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Executive Summary

Olympic Community Action Programs serves Jefferson and Clallam counties in the North Olympic Peninsula of Washington State. A largely rural area of almost 4,900 acres, the two counties also house the municipalities of Forks, Port Angeles, Sequim, Port Townsend, Port Hadlock, Chimacum, Port Ludlow, Quilcene and Brinnon. Our population density varies (16-41 persons/square mile) but remains significantly lower than the state's figure of 101 persons/square mile. The very rural nature of our setting dictates the diversity of our programs. The unemployment rate as well as the number of people living below the poverty line on the North Olympic Peninsula consistently exceed the state average. OlyCAP has been the safety net, where few other resources exist, for those members of our community who struggle to maintain basic stability and self-reliance. OlyCAP served 2,998 families with direct services in 2012. OlyCAP-supported programs provided services to 12,094 individuals during that same period. OlyCAP partners with many other non-profit agencies throughout the counties. RSVP volunteers play an indispensable role in OlyCAP programs and partnerships.

An estimated 322 RSVP volunteers will serve in the OlyCAP program area over the next three years. Some of their activities will include volunteering at the local food banks; building and repairing homes through Habitat for Humanity; assisting children in our Head Start/Early Head Start classrooms; tutoring children in public schools; working with veterans and their families in the VetConnect program; and assisting in the Encore program which provides a place for older adults during the day, giving the caregivers respite and providing companionship and interactive activities for the clients. All of these areas align with the overall mission of Olympic Community Action Programs.

The primary focus area is Healthy Futures/Food Distribution. We have volunteers at five food banks across the two counties spanning over 150 miles. The distribution of food across the north end of the Peninsula is of paramount importance and the role of our program is crucial. Food is distributed from a central warehouse in Port Townsend to the various food banks each week. In addition we go to Renton twice a month, a 110 mile trip, to retrieve donated food from Food Lifeline. We anticipate an increased demand for food over the next three years. By providing a solid volunteer base, especially RSVP volunteers, we can increase the utilization of the food banks and therefore increase the number of households receiving food assistance. The outcome of the volunteer efforts is increased food security and nutrition to more individuals and families at risk for hunger, food insecurity and less than adequate nutrition.

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The CNCS federal investment of \$56,460 will be supplemented by \$24,191 to reach our budget of \$80,637 for the RSVP program.

Strengthening Communities

Jefferson and Clallam counties are part of the North Olympic Peninsula of Washington State. A largely rural area of 4,854 acres, the two counties house the municipalities of Forks, Port Angeles, Sequim, Port Townsend, Port Hadlock, Chimacum, Port Ludlow, Quilcene and Brinnon. The Olympic National Park is located at the center. The area, like many counties in WA State, have been hit with high unemployment, underemployment, food insecurity, limited affordable housing (rents increasing when low paying service job wages, which make up 71% of the job market, have not increased). In addition, Clallam and Jefferson County is home to a significantly large number of military veterans of all ages, and an increasingly 'graying' population.

Unemployment, underemployment and poverty are all significant features of the local economies. The unemployment rate in Jefferson County is 9.9%, in Clallam County 10.4%, both higher than the WA State rate of 9.2% [Clallam County Health Assessment 2012]. US Census reports 13.6% of Clallam county residents live below the poverty line along with 13.2% of Jefferson County residents. Both are higher than the 12.5% living below poverty line statewide. Job opportunities for both counties are centered in government service, retail trade, health care, social services, marine trades, forestry and manufacturing. Tourism, because of the environment, the proximity of Olympic National Park and Vancouver Island, is a significant factor in the economy of the area. For example, tourism is the second largest industry in Port Townsend, often supplying many food service and accommodation jobs that are vital to our young (17-24) population, as well as seniors needing to supplement their income.

Both counties have high numbers of senior populations: Clallam County at 24.6%, Jefferson is 27.6%, well over the state's 12.7%. And like everywhere else in the country, that percentage is increasing. More and more seniors are living alone, which can increase their vulnerability to health and socialization issues. The numbers of persons under 18 are relatively low: 17.8% in Clallam, and 14.3% in Jefferson, as compared to the state's overall 23.2%. Of those children, it is estimated that 25% are living in poverty.

