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Executive Summary

Executive Summary

The Chelan Douglas Community Action Council (CDCAC) proposes to recruit and place 350 RSVP volunteers in non-profit, faith-based, and educational organizations in Adams, Chelan, Douglas, Grant, Lincoln, and Okanogan Counties in Washington State. Some of their activities will include: Organize and distribute food in food banks to people experiencing food insecurity; distribute food to homebound elderly and disabled to help them live independently at home; teach fall prevention classes to seniors; tutor students in local elementary schools; improve the literacy skills of adults. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, at least 350 seniors will attend fall prevention classes, reducing falls and allowing them to remain living independently in the community. At least 100 seniors or persons with disabilities will receive home delivered meals five days a week, allowing them to remain living independently in the community. At least 1,000 individuals receiving food from food banks, community pantries, and other sources of emergency food will report increased food security. Additional RSVP volunteers will be placed at twelve community non-profit, faith-based, or educational organizations, enabling those organizations to help meet their identified community needs. The CNCS federal investment of \$115,248 will be supplemented by \$42,415 in local match funds (\$38,915 in cash and \$3,500 in in-kind match.)

Strengthening Communities

Strengthening Communities

* Describe the community and demonstrate that the community need(s) identified in the Primary Focus Area exist in the geographic service area.

The Community Action Council of Chelan and Douglas Counties (CDCAC) is proposing an RSVP of North Central Washington (RSVP of NCW) program to serve Adams, Chelan, Douglas, Grant, Lincoln, and Okanogan Counties in north central Washington State.

The six counties served by RSVP of NCW comprise 23 percent of the land area of the state but only 4 percent of the population. Three of the six counties (Adams, Lincoln, and Okanogan), meet the US Census definition of "frontier," with fewer than 10 people per square mile. Four of the six counties

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don't have a population center larger than 15,000 people, and the largest community, Wenatchee, has a population of 32,520. (U.S. Census Bureau, State and County Quick Facts.) The six counties extend from the eastern slopes of the Cascade Mountains to the middle of the state, and are primarily agricultural in nature, with wheat, potatoes, and fruit the primary crops. Five of the six counties have higher percentages of children younger than 18 years of age than the state average of 23%, ranging from 23.4% in Okanogan County to 35.2 percent in Adams County. Four of the six counties also have a higher percentage of people over 65 than the state average of 13.2 percent, ranging from 14.9 percent in Douglas County to 22.3 percent in Lincoln County.

Over 75 percent of RSVP volunteers in the proposed program will be in the Healthy Futures priority focus area, far exceeding the minimum requirement of 25 percent in this area. Of those volunteers, over 50 percent will be in a work plan that results in an outcome, Healthy Futures H10 -- Obesity and Food (Emergency Food.) Fourteen percent of RSVP volunteers will be in Healthy Futures H8 -- Aging in Place (Meal Delivery), and 11 percent of RSVP volunteers will be in Healthy Futures H4 -- Access to Care (Health Education.) The remainder of the RSVP volunteers (22 percent) will be in the "Other Community Priorities area, addressing needs defined by the communities we serve.

Healthy Futures -- Obesity and Food (Emergency Food)

Reducing food insecurity and hunger (Health Futures focus area) is the primary focus of this proposed RSVP program. Volunteers will be placed in food banks, community pantries, and meal delivery programs to address this need. According to the US Department of Agriculture, "Food Insecurity" is defined as the "limited or uncertain availability of nutritionally adequate and safe food or limited or uncertain ability to acquire acceptable foods in socially acceptable ways." The slowdown in the economy in Washington in recent years has continued to increase food insecurity and hunger rates, increasing demands on public and private sources of food assistance.

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. (Seattle Times, September 7, 2012.) Washington's rates of hunger and food insecurity exceed those of neighboring states. In Oregon, 13.6 percent of households are food insecure; 5.9 percent are hungry. In Idaho, 13.7 percent are food insecure and 5 percent are hungry. In

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Washington, 15.4 percent of households are food insecure and 6.2 percent are hungry. Budget cuts at the state level have placed more families at risk of hunger. More than 11,000 households in Washington saw their State Food Assistance benefits cut in half July 1, 2012. State Food Assistance provides food stamp benefits for legal, documented immigrants ineligible for federal food stamps. (Hungry in Washington, September 2012, Children's Alliance.)

