

Narratives

Executive Summary

Lutheran Community Services Northwest (LCSNW) mission reads: "Lutheran Community Services Northwest partners with individuals, families and communities for health, justice and hope". The premise is to build collaborative partnerships with community services to operate non-secular programs to assist people need. LCSNW a not-for-profit has been the sponsoring agency for Kitsap County Retired and Senior Volunteer Program (RSVP) since 1981.

An estimated 350 RSVP volunteers will serve. Some of their activities will include delivering meals to home bound seniors, providing transportation to doctor appointments and grocery shopping, supporting food banks, assisting blood drives and supporting veterans and military families in the community. The primary focus area of this project is Healthy Futures. At the end of the three year grant RSVP will demonstrate increases in the outcome/outputs for each area of focus. In the Healthy Futures area, RSVP will serve 250 Meals-on-Wheels participants, 275 clients will receive transportation services and 15,000 clients will receive food bank support.

We will have 10 veterans be assisted in their transition to civilian life by connecting them to a volunteer opportunity and 100 military families will feel more supported by the efforts put forth by RSVP volunteers. The CNCS federal investment of \$ 49,922 will be supplemented by \$35,316 from LCSNW.

Strengthening Communities

Lutheran Community Services Northwest (LCSNW) has a long history of sponsoring the Kitsap County Retired and Senior Volunteer Program (RSVP) and providing service to this unique county in Washington State.

The Kitsap Peninsula is located in the heart of Puget Sound, west of Seattle. The Peninsula is 400 square miles in size and surrounded by 236 miles of saltwater shoreline. This area is composed of a number of small and picturesque towns. The beauty of the Pacific Northwest brings many back to retire and start the next adventure of their life here. The US Navy brings many newcomers to the area who then later choose to settle here. The US Navy remains the areas largest employer. Naval Base Kitsap employs 14,649 military personnel and 16,000 civilian employees. The next largest employers are the five school districts with a combined work force of 4,578 employees. Harrison Medical Center

Narratives

is the largest private sector employer with a work force of 2,379.

The population of the county as reported in the 2010 census is 251,133 of whom 37,729 live in Bremerton. The majority of the population is spread over several small towns and the county. The next largest city is Bainbridge Island, population 23,290. The county seat is Port Orchard, population 11,144.

Because of Kitsap County's size (400 square miles, making it the third most densely populated county in the state), even the remote parts of the county can be reached in less than an hour from Bremerton, the population center. Approximately 75% of the county's residents live within a half-hour commute from Bremerton.

According to the 2010 census, 27.33% (68,642) of the total population in Kitsap County was persons age 55 and older. The Kitsap Sun newspaper reports based on the 2010 census, that in 2010 a total of 46,990 people in the 55-69 age range lived in Kitsap County, making up 18% of the total county population. This group increased the county's median age from 35.8 in 2000 to 39.4 just ten years later. The county, as most areas in the country, is experiencing rapid growth in the senior population. Kitsap County's population is 82.6 percent white, 2.6 percent black, 1.6 percent American Indian and Alaska Native and 4.9 percent Asian, with .09 percent Native Hawaiian and other Pacific Islander and 5.8 percent reporting two or more races.

According to the Kitsap Community Health Priorities (KCHP) Community Health Assessment, 9% of the residents live below the federal poverty level and 35% of students qualify or receive free/reduced meals. The found 37% of households pay more than 30% of income on housing costs. Unemployment in Kitsap County stood at 8% according to US Department of Labor report (2010). According to the KCHP assessment there are fewer younger people and a growing aging population. In the past ten years, the adult populations aged 45-64 and 65+ increased by 35%. One in twenty older adults live in poverty and one in five live at 200% poverty. More than one-third of seniors age 65+ have a disability.

Planning for older populations requires local input and forming partnerships and support networks among many organizations. In Kitsap County, a multi-phased planning process was developed by the

Narratives

Kitsap County Division of Aging and Long Term Care (ALTC). To assure valuable input from the community at large, aging network providers and other interested parties were invited to focus group meetings. The Lutheran Community Services RSVP Director participated in these meetings. This action was developed in response to the Washington State Advisory Council on aging state wide meeting held October 2010, identifying developing Elder-Friendly Communities as one of their primary goals. A brief 22-question survey, jointly developed by all Area Agencies on Aging, was custom tailored to reflect the unique character of Kitsap County. Over 1,200 surveys were distributed with 720 responses returned. The top five needs identified for older adults were, health care, nutrition, transportation, activities/companionship and housing.

