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## Narratives

### Executive Summary

INCA RSVP will serve an estimated 160 RSVP volunteers will serve. They will work with the local fire departments setting up and staffing call centers, providing health/first aid services, creating disaster kits, distributing meals, and other services that are needed. The RSVP volunteers will serve at the local nutrition sites by delivering food and providing companionship to the elderly and disabled who come there to eat. They will also distribute information about health care at the local hospitals. In addition to all that, the RSVP volunteers provide after school tutoring two days a week for students who are struggling in math and reading. Last on the list are the RSVP volunteers who do not do their volunteer work at any particular site but take care of the elderly in their communities, helping them continue to live independently and in their own homes. These RSVP volunteers serve 21 fire stations, 13 nutrition sites, 3 local hospitals, 1 middle school, and 2 independent sites. The types of organizations the RSVP volunteers serve are emergency management, nutrition sites, local hospitals, and public schools. The primary focus area of this project is Disaster Services. At the end of the 12-month performance period, the local fire departments will have many RSVP volunteers responding to their needs through emergency management, elderly and disabled will receive food and companionship supplied by the RSVP volunteers. Hospitals will be able to inform the public of health care information, and students will have received tutoring in math and reading that will help them be successful the following year. The CNCS federal investment of \$27,894 will be supplemented by \$32,435.00 for the State, \$6000.00 from United Way and \$15,441.00 in local money.

### Strengthening Communities

Geographical Description of area served:

INCA-RSVP covers a three county rural area in south-central Oklahoma. The counties served are Johnston, Murray and Carter counties. The area is rolling countryside, and is known for its major streams and lakes. Carter County is the largest of the three counties, with a population of 47, 557 in

## Narratives

2010. It covers 834 sq. miles and has 4 smaller towns in the county. The major city in Carter County is Ardmore with a population of 24,283 according to the 2010 census. It is generally considered the hub of South Central Oklahoma; also know by state tourism pamphlets as Arbuckle Country and Lake and Trail Country. Ardmore is located at the eastern margin of the Healdton Basin, one of the most oil-rich regions of the United States. Ardmore is located 90 miles equidistant from Oklahoma City and Dallas/Fort Worth, Texas at the junction of Interstate 35 and U.S. Highway 70.

Johnston County is the second largest County in area. It covers a total of 658 sq. miles but has a much smaller population than the other towns. Tishomingo is the largest town and the county seat of Johnston County. The population of Tishomingo is 3,034 according to the 2010 census, a decline of 4.1 percent from 3,162 in 2000. Tishomingo was established in 1901 and was the first capital of the Chickasaw Nation, from 1856 until Oklahoma statehood in 1907. Murray State College, a community college with an annual enrollment of approximately 2000 students is located in Tishomingo. The other eleven rural communities in the county depend on Tishomingo for their shopping and many of the students come into Tishomingo because their school population does not support a high school.

Murray County covers approximately 425 sq. miles but has the second largest population of 13,488 in 2010. Murray County has two major cities, Davis and Sulphur, with several smaller rural and rather isolated communities in the county. Sulphur is the County Seat for Murray County, and has a population of 4,794 in 2010. Sulphur is the home of the newly finished Chickasaw cultural Center, a museum which tells the story of the Chickasaw Nation. Sulphur is also the home of the Oklahoma School for the Deaf, and the Chickasaw National Recreation Area, originally known as Platt national Park.

Disaster Services -- Primary focus:

Johnston County covers an area of 658 sq. miles. Of these, 644 sq. miles is rolling hills and farm land, and 14 sq. miles of water. It has a population of 10,957 residence living in 12 communities

## Narratives

throughout the county. Tishomingo is the only town with a fire department large enough to have 3 full time fire fighters and 19 volunteer fire fighters. All the other small communities of Connerville, Bromide, Wapanucka, Coleman, Milburn, Ravia, Mill Creek, Troy, Mannsville, and Butcher Pen depend solely on volunteers to man their fire departments. The small communities are spread throughout the county with many miles in between and Tishomingo responds to all of them. These communities work closely with each other in cars of a disaster, but volunteers are needed to support their efforts, by supplying snacks, food, water and other needed necessities to the front line.