Poverty is closely linked to hunger and food insecurity. Clearly, having the resources to obtain necessary food is critical to reducing hunger and food insecurity. In fact, federal poverty guidelines are the determining factor for many food programs, including food stamps and free and reduced lunches for school age children. Not having the resources to obtain food is one of the primary reasons people skip meals and slip from food insecurity into hunger.

According to the US Census, the poverty level ranged from 11.5 percent in Lincoln County to 24.5 percent in Adams County. Four of the six counties exceed the 12.6% poverty level for the State of Washington. (U.S. Census Bureau, State and County Quick Facts.)

Poverty among children in our counties is even higher. During the 2010-2011 school year, all six counties exceeded the State average of 38 percent for children eligible for free and reduced school lunch, ranging from 50 percent in Chelan County to 72 percent in Adams County. (Kids Count Data Book, 2012.)

Figures for families with children on food stamps show the same trends, with food stamps for households increasing in three of the six counties served, and remaining stable in Chelan County. Figures are not available for the two least populated counties (Adams and Lincoln) in the region. (Kids Count Data Book, 2012.)

Finally, in a region known for its agricultural abundance, the highest risk factor for premature death in four of the six counties is a lack of fresh fruits and vegetables. 77.7% of the adults in Chelan County, 79.6% of the adults in Douglas County, 79.7% of the adults in Grant County, and 69.1% of the adults in Okanogan County report eating less than 5 servings of fruits and vegetables per day. The highest risk factor in Adams County is obesity, in Lincoln County is high blood pressure. (Community Status Risk Indicators, US Dept. of HHS, 2012.)

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Clearly poverty and the resulting hunger and food insecurity caused by poverty are critical issues in the communities served by the proposed RSVP program. The proposed RSVP program will recruit and placing RSVP volunteers in food banks, community pantries, and other emergency food programs to help increase the capacity of local organizations to address hunger and food insecurity In the communities we serve.

Note: although Congregate Meals are not considered by CNCS to be in the Healthy Futures area, over a third of the volunteers proposed in our "Other Community Priorities" category (34 out of 80 volunteers) will be serving in rural congregate meal sites, where the noon meal served is often the only hot meal a senior may receive during the day, and both the meal and the socialization offered at the meal site help to enable that senior to remain living independently in the community.

The proposed RSVP program will expand on the 10 food banks, community food pantries, and other emergency food distribution sites by leveraging our role as the food distribution organization for food pantries and feeding programs in the region. We anticipate increasing the number of food distribution sites designated as RSVP stations and increasing the number of RSVP volunteers placed at these sites in the future.

Healthy Futures - Aging in Place (Meal Delivery)

A recent report (Hunger in America, 2011) stated that the lack of access to healthy food was a risk factor leading to isolation, increased institutionalization, and an inability to remain living independently in the community.

Three of the six counties served by this proposed RSVP program have a higher percentage of elderly persons (65 or older) in poverty than the state average of 7.9 percent, ranging from 9 percent in Chelan County to 12.6 percent in Adams County.

A 2011 report (The State of Senior Hunger in America 2011: An Annual Report) indicated some startling statistics about hunger in our older population, including:

* 1 in 7 seniors is threatened by hunger, an increase over the past few years;

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- * 8.3 million seniors faced the threat of hunger in 2010. (This reflects a 78% increase since 2001 - and a 34% increase since the start of the recession in 2007.)
- * The threat of hunger for seniors increased in 44 states since 2007.
- * 14.46% of seniors faced hunger in Washington State in 2011

Home delivered hot, nutritious meals are an effective way to help address the issue of hunger in the elderly, and have an added benefit of helping to allow elderly persons to remain living independently in the community longer. According to the National Survey of Older Americans Act Program Participants conducted for the U.S. Administration on Aging (<http://www.mowaa.org/about-senior-hunger>):