RSVP is addressing local and CNCS priority issues in the aging community by focusing on "Healthy Futures" as its primary focus area. RSVP believes by supporting the efforts of other community providers to create an Elder Friendly community we will make it a better place for all.

RSVP will address the following objectives under Healthy Futures: H8 transportation and home delivered meals, to assist in enabling seniors to stay in their homes longer, food security to assist local food pantries in their efforts to provide nutritious foods for needy residents. We will have 120 volunteers serving in Healthy Futures for a total of 34% exceeding the required 25%, and all 34% will be in outcome based work plans, well exceeding the 10% requirement.

Older adults residing in Kitsap County have the desire and need to remain in their own home. Inadequate transportation issues can be a big hindrance in fulfilling that goal. As identified in the survey conducted by the Kitsap County Division of Aging and Long Term Care, residents identified transportation as a top five need. According to AARP, "Over half of individuals that do not drive stay home on any given day. People who don't travel outside their homes risk social isolation. This can have serious health consequences. According to a study published in the journal Psychosomatic Medicine in 2001, socially isolated people have a significantly elevated risk of early death." Public transportation is essential to help older people access vital services. Starting in 2008, Kitsap Transit experienced severe budget cuts due to a drop in sales tax and increased costs. In response to the drop in revenue Kitsap Transit reduced or cut routes, especially impacting outlying areas. In light of the recession Kitsap Transit has not been able to restore the reduced or eliminated services. With the increase in the older population by 52% from 2000, the need for transportation has also increased. One in twenty older adults living in Kitsap County live in poverty and one in five live at 200% of

Narratives

poverty as identified in the 2011 Kitsap Community Health Priorities Assessment. Poor older adults living on limited income find it difficult to afford private taxi transportation. Catholic Community Services Volunteer Chore Services (CCS) provides free transportation to doctor's appointment, grocery stores or food banks, as needed to low income elders. Transportation is provided by volunteers. CCS is in need of additional volunteers. RSVP is partnering with CCS to recruit more volunteers to meet the growing need. In 2012, 16 RSVP volunteers assisted 258 clients and drove 35,757 miles. RSVP in response to the growing need will grow the number to 30 volunteers and will increase the number of trips by 25%. CCS staff use a data base to track clients, trips and volunteers. CCS conducts an annual survey of clients to assess the outcome of their program and will share information with RSVP.

Chuckwagon Senior Nutrition Program of Kitsap County delivers Meals on Wheels directly to home bound seniors. The organization's target populations are frail, low-income elderly persons who depend on well-balanced Chuckwagon meals for their primary source of nutrition. Good nutrition improves health, maintains functionality, prolongs independence and benefits quality of life. Chuckwagon volunteers deliver the noon meals to home bound seniors, but more than deliver, they also spend a few minutes visiting and doing a visual check of the surroundings to ensure clients are safe and doing well in their surroundings. Chuckwagon volunteers deliver the meals and provide the vital human contact we all need. RSVP will recruit 30 volunteers to deliver meals. Chuckwagon Senior Nutrition Program maintains client records and amount of services provided. Their staff will work with RSVP to utilize the "Independent Living Performance Measure Survey". They have agreed to share required information and participate in the survey process.

From 2008 to the end of 2011, the number of hungry families in Washington grew from about 88,000 to 163,000. Only six other states had hunger growth rates that were higher than Washington between 2010 and 2011, the USDA reports. The Children's Alliance now estimates that more than 440,000 children in Washington, about 1 in 4, live in homes that struggle with hunger. In Kitsap County, 31.6 percent of students (K-12 grade) participate in the free or reduced lunch program per Indicators Northwest website (2009-2010). According to the 2011 USDA Economic Research Service, 12.5 percent of residents in Kitsap County live in poverty. This reflects the increased need in assistance as reported by local food banks. North Kitsap Food Bank saw an 11% increase during 2011. The Bremerton Food Bank Director was astonished by the 70% increase in new clients for just the first six-months of 2012 compared to the same time period in 2011. All four-partner food banks report a steady

