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Executive Summary

An estimated 338 RSVP volunteers will serve at the Clark County Retired and Senior Volunteer Program under the Human Services Council. Volunteers will serve in a network of 27 approved and compliant volunteer stations. Some of their activities will include tutoring in public schools, school-based mentoring, transportation, companionship, food pantry support, and veteran assistance to name a few. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, 15 students who have participated in the mentoring program will have demonstrated improved academic engagement (ED27), 10 home bound or older adults and individuals with disabilities will have reported having increased social ties/perceived social support (H9), and 400 individuals will have reported increased food security (H12). The CNCS federal investment of \$78,194 will be supplemented by \$ 71,303.

Strengthening Communities

In 2013 the Washington Office of Financial Management (www.ofm.wa.gov) estimated Clark County's population to be 435,500, the average household income is \$56,073 with 12% of residents below poverty level, 9.6 percent unemployed, and 41% of children participating in free and reduced priced meals (www.kidscount.org). This translates to 8.6% of teens not in school and not working, with 3.6% dropping out, 6.4% served by case management, 42:1000 juvenile arrests, and only 68% of students meeting third grade WASL Math Standards and 75% meeting third grade WASL reading standards. 26% of the population is over age fifty-five, however, the projected growth rate of this population is expected to increase 158 percent by 2030. (www.clark.wa.gov) 16% of the population is identified as an ethnicity other than Caucasian. There are over 36,000 veterans living in Clark County (2012 Veterans Resource Center Strategic Plan). Clark County covers 629 square miles covering both urban and rural areas. There are seven incorporated cities: Vancouver, Battle Ground, Camas, La Center, Ridgefield, Washougal and Yacolt.

The Human Services Council's Clark County RSVP Program has identified Healthy Futures as its Primary Focus Area. RSVP staff, in collaboration with its RSVP Program Development Committee, consulted sources such as the Area Agency on Aging and Disabilities Plan, Clark County Community Services Department's Needs Assessment, Veterans Resource Committee Strategic Plan, Clark County Aging Readiness Taskforce and Commission on Aging, individual school district planning efforts, and other community needs assessments to identify where the largest community need exists.

Objective: Aging in Place (Output H8) - According to the Clark County Aging Readiness Task Force,

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"Surveys across the country show that more than 85 percent of older adults prefer to remain in their home as they age." With over a quarter of the population identified as seniors, the need for support to Aging in Place is essential. The Clark County Commission on Aging's Readiness Plan was developed to assess and address the county's readiness to serve as a home for a growing number of older residents. The plan includes 91 strategies to improve the community's capacity to support its growing older population and ultimately benefit all ages. The five areas outlined include healthy communities, housing, transportation, mobility, community engagement, and supportive services. The RSVP programs companionship and transportation service activities support Aging in Place as identified by this plan.

Objective: Obesity and Food (Output H10) - In Clark County, according to a 2011 report by Feeding America, 17.3% of all Clark County residents are "food insecure" and 28% of all Clark County children are identified as "food insecure" (www.clarkcountyfoodbank.org). In fiscal year 2012 the Clark County food bank distributed over 3.9 million pounds of food products, resulting in over 121,055 emergency food boxes for distribution at 29 emergency food pantries and meal sites. With such a high number of "food insecure" individuals in our county, volunteers are essential in helping the emergency food pantries supply these much needed food boxes and resources.

Objective: Access to Care (Output H2) - Access to health care during a time when unemployment remains high, medical costs are rising, and the cost of living is at an all-time high, has become a growing concern of consumers today. A report from the Office of the Insurance Commissioner (www.oic.wa.gov) indicates that the number of uninsured people in Washington State grew by 180,000 and charity care by hospitals and health care providers rose a staggering 36 percent. In Clark County 14.7% of residents are uninsured. When it comes to insurance options, low-income and senior community members lack understanding of insurance benefits and other healthcare options currently available to them. Billing statements and processes are not easily understood. Information provided by insurance companies and medical providers is at times, incorrect and incomplete. Changes in Medicare, income eligibility and options available through pharmaceutical companies add to the complexity and confusion of the process. Volunteers are needed to help individuals identify options for health insurance coverage and prescription drug options through individualized counseling, outreach, community presentations, and staffing hotlines.