Murray County covers a total of 425 sq. miles. Murray County encompasses the Arbuckle Mountains and farm/ranch land that covers 418 sq. miles, which leaves only 7 sq. miles of water. Murray County has a population of approximately 13, 488 in 2010, and only two major cities, Sulphur and Davis.

Sulphur has one part time fire fighter and the remaining are volunteers. The rest of the 418 sq. mile area included the small communities of Dougherty, Oak Grove, Nebo, Drake, Hickory, Rock Prairie, Cedar Blue, Joy and Hennepin that depend on the larger fire departments plus their own volunteer fire fighters and other volunteers to respond a disaster. These small communities are comparable to the ones in Johnston County that are in remote areas with small populations.

Carter County is the largest of the three counties, covering a total of 834 sq. miles. Carter County also shares the Arbuckle Mountains and has 824 sq. miles of mountains, farm/ranch land and small communities, and 10 sq. miles of water. Carter County had a population of 47, 557 people in 2010, with Ardmore being the largest city in the county. Ardmore is the only city in the three counties that has a full time, paid fire department. The other smaller communities of Gene Autry, Ratliff City, Springer, Tatums, Lone Grove, Wilson, Dickson and Ringling depend on their volunteer fire departments and volunteers in their communities and surrounding communities in time of need. On two separate occasions a tornado hit the Lone Grove area and volunteers came in to assist in the rescue effort, feed volunteers and those in need. The Turner Falls area has been hit by floods in the

## Narratives

past couple of years. In this instance, emergency crews were needed to rescue trapped people and support was needed for the crews that were on site.

INCA RSVP program infrastructure:

INCA's RSVP site has established volunteer stations located throughout the three counties to recruit the needed volunteers to meet our goals and objectives of community disaster services. INCA Community Services has an RSVP office in Ardmore, to serve Carter County. A Community Services building in Sulphur, Murray County, to facilitate the programs objectives and the main RSVP office and administrative office in Tishomingo, Johnston County. These offices are well established and have the staff, space, computers, internet to effectively address the need and manage RSVP volunteers and their stations to reach the desired outcomes for delivering quality disaster services.

The project and sponsor have a very strong relationship with these communities, the project and staff with the assistance of the volunteers and advisory council, work with legislators, Chamber of Commerce, resource councils, DHD, Chickasaw Nation, United Way and other agencies in the three county area to improve the quality of living in the local communities.

Disaster Service Activities --

The volunteers in each community will be involved in a combination of planning, resource training, exercising and organizing to build, sustain and improve operational capabilities. Preparedness is the process of identifying the personnel, training and equipment needed for a wide range of potential incidents and developing jurisdiction-specific plans for delivering capabilities when needed for an incident. Volunteers will receive training for immediate actions to save lives, protect property and the environment and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery. Volunteers will be trained in mitigation activities to provide a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and provide value to the public by

## **Narratives**

creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

### **Community Need for Disaster Services**

The small communities in the remote, outlying areas of Carter, Johnston and Murray Counties are too small to have fire departments with full time, paid fire fighters. Therefore, these communities rely on volunteer fire fighters to respond to whatever emergency that arises. The fire departments in turn rely on the volunteers to have disaster kits ready will provide health/first aid services, call centers that will notify volunteers to respond to the needs of the emergency crews by furnishing snacks, sandwiches, and drinks and back up support.

### **RSVP Disaster Services to be provided**

The RSVP volunteers will meet with the fire departments to establish the contents of the disaster kits that will be needed, be trained on providing first aid services, will receive mitigations training, and establish the command centers for each community.

### **Disaster Service Anticipated Outputs**

The 45 or so volunteers will serve their community with the necessary time needed to care for the emergency crews working the disaster. In some years we have had many wild fires in these three counties and in some we have been lucky to have only a few. The same goes for tornadoes, floods, and ice storms, however, the volunteers will be there in the capacity of preparedness, response, recovery and mitigation.