Narratives

increase from 2005 through 2011. This includes minorities, disabled, elderly and families of low-income households. When people run out of money the first item they cut out of their budget is food. According to the Center of American Progress hungry Americans were sicker and as a result, their health care needs and indirect costs were \$130 billion greater than they would have been if these individuals had not been suffering hunger or food insecurity in 2010. The Kitsap County Food Banks provide food for the needy on a daily basis. Food banks manage on a tight budget and have a limited number of paid staff, making them dependent on volunteer support to meet the day-to-day demands of operating the food banks. In 2012, food banks served approximately 30, 657 clients. All four food banks have agreed to share the number of clients served and the amounts of food distributed. Food banks will assist with the client survey to assess household food security. RSVP will provide 60 volunteers to assist food bank/pantry support.

According to 2010 records of the US Department of Veterans Affairs, there is an estimated 38,429 veterans residing in Kitsap County. Returning Veterans from our most recent and current conflicts may not always be ready to enter the work force. Older veterans may find themselves at a cross roads of being unable to work, yet still very interested in giving back to their community. According to the 2009 Civic Enterprises Study, "all Volunteer Force from Military to Civilian Service," transition from military to civilian life and is critical to the long term welfare of the veteran. Existing research has appropriately focused on the provision of health care, employment and support for families. What is missing has been an understanding of their civic lives and the roles community institutions and their own service on the home front can play in their successful transition from military life. According to the study, 92% of respondents strongly agreed or agreed that serving their community is important to them and 90% strongly agreed or agreed that service was a basic responsibility of every American. The study further states that veterans who volunteer have a more successful transition to civilian life. Veterans can give back through volunteer opportunities that promote the transition back into the community. Veterans will be partnered with RSVP volunteers to receive individual support and encouragement to ensure a successful volunteer experience. We will partner with the US Department of Veterans Affairs for referrals and understanding of the veteran's need in order to best support him or her in their transition back to non-military life. RSVP Volunteers serving at Habitat for Humanity Resale Store and at Habitat building sites will partner with veterans interested in receiving support with transitions into civilian life. In partnership with the Veterans Administration Employment Division and the local Disabled American Veterans Organization, we will focus on developing other

Narratives

suitable volunteer opportunities. We plan to have 10 RSVP volunteers assisting 20 veterans by year three in this project.

RSVP recognizes the need to enhance opportunities for veterans and to serve our military population. Promoting efforts within the community to serve the needs of active-duty military family members is a recognized need. U.S. Department of Health and Human Services Secretary Kathleen Sebelius stated, "These are men and women who have taken great risks and made huge sacrifices to defend our country. They have left their families, traveled to far-off lands, and put their lives on the line to protect ours. As President Obama has said many times, taking care of our troops and their families is one of our country's most sacred responsibilities." Brigid Schulte writes in an article for the Washington Post, "At a time when the U.S. military has the highest number of parents among its active duty service members and is engaged in the longest sustained military conflict in history, new research is showing that the strain on military families is being felt acutely by even the youngest members." Two million children under the age of 18 have an active duty parent. Kitsap County has 14,649 active military personnel and approximately 30,000 family members.

Lutheran Community Services provides the Navy Respite Program, a program that provides respite for active duty Navy members with children with exceptional needs. Navy Respite Program partners with Operation Home Front to provide additional support to active duty Navy and their dependents. RSVP volunteers will assist in this partnership by supporting the book drives, baby showers, holiday celebrations and other special events, thereby promoting early literacy and family support.

RSVP will address the following objectives under Veterans and Military Family Members: V1 Number of Veterans that received CNCS supported services and V7 will promote efforts within the community to serve the needs of veterans and military members. 30 volunteers or 9% of volunteers will serve in Veterans and Military Family Member focus areas of connecting veterans with volunteer opportunities and serving military family member.

