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Executive Summary

Northwest RSVP (NWRSSVP), sponsored by Northwest Wisconsin Community Services Agency, Inc since 1973 covers the counties of Ashland, Bayfield and Iron in Northwestern Wisconsin. An estimated 336 NWRSSVP volunteers will provide the following services: distribute information regarding food stamps, medical assistance, social security, and other social assistance programs; participate in distribution of food items at food pantries; deliver food to elderly and home bound individuals through Meals on Wheels; provide transportation to medical appointments, shopping and other destinations; engage in companionship with lonely individuals in need of assistance; perform outreach for disaster preparedness; assist VITA sites; provide in school tutoring; provide hands on support in Head Start classrooms; manage and recruit volunteers; garner donations; support blood drives by providing volunteers and leadership; helping at a variety of community priority sites.

Through a network of 48 volunteer stations including aging units, food pantries, VITA sites, museums, and thrift shops, NWRSSVP volunteer work toward fulfilling the goals set forth by the Corporation for National and Community Service grant.

The primary focus area of NWRSSVP is Healthy Futures. At the end of the 12 month performance period: 232 individuals will report increased food security; 113 individuals with disabilities will have increased social support

Services provided by NWRSSVP will serve children, frail seniors, veterans, low income individuals/families and many other members of the community within the Ashland, Bayfield, and Iron County area of Northwest Wisconsin. The CNCS federal investment of \$43,759 will be supplemented by \$26,460 in non federal resources.

Strengthening Communities

Describe the community you serve. Provide Persuasive evidence that community needs identified in the Primary Focus Area exist in the geographic service area and is currently unmet. Use demographic

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information, census data, or other sources as needed to present your case.

Northwest Wisconsin Retired & Senior Volunteer Program (RSVP) serves three rural, low income counties: Ashland, Bayfield and Iron. The 2010 Census lists Ashland County as having a median income of \$38,111, Bayfield with \$43,176, and Iron with \$35,618; these median incomes are significantly lower than that of the State of Wisconsin as a whole (\$51,598). The unemployment rate for our area averages 10.4% with the highest rates in Iron and Bayfield Counties at an average of 11.96% (Wisconsin Department of Workforce Development).

(Unless otherwise noted, population statistics have been gathered through The American Community Survey 2006-2010).

Ashland County has a population of 16,307 with 27.1% over age 55 (or 4,414 individuals); 84.8% (13,834 individuals) are White and 11.1% (1,816 individuals) are of Native American descent. The majority of the county is rural, borders Lake Superior along its northern edge, and has 1,044 square miles of land.

Bayfield County has a population of 14,938 with 35% over age 55 (or 5,227 individuals); 87.9% (13,130 individuals) are White and 8.1% (1,206 individuals) are of Native American descent. The majority of the county is rural/forest land, borders Lake Superior around three sides, and has 1,476 square miles of land.

Iron County has a population of 6,267 with 39.3% over age 55 (or 2,466 individuals); 98.3% (6,165 individuals) are White and .5% (31 individuals) is of Native American descent. The statistics show less than 1% total of all other races within the communities RSVP serves.

RSVP strengthens our communities through identifying area needs and then tackling the issues at hand. We place RSVP volunteers directly into community-based settings to assist agencies and other community organizations to work toward alleviating identifiable problems. The problems we work toward solving are those addressed by committees specifically formed to identify community

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problems. An example of this is the Homeless Task Force committee overseen by Northwest Wisconsin Community Services Agency, Inc. Information gathered through these types of committees helps RSVP focus its volunteer force in such a way that agency resources, limited as they are, can be spread out to cover more needs. Some of the community needs being addressed are homelessness, hunger, access to medical and mental health providers, issues related to aging such as loneliness and maintaining independence, and issues connected to rural living such as transportation and access to assistance.

Describe your plans and infrastructure to manage RSVP volunteers and their stations as a highly effective means to addressing the identified community needs in the Primary Focus Area.

RSVP maintains on-going contact with all volunteer stations via phone, email and newsletters. When volunteers first come to RSVP, they meet with the administrative assistant (formerly the volunteer coordinator) as well as meet the program coordinator. Volunteers discuss their likes and dislikes; the coordinator listens to these preferences and discusses available placement options as a way to help determine the best possible site placement.

