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Executive Summary

An estimated 260 unduplicated volunteers will serve through RSVP Washington County Volunteers. Sponsored by Lutheran Community Services Northwest, RSVP has been providing the opportunity for people 55 and older to offer their skills, experiences, perspective and time for nearly four decades. The Primary Focus Area of the project is Healthy Futures with additional volunteers participating in Disaster Service and Veterans & Families Focus Areas. Some of the volunteer activities will include: delivery of meals to homebound adults; participation in food distribution to alleviate hunger; providing financial management assistance; providing needed transportation to access services and fill needs; assisting seniors in preparing for disasters and emergencies; informing eligible community members about Medicare; and providing various services to veterans and their families. At the end of the three-year grant period RSVP outcomes will demonstrate an increased access by county residents to home-delivered meals, transportation, and telephone reassurance due to the impact of RSVP volunteers. All outcomes will demonstrate that activities increased the degree of social ties/perceived social support of participants. The CNCS federal investment of \$65,988 will be matched by \$28,280 in local non-federal match.

Strengthening Communities

Strengthening Communities

Washington County, RSVP's service area, is part of the Portland Metropolitan area that also includes Multnomah and Clackamas counties. It is the second largest of Oregon's 36 counties and covers 726 square miles, with 600 of those miles outside the Urban Growth Boundary (UGB) that controls growth and expansion of Portland into farm and forestlands. Its largest city and county seat is located in Hillsboro; the county has 16 cities and nearly 70 unincorporated communities. The eastern section of the county closest to Portland is considered urban/suburban while the western part consists mostly of small towns and rural areas. The more urban sections are well connected to the infrastructure offered through its proximity to Portland while the more rural areas are less connected. The county's main physical feature is the exceptionally fertile Tualatin River Valley. Agriculture is still a major industry in the county, as are lumber, manufacturing, technology, food processing, wineries, and golf courses.

The county has the second largest population in Oregon. The U.S. Census Bureau estimates a 2012 population of 547,672, an increase of 3.4% from 2010 to 2012. The Oregon Office of Economic

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Analysis calculates that the population of the county will be 920,852 by 2040, almost doubling in less than 30 years.

Washington County is the most ethnically diverse county in the state. The population is: 69.7% White (compared to 88.6% statewide), 16% Hispanic (12% statewide), 2% Black, 9% Asian, with the balance being Native Hawaiian, Native American, and those reporting two or more races. Almost 14% of residents were born in another country due primarily to the presence of intense agricultural usage and presence of high tech businesses. Age distribution in the county has 25% of the population under 18 (7.1% of those being under 5 years) with 10.9% of the population being over 65.

The number of county's residents over 60 is increasing more rapidly than other segments of the population. The number of residents over 60 has gone up 8.8% since 2000 but is expected to increase to 13% by 2020 and to 15% by 2030. Washington County's 28% growth rate in the senior population between 2000 and 2012 was significantly higher than the statewide rate of 14%; the projected rate for 2010 to 2020 for the county is 63% compared to Oregon's 46%. There has also been a rapid increase in the population over 85 (expected to be one quarter of the population by 2050); this is also the age group most likely to need intensive services.

Poverty in Washington County is strongly contrasted by the level of wealth. Median incomes in Washington County are 29% higher than median household incomes statewide. This is primarily due to the presence of high technology industry that has been a focus of the county for three decades (Intel and Tektronix), as well as the presence of Nike's headquarters. However, the low-income population has increased 38% since 2000. One in ten residents live below the poverty level with 1 in 4 residents described as low-income. A 2010 U.S. Census report highlighted that almost half of seniors over 60 in the county qualified as 'low income' with 8% of those over 65 living under the poverty level. In Oregon the unemployment rate in April 2013 was 8% while the county's was 7%. However, the impact of the recession that began in 2008 is evident in the increased use of social resources, particularly food relief programs. Recent data found that 39% of students in the county qualify for free or reduced-price lunches.

RSVP WILL address local needs and CNCS priority areas by concentration in "Healthy Futures" as the Primary Focus Area. Almost 57% of RSVP volunteers (as contrasted with the 25% minimum

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requirement) will be dedicated to Healthy Futures; this is not a significant shift for the program as this has been the focus for many years. Work plans with outcomes will encompass 43.5% of RSVP volunteers, significantly more than the required 10%. Through an increased spotlight on Aging in Place (food delivery, companionship, financial literacy and housing services), Obesity and Food (food distribution) and Access to Care (hotlines, information distribution), RSVP volunteers will increase their impact on addressing these important community needs.

In addition, RSVP volunteers will address unmet needs with services in two other Focus Areas, Disaster Services and Veterans Services, as well as Community Priorities. In Disaster Services volunteers will train seniors on disaster preparedness kits and assist in disaster response. In Veterans & Military Families Services RSVP volunteers will work with homeless veterans and their families, assist in veterans clinics and outreach to veterans on their benefits and available services. Community Priorities will provide support to the community in essential service areas which includes: libraries, hospitals, senior center support, friendly visiting in long-term care facilities, and the delivery of free firewood to poor homebound seniors.

There is consensus that the projected increase in the aging population will put a strain on service providers already struggling to support those needing assistance. It is in our best interest as a society to plan accordingly and to find creative, collaborative, and effective ways to respond to the current and future needs of seniors. As the population of our country shifts and a larger proportion grows older, our communities need to be sure that they can accommodate this change. Making it possible for seniors to "Age in Place" means a decreased cost to the community as a whole and an improved quality of life for seniors; the typical cost of a year in a nursing home is \$52,000 while the cost of staying at home with at-home and community-based services is \$12,000 a year.

