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Executive Summary

RSVP of Southwest Montana (RSVP) sponsored by Human Resource Development Council, District IX has served the non-profit sector, social service agencies and government organizations of Park and Gallatin Counties since 1972. An estimated 500 active volunteers age 55 and older will serve over 80 volunteer stations in interesting, rewarding and challenging service activities. RSVP engages seniors and retirees who want to remain a vital part of the community and maintain a healthy and productive lifestyle. Not only do the volunteers benefit from the activity but volunteer stations receive excellent and no-cost experienced labor to build and expand their services to the community. According to the 2012 HRDC Community Needs Assessment, the primary needs identified in our service area include: food, transportation, supportive services, cost of living, employment, housing, insufficient income, and health. Additionally, there are 625 people over the age of 65 considered below poverty in Gallatin County, and 258 in Park County (US Census Bureau 2010). Low income seniors are at risk of premature nursing home placement because they cannot afford to pay for the services they need to live safely and independently in their own homes. In working to address these needs, RSVP will place 267 unduplicated volunteers (53%) in Healthy Futures assisting with food delivery, companionship, distributing health benefits information, staffing hotline, and food pantry support. A total of 171 volunteers (34%) will support 450 at risk older adults by allowing them to live safely and independently in their own homes. At the end of the three-year grant, the anticipated outcome is 100 homebound or older adults and individuals with disabilities will report an increase in social support.

In addition to the service activities mentioned above, additional service activities include mentoring, building homes, VITA, housing search, disaster assistance, job training, veteran support, and capacity building. Local results we anticipate from RSVP volunteer participation in our service area include: creating 250 emergency disaster kits, 575 children receiving school based mentors, 189 children will be matched with community based mentors, 15,000 emergency food boxes will be distributed, 200 veterans and military families will receive assistance, 19,000 crisis calls will be answered, 90 individuals will receive health care benefits and/or information, \$46,000 (cash and in-kind) will be generated for organizational capacity building, 30 families and/or individuals will receive housing and/or repairs to their homes, 5 individuals will receive job training, 280 individuals will receive free tax preparation and assistance and over 60,000 meals will be served.

The CNCS federal investment of \$78,661 to support 500 senior volunteers contributing 75,000 hours

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at 80 local organizations supporting the greater needs of our communities will be supplemented by \$51,138 in local support from Gallatin County, Park County, Area IV Agency on Aging, In Kind donations, individual and business donations, and United Way.

Strengthening Communities

RSVP of Southwest Montana (RSVP), with offices in Bozeman and Livingston, Montana, serves Gallatin and Park Counties with a total population of 105,149. The ethnic population for both counties is 4%. Montana is the 44th ranked state in relation to population however, ranked 4th in relation to its size. This equates to less than 7 persons per square mile ranking Montana 49th in relation to population density. Located in the Rocky Mountains, Gallatin County is one of Montana's most popular tourist destinations. Gallatin County is Montana's 4th most populous county with 89,513 residents, and also Montana's fastest-growing county, boasting 32% growth from 2000 to 2010. Gallatin County's economy is relatively diverse, with construction, government, manufacturing, technology, retail, service, and agriculture all playing significant roles. Montana State University is the area's largest employer. Gallatin County covers 2500+ square miles and nearly half of its land is held under public ownership. Bozeman has an elevation of 4793 feet and winters can be brisk, with an average snowfall of 73 inches. The average temperature in January is 13 degrees and in August is 81 degrees. Park County is Montana's 12th most populous county, with 15,636 residents. Livingston, the county seat, is the state's 12th largest city, with a population of 7,044. Park County's southern edge of the county forms the northern edge of Yellowstone Park. Yellowstone, being a major tourist draw, makes tourism and recreation an important part of Park County's economy. Other important industries include agriculture, logging, mining, and health care. The county covers 2800+ square miles and elevation ranges from 4000-12,000 feet. Temperatures are similar to Gallatin County. (sources: 2010 US Census; http://gallatin.mt.gov/Public_Documents/FOV1-000107AD/FY2012PrelimBudget/ES_GallatinCountyProfile.pdf; http://www.ourfactsyourfuture.org/admin/uploadedPublications/3485_cf-park.pdf)

