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Executive Summary

The applicant, Penquis C.A.P., Inc. (Penquis), is a nonprofit community action agency whose mission is to assist individuals and families in preventing, reducing or eliminating poverty in their lives, and, through partnerships, to engage the community in addressing economic and social needs. Penquis, and, previously, Coastal Community Action Program (the two organizations merged in 2005) have administered RSVP for Knox, Lincoln and Waldo counties, Maine, since 1976. The Primary Focus Area of this project is Healthy Futures, the area demonstrating the highest community need. We will "graduate" volunteers currently engaged in low-impact activities, implement targeted recruitment strategies to maintain a strong corps of volunteers, and collaborate with new and existing volunteer stations to ensure volunteer positions address critical needs.

An estimated 186 RSVP volunteers will serve. They will collect, prepare and distribute food to individuals experiencing food insecurity; provide meals, transportation and companionship to older adults and individuals with disabilities to help them live as independently as possible; mentor K-12 students in community-based programs to mitigate risk factors; and provide customer service for a broad range of nonprofit organizations in the region, all through a network of 53 volunteer stations such as food cupboards, assisted living facilities, the local agency on aging, community-based youth programs, health clinics, libraries, and museums, as well as crisis response, advocacy and environmental groups. In the third year of the three-year grant, an estimated 1,850 individuals will be served by CNCS-supported services: 815 individuals will increase their food security, 85 older adults and individuals with disabilities will increase their social support, and 33 K-12 students will demonstrate improved academic engagement. In addition, hundreds more will improve their quality of life through volunteer service to area nonprofits. The CNCS federal investment of \$51,660 will be supplemented by \$35,109 in matching funds.

Strengthening Communities

Penquis RSVP serves Knox, Lincoln and Waldo counties, Maine, comprising 1,550 square miles along Maine's coast. The economy of our project service area presents a diverse picture. Some rural areas are relatively well off while most others are extremely poor. Median household income estimates (U.S. Census, Small Area Income and Poverty Estimates, 2012) are as follows: Knox County \$46,850 with 13.0% below poverty; Lincoln County \$50,379 with 14.3% below poverty; and Waldo County \$39,917 with 17.6% below poverty. By comparison, Maine is \$46,856 with 15.9% below poverty.

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The area is a tourist magnet for visitors from all over the United States for four months out of the year. For many of the extended communities in the mid-coast region, services for retirees compete with tourism as the leading industry. These are also communities that have a history of commercial fishing and boat building. Government and environmental regulations have been continually limiting the fishing industries and businesses associated with it, negatively impacting families who have been fishermen for generations. The struggling fishing industry has been hit hard by increasing energy costs that have devastated the local economy.

The annual unemployment rates in the three-county area -- Knox County, 6.0%, Lincoln County, 6.5% and Waldo County, 7.6% (2013, not seasonally adjusted) -- fall both above and below the statewide rate (6.7%). The average wage in each of the three counties is lower than the statewide average of \$41,440 (all occupations, 2013, Maine Department of Labor, Center for Workforce Research & Information in cooperation with the U.S. Bureau of Labor Statistics).

The demographic area we serve:

Maine has the oldest population of any state in the country, with a median age of 43.5 years, and the state's proportion of residents over 65 is second only to Florida's. In 2013, 17.7% of Maine's population was age 65+. Rural areas have a higher population of elderly than urban areas in Maine and are getting "older" at a faster rate. For the three-county service area, the percentages of individuals age 65+ are 21.7% for Knox County, 24.6% for Lincoln County and 18.6% for Waldo County (U.S. Census Bureau: State and County QuickFacts). Lincoln County has the oldest population in the oldest state in the country. With demographics showing the senior population growing at such a rapid rate, we must do more to tap their wealth of knowledge and experience to address community needs.

The mid-coast region, like most of Maine, has little ethnic diversity. Over 97% of the population in each of the three counties is White, higher than the state rate of 95.2% (U.S. Census Bureau: State and County QuickFacts).

Educational attainment has some geographic variance. In Maine, 27.3% of the population age 25+ has a bachelor's degree or higher. For Knox, it's 29.1%; Lincoln, 31.6%; and Waldo, 26.4% (U.S.

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Census Bureau, 2008-2012 American Community Survey).