RSVP plans in the Healthy Futures Primary Focus Area are detailed here:

Homebound seniors and people with disabilities are at higher risk of being impacted by hunger and food insecurity than the overall population. The USDA describes food insecurity as when "consistent access to adequate food is limited by a lack of money and other resources at times during the year." Lack of adequate transportation, physical limitations, and low incomes mean that a homebound individual's access to food can be tenuous at best. Lack of good nutrition impacts overall health and

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the ability to maintain independence. In addition, seniors have unique nutritional needs - they have an increased need for foods that are nutrient-dense, a varied diet, and increased water intake. The decreased mobility of seniors and those with disabilities also affects the ability to cook meals for themselves, further limiting their diet diversity.

FOOD DELIVERY to homebound seniors and people with disabilities is a growing need in Washington County. The Meals on Wheels People (MOW) has seven meal sites in the county that served 91,000 congregate meals and 205,000 home delivered meals in 2012. This delivered meal is meant to provide one third of the recipient's daily food intake, but often provides most, if not all, they will have in a day. The MOW driver is often the only person a meal recipient will see in a given day.

The Population Reference Bureau did an analysis of ten years of data and demonstrated that the proportion of nursing home residents was smaller in states where more resources were invested in home-delivered meals for older adults; the implication of this study is that when older adults have adequate access to food they stay living in their own homes longer and age in place. In a 2011 national survey conducted by the U.S. Administration on Aging, 91% of delivery recipients said that MOW helped them feel more secure while 93% said that delivered meals meant that they could continue to live in their own home.

According to Feeding America, seniors experiencing food insecurity are twice as likely to report fair/poor health status and were at higher risk for poor nutrition and malnourishment. A 2011 "Hunger in America" report found that poor access to nutritious food combined with lack of access to transportation is associated with increased institutionalization, isolation, and declining health.

Along with home-delivered meals, there is a need for HOME-DELIVERED GROCERIES and medications for those in this population. Many seniors and people with disabilities, especially those restricted due to physical limitations or illness, cannot get to the grocery store or pharmacy, let alone reach to tall shelves or haul heavy bags of groceries. Store to Door, a grocery and medication delivery service, utilizes 200 volunteers a year to fill upwards of 7,000 orders and deliver them to private homes. According to the program's director not only does this service fill a real need in the community, but volunteers act as another safety check on individuals who live alone.

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In addition to the delivery of meals and groceries to individuals the hunger issue in Washington County calls upon local resources to DISTRIBUTE FOOD to the hungry. The Oregon Food Bank (OFB) found that Washington County had a hunger rate higher than the state average; in 2010 the state had a rate of 14% emergency food use while the county was at 28%. In addition, OFB's report "Profiles of Hunger and Poverty in Oregon" found that 7% of food bank users were over 65 and that utilization of the food bank overall has increased 41% since 2008. The OFB distributed food to the county's 90 hunger-relief sites in 2012 and fed an average of 29,000 people per month. In response to an increased need in Washington County, the OFB opened a new multi-million dollar warehouse and office complex in the county in late 2010. The OFB also addresses the root causes of hunger (poverty, unemployment/underemployment) through coordination of community response as well as designing innovative programs addressing the access to nutritious food.

Elderly households are less likely to receive federal Supplemental Nutrition Assistance Program (SNAP) benefits than those containing younger members. The 2-1-1 information and referral line in Oregon reported in 2012 that 16% of their 22,000 callers asked for assistance with SNAP benefits and referrals to food banks. A study by the National Cancer Institute tracked children from birth to 21 and found that those who went hungry at least once in their lives were two and a half times more likely to have poor overall health 15 years later. SNAP is also under utilized in the county. The percentage of eligible residents using SNAP is below that for the other two counties in the Portland Metropolitan area. If all those eligible for benefits enrolled an additional 48,000 people could benefit (added to the 64,000 per month currently receiving benefits).

RSVP VOLUNTEERS play an important role in the response to hunger in our community. Volunteers will continue to meet the need of homebound individuals to receive nutritious food while working to increase the number of Meals on Wheels drivers who are RSVP volunteers. RSVP recently signed a blanket MOU with MOW to serve all seven of their sites in the county with volunteers; having one MOU instead of seven increases efficiency and response to volunteer requests to serve in this capacity in different areas of the county. MOW was enthusiastic about this opportunity as they see older volunteers as crucial to the provision of their service and RSVP as a key partner in that work.

At the end of the performance period, RSVP will demonstrate a significant increase in the number of

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volunteers in this service activity (home delivered meal preparation and delivery). RSVP is working with MOW to add additional questions to their annual client survey that will meet our reporting needs. Data will be collected through Care to Share and Store to Door on those receiving emergency food and delivered groceries. RSVP will conduct a survey on clients who meet service thresholds to determine the number who report having increased social ties and/or perceived social support as a result of the service.

To measure outputs for the food distribution service activity, RSVP will work with the two stations involved to track the number of clients receiving emergency food boxes.

There is no dispute in Washington County that the lack of access to TRANSPORTATION is a barrier to services for many and can seriously impact an individual's ability to continue living independently. Transportation is needed to obtain resources of every day life (food, healthcare, etc.) but is also a way to access social, cultural, family and recreational activities. Giving up the ability to drive is a significant event in an older person's life, often leading to feelings of dependence and confronts the individual with the dearth of other convenient and appropriate options to meet their needs. Due to decreased mobility or ability, the need for transportation options is especially concentrated in seniors and those with disabilities. The Washington County Disability, Aging and Veterans Services (DAVS) department, in their "Your Retirement Years" survey, found that respondents felt that transportation was one of the top three unmet needs for older adults. AARP conducted a survey in 2009 that showed that the use of public transportation by seniors increased 40% between 2001 and 2009.