## **Recruitment and Development**

### **Volunteer Opportunities**

INCA has been established in the communities we serve for 44 years and worked with volunteers through the RSVP program for 27 years. We have developed strong partnerships, contacts and earned

## Narratives

the trust of the communities we serve. We continue to strive to improve our partnership and develop high quality volunteer assignment opportunities by surveying the communities, the stations, and the volunteers. Each volunteer is interviewed and completes an information sheet outlining their skills, experience and their interests. This tool is used to connect them to the service assignment that will create the best use of their talents.

In the rural areas we serve there are very limited resources, so it is imperative that we work very closely with our partners to stretch and mobilize the resources that we have. INCA RSVP plays a major role in enhancing the capacity of our partners by providing volunteers who have the skills and knowledge to provide services to the community. An example is the volunteers that deliver meals to shut-ins throughout the three counties, many of our volunteers make this type of service their only service and they take care of their neighbors who otherwise wouldn't have a nutritious meal or have daily contact with another human being.

### Volunteer Training

In an effort to promote high quality experience for the volunteers, the RSVP Project Staff uses the assistance of the advisory council, volunteers and site managers to help develop, review and organizes responsibilities which may contribute to volunteer opportunities, as well as contact resources of people that are 55 and older. Our project staff goes to the different volunteer sites to collect updated information sheets on volunteers and a refreshed one-on-one orientation about the program, goal, and objectives. Each will be given an updated Volunteer Handbook.

### Volunteer Recruitment

The RSVP Advisory Council works closely with the project staff to set guidelines and develop new volunteer resources for the program. The RSVP Advisory Council represents the diverse population of the service area from the very rural areas, towns, to the largest city of Ardmore. Recruitment and placement is open to all races, ethnicities, sexual orientation, and to volunteers with disabilities,

## **Narratives**

including age-related disabilities. Information and recruitment information is provided to the veterans through the American Legion Post #164 and the Veterans of Foreign War Post #4869 The Advisory Council supplies support for the volunteer station managers, and contributes suggestions that will enhance the number of volunteers in each county. The Recruitment and Retention Committee meets every 3rd quarter. (October).

### **Volunteer Retention and Recognition -**

Our project has updated and made electronically available our volunteer time sheets, mileage reimbursement forms, station time sheets, Volunteer Handbook, and Orientation for volunteers and station supervisors. This year we will provide these on the website and divide the information into user friendly categories for volunteers, volunteer station supervisors and community participation groups. We are and will be utilizing a web page on the sponsoring agent's website to promote and notify volunteers of upcoming activities that need volunteers.

At the end of each fiscal year, the RSVP volunteers are honored with a Volunteer Recognition Luncheon. Invitations are mailed out to each volunteer, inviting them to the luncheon, time and place that it will be. If volunteers need assistance or transportation to get to the designated place, the coordinators make sure that service is provided. Each county has their own individual luncheon, which is prepared around a different theme each year. The tables are decorated to represent that and the volunteers are allowed to take part of the decorations, which are drinking glasses that reflect the theme, RSVP candies and other RSVP incentives. The volunteers draw numbers for door prizes, which are supplied by local merchants or donors; they are given RSVP hats, jackets/T-shirts with the RSVP logo. Each volunteer is given a beautiful certificate that states the number of hours they served that year.

### **Program Management**

#### **Volunteer Station Management**

## Narratives

The agency will assure compliance with guidelines set forth in the Program regulations, policies and applicable laws for volunteer station management. INCA RSVP Program has developed and implemented a system of recruiting, managing, and assessing volunteer station sites to meet the programs targets and objectives. The RSVP Director and County Coordinator are experienced in the process of station management, currently working with 27 active volunteer sites. They have begun recruiting new partners and sites to meet our new community priorities and focus areas. The agency will insure that the volunteer station are eligible, governed by a Memorandum of Understanding, provided training, placement of volunteers is assessed, and will consider the demographic make-up of our service area in the enrollment of volunteers, taking special efforts to recruit eligible individuals from minority groups, persons with disabilities, and other under-represented groups.

The agency will utilized the Volunteer Reporting Software to track the activities and progress of the volunteer stations and site monitoring to ensure compliance.