The geographic features:

Knox County has 365.13 sq. miles, 108.8 persons per sq. mi. and 4 island communities; Lincoln County has 455.82 sq. miles, 75.6 persons per sq. mi.; and Waldo County has 729.92 sq. miles with 53.1 persons per sq. mi. (U.S. Census Bureau: State and County QuickFacts). This is a beautiful area with many lakes and miles of coastline which has been purchased by summer residents who are here for only short periods of time. Inland areas are very rural. The isolation experienced by rural residents is exacerbated by the long winter months, which are particularly difficult for the elderly and homebound. Transportation is a serious problem in all three counties. There is a lack of public transportation, and taxi services, while more readily available, are much too expensive for those on limited incomes.

Key regional issues:

The most significant community needs are within the Primary Focus Area of Healthy Futures (Obesity and Food and Aging in Place). Specifically, a high percentage of individuals and children are food insecure and the large population of older adults and individuals with disabilities require assistance meeting basic needs and improving their quality of life.

OBESITY & FOOD: Maine ranks 1st in New England in terms of child food insecurity, senior food insecurity and overall food insecurity (USDA, as cited by Good Shepherd Food Bank). Food insecurity rates in Knox, Lincoln and Waldo counties are 13.6%, 12.9% and 15.4%, respectively, for a total of 15,840 people. More than one third makes too much to qualify for food stamps and must rely on the charity food assistance network (Feeding America). Child food insecurity rates are much higher, at 22.1%, 22.5%, and 24.5%, for a total of 5,120 children (Feeding America). The percentages of children eligible for free and reduced school lunch are 45.89%, 45.4% and 58.43% for Knox, Lincoln and Waldo counties, respectively, and 46.76% for Maine (as of 10/1/2013, Maine Department of Education).

Local organizations that provide food assistance depend heavily on volunteers for food collection, preparation and distribution, as evidenced by the high number of RSVP volunteer hours dedicated to

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this area (88 volunteers dedicated 10,394 hours last year). Without this assistance, many individuals and families would suffer from hunger and poor health, and children would be at risk for poor developmental and academic outcomes. In response to this need, an estimated 80 RSVP volunteers will provide food pantry support, to include collecting food donations, stocking shelves, taking inventory, and distributing food to individuals. As a result of their efforts, 815 individuals at risk of hunger will increase their food security.

AGING IN PLACE: Maine has the oldest population of any state in the country, with a median age of 43.5 years, and the state's proportion of residents over 65 is second only to Florida's. In 2013, 17.7% of Maine's population was age 65+. For the three-county service area the percentages are 21.7% for Knox County, 24.6% for Lincoln County and 18.6% for Waldo County (U.S. Census Bureau: State and County QuickFacts). Lincoln County has the oldest population in the oldest state in the country. Demand is high--and growing--for services to help older adults and individuals with disabilities to live as independently as possible. According to Spectrum Generations' Area Plan (June 2012, updated March 2014), the most frequently cited needs reported across all groups--seniors, caregivers receiving services, caregivers not receiving services and providers of services--were transportation, home care, food and nutrition, medication and information about financial help. In one survey of central Maine households with head of household age 50 or older (conducted by Maine Office of Elder Services, 2011-12, as cited in Spectrum Generation's Area Plan), 25% indicated they sometimes or often feel isolated or lonely, 12% indicated they are somewhat dependent or completely dependent on others for transportation, and 9% indicated they have skipped meals or cut back on amount or types of food because of financial concern.

Going without adequate food, transportation or companionship can have devastating results on an individual's physical, mental, emotional and financial health, quickly diminishing their ability to live independently. In response to this need, an estimated 40 RSVP volunteers will help 85 homebound older adults and individuals with disabilities to improve their social supports. By delivering meals to homebound older adults and individuals with disabilities (10 volunteers serving 40 individuals), providing transportation to medical appointments, the grocery store, and other locations (10 volunteers serving 20 individuals), and offering companionship to individuals who are lonely or isolated (20 volunteers serving 25 individuals), these volunteers will enable homebound older adults and individuals with disabilities to improve their quality of life and enhance their ability to live as

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independently as possible.