RSVP volunteers must fill out an application and when required, are subject to background checks done by specific work stations (schools and Head Start). As stated in the Memorandum of Understanding, background checks are only required in certain situations and conducted by the stations that require them.

Once volunteers are placed at their work station, the on-site supervisor becomes the primary person to oversee the volunteer work experience. Volunteers are required to follow all rules and regulations set forth by the work site. Those unable or unwilling to follow the guidelines are removed from the site and may be removed from the RSVP volunteer program depending upon the infraction; RSVP takes seriously issues regarding confidentiality and client safety. In addition to work station

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regulations, the RSVP program has specific rules and requirements that must also be followed. All volunteers receive an RSVP handbook and are expected to comply with the rules.

Work stations will be monitored on a quarterly basis. Monitoring will consist of determining the number of volunteers each station has, determining if work stations need more assistance from RSVP and determining what changes need to be implemented in order to utilize volunteers in the most effective way.

One of the things monitoring looks specifically at is whether more work stations are needed within the community and then determining how to implement this change. RSVP utilizes the community needs assessment survey provided through Northwest Wisconsin Community Services Agency, Inc. This assessment tool helps us look at changes that have occurred in our communities. As changes happen, RSVP can alter those parts of its focus area that no longer match up with current community needs.

Describe the service activities in the Primary Focus Area that lead to National Performance Measure outputs or outcomes.

Our primary focus area, developed by the Corporation of National and Community Service, lists five areas Northwest RSVP addresses in its Healthy Futures approach. To focus our volunteers on this area, NWRSVP will be working in the following areas to reach this goal:

- A. meal delivery to seniors in the Meals on Wheels program.
- B. volunteering to help with shopping, small fixes around the house, mowing, raking, and snow shoveling.
- C. food pantry to help low income households .
- D. referrals to services in the community such as food stamps, housing assistance, credit or budget classes,
social security or disability issues.

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E. referrals to health care access to local hospital.

Service activities A and B outcomes will come from surveys that report increased social ties or perceived social support. Service activity C will show a reported increased food security for households as a result of CNCS supported services. Service activities D and E will track the number of clients that we serve.

Connect the following three major elements in the Primary focus area so that the service activities address the need, and the result in the anticipated outputs and/or outcomes:

- the community needs identified,
- the service activities that will be carried out by RSVP volunteers
- the anticipated output(s) or outcomes(s)

NWRSVP focuses on community needs by reviewing the needs assessment survey conducted by Northwest Wisconsin Community Services Agency, Inc. This assessment is done every three years. RSVP reviews this assessment for the three counties it serves as a way to determine which resources will best meet the needs of the communities it serves. When reviewing the needs assessment in conjunction with our Primary Focus Area we find three different needs that support these focus areas. Need number one is that households need help obtaining sufficient nutritious food to stay healthy. Need number two is that households need help finding doctors/dentists who will accept medical assistance. Need number three is that households frequently need assistance in rehabbing/weatherizing their homes.

The activities RSVP volunteers in our three county areas will be doing to contribute to these areas are:

1: supports our meal delivery to seniors in the Meals on Wheels program and the food pantry will be operated to help low income households.

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2: supports referrals to services in the community such as food stamps, social security or housing and referrals to health care.

3: supports volunteering who help with shopping, small fixes around the house, mowing, raking, and snow shoveling.

We are anticipating the following outcomes or outputs from the Primary Focus Areas.

- 75 individuals are allowed to live independently with food delivery, transportation, and companionship. 60 home bound or older adults with disabilities who reported having increased social ties.

- 232 individuals will receive food within the food pantry. 232 individuals reported increased food security.

- 100 clients to who information on health insurance, health care access, and health benefits.

Include current or planned significant activities in service to veterans and military families.

-serving veterans and military families should be discussed as part of the primary focus area, other focus area, or in capacity building. Serving veterans and military families does not need to be included in the community priorities.

NWRSVP volunteers serve veterans and military families from the local national guard units, retired military members and their families through many of the workstations in our three county area. The total number of veterans and military families that are being served are too diverse for RSVP volunteers to track; most work sites do not track the number of veterans or military families they serve. For instance, some of our volunteer settings such as area thrift shops do not track who purchases or donates goods, and some places, such as the hospital, are not allowed to provide that type of information due to confidentiality issues. The areas we can track veterans or military families include our food pantry, Meal on Wheels, and our Volunteer Income Tax Assistance site. We work

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with partnering agencies to collect the required data; we ask questions and conduct surveys regarding veteran/military status.