### Volunteer Stations Outside the Primary Focus -

In the extremely rural part of Oklahoma that we serve there are limited resources in the communities and the needs of each small community can vary. It is important that we work closely with these communities to meet their unmet needs outside the primary focus of disaster services. We currently have 27 MOU's with volunteer stations that cover our three county area. Through our partnerships with the station we are able to address the health, educational, economic, and special needs of the communities. Our staff participate in many public activities, such as school carnivals, county fairs, health fairs, parades, etc. and set up booths letting the communities know that we need volunteers and listening to what they need. People who are interested in becoming volunteers will fill out an information sheet and indicate their interests. The RSVP program staff will then link these new volunteers in the areas where they are needed and can make the largest impact with their volunteer services.

## **Narratives**

### **Meeting Changing Community Needs -**

Keeping the volunteers well informed and educated will be the key to meeting the ever changing needs of our communities. The RSVP program staff will work with the volunteers within our service area to encourage more participation and give them more opportunities to volunteer in the areas of education, healthy futures, economic development and disaster relief. These focus areas that were recognized in our work plans will have impact our communities. These new objectives will involve reassigning some volunteers and recruiting new ones. The program staff with the assistance of the RSVP Advisory Council and community partners will present information session describing the needs and outlining the volunteer services needed in INCA RSVP focus areas. During this change we realize that we may lose some of the volunteers we have had for many years, and some will continue volunteering in the area they are most comfortable, but also realize that we will gain new volunteers who will be excited about assisting with the disaster services and our other focus areas. We will provide training for all the volunteers who want to participate in the focus areas. We are anticipating that some of the volunteers who currently have duplicate site where they render their services will be moved to sites with more impact to the community and meet the needs of the communities better.

### **Organizational Capability**

#### **Programmatic and fiscal oversight -**

INCA Community Services, was incorporated under the laws of the state of Oklahoma, is a multifaceted private nonprofit organization in 1964. INCA Community Services mission is to alleviate the causes of poverty and enhance the public health and welfare by opening to everyone the opportunity to work, have safe and affordable housing, transportation, training and education, and the opportunity to live in decency and dignity.

A major contribution to the success of our agency is its ability to administer and manage the finances of a multi-organizational effort and to facilitate the work of key community partners toward

## Narratives

measurable outcomes. As the grantee we will assure compliance with guidelines set forth in the program guidelines and manuals, participated in grantee meetings, attended training events, utilize collaborations with other community partners, and responded to information requests by funding sources.

The agency has an established, strong administrative team to assure the success of this program. One of the administration's top priorities is accountability, and is exhibited through the administration's leadership and performance abilities. The administrative team includes the Executive Director who has been with the agency for 13 years, Financial Consultant for 8 years, and the Lead Bookkeeper for 23 years.

INCA's understanding of successful operating grants and programs is evidenced by its independent audit report indicating the agency's prior projects have no findings, issues or reportable conditions.

INCA receive and administers 36 grants and contracts totaling over seven million dollars. The funding sources site visits and monitoring has been clean with no findings.

The agency has sufficient capital to sustain ongoing program services for at least (2) months in the event of an unforeseen delay in the reimbursement of grant expenditures. Has required Federal Identification, registration, maintains a Certificate of Good Standing and will comply with all financial procedures, CNCS reviews and audits.

All administrative, personnel and safety issues are included under the INCA Community Service, Policy and Procedures including a travel policy. The RSVP program staff is evaluated annually.

Electronic Capacity - All computers have Microsoft Office 2007 and our Operating Systems are a combination of Windows XP Professional and Windows 7 Professional. Our computers also have video and audio capabilities which would allow us to view any video, photos, etc. and network scanners. Hard wire and wireless internet accessibility is available.