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The population is primarily Caucasian [from 92.4% in Port Townsend to 61% in the West End]. Clallam County, particularly the West End communities, includes 14% Hispanic and 19% Native American/Alaskan Native residents, including Sklallam, Makah and Quileute peoples. While the racial diversity among RSVP members does not necessarily reflect the diversity of the communities it serves, this has not proven to be a divisive issue. However, since these two counties have pockets of greater diversity as measured by race, and ethnicity, every effort is made to recruit from and provide for the needs of the members of these diverse populations. There are no barriers to volunteering for RSVP or OlyCAP based on race, ethnicity, religious views or sexual orientation. Clallam and Jefferson have significantly higher numbers of military veterans. Estimated at 15% of the population, it is twice the national average. Young veterans (18-30) are 50% more likely to become homeless than non-veterans.

The Primary Focus Area for RSVP is Healthy Futures, Obesity and Food. Food insecurity for Clallam County is estimated at 15% for the total population; for children, the number is 25%. In Jefferson County, food insecurity is estimated at 14.5%; for children, again, rising to 24.3%. 75% of these children (in both counties) live below 185% of the poverty line and qualify for nutrition programs. OlyCAP and RSVP have successfully partnered to serve local food banks in both counties for more than forty years. The partnership is respected for its efficiency and attention to the needs of the community members most at risk for food insecurity. Randy Swenson, OlyCAP Food Bank Purchasing Manager for Jefferson County reports that the food banks served 600 (unduplicated) families in 2009. In 2012, they served over 1000 families. He estimates well over a 50 percent increase during the next year. We estimate that over the next three years, 9,350 unduplicated individuals will receive emergency and supplemental food from our food banks and will report an increased sense of food security and nutrition for themselves and their families.

RSVP volunteers are integral to the workings of five food banks in two counties. In addition to the food delivered to the food banks, they pick up food from grocery stores, re-package, prepare for the food bank day, distribute the food, and clean up. It is a long day for the 100 RSVP volunteers who work at 5 sites. Without their efforts, there would be no food bank day. The dedication of these volunteers is significant. In Port Townsend, for example, due to the increased numbers of seniors and disabled customers, they have divided the week into two (Wednesday and Saturday) food bank days. More work for the volunteers -- and more volunteers, but easier access for seniors and the disabled.

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The response has been positive from both clients and volunteers. There are also volunteers who help plant and harvest in community gardens to contribute produce of high nutritional value.

RSVP Volunteers will assist in tracking clients each week. Yearly surveys will be conducted that measure how many people report food security for themselves and their families due to the service hours of RSVP members at the local food banks. The survey of 6 questions contains a comment section. The survey will be conducted by RSVP volunteers and staff and shared with the Food Bank and OlyCAP staff members. The survey may be useful in increasing the efficiency of the food/nutrition delivery.

Anecdotally, we know that military veterans volunteer in the Food Bank in high numbers. For example, a married couple, both having served honorably, play a major role organizing in the Tri-Area Food Bank, and also serve with other RSVP programs, Vet Connect and Project Mentor. During the last year we've added a question about military service to our RSVP application. Many veterans also receive services. Newly revised surveys for the Food Banks will also include a question about military service. These two changes should give us more accurate data on veteran participation in RSVP volunteering as well as those who receive services.

Outside the primary focus area, veterans are served and included in Vet Connect. Dedicated to improving the quality of life for our high percentage of military veterans, our volunteers contact veterans in both counties. The list is provided in partnership with WorkSource. Every veteran contacted has given permission to be contacted. The contact is either by phone, in person, or at the Stand Downs in Forks, Port Angeles and Port Townsend each year. With a Resource Guide covering the services of both counties, RSVP provides contact information for services and support, as well as thanking volunteers for their service. It is common for the veteran to be grateful to be thanked! RSVP volunteers have already contacted 960 veterans and expect to contact 1000 veterans over the next three years.

Recruitment and Development

Prospective volunteers are recruited through newspaper ads, feature articles in the Peninsula Daily News, Port Townsend Leader, Sequim Gazette, and the Forks Forum. We also advertise in local senior center newsletters, our own RSVP newsletter and OlyCAP's website. The program manager and volunteer coordinators for both counties do personal outreach to organizations in the community.

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Local Rotary, Kiwanis, churches, and organizations were contacted and presentations made each year.

We also utilize the radio stations in Port Angeles (KONP) and Port Townsend (KPTZ). Our current volunteer coordinator, Sheila Ramsey, produces an interview show on KPTZ that highlights volunteer opportunities in the two counties. Producing this show has increased site visits and conversations with site managers as well as volunteers. The bi-weekly show keeps volunteering and the life of service a community reflection.

