborate on sharing client tracking database figures. At the end of this performance period, RSVP will show an increase in the number of individuals in the County receiving emergency food from food banks, food pantries, or other MOU stations. Additionally, as a qualitative measure of RSVP's success, the program will conduct a survey

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to measure the number of individuals who report having increased food security for themselves and their children (household food security) as an outcome of these service activities.

RSVP recognizes the critical nature of increasing health care literacy and access to health care as key factors in securing Healthy Futures for Clackamas County residents. A study appearing in the Journal of the American Geriatrics Society shows that Medicare beneficiaries' understanding of their healthcare benefits may affect their ability to access needed care effectively and could lead them to delay or avoid seeking care. The study goes on to state, "beneficiaries' understanding of their health benefits ultimately may affect the quality and outcomes of their care. Well designed educational interventions or policies simplifying Medicare benefit programs could have a significant effect on beneficiaries' abilities to get needed care."

With 51,135 residents over the age of 65 in Clackamas County, and 45,484 residents with disabilities, the Senior Health Insurance Benefits Assistance (SHIBA) program serves as a trusted resource for health care related benefits assistance services to individuals in need of Medicare guidance and support. The goal of the SHIBA program is to help seniors and individuals with disabilities understand their health insurance benefits, increase health care access through a client-focused outreach and education plan, increase health care literacy among beneficiaries, and help identify potential areas of Medicare fraud, error, and abuse. SHIBA volunteers support individuals by phone, in person, online and through a variety of public events, presentations and application clinics.

In Fiscal Year 2011-12, the SHIBA program received 1,615 requests for assistance. Approximately 1,102 individuals received assistance by phone and 513 individuals were assisted by SHIBA volunteers in person. Impressively, 83% of all callers subsequently reported enrollment in Medicare, Medigap, or

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received assistance with supplemental services, billing issues, appeals, and Medicare fraud/abuse investigations. Another 3,806 Clackamas County residents were reached through community presentations, individual enrollment sessions, and at health and senior fairs.

RSVP Responds: The need for increased health care access and health care literacy is apparent and RSVP has 30 unduplicated volunteers in service activities (staffing SHIBA hotlines, developing materials, and distributing materials) in support of this objective at one volunteer station serving the entire county. RSVP staff work directly with the SHIBA program and will continue their cooperative efforts. RSVP and SHIBA will measure the unduplicated number of clients to whom information on health insurance, health care access, and health benefits programs is delivered. Station reports and logs of interactions with clients will serve to measure the achievement on this objective. At the end of this performance period, RSVP will show an increase in the number of clients to whom information on health insurance, health care access, and health benefits programs is delivered.

The need to positively impact the quality of life of veterans and increase military family strength is abundantly clear for RSVP. As such, at the heart of each RSVP work plan are numerous opportunities to engage veterans and military families. The 2011 American Community Survey reports that the number of veterans residing in the county is estimated to be over 40,000 with an additional 20,000+ dependent claimants (widows, children, and dependent parents).

In a 2009 report by Civic Enterprises, entitled "All Volunteer Force: from Military to Civilian Service," 92% of veteran survey respondents agreed that serving their community is important to them and 90% agreed that service was a basic responsibility of every American. Veterans were interested in meeting needs in their communities and many wanted to serve in multiple issue areas, with 95%

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wanting to serve wounded veterans; 90% wanting to serve other veterans and military families; 88% wanting to participate in disaster relief; 86% wanting to serve at-risk youth; and 82% wanting to help older Americans..

RSVP Responds: The need to enhance volunteer programs and opportunities for veterans is apparent and RSVP is currently negotiating MOU's with four new volunteer stations directly serving veterans and military families. Service opportunities will be created for a minimum of 25 new veteran volunteers who will be recruited to serve fellow veterans and military family members. In each of the RSVP work plan objectives, service to veterans and military families will be measured through the volunteer database (Volgistics), and all outputs will be reported. RSVP staff is developing a comprehensive outreach campaign to target veterans in the places they work, live, and play to identify ways in which veterans can continue to serve. At the end of this performance period, RSVP will show an increase in the number of veterans serving as volunteers and receiving CNCS-supported assistance.