Service Activities Outputs & Outcomes:

In the areas of Healthy Futures, eight volunteers will be providing transportation to 100 homebound or older adults and individuals with disabilities allowing them to live independently (Output H8). No

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outcome will be reported. The 2004 Surface Transportation Policy Project report, *Aging Americans: Stranded Without Options*, addresses the reality of those who do not drive, "Older non-drivers have a decreased ability to participate in the community and the economy. Compared with other drivers, older non-drivers in the United States make: 15 percent fewer trips to the doctor; 59 percent fewer shopping trips and visits to restaurants; 65 percent fewer trips for social, family and religious activities." By providing transportation services, volunteers are helping older adults remain in their homes and are providing increased social support.

Seventeen volunteers will be providing companionship to 17 homebound or older adults and individuals with disabilities allowing them to live independently (Output H8). Ten of the clients served by volunteer companions will report having increased social ties/perceived social support (Outcome H9). According to the Cornell Institute for Translational Research on Aging, *Research Review* (March 2007), "Twenty-eight percent of Americans over the age of 65 live alone. Social isolation is an issue that should be considered by anyone who is considering remaining in their home as they age. Social integration, the opposite of social isolation, has been found to be generally beneficial to health across adulthood into old age." The ElderFriends volunteer-based friendly visitation program is designed to help keep elders living in the community, in their own homes and remaining independent for as long as possible.

Social isolation due to lack of transportation and companionship frequently leads to a variety of health problems such as depression, poor life styles such as little to no exercise, unhealthy eating habits and alcohol abuse that cause cardiovascular disease. Many also do not efficiently perform self-care activities because they are not motivated to do so or they do not have social contacts that encourage them to do so. Volunteers are essential in providing transportation and companionship enabling these individuals to age in place.

Eighty volunteers will provide food pantry support allowing 10,000 individuals to receive emergency food (Output H10). 400 individuals surveyed will report increased food security (H12). Volunteers will provide food pantry support approximately once a week for eight months and will perform tasks such as: locating food sources, scheduling pick-ups, gathering produce after commercial harvests, picking up donations from grocers, providing clerical and reception assistance and sorting, packing, and distributing food. With 29 emergency food pantries and meals sites in Clark County, volunteers are essential in meeting this growing need to provide much needed emergency services to individuals and families.

Twenty-three volunteers will staff a hotline and assist 1500 clients to whom information on health

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insurance, health care access and health benefits programs are delivered (Output H2) through the Statewide Health Insurance Benefits Advisors (SHIBA) program. Volunteers assess clients eligibility for various health care coverage options including Medicare, Medigap, private health insurance, low income programs and COBRA (Consolidated Omnibus Budget Reconciliation Act); provide clients and community members with unbiased information about their options, advise clients of points to consider with regard to their options, educate the community about fraud identification and prevention, and counsel and/or enroll clients in programs and plans when eligible and appropriate. With 14.7% of Clark County residents being uninsured, volunteers are essential to providing knowledgeable information on health insurance access and benefits.

Data Collection: Over the last few years the Human Services Council's RSVP program has aligned with the new National Performance Measures before the competition grant for Clark County was released. During this process staff has developed a portfolio of evaluation methodologies and instruments to be used to evaluate RSVP project areas. These include standardized evaluation and test tools to be utilized for stations and volunteers. Staff completed an annual evaluation with volunteers and partner stations to evaluate the effectiveness and satisfaction of their volunteer experiences. Completion of annual review and evaluation efforts will help us to determine whether we are meeting expectations on services provided. Regular reports are generated from the RSVP Reporter database to evaluate the number of active volunteers serving during specific time frames, as well as total number of hours served. Staff meets in-person or via telephone conference calls with partner stations to discuss the importance of developing impact statements, evaluation methodologies and evaluation instruments to measure the influence RSVP has on the agency and/or its clients.

All agencies served must have an active Memorandum of Understanding (MOU) on file. The MOU identifies the data collection requirements of the partnership. RSVP staff works with agencies to outline the statistics needed for evaluation and reconnects with stations on a quarterly basis to determine progress in meeting those goals/objectives. Staff also collects written progress reports from stations describing impacts and provides feedback or technical assistance as needed by the partner agencies.