Montana is expected to age at a slightly faster rate than nationally and projected to rank no less than 5th in the nation in the percent of those over the age of 65 by the year 2025 (MT Dept. of Human Services, 2011). According to 2010 US Census, 14.3% (Gallatin County) and 24.2% (Park County) of the population was 60+, an increase of 4% and 5.1% respectively in just ten years. These figures are projected to increase to 20.2% and 36.4% by 2025. The economic implications of an expanding senior population are numerous, including an increasing Elderly Dependency Ratio (EDR), a measure of

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elderly for each person of working age. It is estimated that 46 of Montana's 56 counties will have EDRs of 40% or higher and 28 of these counties will exceed 50%. A high EDR is one indication that social services will become strained (Haynes, Watts and Young, n.d). According to regional demographic information from the US Census Bureau in 2010, there are 635 people over the age of 65 considered below poverty level in Gallatin County and 258 in Park County. Low income seniors are at risk of premature nursing home placement because they cannot afford to pay for the services they need to live safely and independently in their own homes.

Recent data collected from HRDC's older adult outcome matrix indicates 63.16% of seniors report they do not have an adequate amount of food. Another 48% report there are minimal informal support networks available to address basic needs and tangible support (meal preparation, transportation to doctor). Isolated and without a social support system, health and safety are at risk due to an inability to meet basic needs. Close to forty-one percent (40.79%) report that access to health care is seriously limited by lack of money or insurance. They have limited knowledge of, or access to, appropriate medical resources and no primary care physician, frequently making inappropriate use of the health care system by using the Hospital ER as a primary health provider. According to A Spotlight on Food Insecurity among Senior Americans 2011: An Annual Report, "Food insecurity is a serious problem facing tens of millions of Americans every year. The number of food insecure seniors has more than doubled from 2001 to 2011. In 2011, 4.8 million Americans over the age of 60 were food insecure. In Montana, 7.26% of all seniors age 60 and over are at risk of hunger or food insecurity. Due to the number of people experiencing food insecurity and its associated health and other consequences, food insecurity is one of the leading public health issues in the United States today. According to Lori Christensen, Gallatin Valley Food Bank's Program Coordinator, "rural southwestern Montana seniors are at risk for food insecurity given their limited access to a variety of nutritious, affordable foods exacerbated by lack of income, poor mobility, variable access to transportation and chronic health conditions. Enhancing accessibility, affordability, adequacy and appropriateness of local food resources for seniors in rural communities will not only decrease food insecurity but provide additional resources to these seniors. Seniors are among 30% of Montana's population at risk for food insecurity. Additionally, seniors have the lowest SNAP benefit participation rates in Montana. With the help of volunteers and collaborative community partnerships, we can improve food security, increase access to local produce, and increase social support for seniors living in rural settings."

Food delivery and companionship not only save taxpayer dollars by keeping individuals safely in their homes instead of Nursing Homes it provides essential contact with these individuals. RSVP volunteers

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are the eyes and ears to at risk older adults and can report back to the organizations if additional services and/or resources are needed. Projections indicate that millions of retirees will not be able to afford the expense of assisted living and/or nursing homes. Basic nursing home care is \$67,525 per year in Gallatin County.

Our Primary Focus Area is Healthy Futures. RSVP volunteers (267 unduplicated or 53%) will work with organizations that support Healthy Futures -- Aging in Place, Access to Care, Obesity and Food with service activities including food delivery (Meals on Wheels), companionship through the Befrienders program, distributing health benefits at blood pressure clinics and foot clinics, staffing the Help Center/211 hotline, providing nutrition services, and food pantry support. Annually, individuals receiving meals on wheels and companionship will be asked to participate in an outcome survey created by RSVP and the volunteer stations. Participants will be contacted using volunteers and RSVP and/or workstation staff either by phone, in person or mail to determine if they feel they have increased social ties/perceived social support. Additional questions on the survey ask if additional services or resources are needed. This information will be passed along to HRDC Senior Service Navigators who can ensure at risk individuals are receiving the services they need and moving toward self-sufficiency. Senior Service Navigators provide support and case management for at risk seniors to give them access to HRDC services and community resources.