Project Mentor and RSVP, in partnership with YMCA and the Boiler Room, a local services hub for young adults, have scheduled a volunteer recruitment fair for September 2013. This event will provide an opportunity for social service non-profits and schools to highlight their services and to recruit new volunteers. A break-out area will be available for media presentations and more in-depth discussions about community needs as served by local service organizations. KPTZ local public radio is scheduled to provide live coverage on the day of the event.

The RSVP manager and volunteer coordinators give informational presentations to service groups and many other agencies throughout the two counties and, of course, word of mouth continues to be a very strong recruitment tool for RSVP. We have 3 volunteers and several site managers who recruit volunteers into the RSVP Program and then train them as volunteers for their own work sites. Many of our site managers understand fully the role and mission of RSVP so it is not uncommon to receive 2-3 new volunteer applications per month.

RSVP volunteers have a variety of opportunities to master new skills. The Food Banks are managed by volunteers, requiring a high level of leadership and management skills. Volunteers run the Senior Center in Port Angeles, requiring a high level of multi-tasking between many volunteers. In the Visitor Center volunteers learn to speak to groups, to keep them themselves abreast of every event and contact in the communities of Port Angeles and Port Townsend and beyond. Head Start offers extensive orientation and training in working with the needs of our very youngest and often vulnerable children. Safety, social skills, and academic support are all part of the learning curve for the new volunteer. Project Mentor offers the opportunity to not only learn new skills, but teach and help a young person learn new and necessary job skills. Sometimes those 'new learning' opportunities

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are a stretch for the mentor. As a volunteer mentor you often end up learning how to be a barista, or work the cash register, create clothing displays, become a resource for the larger world of service organizations, develop a fundraiser, or bake oatmeal cookies for 24.

Volunteers want to feel that their hours are well spent and their reasons for service vary: to learn something new or 'master a new skill', to make 'a real difference in the lives of real people', or to build connections to the larger community. The RSVP staff is focused on impact. In terms of recruitment and development, we look for volunteer opportunities that provide not only opportunities for new learning and working partnerships in the community, but also opportunities that have measurable impact.

One way of keeping abreast of volunteer opportunities is to maintain contact with volunteer managers and projects within the community. Not only do we conduct regular site visits with RSVP site managers, but we partner with other non-profit service agencies to create a network of support for service projects. For example, we are partnering with Jefferson Community Network, the Boiler Room (a local services hub for young adults) and YMCA to host a volunteer fair this fall in Jefferson County. This event will provide an opportunity for social service non-profits and schools to highlight their services and to recruit new volunteers. A break-out area will be available for media presentations and in-depth conversations about volunteer opportunities available. Next year, we plan to expand that to Clallam County. RSVP volunteers also contributed hours to United Good Neighbors (UGN) Day of Caring in September 2012 and will continue to support those local efforts.

All volunteers are interviewed in person. It is an opportunity to get to know the volunteer, their skills and interests, their expectations for volunteering. Do they want a set schedule? How many hours per week or month do they want to work? Do they want or need a more flexible schedule? Do they want to work on a limited project? What impact would they like to have? These initial conversations set the tone for their ongoing connection to RSVP. When the volunteer coordinators do site visits, we're visiting people we know.

It is important for all RSVP volunteers to have a clear overview and history of Clallam and Jefferson counties, as well as the social services currently available to them through OlyCAP and other non-profit organizations in the area. All receive on-site volunteer training. We make personal contact with each new volunteer and their site manager within 30 days after their first day of service. Our goal for

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this site visit is to make sure that our RSVP volunteer has a clear sense of expectation by the site manager, a sense of impact, and feels a part of the site's community. We also check in with the site manager to confirm that the volunteer is appropriately placed at their site.