Recruitment and Development

Your plan and infrastructure to create high quality volunteer assignments with opportunities such as sharing their experiences, abilities, and skills to improve their communities and themselves through service in their communities.

Volunteers involved with NWRSSVP receive training associated with their job placement at workstation; the manager or supervisor covers the requirements of their assigned activity.

Volunteer stations are being developed and managed through the use of the community needs assessments supported by the Corporation of National and Community Service strategic plan. Of the five focus areas the Corporation's strategic plan focuses on NWRSSVP involves three areas: education, healthy futures, and economic opportunity.

Education will focus on improving school readiness for economically disadvantaged young children and improving education and behavioral outcomes of students in low-achieving elementary, middle, and high school.

Healthy Futures will focus on volunteers aiding programs that help seniors remain in their own homes. Additionally, our Healthy Futures focus will be on increasing physical activity and improving nutrition in youth with the purpose of reducing childhood obesity, and improving access to primary and preventive health care for communities served by CNCS-supported programs (as a part of access to health care).

Economic Opportunity will focus on households identified as economically disadvantaged; services will be geared toward improving access to financial literacy information and resources, transitioning into or the ability to remain in, safe, healthy and affordable housing and access to free tax return preparation.

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To help us focus on community needs NWRSSVP is using the following community needs assessments or community survey of needs made available in the last two years.

- * Northwest Wisconsin Community Services Agency, Inc. Community Needs Assessment (2010-2013)
- * Family Forum Head Start Community Assessment (2009-2010)
- * School District of Ashland Community Stakeholders Survey Results Report (published Fall 2009 by Stranberg and Associates)
- * Ashland County Plan on Aging (2010-2012)
- * Bayfield County Plan on Aging (2010-2012)
- * Regional Hospice Services Strategic Plan 2009-2011.

The development of volunteer opportunities that will support both Corporation and community needs. NWRSSVP is focusing in on the following four programs that highlight the greatest of needs. These areas are

- A. meal delivery to seniors in the Meals on Wheels program.
- B. volunteering to help with shopping, small fixes around the house, mowing, raking, and snow shoveling.
- C. food pantry to help low income households .
- D. referrals to services in the community such as food stamps, housing assistance, credit or budget classes, social security or disability issues.
- E. referrals to health care access to local hospital.

Volunteers coming into RSVP are looking for a way to serve the community while remaining active and productive; volunteering helps them to continue to not only socialize with friends but keep them connected to their community. Recruitment of new and potential volunteers is conducted through a variety of means. This includes referrals from volunteer work stations, available media outlets, and

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newsletters and materials distributed through local organizations. The Vintage Times (a senior paper covering Ashland, Bayfield and parts of Iron County) is utilized by RSVP for articles and volunteer "matchmaking" opportunities. Each quarterly issue, volunteer opportunities and current work sites are highlighted along with photos so potential volunteers have the opportunity to see sites.. The best recruitment effort that we have is word of mouth from program volunteers. Work sites also help with the dissemination of information to potential volunteers. The Program Director and Administrative Assistant give presentations to the community through agency meetings, senior centers, service groups, and nutrition sites to attract volunteers and familiarize people with the program. The sponsoring agency, NWCSA, has a web-site that contains information on the RSVP program plus other programs operated by the agency. Materials such as volunteer registration forms and site requests are available electronically.

When volunteers are enrolled in RSVP, they receive a volunteer handbook; it includes a listing of other volunteer opportunities in the community. Many times, after potential volunteers perused the check list on the RSVP form they find additional areas of interest not previously considered. RSVP staff goes through the volunteer job description of the chosen site to insure the volunteer understands the expectations such as training, confidentiality, agency policy, etc. Volunteer work sites often see added potential in their volunteers, asking them to join their Board of Directors or assist in the office. RSVP staff encourages stations to identify volunteer opportunities that could be accomplished by an individuals with disabilities.

Your plan and infrastructure to ensure RSVP volunteers receive the training needed to be effective in their assignments.