Access to local health care and needed supplies is critical to making for a friendlier, livable community. In order to make more services available within the local community three organizations depend on volunteers to leverage the needed funds. Harrison Medical Center (non-profit hospital), American Cancer Society and The North Kitsap Food Bank depend on that support. The Discovery

Narratives

Shop, Harrison Gift Shop and North Kitsap Second Seasons volunteers leverage funds to provide services for people in need. According to the 2011 USDA Economic Research Service, 12.5 percent of residents in Kitsap County live in poverty. Health expenses can add up, even if a person has insurance. Access to local health care and needed health supplies is critical to low-income residents. Seattle with its major hospitals would be a 120 mile round trip from Bremerton and slightly less from communities in South Kitsap. Ferry rides from Bremerton take an hour and cost on average, depending on season, \$30 per round trip. Passengers and drivers 65+ may travel at half the regular fare rate if proof of age is presented. If a senior driver, only the passenger portion of the fare is reduced, not the vehicle portion. Travel expenses place a heavy burden on low-income or fixed income residents. Harrison Medical Center Gift Shop volunteers have leveraged on average of \$100,000 in the last fiscal year to help add additional services and to provide as many options as possible to the residents of Kitsap County. American Society Discovery Shop volunteers leveraged \$28,170 in funds to support cancer related services like transportation gas voucher's and lodging to needy or low income residents. North Kitsap Food Bank Thrift Store volunteers leveraged \$142,378 funds to help supplement food donations at the food bank and assist with rent and utility bills. We plan for 75 RSVP volunteers to assist in staffing the stores, prepare merchandise, assist customers and provide information if requested.

The Puget Sound Blood Center (PSBC) provides over 900 units of blood each day to over 70 hospitals and clinics throughout Western Washington. PSBC is our community resource for life saving blood products. The blood products are used for transfusions, leukemia, accident victims, burns, surgeries and much more. PSBC is a volunteer based non-profit with over 3,000 volunteers in Western Washington and over 250 active volunteers on the Olympic Peninsula which includes Kitsap County. They are 60 volunteers in Kitsap County throughout the year. Kitsap County supports three Naval Bases and there is a large military population affiliated with the bases. Due to the heavy Navy presence, our county population is very transient and the need to replace donors is a continuous effort. RSVP volunteers play an important role in sustaining and increasing the number of repeat blood donors. The volunteers achieve this through recruitment and outreach, and by performing tasks that streamline the blood donation process and ensure a satisfactory blood giving experience. Volunteers assist at the Blood Center in Silverdale and with mobile drives throughout the county. We plan 20 RSVP volunteers will serve at the PSBC.

RSVP will address the following objective under Capacity Building: G3-3.17 Dollar value of in-kind

Narratives

resources leveraged by CNCS supported organizations. We plan 20 volunteers will assist at the Puget Sound Blood Center and 75 volunteers will leverage cash resources at Food Bank Thrift Shop, Harrison Medical Center Gift Shop and American Cancer Society Discovery Shop. We project that 95 volunteers (27%) will be in capacity building activities.

Other areas of importance to the community are Puget Sound Naval Museum Bremerton, Naval Undersea Museum Keyport, Kitsap Historical Society Museum, and Harrison Medical Center Hospital, American Red Cross, Congregate meals and Habitat for Humanity. Museums contribute to the economic vitality of a community by drawing tourists. Tourists tend to eat meals out, maybe stay overnight, take a taxi and buy a souvenir. Volunteers staff the museums and provide community information to visitors. Harrison Medical Center depends on volunteers to greet visitors, help patients find their way and are liaisons between family members and medical staff. Congregate meal sites depend on volunteers for a number of duties including greeting, registering and serving meals. Congregate meals site volunteers check in with meal site participants and visit with them. Habitat for Humanity volunteers are serving at the resale store, sorting supplies, picking up donations, running cash registers and fixing donated appliances. Volunteers also assist at the building sites. School volunteers offer one-on-one help to students who are behind with reading and math skills. We will put extra emphasis on recruiting volunteers for Jackson Park Elementary School, which has a large student population of military dependents. We plan 105 volunteers (30%) will address community priorities.

Recruitment and Development

RSVP's plan and infrastructure to create high quality volunteer assignments: RSVP has developed and managed relationships with community non-profit partner sites to address specific needs. Volunteer assignments are crafted to fit the need of the volunteer, the community and CNCS identified focus areas. RSVP staff will meet with staff from sites to review what processes are in place for volunteer training and development. To assure a high quality experience for volunteers that offer opportunities such as building new skills and/or developing leadership potential, new volunteers will be oriented to RSVP in person, by mail and/or telephone. After the initial phone screening volunteers will be encouraged to make an appointment for a more intensive interview and orientation, allowing for an opportunity to explore further interests. By gathering information on their background or work history, interests and hobbies, RSVP is able to establish an area of interest for a compatible volunteer match. Through the more in-depth volunteer process, we are able to establish a better fit for the

Narratives

volunteer. This more intensive process insures that the site can feel confident that a RSVP referred volunteer will be a good fit. Once placed, volunteers will be contacted to see how things are going and if they are enjoying their volunteer placement. This process will help ensure a win-win situation for the volunteers and our partner sites. Volunteers will be contacted during site visits, by telephone or mail, at least annually, or more often if the need or opportunity arises with each volunteer. Volunteers are always welcome to stop by the office and visit with the RSVP staff. Inactive volunteers are contacted by phone or by mail to determine the reason for their inactivity.

