

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		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): 10/18/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR144441	4. DATE RECEIVED BY FEDERAL AGENCY: 10/18/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Center For Siouxland DUNS NUMBER: 134144708	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Johnalyn Platt															
ADDRESS (give street address, city, state, zip code and county): 715 Douglas St. Sioux City IA 51101 - 1021 County: Woodbury	TELEPHONE NUMBER: (712) 252-1861 21 FAX NUMBER: (712) 255-1352 INTERNET E-MAIL ADDRESS: johna.platt@centerforsiouxland.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 421078435	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based 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: <b>Corporation for National and Community Service</b>															
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 Woodbury County															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): IOWA Opportunity #2 - Woodbury County, Iowa	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 005"/> b.Program <input type="text" value="IA 005"/>															
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															
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border: none;">a. FEDERAL</td> <td style="border: none; text-align: right;">\$ 32,957.00</td> </tr> <tr> <td style="border: none;">b. APPLICANT</td> <td style="border: none; text-align: right;">\$ 13,996.00</td> </tr> <tr> <td style="border: none;">c. STATE</td> <td style="border: none; text-align: right;">\$ 5,231.00</td> </tr> <tr> <td style="border: none;">d. LOCAL</td> <td style="border: none; text-align: right;">\$ 8,765.00</td> </tr> <tr> <td style="border: none;">e. OTHER</td> <td style="border: none; text-align: right;">\$ 0.00</td> </tr> <tr> <td style="border: none;">f. PROGRAM INCOME</td> <td style="border: none; text-align: right;">\$ 0.00</td> </tr> <tr> <td style="border: none;">g. TOTAL</td> <td style="border: none; text-align: right;">\$ 46,953.00</td> </tr> </table>	a. FEDERAL	\$ 32,957.00	b. APPLICANT	\$ 13,996.00	c. STATE	\$ 5,231.00	d. LOCAL	\$ 8,765.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 46,953.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 32,957.00															
b. APPLICANT	\$ 13,996.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 46,953.00															
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: Jonette Spurlock	b. TITLE:	c. TELEPHONE NUMBER: (712) 252-1861 12														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/18/12														

## Narratives

### Executive Summary

Legal Applicant: Center For Siouxland

Organization Description/Mission: Center For Siouxland, a non-profit human services agency located in Sioux City, Iowa, has been fulfilling our mission of "providing assistance to help people, empower lives, and build futures" since August 1, 1975. Center For Siouxland's programs and services including: Retired & Senior Volunteer Program (RSVP), The Siouxland Volunteer Center, Community Assistance (food/personal products, prescription medications), Bridges West Transitional Housing and SPAN Permanent Supportive Housing for homeless families and individuals, a Conservatorship/Representative Payee Program, Consumer Credit Counseling, and HUD-certified Housing Counseling.

# of RSVP Volunteers proposed: 85 Amount of funding requested: \$32,957.00

Primary Focus Area: Education

Other Focus Areas and Objectives: Economic Opportunity, Healthy Futures, Veterans and Military Families, and Capacity Building

Community Needs to be addressed: Improving school readiness and success in literacy and numeracy skills; income tax preparation assistance; preventing elder abuse from fraud and investment scams; food insecurity; social isolation ; support for active duty, veterans, and veteran families; garnering donations to sustain programs

Service Activities to address need: Free income tax preparation and filing; education to prevent investment fraud/scams; help with reading and math skills; help obtaining or accessing nutritious food; and help garnering in-kind donations.

Anticipated Outcomes: Increase student achievement in literacy and numeracy; reduce the number of families and individuals who experience food insecurity; decrease the number of homebound elderly who feel socially isolated.

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Demonstrates Community Need in primary focus area: The Retired and Senior Volunteer Program provides senior citizens living in Woodbury County, Iowa with the opportunity to use their valuable skills and life experiences to help meet community needs and enrich their lives. In our community we are seeing an increased need to mentor preschool and elementary students to improve school readiness and K-12 success by improving literacy and numeracy skills.

