

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/16/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 13SR143662	4. DATE RECEIVED BY FEDERAL AGENCY: 10/16/12	FEDERAL IDENTIFIER:
5. APPLICATION INFORMATION		
LEGAL NAME: United Way of East Central Iowa DUNS NUMBER: 109108456		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Jessica Link
ADDRESS (give street address, city, state, zip code and county): 317 7th Ave SE Ste 401 Cedar Rapids IA 52401 - 2007 County: Linn		TELEPHONE NUMBER: (319) 398-5372 37 FAX NUMBER: INTERNET E-MAIL ADDRESS: jelink@uweci.org
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 420861239		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization Local Affiliate of National Organization Volunteer Management Organization
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: RSVP of Linn and Jones Counties
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Iowa Opportunity #6 - Linn and Jones Counties		11.b. CNCS PROGRAM INITIATIVE (IF ANY):
13. PROPOSED PROJECT: START DATE: 04/01/13 END DATE: 03/31/16		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="IA 002"/> b.Program <input type="text" value="IA 002"/>
15. ESTIMATED FUNDING: Year #: 1		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372
a. FEDERAL	\$ 38,340.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO
b. APPLICANT	\$ 95,227.00	
c. STATE	\$ 5,231.00	
d. LOCAL	\$ 89,996.00	
e. OTHER	\$ 0.00	
f. PROGRAM INCOME	\$ 0.00	
g. TOTAL	\$ 133,567.00	
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.		
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Leslie Wright	b. TITLE:	c. TELEPHONE NUMBER: (319) 398-5372 15
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/16/12

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Executive Summary

United Way of East Central Iowa (UWECI) is submitting the following application for federal funding to sponsor RSVP of Linn and Jones Counties (RSVP). An estimated 203 unduplicated RSVP volunteers will serve within the project's primary focus area of Healthy Futures. This represents 48% of the project's total 424 unduplicated volunteers.

RSVP volunteers will serve older adults, persons with disabilities, individuals struggling with food insecurity, individuals in need of information on health insurance, and veterans. Volunteers will assist these individuals through service activities such as meal delivery, transportation, housing services, companionship programs, food security programs focused on education and providing services, and distribution of health insurance information. This will be accomplished through a network of approximately 17 stations, such as Meals On Wheels, Heritage Area Agency on Aging, Linn County Veterans Affairs, older adult service providers, adult education centers, hospitals, food banks, community non-profits, and more.

At the end of the three year grant cycle, Healthy Futures outputs will report that: (1) 624 homebound or older adults and individuals with disabilities received services that allowed them to live independently, (2) 2,000 clients received information on health insurance, and (3) 1,030 individuals received services and education to alleviate long-term hunger. RSVP volunteer service activities will report an outcome that 288 homebound or older adults and individuals with disabilities reported having increased social ties/perceived social support.

The CNCS federal investment of \$38,340 will be supplemented by \$95,227 from non-federal resources.

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Strengthening Communities

RSVP of Linn and Jones Counties (RSVP) serves two counties in the state of Iowa. Based on the 2010 United States Census Bureau, Linn County is the second largest county in the state with a population of 211,226. The same census reported that the Jones County population was 20,638. The following statistics for both counties paint a picture of these two communities:

- Persons under 18: 24.3% in Linn; 22% in Jones (2011 US Census estimates)
- Persons 65+: 13.2% in Linn; 17.4% in Jones (2011 US Census estimates)
- Caucasian: 91.4% in Linn; 96.5% in Jones (2011 US Census estimates)
- Rural residents: 12.7% in Linn; 57.9% in Jones (2010 US Census)
- Unemployment rate: 5.3% in Linn; 5.2% in Jones (July 2012, US Department of Labor)
- Persons living below the poverty level: 9.6% in Linn; 8.2% in Jones (2006-2010 US Census)
- Number of veterans: 17,013 in Linn; 2,180 in Jones (2006-2010 US Census)

In Linn County, over half of the county's residents live in Cedar Rapids (126,326 in 2010). The metro area has over 500 nonprofits, 4 school districts, 2 large hospitals, 3 post-secondary institutions, dozens of faith-based congregations, and over 16,000 businesses.

In June 2008, Cedar Rapids suffered devastating flooding. Ten (10) square miles or 14% of the city was affected. Over 18,600 people were directly impacted by the flood. Flood victims in the Cedar Rapids area were statistically more likely than other Linn County residents to be low income and be a minority (Iowa Fiscal Partnership). The median income in the flooded areas was 74% of the median income of Linn County as a whole. The community continues to recover from the disaster and has worked to establish disaster preparedness processes.