- * 85% of clients say Meals on Wheels helps them eat healthier
- * 87% say Meals on Wheels helps improve their health
- * 91% say Meals on Wheels helps them feel more secure
- * 93% say Meals on Wheels means they can continue to live in their own home
- * 91% rate Meals on Wheels service as good to excellent

RSVP of NCW will continue the strong partnership with two home meal delivery organizations, Mobile Meals, run by the Central Washington Hospital (Confluence Health) in Wenatchee and East Wenatchee, and Okanogan County Transportation Network, providing Meals-on-Wheels in Chelan, Douglas, and Okanogan counties, established by the current RSVP program. RSVP volunteers will deliver nutritious, hot meals five days a week to both reduce food insecurity and enable elderly clients and clients with disabilities to remain living independently in the community.

Healthy Futures -- Access to Care (Health Education)

More than a third of older adults fall each year, resulting in disability, loss of independence, early admission to nursing homes, and even death. Twenty to thirty percent of people who fall experience injuries that reduce their mobility and independence. Among older adults, falls are the leading cause of unintentional injury deaths. Falls are also a significant cause of severe non-fatal injuries and the leading cause of hospital admissions for traumatic injuries. Fall injuries increase sharply with age and are four to five times higher in adults 85 and older than for adults ages 65 -- 74. Non-fatal fall injuries are consistently higher for women. (Falls Among Older Adults -- Risk Factors and Prevention

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Strategies, 2005)

The "Stay Active and Independent for Life" (SAIL) Program is an evidence-based intervention for the prevention of falls. Designed by the Washington State Department of Health, the SAIL Program includes a fitness class designed specifically for older adults, as well as educational materials and self-assessments related to balance and fall prevention.

The results of the Senior Falls Prevention Study in 2007 showed that the participants in SAIL programs demonstrated improved balance, mobility skills, and leg strength. In addition, fear of falling was reduced among participants. (Evidence of a Community Based Multifactorial Intervention on Falls and Risk Factors in Community Living Older Adults: A Randomized Controlled Trial, *Journal of Gerontology*, 2007)

In the results of the Translational Research Evaluation published in 2010, seniors demonstrated improved physical functioning that directly correlated with their self-reported improvements in performing everyday tasks of daily living. This publication firmly established "Stay Active and Independent for Life" as an evidence-based intervention for preventing falls in the elderly population. (A Translation Research Evaluation of the Stay Active and Independent for Life (SAIL) Community Based Fall Prevention and Education Program, *Health Promotion Practice*, 2010.)

In 2012, SAIL was recognized as a Title III D -- Evidence-based Program by the Administration on Aging. SAIL met the highest level criteria for an evidence-based program, and was listed as an approved physical activity program on the website for the Center for Healthy Aging, National Council on Aging.

The proposed RSVP program will continue the partnership with current RSVP stations conducting SAIL classes, and will partner with the local Area Agency on Aging (Aging and Adult Care of Central Washington) to expand this program. CDCAC will continue to recruit and train instructors for SAIL classes and will support the classes with start-up exercise equipment (balls, hand weights, and stretchy exercise bands) as necessary.

* Describe how the service activities in the Primary Focus Area lead to National Performance Measure

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outputs or outcomes.

The primary focus of this proposed RSVP program is Healthy Futures. Of the proposed 350 RSVP volunteers, 180 (over 51 percent) will be in Healthy Futures H10 -- Obesity and Food (Emergency Food). These volunteers will be placed in food banks, community food pantries, and other locations distributing emergency food to people experiencing food insecurity. We are estimating that over 9,000 people per year will be served by these RSVP volunteers, and that as a result of the services provided by the emergency food programs, a significant number of those individuals will experience increased food security.

Fourteen percent of the proposed RSVP volunteers (50 out of 350 volunteers) will be in Healthy Futures H8 -- Aging in Place (Meal Delivery), and will be placed in one of the two meal delivery programs in our region, Mobile Meals or Meals on Wheels. RSVP volunteers will deliver hot, nutritious meals to seniors and individuals with disabilities Monday through Friday throughout the year. We estimate that 100 clients will benefit from the services provided by RSVP volunteers in this program. We plan to do some pilot outcome data collection with this program, but have not designated an outcome for this funding proposal.