Many economic and social factors contribute to the need to mentor children to improve school readiness and literacy and numeracy skills. According to the 2010 US Census, 10.2% of the 25,721 family households in Woodbury County have income levels below the poverty level. Just over 29% of all families living below the poverty level are families with related children under 5 years only, and 17.5% of all families living below the poverty level have related children under 18 years. Nearly 13% of all Woodbury County residents are Hispanic, and 10.4% of the population 5 years and over speak Spanish as their primary language at home; 5.3% speak English less than "very well."

A report from the Sioux City Community School District for 2011-2012 showed that 35.7% of the district's 3-5 graders were performing below the "proficient" level on the Developmental Reading Assessment, 2nd Edition. Similarly, 25.4% of the district's 3-5 graders were performing below "proficient" on the L to J Math Post Test.

There are many factors which may contribute to a child's low level of proficiency in literacy and numeracy. The Sioux City Community School District reports that 28.7% of the students are Hispanic, and 14.6% of all students are English Language Learners, making reading and math skill development even more difficult. There is also a demand on the school system to integrate students with special needs into mainstream classes. Of the 13,766 students enrolled at the Sioux City Community School District, 14.6% receive special education services. Although the mixture of the two groups is important, special needs children often require additional attention in areas involving reading and/or

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comprehension of mathematical equations. Socio-economic status also plays a role in a child's literacy and numeracy skill development. At 16 of the 23 elementary, middle, and high schools in Sioux City, 60% or more of all students qualify for free/reduced lunches.

Parental involvement is a key factor in the development of children's reading and math skills, yet many of these children's parents are either illiterate, not English speakers, or single and working with limited time to help them. Mentoring children in math and reading, which includes reading aloud to children, contributes to children's interest in math and reading and their ability to develop necessary numeracy and literacy skills. Through one-on-one assistance, positive reinforcement, time and nurturing, RSVP volunteers help children improve their reading and math skills and ultimately increase their ability to succeed in the classroom. Currently, RSVP partners with Big Brothers/Big Sisters of Siouxland to recruit volunteers for their Every Classroom Counts initiative. Participating schools are selected based on those with the most academic need, but due to the need for more volunteers, the program is only 1st-3rd grade rooms in 6 elementary schools. Additional RSVP volunteers will help expand the program to additional schools and classrooms.

Plan and Infrastructure to manage volunteers and volunteer stations to address community needs in the primary focus area: RSVP will continue its partnership and collaboration with the United Way of Siouxland and Big Brothers/Big Sisters' Every Classroom Counts initiative. RSVP will also form a partnership with the Sioux City Community School District's Preschool Initiative. Through these partnerships, RSVP will recruit no fewer than 25 volunteers to mentor students in pre-k through 3rd grade public and parochial school classrooms throughout Sioux City, and ultimately Woodbury County. Each volunteer will be paired with 2 -- 4 children and will serve a minimum of 2 hours per week during the academic year. Volunteers will work individually and in small groups with children to help them develop and improve their literacy and numeracy skills and increase the likelihood of academic success. Service activities may include reading aloud to/with students, practicing letters and

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letter sounds and sight words, counting and practicing math (addition, subtraction) problems, and writing letters, words, and numbers.

Service activities in the primary focus area lead to National Performance Measure outputs/outcomes: RSVP volunteers will mentor pre-school children who need to develop their literacy and numeracy skills in order to be ready to enter kindergarten, and K-3 students who need to improve their literacy and numeracy skills in order to be academically successful. Working one-on-one or in small groups, mentors will work on a variety of activities which may include reading and writing letters and words, speaking and practicing pronunciation, and counting or completing basic arithmetic problems. This individualized attention from one-on-one and small group work in the targeted academic area will lead to school readiness and improved literacy and numeracy as demonstrated on standardized post-tests as well as future success.