Ride Connection, a regional provider of innovative transportation programs, states on its website that "access to transportation means mobility. Mobility opens doors. It allows a person to be independent and it offers a way to access life's essentials and connect with community". In 2012 the program provided 416,000 rides in the region (97,000 in Washington County) along with teaching seniors and people with disabilities how to ride public transportation. The American Red Cross Transportation Services have an average of 50 volunteers providing 150 rides a day (40,000 a year). Both programs provide transportation to veterans with Ride Connection having a dedicated project devoted to reaching veterans and their families and to utilizing veterans as volunteer drivers.

RSVP VOLUNTEERS will continue to address the need for transportation by assisting community

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partners in providing transportation to county residents. RSVP will increase the number of volunteers in this service activity by 400% over current numbers and expand to a deeper concentration on transportation to veterans through designated partner projects. By the end of the three-year grant period, RSVP will report an increase in the number of seniors, people with disabilities, veterans and their families accessing transportation services through our participating stations as well as an increase in the number of volunteers in this service activity. In addition, the program will conduct a periodic survey that will gauge the amount of increased social ties/perceived social support as an outcome in this service area based on a baseline level of service accessed.

Telephone reassurance programs function as another level of protection, contact, and COMPANIONSHIP for seniors who live alone. One study showed that a telephone support and emergency response program helped lower suicide rates and depression scores and decreased hospital admissions for older adults; users also reported high satisfaction with programs that increased their social interaction. According to a 2005 study done by the Institute for Social Research, those older adults whose social network consisted mostly of family were more depressed than those with more non-familial friendships. Studies have shown that those experiencing social isolation have been linked to declining physical and health well-being. A study in the Journal of Neurology, Neurosurgery and Psychiatry (2012) found that feelings of loneliness were linked to the development of dementia.

RSVP VOLUNTEERS will impact the companionship service activity by providing trained volunteers who will make regularly scheduled safety and connection calls to seniors. SKIT (Seniors Keeping in Touch) is a long-standing program whose yearly client satisfaction survey finds that 95% to 100% of respondents report that they feel less isolated, safer in their homes and that they were able to remain living in their homes partly due to SKIT. Surveys of both clients and volunteers will continue; we find that RSVP volunteers in SKIT are highly engaged and committed to their calling and believe they receive as much benefit from the service as those they call. Client referrals have increased from area professionals in the last three years due to outreach efforts and program effectiveness. Due to its level of definable impact SKIT has garnered tangible support from Washington County DAVS in the form of a yearly contract and funding through one of our largest cities. RSVP will meet the increasing need for the service through an increased number of volunteers in the program. As already stated, the outcome (those reporting increased social ties/perceived social support) will be measured as in the past with a yearly program outcome evaluation and survey.

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Another issue facing seniors wishing to remain in their homes as long as possible is FINANCIAL LITERACY. Paying bills, buying food and managing other financial responsibilities often become increasingly more difficult as a person ages. An inability to manage these issues can lead to premature admission to assisted living facilities, eviction, shut off notices and unnecessary stress for vulnerable seniors. A study in 2011 (Old Age and the Decline in Financial Literacy) found that financial literacy scores declined by 2% each year after age 60. The same study found that while competency may be decreased, an individual's confidence in their ability to deal with their finances remains high; this discrepancy often results in financial instability and confusion. The DAVS "Your Retirement Years" (2012) survey demonstrated that respondents felt that there was a need for financial education for this age group.

Seniors are disproportionately targets of scams designed specifically to prey on their weaknesses. Seniors are more likely to own their homes, have available assets, are less likely to say 'no', and may have memory issues which play into the scammer's plan and make it more difficult for the scam to be reported quickly and accurately. Programs designed to assist seniors in financial literacy, managing their expenditures, and protecting them against fraud are another 'leg on the stool' that makes it possible for seniors to stay in their homes longer. According to the Brookdale Center for Healthy Aging and Longevity's Sadin Long Institute programs that provide these services can help seniors "prevent the devastating consequences of financial mismanagement and poverty".

RSVP VOLUNTEERS will respond to this community need by assisting seniors in managing their monthly expenses, paying bills, and budgeting. Volunteers may act as a representative payee for the client; deal with creditors and service providers (electricity, garbage, heating); help set up payment schedules and other services that make it possible for aging in place to be a reality for their clients. Senior GAP (a program of Impact Northwest) works with 150 clients each year. The program makes it possible for those clients to remain in their homes, so the impact on our community is significant. RSVP volunteers work with one or two clients at a time and perform concrete, specific tasks that aid the senior in remaining in their home with reduced stress and increased security. RSVP will measure the impact of this financial literacy service on participating clients through an a survey of all clients who have received assistance through an RSVP/Senior GAP volunteer for at least three months. This will demonstrate the importance of these services to clients that make them more secure financially,

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and therefore increasing the likelihood that they can remain living in their own homes.

With the expected increase in the number of people eligible for Medicare in the next decades, the need for improved ACCESS TO HEALTH CARE will also increase. As people approach retirement age they must make various decisions about Medicare and prescription coverage in order to secure their own Healthy Futures. There are nearly 80,000 adults over 60 (57,000 over 65) living in the county along with 7,500 adults with disabilities. A survey done by the National Council on Aging found that 54% of boomers and seniors admit to little or no understanding of how Medicare works. A 2008 article in the Journal of the American Geriatrics Society showed that "beneficiaries' understanding of their health benefits ultimately may affect the quality and outcomes of their care". The study found that one-third of respondents felt that they were unfamiliar or very unfamiliar with their Medicare program. According to the Disability, Aging and Veterans Services (DAVS) "Your Retirement Years" survey, there was a measurable lack of knowledge around those decisions.