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Jones County is a rural community 30 minutes east of Cedar Rapids. Anamosa is the largest town with a population of 5,533. Monticello is the next largest town (pop. 3,796), followed by eight smaller communities. (2010 US Census) Many residents travel outside of the county for work.

RSVP serves two distinct communities: Linn County is a busy, urban community with a wide variety of opportunities for volunteers to engage in service. Jones County is a traditional, small town Iowa community, whose citizens are dedicated to maintaining their rural roots.

Healthy Futures Primary Focus Area - The Community Need and the Impact of RSVP:

RSVP's Primary Focus Area is Healthy Futures, with an emphasis in service activities related to Aging in Place. RSVP will have 203 unduplicated volunteers (48%) serving in Healthy Futures. Of those, RSVP will have 124 unduplicated volunteers (29%) serving in Healthy Futures work plans with National Performance Measure (NPM) outcomes. An additional 12 unduplicated volunteers (3%) will serve in work plans with NPM outcomes in other CNCS focus areas.

Healthy Futures Objective: Aging In Place - Community Population. In February 2009, the University of Iowa's Center on Aging published a paper titled "The Iowa Challenge in Aging." The report concluded that the state of Iowa is in large part a state of older adults. Based on the US Census population estimates in 2007 (current at the time of the paper's publication), Iowa ranked fourth in the nation in the percentage of individuals age 85+ (2.6%), and fifth in the percentage of residents age 65+ (14.7%). In comparison, 1.8% of the US population was 85+ and 12.6% was 65+ in 2007. The authors projected that in 2030, 22.4% of Iowans would be age 65+.

This high percentage of older adults is also reflected in Linn and Jones counties. The 2010 US Census

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Bureau reported that 3,556 seniors age 65+ live in Jones County (17.2%) and 27,488 live in Linn County (13%). This elderly population will grow as the 4,401 residents of Jones County and 19,332 residents of Linn County currently ages 50-64 continue to age in their communities.

Community Need. In 2008, the Iowa Department of Elder Affairs conducted a survey of the needs of older Iowans living in their own homes. The survey reported on the percentage of older adults currently needing assistance, and the percentage of older adults who responded they would either "very likely" or "somewhat likely" need assistance by 2010. Survey results for the service area including Linn and Jones counties demonstrated the following needs: chore assistance, 34% current 2008 need, 47% projected need in 2010; meal delivery, 8% current 2008 need, 18% projected need in 2010; transportation, 6% current 2008 need, 8% projected need in 2010. The report also showed that the surveyed need for meal delivery was 8%; however, only 5% of older adults reported they were receiving services at the time of the survey. This demonstrates a 3% gap in meal delivery service.

According to Linn County 2006 statistics, there is also a need for safe and effective home access via wheelchair ramps. A survey of individuals with disabilities who were not institutionalized found that 5,100 individuals age 65+ had a physical disability. Nearly 65% (3,300) of those surveyed reported a need for access outside of their home.

In 2010, the US Department of Agriculture reported that over a quarter of all seniors 65+ in Linn and Jones counties live alone: 7,962 individuals in Linn (28.9% of individuals 65+) and 992 in Jones (27.8% of individuals 65+). Individuals living alone can often suffer from feelings of isolation. Many older adults, living alone, also have difficulty maintaining a steady supply of food and experience some degree of difficulty handling food preparation, according to the Meals On Wheels Association of

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America. The Association also reported that those who live alone are twice as likely to experience hunger and health problems as those who do not.

These statistics demonstrate a clear need for services to help older adults and persons with disabilities maintain their independence and age in place in Linn and Jones counties.

Service Activities. In addressing these community needs, RSVP has identified several evidence-based service activities for volunteers to provide community solutions. These service activities include (1) meal delivery, (2) transportation, (3) in-home companionship, (4) chore services, and (5) the construction of wheelchair ramps. RSVP staff have researched these service activities to ensure they will provide a vital impact in both assisting older adults to live independently in their homes and increasing their social ties/perceived social support.

(1) Meal Delivery. Home delivered meal programs are regarded as a vital tool in minimizing isolation and loneliness. A Congressional study concluded that federal senior nutrition programs result in homebound seniors having higher levels of socialization with 17% higher average monthly social contacts (Journal of the American Dietetic Association, February 2002).