Every RSVP volunteer receives orientation and training at their work site. The level and length of training depends on the work at hand. Volunteers at the Food Bank and Congregate Meals have food handler's permit which requires online training of food safety. They also need to know how each other programs work is and whom to contact for services. Many clients are shared. Head Start classroom aides receive training in working with pre-school children not only with academic skills like basic letter and number recognition, but also social skills like eating lunch in a group and sharing toys on the playground. The Head Start volunteers also receive ongoing training with the entire Head Start staff of Clallam and Jefferson Counties. In Project Mentor, training occurs before mentoring partnerships are formed. The areas covered are: what mentoring is, and what it isn't; the needs of the young adult with disabilities; the scope of the relationship between mentor, mentee and site manager; problem solving and how to communicate support and guidance to young people who need to learn basic job skills. Vet Connect volunteers receive several hours of training before they begin to contact veterans. The training covers the challenges of the returning veteran including PTSD and Traumatic Brain Injury. They also learn speaking and listening to veterans and an overview of the services and resources available within both Clallam and Jefferson Counties. In March of 2013, Vet Connect volunteers were provided training by Timm Lovitt of the Veterans Training Support Center in Seattle. RSVP and Vet Connect hosted a daylong event where veterans and volunteers who work with veterans and their families were given more in-depth discussions about PTSD and Traumatic Brain Injury. Veteran groups from Clallam, Jefferson, Kitsap and Island County participated. One of the benefits for our Vet Connect volunteers was the ability to network with many groups and individuals who offer services to veterans. For example, the Timm Lovitt training was an opportunity for our Clallam and Jefferson county volunteers learned about an organization on Whidbey Island that takes wheelchair bound veterans fishing on a boat they modified themselves.

RSVP and Vet Connect partnered with Bob Rosen, OlyCAP's Quilcene Community Center Director, to create a documentary about our local military veterans and their families. Bob Rosen, who is also a retired film director, filmed more than 11 hours of veterans and family members talking about their military experience and re-entry into civilian life. A 30 minute version is complete and has been

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presented on local television. The film will be used as a recruitment and education tool. Our hope is that that our community members will become much more aware of the challenges facing our returning vets and their families. The remaining footage will be used by upcoming national Wounded Warrior Project documentary. Narrator Gary Sinise, actor and strong supporter of military veterans, will narrate the shorter version that RSVP will use for recruitment and education.

We specifically reach out to veterans and their families offering volunteer opportunities. Over the past two years we have gained success by working within our Vet Connect program. Vet Connect, an RSVP program, makes direct contact with veterans to help connect them with services and benefits available to them in both counties, as well as partnering with Voices for Veterans to serve at the Stand Down events in Forks, Port Angeles and Port Townsend.

By utilizing the Vet Connect as a medium we are also able to attract veterans and military families into the RSVP volunteer pool for other volunteer opportunities. We track our volunteers' veteran status so we are able to analyze and report on the effectiveness of this volunteer pool through our database.

In 2013 RSVP sponsored nine hours of training for our RSVP site managers by the VAN (Volunteer Administrator Network) organization of Seattle. The instructor was Nikki Russell. We also opened the training to other non-profit service organizations in the community. The focus of this training was how to grow and retain volunteers. The new generational paradigm for volunteers was highlighted. We also discussed ways we can involve volunteers at all levels of responsibility within our organizations. The class was something new to us and we feel that it was successful in accomplishing the established goals and also created relationships and networking possibilities between participants. We will build on this type of training in the future. Many volunteers state that learning a new skill is part of the reason they volunteer, and providing relevant, skill-based training, can enhance their volunteers' mastery of new skills.

RSVP Volunteers are recognized by their work stations annually as well as at two regional recognition luncheons held each year. At these luncheons they are honored for the past years' service. Certificates are given to all volunteers and a few will be presented with the Presidential Lifetime Volunteer Award for contributing 4,000 or more hours during their combined years of service. Attractive photos of activities at RSVP sites and information about what's coming up at various sites serve to recognize

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and advertise the work RSVP volunteers accomplish throughout the year. In the fall of 2013, we will begin highlighting one volunteer per quarter. This will provide the site manager an opportunity to personally recognize one of their volunteers, and highlight the efforts of the work site. Between newsletters it will be important to continue to email any research, news items, or other relevant information to site managers for their RSVP volunteers. In 2012 our brochure was revised with the hopes of raising awareness about the mission of RSVP and the sites. The brochure is placed in strategic locations throughout the community. Elements of that brochure will also be used in advertising as well as the masthead of our quarterly newsletter. With the assistance of our Advisory Council and OlyCAP staff, RSVP is seeking to develop a new marketing program that will raise community awareness of the mission and benefits of RSVP. Also we have proposed that each advisory council member adopt one or more worksites and visit them regularly and serve as their liaison to the program manager. The geographic area has made it difficult for the program manager to visit each worksite on a regular basis, but with the streamlining of sites in accordance with new federal guidelines, more site visits will occur in 2014 and beyond. Also, quarterly meetings will be offered in specifically defined geographic regions throughout Jefferson and Clallam Counties. The meetings will be informal in nature and provide site managers the opportunity to network, sharing their successes and challenges.