Staff Positions -

## Narratives

Mary Jo Massey, RSVP Director, is responsible and serves as a working project manager, actively involved with community organizations, volunteers and volunteer's station. She will coordinate and facilitate achievement of project goals and outcomes. She will assume the duties of program coordinator for Johnston and Murray counties. Ms. Massey was appointed Interim Director on August 1, 2011 after the untimely death of the previous Director. She was appointed a Director on April 1, 2012 of the following year. Mary Jo had been the RSVP coordinator for Johnston County for 8 years. She has been dedicated to making a smooth transition and is committed to moving forward and making the necessary changes to have a successful quality Program. She has a Bachelor of Science and a Masters degree in Elementary Education and taught school for 30 years. She also serves as county coordinator for Johnston and Murray counties. This position is directly funded by grant.

Patty Knappage, RSVP County Coordinator, is responsible for recruiting, training, and monitoring volunteers and supervisory arrangements and other activities in cooperation with volunteer station staff. Patty has been RSVP County Coordinator for Carter County since May of 2008. This position is directly funded by grant.

LaQuita Thornley, Executive Director, INCA Community Services --is responsible for the overall planning, directing and control of all programs and projects under the agency umbrella, and has worked for INCA for 14 years. Prior related experience includes 8 years as Credit Manager and Financial Analysis for the Federal Nation Bank. This is an indirect support position furnished by agency.

Lowell Wright, Financial Officer and Consultant has been with INCA for 8 years. He has had 16 years experience as a Fiscal Consultant and has a Bachelor of Science in Accounting. He has performed Audits for non-profit and Government Entities since 1991. Lowell has the responsibility for keeping abreast of State and Federal regulations, plus monitoring quality in internal control. This is an indirect support position furnished by agency.

## Narratives

JoAnn Barnes serves as the Lead Bookkeeper for INCA and has 24 years of experience. She has the responsibility for overseeing expenditures, logging in all monies received and preparing monthly expenditure reports. It is her job to reconcile the account with each entry, compile required reports and perform closeout functions. This is an indirect support position furnished by agency.

Shelley Prince, Executive Secretary, has been with the agency for 12 years. She is responsible for the data input into the Volunteer Reporter, which the agency uses to track number of volunteer hours, stations and services. She assists the RSVP director in preparing reports, presentations and correspondence. This is an indirect support position furnished by agency.

Experience in Disaster Services (Major Focus Area) -

INCA staff serves on numerous Local Emergency Preparation Committee throughout its services area, assisting and developing disaster and emergency preparation plans for the very rural communities that are in our service area. INCA's transportation department is on call for emergency evacuations and the transporting of volunteers into disaster areas. In 2011 a tornado devastated the southeast portion of our service area. It was declared a National Disaster and INCA served as the Lead Agency for the Long-Term Recovery of the area. The agency was cleared and handled the local FEMA recovery process, served as fiscal agent for the donations of \$533,076.47 raised for the recovery. Our office did the administrative work in distributing the funds, training and organizing the volunteers to do the long-term case management. INCA also serves as the unit leader for the Salvation Army in two of the counties we serve.

Experience in Senior Services -

INCA has successfully operated services for seniors including: Senior Transportation services giving them access to essential services such as medical, nutrition, dental, banking, bill paying, shopping and social services to maintain their health and independence since 1976. The agency operates the SHIP (Senior Health Insurance Program) providing accurate and objective counseling, assistance, and

## Narratives

advocacy relating to Medicare, Medicare supplements, Medicare Advantage, long-term care, low income subsidy and other related health coverage plans for Medicare beneficiaries, their representatives, or persons soon to be eligible for Medicare.

Other services offered through INCA to seniors includes community specialists who assists with emergency utility, food, clothing, shelter, outreach and referral; homeless prevention caseworkers who assist homeless and potentially homeless individual families stabilize and become self-sufficient; RxOklahoma and emergency prescription drug services case workers; weatherization and housing program; developmental disabilities program for adults; public transportation and free income tax preparation. A kiosk computer is available for the public use to contact them to the websites of the services they need.

Experience in managing volunteers -

INCA has operated the Retired & Senior Volunteer Program for 27 years, successfully connecting seniors with the needs of the communities they live in. INCA also operates volunteer programs for parents through Head Start early childhood program; youth through our community service program and other community members through community projects through our food closets, clothing banks and holiday projects.