(2) Transportation. Community supported transportation programs are a pivotal factor in determining whether aged and disabled populations are able to remain in their homes. In 2010, RSVP of Jones County and Aging Services in Linn County surveyed transportation clients to evaluate the impact of transportation on independence. Over 94% of respondents (total 137 responders) reported that the transportation service promoted their sense of independence.

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(3) In-Home Companionship. Isolation and loss of social interaction due to poor health, lack of transportation, or other issues are contributing factors to depression and self-neglect. Social exchange is vital to maintaining mental health. In-home friendly visits from community volunteers can help to combat senior social isolation. These visits provide socialization, emotional support, and a safety net to ensure these homebound older adults do not go without community support.

(4) Chore Assistance. Chore services are a proven resource to help reduce the number of individuals placed in nursing homes and increase the ability for an individual to sustain his/her independence in a safe, well-maintained home. In FY2010, only 1% of the chore service clients at Aging Services (RSVP's partner station) were moved into nursing homes.

(5) Wheelchair Ramps. The Americans with Disabilities Act of 1990 (ADA) recognizes the right of people with disabilities to participate in the life of the community. While the act specifically applies to public places and places of employment, if an individual does not have access to or from his/her home, he/she will continue to be isolated from the life of the community. The construction of ADA compliant wheelchair ramps for the homes of persons with disabilities removes physical barriers and aids in decreasing isolation and increasing independence.

NPM. The NPM outputs for all of these activities will be the number of homebound or older adults and individuals with disabilities who report receiving services that allow them to live independently. The NPM outcomes for all of these service activities will be the number of homebound or older adults and individuals with disabilities who report having increased social ties/perceived social support. RSVP staff will work with its station managers to collect the necessary information to report on NPM outputs and outcomes for these services activities.

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Healthy Futures Objective: Access to Care - Community Need. It is estimated that starting in 2011, one person becomes eligible for Medicare every 8 seconds (American Association of Retired Persons). Despite the popularity of Medicare, it is still a confusing system for seniors to navigate. Given the previously reported statistics of older adults in Linn and Jones counties, there continues to be a growing need for assistance in understanding Medicare information and health care choices.

Service Activities. RSVP volunteers will participate in service activities to inform clients on health insurance and health benefit programs through the Senior Health Insurance Information Program (SHIIP). Created by the State of Iowa's Insurance Division in 1990, this free, confidential service helps Iowans make informed decisions about Medicare and other health coverage. SHIIP volunteers provide one-on-one assistance to Iowans with questions and problems related to Medicare, Medicare Advantage, drug benefits, supplemental insurance, and long-term care.

NPM. RSVP will work with the SHIIP station managers to track the NPM output to report on the number of clients who receive health insurance information.

Healthy Futures Objective: Obesity and Food - Community Need. In the 2012 Map the Meal Gap report by Feeding America, the average rate of food insecurity in Iowa was 13.4%. The rate in Linn County was 12.3%. The rate in Jones County was 12.2%. These percentages equate to approximately 28,000 people in Linn and Jones counties who suffer from hunger.

This widespread need requires a public and private response. Some public programs are well-known, such as the Supplemental Nutrition Assistance Program (SNAP). In the private sector, a network of

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food banks and food pantries help people who suffer from food insecurity. In Iowa, over 1,160 local and regional emergency feeding organizations (EFOs) distribute food to those in need (Iowa Food Banks, Feeding America).

Hunger and food insecurity are closely linked with poverty. A 2010 study found that nearly three quarters of households served by the Feeding America network of EFOs had incomes below the federal poverty line (Hunger in America, Feeding America). Iowa does not deviate from the national norm: household income for 78% of Iowa EFO clients fell below the federal poverty line (Hunger in America: Local Report Prepared for the Food Bank of Iowa, Feeding America).

United Way of East Central Iowa reported that food assistance participation by household in Linn County increased 3% from January 2010 to November 2010. The increase in need is in correlation to the area's increased unemployment rate. In August 2010, the unemployment rate for the Cedar Rapids metro area jumped to 6.8% - the highest of any Iowa metropolitan area.

Service Activities. RSVP volunteers will address food insecurity issues to alleviate long-term hunger in Linn and Jones counties through two service activities: education and providing services.

RSVP volunteers will educate individuals on healthy food choices, stretching their nutritional dollars through smart shopping techniques, and the availability of food assistance programs, with an emphasis on SNAP. Volunteers will give presentations and assist in the completion of SNAP applications. Efforts will focus on reaching older adult audiences through senior centers, congregate dining centers, senior social groups, and senior housing complexes.