Other Focus Areas - Capacity Building and Disaster Services - and Community Priorities
Food, transportation, supportive services, cost of living/financial literacy, employment, housing, insufficient income, and health were the primary needs identified for our service area in the 2012 HRDC Community Needs Assessment. According to the 2010 US Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2010, the poverty rate in Gallatin and Park Counties increased by 2.7% and 2.1% respectively since 2000. This increase results in more than 13,225 persons living below the poverty rate in Gallatin (12.9%) and Park (13.9%) Counties. With additional people, poverty on the rise and fewer resources, volunteers are a valuable and essential resource to community organizations, schools, social service agencies, and government agencies to make the dollars stretch. RSVP is helping organizations, according to our 2014 annual workstation assessment, stations report RSVP volunteers allow organizations and staff more time to accomplish other tasks, serve more clients, provide better service, create a stronger impact within the community and accomplish the organization's goals. RSVP volunteers will garner donations, create disaster kits, serve as museum

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docents, hospital patient escorts, greeters, ushers, and help with senior center activities.

Economic Opportunity -- Employment, Financial Literacy, Housing: These three objectives were all cited as primary needs in the assessment. Volunteers will serve as greeters and tax preparers with VITA and AARP Tax Aide, build homes and work in the Restore for Habitat for Humanity, tutor and train adults with ESL and job training, be a mentor to families and/or individuals looking for housing search, provide minor home repairs for senior and veterans with the Fix It Brigade, a community program assisting seniors and veterans with minor home repairs and upgrades at no cost. The program is collaboration between Park County Senior Center and RSVP.

Education -- K-12 Success: For the 2012-2013 school year, MT Office of Public Instruction reported dropout rates in Gallatin County of 4% (Bozeman High School), 4.3% (Bridger Alternative), 6.4% (Lone Peak High School) and in Park County 4% (Park County High School). According to the Annie E. Casey Foundation report 2012 Montana Kids Count, graduating from high school improves the chances that young Americans will go forward to become economically and socially successful. Youth that do not graduate with a high school diploma are more likely to be unemployed, live in poverty, go to prison, be on public assistance, be single parents and earn substantially less than their graduating counterparts. There is no single risk factor that can be used to accurately predict who is at risk of dropping out however, when high school students were asked to identify what would have helped them stay in school (Source: Pew Partnership for Civic Change) one of four responses of the major areas of change was promoting close relationships with adults. "Mentoring has a long-lasting, positive effect on children's confidence, grades and social skills. Research has proven that mentoring programs drastically reduce (46%) the chance of youth using illegal drugs and also reduce the likelihood of youth beginning alcohol consumption (27%). This impact can be attributed to children involved in mentoring programs feeling good about themselves and thus having the ability to positively influence their friends and families, their schools and their communities. As is often the case with these relationships, grades and attitudes of the youth all greatly improve," according to Thrive's Child Advancement Project's program coordinator. RSVP volunteers will work with organizations that provide community and school based mentoring.

Veterans and Military Families

RSVP is involved in several annual events to support veterans and military families. On 9/11/13,

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RSVP, Park County Senior Center, Park County Meals on Wheels partnered to honor over 300 veterans, current military and families, local law enforcement, fire departments and those in public service with a lunch and thank you posters signed by the community. Donations were collected for Montana Supporting Soldiers to send care packages to deployed troops including Airmen, Soldiers, Marines, Sailors and support for wounded warriors, veterans and their families. We will continue to partner with the organizations to make this an ongoing event. VFW each year asks our volunteers to support the "Sock it to Me" effort which ensures children of military families and low income children all receive a hand-made Christmas stocking during the holidays. RSVP volunteers make over 600 stockings annually. These ongoing efforts generate excitement and encourage other volunteers and veterans to contribute and get involved. Also in support of veterans, HRDC is an active partner in the Veteran Stand Down and several RSVP volunteers participate in the annual event.

Recruitment and Development

Recruitment and retention of volunteers continue to be a crucial aspect of the work of RSVP. To ensure a high quality volunteer experience, RSVP staff discuss, document and maintain a directory of volunteer's individual preferences, experiences, and skills in our RSVP Reporter Database. This information is gathered during the initial in person interview and orientation. RSVP staff communicates and follows up with all volunteers through multiple avenues: an open door policy, annual volunteer evaluation, "thinking about you" postcards, phone calls, birthday card, get well cards, visits to workstations and invitations to the annual recognition event throughout the year. All RSVP volunteers receive a nametag to be worn during their volunteer activities which allows the individual to be recognized as a member of RSVP. In addition to the initial interview, the Program Coordinator contacts volunteers throughout the year to ensure suitable and enjoyable placement within a workstation as well as sharing additional volunteer opportunities that meet their preference. Volunteers are continually provided with opportunities to build new skills, utilize past experience and develop leadership potential based on individual preferences. If a volunteer has not been active for a few months, staff reaches out by phone then postcard to find out the reason and how we can help them get involved.

