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Executive Summary

The Independent Living Center, Inc. (TILC) received funding to operate the Retired and Senior Volunteer Program (RSVP) from CNCS in 2010. Since 2010, TILC staff members have learned a great deal about the program and have worked with mentor agencies to better understand coordinating an effective volunteer program. In the past eight months, TILC's RSVP Coordinator has instituted new policies and procedures to ensure the long term success of not only the Southwest Missouri RSVP but of the volunteer programs for our volunteer stations. We believe that our entire community relies on effective volunteer services, especially in the wake of the Joplin tornado. We are confident that the policies and procedures that we have implemented coupled by the volunteer spirit of our community will lead to continued success. We are excited about the new volunteer opportunities we are working on and we have gained support from several community organizations that are also very excited about being a part of this program.

We anticipate having 300 unduplicated volunteers serving southwest Missouri. The populations that the volunteers will serve include: Veterans, children, people with disabilities, elderly, and families from poverty situations. The Primary Focus Area is Healthy Futures with home bound meals for seniors and people with disabilities as the primary service line. Locations for service activities are throughout the entire service area and include the Area Agency on Aging and area senior centers. Currently, we have eight total volunteer stations, some of which have multiple sites. The overall expected results include healthier life styles, reduction in family stress, and improved nutrition for vulnerable populations. Results are detailed further in the application.

The Federal funding level for this program is \$32,126.00 of a total budget of \$46,109, or 69.7% of the budget for SW MO RSVP is from Federal funding. The non-Federal funding for this program is

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\$13,983 or 30.3%.

Strengthening Communities

Southwest Missouri has been forever changed by the tornado that tore through our community on May 22nd, 2011. Since then, we have come together like never before, working toward the common goal of rebuilding a stronger, better southwest Missouri. A large component of strengthening southwest Missouri comes from our Retired and Senior Volunteer population.

The Independent Living Center is located in southwest Missouri where over 200 nonprofit organizations work together to provide services for community needs. The largest metropolitan area is Joplin (2010 pre-tornado population estimate 50,150) and the average household income is \$36,884. The largest employers are health facilities and trucking companies. According to 2010 census estimates, 13.6% of Jasper County, 17.3% of Barton County, 13.1% of McDonald County, and 15.4% of Newton County are residents over the age of 65. The area has large Hispanic and Vietnamese populations, which adds to cultural diversity. In McDonald County, 11.5% of the population is of Hispanic or of Latin origin, nearly 8% higher than the state average. 4.7% of Newton County is of Hispanic and 7% of Jasper County is of Hispanic origin. According to data compiled by the Missouri Association of Community Action, 2010 poverty estimates show a total of 32,862 persons in Barton, McDonald, Jasper and Newton Counties living below the poverty rate. The poverty rate for these four counties in 2010 was 17.3% which is considerably above the Missouri average of 15.3%.

Healthy Futures is TILC's primary RSVP focus area. Within this area, our primary outcomes based program is the Area Agency on Aging Home bound Meals Program (H8). In addition, we are providing children and youth with healthy futures through a partnership with the Boys and Girls Club, targeting underprivileged families through cooking instruction, nutrition, and physical

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education under our Community Priorities.

TILC works to ensure that programs are responsive to community needs. We conduct regular community needs assessments to determine unmet needs. On a quarterly basis, TILC provides a Needs Survey, asking how we can better meet area needs. TILC also uses the Missouri Association of Community Action's (MACA) Community Needs Assessment Tool that provides data generated from Community Action Agencies throughout Missouri.

While comprehensive community assessments have not been completed since the tornado, many agencies have conducted their own assessments to determine needs. As a member of the Joplin Area Long Term Recovery Committee, TILC participated in surveys that asked 17,000 Joplin residents about their post tornado needs. From those surveys and interviews with community agencies, many trends are prevalent in the community.

A major trend is that families have had to focus more on the bare necessities of living and having a roof over their head and less on health and wellness. Many families have been forced in to less healthy environments and often do not have the resources to ensure healthy nutrition and activities for their families. The Area Agency on Aging has had more requests for home bound meal programs from adults who previously relied on family members or friends for daily meals.