Our work plans include 68% of our volunteers being placed in outcome based performance measure plans. This includes the volunteers serving at the food banks, congregate meals, Head Start, Sequim School District, Project Mentor and Habitat for Humanity. All outcomes will be measured as outlined in the individual work plans for each identified worksite.

Program Management

RSVP conducts an annual site visit where project logistics and the MOU agreement are reviewed. During this visit RSVP program manager verifies that RSVP site staff is in compliance with RSVP regulations and applicable laws. If there are changes to be made or the MOU needs updating, it is taken care of at this time. At the site visit the RSVP Director will verify the following: an orientation of new volunteers is in place; there are interview procedures in place; any materials needed by the volunteer are supplied to each volunteer; a job description is supplied to the volunteer which clearly describes the responsibilities and duties of the volunteer; adequate safety measures are in place for the work site; accidents or injuries to an RSVP volunteer are immediately reported to the RSVP director and that time sheets are validated with a signature and submitted to the RSVP office by the 10th of

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each month. At this visit, RSVP Program Manager will take the opportunity to recognize the service that RSVP volunteers are contributing to the mission of the site agency.

RSVP has a plan and infrastructure to recruit and manage volunteer stations outside the Primary Focus area. To our project this means: We are focused on building the capacity of local organizations that address community needs that are outside our Primary Focus area of Healthy Futures. The areas chosen are: Helping Seniors and CareGivers (Aging in Place); Head Start (School Readiness); local school districts (K-12 success); the needs of Veterans and their families; Economic Opportunity for at-risk young adults; and visitor centers that are vital to local economy because of the role tourism plays in local economies and jobs, especially for service workers. Worksite recruitment is focused on emerging and established organizations whose mission closely align with the community's most important needs, CNCS and local focus areas and RSVP work plans. With the high numbers seniors in both counties Aging in Place is a significant issue for both counties. The Over-65 population rates in Clallam County (24.6%) and Jefferson (27.6%) are twice the rate of WA State (12.7%.) Those living alone, without support of family are increasing. OlyCAP's adult day care (Encore!) program addresses some of the most pressing needs of some of our most vulnerable neighbors -- both the fragile seniors themselves and their caregivers. Because seniors meet three to four times per week in a social setting, where nutritional and social-emotional needs are being met, their ability to remain independent is enhanced. In addition to meals and companionship, the volunteers at Encore! also assist seniors who are receiving volunteer-driven memory therapies and other interactions. Live music, poetry, music and movement have been uniquely integrated by Director Jim Couture. The result is a highly effective and respected memory therapy program. Caregivers are also provided much needed respite from their duties. This program is pivotal to the families who use their services.

School Readiness and K-12 success is vital to the future of our community. Research has clearly shown that learning and development before the age of five is crucial to future success, and that early intervention can help children develop their fullest potential. Head Start has proven that it is one of the most efficient and successful pre-school programs. The percentage of our children under five living in poverty is high: 30% (Clallam County); 27% (Jefferson County), again, both higher than WA State's figure of 20%. Studies show that children living in poverty have a 29% gap in school readiness. Head Start and Early Head Start address this issue and do so successfully. K-12 success is also a high priority in both counties. Again, high numbers of our children are at risk for underachievement,

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failure and eventually dropping out of school due to the adverse impact of poverty. Studies show that one-to-one tutoring is highly effective in enhancing a student's literacy and math scores, as well as school attendance and emotional well-being.

In the Veterans and Military Families focus area RSVP is responding positively to affect the quality of life for veterans and their families. Because our community is home to many veterans and their families -- one of the highest percentages in the state -- and because we are aware of the challenges faced by the returning veteran and their family, RSVP's Vet Connect was created. Our activities increase the number of veterans and military families served through RSVP volunteer service. RSVP has recently developed and enacted an MOU with our local WorkSource Office and a group known as Voices for Veterans. If our local veterans have registered with WorkSource and signed a document that allows their contact information to be shared with the RSVP office. We take that contact information and divide the names among 12 RSVP volunteers. With the help of the Department of Labor Veterans Administration our volunteers have been trained (through the use of a telephone script) to contact all the veterans in our 2 counties. The main purpose for contacting the veterans is to ask the question: "Are you receiving all the services that you need to support both you and your family?" and "Is there some specific area in your life that you need assistance with?" If the needs are simple and we can answer in the phone call we do so. If not and the needs are more complicated or many the veteran is given an invitation to come to the RSVP office where we maintain a current document of local resources available to veterans and their families. All contact information and responses to questions are documented and kept on a spreadsheet so that information may be accounted for at any time. For the past 2 years our Vet Connect volunteers have also been serving as guides and general helpers at the three Stand Downs that take place in Forks, Port Angeles and Port Townsend. These Stand Downs are sponsored by Voices for Veterans. Several of our RSVP volunteers show up the day prior to the Stand Down to help set up tables and chairs for the daylong event. Each volunteer is a door greeter and offers to help the veterans find the county service information table that they need. They also help prepare and serve the 2 free hot meals that are served at the Stand Down. Simply stated we are there to serve in any capacity that is needed throughout the day. Finally, this past year Vet Connect, with the help of professional videographer and former Hollywood film producer Bob Rosen, has produced a 30 minute documentary with local vets telling their stories. The documentary is narrated by Hollywood actor and longtime supporter of the "Wound Warrior Project" Gary Sinise. The documentary will be shown to educate the public