Recruitment and Development

RSVP's plan and infrastructure to create high quality volunteer assignments: RSVP has developed and managed relationships with all of its current volunteer stations and subsequently crafted volunteer assignments that address specified community needs. The development of volunteer assignments is based not only on the needs of the community and the specific organization, but on the areas and issues in which volunteers have indicated they would prefer to serve. Volunteers are thoroughly interviewed to assess their experience, abilities, and skills. RSVP makes an assignment match based on the volunteer's expressed interest, the needs of the organization, and in alignment with national and local needs. However, the changing dynamics in the field of volunteer management dictate that opportunities and assignments need to be crafted which meet the specific needs of the different generations of volunteers: G.I. or Veterans Generation (people born between 1901-24), the Silent or

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Civic Generation (people born between 1925-45), and the Baby Boomers (born between 1946-64).

Baby Boomers have been specifically identified by RSVP as a target volunteer demographic for recruitment efforts. As such, RSVP has modified its practices to ensure that the infrastructure necessary to recruit and retain Boomers is in place. A number of volunteer positions have been specifically crafted with the Boomer in mind: more flexible short-term opportunities for service. Marketing materials have been updated to adequately represent and target each generation of volunteers and their interests.

RSVP's plan and infrastructure to ensure that volunteers receive training: RSVP ensures a high quality experience for volunteers by offering opportunities to build new skills through in-service learning activities and the opportunity to serve in a rewarding and challenging volunteer position. The RSVP Program Director and the Clackamas Community College Enrollment Services Project Coordinator have partnered to identify ways in which seniors can access education and training at half-price. Being part of CCSS also means that RSVP volunteers have access to the many skill development classes and trainings offered by the County. In addition, each volunteer receives ongoing training at the placement site and is offered training on activities related to his/her assignment.

According to the 2012 Volunteer Connection survey of volunteers, participants were extremely satisfied with their assignments, training, recognition efforts, and staff support provided by the program and their site coordinator. Volunteer stations are required to offer their volunteers sufficient training on their assignment so they are able to be successful. RSVP staff evaluate each assignment available at each station annually, and at each site visit they confirm with the stations that training is current and no further training needs have been requested or are required by the volunteer. Additional training needs are documented and included in the volunteer management plans.

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RSVP's plan and infrastructure to recruit a diverse pool of volunteers: RSVP will continue its efforts to recruit volunteers from the following populations: 1) individuals of all races, ethnicities, sexual orientation, and degrees of English language proficiency; 2) veterans and military families; 3) volunteers with disabilities. The goal of RSVP is to recruit and engage a representative corps of volunteers from the community it serves. RSVP works with the National Association for Black Vets (NABVets) on service projects and capacity building activities serving Black veterans and their families; Los Ninos Cuentan is one of RSVP's partners addressing domestic violence in the Hispanic community; and volunteers are placed with the Eastern European Coalition for special events. In addition, RSVP staff is engaged in work with the Family Caregiver Support Program to aid LGBTQ Family Caregivers in navigating the complex and unique caregiving journey. RSVP also supports the County's engAGE in Community and the Coordinating Council for the Homeless efforts. In addition to NABVets, RSVP works with Army Strong, the 82nd Brigade Family Readiness Support Group, Veterans of Foreign Wars, The American Legion, and the local Veterans Administration and Veteran's Service Office to identify inroads to reaching veterans and military families.

RSVP is dedicated to removing barriers to volunteerism for individuals with functional and access needs. Recently, RSVP service partners were surveyed to identify opportunities for volunteers with differing abilities to serve. The survey results indicate that many stations have, or are willing to create, service opportunities that can be achieved by individuals of varying physical and mental abilities. For volunteers with limited English language skills, the sponsor agency is supported with access to interpreters and translators. RSVP actively seeks to recruit bilingual volunteers, has access to TTY technology, incorporates assistive technology devices for hearing impaired participants, participates in diversity events and conferences, and plays an active role in the county's emergency preparation and

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response efforts through the Functional and Access Needs Populations Work Groups.