Eleven percent of the proposed RSVP volunteers (40 out of 350 volunteers) will be in Healthy Futures H4 -- Access to Care (Health Education.) area. These volunteers will be trained to lead Stay Active and Independent for Life (SAIL) classes. SAIL is a research-based fall prevention program developed by the Washington Department of Health. We anticipate that over 330 community members per year will benefit from SAIL classes taught by RSVP volunteers.

The remainder of the proposed RSVP volunteers (22 percent, or 80 out of 350 volunteers) will be in Other Community Priorities SC1, addressing needs defined by the communities we serve. Those community priorities include preparing and serving congregate meals in rural feeding sites, serving as volunteers in museums to help preserve the cultural history of the community, volunteering in literacy organizations to teach literacy and English as a second language, serving in local school districts to help improve the educational achievement of students, and performing other volunteer activities to help seniors remain living independently in the community.

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* Your plan and infrastructure to support data collection and ensure National Performance Measure outcomes and outputs are measured, collected, and managed.

The proposed RSVP program will build on the data collection plans already in place through the current RSVP program. Current RSVP stations are used to submitting monthly reports on the activities of the RSVP members placed at the station. In addition, CDCAC will strengthen the collection of output data on all activities conducted by RSVP volunteers, will leverage the relationship with food banks and other emergency food providers to collect outcome data in the Emergency Food performance measure, and will develop pilot outcome data collection strategies in other priority areas. In addition, CDCAC will explore the possibilities of an online reporting system to streamline data collection from sites.

Healthy Futures H10 -- Obesity and Food (Emergency Food.) Over 51 percent of the proposed RSVP volunteers will be in this priority focus area. Output data on number of clients served will be collected and reported on a monthly basis by station staff and/or volunteers. An outcome instrument, based on the U.S. Household Food Security Survey Module: Six-Item Short Form (USDA 2012), will be administered once a year to a sample of persons receiving emergency food. RSVP staff, in collaboration with the station staff, will design the revised survey. RSVP staff and volunteers will administer the survey and RSVP staff will analyze and report the results to stations, the CDCAC board, and to CNCS in regular progress reports.

Healthy Futures H8 -- Aging in Place (Meal Delivery) area. Fourteen percent of the proposed RSVP volunteers will be placed in this priority focus area. Output data in the form of client meal delivery logs, will be maintained by RSVP volunteers and station staff, and will be reported monthly to RSVP. Although there is not currently an outcome for this performance measure, RSVP staff will conduct a pilot test to determine the feasibility of collecting outcome data and may add this at a later time.

Healthy Futures H4 -- Access to Care (Health Education.) area. Eleven percent of the proposed volunteers will be serving in this area teaching SAIL classes. SAIL instructors will collect attendance sheets from each class and report output numbers on a monthly basis to RSVP staff.

Other Community Priorities SC1, addressing needs defined by the communities we serve. RSVP staff

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will develop a survey to assess whether or not the stations were successful in meeting their community priorities through RSVP volunteers.

Although none of the proposed programs are targeted specifically or exclusively to veterans, we are confident veterans will be served in all of the proposed programs areas and will attempt to collect data on actual numbers of veterans served.

Recruitment and Development

Recruitment and Development

CDCAC has the experience and infrastructure to create high-quality volunteer assignments and to provide meaningful opportunities for seniors to give back to their communities.

* CDCAC has 10 years of experience administering a regional AmeriCorps national service program that recruits, places, and manages volunteers in the community. Last year 877 volunteers were recruited to work alongside 50 AmeriCorps members meeting critical community needs.

* CDCAC has 8 years of experience managing the Literacy Council of Chelan and Douglas Counties. Last year 54 volunteers were recruited to serve as tutors with the Literacy Council.

CDCAC anticipates retaining all of the 34 RSVP stations and 327 volunteers in the current RSVP program. All of the stations and volunteers are addressing services in the Primary Focus Area or in Other Community Priorities, and there is no need to graduate either stations or volunteers. In fact, CDCAC plans to build on the success of the current program and will expand the number of RSVP stations and volunteers, providing increased opportunities for meaningful volunteer assignments throughout the six counties served. We anticipate offering volunteer opportunities that take a few hours a month, to opportunities that require a commitment of a few hours a week. All volunteer opportunities are meaningful placements that involve direct client contact and address critical community needs. Additional RSVP stations will be developed during the course of the project through the connections with food banks, community pantries, and feeding sites that CDCAC has as the regional food distribution center, through our contacts with Aging and Adult Care and the local medical community for SAIL programs, and through other organizational contacts, such as the United Way, for additional opportunities.