How Activities Lead to Outputs and Outcomes: Through the Area Agency on Aging home bound meal program, volunteers help facilitate services for those that are remaining in their home and need assistance with meals to maintain community living. Through this program, volunteers will also communicate with the participant about their health needs, checking on them generally five days a

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week. For many of the participants, the volunteer is their only connection to the community and could be the difference between getting the additional help they need or doing without. Our output goal is to deliver approximately 350 meals a month to home bound seniors.

Management of Volunteers and Volunteer Stations: All volunteers receive an RSVP Volunteer Handbook (submitted) that explains the policies and procedures of the RSVP program as stipulated in the RSVP Handbook generated by CNCS. Volunteer Stations sign a Memorandum of Understanding (MOU) and Safety Assessments stating that they will comply with all RSVP rules and regulations. Yearly visits are conducted at each Volunteer station to make sure they are in safety compliance. We will coordinate monthly--or as needed--visits to make sure that all programs are being executed as planned. Prior to commencement of the grant, orientation meetings will be held for Volunteer Stations and volunteers so that we can review what is expected of everyone, from execution to reporting and tracking volunteer hours and outcomes/outputs. While developing this grant application, we discussed with each volunteer station the required data tracking and each station agreed to comply with the requirements.

Serving Veterans and Military Families (V1): According to the MACA Community Needs Assessment Tool, it is estimated that 17,003 Veterans lived in Jasper, Newton, Barton and McDonald counties in 2010 (or 11.1% of the adult population). As this number grows with more Veterans returning from war and as the Veteran population continues to age, their needs increase. All of our programs will provide services to Veterans and military families. However, we are targeting Veterans and military families through a partnership with Avalon Hospice. Through this partnership, RSVP volunteers will provide support to Veterans and their families during their final days. Part of the service is to let the Veteran tell their story and to recognize their service with a special pinning ceremony with a Service

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Hero Pin. Also to provide any final arrangement support that the family and or Veteran may need. We will be recruiting a special team of Veterans as volunteers so that they can provide peer to peer support. The outcome expected is the reduction in the possibility that a Veteran could die alone while also reducing the stress and burden on military families.

Recruitment and Development

The Independent Living Center relies on volunteers for various activities and has a volunteer manual that outlines policies. We have a history of hiring volunteers and interns as full-time members of our team. We believe that if we cultivate our volunteers, they will learn new skills that will help them in leadership opportunities in their volunteer position, within the RSVP group, and within the greater community. In addition, we believe the time spent volunteering makes participants feel better about themselves and improves their quality of life through social interaction. We have developed our work plans based on community needs assessments, which will provide a richer experience for the volunteers who will know they are contributing to the greater good of their community. Volunteer opportunities are available that will meet a wide variety of interests from working with people with disabilities planning for emergencies to tutoring at-risk youth.

Recruitment: We believe it is important to value the individual's expertise and skills while pairing them with programs where they can use skills effectively. We ask volunteers questions about what they want to do rather than placing them where we think they will be a good fit. If a volunteer is not paired well, they will not be satisfied with the experience and will cease their involvement. To recruit volunteers, TILC uses various techniques including: volunteer open houses; Senior Center recruitment events; general marketing (media advertisements and PSAs); booths at community fairs; and presentations at community organization events (like the Elks or the Retired Teacher Associations). During the coming program year, SW MO RSVP will host a Volunteer Fair, inviting all of the

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Volunteer Stations and current and prospective volunteers and area businesses to come together to learn about service opportunities. TILC is active in the community and will work closely with various groups to recruit in outlying counties. We expect to add an additional 100 volunteers to the current volunteer pool of volunteers to meet the community needs.

Recruitment of Veterans and Military Families: Over the past six months, the RSVP Coordinator has been working hard to connect with Veterans and military families, both to determine needs as well as to recruit volunteers. We have invited a local American Legion Post Commander to be a part of the Advisory Board and have scheduled with various Veteran groups to be on their agendas to speak at meetings about the RSVP volunteer options.

Recruitment of Volunteers with Disabilities and Age-Related Disabilities: TILC is unique as an RSVP host organization being a Center for Independent Living. As a center, TILC focuses on services for people with disabilities and the elderly. We regularly recruit senior and people with disabilities to be volunteers in a variety of capacities. We use the TILC newsletter, the Area Agency on Aging newsletter, and events at Senior Centers and public housing agencies to recruit potential volunteers from these populations.