SHIBA (Senior Health Insurance Benefit Assistance) is a "statewide network of trained volunteers who educate, assist, and serve as advocates for people with Medicare". Volunteers help clients select a Medicare prescription drug plan, compare Medicare Advantage plans, compare Medicare supplement plans, and apply for assistance programs if qualified. Their goal is to help county residents understand their health insurance benefit options, increase health care literacy, and increase access to health care through outreach and information. These volunteers assisted clients in-person (at doctor's offices, senior centers, restaurants, or in private homes), by phone (in the office and through the SHIBA hotline), and online. During the 2012/2013 fiscal year, the SHIBA hotline received 1,892 calls and served 2,595 Medicare clients in Washington County. In addition, volunteers with the SHIBA program were available at 28 local resource and information fairs that brought in 439 visitors.

RSVP VOLUNTEERS will act as SHIBA advocates working directly with seniors to help them negotiate the complicated Medicare program in order to increase health care literacy and improve access to health care. These highly trained and dedicated volunteers will continue to staff the SHIBA hotline, distribute materials and information, and work directly with county residents. RSVP will continue to work closely with the SHIBA program in reporting the unduplicated number of clients who receive information on health and prescription insurance, health care access, and other related information. At the completion of the grant period, RSVP will be able to demonstrate the impact of

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SHIBA volunteers -- an increase in the number of clients who receive these important services directly impacted by RSVP volunteer activities.

VETERANS are an ever-increasing population of Washington County with 37,336 veterans and an equal number of dependents living in the area. Due to this large number of veterans in the county (with over 33% of those over the age of 65) the services provided by RSVP volunteers through organizations in the community touch many veterans and their families. Veterans are served through all service activity areas from food delivery, food distribution to transportation and health insurance outreach, along with services provided through our Community Priorities service activities. In addition, RSVP has stations in the Veterans Services Focus Area that will receive a great deal more focus from the program in the coming years.

Disability, Aging and Veterans Services (DAVS) is the largest Veterans Services provider in the state with the majority of compensation and other claims coming through their office. There are 1500 active duty service people at any given time in Oregon with the fastest growing population of veterans being women. Around 150 individuals return from Iraq and Afghanistan each quarter with 25% having injuries and various disabilities (although there is consensus that this number is actually larger). There is not an active duty base in Oregon which makes reaching a dispersed veteran's population that much more difficult. Veterans are overrepresented among the homeless population with 12% of all people experiencing homelessness identified as a veteran (only 8% of the U.S. population claim a veteran status).

As a rule, veterans are extremely reluctant to seek out benefits, making outreach with information on available benefits and support services especially difficult. According to DAVS medical care and outreach to veterans to inform them of benefits and services are 'top needs'. These services include "employment, transportation, education, and mental health services".

Veterans are by no means solely the recipients of services. Not surprisingly, veterans are highly likely to volunteer once they have returned home; their service-orientation impacted their choice to enter the military, so service is ingrained in their lives. Civic Enterprises, in a report titled "All Volunteer Force" (2009) found that veterans are 'underutilized assets' and their continued service (volunteering) was likely to ease the transition from battlefield to home. The same study found that the greatest

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increase in volunteerism among returned veterans occurs after they have been home for at least two years. RSVP can fill the veteran's desire to offer their skills back to their community as well as offering volunteers to provide services that veterans need and want.

RSVP VOLUNTEERS will provide services to veterans and their families through activities in Healthy Futures as a matter of course and on a daily basis; veterans will be among those receiving Meals on Wheels, grocery delivery, SHIBA information and guidance, etc. On all outcome surveys we will ask about the respondent's veteran status to measure our impact on that population. In addition to this more informal contact, RSVP has been working to increase the number of stations on our roster that provide services primarily to veterans and their families. At the writing of this grant we had two stations serving veterans and are in negotiation with additional stations to begin placing RSVP volunteers will be providing more focused services to veterans and their families (including the Department of Veterans Affairs). RSVP is improving its targeted outreach plans to reach veterans where they live and work to encourage their participation in services to other veterans as well in other service activities supported with RSVP volunteers. In addition, RSVP will extend itself even further to draw in veterans 55 and older as volunteers serving other veterans.

Recruitment and Development

RSVP's plan and infrastructure to ensure quality volunteer assignments:

RSVP has been managing and working closely with volunteer stations for almost four decades. The development of quality volunteer assignments is a collaborative process between RSVP and its stations. New RSVP stations receive special attention in order to assure that both the station supervisors and volunteers have what they need to be successful. Initial (first time) Memorandums of Understanding (MOU) are carefully written and any issue that might affect the experience of the volunteer is discussed. Volunteer position descriptions are reviewed and if there are none available, RSVP staff works with the station to craft documents that spell out the duties and responsibilities of the volunteer as well as the station. Discussions around opportunities within each position description for volunteers to offer their particular knowledge and skills are important at this step in the process. Once volunteers are placed at the new station RSVP staff are in regular contact with the station representative to gauge the process and address any problems or concerns. The volunteer is contacted to discuss their initial time with the station and again, any problems are dealt with at that time.

On-going stations are monitored and nurtured through regular station visits (annually and in-person)

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and regular contact via phone and email guarantee that stations have the support they need to continue working effectively with RSVP volunteers. During MOU renewals (every three years) RSVP staff meet with stations to evaluate current volunteer assignments and make any necessary additions or changes. These meetings also address any issues the station has had with RSVP volunteers (if any) and a discussion is had about recruitment, as well as initial and on-going training.

When looking at volunteer position descriptions we begin with the opportunities already available at the station. Together we go over the position descriptions to determine if there are any adjustments that need to be made to make the jobs accessible for all RSVP volunteers regardless of any restrictions they might have (physical, mental or language). Specifically addressed are opportunities for RSVP members to share their life experiences in the course of their volunteering. This might include RSVP volunteers assisting with direct services at their station in areas where they have specific skills/knowledge or participating in planning or evaluation activities. In this way they have the chance to pass on their experiences to another generation and at the same time fulfill a need we all have to be of significant use and value to our communities.