Recruitment is an ongoing effort; RSVP staff will submit PSA's and articles to local newspapers and local cable stations. Staff will participate in local volunteer and senior fairs and will speak to community groups to promote RSVP and increase membership. There has been a tremendous growth in local independent senior living communities in Kitsap County. In addition, several new senior housing units have opened over the last year, which offer new opportunities for recruitment. We are including these in our recruitment plan and plan to partner with these communities to find opportunities for this group of active seniors.

A recruitment packet with information on Kitsap County RSVP, National RSVP and the Corporation for National and Community Service was developed and is used in meetings with agencies. This packet also includes information on our sponsor. We will revise our recruitment brochure to reflect the new focus areas of CNCS.

We also seek new ways of attracting more minority members to volunteering; in order to accomplish this we will target minority member churches with outreach and information on volunteer opportunities. In addition we will target all area churches for recruitment efforts. LCSNW RSVP sponsor on a by-monthly basis sends an "e-news" letter to affiliated churches and supporters which will also include news about RSVP.

RSVP has a rich history of recruiting mature members of the community to volunteer in diverse situations. For 32 years RSVP has responded to the needs of an active group of seniors who have the heart for volunteer service. All studies indicate that we will need to change methods to meet the new standard for our potential "baby boomer" volunteers. We will add new recruitment areas, create written materials specific to this new group, and find new ways to recognize their service to

Narratives

community. RSVP will stay alert to new resources and best practices, and attend trainings to find the best approach suited to the Boomer Generation. The Boomer Generation is more computer educated and as such more comfortable with the use of the Internet. Due to that conclusion, RSVP staff will utilize two different web-recruiting tools: the United Way Volunteer Center and Volunteer Match web sites. We will meet with different sites to assess their ability to accommodate the new boomer volunteer who is looking for flexibility and control in their new venture in life. In addition, we will look for opportunities that offer skill-based and self-directed opportunities, along with focusing our efforts on finding new short term and/or one time volunteer opportunities.

Retaining volunteers is an important part of building a strong senior corps. An important component of maintaining a strong senior corps is a good volunteer match. Volunteers receive the most satisfaction from a meaningful placement. In addition ongoing and appropriate recognition is vital to retention, and to that end RSVP staff publishes a quarterly newsletter and mails birthday cards, which include a note thanking the volunteer for their service, and sympathy and "thinking of you" cards as appropriate. A volunteer is featured in the quarterly newsletter and we also nominate a volunteer for the annual "Governor's Outstanding Volunteer Service Award". An annual recognition luncheon is held in May, sponsored by the local credit union and has strong support from the RSVP Advisory Council. A local dignitary is invited to share his or her volunteer experience and to thank and recognize the RSVP volunteers. The volunteers appreciate when the mayor or newspaper editor take the time to come and share a few details of their life or job. There is always positive feedback on the event. Milestone Certificates of recognition are mailed throughout the year at the anniversary date of enrollment.

Program Management

The RSVP Program compliments existing programs within LCSNW to support seniors of all ages and abilities. It adds to our continuum of care from retirees looking to give back to the community to our home care services helping to keep frail and elderly living safely and independently in their own homes. Program staff share best practices, resource information, volunteer recruitment ideas, refer participants to other programs, and provide peer support among other directors and staff. Program directors share information learned at community meetings and other conferences and trainings. All staff have access to agency-wide technology, fiscal, marketing, human resources, quality improvement, and supervisory support to enhance program service and delivery. LCSNW is nationally accredited by the Council on Accreditation, a member of Lutheran Services in America, and

Narratives

a United Way Agency in the communities where we serve. We have a local Area Council that serves to support all programs in fundraising, public awareness, and staff support and in addition, most programs have their own program Advisory Councils.