All volunteers associated with RSVP complete an enrollment form and undergo a Washington State Patrol and National Sex Offender Database. These processes are important in order to ensure safe placements of volunteers within agencies, especially those serving vulnerable children and adults. By implementing formal volunteer intake processes this allows RSVP staff to communicate regularly with volunteers on service opportunities, placements and hours. Staff also tracks where volunteers

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live to evaluate our recruitment efforts and ensure outreach efforts are appropriate for the community and demographics of the volunteers being sought.

All volunteers are asked to submit monthly timesheets in order to track their service and volunteer duties and tasks. This information is compiled to provide a snapshot of hours served and dollars saved our community. It also helps RSVP staff to evaluate what non-profits could benefit from more volunteer assistance and support. Both the volunteers and community organizations in which they are placed, provide these timesheets. In addition to the volunteer data collected, staff collects quarterly and/or annual data for some of the populations served by our volunteers. Annual pre and post evaluations are completed on school based volunteers identifying the child's engagement and/or skills progression allowing us to see the impact the volunteer has had on that child. These evaluations also identify if these children are considered "at-risk" so staff can assess the success in affecting vulnerable populations within the schools. Surveys are also distributed and completed recording youth, individuals and families served by food banks. The number of clients served is reported by free clinics and client contact and outreach forms are received on healthcare issues by the SHIBA program to identify the number of clients, and their demographics, we are helping and how successful our volunteer assistance has been.

Veterans Served: The Clark County Department of Community Services Community Action Program conducts a biennial Survey of Needs to better understand and adapt to changing client needs, community conductions, financial support and public expectations. On a scale of 1 to 10, the top needs identified by Clark County residents indicated food at 7.6, Dental 6.7, medical 6.2, medication help 5.4 and transportation. These needs are especially high for veterans as 5. 5% of the veteran population has been below poverty in the last 12 months, with 24% living with a disability, and 9% unemployed (2012 Veterans Resource Center Strategic Plan).

Nearly every service activity within Healthy Futures touches the lives of veteran or military families living in Clark County. Some of the individuals assisted through the transportation and companionship activities are veterans. Approximately 4% of the individuals assisted through the SHIBA program have disclosed they are veterans. Veterans are also assisted by volunteers to access services at the Clark County Veterans Assistance Center and the V.A. Hospital by volunteers providing shuttle service, friendly visitation, veterans' benefits assistance and delivering food. Volunteers also assist with the Human Services Council veterans' programs.

The Human Services Council recently recruited a new board member who is the Vice President of the Veterans Assistance Center. Through targeted recruitment of new board members, HSC engages

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community members to help provide resources, feedback and support of the programs operated by HSC including veteran, volunteer and transportation services. The Human Services Council is also listed on the 'U Can Serve' brochure which focusing on recruitment of veteran volunteers to share their experience and skills with their community.

Recruitment and Development

The Human Services Council is the main volunteer hub for Clark County housing the Retired and Senior Volunteer Program, Volunteer Center, Statewide Health Insurance Benefits Advisors (SHIBA), and AmeriCorps VISTA program. All four programs collaborate to provide Clark County with the most dedicated and well trained volunteers who provide meaningful service to local nonprofits and assist local nonprofits in accomplishing their organizational mission. Recruitment efforts and program policies and procedures are reviewed and updated on a regular basis to ensure the provision of the most useful and impactful volunteer opportunities for our members.

Infrastructure: The RSVP Program Development Committee and Volunteer Connections Advisory Council have been trained to conduct site visits to partnering stations. During site visits, program representatives identify volunteer assignments that address specific community needs and provide the site with the resources and technical assistance necessary to create opportunities that meet community needs and provide the most engaging volunteer experience possible for each member. In May 2011 a two-day planning retreat was held to focus on four volunteer-driven programs sponsored by the Human Services Council. Professional staff, advisory council members, key volunteers and community experts participated. A significant portion of the retreat focused on developing meaningful, high quality experiences for volunteers. As a result, volunteers have taken on a larger role in recruiting, orienting and supporting fellow volunteers. Volunteers have increased their efforts in helping with RSVP office support, communications, station visits, activity & event planning and speaking groups have been formed. Out of this retreat the RSVP Program Development Committee was formed. This volunteer committee works closely with program staff to help guide the program. The Development Committee completed the national Stakeholders Survey, annual Project Self-Assessment Checklist, and helped draft the RSVP development plan.