RSVP's plan and infrastructure to retain, recognize, and appreciate volunteers: RSVP is building and maintaining a corps of volunteers, one individual at a time. This on-going commitment requires an all inclusive volunteer management plan focused on recruitment, retention, marketing, volunteer training, and performance management. One individual at a time also requires the program to ensure that volunteers are matched with an appropriate and meaningful assignment.

Retaining volunteers is the most important part of building the corps of volunteers. RSVP believes that the best way to retain volunteers is to match them with meaningful positions that; 1) fit their personality, interests, and expertise; 2) offer personable and supportive peer and staff interaction; and 3) recognize and reward them for all that they do. RSVP does those three things and is committed to doing them well. RSVP recognizes and informs volunteers every quarter with its newsletter; volunteers receive birthday, thinking of you, and get well cards; and volunteer stations are encouraged to celebrate their RSVP volunteers. In addition, RSVP has developed an annual recognition event which is held during National Volunteer Week in April. In order to make sure that the accomplishments of the most consistent volunteers are recognized, milestones for volunteer service have been established. RSVP also recognizes those who contribute the most time, as well as acknowledges volunteers who make the greatest impact in their assignments.

Program Management

RSVP's plan and infrastructure to ensure the management of volunteer stations: RSVP conducts an annual site visit where numerous project logistics and the MOU agreement are reviewed with the agency staff including compliance with RSVP program regulations and applicable laws. During the annual site visit, the RSVP Director reviews the MOU with the site supervisor to ensure that all

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components are being met by both parties. At the annual site visit, the following are verified: 1) that an orientation, in-service instruction or special training of volunteers is in place and sufficient to meet the volunteer's need to succeed in their assignment; 2) that interview procedures are present and the supervisor has the ability to make a final decision on the assignment of volunteers; 3) that materials required for the volunteer's assignment are furnished to the volunteer in a timely fashion; 4) a job description is provided to the volunteer describing the responsibilities and duties of the assignment; 5) supervision is available and adequate for volunteers placed in assignments; 6) adequate safety of RSVP volunteers is provided for; 7) any accidents and/or injuries involving RSVP volunteers are investigated and reported immediately to the RSVP office in writing; and 8) volunteer timesheets are validated and submitted to RSVP office on time.

RSVP's plan and infrastructure to develop capacity to recruit and manage volunteer stations outside the Primary Focus Area: RSVP is focused on building the capacity of local organizations around volunteer engagement, retention, and management. Station recruitment is focused on emerging organizations in need of RSVP support and organizations whose mission closely aligns with the community's most pressing needs, CNCS and local focus areas, and RSVP work plans. RSVP's station management plan includes an assertive recruitment campaign, which starts with a targeted partnership development plan, outreach and marketing to potential stations. The recruitment campaign includes a one-on-one consultation about RSVP benefits, free marketing through clackamasvolunteers.org, and a capacity evaluation discussion. As new stations are recruited, RSVP works with each station to identify the station's training needs, current and future volunteer capacity specifications, scope of work, and much more. Each station receives customized training and support to accommodate the needs of staff and volunteers. Annual site visits, station and volunteer surveys, and other tools complement the recruitment process and enhance RSVP's ability to work with its

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stations in a proactive and mutually beneficial fashion.

In addition to Healthy Futures, RSVP will address community needs and national priorities in the areas of Education, Economic Opportunity, and Service to Veterans and Military Families. In the Education area, RSVP will provide support and facilitate access to services and resources that contribute to improved educational outcomes for economically disadvantaged people, especially children. RSVP's activities in this focus area will improve school readiness for economically disadvantaged young children. Research shows that human learning and development is most rapid in the preschool years and that early intervention and appropriate programming can help children develop their potential. The large number of children on county wait-lists for Head Start, Early Head Start and other Early Intervention programs, indicate the dire need for these services. RSVP work plan activities in the Education focus area support early education interventions with significant impact through service activities resulting in measurable outcomes. Currently three volunteer stations offer outcome-based service activities in this focus area.