To continue improvement of skills and develop leadership potential, volunteers attend two training seminars given by NWRSVP staff and outside speakers. These two seminars cover customer service

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and leadership skills. Customer service training helps volunteers learn to deal with difficult customers, be a good liaison for their workstation when interacting with clients and/or customers, and suggest ways to help promote RSVP in their communities. Leadership focuses on managing volunteers, remembering how to say no, and working with paid employees. These seminars also focus on refreshing volunteers about what RSVP is, what we are doing in the area, our goals and objectives, and any policy or information updates that are beneficial to them. At the end of the seminars, we like to have our volunteers write down their reflections on the meaning of service to the community and what volunteering has done to enhance the quality of their life. We have also put together a survey participants complete at the end of the seminars. We are interested in addressing such areas as: was the training beneficial to them, what they would like to see for future training, if they know of a speaker for future events, and any other needs/requests they may have.

To reflect on the meaning of service for those attending our seminars, we use the process of "What? So What? Now What?" This includes 3-5 questions for participants to answer. Those questions could include:

- * What issue is being addressed or population is being served?
- * What were the results of the project?
- * How is your experience different from what you expected?
- * What learning occurred for you in this experience?
- * What kinds of activities are currently taking place in the community related to this project?

Volunteers seeking leadership opportunities are guided first to the leadership opportunities listing we have in our newsletter and handouts. If their interest is in another direction, staff works with the volunteer to create an opportunity as long as it fits within the focus areas of RSVP or strategic goals of the Corporation.

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Your plan and infrastructure to recruit a volunteer pool reflective of the demographics of the geographic communities served. As applicable, include plans to recruit and place:

- individuals of all races, ethnicities, sexual orientation, and egress of English language proficiently,
- veterans and military family members as RSVP volunteers,
- RSVP volunteers with disabilities, including individuals with age related disabilities.

The population for our service area is 37,512 people. There are over 12,000 individuals over the age of 55 living in our service delivery area; more than 32% of our population. There are an additional 8713 individuals age 65 and older, or 23.2% of the population. The remaining population is split into three groups, those under age 5 (4.7% or 1773 individuals), those under age 19 (23.2% or 8713 individuals) and those between 20 and 54 (44.5% or 16,692 individuals). The median household income for our service area is \$38,285 or 26% below Wisconsin's average median household income. This area is predominantly white--88.4% or just over 33,000 people. Individuals of Native American descent make up only 8% of our population (3,053 people) despite the fact that two major Reservations cover more than 140,000 acres in this same region.

Our RSVP Advisory Council promotes participation within the Native American community, but to expand our participation even more, we will set meetings up with the Aging Unit Director and the Human Services Department from Bad River and Red Cliff Reservations to discuss where they feel the need is the greatest and what they see as a "good fit". We can then approach the Elderly Council to see if the needs projected are also needs the elders identify; we can then work to meet unmet needs on the reservations. We are also looking into mobilizing a group of elders to help distribute the File of Life on the Reservation with assistance from their emergency medical teams and/or their Human Services Department.

NWRSVP is actively seeking new ways to open up programming that can bring together inter-generational groups. A good example of this is the cribbage program with the 3rd graders. This math

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project helps kids learn to do math in their heads. We have had a large response by the teachers and we were able to utilize two volunteers under 55 years to help with the card game. This next year we will be looking at the high school and Northland College for more people to fulfill the need.

Although diversity is important to our area, a larger issue is distance. Travel here is counted in miles rather than blocks; often travel is counted in the number of hours it takes to get where you need to be. There are no real "population centers" only small communities, towns and villages--Ashland (in Ashland County) is the only city, its population being 8,216. The next largest population is Washburn with 2,157 people (in Bayfield County) and Hurley with 1,547 people (in Iron County).

The area we serve is unique in its volunteer efforts. People are willing to help when they have the time. Many of our volunteers work not only with RSVP, but with other service organizations and churches. Our volunteers keep very busy and are very loyal; the average number of years served is 8.8 years.

Your plan and infrastructure to retain and recognize the RSVP volunteer.

Recognition of volunteers continues with our annual recognition event. Any volunteer who has completed over 20 hours of service during the previous year will receive an invitation; those volunteers with 5, 10, 15, 20 and 25 years of service each receive "years of service" awards. Everyone participating has the opportunity to win a community donated door prize. During this event, RSVP staff conducts a volunteer survey to learn how we are doing and what can be improved upon. We also send active volunteers cards on their birthday, get well wishes when they're ill, and bereavement cards if they or someone in their family passes away. Each RSVP volunteer receives the RSVP newsletter is sent throughout the year.