RSVP provides a space for volunteers to make copies or post flyers about workstation's upcoming events. Timesheets, applications and volunteer opportunities are posted outside of our office for access outside of our regular office hours or in the event we are out of the office.

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Volunteer retention is a very important aspect of RSVP. As findings indicate, on average nationally, one out of three volunteers (64.3%) dropped out of volunteering after one year of service. Staff will encourage both volunteers and the workstations to communicate with the RSVP office to ensure satisfaction and success. Staff provides "Keys to Volunteer Retention" handouts and provides feedback and support to workstations on the benefits of retention. We have found increased oral and written communication between the RSVP staff, workstations and volunteers has helped with retention and even recruitment. Volunteers appreciate a sense of belonging and have provided the staff positive feedback on this communication.

Volunteers are recruited using a variety of methods through media, social networking, brochures, flyers, webpage, and word of mouth both by volunteer, Advisory Council members and workstations. Our most successful methods include word of mouth and monthly opportunities that are posted in the Bozeman Daily Chronicle and Prime News. The Bozeman Daily Chronicle donates the space and is a big supporter/sponsor of RSVP. These postings have increased the variety of individuals especially Baby Boomers interested in getting involved. Our office is located in the Bozeman Senior Center and despite declining membership for some centers; Bozeman Senior Center has an extremely active and growing membership especially among Baby Boomers. RSVP staff works closely with the Senior Center staff to support each others' efforts. Some examples include RSVP recruiting volunteers for the Foot Clinic and Meals on Wheels sponsored by the senior center, RSVP Program Director serving on the Governor's Conference on Aging committee which was led by the senior center director, and Senior Center staff introducing new members to our staff and encouraging them to take advantage of RSVP volunteer opportunities outside of the Senior Center activities. RSVP staff and volunteers participate in local events such as Health Fairs, Active Aging Week, and Farmer's Markets in an effort not only to recruit volunteers but educate the public about the program. Presentations and partnerships have encouraged the development of pre-retirement employee volunteers, while local media has added to the efforts by highlighting active RSVP volunteers in feature articles or photographs about the importance of giving back through volunteering. RSVP utilizes its webpage, HRDC website, Facebook, Twitter and the CNCS widget on both the RSVP website and the Montana State Association of Senior Corps Directors Website. These efforts resulted in 74 new RSVP volunteers engaging in service last year. We anticipate updating our webpage, flyers, and brochures to correspond with the new HRDC branding. HRDC has hired a new Marketing and Development director to assist with social media posts, web page updates, and marketing efforts. Participation in

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National Service Days of Service including MLK Day, Senior Corps Week and 9-11 also creates awareness.

RSVP's 9-11 Day of Service in Park County has expanded our recruitment efforts and involvement with veterans and military families. To recruit veterans and military families, current efforts include distributing flyers to organizations supporting veterans such as VA Clinics, VA Service Office, American Legion, VFW, and DAV Transportation. Not only are we recruiting veterans but the organizations that serve veterans are asking RSVP to recruit volunteers for their projects and/or events as noted earlier.

RSVP not only recruits volunteers for several organizations that work with individuals with disabilities, we recruit volunteers from these organizations as well to assist with other opportunities. We believe that all volunteers with or without disabilities should be given the opportunity to give back to their communities.

RSVP staff encourages workstation leaders to recognize and support volunteers throughout the year, especially during National Volunteer Week. RSVP staff calls and/or emails workstation supervisors to ensure satisfaction after a volunteer has been placed. Workstations develop job descriptions, supervise volunteers and provide volunteers with pre-service orientations, necessary training and in-service training. RSVP makes volunteers, workstations and community partners aware of opportunities for training and technical assistance through phone calls, mailings, RSVP and HRDC website, local media and notices posted on community and agency bulletin boards.

RSVP holds two formal recognition events (Gallatin and Park Counties) for RSVP volunteers each spring. At these events, volunteers are congratulated on their impact in the community, have time to reflect on their service and meet with other RSVP volunteers enhancing the personal meaning of their contributions. RSVP staff compiles statistics and facts regarding the magnitude of service contributed to the community by RSVP volunteers. This information is distributed to workstations, volunteers, and community partners. Recognition in local newspapers will list each volunteer by name, further recognizing their impact.