In the Economic Opportunity focus area, funding for RSVP will provide support and facilitate access to services and resources that contribute to improved economic well-being and security for economically disadvantaged people. Service activities in this focus area will help economically disadvantaged people to have improved access to services and benefits aimed at contributing to their enhanced financial literacy. RSVP is partnering with one station in this area. Financial Literacy is at the very core of healthy families and communities. A basic understanding of money, and how it works in today's society, is crucial to a person's ability to develop and live independently and securely. The Money Management Program utilizes trained volunteers to help low-income older adults and people with disabilities who have difficulty budgeting, paying routine bills, and keeping track of

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financial matters. The outcome is prolonged independent living in safe, healthy, and affordable housing in the community for individuals who cannot manage their financial affairs. In 2011-12, MMP volunteers managed over \$3,000,000 in public assistance funds and provided support to 351 clients referred by community partners. At the end of this performance period, RSVP will show a measurable change in the financial literacy of economically disadvantaged individuals receiving financial literacy services.

In the Veterans and Military Families focus area, RSVP will positively impact the quality of life of veterans and military families through volunteer service. Activities will increase the number of veterans and military families served by CNCS-supported programs at the local level. While Service to Veterans and Military Families is interwoven throughout each of RSVP's programs, it is significant to note that RSVP will engage in MOU partnerships with a minimum of three veteran-focused organizations and engage a minimum of 25 additional veteran volunteers in service throughout the course of this grant.

Many Clackamas County nonprofits are small and possess limited resources, particularly when measured against the challenges and critical issues they address. The push to link indicators of capacity to overall performance is critical to strengthening these nonprofits. As a benefit to the nonprofit stations served by RSVP, staff and volunteer leadership training is offered to newer and emerging nonprofits. With the more fully developed organizations, RSVP's capacity building focus is on new models of collaboration and an expansion of the types of programs or services offered.

RSVP's plan to graduate volunteer stations: Following recent program right-sizing, RSVP undertook the challenge of developing a graduation methodology to ensure reinvestment in the community's

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emerging organizations and priorities. Graduation of stations can occur based on the station's own assessment of its volunteer needs or RSVP's determination that the station meets one or more of the following criteria: 1) a consistent ability to recruit, train, place, and recognize volunteers; 2) insufficient alignment with national or local priority measures; and 3) failure to comply with RSVP local or national guidelines. All volunteers who are at-risk of displacement as a result of the station graduations have been, or will be, offered opportunities to reassign to service activities at remaining stations.

RSVP's plan to assure National Performance Measure outcomes and outputs are measured and collected: The effectiveness of RSVP programs is measured primarily through its outcome and impact based work plans, as well as its effective management of program resources. RSVP collects and maintains data on volunteers and program successes in a Volgistics database. Additional data collection is undertaken by RSVP service partners at volunteer stations. Each of the stations currently under MOU's with RSVP has committed to collect the data RSVP program staff require as a component of the new CNCS Performance Measures. For each work plan, RSVP has specific partners identified to augment data collection efforts and ensure that RSVP is making objective progress on its annual goals.

RSVP's plan to manage project resources: RSVP is housed within CCSS, which provides RSVP with the systems and infrastructure needed to: 1) manage project resources; 2) ensure accountability and effectiveness of program efforts; and 3) monitor project management logistics according to CNCS compliance regulations, state, and federal laws. CCSS supports RSVP with budgeting, accounts payable, employee services, and other administrative systems. In addition to numerous day-to-day functions, the RSVP Director is involved in the budget development process, receives monthly expense

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reports, and tracks financial allocations and in-kind support. Internal controls include at least three levels of financial approvals, a robust records retention policy, and proactive programming audits. Furthermore, Clackamas County Department of Finance - CCDF provides additional infrastructure to manage RSVP resources including purchasing and payroll. The Facilities Management Division provides accessible public buildings, maintains a healthful working environment, and protects the County's investment in facilities. RSVP benefits from all of its sponsor's shared resources, which ensure that RSVP resources are managed at the highest level of efficiency, accountability, and integrity. Frequent monitoring of funding and internal control systems enhance RSVP's performance in this area. The project also receives support from the County's Information Technology services, Fleet services, and other departments through the sponsor's indirect and allocated service partnerships.

