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Executive Summary

United Community Action Network, known locally as UCAN, is a private non-profit Community Action Agency, founded in 1969 in Roseburg, Oregon by a group of three women, then called "welfare moms", and two caseworkers who wanted more for their children. Now, more than 40 years later, UCAN operates throughout Douglas and Josephine Counties with a staff of more than 180 people committed to promoting resources and opportunities that increase the self sufficiency of all low income families and individuals. Through the operation of our programs and in partnerships with other agencies, our goal is to alleviate poverty and positively impact the quality of life for elderly, poor, and disabled individuals. The Douglas County RSVP is an integral part of our organization, providing a service component necessary to address a growing aging population, veteran hub and fundamentally increasing capacity for our community partners.

Strengthening Communities

Douglas County, located in southwestern Oregon, encompasses 5,071 square miles and stretches from the Pacific Ocean to the Cascade Mountains, our county compares in size to the state of Connecticut. The average distance between incorporated cities and Roseburg, the county seat, is 48 miles. Twenty percent of county residents live in Roseburg, 53% in unincorporated areas, and the rest (27%) in 13 small and widely scattered incorporated towns. Twenty-one percent of county residents are over the age of 65, compared to the state's average of 13.9%. This population is continuing to increase. The unemployment rate is above 13.2% (June 2011- OR Employment Department). The primary job sources; the timber industry, government and commercial fishing, are all severely affected by the downward economy. The strain on local resources is evident. RSVP connects older adults to community concerns. Volunteering is a critical element in survival of rural communities, demonstrating a pioneering spirit on which Oregon's future depends.

United Community Action Network (UCAN) is a private non-profit Community Action Agency that

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has been an integral part of the human service network in the county for over 42 years, providing assistance to low-income families with: heating, weatherization, food, rent, emergency needs, case-management service, and medical transportation. Today, UCAN operates in Douglas & Josephine Counties, working to help seniors, individuals and families achieve greater self sufficiency. UCAN has a strong history of partnering with agencies to identify community needs, provide quality services and mobilize community resources. Input from partners and volunteers along with our regular community needs assessment that solicits input from businesses, social service providers, clients, and government entities, helps guide our program design and evaluation process.

The RSVP program identifies community partners that value the service ethic and whose missions seek to address community needs identified by UCAN. These partners are, enlisted as volunteer stations to engage volunteers in helping meet these needs. UCAN is dedicated to ensuring that RSVP stations and the services they provide are diverse and that they represent government, nonprofits, health care, and human services. Station agreements ensure that all volunteer placement sites provide quality orientation and training for volunteers; that volunteers' activities address identified community needs; and that volunteers are adequately supervised and recognized for their contributions to achieving community outcomes. Station agreements require compliance with all other federal regulations and reporting to UCAN that documents volunteer hours and progress toward target outcomes.

UCAN routinely publishes with the local media services provided by UCAN and its various programs, including the RSVP program, highlighting service community impact, volunteer leadership and capacity building. UCAN RSVP staff host information booths at community events and share RSVP success at community meetings, and as a result have stronger, more engaging partnerships. Each fall, the media provides coverage of the annual RSVP recognition event. RSVP volunteers include men and women from all parts of the county and with diverse backgrounds and interests. Seniors

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serve alongside youth volunteers at both the VA Medical Center and Mercy Medical Center. Tax Aide and Prescription Assistance Volunteers serve people of all ages and from all parts of the county.

SHIBA volunteers serve all who have Medicare regardless of age or ability.

UCAN and RSVP work together to mobilize resources and expand services efficiently for those in need.

UCAN is a partner in the Greater Douglas United Way, Community Non-Profit Coalition and other service organizations that engage in strategic planning efforts. RSVP routinely involves community

leaders as advocates for the program. During the coming year, RSVP will collaborate with other

national service programs to address critical needs for a sustainable future. RSVP will Partner with

both AmeriCorps and VISTA teams in Douglas County to promote Tax-Aide, SHIBA and engage

RSVP volunteers at AmeriCorps and VISTA host sites to ensure that low income individuals have

access to Rx Assistance. RSVP AmeriCorps and VISTA all engage volunteers to help with

community events, and in helping plan service day activities to honor first responders and veterans, to

ensure inter-generational volunteer opportunities.