Performance Management -

INCA has proven to be an effective nonprofit organization; management, board members, advisory councils, staff and clients participate in planning, assessing and analyzing needs, programs, and activities impacting our communities. This includes publishing progress reports, annual self-assessment of projects, and having an on-going monitoring in place. The agency use the Volunteer Report software program to collect the data and a monthly report is reviewed by the Board of Directors and staff. The RSVP advisory council meets and review these reports on a quarterly basis to assure that the program is on track and the activities our meeting the needs of the communities.

## Narratives

INCA has a strong established organizational infrastructure - Tangible Assets -

The agency owns the office building which houses the RSVP Director in Johnston County. INCA also owns and operates a community office located in Sulphur that the RSVP staff can work out when in that county. The Carter County RSVP office and utilities are donated by the Southern Oklahoma Nutrition Program, in Ardmore. The RSVP staff has access to the necessary equipment, supplies to effectively operate the program including telephone, internet, computers, and office furnishing. A kiosk computer is available for the public use to contact them to the websites of the services they need.

Governance structure and operations -

INCA is governed by a twelve-member board of directors. The board is structured to provide geographic balance and is designed to insure representation of most all local interest, local government, private sector organizations and the poor. As the attached organizational chart indicates INCA has a team of experienced leaders to successfully operate a multi-faceted organization successfully building upon the skills and collective knowledge and experience.

INCA RSVP's advisory council advises and assists the program staff with program development, community and financial support, project polices, public relations, project evaluation, needs assessments, recruitment and training and special projects. The advisory council meets quarterly. The RSVP Program Director reports monthly to the Board of Directors and quarterly to the Advisory Council. It also reports quarterly to Oklahoma DHS Aging Services, annually to the United Way and every six month to the Corporation for National & Community Service.

The agency has strong internal policies in place for the staff, clients and volunteers. Personnel Policies and Procedures and Volunteer handbooks are distributed on also available on the agency's website for outlining responsibilities and policies for such things as recording time and travel reimbursement. Training is provided to our staff, volunteers, Board of Directors and Advisory Council to ensure compliance with regulations and laws.

## Narratives

### Community Participation -

INCA Community Services is a community based organization with a 44-plus-year history of serving in the community and has gained the trust of the community and service organizations within our area of service. INCA Community Services plays an important role in the rural community services by linking service providers, agencies and the community. Our staff participates in community-based committees and coalitions, facilitates growing community knowledge and provides structures for action at the local level to promote positive change in life styles, and promote economic, social and social opportunities to our community's citizens.

### Federal Grant and management experience -

INCA Community Services has been the successful recipient of state, federal and local grants since 1964 when INCA received its first Federal Community Services Block grant to administer programs to assist the economically disadvantaged in Atoka, Marshall, Murray and Johnston Counties. In 1966 INCA was award a grant to start a Head Start program and continued to be the grantee and now serves 384 children and families with a budget of over 3,000,000.00. In 1999 INCA received Federal and State Funds to expand a small Senior Citizen route to a rural public transportation program which has grown to forty vehicles, with a budget of \$1,500,000. Over the last 44 years has grown, changed and expanded to meet the needs of the community and the economically disadvantaged. INCA's annual budget of approximately 7,000,000 million dollars, include a diverse mixture of state and federal grants, interest income, contributions and other income. Programs, services and projects currently operated by the agency include Family and Community Centers, Outreach and Referral Services, Emergency Food and Clothing Services, Senior Citizens Center, Head Start (children 3-5), Weatherization, Housing, Homebuyer Education, Rental Homes, Retired Senior Volunteer Program, Homeless Assistance, Emergency Prescription Drug Program, RxOklahoma, Emergency Food and Shelter Programs, Developmental Disabilities Services, Free Income Tax Preparation, Financial

## **Narratives**

Literacy, Medical Equipment Lending and Public Transportation.

Non-federal Share -

INCS RSVP has a strong track record of meeting and exceeding the non-federal share required. The non-federal share is obtained and sustained through grants and donations that have been established through the years of working and giving to the community. This includes United Way, city and county government, and business donations.

**Other**

N/A

**PNS Amendment (if applicable)**

N/A