Organizational Capability

RSVP's plan to provide sound programmatic and fiscal oversight, day-to-day operational support, and data collection: For over twenty-five years, CCSS (RSVP sponsor) has served as both the Community Action Agency and the Area Agency on Aging, along with also being the home of CNCS-sponsored Senior Companion Program and RSVP. CCSS has consistently been in the forefront of needs assessments, local planning and programming for low income, elderly, disabled, and veteran residents. CCSS has a tradition of integrating volunteerism into programmatic responses to local needs.

CCSS is a Division of Clackamas County government. Fiscally and programmatically, the organization is a functioning and recognized part of Clackamas County government. Clackamas County utilizes a well known accounting program (Peoplesoft) which allows funding to be allocated by source or by program. Funds are closely monitored and matching funds and in-kind contributions are strictly accounted for. County finance staff and division-level special services staff collaborate on budget development, planning, monitoring, and grant reporting. CCSS program and fiscal staff are co-

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housed and continually collaborate on the use of funds. Annual audits are conducted by an independent audit firm and those results are available to all funders. Clackamas County maintains strong internal controls and strict compliance with state and federal accounting requirements. CCSS manages federal funding for many of its programs including:

- * Over \$2 million of Older Americans Act funds biennially, which supports congregate and home delivered meals, family caregiver services, legal aid assistance, transportation, wellness education, money management, guardianship, guardianship diversion, and information and assistance.

- * Community Services Block Grant funds support homeless, housing and re-housing services, money management, information, referral, and assistance

- * LIHEAP (Low Income Home Energy Assistance Program) funds assist vulnerable populations with the payment of utility bills.

Clackamas County provides structure and support to the programs operated by CCSS including: Facilities (offices), Fleet Services (vehicles), Technology Services (computers and phones), Employee Services (hiring, benefits administration), and Finance (purchasing, grant reporting). All county support functions utilize best practices to provide effective and timely support for the needs of its departments and divisions. The County has clearly defined personnel ordinances that govern hiring and other employment practices, as well as detailed job descriptions outlining responsibilities and duties. The County also prides itself on maintaining the highest level of accountability, transparency, and adherence to rules and regulations governing all operations. CCSS maintains internal policies through its Administrative Manual, available to employees through the Social Services intranet, at all times. Policies and procedures are reviewed on a regular basis by management staff to ensure compliance with all laws and regulations.

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Day-to-day operational support and data collection: RSVP achieves day-to-day operational support for its information technology components through infrastructure supports with the County's IT department. Additional day-to-day operational program supports including human resources, contract management, purchasing, office services, facilities management, space planning, and training, are core components of the sponsor's contributions to RSVP. Daily program management is a collaborative effort among the three staff members affiliated with the program.

RSVP collects and maintains data on volunteers and program successes in Volgistics. This database plays a featured role in RSVP's ability to efficiently and effectively recruit, track, coordinate, and schedule volunteers at various stations, and is used to generate reports to CNCS and the sponsor. It also serves as the database for reporting measurable impacts to the community and partners.

RSVP has clearly defined staff positions. There are three main staff persons responsible for RSVP who will be sustained through support of the sponsor and upon approval of this grant request:

* Galina Burley, Volunteer Connection Program Manager, provides supervision for the RSVP staff and acts as the interface to the division, department and county administration. The Program Manager oversees resource development and funding. With an MPA in Public Administration and a BS in Management in Communication, Galina has 14 years of progressive experience in managing and administering volunteer-based programs.

* Eileen Collins, RSVP Director, also has an MPA in Public Administration and a dual BS in Political Science and Communications Management. Eileen has proven experience in state and local government management, as well as proficiency in the non-profit sector, including volunteer recruitment, training, placement, and recognition in some of the largest non-profits in the country. Eileen's private sector experience includes years of sales and marketing acumen, which has been a

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considerable benefit to the RSVP program.

* RSVP Outreach Coordinator, Shelli Johnson, has a M.Ed. in Education: Curriculum Development and Instructional Design, with accompanying years of experience in community outreach, education, and training, as well as volunteer programming. Shelli coordinates day-to-day services offered by the program under the general direction of the RSVP Director.