Retention and Recognition: We realize that volunteers who do not feel appreciated or needed will not continue volunteering. With this in mind, TILC stresses the importance of our volunteer program from the first meeting with a new volunteer. TILC discusses the impact that volunteers have on our community during the volunteer orientation. Their first active volunteer day, participants are met by the RSVP Coordinator and are provided with general orientation. After they have been an active volunteer for two months, they receive a "new volunteer appreciation bag". We work to schedule

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volunteers according to their time constraints and help them determine their overall goals of volunteering. RSVP volunteers are thanked in our newsletter and annual report, at various volunteer appreciation activities throughout the year, and during National Volunteer Week. TILC has a volunteer corner in our bi-monthly newsletter to highlight volunteer activities and to thank volunteers for their service. We provide two to three social activities throughout the year and volunteers are invited to TILC's consumer social activities. We encourage volunteer participation on the Community Advisory Board and other community boards. We work with volunteers to provide peer-mentoring opportunities so that volunteers who do not have experience can be paired with an experienced volunteer for mentoring. We believe that effective communication and respect for our volunteers is a cornerstone to retaining good participants in the service program.

Recruitment and Retention of volunteers: RSVP Director will actively recruit in the community for volunteers to meet these needs by talking with businesses, civic groups, church organizations, getting articles in print media, kicking off a social media campaign. Will work with local TV and Radio stations to get airtime to promote the new RSVP programs and the impact we can make on the community. Retention of volunteers will be maintained by making sure all volunteer are aware of benefits, volunteer insurance, our appreciation day trip and annual recognition dinner along with mileage reimbursement to and from their volunteer station. We will also stay in contact via quarterly newsletters.

Training and Technical Assistance: TILC staff members regularly provide training and technical assistance throughout the state to other nonprofits on a variety of topics. With such expertise, TILC has the capacity to provide effective training and technical assistance to project staff, volunteers, volunteer station supervisors, and community participation groups. The RSVP Coordinator also uses

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the RSVP Network for technical assistance and best practices. TILC uses VolunteerWorks database to keep accurate records for volunteer stations and project staff. TILC has a large training room with multi-media capabilities where training exercises can be conducted. TILC coordinates with volunteer stations to provide site trainings while also assisting the stations in maintaining their volunteers through various volunteer retention strategies. TILC provides necessary computer training, volunteer tracking assistance, community workshops on volunteer retention, and volunteer support networks. If issues arise between stations and volunteers, the RSVP Coordinator works to diffuse the problem and seeks ways to improve the relationships.

Program Management

Plan and Infrastructure to Manage Volunteer Stations:

Plan to Develop Capacity to Recruit and Manager Volunteers Stations that Address Unmet

Community Needs Outside Focus Area:

TILC will seek volunteer stations that have the organizational capacity to provide quality projects.

TILC will work with community groups to seek stations and will work with The Alliance of Southwest

Missouri to develop work plans that meet community needs. The current RSVP program has the

following work plans: Home Delivered Meals, Computer Education for Seniors, Childhood Literacy,

Tax Assistance, Hospice Volunteers, and Health Education. Current site stations include senior centers,

schools and other nonprofit organizations. These plans are well-established and will be continued

under the CARE program. TILC will develop new work plans to meet additional needs as determined

through community assessments and focus groups. TILC has partnered with the Joplin Habitat for

Humanity to establish a new site with volunteer opportunities in construction and thrift store sales.

TILC will develop a work plan for drivers to provide transportation to seniors and people with

disabilities through TILC's transportation program.

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Plan to Responsibly Graduate Volunteer Stations To meet Changing Community Needs:

Plan to Assure National Performance Measure Outcomes and Outputs:

TILC uses the donation and volunteer software, GiftWorks Pro. With this software, we are able to track a volunteer's time, interests, demographic information, training, and site information. With this information, we can readily show how much donated time a station has received and how many volunteers have worked at that station. We can show changes in volunteer hours based on the needs of the station and we can determine how active volunteers are. With this data, we can better understand our volunteers and can manage their needs more completely.