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regarding the needs of our vets and to recruit and train volunteers for the Vet Connect project.

In the focus area of Economic Opportunity, we are working with a population most at risk for failure to thrive. Dropout rates among students with disabilities are significantly higher than those of their peers without a disability. They often have a harder time finding employment so the lack of work-related experience leaves them at a distinct disadvantage as they enter the workforce. This is a significant loss, both the individual young person's future stability, and a loss of untapped economic and creative potential that affects the larger community. Project Mentor, in partnership with the Jefferson County Community Foundation matches RSVP volunteers with young adults (16-27) to offer vocational skills support and guidance addressing that community need. Young adults completing one 40-hour session have on-the-job work experience with their mentor as well as resume writing and interview practice. Self-reflection and assessment is an essential component. And they often learn social and life skills to help them maneuver successfully through life in the workplace. The mentoring team is chosen and offered a variety of work sites, depending on the young person's skills and interests. Many participants have done a second round, switched jobs, and learned a whole new set of skills. So far, the sites employed have been: animal rescue, food banks, thrift store, KPTZ radio, Olympic National Forest Ranger Station, The Boiler Room, congregate meals and a kindergarten classroom. Due to our proximity to the marine trades, we have developed a working relationship with a community boat yard in Port Hadlock. We expect to place students there in the fall of 2013.

RSVP sites have been carefully examined in light of the new federal guidelines. Most sites fit one of the six federal areas of focus. Some of the sites that do not fit will be transformed into capacity building; sites that are not categorized as capacity building will no longer be counted as RSVP Stations. Due to the nature of our small community, conversations about whether a site fits within the parameters of the RSVP guidelines will be informal and in person. Volunteers associated with these stations who wish to continue in their traditional volunteer roles and community, will be counted as an OlyCAP volunteer rather than an RSVP volunteer. Any volunteer who wishes to change volunteer sites to one that fits within the new federal guidelines will be re-assigned. Little or no disruption will be experienced by any volunteer or site. It is also our intention to continue to refer potential volunteers to any worksite, including those outside the new guidelines for RSVP, if the potential volunteer expresses the desire to work in a particular field of service not covered by RSVP. When feasible, we will open trainings for RSVP site managers to include service organizations outside

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the RSVP network. We expect to continue our strong network and working relationships with all service non-profit volunteer groups within our community.

RSVP's plan to assure National Performance Measures 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 effective management of program resources. RSVP collects and maintains data on volunteer successes in Volunteer Reporter, the accepted and highly used data collection system used by RSVP projects throughout Washington State. Additional data collection is undertaken by RSVP service partners at the volunteer stations. Each of our stations with an MOU with RSVP has committed to collect the data our RSVP program requires as a component of the new CNCS Performance Measures. For each work plan RSVP has specific and identified partners to augment data collection efforts and to ensure that RSVP is meeting its annual goals.

RSVP's Plan to manage project resources: RSVP is housed within Olympic Community Action Programs which provides RSVP with the systems and infrastructure needed to: 1) manage project resources 2) ensures accountability and effectiveness of program efforts; and 3) monitors project management logistics according to CNCS compliance regulations, state and federal laws. Olympic Community Action Programs supports RSVP with budgeting, accounts payable, employee services and other administrative systems. In addition to day to day functions the RSVP manager is involved in the department budget development process, receives monthly expense reports and tracks financial allocations and in-kind support. Internal controls include at 2 (and sometimes 3) levels of financial approval, a records retention policy and proactive program of audits.