With support of the RSVP Program Development Committee, a new Site Visit Questionnaire and coordination plan has been developed. RSVP has also developed an Orientation Training for new volunteer coordinators at partner stations. Regular site visits help educate volunteer coordinators and agency directors about the RSVP program. Through discussions with the nonprofit community staff and the committee educate and assist partner agencies in developing assignments that are more

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complex and engaging for volunteers.

A personal interview is conducted with each volunteer enrolling in the RSVP program in order to identify their skills, interest, knowledge and abilities. After a referral is made staff follows up with each volunteer to ensure the placement met the volunteers need and expectations. RSVP staff not only place volunteers in positions that utilize their current skills, they strive to identify opportunities where volunteers can develop new skills and engage in activities in order to grow and enrich their lives and those who they touch.

RSVP staff continues to work closely with the RSVP Program Development Committee, Volunteer Connections Advisory Council and the HSC Board of Directors to initiate responses to high need areas identified in the CNCS priority areas. There are several areas and partners staff will continue to consult as RSVP develops responses to those needs, including the Area Agency on Aging and Disabilities Plan, Community Choices, Clark County Community Services and Health and Emergency Services Departments, Clark County Aging Readiness Taskforce, individual school districts, Washington State University Vancouver and other community organizations. The theme of continuous improvement and providing quality service to the stations and volunteers will be integral in managing the work.

The Memorandum of Understanding identifies the responsibilities of the station to ensure that volunteers are provided with a safe work environment, a job description, supervision and training. As a partner with the Hands on Network staff has access to the curriculum for the Volunteer Management 101 Training to share with nonprofits in order to build their ability, resources, and skills in providing training and support to volunteers serving through RSVP.

Diversity: The 2010 Census (www.census.gov) identified that 8% of the population as Hispanic, 2% as African American, 1% as American Indian and Alaska Native and 5% as Asian and Pacific Islander in Clark County. Additionally, there are approximately 36,370 veterans living in Clark County. In order to reach all areas of Clark County, as well as develop a volunteer pool reflective of the diverse community we live in, RSVP utilizes various targeted recruitment efforts. Volunteer activities are posted on the Human Services Council website and other community websites and social media outlets; a bi-monthly newsletter is produced and shared with volunteers, stations and community partners; posters and brochures are distributed in the community; weekly news releases appear in the Columbian newspaper along with a feature article on volunteerism each quarter in the Focus Fifty special issue. The Human Services Council programs are also included as a resource for volunteering in local community brochures such as the 'U Can Serve' focusing on veteran service which is

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distributed throughout Washington State. In addition to recruitment efforts, staff and advisory committees work closely with our stations and conduct annual surveys gaging the station's ability to support ESL and disabled individuals interested in serving as volunteers.

The Human Services Council's Title VI and Equal Opportunity policies, Board Bylaws, Volunteer Connections Advisory Council Bylaws, and contracts include equal access and non-discrimination language as it pertains to services provided by HSC and employment with HSC. These policies are supported and approved by HSC's Board of Directors. HSC ensures fair and equitable delivery of services by accessing translation services for limited English populations, providing brochures in languages representative of the community's demographics and conducting outreach at a number of culturally diverse fairs, such as the Lutheran Family Services and Latino Resource outreach events, and serving on culturally specific committees such as the Latino Resource Community. Programs of HSC engage a cross section of the community to help develop and guide the delivery of services through bi-annual meetings, surveying to identify the needs of vulnerable and minority populations, and outreach efforts. Volunteer Connections conducts annual surveys of partners who serve culturally diverse populations for the purpose of identifying service satisfaction and volunteer needs to serve ethnic populations. HSC actively recruits advisory and board members, as well as staff from culturally diverse backgrounds. The HSC website also has a language translation button and font resizing button to ensure users can access website information about services and programs offered. The Memorandum of Understanding completed by all agencies partnering with Volunteer Connections identifies that they will not discriminate against any volunteer on the basis of race, color, national origin, sex, age, political affiliation, sexual orientation, religion, or on the basis of a disability. By reviewing the volunteer enrollment forms we are able to identify where in the community volunteers are coming from, their education and experience levels, gender, nationality, age and other statistics. By tracking this information, Volunteer Connections staff is able to evaluate recruitment efforts and determine where more outreach may be needed in order to more effectively meet the needs of local non-profits. For example, many of our volunteers are from Vancouver. This year staff plans to direct more focus on recruitment of volunteers from outlying and rural communities within Clark County to support individuals who would like to volunteer at non-profits in their local community. Staff will also identify additional non-profits in these same target areas and develop new partnerships and increase education of current non-profits on the better utilization of volunteers to serve the community.