TILC has assessment tools in place to determine program success. These tools will be used to assess effectiveness both internally and in volunteer stations. TILC will also use tools developed by The Urban Institute and the Corporation for National and Community Service (toolkits on serve.gov and best practices on nationalserviceresources.org). TILC uses a volunteer satisfaction tool to continually assess volunteers' satisfaction with their experiences. When a volunteer ceases working at a station or "retires", TILC will conduct an exit interview with them to assess their experience, seek suggestions for improvement, and thank them for their service. TILC will work with site stations to assess the impact that the volunteers have on individual agencies. TILC will also survey recipients of services to determine their satisfaction and any outcomes that the program has made on their life. Annual outcome data will be shared with volunteers, staff, site stations, and CNCS. This data will then be used to improve the program.

Plan to Manage Project Resources (financial and in-kind) to Ensure Accountability and Effective Use:

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TILC uses GiftWorks Pro to manage all in-kind resources provided for the center. All donors (including volunteers) are tracked with this software which manages communication to ensure that all donors receive appropriate thank you letters, program updates, and other correspondence. TILC's Director of Operations and the accounting firm Hardy, Wrestler and Associates provide financial oversight. TILC's management team and Board of Directors review the agency budget monthly and are proactive in planning for future needs. TILC has proven an efficient fiscal entity and has managed several federal, state and local grants very effectively, including the Independent Living Grant. TILC has a sound history of coordinating resources in the community and seeking alternative funding to maintain programs. We work closely with local organizations for in-kind donations. For example, our nursing home transition program relies heavily on donated household goods from local service organizations and churches.

TILC Match--TILC provides office space (200 square feet) for the RSVP Director and a volunteer, with a computer, telephone, and all traditional office materials for a productive work environment. This match includes use of conference rooms for volunteer activities. The estimated value of office space and materials for one year is \$3000 (line-item detail is available in the budget). TILC will provide 3% of the Director of Operations time (\$1500) and 3% of the Director of Programs time (\$1590) to oversee the program. The total in-kind match is \$6090. Cash Match: TILC will provide \$2000 cash match, which comes from budget line item "State IL Grant, Other". This match will come from the Independent Living Grant that is a guaranteed grant that TILC receives on a yearly basis. In years two and three of the grant, TILC will increase the cash match with funds from the IL Grant and other grant and fundraising opportunities. The In-kind match will increase based on the annual raises of the management staff. In the past program year, TILC received a matching grant of \$15,000 to more effectively manage RSVP. The grant was received from the Community Foundation

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of Southwest Missouri and it was used to pay additional expenses related to RSVP.

Organizational Capability

Plan to Provide Sound Programmatic and Fiscal Oversight, Operational Support, and Data Collection: TILC's financial records are audited annually by the accounting firm Mense, Churchwell, and Mense. TILC uses an accrual method of accounting and all accounts are reviewed by the Board of Directors and by the accounting firm Hardy, Wrestler and Associates. TILC has effectively managed a Federal Independent Living Grant for 18 years and has been selected as a best practice organization to provide technical assistance to other grantees. In addition, TILC managed a Federal Housing Preservation Grant and is currently managing a Missouri Department of Transportation Grant. TILC has successful audits of each of these grants.

Day-to-day operational support is evidenced by the Organizational Chart (submitted). TILC has an Executive Director and Five Senior Managers that can provide staff oversight and guidance. The RSVP Coordinator has a dedicated volunteer that provides 8 hours per week of administrative assistance.

TILC has clearly defined internal policies for tracking information and resources, purchasing new materials, emergency policies, and travel policies (Personnel Procedure Manual submitted). The RSVP Coordinator has worked with the Advisory Board and the Director of Programs to develop effective RSVP Policies and Procedures. TILC board and staff jointly develop short and long-term agency wide goals on a regular basis and reassess these goals as necessary. TILC conducts quarterly and yearly consumer outcomes surveys to determine overall consumer satisfaction and program effectiveness. For the last ten years, TILC has scored 97% or higher on annual outcomes surveys. TILC uses VolunteerWorks to track all volunteer service and station information. We have policies in place for

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tracking volunteer hours and expenses (submitted) as well as documentation to ensure effective management of volunteer sites.