Volunteers have regular opportunities to share their experiences with RSVP staff on site visits and in

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monthly reports. In addition, the current RSVP director writes a regular column on volunteering for the local newspaper and highlights a volunteer or volunteer station in each column, giving community-wide exposure to the program.

Each site will be monitored to ensure that they provide the appropriate training to volunteers to enable those volunteers to meet their service assignment successfully. In addition, we anticipate conducting a volunteer survey to determine what we can do to enhance the volunteer experience, including possible in-service training opportunities. Providing program-wide volunteer training is a challenge given the size and rural nature of the program, but we are hoping to offer some training in partnership with our stations for volunteers in a variety of locations throughout the region. For the SAIL program, we specifically pay for travel and registration expenses for RSVP volunteers to attend the SAIL instructor training classes.

The goal of the proposed program is to recruit, place, and retain a diverse group of RSVP volunteers who represent the demographics of the communities we serve. The six counties served have higher proportions of Hispanic/Latinos and Native Americans in the population than the state averages, and strategies will be developed to recruit people from these groups as RSVP volunteers through the Hispanic Chamber of Commerce, Hispanic media, and tribal organizations. Specific strategies will be developed to recruit volunteers from underserved populations to include persons from diverse races and ethnic backgrounds, sexual orientations, and degrees of English language proficiency. Specifically, we plan to recruit Spanish language speakers to more effectively work with our immigrant population. We also plan to actively recruit veterans, baby boomers, and persons with disabilities as RSVP volunteers. Strategies include the already mentioned column on volunteering written by the director of the program and other articles in local and regional newspapers; interviews and public service announcements on local radio shows, including Spanish language stations (there are no local television stations in the 6 counties served by the proposed program); presentations to community non-profit, faith-based, and educational organizations that represent the diversity of the community; presentations to service clubs; online posting of positions through a regional volunteer portal operated by the United Way; using current volunteers to help recruit volunteers; and networking with other community organizations in the region.

Recognition is an important component of volunteer retention. It is also a huge challenge in a

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program that covers close to 17,000 square miles. We plan to have annual volunteer recognition events in the three most populous counties, and will invite volunteers from all of our stations to attend one or more of these events. We will also provide a certificate of recognition to all RSVP volunteers. We are beginning a collaboration with the Senior Activity Center in Wenatchee and four other non-profit organizations to have a community-wide volunteer recognition event. The first annual event already has enough sponsors to pay all of the expenses, and we look to build on this success in the future.

Program Management

Program Management

CDCAC proposes to develop effective program management tools to help develop high quality RSVP stations and to ensure that federal regulations are being followed. We propose to have at least an annual site visit to each RSVP station to review the Memorandum of Understanding (MOU), to review prohibited activities, and to assess any needs the station might have in terms of RSVP rules and regulations or RSVP member placements. A site visit monitoring form will be developed and staff will be trained on its use. The site visit will ensure that

- * Stations are in compliance with RSVP safety regulations;
- * Stations and members are in compliance with the prohibited activities policies;
- * Stations are offering appropriate orientation and in-service training to members to ensure they are successful in their service assignments;
- * A position description exists for each different type of service assignment at the station;
- * A reminder to station staff that all accidents or injuries to RSVP volunteers need to be reported to the RSVP office in writing and in a timely manner;
- * That RSVP time sheets and other data collection tools are completed accurately and submitted on time; and
- * Help to determine any technical assistance or training needs the site staff and/or RSVP volunteers have that can be met or facilitated by the RSVP program.

During the site visits, volunteers will be observed and interviewed to ensure they are performing their service assignments as described in the position description and that they are not engaging in any prohibited activities.