Assessment:

Penquis RSVP will measure, collect and manage assessment data to evaluate program impact. Penquis is experienced with impact-based programming, routinely using logic models, best practices and model programs. It is guided by Results Oriented Management and Accountability (ROMA) and uses a variety of evaluation methods, including third-party evaluators, surveys, interviews, pre- and post- tests, standardized assessments, observation and records review. Regarding RSVP, there are several evaluation tools administered to assess volunteer and station satisfaction and support quality assurance. Regarding the proposed National Performance Measure outputs and outcomes, data will be measured, collected and managed as follows:

Volunteer Activity Logs:

Volunteers will maintain activity logs that they complete and submit to the Volunteer Program Specialist monthly. Activity logs report hours worked and, in some cases, number of individuals served, and track outputs within the Healthy Futures (Aging in Place objective) and the Other Community Priorities Focus Areas.

Station Attendance Logs:

Community-based mentoring programs will maintain attendance logs that track number of youth/mentor matches sustained. Attendance logs will be maintained throughout the school year and submitted to the Volunteer Program Specialist at the midpoint and end of each school year.

Client Pre and Post Surveys:

For individuals receiving Food Pantry Support under the Healthy Futures Focus Area, Obesity and Food objective, the Volunteer Program Specialist will administer a pre and post questionnaire to adult clients prior to receiving services and at 6 months to measure the number of food insecure conditions and behaviors to determine food security. The survey was developed using questions from the report on Household Food Security in the United States (2007). Completed surveys will be collected by the station supervisors and submitted to the Volunteer Program Specialist.

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For individuals receiving Food Delivery, Transportation and Companionship services under the Healthy Futures Focus Area, Aging in Place objective, the volunteer will provide a survey, developed from the Senior Corps Independent Living Performance Measure Survey to include questions 1&2, at the outset of services and at 6 months to measure increased social ties/perceived support. Clients will place surveys in sealed envelopes to be forwarded to the Volunteer Program Specialist upon completion.

For students receiving Community-based Mentoring services under the Education Focus Area, K-12 Success objective, the volunteer will administer surveys at the beginning and end of the school year to determine increased academic engagement, such as increased interest in school, increased perspective on school climate, increased attachment to school and increased academic success. Completed surveys will be forwarded to the Volunteer Program Specialist upon completion.

Community Partner Surveys will be administered to stations annually by the Volunteer Program Specialist. Stations report the number of individuals who received services as a result of CNCS-supportive activities and provide an assessment of the CNCS-supported service activities' impact on the targeted population.

The Volunteer Reporter software program maintains volunteer and station information for quick and easy data access. Completed surveys will be maintained in program files with responses compiled and tabulated using tools such as Survey Monkey and Excel.

Past performance in the Primary Focus Area has been overwhelmingly positive. The Penquis RSVP currently has 108 active volunteers and 18 stations in Healthy Futures Focus Area. Data collected from the 2013-14 Annual Evaluation demonstrate that volunteers are helping to increase food security among individuals and families and increase social supports among older adults and individuals with disabilities:

* Of individuals benefiting from food banks and meal deliveries, 100% of survey respondents (44) reported an increase in food security for themselves and their children; 100% reported improved nutrition; and 100% agreed or strongly agreed that their health has improved, that they have benefited in a positive way from the meals program and that they have learned about other

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community services available to them. Within its Food Security work plan, Penquis RSVP increased its number of stations by 2 and numbers served by 186 over the previous year.

* Among older adults and individuals with disabilities receiving transportation and or companionship services, 100% (126) increased or maintained their ability to live independently and 100% increased social ties/perceived social support.

Surveys also indicate strong participation from veterans, both as volunteers and as service recipients. Of surveys received, veterans accounted for 17% of clients receiving companionship services (1 of 6); 18% of clients receiving food security services (8 of 44); and 10% of RSVP volunteers (9 of 87).

Recruitment and Development

Together, the Project Director and Volunteer Program Specialist will recruit stations and support the development of high quality volunteer assignments. Penquis RSVP will develop volunteer stations and volunteer assignments by holding informational meetings about RSVP at community centers, giving presentations to community groups, participating in community coalitions, increasing public awareness through media coverage, participating in resource fairs, and targeting specific organizations working to address identified community needs.

Station recruitment efforts benefit from Penquis' well-established relationships with the regional service community, built through 47 years of excellent community service. Our Board and County Steering Committee members represent and are active in all sectors of the community. Staff members serve on many local boards and service organizations. Daily interaction between staff and other service providers weaves together a strong community network that shares needs and resources. Our best RSVP ambassadors are our volunteers who know and support the program and represent it well. We use local media to advance the program and as one of the means for recognizing volunteers and their good work.