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RSVP volunteers will also provide services to alleviate long-term hunger through volunteer activities at food banks. RSVP volunteers may serve in one or more of the following capacities: registering new clients, interviewing returning clients, purchasing, collecting, sorting, stocking, packing, and/or distributing food packages, etc.

NPM. RSVP will work with the SNAP and food bank stations to track the NPM outputs to report on the number of individuals receiving support, services, education, and/or referrals to alleviate long-term hunger.

Managing RSVP Volunteers and Stations in Healthy Futures:

RSVP has been working with partner stations in the Healthy Futures focus area for over 30 years. The project's plan and infrastructure for managing all RSVP volunteers and stations is detailed in the sections "Recruitment and Development" and "Program Management." Additionally, RSVP staff has further infrastructure in place to manage volunteers and stations as a highly effective means to addressing identified community needs in the Healthy Futures Primary Focus Area. This infrastructure includes: (1) participation in community partnerships and committees, (2) the RSVP Advisory Council, (3) collaboration with stations on the collection of NPM outputs and outcomes data, and (4) volunteer recruitment strategies.

(1) Community Partners. RSVP staff participates in many community-based groups focused on Healthy Futures and older adult issues and initiatives including: Senior Medicare Patrol Advisory Committee, Aging & Disability Resource Center Advisory Council, Elderly Consortium, Healthy Living Coalition, Heritage Area Agency on Aging-Linn County Task Force, TRIAD, Blue Zones Leadership Team, Jones County Senior Dining, Elder Abuse Intervention Multidisciplinary Team, and

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Community Health of Jones County. Through participation in these groups, RSVP is connected to a network of experts that helps identify and address community needs as related to Healthy Futures. Many peers in these groups are also managers from Healthy Futures partner stations.

(2) Advisory Council. At least one-third of the RSVP Advisory Council is represented by individuals professionally involved with Healthy Futures focus areas. Council members advise the project on identified community needs and the effective strategies and potential partners to address those needs.

(3) NPM Data Collection. RSVP staff outlines the necessity of tracking NPM outputs and outcomes at the initial station orientation, maintains ongoing communication with the station regarding the tracking of data, and works with the station to provide updates and address concerns as needed. RSVP staff works closely with station managers to identify the NPM outcomes that need to be tracked to ensure proper distribution of surveys, collection of data, and analysis of results. RSVP and the stations determine which partner is responsible for each of these steps to provide accountability for the measurement process.

(4) Volunteer Recruitment. RSVP concentrates a majority of the project's recruitment strategies in the Healthy Futures focus area. In the "Recruitment and Development" section, the Community Connections event is outlined as a recruitment tool for the project. RSVP hosts at least one-third of the Community Connections events each year at stations aligned with the Healthy Futures focus area. When providing orientation to new volunteers, RSVP staff provides targeted information about Healthy Futures opportunities. RSVP marketing materials also highlight Healthy Futures as a critical community need and an impactful volunteer opportunity.

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In Service to Veterans:

RSVP is proud to launch new Service to Veterans initiatives. Veterans and/or military families are eligible to receive all RSVP services. New initiatives to increase service to veterans include: ADA ramps built for disabled and senior veterans in partnership with local high school Armed Services Clubs, Repair Corps with Habitat for Humanity, Vets Stand Down and the Linn County Sleep Out for the Homeless events with the Linn County Veterans Affairs (VA) office, Honor Flight, Linn County VA food pantry, transportation, and companionship services, and the Linn County VA holiday food drive and basket delivery.

Additionally, RSVP will coordinate a minimum of two Days of Service each year for RSVP volunteers to serve veterans, active-duty military members, and family members of veterans and active-duty military. Potential projects include: care packages, letter writing campaigns, food/clothing drives, memorial events, and meal service.

RSVP has also invited the Director of the Linn County Veterans Affairs office to join the Advisory Council. The project would benefit from his extensive knowledge of the needs of veterans in the community and his connections with potential stations to provide further volunteer opportunities. At the time of the grant submission, RSVP was awaiting the VA Director's acceptance of the Council's invitation.

In summary, RSVP has a rich history of contributions to Healthy Futures service activities, significant research to support the effectiveness of planned activities, successful and sustainable community partnerships to address these needs, and effective infrastructure to manage the project's volunteers and stations. The project welcomes the opportunity to focus on Healthy Futures to both better align

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volunteer resources to address community needs and to better communicate impact through NPM outputs and outcomes.

Recruitment and Development

With over 400 active volunteers, RSVP has established a solid plan and infrastructure for effective volunteer recruitment and management to engage volunteers in building a stronger community.