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CDCAC plans to retain all 34 of the current RSVP stations and all 327 RSVP volunteers in the current program. The current RSVP program went through a major program realignment last year during their grant renewal process, and all current stations and volunteers are addressing needs in either the Priority Focus Area or in the Other Community Priorities focus area. The RSVP advisory board will meet regularly to discuss community needs and program implementation, and will conduct an annual assessment to determine if changing community needs will necessitate a change in focus areas.

CDCAC has extensive experience managing and supporting programs that address the Healthy Futures program area. We are the regional food distribution site for 13 food banks and community food pantries, as well as six fixed-feeding sites. We have 10 years of experience collecting and analyzing performance measurement data through our AmeriCorps program and through United Way grants. IN addition, the program director for the proposed program worked for 10 years for a CNCS funded technical assistance provider teaching program evaluation and performance measurement to national service (AmeriCorps, Senior Corps, and VISTA) programs throughout the United States.

CDCAC plans to transition the current RSVP Board into an advisory council and expand the membership to be more representative of the communities and programs that are served. All RSVP stations will be required to have a signed MOU that is renewed annually. A written application will ensure that potential RSVP volunteers are eligible to serve (are 55 or older and can pass a criminal background check.)

Organizational Capability

Organizational Capacity

Briefly describe your organization's capability to operate the RSVP project that you propose:

Chelan Douglas Community Action Council (CDCAC) is a 501(c)(3) non-profit organization and a registered charity with the Washington Secretary of State. CDCAC has been in continuous operation for 48 years, since December 21, 1965. CDCAC has a staff of nearly 40 and an annual operating budget of approximately \$4 million.

The primary goal of CDCAC is to help individuals and families attain self-sufficiency, and our staff are

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dedicated to helping people help themselves. The top five client needs we've identified in the communities we serve are: housing stability, education, employment, food insecurity, and financial stability.

Most of the funding for CDCAC is pass-through federal funds, either as subcontractors of the State of Washington or subcontractors of local municipalities. The majority of our contracts are renewed at the end of their terms. We currently have one- to three-year operating contracts with most of our funding sources.

Because we receive both direct and pass-through state and federal funds, we are subject to close scrutiny from our funding sources. We are regularly monitored by the State of Washington, County of Chelan, and the City of Wenatchee. We are also subject to, and have been, monitored by various federal agencies.

As a recipient of federal funds, CDCAC is required to have an annual A-133 audit. A copy of our most recent audit has been submitted with this application.

CDCAC manages a variety of federally and state funded programs, including:

- * An Asset Building program that provides financial education classes to help individuals learn to create and maintain a budget, open a checking and/or savings account, set financial goals, learn about credit repair, and understand what their credit report means. In 2011, 1,119 individuals were served by this program.
- * An Energy Assistance program that helps families and individuals with winter home heating costs and provides furnace repairs for homeowners. In 2011 this program served 3,498 individuals.
- * The North Central Washington Food Distribution Center which distributes food to 13 area food banks and six on-site meal programs. In 2011 the Food Distribution Center distributed 1.3 million pounds of food and served an average of 4,920 households/month.
- * Housing programs, including 18 transitional housing units and 32 units of affordable housing, and a variety of rental assistance, homeless, and emergency solutions programs. In 2011 the housing program served 753 individuals (290 households.)
- * Intermountain AmeriCorps, a National Service volunteer program that places individuals in schools and community organizations throughout our service area addressing the needs of at-risk youth and

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low-income families. In 2011 50 AmeriCorps members were placed in 12 schools and 22 community organizations, recruited 877 community volunteers, and tutored or mentored 2,071 students.

*A Legal Aid program provides free information and referral assistance with paperwork for divorce, parenting plans, and child support modifications. Last year this program helped 2,013 individuals.

* A Weatherization Program provides pressure diagnostics, air sealing, and insulation to help lower energy consumption for home owners and renters. In 2011 this program helped 72 families lower the costs of heating their homes.

* The Literacy Council of Chelan and Douglas Counties provides one-on-one or small group tutoring to adults who need help with basic literacy or English as a second language. They also provide on-site classes at local fruit packing companies and citizenship classes. Last year the Literacy Council tutored 236 students with 54 volunteers.