RSVP staff and Advisory Council is also approaching businesses to invite them to provide a "thank

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you" for our volunteers on their birthdays by providing a discount or small token of appreciation for them.

Program Management

Since 1972, RSVP has benefitted tremendously from its sponsor, Human Resource Development Council, District IX (HRDC). HRDC is a Community Action Agency serving Gallatin, Park and Meagher counties in Southwest Montana. HRDC is a private non-profit corporation exempt under Internal Revenue Code Section 501(c)(3). HRDC has successfully expanded RSVP, increased funding partners, workstations and volunteers and met all goals related to performance measures. HRDC's work directly reflects the needs of our community. With our family of services designed to improve the quality of the lives of our citizens, HRDC is often referred to as this community's "safety net". HRDC is well known for its common sense and collaborative work, as well as the ability to leverage community resources. HRDC exists to help people deal with practical issues as well as the fear and stress they feel in the face of crises like hunger and homelessness or the inability to provide the basic elements of a safe and productive life for themselves and their families. Our ultimate goal is to ensure that no one faces the various hardships associated with poverty alone. We serve our community in seven focus areas: Food and Nutrition, Housing, Child and Youth Development, Senior Empowerment, Community Transportation, Home Heating-Efficiency-Safety, and Community and Economic Development Activities.

RSVP serves under the Senior Empowerment Initiatives for HRDC. RSVP staff consists of a Program Director (job description attached) and two Program Coordinators (job description attached). The Program Director has the principal responsibility for program management and administration. The Program Director reports to the HRDC Chief Operating Officer. She started this position in June 2012 but also served from 1999-2004 in the same capacity as Program Director expanding the program into Park County. She has 12 years of office management and non-profit experience including personnel responsibilities, grant writing, program development, special events coordination, creating policies and procedures for maximum efficiency, establishing partnerships with local organizations, and fundraising. She is responsible for meeting all National Performance Measures, fiscal operations, Program Coordinator supervision, developing new partnerships or local funding opportunities, marketing and outreach, and community networking. She regularly meets and serves on various committees locally and statewide with community leaders focused on improving the lives of low income and/or at risk individuals, seniors and veterans.

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Two part-time Program Coordinators work for each county served; Park County Program Coordinator has been with the program since October 2012. A new Gallatin County Program Coordinator started in September 2014. The Program Coordinator responsibilities include regular contact by phone, email or in person with volunteers and workstations to ensure community needs are being met, the RSVP Memorandum of Understanding is upheld, volunteers are trained, recognized and supported, and meaningful opportunities are provided for the volunteers. Both coordinators provide outreach through presentations and participation in community meetings with different organizations and media. The coordinators visit and meet with volunteer station coordinators annually. Each is responsible for timesheets, volunteer applications and interviews, workstation MOUs, new volunteer opportunities, assisting with day of service events, volunteer recruitment, developing new workstations, volunteer birthday and/or get well cards and recognition events. All volunteer and workstations records and files are kept electronically (RSVP Volunteer Reporter) and as hard copies.

Graduating stations has been an ongoing practice for us and fortunately has not created disruptions due to the new CNCS performance measures. We are careful in our initial contact with a new organization to review the MOU and make sure they understand the requirements of being a RSVP workstation. Our MOU outlines in detail allowable and prohibited activities, policies about timesheets, job descriptions, volunteer insurance, safety and accessibility, and timely outcome reports for our reporting requirements. If during a visit, meeting or conversation with a station or volunteer we learn the MOU is not being upheld we discuss our concerns with the station supervisor to resolve the issue or explain our need to end the partnership. As seen in our workplans, 80% of our volunteers are in Primary Focus or Other Focus areas. We make sure MOUs are signed and updated annually. This gives RSVP an opportunity to meet any new staff at a workstation, keep our database up to date, go over new policies and/or practices, distribute an updated fact sheet, visit volunteers at the station and take photos for our annual recognition event.

Project staff is encouraged to take advantage of all training and technical assistance opportunities available through CNCS, HRDC and the community. RSVP staff meets monthly to review goals, ongoing projects, and provide support. HRDC holds semi-annual all staff meetings, employee focus groups and monthly manager's meetings. Staff will take advantage of intra-agency workshops and in-

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service training opportunities, National Conferences on Volunteering and Service, local events and training opportunities geared to aging, volunteerism and the non-profit sectors. Program Director attends monthly CNCS webinars/conference calls and attends the state meetings. Project staff continues to be a community resource and provide assistance or referrals to any community members or organizations as needed.