RSVP integrates senior service into the activities of other service programs within the community by

supplying the human resources to partner agencies to enhance provision of direct services that

increase self-sufficiency and stabilization for individuals and families. RSVP targets those services that

Douglas County relies on that are not provided by any other entity. If RSVP did not provide these

impact services, members of the community would experience hardships, either through reduction of

income, higher expenses or inability to gain access to other living supports in Douglas County.

Recruitment and Development

UCAN's Douglas County RSVP will focus volunteers in service activities that are unique and identified

as required by the community at large. As sponsor, UCAN will ensure that currently serving

volunteers are being utilized appropriately, and that all further recruitment be of a manageable

proportion to need and staffing allowances. UCAN's Douglas County RSVP places volunteers in work

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environments that value and respect them, provide appropriate orientation and training, offer other training and volunteer opportunities, and adequately recognize volunteers for their service. We believe that all we do revolves around strong, supportive relationships. This is our central premise in attracting and providing a high-quality experience for volunteers and assuring volunteers benefit from and stay in service.

The RSVP program has spent the first two years of UCAN sponsorship restructuring into a more efficient corps of approximately 496 volunteers, and has maintained a significant role in promoting the skills and abilities of people over 55 in the community. Four work plans are being implemented that address specific issues in the community. Four hundred, ninety six RSVP placements at approximately 16 volunteer stations will build capacity and address identified community needs. To maintain this, UCAN will provide regular recognition of RSVP volunteer efforts to community partners and will support the Volunteer Foundation's efforts to provide the annual volunteer recognition of RSVP volunteers. This event is the show case of volunteer recognition and is attended by seven hundred volunteers from 13 rural communities in Douglas County. During Volunteer Station Orientation, the RSVP Director will emphasize the importance of integrating volunteers into their organizations and providing day-to-day recognition and support so volunteers can identify their service as successful and relevant to the community needs. Volunteers will be in positions that match their skills, interests and life goals. The RSVP Director will maintain regular contact with the host sites and volunteers to assess if the experience is good for both parties and meeting the outcomes as identified in the work plans. UCAN will put volunteers in advisory positions and leadership roles, thus utilizing the skills that have been developed over a lifetime of work. UCAN will assure that volunteer sites provide adequate orientation, and in-service training including job shadowing and 1-on-1 mentoring, thus enhancing the quality of their own lives.

UCAN's Douglas County RSVP Director has eight years experience in recruiting and placing senior

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volunteers. She has a reputation in the community of providing quality support to volunteers and stations. UCAN currently operates a 20-member VISTA program and a 17-member AmeriCorps team which provides us with a strong understanding of recruitment and retention of both volunteers and service sites as well as the operational aspects of the Corporation for National and Community Services. UCAN's Chief Executive Officer, Mike Fieldman is an active Commissioner appointed to the Governor's Commission on Voluntary Service for the State of Oregon and is an encouragement to other CAA's leadership throughout the state to utilize diversity in service for maximum impact.

UCAN has extensive experience in recruitment, orientation, development, recognition and retention of volunteers in our internal programs and will use this experience to provide support and technical assistance to RSVP program staff. UCAN has a strong value of providing ongoing staff training which will also apply to the RSVP staff and volunteers.

UCAN continues to evaluate and solicit input from volunteers and station supervisors to assess the quality of the program and its services. To determine volunteer satisfaction and personal fulfillment, a survey measuring volunteers' quality of experience with assignments, training, and supervision will be used, and performed during fall 2011. Volunteer stations will also be surveyed to measure stations' satisfaction with volunteers, ensure stations are receiving necessary support from RSVP, and monitor success in meeting identified community needs.