Organizational Capability

Olympic Community Action Programs (OlyCAP) has been providing services in Clallam and Jefferson Counties since 1966. The programs include Food Bank Distribution, Senior Nutrition, Emergency Services, Head Start, RSVP, Weatherization, Energy Assistance, Housing Assistance, and Adult Day Care (Encore! Arts & Minds). There is a strong emphasis on effective programs using an efficient, capable infrastructure.

Our Management team is comprised of four directors with multifaceted backgrounds and strong skill sets. All four have extensive experience managing programs in a non-profit environment. The

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Management team meets weekly and reviews programs, fiscal matters and organizational subjects. OlyCAP manages federal funding for many of its programs and maintains strong internal controls and strict compliance with state and federal accounting requirements. Audits are conducted annually and made available to all funders. The annual budget operating budget is \$7.2 million dollars and the administration rate is just under 10%.

The agency has policies and procedures available online for personnel guidelines, fiscal management and the organizations internal records. Policies and procedures are reviewed on a regular basis by management and staff to ensure compliance with all laws and regulations. This stress on solid internal policies is required by many of the federal programs and is among the top priorities for OlyCAP.

There is a strong structure in place for supporting the programs administered by OlyCAP. We have IT staff in house, we have a strong, involved fiscal department and we have administrative support in each location. There is an emphasis on accurate and timely data collection and entry -- and there are staff members willing to provide expertise and backup when necessary.

RSVP collects and maintains data on volunteers and program success in Volunteer Reporter, the most widely used data collection system by RSVP Directors in the state of Washington. This database is an effective tracking system that facilitates the coordination of volunteers, stations and assignments. This data will be used to generate reports for CNCS, the agency and the state. It also serves as the database for reporting measureable impacts to the community.

The Community Services Director provides oversight of the RSVP program as part of the Community Services division. The program manager supervises the other RSVP staff and oversees resource development and funding. OlyCAP integrates programs as much as possible to allow our community to realize the greatest benefit. RSVP plays a key role in this integration and is a significant contributor to our service in the area.

The staff positions are funded through this grant as well as a state contract and private fundraising. The program manager's job description includes planning, organizing and implementing recruitment, enrollment, orientation and placement of senior volunteers as well as developing and maintaining up-

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to-date financial, staff personnel, project and volunteer records. This position is responsible for grant preparation, budgeting and reporting. The program manager is expected to have project management experience and excellent communication skills.

The coordinator's job description includes site recruitment, volunteer recruitment and assignment, site visits and record-keeping. The coordinator is expected to have excellent communication skills and good time management.

Our current staff members are Bob Logue, Sheila Ramsey and Sue Meyer. Bob had a thirty year career as a teacher before he became the manager of the RSVP program 8 years ago. He has lived in Jefferson County most of his life and has strong ties to the community. Sheila Ramsey came to the Pacific Northwest from California as an AmeriCorps service member in 2009. She served one year with Head Start and two years with OlyCAP as the Volunteer Coordinator. During her AmeriCorps service, Sheila created and still hosts an interview show on local public radio, KPTZ, which highlights volunteers and volunteer opportunities on the North Olympic Peninsula. Before coming to Jefferson County, Sheila was an educational consultant and facilitator in Sacramento and Seattle. Sue Meyer, Volunteer Coordinator in Clallam County, worked as a Human Resources Coordinator and as an Executive Secretary before moving to the Olympic Peninsula in 2004. Interacting with elders and children are her special interests. Sue worked with Circle of Friends, a Clallam County senior information and assistance program, before coming to RSVP. She is currently a zone captain with Parkwood Senior Community Emergency Response Team (CERT). Passionate about helping children succeed, Sue has volunteered as a tutor at a local school for seven years.

Geoff Crump is the OlyCAP Executive Director and has been involved in the Community Action arena for fifteen years. Geoff started his career with Community Action as a volunteer initially while working on his undergraduate degree in sociology and has since gone on to earn an MBA focused in Nonprofit Management. Over the course of the last fifteen years Geoff has gathered experience in all programs and aspects of Community Action. Geoff believes in working to develop staff members to their full potential, creating strong cultural values, and embracing the community and their contributions in helping OlyCAP achieve the mission to lead and engage the community to promote self-reliance for those we serve while embracing innovation and collaboration with all of our partners to build a healthy community. J.R. Lieuallen is the Finance Director for OlyCAP. His financial experience at Yellowhawk Tribal Health Center, a non-profit government health provider, and several

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years in public accounting prepared him well for the challenges of the fiscal operation of a community action agency. Carolyn Anderson is the Community Services Director and oversees the RSVP program as well as several other programs within OlyCAP. She has served in non-profits and for-profits in the Seattle area before moving to the Olympic Peninsula four years ago. Her experience ranges from being the CFO of Woodland Park Zoo Society to the Director of Facilities and IT for a diabetes research lab with a significant emphasis on operational management.