Description of Clearly Defined Staff Positions and Sustaining of Staff Positions:

TILC has clearly defined staff roles as outlined in our Personnel Procedure Manual (submitted). This manual lists expectations of staff while also defining specific roles. The following staff members are key to the success of RSVP and their full job descriptions are outlined in the Personnel Manual:

RSVP Director, Shelly Goerz--Directs RSVP for TILC

Director of Programs, Stephanie Brad--Oversees RSVP staff and grant

Director of Operations, Stormi Nordstrom--Works with the RSVP Coordinator and Director of Programs to oversee the fiscal management of RSVP

TILC Marketing Coordinator, Lisa Hicks--Assists with marketing RSVP

RSVP Volunteer, Lois Buzzard--Assists with administrative duties for RSVP Coordinator

The only staff position funded in part with RSVP funds is the RSVP Director. All other staff positions are funded through other means that are long-term and sustaining. If RSVP funds are not available to support the program, the RSVP Director position would not be sustained through TILC.

TILC's Track Record in the Primary Focus Area, Senior Service, Managing Volunteers, and in Measuring Performance:

TILC operates over ten programs assisting the elderly and people with disabilities to maintain their independence, improving their quality of life and providing for healthy futures. TILC has received recognition for outstanding services to senior citizens and people with disabilities. TILC provides volunteer options, allowing consumers and members of the community a way to give back to others. Volunteers provide office work, read to individuals who are blind, provide peer support, deliver food

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and equipment to those in need, among other duties. TILC is headed by Executive Director, Jeff Flowers, who is active in community service. Mr. Flowers is the past chairperson for the Missouri Centers for Independent Living and is the Joplin School Board Vice President. TILC has a staff of 43 including Stephanie Brady, Director of Programs; Robin Harrison, Director of CDS; and Stormi Nordstrom, Director of Operations. Each member of the management team have been employed with TILC for over ten years and have worked together to ensure the sustainability of the organization. TILC has a full-time RSVP Director who oversees the program services and has extensive volunteer experience. In less than a year, Shelly Goerz, the new director, has taken a program that was having problems and has turned it around to where it is extremely effective and growing. The RSVP Director reports to Stephanie Brady, Director of Programs.

Demonstrate Strong Organizational Infrastructure:

Tangible Assets: TILC owns a 15,500 square foot office building, constructed in 2009 that is equipped to meet the needs of our growing agency. This building has a 2800 square foot multi-purpose room in which we can provide meeting space for 125 people. TILC has two corporate vehicles, one corporate truck, and one Department of Transportation accessible van. We have computers, copiers, faxes, and multimedia equipment to support a staff of 48.

Governance Structure and Operations: TILC is guided by a Board of Directors (BOD) with a current membership of 11. The BOD manages the Executive Director who is then in charge of managing the day-to-day activities of the agency. The Executive Director has a management team of four with the Director of Programs, Director of Operations, Director of CDS, and Certified Nurse Manager. Each of these managers oversees their own department, with a clear chain of command provided for the staff. The Governance Manual is available at TILC for review and the Personnel Procedure Manual has

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been submitted for additional information.

Role of the Community Advisory Committee:

The RSVP Advisory Committee assists the RSVP Coordinator in defining community needs, addressing policy concerns, and developing plans for continued success and funding. The Committee meets on a quarterly basis and via email and conference call as necessary. Agendas for the coming year include developing a more comprehensive marketing plan to include the impact of RSVP and CNCS on the community, developing more fundraising options, and plans for recruitment and retention of volunteers.

Sustaining the Required Non-Federal Share:

TILC has a budget of \$6 million that supports services and programs throughout southwest Missouri. For FY2013, only 1% (one percent) of the total budgeted revenue is Federal funds. Of that 1%, RSVP funding makes up 0.55% and TILC's Federal portion of the Independent Living Grant makes up 0.45%. The \$2000 cash match that TILC will provide comes from TILC's State portion of the Independent Living Grant which is a yearly, guaranteed grant. The line item from the budget that supports the match is IL State Grant line item "Other". In addition, TILC has applied for grants from area foundations to support RSVP, receiving a \$15,000 grant in 2011. TILC is continuing to research and apply for appropriate grants to further the RSVP mission and we are confident in our ability to successfully support this program.

Other

Not applicable

PNS Amendment (if applicable)

Not applicable