Over the next 12 months, we expect to increase K-12 stations and assignments. Penquis was one of ten applicants nationwide to receive a Promise Neighborhoods planning grant from the U.S. Department of Education. Penquis has been working with Knox County schools and other service providers to develop systems that ensure children and youth have the services and supports needed to graduate from high school, be prepared for college and pursue a career. We anticipate that RSVP volunteers will

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play a key role in implementing strategies identified during the planning process.

RSVP will assist stations in developing job descriptions for each volunteer assignment/job, ensuring that positions address community needs, are able to utilize and benefit from the talents and experience of volunteers, and clearly articulate goals and expectations of assignments. This information will be revised on a periodic basis with each station. RSVP staff will also obtain updated Memoranda of Understanding from all stations on a three-year basis to reflect activities and responsibilities.

Staff will ensure there's a good match between the volunteer and volunteer opportunity so that both the volunteer and the station achieve maximum satisfaction and benefit. The Volunteer Program Specialist will solicit feedback from and administer assessments to volunteers and stations to determine the success of placements.

Penquis RSVP will provide training to volunteer stations at least once a year and on an as needed basis to review new RSVP CNCS rules and requirements, update MOUs and assignment descriptions, complete safety checklists and address any specific information needs. Penquis will provide staff training to Penquis RSVP staff, to include issues of health and safety, communication, and supervision; encourage participation in professional development opportunities; and support staff participation in CNCS trainings and conferences.

Volunteer training is currently and will continue to be provided through a number of avenues. Penquis RSVP will continue to use the CNCS training for "Providing Independent Living Support: Training for Senior Corps Volunteers" and "Supporting Children and Youth: Mentor Training for Senior Volunteers." In addition, training will be provided by stations to support successful assignments. For example:

* The Georges River Land Trust (GRLT) trains volunteers on the conservation and stewardship of the natural resources and traditional character of the Georges River watershed region. Volunteers check for milfoil and other invasive species in Jefferson Lake and surrounding areas.

* We partner with Partnership for Healthy Aging and Spectrum Generations on the Matter of Balance. The Volunteer Program Specialist is a Master trainer; she trains other volunteers to be coach trainers.

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- * Pen Bay Hospital provides a full day of training for our volunteers who are placed there.
- * The Maine Long-Term Care Ombudsman Program provides training for the volunteers that assist residents of assisted living facilities.
- * Big Brothers/Big Sisters provides an online training.
- * AARP provides training for volunteers to provide tax assistance.
- * Literacy Volunteers of Maine provides training for literacy volunteers.
- * Restorative Justice Project provides three 2.5-hour training sessions.

Each of the stations will provide additional training as needed to address the unique needs of their clients. Station supervisors offer station in-service trainings on a periodic basis, and work with RSVP staff in assessing each job assignment on an ongoing basis in order to encourage and develop leadership potential. If a volunteer requests additional training, the station will determine whether the request can be met by station resources. If it cannot, the Penquis RSVP Volunteer Program Specialist will identify other community or state resources to address the needs of the volunteer.

Volunteers complete a survey once a year that asks how volunteering affects their lives and whether their enjoyment and quality of life have been enhanced by their experiences. Volunteers are encouraged to talk to us about any concerns, ideas for new assignments, and skills they wish to develop or make better use of.

We use a broad recruitment strategy to engage seniors and retirees from all walks of life. Though we are in an area that is not ethnically diverse, our volunteers are recruited from a wide range of economically and professionally diverse backgrounds. For example, the volunteers recruited in 2014 include an LPN, Medical Operations Coordinator, trucker, engineer, factory worker, home health care provider, art historian/teacher, deli produce manager, cook, Fishery Reporting Specialist, theater worker, lab technician, City Administrations Coordinator, manager of a restoration company, insurance agent, and communication technician. In addition, an estimated 3% (6) have a disability and, according to Volunteer Survey results, an estimated 10% of volunteers are veterans.