Retention & Recognition: Recognition is essential to support and retain volunteers. Last year RSVP

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revamped their recognition plans by holding smaller work plan focused recognition events where guest speakers and community leaders can thank our volunteers and speak to the community need their service is addressing, as well as the impact and importance of volunteerism in Clark County. On an annual basis the RSVP Program Development Committee and staff make personal calls to each of the volunteers thanking them for their service. The Recognition Committee comprised of members from the RSVP Program Development Committee, Volunteer Connections Advisory Council, and community volunteers have assumed leadership for events and will continue to explore ways to increase participation, provide financial support and provide meaningful volunteer recognition. We also stress the importance of volunteer recognition and appreciation to our stations encouraging them to be actively engaged in our recognition event.

Our bi-monthly newsletter recognizes volunteers by showcasing the activities and impact of each volunteer and providing them with fun RSVP promotional items such as bags, cups, coolers, etc. as thank you gifts. During Volunteer Recognition Week staff and the committee develop a month of activities that include: community donations for volunteers, drawings, nomination of an outstanding volunteer for the Governor's Service Award, and special spotlight articles on volunteers with a focus on increasing community participation and activities over the coming years.

Program Management

Compliance: All stations where RSVP volunteers serve complete a Memorandum of Understanding (MOU) every three years that includes verbiage regarding compliance, responsibilities, and approved and/or prohibited activities. If RSVP staff identifies a station that is not abiding by the MOU, the RSVP Manager will contact the station in writing documenting the non-compliance and adjustments needed. RSVP will make every effort necessary to help bring a station into compliance. If the station does not align with the requirements the MOU is terminated. In addition to the MOU, stations complete a handicap accessibility form and an annual Safety Assurance Statement and are provided with a station partnership handbook.

RSVP staff, accompanied by RSVP Program Development Committee members, attends annual site visits with our station partners. Staff also orients new volunteer coordinators and directors as they are hired at our partner agencies. During site visits the RSVP Program is explained in detail to the station representatives ensuring all questions are addressed and answered. Volunteers and stations also submit timesheets which are then entered into the RSVP Reporter database by trained volunteers and/or staff. All volunteer hours are reviewed and only those in compliance with RSVP program regulations are recorded. On a monthly basis the RSVP Manager reviews all new jobs added to the

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Reporter database and assigns them to either RSVP or the Volunteer Center.

As part of the enrollment process, after every interview staff emails the volunteer the job description to volunteers so that they are clear about the station's expectations. Staff also follows up with the volunteer to ensure it was an appropriate fit for both them and the station. On a quarterly basis staff calls volunteers who have not turned in service hours to verify if they are still serving at that station. Semi-annually we contact stations to verify volunteer placement and hours. The Reporter database is updated accordingly to record an accurate representation of active volunteers, service activities, and stations.

Infrastructure for Change: Over the last two years the Clark County RSVP Program has been aligning with the new performance measures and has been graduating stations gradually as we create work plans that fit into the new federal guidelines. Letters were sent to volunteers and stations educating them on the change and offered the opportunity for questions to be asked and answered, and volunteers to be reassigned to new service interests and activities that align with the new standards. Those volunteers who are satisfied with current volunteer service outside the focused community needs will continue to be supported by the Human Services Council's Volunteer Center. This also applies to those stations that do not have service opportunities that align with the national priority areas. The RSVP Program Development Committee has been instrumental in providing feedback and support as our program made this transition. Through these early transition efforts partner stations and volunteers have had the opportunity to slowly adjust to these changes and are already prepared for this change allowing for minimal disruption to service in Clark County.