Administrative staff have extensive experience providing both program management and fiscal oversight to those programs. The RSVP program we are proposing will build on the current RSVP of North Central Washington program. The staff of the current RSVP program (currently an independent non-profit organization) will be retained as CDCAC staff. The current RSVP stations and volunteers will also be retained, new stations and volunteers will be recruited, and the program will benefit from the programmatic skills and fiscal oversight of a larger parent organization. For example, the current RSVP program partners with 11 food banks and two meals-on-wheels organizations. CDCAC can significantly expand the reach of those programs by building on the established relationship CDCAC has with emergency food programs as the food distribution center for the region.

Current CDCAC staff involved with fiscal policy include:

Robert J. Soule, Executive Director and Financial Manager for the agency has over 38 years of fiscal responsibility with the CDCAC and will ensure the integration of RSVP into the program and fiscal structure of CDCAC.

Julie Kagele, Deputy Director, oversees and assists all programs for the agency and has over 9 years of experience with the CDCAC, including 8 years as an AmeriCorps supervisor. Ms. Kagele will be responsible for supervising RSVP staff and oversight of the program.

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Mary Hill, Fiscal Director, has been with the agency for 8 years and oversees the day-to-day fiscal responsibilities of CDCAC. Ms. Hill will be the primary contact for RSVP staff on fiscal issues.

Proposed RSVP staff include:

Allen Dietz will be the Program Director of the proposed RSVP program. He is the Executive Director of the current RSVP of NCW and is the Vice-President of the Washington RSVP Director's Association. Mr. Dietz has over 35 years of experience managing and providing support to non-profit organizations. He started and directed a large statewide AmeriCorps program in Texas, and worked for several years at the Texas Commission on Volunteerism as Director of Training, Planning, and Evaluation. He was also the Acting Deputy Director of the Washington Service Corps, a large statewide AmeriCorps and VISTA program in Washington State. For ten years he served as a consultant with Project STAR at JBS International on performance measurement and program evaluation for national service programs. In that role he has worked closely with State Volunteer Commissions around the country on developing effective performance measurement strategies, and has delivered presentations at statewide, regional, and national conferences of volunteer managers. He has also served as the Executive Director of the Rural Health Foundation of North Central Washington, and as Chief Operations Officer of the Community Choice Healthcare Network in Cashmere, WA. Mr. Dietz will have primary responsibility for managing the RSVP of NCW program.

Karen Bruggman will be the Program Coordinator of the proposed RSVP program. She is the Program Coordinator and Bookkeeper of the current RSVP of NCW. She has over 14 years of paid staff experience with RSVP of NCW, and has excellent relations with the current RSVP stations and volunteers. Ms. Bruggman will be responsible for station and volunteer recruitment, and collecting the data required for progress reports.

CDCAC has current policies and procedures that provide a strong governance structure for the proposed RSVP program. A 15 member Board of Directors provides oversight and direction to the organization. In order to facilitate the transition from an independent non-profit to a program of CDCAC, the proposed RSVP program will have a community advisory board made up of board members from the current RSVP program and additional members from each of the counties and station types served by the program.

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CDCAC uses Abila (formerly Sage) fund account software, which gives us superior tracking ability for financial and in-kind data. CDCAC has a fiscal department with experienced accounting professionals and clear separation of duties to mitigate risk. CDCAC has the governance structure and policies in place to effectively manage personnel, and purchasing, and to mitigate risk. We have extensive experience managing capital assets such as housing units, food storage and warehouse facilities, and an office building, as well as vehicles, office equipment, technology assets, and supplies. We have a long-term administrative team with the skills to manage assets and personnel. Most of our funding for the 49 years CDCAC has been in existence has been direct or pass-through federal funding, state funding, or municipal funding, giving us extensive experience in managing government funded programs.

CDCAC plans to become the parent organization for the current RSVP of NCW program and will retain the staff, RSVP stations, and RSVP volunteers currently in place. The current RSVP of NCW went through an alignment process during their grant renewal process last year, so all current stations and volunteers fit with the proposed priority focus areas and no graduation of stations or volunteers will be necessary.

Other

Not Applicable

PNS Amendment (if applicable)

Not applicable