With the increase of episodic volunteering among all ages, RSVP volunteers are given the opportunity to register for on-call, short-term opportunities called SWATT projects (Seniors With

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Available Time and Talent) in addition to regular volunteer opportunities. RSVP has placed on their volunteer registration form a space where they can check off whether they would like to be involved in such projects. This program for short term projects was put into place about 4 years ago to help RSVP staff find those who are willing to help on an on-call basis. This listing has helped us in finding emergency replacements at blood drives or one day mailer projects. It will continue to be utilized to fill the gaps that come up during the year at different workstations.

Retaining volunteers is a high priority. RSVP volunteers are committed, making for fewer retention issues. Our volunteers have voiced their desire to keep going, both in mind and in body. Our average number of years served by volunteers is 8.8 years. Staff review volunteer hours on a monthly basis and follow up with those that have not volunteered in over 6 months or have shown a dramatic reduction in the number of hours they volunteer. If volunteering has dropped off due to a resolvable issue, staff takes the necessary steps to resolve the issue and get the volunteer back into the volunteer community.

Program Management

Your plan and infrastructure to ensure management of volunteer stations in compliance with RSVP program regulations and applicable law.

To ensure volunteer stations are in compliance with RSVP program regulations and applicable law each station is given a station handbook. This handbook contains all the rules and regulations NWRSPV operates under. Staff requires station employees and those stations run by volunteers to review the handbook; we answer all of their questions. Any new regulations will be mailed to the station contact and updated in our RSVP newsletter. A list of stations with the books or updates is maintained at our office in Ashland, Wisconsin.

Your plan and infrastructure to develop capacity to recruit and manage volunteer stations that

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address specified unmet community needs outside the Primary Focus area.

NWRSVP will be reviewing the unmet community needs that are in our focus areas to see where new stations would benefit from volunteers NWRSVP could provide. We would also be looking at possible focus changes for current stations as well as looking into how volunteers are recruited; this would include the development of specific focus station programs. Improving and adding focus area stations will be done by reviewing our community needs, finding out where RSVP can do more and develop a program to better fit into what the Corporation of National and Community Service goals. The other side of the puzzle when developing stations where volunteers want to work. We will look at each of our programs and visualize how to recreate, alter or develop the areas that require more volunteers to match our performance measures.

Your plan and infrastructure to responsibly graduate volunteer stations to meet changing community needs and minimize disruptions to current volunteer where possible. The plan may include reassigning volunteers at the station to capacity building assignments.

NWRSVP will review all the stations that are currently on the roster. We will evaluate the number of volunteers, the services provided and how that work fits into the Corporation for National and Community Service new performance measure model. If a station is found to need to be graduated, staff will review the list with our CEO for Northwest Wisconsin Community Services Agency and notify the RSVP Advisory Council on what stations will be removed. A letter to the station will be developed to mention the changing focus of RSVP national and its grant requirements. The station would be removed from our role when their Memorandum of Understanding runs out. RSVP volunteers at the stations that are graduated will be notified by letter of the changes that are coming. They will be offered new locations to volunteer through RSVP but their hours and mileage reimbursements will not be honored for any graduated station. Volunteers can remain with their

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volunteer site with the understanding of this change.

During each quarter during the grant year, RSVP staff will review stations and volunteer placements. This is a way that goals set by the Corporation for National and Community Service grant can be seen if they are meeting their goals or do we need to change the recruitment process for a station. Staff will rely on this process to track how we are doing during the course of a year.

Your plan and infrastructure to assure National Performance Measure outcomes and outputs are measured and collected.

To ensure that the National Performance Measures outcomes and outputs are measured and collected NWRSPV staff will need to meet with the stations that have the required outcomes and outputs. Before the year begins, we will meet with the stations and review what the new requirements will be for the next three years. RSVP staff will help with ideas on how items can be collected; help with conducting and processing the survey, and reporting our results along with any results from stations requested information. These stations will require more contact to get the required information but with any partnership this will improve the communication and understanding between RSVP and the station.