Olympic Community Action Programs partners closely with Food Banks. OlyCAP provides the distribution system for all food banks across the northern part of the Olympic Peninsula, including a local warehouse and weekly deliveries. We house the food banks in agency community centers and coordinate the community garden that provides fresh produce distributed weekly at the food bank. Food Bank volunteers are linked to OlyCAP. We work very closely with the food bank managers on all aspects of operation, including volunteer management. Historically we have had some of the most active food banks in Washington, a system of cooperation unique in the state.

OlyCAP has offices in Port Townsend, Port Angeles and Forks and manages programs at locations ranging from Brinnon in South Jefferson County to the Hoh River in West Jefferson County -- and the entire county of Clallam. The RSVP Advisory Council has 8 members, including representatives from both counties. The group also includes the RSVP Program Manager and the Volunteer Coordinator from Clallam County as well as an OlyCAP employee, an RSVP site manager and volunteer, community members and representatives of agencies that partner with RSVP projects. The Advisory Council meets quarterly and brings the following areas of expertise to the table: human resources, community relations, seniors, finance, education and food security. We have created a 'volunteer satisfaction' survey that will be given to all site managers for distribution in the fall of 2013. In the spring of 2014 the results of this volunteer survey will be shared with the Advisory Council. An RSVP Stakeholder Survey will also be distributed to the Advisory Council in the spring of 2014. A major role of the Advisory Council is sharing the mission of RSVP as well as outreach to the community. It will also advise on the impact of our contribution and our recognition of volunteer efforts. The members will take an active role in our yearly fundraiser as well.

The RSVP program has been administered by OlyCAP for over 40 years and is integral to the organization. There are strong relationships and partnerships in place across both counties providing

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in-kind services and mutual benefits for OlyCAP, RSVP and the community at large. In this close knit community, many RSVP volunteers are familiar with the OlyCAP staff. OlyCAP looks forward to volunteering to serve at the RSVP luncheon and fundraising event each year. They value the work RSVP accomplishes in their many hours of service to OlyCAP clients. The Port Angeles Senior Center donates space for the Clallam County Volunteer Coordinator; local newspapers provide in-kind advertising; local organizations also partner with RSVP and offer other supports for the program.

Other

Food Bank Customer Survey (Sample Questionnaire)

Please Circle One:

Port Angeles

Sequim

Port Townsend

Brinnon

Tri-Area

I'm going to read several statements that people have said about their food situation. Please tell me whether this statement is often true, sometimes true, or never true for you or your household during the last 12 months.

1. The food that I (or we) bought just didn't last and I (we) didn't have money to get more.

Often True

Sometimes true

Never true

Don't Know or Don't want to answer

2. I (we) couldn't afford to eat balanced meals.

Often True

Sometimes true

Never true

Don't Know or Don't want to answer

3. In the last 12 months did you (or another adult in your household) cut the size of meals or skip a meal because there wasn't enough money for food?

Yes

No

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DK (Or don't care to answer)

4. In the last 12 months were you (or any adult in your household) ever hungry but didn't eat because there wasn't enough money for food?

Yes

No

DK (Or don't care to answer)

5. Has the food you received from the food bank reduced your family's hunger?

Yes

No

DK (Or don't care to answer)

6. Has the food you received from the food bank reduced your family's anxiety about food?

Yes

No

DK (Or don't care to answer)

Comments or suggestions:

Thank you for taking the time to help us improve our service.

Questions for Senior Nutrition/Congregate meals:

1. How often do you eat meals at the Senior Center?

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2. How often do you prepare meals in your home?

3. How many people in your household? (if alone, ask 1a)

1(a) Do you ever skip meals because you didn't want to eat alone?

4. Did you or any other adult in your home, eat less food, or skip a meal because of a lack of money?

5. Are you or any other adult in your home concerned about getting enough nutrition from you meals?

6. Does eating meals at the Senior Center improve your sense of food security?

7. Does sharing meals at the Senior Center improve yours sense of connection to other people?

PNS Amendment (if applicable)

Not applicable