Collaborations over the next year will include RSVP's continued partnerships with the Knox County Community Health Coalition and Knox County, Lincoln County and Waldo County TRIADs. RSVP's role with TRIAD will be to recruit volunteers for the First Alert, Natural Disaster Readiness, Crime

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Awareness and other issues surrounding education and safety for seniors, in connection with the local Police and Fire Departments of all three counties. We collaborate with the Lincoln County TRIAD in creating a Senior Appreciation Day, usually in October, where we have a table with information and examples of volunteer activities. We use this as a recruitment tool in Lincoln County. More broadly, we will engage in recruitment strategies across the three-county area to increase awareness of and interest in RSVP:

- * We will continue to create public awareness by enhancing other community collaborations with youth and senior groups, civic groups and churches, to include giving presentations and providing RSVP information for their newsletters.
- * We will work with Knox Interfaith Teen Safehaven (KITS) to identify educational needs of homeless youth and recruit volunteers to improve youth outcomes.
- * RSVP will continue to be highlighted in the media, and we will use opportunities such as National Volunteer Week, Make a Difference Day and Martin Luther King Jr. Day of Service to increase public awareness of RSVP and recruit volunteers.
- * Penquis RSVP is on the Volunteermatch.org website.
- * We will work with Adult Education to recruit individuals seeking to increase their knowledge and experience in the community.
- * We will target information to local members of Maine Association of Retirees, AARP and Maine Senior College Network.
- * We will continue to work with station supervisors, community leaders in the nonprofit sector, and community residents in determining which communities in our project service area have critical needs that have not yet been met in order to establish new volunteer projects that address those needs.
- * We will attempt to re-engage inactive volunteers.
- * We will speak at senior housing complexes and senior citizen clubs.
- * We will continue our work in distributing RSVP Volunteer Information Packets to local businesses, doctors' offices, libraries, churches, real estate offices, community bulletin boards, YMCAs, health organizations and community resource fairs, as well to interest groups such as garden clubs and book clubs.

Penquis RSVP will continue to support retention by ensuring volunteer success. All new volunteers will receive eight hours of orientation from RSVP staff, during which we will listen to what the

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volunteer is interested in and place them where we feel they will be happy. We will stay in close contact with them and assure them that if they have any problems, concerns, or even want a different assignment, we are here to assist them and will find a new opportunity. Station supervisors will establish a station in-service training on a periodic basis and work with RSVP staff in assessing each job assignment on an ongoing basis in order to encourage and develop volunteer leadership potential.

Retention will also be encouraged by recognizing the value of volunteers' work. RSVP will continue to recognize all active volunteers for their service, accomplishments and excellence by holding an annual recognition banquet. The Presidential Lifetime, Bronze, Silver and Gold awards and the Governor's 500 hours awards will be sought for all who qualify each year. There will also be periodic recognition in the local media.

Our year-end surveys show that our senior volunteers find great pride and satisfaction in the volunteer work that they do in our communities. As one volunteer wrote, "My volunteer assignment is interesting and challenging. I am always learning. Penquis RSVP are great people to work with, they are dedicated and supportive. My volunteer station is a feel good place and I love the staff and families we serve. I am always learning."

A significant number of volunteers have made long-term commitments to the program. Of all current RSVP volunteers, 44% have served 5 years or more, 22% have served 10 years or more, and 6% have served 20 years or more.

Program Management

Penquis RSVP will provide appropriate oversight of program activities to ensure compliance with program regulations, effective and efficient service delivery, and positive outcomes:

- * Each new station will receive an orientation that includes information regarding program goals, objectives, requirements and regulations.
- * Each station will sign a Memorandum of Understanding (MOU), to be updated every three years, that describes their roles and responsibilities.
- * Each station will sign a Programming for Impact 5-Element Planning Statement, updated every three years, that describes the purpose, activities, objectives, and anticipated impact of Penquis RSVP.
- * Penquis RSVP will assist stations in the development of assignment plans to ensure the goals and

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activities of volunteer positions are clearly delineated and understood by both the station and the volunteer.

* Annual site visits and ongoing communication with station supervisors will provide the opportunity for program staff to ensure program compliance, assess the success of volunteer placements, identify any problems needing attention, and better understand and address issues as they arise.

* Penquis RSVP will complete a thorough application process that includes background checks to ensure that volunteers admitted to the program meet contract requirements.

* RSVP volunteer and station surveys will be administered and responses reviewed for consistency with program regulations and adequate progress toward program goals.

- Annual station surveys will be reviewed to assess whether outputs are meeting projections and identify any needed changes to the work plans in order to improve outcomes and adjust to the CNCS strategic plan. Station surveys solicit information pertaining to community needs and appropriateness and impact of volunteer placements, including progress toward outcome-specific indicators and suggestions for improvement. When a station indicates, either through a survey, during a site visit, or anytime during the year, that there is a problem with the volunteer's performance or with meeting objectives, the Volunteer Program Specialist will communicate directly with the station supervisor to gather more information and determine the cause of the problem. Modifications may be made in such areas as training, assignments, service delivery model, and data management tools, and are implemented in collaboration with the station, as appropriate.