Plan and infrastructure to ensure RSVP volunteers receive training needed to be highly effective means to addressing identified community need(s) in both Primary Focus Area and Other Focus Areas:

Training of volunteers is vital in helping to ensure that volunteers have the information they need to be successful in their service. Training begins with the RSVP interview where the volunteer receives a New Volunteer Packet that includes the RSVP Volunteer Manual. This manual describes the role of RSVP, their volunteer rights and responsibilities, the station's role, volunteer hour submission guidelines, the role of RSVP staff, equal opportunity, non-discrimination and harassment policies. The volunteer signs an "Acknowledgement and Receipt" document that demonstrates that they received and reviewed the Manual. Once a station has been selected by the volunteer, RSVP passes along any initial training information for a particular volunteer position and informs the station representative that the volunteer has this information. The volunteer is informed of specific training required at the station and addresses any concerns the volunteer has about their ability to complete the training satisfactorily. RSVP staff is knowledgeable about the length and timing of station trainings that can impact the decision of the volunteer based on their needs.

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Once placed at a station (this includes all stations within the Primary Focus Area, Other Focus Areas and Community Priorities), RSVP follows up with the volunteer and the station coordinator to gauge the progress of the volunteer through any applicable training. RSVP staff requests input from both sides about the success level of the volunteer in training and offers support if needed. Volunteers who encounter irreconcilable issues are redirected to other volunteer opportunities and given increased attention with a goal towards finding them a rewarding and impactful position.

Training is specifically addressed in MOUs and in regular staff contacts with both stations and volunteers. Any changes in volunteer training needs or expectations are noted, added to station files, and passed on to the new and continuing volunteers. When possible, RSVP staff will assist stations in training their volunteers and bringing our expertise to bear where needed. RSVP remains aware of available trainings in the community and opportunities for skill building at stations and encourages volunteers to participate. When a specific issue arises (HIPAA regulations, safety questions, etc.), RSVP makes an effort to inform volunteers through focused outreach and through our newsletter and other social media.

One way we gauge the volunteers' satisfaction with their assignments, training, and the level of RSVP staff support is through an annual survey. Our return rate is exceptional (35% on average) and in 2012 the results demonstrated that the majority of volunteers were satisfied with their assignment, staff contact and felt that their volunteering has impact in the community. In addition, when we talk with a volunteer we ask them about their status and elicit feedback about their overall experience as well as specifics about their particular position. RSVP staff use this information to inform our practice and to work with the volunteer and station to make any changes or improvements necessary.

Demographics of the community served and plans to recruit pool reflective of that diversity: RSVP will continue its commitment to providing volunteer opportunities for older adults who have differing degrees of English proficiency, members of diverse races, ethnicities, sexual orientations, and veterans and their family members. Washington County is the most ethnically diverse county in the state and our outreach and recruitment plans reflect that diversity. The population of the county is: 69.7% White (compared to 88.6% statewide), 16% Hispanic (12% statewide), 2% Black, 9% Asian, with the balance being Native Hawaiian, Native American, and those reporting two or more races.

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A primary goal of RSVP is to represent the community in its volunteer ranks and work to ensure that we are reducing or removing barriers to service for everyone within our target population. The RSVP Advisory Council has researched and discussed at length strategies for reaching underserved populations for inclusion as RSVP members. Ways to maintain openness and accessibility to people from all races, ethnicities, sexual orientations, and English proficiencies and to reach them effectively have been outlined and included in our outreach and recruitment strategy. With an increased emphasis on recruiting and working with veterans as part of RSVP's station portfolio, we have included veterans and their families as a distinct recruiting strategy within the larger plan. With this increased emphasis on services focused on veterans and RSVP is positioning itself to be a major partner in not only helping provide assistance to veterans but asking them to continue their service through volunteering.

A survey of stations will be performed prior to the end of the current grant year. The survey will concentrate on each station's current ability or plan to create new or enhance current opportunities for volunteers with various physical and mental capabilities. We currently have volunteer opportunities for volunteers who cannot leave their homes (i.e. SKIT telephone reassurance) which is a volunteer niche not filled by other programs. RSVP will work with stations to think 'outside the box' in designing ways to involve volunteers of varying abilities. RSVP is aware of which of its stations have access to language services and has connections through the LCSNW Multicultural Programs interpreters that can be 'lent' to stations as needed.

Plan and infrastructure to retain and recognize the RSVP volunteers:

Recruitment of volunteers to meet the needs of the community is at the core of RSVP. This is a daily, on-going activity that involves utilizing all available avenues in reaching our target audience: newsletters, brochures, packets, signs, website, blog, flyers, articles in local papers, snippets in senior center newsletters, and presentations. One RSVP volunteer encouraging a friend to sign up with us is one of our most effective tools, so we make sure our current volunteers are engaged and happy with their experience from initial interview to the end of their time as an RSVP member.

This effort is one volunteer at a time and starts with a thorough interview where RSVP staff spends time talking in depth about the volunteer's background, expectations of volunteering, their preferred 'working' environment and other factors that might impact their experience. Having a clear

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understanding of the volunteer and of the volunteer 'jobs' available improves the chance of a good match and increased retention. Matching volunteers based on their interests and personality and the ability of the station to meet those needs also goes towards ensuring a long lasting relationship that is mutually beneficial.

Attrition is a reality with any volunteer-based program, and with RSVP it is particularly pronounced due to the age of our members. It is often a struggle to keep the numbers steady when health issues, death and the general slowing down of advancing years changes our numbers on a monthly basis. Due to this reality it is even more important that RSVP volunteers feel a connection to RSVP that includes feeling valued, acknowledged and rewarded in various ways for their commitment to the community.