UCAN engages with local media to promote the RSVP and to educate the community about the impact provided, as a means of building support for the program. UCAN will continue to develop and air public service announcements on the local radio and television stations. UCAN uses its quarterly newsletter (circ. 3,500 households) to promote RSVP activities, and continue to develop UCAN's website, of which a significant portion is set aside for national service education, recruitment and promotion. Social networking sites, via Facebook, Twitter, and interactive sessions via Skype are more modern efforts to continue to educate and recognize the critical services RSVP volunteers bring to a

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rural, impoverished community, and without such services, would compromise the quality of life for hundreds of community members.

Program Management

UCAN has a strong volunteer services component, with volunteers serving as an integral part of many of our service delivery programs. UCAN also sponsors a 20-member VISTA team, a 17-member AmeriCorps team, the Foster Grandparent and Senior Companion programs in Douglas County, and the RSVP program in Josephine County. These programs are now grouped under the Chief Operating Officer, who reports to UCAN's Executive Director. These programs have extensive experience in developing and managing volunteer stations and assignments. Specifically, the RSVP program identifies community partners that value the service ethic and whose missions seek to address community needs identified by UCAN's needs assessment and by other community processes.

Our current infrastructure and resources for RSVP will allow the RSVP Director to be maintained. The RSVP Director has established roots in the community which helps to maximize existing collaborative efforts, engage station partners, and recruit volunteers. RSVP focus areas for the 2012-13 program years will engage older adults in service to address basic human needs through self-sufficiency programs, greater independent living and enhanced community and economic development.

Current stations are being re-oriented to ascertain specific goals and outcomes for placed volunteer positions, to ensure all positions address an identified community need and clearly define the skill sets needed from a volunteer. Agreements are being restructured to identify priorities and resources such as the stations' supervisory abilities, training, and orientation options for the volunteers, including volunteer activity description. Follow-up, by phone or in person, will occur with all stations and volunteers, along with surveys, to determine the quality of the placement and identify and problem solve issues as they arise.

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Due to the multitude of programs and funding streams within UCAN, we have experience collecting and reporting program data and outcomes for our various funders through a sophisticated IT system. Staff has access to a variety of software programs including Vol Serv, ACCESS and EXCEL. We have staff skilled in creating databases for tracking program data and outcomes. We have full Internet connectivity, email capacity and an agency website, all of which are available and utilized by the RSVP. UCAN RSVP regularly documents the activities and accomplishments of volunteers, and measures that against the goals and outcomes in the application, as well as RSVP's overall outcomes and against community needs. This will be done by obtaining regular written reports from the sites and volunteers. We will conduct a year-end report that assesses how the program and the stations have met goals and outcome objectives.

UCAN's budget is over \$13,000,000 from over 70 different funding streams. We have 180 employees, and a fiscal department of 5 staff. UCAN has annual A-133 audits that consistently have no questioned costs or audit findings. UCAN uses Sage Fund Accounting software that allows for the segregation of revenues and expenses by funding source. The system tracks revenues and expenses against a developed budget, and has a rich reporting capacity. This system works well in administering our VISTA and AmeriCorps programs. Non-cash in-kind contributions are tracked in a separate Sage module designed specifically for this purpose. The Sage accounting system is set up so the RSVP director can access online current fiscal information. UCAN has a Resource Development department with three people who write grants for all agency programs, and a fund developer/PR person doing agency-wide fundraising projects, and coordinating media contacts. These staff will support the RSVP program. UCAN has generated over \$200,000.00 in cash donations and over \$1,000,000.00 in in-kind donations. On average, we have at least weekly exposure in the media. The board is actively involved in fundraising. UCAN has an endowment fund at the Oregon Community Foundation that

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allows for long-term fund development. Perhaps the most significant element in sustaining the impact of senior volunteers over the long term is the strong community partnerships that integrate senior volunteers into already existing service delivery programs.

In recruiting volunteers, UCAN RSVP will take under review the necessity of recruitment or replacement of former RSVP volunteers based upon priority of work plans. For stations no longer a part of UCAN RSVP work plans, a special recognition of their value to our community will be part of the Volunteer Foundation luncheon hosted each fall. The celebration of self-sufficiency will take place, honoring the role RSVP has played in the creation of volunteer sites now self-aware and self-sufficient.