Volunteer Assignments. RSVP creates high quality volunteer assignments through collaboration with UWECI staff, the RSVP Advisory Council, community partners, and over 60 station managers.

Specifically, RSVP works with the UWECI Community Building team to identify community needs in the CNCS Focus Areas of Healthy Futures, Education, and Economic Opportunity. These closely align with UWECI goals to impact education, financial stability, and health. RSVP utilizes UWECI staff's community connections to form partnerships with new volunteer stations to meet community needs.

RSVP works with stations to review potential volunteer assignments and selects opportunities that best align with the CNCS Focus Areas and the project's Primary Focus Area in Healthy Futures. RSVP ensures volunteer opportunities will directly impact community needs by reviewing NPM outputs and outcomes with stations.

RSVP maintains a variety of volunteer opportunities that allow senior volunteers to share the experiences, abilities, and skills they have collected over a lifetime. Many volunteers are also interested in developing new skills, increasing social interactions, and/or are passionate about a particular community issue. RSVP works with both types of volunteers to place them in opportunities designed to fulfill their needs. Assignments vary in the required skills, time commitments, physical requirements, geographic locations, and populations served to diversify volunteer opportunities.

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These high quality volunteer assignments provide volunteers with the potential for personal growth, increased confidence, socialization, improved mental and physical health, and the chance to share their experience while providing additional resources to meet critical community needs.

Recruitment. RSVP supports volunteers of all backgrounds and abilities. RSVP is open to individuals of all races, ethnicities, sexual orientation, and degrees of English language proficiency. RSVP also works with individuals with disabilities to assess any special accommodations they might require and ensure they are placed at stations that meet the ADA guidelines.

Recruitment strategies include: word of mouth, current volunteer referral, sharing informational packets to recent retirees through standing partnerships with large community employers, community volunteer fairs, printed materials, public presentations, speaking engagements, and the UWECI and RSVP websites and social media initiatives. Additionally, UWECI aids in recruiting RSVP volunteers through the agency's community partners, faith-based organizations, schools, and community-based organizations.

RSVP is proud to launch new recruitment strategies focused on senior veterans as volunteers, including: presenting at local Veterans of Foreign Wars (VFW) posts, partnering with the Linn County VA as a station, presenting at VA events, recruiting the Director of the Linn County VA to the RSVP Advisory Council, posting RSVP recruitment flyers and brochures at the VA, VFW posts, and the Cedar Rapids VA Outreach Center, and participating in veterans service programs and events to highlight RSVP as an organization committed to serving veterans. To measure the success of these recruitment strategies, RSVP will track the number of veteran volunteers through the volunteer

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registration form. A survey of current volunteers will also be conducted to report on the number of active RSVP volunteers who are veterans.

Training. Training starts at the New RSVP Volunteer Orientation with an introduction to the program and overview of key issues such as confidentiality, reporting hours, and the benefits of being a RSVP member. Each volunteer receives a handbook, time sheets, and insurance information.

Once a volunteer is placed at a station, the station manager orients the new volunteer to that specific station and provides training on issues relevant to that placement, ensuring the volunteer can be effective in their assignment.

Retention. Proper placement drives the retention of volunteers. New volunteers complete a registration packet that includes information about their previous work and volunteer experience, skills, abilities, and talents. New volunteers are interviewed by RSVP staff to further identify the volunteer's skills and interests. Based on this information, staff presents different volunteer opportunities including information on the skills required, the time commitment, and the impact of the work being accomplished. The volunteer then selects the opportunity that best suits his/her needs thus creating "buy in" from the volunteer. This process also educates the new volunteer on other RSVP volunteer options available if he/she should require a different placement in the future.

RSVP staff contacts a newly placed volunteer within 30 days of placement in a volunteer opportunity to confirm success and satisfaction. RSVP staff also contacts the station manager to confirm that the volunteer is meeting the station's need. This provides a forum for feedback and the ability to address any successes or concerns within the first 30 days.

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RSVP conducts an annual volunteer survey to evaluate the volunteers' satisfaction with their volunteer experience, gather volunteer feedback on training/education needs, and solicit volunteer input regarding recognition events.

Recognition. Recognition is provided throughout the year through the use of birthday cards, thank you cards, and volunteer features in the RVSP newsletter. RSVP staff sends letters to volunteers recognizing milestone achievements (i.e. number of hours in a year/lifetime, number of clients served, number of years in placement, etc.) and forwards copies of the letters to the station manager. This joint recognition encourages a strong partnership with stations and recognizes the volunteer's impact to the station.