Your plan and infrastructure to manage project resources, both financial and in-kind, to ensure accountability and efficient and effective use of available resources.

The Program Director, along with the sponsoring agency, will be responsible for efficient and effective management of the project's financial resources. Monthly financial reports of expenditures and income will be prepared by the financial manager for the sponsoring agency. The financial reports are reviewed by the RSVP Director, sponsoring agency management, and NWCSA, Inc. Board of Directors. All local cash received is counted in the presence of two (2) staff and is then sent to the

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NWCSA, Inc. main office to be entered into the ledger and deposited. When in-kind resources are obtained an in-kind contribution sheet is signed by the contributor and a program staff person. Proper documentation of the donation is accounted for using IRS standards and recorded by the sponsoring agency. For volunteer mileage reimbursement: Signatures along with odometer readings are required. Checks are issued to the volunteers from the administrative office of the sponsoring agency.

Organizational Capability

Your plans and infrastructure to provide sound programmatic and fiscal oversight, day to day operational support and data collection, to include clearly defined internal policies.

NWCSA has in place a written Policy & Procedure manual that all employees must adhere to; these policies include purchasing, payroll, travel, and all other financial roles and responsibilities. NWCSA's policy and procedure manual lists items such as 1) specifics regarding account numbers, and 2) how bills are to be mailed to the main office. The RSVP Program Director signs off on all expenditures and submits information on all in-kind donations received. Policy adherence ensures there is one person responsible for accounts payable and one person responsible for accounts receivable.

NWCSA and RSVP have a multi-layer approach when it comes to fiscal oversight. Purchasing, grant awards, travel, etc. each have very specific methods for how that financial aspect is handled. The finance department oversees all transactions but individual departments are responsible for preparing proposals for projects that the department intends to pursue. Proposals are reviewed by the Finance Director and/or CEO. Final review is conducted by the Board of Directors and the CEO.

The governing body (Finance Committee and Board of Directors) reviews finances monthly. A yearly budget is constructed and an audit is completed on all financial matters concerning NWCSA. The primary responsibility for the Agency's financial reporting and management rests with senior operating management, this process is overseen by the Agency's Board of Directors. The purpose of the Finance Committee is to assist the Board in providing oversight of the financial management and

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financial reporting function.

Regularly scheduled staff meetings for NWCSA employees are held so everyone receives training and technical assistance regarding administrative and organization matters as they pertain to the agency.

A computerized accounting system is maintained for record keeping, an audit is completed on an annual basis, and monthly budget sheets are prepared for the Chief Executive Officer, Program Directors, and the Board of Directors.

NWCSA's policy is to have the CEO, Board Chair and Vice Chair as signers on all agency accounts. NWCSA, Inc. adheres to the requirements of its grants which may prohibit loaning funds between programs, therefore, cash management and reporting is performed at the program level as well as for the Agency as a whole.

NWCSA, Inc.'s chart of accounts is monitored and controlled by the Finance Director. Responsibilities include the handling of all account maintenance, such as additions and deletions. Any additions or deletions of accounts are approved by the Finance Director, who ensures that the chart of accounts is consistent with the agency structure.

The Finance Committee is responsible for direction and oversight regarding the overall financial management of NWCSA, Inc. Functions of the Finance Committee include:

- a. Review and recommendation of the Agency's annual budget (prepared by the staff) for final approval by the full board
- b. Long-term financial planning
- c. Establishment of investment policy and monitoring investment performance
- d. Evaluation and approval of facilities decisions (i.e. leasing, purchasing property)
- e. Monitoring actual vs. budgeted financial performance
- f. Oversight of reserve funds
- g. Review of financial procedures

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Day to Day operations for Northwest RSVP includes the Program Director reviewing incoming mail/emails, assigning tasks to office volunteers or staff, and answering phones. The Director manages bills, requests for volunteers, grant requirements and general information as needed. The spirit of the office is to work as a team; get the work done but take the time you need to complete the project correctly.

Data collection is done in many ways. Hours are submitted by mail, email, or in person to the RSVP office. Required surveys are completed as necessary with each RSVP work station. The surveys re sent out by the station staff, done in person at the station or by RSVP staff at the various work sites.

Information is tabulated by staff, entered into the computer and a report is generated. These reports are given to the Program Director to be shared with the RSVP Advisory Board, NWCSA Board of Directors or our current funding sources.