Since RSVP does not have daily contact with the majority of volunteers, the annual Volunteer Appreciation Luncheon is very important in building a sense of community among the RSVP-ers. The staff and Advisory Council begin planning the event months in advance and make every effort to have an event that recognizes all individual volunteers as well as those who have reached milestones in their service. We also address individual station volunteers through targeted recognition (for instance, giving Meals on Wheels volunteer pins to drivers) in an effort to improve retention and foster a feeling of connection between volunteers and RSVP. Volunteers also receive birthday, anniversary and get well cards as well as individual acknowledgements to highlight accomplishments or achievements. The RSVP quarterly newsletter is highly regarded by both volunteers and community partners for its informational content and efforts to build community among RSVP volunteers.

RSVP Washington County Volunteers is about Connection. We connect older volunteers who have the skills, talents, experience, and desire to have an impact on their community with the volunteer opportunity that has capacity to make that possible. Volunteer recognition activities serve retention goals by nurturing the original connection made between RSVP and the volunteer throughout their years of service. RSVP acts as support system for the volunteer as they commit themselves to a volunteer organization or program. RSVP staff hear back from volunteers that they appreciate the birthday cards, luncheon and other recognition efforts as it reinforces that they are valued and that the time they spend makes a difference.

Program Management

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Plan and infrastructure to ensure management of volunteer stations are in compliance with RSVP regulations:

RSVP staff are well versed in the regulations of CNCS and are diligent in their adherence to these rules. Staff take every opportunity to refine their understanding of regulation nuances and practical implications in program management. Staff take advantage of any training opportunity and work to implement any changes or adjustments quickly and effectively.

The focus of regular station visits is to review the existing MOU (Memorandum of Understanding) and to make any changes necessary (such as station contact names, job listings, etc.) and to address any issues with compliance with RSVP program regulations and laws. The MOU is reviewed in detail to ensure that volunteers are receiving the appropriate orientation, training, and in-service where applicable to meet the needs of volunteers and the station. In addition, details regarding the volunteer's experience with the station (position descriptions, an interview process, sufficient supervision, safety provisions) are accounted for. The meeting includes verifying the process for submission of timesheets or hours to RSVP. Special attention is given to discussing the section of the MOU that includes 'prohibited activities' for volunteers; MOU forms were revised in 2011 to include new and more specific language in this area. If there is any specific issue with a station in regards to any of the above issues a plan is made to address them in a timely manner and a follow up process is discussed and agreed upon.

Within the last two years RSVP included a specific question on the volunteer satisfaction survey that specifically addresses the station's provision of safety for the volunteer. The question specifically asks the volunteer if the station provides for their health and safety, including emergency exits, safety protocols, and training.

Plan and infrastructure to develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities:

Volunteer stations are managed through regular contacts and site visits. Regularly addressing volunteer assignments allows both the station and the program to gauge the engagement of the volunteer and deal with any issues related to their service; this often results in improved retention because the volunteer feels attended and considered. Visits are a time to review the volunteer position descriptions and make any changes/additions necessary. Volunteers are contacted by mail yearly as

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part of the annual satisfaction survey where they are asked to state what job they are performing. In addition we contact volunteers once a year by phone to verify their contact information and their volunteer position at the station. Staff monitors the submission of monthly hours to assure that volunteers are continuing in the position they were assigned and contact them if we see any discrepancy or change in their service. This kind of follow up results in improved tracking of the volunteer and ensures that RSVP is aware of any change in the volunteer's status.

Plan to meet changing community needs to include minimizing disruption to current volunteers as applicable and/or graduating stations as necessary:

The ability to change with the changing population and needs of our community is vital to the continued relevance of RSVP and its volunteers. RSVP staff and Advisory Council maintain knowledge of community needs assessments in our service area, maintain presence on local committees and councils, and participate in service planning at a county level. Program staff remain aware of any changes in the focus or trajectory of our stations and position ourselves and our volunteers to be prepared for those changes.

The change in CNCS grant structure (competition) will mean a disruption to our current volunteer and station pool -- there is simply no way to avoid it. However, we are committed to limiting this disruption wherever possible. Some stations will have to be graduated because they no longer fit within the RSVP priority areas while others will be receiving increased recruitment activity and attention.

This process has already begun and has several components: evaluating a station's position within the available Focus Areas; a station's history of successful volunteer placement and retention; a collaborative approach to volunteer hour collection/reporting, data sharing and adherence to MOU requirements; and the station's willingness to work with RSVP in terms of new reporting requirements and volunteer placements. RSVP staff will be in contact with stations by mail, email and with personal meetings to assist those stations to be graduated in managing volunteers through the process. Those volunteers who will be displaced by station graduation will be offered reassignment to other activities within the RSVP portfolio. There are plans to acknowledge those graduated stations and volunteers and to thank them appropriately for their participation and commitment over the years.

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Organization's track record in managing volunteers in the Primary Focus Area, including measuring performance:

As mentioned earlier, RSVP has had a focus in the Healthy Futures Focus Area for many years. Providing volunteers to assist the community with home-delivered meals, transportation, access to important Medicare coverage information, telephone reassurance and other activities that allow people to age in place has been a cornerstone of our function. Program effectiveness is measured primarily through outcome and impact based work plans and the efficient management of resources, both financial and volunteer.