A volunteer recognition event is hosted annually in conjunction with Senior Corps Week. Volunteers are also recognized through awards such as the Governor's Volunteer Award, the President's Volunteer Service Award, the Iowa Volunteer Hall of Fame, and other community honors.

Community Connections. Every other month, RSVP hosts a Community Connections event in at one of the stations that includes a presentation by the station staff, the RSVP Director, and a RSVP volunteer active at the station. The event highlights the community need, promotes volunteer opportunities in the project's focus areas, recognizes current RSVP volunteers, and educates community volunteers about RSVP. The event gives RSVP volunteers an opportunity to socialize and reflect on their service. These meetings serve to retain and recognize current volunteers and recruit new volunteers to the station and RSVP. RSVP provides the volunteer speaker with the opportunity to reflect on their volunteer experience and be an ambassador for RSVP and the station.

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RSVP has robust systems in place to manage the recruitment and development of a diverse group of senior volunteers to strengthen the community. RSVP also has significant relationships in the community with sponsor staff, community partners, and stations to ensure volunteers have access to high quality assignments that impact positive change in the community.

Program Management

With over 30 years of experience, RSVP has developed best practices, policies, and procedures to provide high-quality program management for the project.

Management of Stations. RSVP ensures management of volunteer stations in compliance with program regulations through an ongoing series of communications, documentation, and annual reviews with the stations. All volunteer stations sign a Memorandum of Understanding (MOU) when joining RSVP as a partner agency. The MOU outlines the responsibilities of RSVP and the station and all prohibited volunteer activities. The MOU is reviewed and renewed every three years.

RSVP staff provides an orientation and informational packet for new stations that includes: RSVP programming overview, an outline of station responsibilities, volunteer assignment information, a list of activities that are prohibited for RSVP volunteers, instructions on reporting volunteer hours, insurance information, guidelines on volunteer separation, requirements for volunteer safety, and policies regarding non-discrimination, confidentiality, and non-displacement of employed workers.

RSVP staff conducts an annual assessment with all partner stations to review station contact information, current volunteer placements, additional volunteer needs, safety checks, volunteer concerns, and/or station questions.

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Stations submit volunteer opportunities in writing to RSVP staff. These assignment descriptions outline the volunteer opportunity, purpose, tasks, schedule, qualifications, and benefits. RSVP staff reviews assignments to ensure these placements give RSVP volunteers an opportunity to participate in a variety of meaningful, high-impact service activities. RSVP staff also verifies that placements are in compliance with program regulations including the prevention of prohibited activities.

Stations Outside of Primary Focus Area. RSVP staff oversees stations that address community needs within CNCS' Other Focus Areas and Community Priorities in accordance to the completed MOU and the project's processes and procedures.

RSVP works with the UWECI Community Building team to identify community needs and develop relationships with potential stations. RSVP has volunteers engaged in service activities in the following CNCS Focus Areas: Healthy Futures, Education, Economic Opportunity, Disaster Services, Veterans and Military Families, and Capacity Building, with a focus on leveraging in-kind donations and managing community volunteers.

RSVP volunteers also serve at Community Priority stations to address the diverse needs of Linn and Jones counties. RSVP volunteers help many non-profit organizations stretch their administrative capacity so these agencies can expand their services. In many of the rural communities, RSVP volunteers provide critical assistance to organizations that are entirely run by volunteers.

NPM Data Measurement and Collection. RSVP staff works on an ongoing basis with stations engaged in work plans addressing NPM outputs and outcomes to ensure this data is being measured and

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collected. Starting with the initial MOU, RSVP outlines the station's responsibility in providing the necessary data for the project to measure NPM outputs and outcomes. RSVP collects NPM outcomes data annually from surveys and/or evaluation tools generated either by RSVP or partner stations. With the implementation of CNCS' new NPM outputs and outcomes, RSVP staff will be meeting with affected stations to ensure sufficient tracking systems are in place.

RSVP staff records data utilizing Volunteer Reporter, a volunteer management software program with components designed specifically for Senior Corps projects. RSVP analyzes the data and identifies the impact being made to ensure that NPM outputs and outcomes are being met. RSVP staff reports NPM outputs and outcomes in the annual Project Progress Report.

Graduating Stations. RSVP will be responsibly graduating several stations that are no longer in alignment with the project's currently identified community needs or CNCS Focus Areas. RSVP will communicate with the graduating stations to outline the changes to the project, define the new focus areas as they relate to the community needs, provide information on the timeline and process for graduation, and explain the communication strategy in regards to the volunteers.