- An annual survey administered to volunteers will help to assess satisfaction with placements, use of volunteers' skills, training, recognition, and RSVP staff support, as well as determine training needs and interest in expanding participation in RSVP (i.e., additional placements, serving on the Advisory Board, and/or serving as ambassadors). The Volunteer Program Specialist follows up on any problems or issues needing attention. Changes may involve the provision of additional training, a different assignment, or, with approval of and in collaboration with the volunteer station, modifications to the existing assignment.

* Ongoing communication with volunteers will help to assess satisfaction with and success in placements, verify their engagement in approved activities only, and identify training needs and interests.

* Penquis RSVP will maintain an Advisory Council that meets quarterly to provide assistance and advice regarding community needs, resources, service delivery strategies and program impact.

* As part of Penquis' quality assurance practices, all staff are formally assessed once a year by their

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supervisor. This process involves a self-assessment completed by the staff person and both a narrative and a rating of job-specific indicators completed by the supervisor. The written assessments are reviewed by both the staff person and the supervisor and are followed by a verbal discussion of strengths, areas needing improvement and recommendations for additional training.

Staff and Advisory Council members will review the results of the volunteer and station surveys and consider other program data collected throughout the year from performance reviews, site visits, and ongoing communication with volunteers and station supervisors. Program data will be reviewed on an ongoing basis to evaluate the efficacy and efficiency of program operations and identify any needed modifications to the work plan (e.g., increased or targeted recruitment efforts, technical assistance or skills training). All changes recommended as a result of the evaluation process will be approved by the Advisory Council before implementation.

Penquis RSVP benefits from the support of the agency's management team and the recently established Compliance Officer. The Compliance Officer reports directly to the Audit Committee of the Board of Directors and is responsible for helping staff across departments develop and maintain systems that support contract compliance.

Penquis RSVP's approach to program management emphasizes positive, frequent and open communication with stations, volunteers, Advisory Council members and the wider community. This has enabled program staff to quickly and effectively identify and respond to community needs. In response to new and changing needs, the Volunteer Program Specialist has recruited new stations, reassigned volunteers, provided targeted trainings and worked with stations and volunteers to select, project and measure program outcomes. Penquis RSVP has been able to work with both stations and volunteers to institute changes as needed while maintaining high retention and satisfaction rates.

A primary focus over the next year will be to increase the number of high impact service opportunities in the Healthy Futures and Education Focus Areas, and to move more volunteers into Community-based Mentoring from the School Readiness objective and Other Community Needs Focus Area. RSVP staff will continue to work with stations to develop meaningful volunteer assignments that address community needs. For some of our existing stations, this will require helping stations to "graduate" existing volunteers to positions that better utilize volunteers' leadership and experience to realize

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greater community impact. As noted above, RSVP will continue to assist the stations in developing job descriptions for each volunteer assignment/job, ensuring that positions address community needs, are able to utilize and benefit from the talents and experience of volunteers, and clearly articulate goals and expectations of assignments. This information will be revised on a periodic basis with each station. RSVP staff will also obtain updated MOUs from all stations on a three-year basis to reflect activities and responsibilities.

Organizational Capability

Incorporated in 1967, Penquis was created as a result of the Economic Opportunity Act of 1964 to bring locally developed solutions to the multifaceted problems faced by the poor. Its mission is to assist individuals and families in preventing, reducing or eliminating poverty in their lives and, through partnerships, to engage the community in addressing economic and social needs. Penquis is governed by a fifteen-member Board of Directors that represents three distinct sectors of the communities served: one third represents the people who use services; one third is comprised of elected and appointed officials who design and implement public policy; and one third represents the private sector, which is a vested stakeholder and committed partner in this work.

Penquis primarily serves low- and moderate-income individuals in Penobscot, Piscataquis and Knox counties, though several programs operate well beyond this three-county area. It provides a broad range of services, including child care, transportation, parenting support and housing, to more than 26,000 individuals a year with an annual budget (Penquis and subsidiaries) of more than \$29 million and nearly 300 employees. Penquis and, previously, Coastal Community Action Program (the two organizations merged in 2005), have administered RSVP for Knox, Lincoln and Waldo counties, Maine, since 1976. The program currently has 184 volunteers and 53 volunteer stations. In the 12 months ending 9/30/2013, RSVP volunteers contributed 27,371 hours.