When RSVP needs assistant from the finance department, the RSVP Director contacts the Finance Director by e-mail, fax, and or telephone.

Descriptions of clearly defined staff positions, including how these positions will be sustained and (as applicable) identification of current staff assigned to the project.

Northwest RSVP has been serving Ashland, Bayfield, and Iron Counties since 1972. The RSVP staff consists of a Full-Time Program Director (supervised by the CEO of NWCSA) and a 24 hour per week Administrative Assistant (Supervised by RSVP Program Director).

The current Program Director has been with RSVP since 2008 as the Volunteer Coordinator; prior to RSVP she was the Director for Parks and Recreation in Caledonia and Plymouth, Wisconsin for 12 years. The Program Director actively engages in community enhancing activities such as the Ashland Historical Society Board of Directors, the Chequamegon Bay Soccer Association, Family Forum Head

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Start Board of Directors, Ashland Park and Recreation Committee, and a local historical events re-creation group.

Currently, NWCSA and RSVP are seeking an Administrative Assistant to provide volunteer coordination and program assistance. The current Program Director took the place of our former director, who left after 30 years with RSVP. The position of Volunteer Coordinator has been revamped to add additional duties and encourage active participation in all aspects of the RSVP program.

Northwest Wisconsin Community Service Agency, Inc. is overseen by our CEO, Millie Rounsville. Prior to becoming CEO in 2006, she was the planner and grant writer for NWCSA for 8 years. The CEO is still very much involved with the grant writing process for the various programs and keeps in touch with the various Directors' regarding any personnel or program issues.

The finance director, Jolene Wichlidal, has been with the agency for 6 years. Prior to coming to NWCSA, she worked for a bookkeeping firm that did the books for NWCSA before bringing this function in house. She has worked with non-profit agencies for over 10 years.

Your organization's track record in the Primary focus Area, senior services, managing volunteers, and in measuring performance.

Northwest Wisconsin Community Services Agency, Inc., incorporated in 1967, is the sponsoring agency for RSVP. NWCSA is a private non-profit organization. Its service area covers the five northwestern Wisconsin counties of Ashland, Bayfield, Douglas, Iron and Price.

The organizational mission is to identify, demonstrate, support, strengthen and enrich the quality of life of low-income individuals, families, and their communities. NWCSA does not operate any other senior volunteer programs similar to RSVP. NWCSA does operate more than 50 other programs including: WIC, Adult Day Care, Crisis Intervention, Homeless Shelters, Transitional Housing, and

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other affordable housing options. NWCSA now has VITA Sites in the Superior and Ashland areas.

During the last year, NWRSSVP has worked on focus areas such as food security, housing, mentoring, literacy and financial literacy.

* Food Security: RSVP volunteers work in the Iron County Food Pantry to provide food for those in need; our volunteers have been at this site since 2008. We also work with the The Brick. This agency, located in Ashland, WI, utilized RSVP volunteers in their food pantry program.

* Housing: RSVP volunteers continue to help seniors stay in their homes through meals on wheels, congregate meal programs, transportation service and through the Faith in Action program. Faith in Action works to match the needs of seniors with those who can help with groceries, light cleaning, mowing the lawn, raking leaves, or snow shoveling. We have also started a program called Helping Hands for Warm Hearts that provides winter items (hats, mittens, scarves, blankets, etc.) to those in need.

* Mentoring: RSVP volunteers work with children in the schools and at the local Head Start program to keep them on the right track with their math and reading skills, as well as their social and cognitive development. We continue to encourage participation in our program, Head Start to Reading.

* Literacy: RSVP volunteers work with children in the schools and Head Start to keep them on the right track with their social and cognitive development and their reading skills. We continue our program Head Start to Reading as a focus area.

* Financial literacy: This area has not been a focus of the RSVP volunteers over that past year.

NWCSA, Inc. has been the sponsoring agency for RSVP since its inception in 1972, the same year Memory Lane, our adult day service program began. Staff has on-going contact with workstations for both assessments and issues such as potential changes or needs. All contact is done through email, phone, or mail. This has helped to maintain project workstation cohesiveness and provides both workstation supervisors and volunteers with the necessary information they need to continue their

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work.