The RSVP Director is a .8 FTE position and primary duties include overall responsibility for the day-to-day program activities. These activities include recruiting and training volunteers and stations, writing progress reports, monitoring compliance, collaborating with staff and the community, and staying current with trends within their field of practice. They supervise the Program Assistant and one in-office program volunteer. The Program Director is responsible for the development of the Advisory Council, soliciting its advice on matters affecting operations, and providing them with information and assistance. The Program Director attends the annual conference for CNCS programs and any other trainings or meetings to support program and self-development goals. The Director is active in the Kitsap community.

The Program Assistant position is part time (.26FTE). They maintain the files, time sheet processing, site visits, Volunteer Reporter database, assist callers, prepare materials, help with mailings and correspondence, generate reports, and provide other program support. In-office volunteer provides data entry and support.

RSVP volunteers are recruited, trained, and supervised by program and station staff. They are trained for the settings and population in which they serve. Supervision of the volunteers is done through regular contact with sites and time sheet reviews.

Current stations are visited at least annually but kept in regular contact via email, telephone calls, and/or advisory council activity. All files, documents, and program activities must meet funders and COA compliance standards. We are continually looking to recruit new volunteers and appropriate stations. If stations do not comply with program requirements, the Program Director has the ability to graduate the station after discussion and attempts at correction. The same principle applies to volunteers who do not fulfill the requirements of the program.

In response to the new CNCS focus areas and in order to minimize disruption to volunteers who are serving at sites no longer suitable under the new focus areas, we will meet with active stations in

Narratives

person and discuss the opportunities available. Graduation of stations will be based on assessment of the stations suitability based on the activities and the community need addressed. Stations can also self-assess based on their volunteer needs and their ability to provided outcome data. Volunteers will be offered the opportunity to serve in other focus areas. We will follow-up with a letter to the site and each impacted volunteer. We will thank them for their service and encourage them to continue to volunteer.

The Advisory Council meets every other month and is representative of the community which the program serves. They provide support to the program, report on trends and issues in volunteering or client population needs, suggest ways to improve services, and engage in fundraising to support the RSVP program. They actively participate in the planning and development of recognition events and to help recruit new advisory members.

Organizational Capability

LCSNW has been in the helping profession for over 90 years. We serve in three states (Washington, Oregon, and Idaho) and have over 14 office locations from which we serve over 120,000 persons annually. The agency has an annual budget of over \$23 million and over 580 staff. Tacoma (Pierce County) and Bremerton (Kitsap County) make up the South Puget Sound Office (SPS) of LCSNW. Our corporate office and CEO are in SeaTac, Washington, less than 60 minutes from Bremerton. The mission of LCSNW is to partner with individuals, families, and communities for health, justice and hope. LCSNW is experienced in administering local, county, state, and federally funded projects.

LCSNW has sponsored the RSVP Program since 1981 in Kitsap County. In our SPS Office, the primary population has been older adults, seniors, caregivers, and volunteers. We recognize the importance of working as a community in meeting the needs of those we serve. We are a United Way agency in both counties, a Washington State licensed home care agency, and voluntarily accredited by the Council on Accreditation. We are members of various professional memberships for the benefit of our programs, staff, volunteers, and clients.

The SPS Area Director located in the Tacoma office, directly supervises the RSVP Program Director. We have the assistance of other departments in our office such as, accounting, human resources, IT, marketing, and administrative assistance along with access to support services through our corporate office. Our agency uses an independent accounting system and prepares monthly reports for all

Narratives

programs. An annual fiscal audit ensures compliance with federal regulations and requirements. Service staff and volunteers are carefully screened upon start of service and evaluated annually. They receive training and orientation in their programs and to the agency, and in accordance with program and agency policies and procedures. Program staff are trained and monitor the appropriate database to track program information and outcomes.

We have a long working relationship with the Corporation for National and Community Service through the RSVP Program in Kitsap County since 1981 and the Senior Companion Program in Pierce and Kitsap Counties since 1998. LCSNW also has the RSVP Program in Beaverton, Oregon, and appreciates our relationship with CNCS to offer community programs in two states. LCSNW has the capacity and experience billing and monitoring federal grant requirements. We attend Corporation trainings and conferences, association meetings, and utilize technical assistance and web resources to enhance our program capacity.

Other

N/A

PNS Amendment (if applicable)

N/A