In total, Penquis manages more than 1,200 volunteers. Its volunteer programs include the Penquis Retired and Senior Volunteer Program (operating since 1976); the Penquis Foster Grandparent Program (since 1992); and the Penquis Lynx Volunteer Driver Program (since 1984). Volunteers are an integral part of Penquis programs. Many have been recognized for their length of and commitment to service by not only Penquis, but also the Governor and local United Way.

Penquis RSVP has qualified staff that will provide sound programmatic and fiscal oversight. Project

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staffing is as follows:

The Department Director has responsibility for all departmental budgets and programs, and provides administrative oversight of Penquis RSVP, reviewing program budget and activity reports and meeting with the Project Director monthly to assess progress and address challenges. Cheryl Snow, Director of Family Enrichment Services for Penquis, has lead responsibility for a nearly \$5 million dollar department that provides a variety of services to improve the health and well-being of low-income individuals, young families and children. Programs within the Family Enrichment Services department include: RSVP; Foster Grandparent Program; Maine Families home visiting program; Journey House transitional housing for homeless pregnant/parenting adolescents; Case Management; Autism Community Services; The Law Project, a family law practice that provides civil legal services to victim/survivors of domestic violence and sexual assault; Rape Response Services; Transitional Housing for victims of domestic violence; and Elderly and Adult Disabled Assisted Living Services. A Registered Nurse with experience in health and family support services, Cheryl has managed programs for the Penquis Family Enrichment Services department for 24 years.

The Project Director is responsible for managing the coordination and implementation of all components of Penquis RSVP, including monitoring the program's outputs and outcomes against work plan projections and grant/contract terms and conditions; maintaining reporting systems that assure contract compliance; supervising program staff; and overseeing budget revenues and expenses. Angela Hobson, Division Manager I, will be the Project Director. Angela has been with Penquis for five years, overseeing customer service in our four public offices in three counties and supervising five receptionists. Most recently, she joined the Penquis Foster Grandparent Program as Project Director in 2014. She is currently a Bachelor of Science degree candidate in the Mental Health and Human Services Program at the University of Maine at Augusta and will be receiving the CNCS training "RSVP New Project Directors' Orientation" to support her new role.

Former Chief Executive Officer Charles Newton submitted a waiver in 2012 requesting an exemption from the rule that requires a full-time Project Director due to budgetary constraints. Angela will dedicate 25% of her time to RSVP. supported by a Volunteer Program Specialist, who will dedicate 100% of her time to RSVP.

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The Volunteer Program Specialist is responsible for the coordination of volunteers and volunteer stations. Primary volunteer duties include overseeing eligibility, recruitment, placement, retention, training and program compliance of all volunteers. Primary volunteer station duties include recruitment, negotiation of Memoranda of Understanding, liaison, training, and program compliance. The Volunteer Program Specialist is also responsible for the gathering and compilation of all data needed for program assessment and reporting. Cheryl Feldpausch is the Volunteer Program Specialist, responsible for volunteer recruitment, orientation, and placement; recruiting volunteer stations and assisting stations with volunteer trainings and assessments; and participating in Advisory Council meetings and other relevant trainings and meetings. Cheryl served as Penquis RSVP's Volunteer Coordinator from 2009-2011 and was hired for the Volunteer Program Specialist position in 2013. She is well known and well respected in the community and has established relationships with RSVP stations and volunteers. In addition, Cheryl has 20 years of experience in Human Resources and 9 years in Training and Development, which are valuable assets that contribute to the success of the program.

The Secretary provides clerical support. Rebecca Reed has been a secretary with Penquis for 13 years. She has an Associate Degree in Paralegal Studies from Beal College and also serves as a legal secretary for the Penquis Law Project.

The Senior Staff Accountant provides fiscal support. Nicole Hildings has been with Penquis for more than three years. She has five years of experience in public accounting and four years in nonprofit accounting. She holds a Bachelor of Arts degree in Accounting and a Master of Science degree in Business from Husson College.