RSVP will minimize the disruption to volunteers by working with the graduating station to ensure volunteers are getting a consistent message about the RSVP changes, encouraging the volunteers to continue to serve the station outside of the RSVP project, offering other volunteer opportunities within the project's focus areas, and providing a timeline for the graduation process. RSVP will also communicate with RSVP volunteers with overlapping placements at both ongoing stations and graduating stations to inform them about the changes in the graduating stations' status and how this will affect their reporting of volunteer hours.

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RSVP has a 3-phase gradation plan to progressively phase out stations to be graduated. The first phase includes 7 stations that were previously associated with the Nursing Home Companionship/Outreach work plan. Current volunteers will be encouraged to consider a placement with the project's new Companionship work plan. This work plan is designed to offer the same type of companionship opportunity for volunteers in an in-home setting as opposed to in a nursing home.

The second phase includes graduating non-impact placements within 2 hospitals in Linn County. These placements include assignments such as linen service, patient escorts, receptionist roles, etc. However, the stations will not entirely graduate from RSVP since they will maintain service activities in the Primary Focus Area through SHIIP.

The final phase is also not a complete graduation of stations. RSVP staff has identified 3 cultural stations that will be transformed into work plans within Capacity Building. One (1) RSVP volunteer at each of these 3 stations will transition into a leadership role of managing community volunteers. RSVP will offer support and volunteer management training opportunities to these new leaders. The other current RSVP volunteers will transition into community volunteers. Those volunteers transitioning into community volunteers will also be provided the opportunity to pursue new RSVP placements in other stations to remain active with RSVP. These station transformations will allow RSVP to maintain a relationship with these rural, cultural stations, provide service to the community volunteers, and offer leadership opportunities to RSVP volunteers.

RSVP will invite all graduating stations and volunteers to the annual volunteer recognition event following their graduation where they will receive a public "thank you" for their service and

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partnership. RSVP staff and Advisory Council members will contact those stations and volunteers who are unable to attend to express a personal thank you.

Managing Project Resources. The UWECI Finance department and the RSVP Director work closely to manage the project's resources, both financial and in-kind. The RSVP Director writes all project grants, monitors all in-kind support, prepares the annual budget, reviews financial statements, and is accountable for operating within the approved budget. At each bi-monthly meeting, the Advisory Council and the UWECI Volunteer Manager review the financial statements for additional accountability and to evaluate use of resources. The UWECI Finance department issues all checks including volunteer mileage reimbursement, manages payroll, tracks revenue, handles the drawdown for federal dollars, and submits the Financial Status Reports. UWECI ensures accountability and efficient and effective use of available resources through oversight of project finances and regularly required audits.

Organizational Capability

Since 2010, UWECI has sponsored RSVP. UWECI's mission is to "unite the caring power of communities to invest in effective solutions that improve people's lives." UWECI is a leader in the community and is committed to creating lasting, positive change in the areas of education, financial stability, and health. UWECI does this by collaborating with diverse community partners in its 7 county service area, including 25,000 donors, 600 businesses, more than 40 non-profit agencies, schools, faith-based organizations, and many others.

Fiscal Oversight. UWECI has a robust financial management system overseen by an experienced Finance Department. A trusted leader in raising public funds, UWECI has consistently raised over \$10 million annually for the past five years. UWECI has experience managing two CNCS federal grant

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funds: RSVP since 2010 and AmeriCorps since 2011.

UWECI has high standards of financial accountability, including a stringent system of checks and balances to ensure it operates in a sound fiscal manner. Several volunteer committees review the operating budget and audits, which are then approved by the UWECI Board of Directors. The organization ensures financial statements conform to generally accepted accounting principles.

Organizational Infrastructure. UWECI has a strong organizational infrastructure. The UWECI Finance & Administrative teams provide the project's accounting system, technical support, and human resources policies/procedures. It also ensures the program has adequate tangible assets, such as facilities, equipment, and supplies. The Marketing team assists with designing materials and promoting RSVP in the community through newsletters, websites, videos, social media, and events. The Donor Relations team connects RSVP to available funding resources by educating potential donors about program benefits.

Using the United Way Worldwide Standards of Excellence as a benchmark, UWECI has policies and procedures to manage the day-to-day operations of the organization, including a Code of Ethics, Conflict of Interest Policy, Employee Handbook, Confidentiality Statement, and Travel and Expense Policy. The Finance department has purchasing and expense procedures, including procedures for RSVP volunteer mileage expenses. The Administrative department handles personnel management, including maintaining an employee handbook, conducting staff orientations and annual performance reviews, and supporting professional development.