With the help of the members of the RSVP Advisory Council, office volunteers, and the Program Director, we are able to pinpoint community needs and how those needs shift focus; maintain Corporation goals such as healthy futures, education, and economic opportunities.

Demonstrating strong organizational infrastructure, including: 1) tangible assets such as facilities, equipment, and supplies, 2) governance structure and operations, such as internal policies, purchasing procedures, and personnel management; 3) role of a community participation groups, such as an RSVP Advisory Council, to ensure input from the community; and 4) the existence of robust management systems and past experience managing federal grant funds.

1) NWCSA currently owns multiple apartments in the 5 count service delivery area (Ashland, Bayfield, Douglas, Iron, and Price Counties). We own Ashland office building, rent from the City of Superior, and own Solid Rock Safe Haven and Memory Lane in the City of Superior. All facilities are contain office equipment owned and maintained by the agency. NWCSA has warehouse facilities including freezers used to store food pantry items. Apartments that are owned by NWCSA come unfurnished but do include refrigerators and stoves.

2) Supplies for the office buildings are purchased through various grants designated for each specific program. Supplies for building and apartment maintenance are purchased through NWCSA general funds; these items include paint, light bulbs, carpets, doors, windows, and furnace filters. When RSVP needs supplies, the RSVP Director may order them up to a certain purchasing amount; receipts are provided to the Finance Director or CEO so the amount of purchase is correctly noted for the program. Items over a certain amount must receive approval from the CEO or if a large purchase, the Board of Directors must approve the expenditure. All RSVP purchases are housed in the RSVP directors office until needed.

Narratives

NWCSA is governed by an 18 person Board of Directors; members consist of people from the counties within our service delivery area. Members are appointed from local county boards, agencies with a similar focus and those with an interest in serving low income individuals. The Board of Directors is responsible for hiring the CEO; the CEO is responsible for hiring staff to coordinate programs and finance.

NWCSA has an approved personnel and financial policies and procedure manual; internal policies are governed by these two documents.

3) The RSVP Advisory Council is our community participation group that provides perspective into community needs while working within the framework the grant criteria. Group members are responsible for the following items per approved bylaws:

- a. Regularly attend and actively participate in meetings.
- b. Assist in recruiting volunteers, project supporters and partners.
- c. Assist in recruiting hard to reach volunteers.
- d. Support and develop fundraising and in-kind resources.
- e. Provide program with feedback at meetings per reports.
- f. Provide programming advice using wisdom and knowledge about community needs in their service area.
- g. Develop public relations projects.
- h. Advocate for the program by ambassadorship for their program.
- i. Apprise the Advisory Council of potential issues, partners, and programs that would further our mission and vision.
- j. Assist with the evaluation of the program's effectiveness.

4) NWCSA has a written policy and procedure manual that lists items such as 1) specifics regarding account numbers, and 2) how bills are to be mailed to the main office. The RSVP Program

Narratives

Director signs off on all expenditures and submits information on all in-kind donations received.

Policy adherence ensures there is one person responsible for accounts payable and one person responsible for accounts receivable. NWCSA now houses all the Ashland area NWCSA programs, including RSVP, in one building. Supplies for the building are purchased by NWCSA and supplies or equipment for RSVP are purchased through the RSVP Director.

Regularly scheduled staff meetings for NWCSA employees are held so everyone receives training and technical assistance regarding administrative and organization matters as they pertain to the agency.

A computerized accounting system is maintained for record keeping, an audit is completed on an annual basis, and monthly budget sheets are prepared for the Chief Executive Officer, Program Directors, and the Board of Directors.

As stated earlier, NWCSA, Inc. has in place a written Policy & Procedure manual that all employees must adhere to, including purchasing, payroll, travel, and all other financial roles and responsibilities; when RSVP needs assistance from the finance department, the Program Director makes contact with the Finance Director by e-mail, fax, and or telephone.

Demonstrate how you organization will adequately sustain the proposed required non-federal share.

Northwest Wisconsin Community Services Agency (NWCSA) will adequately sustain the proposed non-federal match requirements by continuing to do the required documentation and reporting to receive money from the State of Wisconsin. We will also continue to look for funding through various foundations or grants to support the work being done within NWRSVP. RSVP accepts both monetary and in-kind donations from community members and groups, and uses these items to help maintain the program.

Other

Not Applicable