RSVP also receives a great deal of agency support through Penquis' departmental structure. Additional assistance is provided through the agency's Central Accounting Office, which manages budgets and provides financial reporting; Information Services, which assists with technology needs; Human Resources, which assists with personnel issues; Facilities, which addresses physical space needs and issues; Resource Development, which assists with fundraising and public information efforts; and the corporate Compliance Officer, who reports directly to the Audit Committee of the Board of Directors and is responsible for developing and implementing systems across the agency to ensure contract compliance. Additional support is provided through TeamNet and TechNet, which bring talents from

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all departments to bear on work and technology issues.

Penquis' organizational structure and policies regarding personnel management are described in the Employee Handbook and the Safety and Health Manual. These manuals are reviewed and updated regularly, and include policies and practices related to confidentiality, travel reimbursement, safety and accident reporting, personnel, compensation, equal opportunity, information systems, violence in the workplace, drug free workplace, smoke and tobacco-free workplace, community complaints and whistleblowers. Penquis' performance evaluation system ensures that all staff receive the supervision and support necessary to be successful.

In recognition of its community impact and responsible management practices, Penquis has received a United Way Community Builder Award, an Agency of Distinction award from WLBZ-TV, and a 2011 Dirigo Awards for Nonprofit Excellence Finalist by the Maine Association of Nonprofits. Other awards received for program quality and innovation include a Program of National Significance award from the Corporation for National Service, a Program of Excellence award from Head Start, accreditation from the National Association for the Education of Young Children, the Pioneer Award for Leadership in Entrepreneurial Promotion in Rural America from the National Association of Development Organizations, and a Quality Assurance Award from the National Association of Child Care Resource and Referral Agencies.

As evidenced by the recognition noted above, Penquis has an excellent track record of providing quality services and meeting funding requirements. Penquis has an FY14 operating budget of more than \$29 million (including subsidiaries). Penquis administered more than \$14.8 million in federal and state grants/contracts in FY13 (ending 9/30/2013). Federal sources include the Corporation for National and Community Service, US Department of Health and Human Services, US Department of Energy, US Department of Education, US Department of Agriculture, US Department of Transportation, US Department of Justice, and US Department of Housing and Urban Development.

Penquis' policies and procedures ensure sound fiscal oversight and are detailed in the Accounting and Financial Practices and Procedures manual, which documents the financial operations of Penquis C.A.P., Inc. (Penquis). It formalizes practices and selected procedures and documents internal controls. The contents are approved by the Chief Executive Officer and Chief Financial Officer and

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adopted by the Board of Directors. All Penquis staff are bound by these practices and any deviation from them is prohibited. The manual includes policies and practices pertaining to: revenues and cash receipts, fundraising, expenditures and disbursements, specific asset and liability accounts, financial and tax reporting, financial management, fraud and federal awards.

Penquis RSVP receives funding from the State of Maine, United Way of Eastern Maine, and United Mid Coast Charities. These grants support program operations as well as strengthen efforts within Waldo County. In addition, cash and in-kind donations are secured from area businesses and organizations each year in support of the annual RSVP luncheon.

All program staff follow the practices as described in the Accounting and Financial Practices and Procedures manual. Cash and in-kind resources are handled as follows. In-kind donations are given an in-kind donation receipt. A copy is maintained in program files. In-kind contributions for space and meals are collected and reported monthly to the Central Accounting Office. Checks and cash are received by the receptionist who issues a receipt, records the transaction and deposits it in the Penquis bank account. The copy of the receipt and deposit information is faxed to the Central Accounting Office, which posts the revenue to the correct account.

Penquis' Central Accounting Office, under Denice Conary, Chief Financial Officer, provides fiscal oversight of revenues and expenses. Penquis complies with the Maine Uniform Accounting and Auditing Practices for Community Agencies (MAAP) and OMB Circulars A-110, A-122 and A-133 and Generally Accepted Accounting Principles (GAAP).

The Central Accounting Office has monthly budget meetings with each department to review all agency budgets and programs. Using Abila accounting software, the Central Accounting Office generates a monthly status report, which compares actual outputs to projections, provides a year-to-date budget to actual financial summary, and includes a narrative section for any items requiring explanation. The reports are submitted to the Board of Directors for review.

A three-member Finance Committee appointed by the Chairperson of the Board of Directors has responsibility for direction and oversight regarding the overall financial management of Penquis. The Finance Committee monitors actual versus budgeted financial performance and reviews bi-monthly

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financial statements and audited financial statements. An agency-wide independent audit is performed each year. Audits have contained no questioned costs and have been accepted by all funding sources.

Other

N/A

PNS Amendment (if applicable)

N/A