RSVP utilizes the database Volunteer Reporter to collect, organize and report volunteer data. Staff uses this database to collect and collate hours, track volunteer jobs, MOU status, and other relevant information needed for program monitoring. The database is used to generate reports for both CNCS and LCSNW (RSVP's sponsor) and help in tracking performance measures. Annual performance data collection is managed by program staff through the use of an outcome collection calendar that effectively manages on-time data management. Outcome surveys are designed through a collaborative process with stations and volunteers to ensure ease of use and the highest quality of data collected. Distribution methods, collection and collation, and reporting processes are all clearly defined with the goal of describing program progress and outcome performance.

In the past few years we have adjusted and refined our performance measures to more clearly define the impact of volunteers in work plans. Gathering relevant data has been a guiding principle of RSVP. RSVP has met targets consistently and effectively and has structured our work plans to reflect the impact of our volunteers and to foster the straightforward collection, analysis and reporting of relevant data; we are committed to the process of demonstrating our progress towards or fulfillment of goals and targets. We have demonstrated impact with both qualitative and quantitative data, allowing for a more complete picture of the work and effect of RSVP volunteers.

Examples of measuring performance by RSVP: The SKIT program work plan has met or exceeded performance measures for consecutive years. We have measured the number of volunteers and clients participating as well as the level of clients who responded to a survey that the phone calls helped them feel safer and less isolated and allowed them to remain living in their home partially due to the SKIT program. In addition, in our meal delivery work plan we have consistently demonstrated

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impact through increasing the percentage of Meals on Wheels drivers at one meal site who were RSVP members. The SASIE (Seniors Assisting Seniors in Emergency) program exceeded the goal of having at least 90% of participants in emergency preparedness presentations understand the need for disaster readiness. RSVP Washington County has been focused on activities within Healthy Futures for many years and has demonstrated consistent ability to meet or exceed set performance measures.

Plan and infrastructure to ensure the project is in compliance to have an Advisory Council, stations have MOU, and all are eligible to serve in RSVP:

RSVP has had an active Advisory Council throughout its history. Although the size of the body shifts up and down over time, we have maintained a core group of dedicated and skilled consultants. This type of historical memory is extremely valuable to the program and strengthens RSVP in its role in the community. The Council meets monthly and committees meet as needed. The Council provides program staff with support and strategic planning as well as assisting with community outreach and volunteer recognition at a high level. The group acts as a sounding board for staff and brings to bear a wealth of perspective on aging, community needs, and their own volunteering experiences.

MOU status is tracked through the Volunteer Reporter database. Staff know well in advance when an MOU will expire and contact that station early enough so any changes to the document can be made. This is often the time for a station visit, as well.

The eligibility of volunteers for membership in RSVP is determined through birthdates, county residency and capacity for the position sought. This is supported through a registration form, an acknowledgement form that they have read the Volunteer Manual, and any background checks necessary, and an in-person interview. RSVP has developed a tracking system that ensures that new volunteers meet membership requirements prior to being referred out to a station. We work with a few stations that have requirements for particular volunteer positions that we verify with the volunteer prior to making a referral.

Organizational Capability

Plan to provide sound programmatic and fiscal oversight (financial and in-kind) and day-to-day operational support and to ensure accountability and efficient use of available resources:

RSVP Washington County Volunteers has consistently demonstrated the highest level of programmatic and fiscal oversight. Lutheran Community Services Northwest (LCSNW), the RSVP

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Washington County Volunteers sponsor for the past 17 years, has been providing services to individuals and families for decades, with as many as 90 years in some communities. The agency is committed to the "wellness of individuals, families and communities" and works to "promote a vision of society where poverty, oppression, and abuse cease to exist". LCSNW has been a nonprofit leader in addressing the problems and unmet needs facing the communities it serves. The agency has 575 full and part-time employees, manages 100 programs that serve 100,000 clients a year, and has an average of 4000 volunteers each year. LCSNW currently sponsors two RSVP programs: ours in Washington County and another in Bremerton, Washington, along with other programs serving seniors, including a Senior Companion program. LCSNW is certified by the Council on Accreditation for Children and Family Services (COA).

LCSNW provides structure and support to RSVP including fiscal oversight and planning. An LCSNW accountant, who is an expert on the CNCS/RSVP budget and works closely with the RSVP Program Director, closely monitors program funds on a monthly basis. The accountant produces a monthly report that tracks expenses and progress towards in-kind and cash match goals; any issues are dealt with immediately. All budgets are collaboratively designed between RSVP staff and LCSNW accountants. LCSNW participates in an annual independent audit with the results made available upon request. The agency maintains strong internal controls and compliance with state and federal accounting requirements. Purchases, reimbursements and mileage requests must all be approved and signed off by designated LCSNW personnel.

In-kind match is monitored monthly and quarterly by an LCSNW accountant and reported to CNCS on time. RSVP has met or exceeded the required match and has worked to maintain and solidify in-kind contributions. This includes in-kind office rent, meeting room use, printing, donations for the annual appreciation dinner, and volunteer meals at stations. All appropriate documentation for in-kind donations is collected and reported to LCSNW and monitored for progress towards match goal.

LCSNW is a large multi-state agency with programs grouped into regions and areas for 'closer to the ground' management. Having regional and area managers means that programs have access to supervision that is local and immediate. Programmatic or fiscal issues can be dealt with quickly and efficiently, always with an eye to local and individual program needs. RSVP has a close and productive relationship with LCSNW.

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Day-to-day operational support for RSVP is provided through LCSNW staff. RSVP has immediate access to supervision, accounting, human resources, grants management support, purchasing and training. There is access to office space, technology services on demand, computers, printers, copy machine, accounting, personnel services, and financial services (purchasing, reimbursements, grant reporting). Well-versed in its responsibilities to federal, state, local and private funding sources, LCSNW maintains a reputation as an agency with transparency, accountability, and adherence to rules and regulations governing operations. The agency's Administrative Manual covers all issues related to internal and program management and specifics on how the agency functions in areas from payroll and payables to travel and asset management. All staff are trained on the contents of the Manual and have access to it on demand on the LCSNW agency site. The sponsor maintains the highest standards in its personnel department and employment standards including detailed job descriptions, regular performance reviews and policies.