Organizational Capability

UCAN has recruited and managed volunteers for 41 years, including sponsoring the Douglas County RSVP program for the last two years. The RSVP Douglas County SHIBA program has flourished and utilized 10 volunteers who served 483 Medicare eligible individuals. Over two hundred volunteers serving at the VA Medical Center and have assisted 24,000 veterans, providing resource information, help navigating federal systems, transportation, and other supports. These are examples of the progress being achieved through UCAN's organizational support.

RSVP Director, Sam Likens has eight years of RSVP program experience and is well respected in the community for her networking ability and collaborative approach. Sam is a member of UCAN's Extended Management Team and participates in agency wide development.

UCAN's Chief Operations Officer supervises RSVP staff, and fulfills sponsor duties for all UCAN's CNCS-funded programs. She has over 17 years of national service program-delivery experience and reports to the UCAN Executive Director, who has 33 years experience in human services, 15 years experience overseeing VISTA and AmeriCorps programs, and 10 years overseeing senior information

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assistance and case management services. UCAN's HR director has 30 years of HR experience and supports the agency on all HR needs. The HR staff maintains an agency personnel policy manual (including a travel policy) that defines roles and responsibilities for all staff. All programs provide monthly reports to the Executive Director and Board of Directors on performance and adherence to program requirements. We use client satisfaction surveys and regular community surveys enhance, monitor and improve service delivery for maximum efficiency.

UCAN possesses a strong fiscal staff, knowledgeable in CNCS reviews and accountability. The Fiscal Director has been with the agency for 25 years and our CFO is a Certified Public Accountant. UCAN has solid written financial systems in place covering all fiscal functions including purchasing and travel reimbursement. UCAN has a sophisticated fund accounting system and has extensive experience managing federal and state grants, including Head Start, HUD, VISTA, Senior Corps, AmeriCorps, FEMA, ESGP grants, and many others. Our financial operating systems are regularly reviewed by various funding sources and are found to meet all accounting standards. About 75% of our annual budget originates from the federal government. All programs require financial monitoring, extensive performance monitoring and tracking, of performance standards and outcomes. All of our programs regularly receive excellent reviews. UCAN has a long history of unqualified audits and is considered a low audit risk agency.

For eight years UCAN has sponsored a VISTA team that serves three counties. For three years, UCAN has sponsored the RSVP program in Josephine County. In 2009, UCAN was granted an AmeriCorps team which has supports members in two counties. In that same year, UCAN became the sponsor for the Douglas County RSVP, Foster Grandparent, and Senior Companion programs. Each of these programs has been successful in engaging volunteers, providing rewarding service assignments, and in meeting community needs.

Other

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Douglas County RSVP program successfully demonstrates the graduation of stations and volunteers into independent, focused community assets in the following three (3) areas:

Disaster Preparedness

Because UCAN RSVP Douglas County was successful in prior years in recruiting and training a cadre of volunteers to work with the Douglas County CERT team to provide disaster preparedness training throughout the county, RSVP has graduated this project membership to independence. UCAN anticipates that the county CERT team and disaster preparedness staff will be able to carry on this work that RSVP of Douglas County set forth and developed for safe, secure resource in times of need.

Education

Because the VISTA, AmeriCorps, and Foster Grandparent programs in Douglas County will focus on educational support for children and youth as well as transition to college and job-skills training, the RSVP program will focus instead, on providing resource information and education to seniors and veterans about healthcare options and community resources that can help them achieve a higher levels of self-sufficiency and self-determination. RSVP volunteers have been graduated to support the programs that are education based and referred to these portals for future opportunities, as eligible.

Environmental Stewardship

Though Environmental Stewardship has been a focus for some Douglas County RSVP stations in the past, the community needs assessment demonstrates a very high need for other focus areas more in alignment with UCAN's mission of creating solutions to poverty and improving lives in our community.

By demonstrating the effectiveness of the UCAN RSVP of Douglas County in assessing community

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needs, implementing strategic objectives that are determined to be in alignment with CNCS priority areas and building capacity through national service, successful programs can be self-sustaining and make way for new volunteer opportunities and community solutions.

PNS Amendment (if applicable)

Not Applicable according to application notice