Measuring Performance: The Human Services Council's RSVP has a proven track record of success in the primary focus areas through many years of partnerships with local nonprofits. These nonprofits also have proven track records as they provide annual reports to the community as well. The Clark County Food Bank tracks all individuals accessing services. These monthly and annual reports have been submitted to RSVP for many years to support work plan reporting. The Statewide Health Insurance Benefits Advisors program completes extensive training and paperwork to track each client accessing services. Detailed reports are provided on a quarterly basis to the Office of the Insurance Commissioner and RSVP is provided with a copy for our reporting efforts. The Volunteer Chore Program and CDM Services Elder Friends Programs have also provided RSVP with reports and survey results for many years assisting us with meeting our work plan goals. The Clark County RSVP program has been very successful in meeting work plan goals and objectives for many years as has been reported in our end-of-year reports.

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Over the last two years RSVP Staff and the Recruitment Committee under the RSVP Program Development Committee has been diligent on seeking participation from our station partners in order to represent each focus area and activity allowing for open communication and collaboration on performance tracking needs.

Project Compliance: The Human Services Council has been the local sponsor for RSVP since 2005. Executive, management and program staff are very familiar with all federal regulations and requirements of the program. In 2011 the RSVP Program transitioned from an Advisory Council format to a Program Development Committee format so that members could focus on specific program areas. 85% of the Program Development Committee members also serve on the Volunteer Connections Advisory Council facilitating better communication and information sharing among other volunteer projects within our agency. The Program Development Committee currently has 9 members who represent diverse backgrounds, ethnicity, areas of Clark County, and experience in relation to the population we serve.

All stations, before volunteers are placed, complete the required Memorandum of Understanding (MOU). MOUs are updated every three years; however, staff reviews current MOUs on a monthly basis to ensure upcoming expiration dates are renewed.

All volunteers who become members of the RSVP Program complete a registration form. This requires a birthdate to ensure each volunteer is over 55 years of age. During the interview process staff also verify the volunteer's age by viewing their driver's license or identification card. With the new National Performance Measures, not all volunteers over 55 qualify to be RSVP members, if their service activities do not fall within work plans and are then placed within another volunteer program at HSC. Staff has implemented a new process so that monthly volunteer placements are reviewed by the RSVP Manager to ensure their service activities fall within our program work plans and guidelines. If not, the volunteer is re-aligned within our Volunteer Center.

Organizational Capability

Programmatic and Fiscal Oversight: The Human Services Council's financial system is well equipped with the appropriate functions, policies, procedures and staff capabilities to ensure appropriate fiscal oversight of RSVP funds and expenses. OMB circulars are reviewed regularly by the RSVP Manager and Finance Manager and adjustments are made when appropriate. In-kind is tracked and accounted for and thank you letters are sent to contributors. Monthly financial statements are provided to all Program Managers to allow monitoring of budgets, revenues and expenses. Additionally, the Finance Manager and Executive Director meet periodically with the RSVP Manager and Advisory Council.

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Monthly financial reports are also reviewed by the HSC Finance Committee and presented at each HSC Board meeting. HSC has maintained clean fiscal audits for many years and is rated as a "low-risk" auditee based on these successful audits.

In order to meet all program needs with available resources HSC partners with the Senior Community Service Employment Program (SCSEP) and Partners in Careers (PIC) Program who provide additional staffing and reception for our office. RSVP and other volunteers provide additional office and reception support. Individuals placed through these agencies gain valuable job skills through their assignments with HSC.

The President of the Volunteer Connections Advisory Council (who oversees the RSVP Program Development Committee and other committees) serves on the Human Services Council Board of Directors. This has created a strong communication system, from top to bottom, for volunteer leadership and support.

Secured Resources: We continue to maintain partnerships and develop projects that provide resources and funding such as WARSVPD, Clark County, and Hands On Network. In 2011, RSVP received a small mini-grant to develop the RSVP Community Action Team (CAT) project. We also received a small grant from the Volunteer Generation Fund to develop a new website. The HSC Executive Director and RSVP Program Manager meet with community members and agencies to develop alternative sources of funding to support the RSVP program. We maintain local and statewide partnerships with local colleges and universities, Washington State RSVP Director's Associations (WARSVPD), the Hands on Network, Volunteer Centers of Washington, AARP, Area Agency on Aging and Disabilities, local associations, foundations, and nonprofit networks.