Project Operational Support. RSVP has been in operation since 1981 in Linn County and 2005 in

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Jones County. The project has sound programmatic oversight experience, day-to-day operational support, and software and systems to manage data. RSVP utilizes Volunteer Reporter to manage volunteers, stations, and placements. The previous "Program Management" section details the NPM data collection tools and processes in place with existing partner stations.

Governance Structure. UWECI has a sophisticated governance structure, including a Board of Trustees and a Board of Directors that are comprised of community leaders. The Board of Directors supports and contributes to the development of the organization's mission, strategic plan, programs, and services; reviews and approves organizational policies; and provides oversight for the organization's financial matters, including audit reports, monthly financial statements, the annual budget, and investment policies.

RSVP Staff Positions. In December 2011, UWECI hired Jessica Link as the RSVP Director. She was previously employed as the Volunteer Coordinator with a RSVP station in the Healthy Futures focus area. Jessica has over 10 years of experience in volunteer management, grant writing, and public speaking. The RSVP Director is a full-time position, reports to the UWECI Volunteer Manager, and has a clearly defined job description.

In October 2012, UWECI hired Emma Garvin as the part-time Jones County Program Coordinator. She was previously employed as a Development Manager with the Girls Scouts of Eastern Iowa and Western Illinois. The Jones County Coordinator also serves 8 hours a week as the Coordinator for the Volunteer Center of Jones County. This time is funded through the Volunteer Generation Fund, as administered by the Iowa Commission on Volunteer Service. The position reports to the UWECI Volunteer Manager and has a clearly defined job description.

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UWECI Volunteer Management/Primary Focus Area Experience. Since 2008, UWECI has been building its Volunteer Center by hiring a Volunteer Program Manager, launching an online volunteer website, sponsoring RSVP and AmeriCorps programs, and building a Workplace Volunteer Council. The Volunteer Center designs programs for lifespan volunteering and coordinates over 1,200 volunteers annually as part of the community's Day of Caring. Many UWECI volunteers serve in areas impacting Healthy Futures, Education, and/or Economic Opportunity.

The Healthy Futures Primary Focus Area aligns with UWECI's initiatives in the areas of health (transportation, food delivery, older adult issues, and access to care) and financial stability (food banks and food assistance). Both initiatives have an on-staff UWECI manager and utilize community volunteers as leaders to assess needs, suggest funding strategies, and measure the performance of funding recipients in impacting these community issues.

UWECI staff is an excellent partner for RSVP in measuring performance in the Healthy Futures Primary Focus Area and other CNCS Focus Areas. In 2010, UWECI participated in assembling a Community Condition Report to assess quality of life in Eastern Iowa. The team conducted its research with local, state and regional partners to understand and identify community needs related to education, health, and financial stability, as well as opportunities to change conditions in the community for the better.

Advisory Council. Both Linn County and Jones County have an RSVP Advisory Council to ensure input from the community. Councils are comprised of 12 members to include a diverse group of individuals, such as current RSVP volunteers, volunteer managers from stations, and community

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leaders. Members are knowledgeable about the needs of the community, competent in the field of community service and volunteerism, capable of helping UWECI meet its administrative and program responsibilities, and have an interest in and knowledge of the capability of older adults. Currently, the project is in a recruitment stage to bring the council up to its full capacity. The council is actively recruiting a more diverse set of key stakeholders to represent more sectors of the community, such as government officials, VA staff, and large employers in the community.

The Advisory Council meets every other month to provide feedback to the RSVP staff, identify potential volunteers and volunteer needs, and assist with program evaluation, marketing, and recognition. Advisory Council members help build strong relationships between RSVP and the community through their knowledge of the service area and their work experience.

Non-Federal Financial Share. RSVP has secured 27% of the project's funding from the following community sources: the Heritage Area Agency on Aging, St. Luke's Rural Healthcare Foundation, Mercy Medical Center, Jones County Board of Supervisors, Iowa Commission on Volunteer Service, and client donations from the Jones County transportation program. These funding sources have supported RSVP for a minimum of two years each and are sustainable funding sources for the non-federal financial share. UWECI contributes the other 44% of funding through cash and in-kind donations. All of these non-federal financial resources adequately provide 71% of the project's funding. This surpasses the required 30% of funding from local, non-federal contributions by 41%.

RSVP staff works with the Advisory Councils to oversee fundraising efforts and further develop financial resources. UWECI, the Advisory Councils, and RSVP staff continue to research funding sources with local community partners, local and national companies, and grants.