Clearly defined staff positions and how these positions will ensure the accomplishment of the program objectives:

RSVP has distinct staff positions and has developed this structure over the years in order to provide enhanced support to RSVP volunteers and stations. Two staff members are included in the grant budget while the RSVP supervisor (LCSNW Area Manager) is provided by the sponsor.

The Program Director, Sarah Van Dyke, has an extensive background in program management, including six years as the Executive Director of a nonprofit providing services to victims of domestic violence and sexual assault. She has 20 years of service in nonprofits and volunteer-focused programs, including the Peace Corps, and has worked with children, adults, and seniors at many levels. She has a great deal of community organizing and program collaboration experience working with varied populations.

Colleen Dorough fills the position of Program Assistant/Volunteer Coordinator. Colleen was the RSVP Program Director for six years until her retirement in 2009. She returned the following year to fill the Program Assistant position, adding to the expertise of the RSVP staff. She has the volunteer coordination experience, and more specifically experience managing RSVP volunteers, to be a highly successful and important member of the team.

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The LCSNW Area Director (Judy Werner) has been with the agency for almost 20 years and supervises programs in three Oregon counties. The Area Director provides supervision to the Program Director and is a resource for the program. Judy has a Master's Degree in Social Work and has decades of experience in all aspects of program management and supervision.

Current RSVP staffing ensures program cohesion and compliance. With two staff included in the proposed budget we are better able to meet the needs of volunteers and stations. A division of labor and focus means that more work can get done but at the same time a small staff (both of whom have performed the duties of the Program Director) means that each staff person has the capacity to cover all responsibilities. Continuity is important to program functioning and makes RSVP responsive and nimble. In addition, with two staff we are able to have 50 hours of program coverage a week as opposed to only 37.5 (the full time level at LCSNW).

Demonstrates organizational capacity to develop and implement policies and operating procedures to provide governance and manage risk, such as accounting, personnel management and purchasing; manage capital assets such as facilities, equipment, and supplies:

LCSNW is a large, multi-state nonprofit organization that has well-developed and robust policies, procedures, risk management, quality control structure, personnel management, purchasing guidelines and related organizational management areas. The Administrative Policy Manual is part of orientation and training for all agency staff and is available to all staff on a designated web site. In addition, the RSVP program has a Volunteer Manual as well as a Policy and Procedure Manual specific to RSVP program regulations and requirements.

LCSNW is accredited in a rigorous process through the Council on Accreditation for Children and Family Services (COA) that verifies that LCSNW meets or exceeds all industry standards. LCSNW maintains tight internal control and compliance with state and federal reporting requirements. In addition, LCSNW has an internal Performance and Quality Control (PQI) team that tracks performance outcomes throughout the agency in order to ensure that individual programs are meeting set goals.

The LCSNW fiscal staff is centralized in the SeaTac, Washington office with other fiscal staff located in

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the Portland, Oregon office. Kay Reed is the agency's CFO and has a degree in accounting and is a CPA. She has earned a Certificate of Educational Achievement in the area of Government Accounting and Auditing. The SeaTac accounting office is staffed with degreed accountants. RSVP has a designated accountant who is well versed in the RSVP budget and requirements and works closely with the Program Director monthly to track expenses and in-kind balance. In addition, the two work very closely together in developing the grant budget. Human Resources for the region is located in the LCSNW Portland office and are readily available to RSVP staff.

RSVP is supplied with IT support from the Portland office, as well. The IT specialist ensures that the program has sufficient computers, printers, phones, and other hardware necessary to perform our duties. The program has quick response to any technical issues. The RSVP office is located in a local church and the space is donated in-kind to the program. This relationship allows the RSVP program to use grant funds for activities instead of for rent and is made possible through the LCSNW connections in the county.

LCSNW has a system for managing program facilities, equipment and supplies. The agency tracks program equipment (computers, desks, other assets) yearly and has a specific procedure for the purchase, storage, use and disposal of program supplies and assets.

Demonstrates organizational infrastructure in the areas of robust financial management capacity and systems and past experience in managing federal grants:

LCSNW has decades of providing service in three states and has therefore developed the necessary infrastructure and capacity to effectively provide financial management to a hundred programs and hundreds of staff. There is a strong fiscal infrastructure with accountability and transparency throughout the organization. Budgets are tightly managed with a process of mid-year forecasts in order to maintain fiscal health and balance. The Finance and Audit Committee of the Board of Directors monitors the fiscal condition and audit results of LCSNW. The Board also reviews the annual budget including a cash flow budget and the annual forecast.

LCSNW has a multi-level internal control system for its fiscal process. Key internal controls have been developed and reviewed by external auditors for accounts payable, payroll, check writing, bank account reconciliation, purchasing, accounts receivable, and cash receipts. LCSNW has an annual

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audit that complies with Federal OMB A-133.

The diversity of programs and funding sources LCSNW manages results in LCSNW has many years of experience in managing federal (and other) grant funds, including CDBG, HUD, and CNCS. In the current fiscal year (2013-2014) the agency is managing over \$20 million in grants; the total budget is \$26.5 million.

RSVP has successfully demonstrated the ability to support the required non-federal share of the CNCS budget. Sources of cash match include donations by businesses and individuals, a contract with Washington County, a grant through the City of Tigard, and cash match from LCSNW (grantee share). Sources of in-kind match include donations for the annual volunteer luncheon, in-kind office rent and meeting rooms, meals for volunteers provided at their stations and printing costs.

Other

None

PNS Amendment (if applicable)

None.