RSVP has an active Advisory Council consisting of 6 members representing volunteer workstations, senior volunteers and the business sector. Roles and responsibilities include fundraising, annual evaluation of the program through volunteer and workstation evaluations, volunteer recognition and support for the staff. Annual workstation and volunteer evaluations are designed to provide RSVP feedback and information for self-assessment, areas to improve programming, and impact on community needs.

Organizational Capability

Through the engagement of customers, community, staff and partners, HRDC develops preventative solutions to enhance public transportation, eliminate hunger, empower seniors, educate and support our children, offer safe, warm shelter, affordable housing, energy assistance, and community and economic development activities. Every five years HRDC engages our stakeholders in a strategic planning process, the results of which drive our work. HRDC partners with over 425 organizations and businesses in the communities we serve to help connect our customers to the services they need.

HRDC employs over one hundred people and has an annual operating budget of around \$12 million. Funding comes from a variety of grants, contracts and other income sources including private contributions. We are required to keep detailed records of our finance and report on them annually (Audited Financial Statements - attached). The IRS 990 report (attached) is an overview of the organization's activities, governance and detailed financial information filed annually.

HRDC is strictly bound by two forms of project evaluation: internal and external. Annual internal program evaluations allow HRDC to determine if a program is achieving its pre-determined goals, operating efficiently, and meeting customer needs. Federally designed performance indicators, or Results Oriented Management and Accountability (ROMA) ensure that individual programs meet or exceed expected outcomes. Our strategic plan and individual program performance plans demonstrate our accountability to the community. HRDC's Community Needs Assessment conducted

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every five years engages the community on issues facing limited income, disabled, and elderly residents of our community to best identify current issues facing limited income households. The assessment helps the agency determine how to combat the effects of poverty and fulfill our mission. After the assessment is complete a Strategic Plan is created which summarizes what needs HRDC feels it can effectively address and identifies areas where forming partnerships and collaborations would better serve the target population.

To assess, measure, record and share information about local needs and factors affecting self-sufficiency HRDC employs a self-sufficiency matrix. Individual data is collected on households in the following categories: income, employment, housing, education, transportation and childcare. These categories were created utilizing ROMA principles and needs assessment data. The matrix consists of a series of outcome scales documenting an individual or household's condition. In addition, each dimension was developed independently on a continuum from "in-crisis" to "thriving." Instead of just one (financial) dimension the matrix can consist of a range of outcome measurements and a series of scales that describe the situation of an individual or household in the area of self-sufficiency. The overall goal is to move households who are in crisis or vulnerable above the prevention line to a stable, safe or thriving designation (National Association for Community Services Program, 2013). This approach is statistically supported by a study done by the Annie E. Casey Foundation. The study showed that by reaching a level of self-sufficiency in life depends on the coming together of multiple aspects that enable an individual to become stable, rather than fragmented services in a variety of timeframes. Bundled services using the outcome matrix give customers the best chance to succeed. Additional data is collected for older adults including food security, nutrition, social support and health care services.

HRDC is governed by a 15 member Board of Directors with a tripartite structure representing customers and the community, public officials and local government and private sector. One-third of the members are elected public officials currently holding office, or their designated representatives. One-third of the members are low-income individuals or representatives of the low income sector in the community. The remaining one third represents business, industry, labor, education, and other major groups of interest in the community.

Under the umbrella of HRDC's organizational infrastructure, RSVP is provided the following: Human

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Resource Management: Employee Handbook including policies and procedures (attached), personnel file maintenance, interviewing, reference checks, background checks, hiring and firing as needed and annual staff evaluations; Central Administrative Services: fiscal accountability (ORION, accounting and financial software, is used to track all financial and in-kind resources) including Financial Policies and Procedures (attached), travel policy, bookkeeping, fiscal systems management, payroll management, timesheet maintenance, general ledger functions; Grant Management Functions: file maintenance for contractual grants, grant notification services, official correspondence; Miscellaneous services: advertising for employment openings as needed, marketing/branding materials, central receptionist services, provision of training and technical assistance opportunities, staff meetings and team building activities throughout the year.

Other

N/A

PNS Amendment (if applicable)

N/A