RSVP has a proven track record in supporting "Healthy Futures", senior service, managing volunteers, and in measuring performance. CCSS is the county's primary focal point for services to seniors, low income individuals, and vulnerable children and adults. The agency has a track record of success in managing the county's aging networks, managing successful volunteer programs including transportation and SHIBA, and much more. CCSS's position in the Health, Housing and Human Services department is further enhanced by its sister agencies including public housing, behavioral health, and housing programs. RSVP is able to leverage collective resources with in-house partners to develop creative, well-balanced and comprehensive solutions. This requires a lower investment of resources, as compared to local non-profit partners in achieving the community impact goals and objectives of RSVP.

The CCSS portfolio includes: Volunteer Connection, Transportation Reaching People, Money Management Program, SHIBA program, Senior Companion Program, Family Caregiver Support Program, Healthy Start/Healthy Families program, Clackamas Resource Connection-Aging and Disability Resource Center, 10 Senior Centers in Clackamas County, Oregon Project Independence, Housing Assistance, Energy Assistance, Veteran's Service Office, and the Developmental Disabilities program.

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RSVP has consistently demonstrated strong organizational infrastructure including:

1) Tangible Assets (facilities, equipment, and supplies) and Governance Structure and operations, such as internal policies, purchasing procedures, and personnel management. The county provides structure and support to the programs operated by CCSS including: Facilities, Fleet Services, Technology Services, Employee Services, and Finance. All functions are monitored for compliance in accordance with all local, state, and federal policies, rules, regulations, and laws.

2) Community Input: The RSVP program ensures local input into program design and evaluation by utilizing the RSVP Advisory Council (AC). The AC consists of 8 community members, RSVP staff, volunteers, and Volunteer Connection Program Manager. The AC has members who represent the fields of human resources, finance, community relations, disability awareness, seniors, social service, and representation from volunteer stations and volunteers. An annual evaluation is conducted by the AC on at least one individual aspect of the program. This year the evaluation was conducted on volunteer satisfaction in conjunction with the RSVP Community Stakeholder Survey. In the Volunteer Satisfaction Survey, 94% of respondents were extremely satisfied with their total volunteer experience. Additionally, outcomes of programs, as well as all funding reports, are shared with the AC and the wider community.

The AC is responsible for assisting the project director with short and long-term planning, an annual review of RSVP's work and performance, visiting at least one volunteer site annually, demonstrating knowledge about the project's place in the community, commenting on trends in society affecting the field of service, participating in long-range planning, providing access to influential people, raising vital resources, contributing funds, sharing wisdom, serving as a community knowledge link,

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implementing program goals, suggesting new programs, and attracting new members to the council.

3) The existence of robust management systems and past experience managing federal grant funds.

In Clackamas County, the management structure and business reporting processes promote accountability and knowledge-sharing across all Clackamas County work groups keeping management responsive to performance and trends in government, business, and the wider marketplace. Clackamas County has successfully managed federal grants for decades, including: \$2 million of Older Americans Act funds biennially, Community Services Block Grant funds, and Low Income Home Energy Assistance Program funds.

RSVP has successfully demonstrated over the past 25 years how its sponsor organization can adequately support the required non-federal share. Clackamas County has firmly established its commitment to Senior Corps programs over the past 25 years by matching the required non-federal share of past RSVP and Senior Companion grants. When funding cuts at the Federal level placed CNCS programs in jeopardy at the local level, the sponsor stepped up and renewed its commitment to support meaningful partnerships and volunteer placements in the community. The sponsor recognizes and values the substantial return on investment of the RSVP program. RSVP extends the reach of the sponsor and is a natural connection to the work and mission of the overall organization: to improve the quality and delivery of social services in the community through volunteer opportunities, partnerships with public, private, faith-based, and nonprofit agencies, advocacy, education, and empowerment. Clackamas County strives to strengthen the community it serves by increasing opportunities for individuals and families to be self-reliant, live healthier, safer and more connected lives. RSVP is a logical partner in the accomplishment of those benevolent goals.

Other