The RSVP Development Committee and Volunteer Connections Advisory Council will assist in contacting local businesses and foundations in an effort to secure in-kind and cash donations for the program. Extensive efforts of the Development Committee has resulted in numerous businesses participating as sponsors of our Connections Expo information fair, which has secured additional funding that supports RSVP for over 20 years.

Staffing: The RSVP team has a .69 FTE Program Manager who has been with the program since 2000, a .25 FTE Program Aide who has been with RSVP 8 ½ years and works .5 FTE as the AmeriCorps VISTA Supervisor, a .625 Program Aide, employed by RSVP for 3 years and who possesses over 30 years in management and volunteer coordination in the nonprofit sector and a .45 FTE Office Assistant, employed by RSVP for 2 years, who is a former teacher and office manager. This staffing plan was reviewed and approved by a state CNCS representative prior to implementation.

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RSVP staff, as well as the Human Services Council Executive Director serves on the Clark County Commission on Aging sub-committees. The Finance Manager has 19 years of experience working in 501(c) 3 private nonprofits receiving Federal, State, and local funds. The Executive Director has 20+ years of experience operating programs and services in local government and nonprofit environments. Both are very familiar with federal guidelines and requirements for RSVP. The HSC Management Team including the RSVP Manager meet monthly to discuss agency-wide issues such as budgets, funding, technology, strategic planning and general sharing of information and new opportunities.

Job descriptions are on file for all staff and a competitive compensation plan is in place based on job requirements and responsibilities. In 2014 the Human Services Council Board engaged a consulting group to complete a classification and compensation study to ensure HSC is competitive with other nonprofits within the regions whose size and operating budgets were comparable.

Organizational Capacity: HSC's work is based upon the concept of providing the necessary support for its programs so they can concentrate on the quality of service delivery. The basics include a positive working environment, a responsive and reliable financial system, a fair and dependable human resources system and flexible and dependable technology. HSC provides updated technology through its phone system, and has upgraded computers and phones for our volunteer work desks. HSC continues to seek out funding and grant opportunities to help build the capacity of RSVP. The Executive Director and RSVP Manager are taking a proactive role in approaching United Way and other community foundations to identify additional funding sources and grant opportunities.

The HSC Board of Directors exercises their fiduciary and program oversight responsibilities. The Board and agency maintain a set of Personnel Policies that directs how staff is hired, as well as outlining employee/employer rights and agency responsibilities. HSC has adopted an Ethics Policy that all employees and HSC board members are required to sign and adhere to, as well as a Whistleblower Policy. All new employees participate in a thorough onboarding process including review and acknowledgement of the agency's policies and procedures. Procedures are in place to ensure compliance with funders, appropriate use of staff time for each program, travel, purchasing, etc. The RSVP Manager attends the monthly HSC Board meetings, Volunteer Connections Advisory Council meetings, and RSVP Program Development Committee meetings to provide program updates verbally and through a written report, as well as to receive feedback and suggestions on programming per community and agency needs.

Self-Assessment & Evaluation: The Human Services Council conducts annual performance evaluations with all employees on the employee's anniversary date. The Human Services Council

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Management team and Board of Directors hold Strategic Planning meetings to evaluate the agency's programs and plan for the future.

HSC staff and board continue to collaborate with community partners such as the Nonprofit Network to help evaluate agency and volunteer programs on meeting community needs and available resources. In addition to outside assistance to assess programming, RSVP utilizes additional methods for self-assessment and evaluation such as: (1) the RSVP Program Development Committees annual self-evaluation and review of reports submitted to CNCS, (2) volunteers complete satisfaction surveys, (3) stations complete satisfaction surveys, (4) staff and RSVP Program Development Committee members review end of year reporting to ensure goals and accomplishments are met and to gauge successes over the year and/or evaluate areas for improvement and growth.

Organizational Infrastructure & Experience: The Human Services Council is a non-profit corporation established in 1957 and has been the sponsoring agency for the RSVP Program since July 2005. HSC utilizes financial software developed specifically for nonprofits called Financial Edge. The software includes a general ledger, accounts payable, accounts receivable, payroll module, and tracks funds separately by type (i.e. federal, state, local, donations, etc.) The Human Services Council has over 50 years of history working with federal funds. Each year HSC undergoes a complete A-133 audit for all its funds and is considered a low-risk auditee.

Other

n/a

PNS Amendment (if applicable)

n/a