**Significant activity in service to vets/military families in PFA, OFA, or Capacity Building**

Our project specifically targets both active duty military as well as veterans and military families in one of the "Other Focus Areas" where we have work plans. Primarily, RSVP volunteers will partner with Support Siouland Soldiers on 9/11 Day of Remembrance Service Day activities. During the Day of Remembrance Service Day activity, RSVP volunteers will assist Support Siouland Soldiers with collecting, packaging, and distributing both care packages to active duty military service members, and food boxes to veterans and military families in need. In addition, RSVP volunteers will have an opportunity to continue to volunteer with Support Siouland Soldiers. This group meets bi-monthly to collect, package, and distribute care packages and food boxes. And although we are not specifically targeting veterans, active duty military service members, or military families in our other work plans, there is no doubt that veterans and/or military families will be served through several of these work plans and activities.

### **Recruitment and Development**

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Plan/Infrastructure to create high quality volunteer assignments: Woodbury County RSVP volunteers have 10 work plans associated with 15 volunteer stations where they can choose to volunteer.

Volunteer opportunities range from helping pre-school and elementary school children improve their reading and math skills to providing free income tax preparation and filing to helping families access quality, nutritious food at a fraction of the cost.

New and continued community needs, which dictate the Primary and Other Focus Areas utilized in our work plans, are identified through our collaboration with other agencies and our active participation in the United Way of Siouxland's Community Impact Teams. This collaboration provides an opportunity to discuss current community initiatives and develop volunteer opportunities where RSVP volunteers are able to help meet the needs of the community and further the goals of the initiative. In recent years, we have formed partnerships between our VITA Tax program and the United Way's Earned Income Tax Credit initiative and between our Seniors in Schools program and the Big Brothers, Big Sisters' "Every Classroom Counts" initiative. Community needs are also identified by reviewing local statistical data such as the Sioux City Community School District's Annual Report which identified the need to bridge the gap between learning and test scores, and the Area Agency on Aging Annual Report which identified the need to provide Meals on Wheels to the homebound elderly.

The RSVP Director selects the community partners that will assist in the promotion and advancement of the program's mission, and meet the outputs/outcomes of the focus areas. Community Partners are responsible for working with the RSVP Director to define work plan outputs, service activities and outcomes. They also request the number of volunteers needed to support their service activities and assist with recruiting, training, supervising, and evaluating volunteers. They agree to acknowledge the RSVP Program and Volunteers in their agency publicity, annual reports, and recognition events. Finally, the Community Partners are responsible for completing and submitting timesheets, reports,

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and annual assessments in a timely manner.

The RSVP Director values the opinions of the volunteers and does her best to make sure that the volunteers are provided with high quality experiences. Volunteers are matched with appropriate volunteer stations addressing community needs by considering the ability and interests of the volunteer. The RSVP Director meets with each volunteer at the beginning and again at the end of a project to discuss the project, its successes, and areas in need of improvement. Volunteers are encouraged to complete project assessments and volunteer surveys which give them the opportunity to reflect on the meaning of their service and the manner in which it enhances the quality of their lives. Each volunteer is evaluated annually to determine volunteer satisfaction and acceptable performance. Through surveys and evaluation, it has been shown that RSVP volunteers find great satisfaction in their service to others.

RSVP volunteer opportunities are developed so that volunteers can share their experiences, abilities, and skills to improve their communities and themselves through their service. For example, the VITA income tax program provides volunteers with a challenging opportunity that enables them to serve in a leadership role and develop skills pertaining to completing income tax forms. The needs and degree of difficulty vary from one tax client to another, plus the tax aide must keep current on new/revised tax laws. Tax aides can only serve once they have completed the specialized training and become certified by the IRS/VITA. The RSVP Tax Program has also received additional funding from the United Way of Siouxland's Community Impact Team to promote the Earned Income Tax Credit initiative and to help more qualifying individuals and families take advantage of the EITC. The RSVP free tax program has been instrumental in increasing the amount of EITC dollars returned to Woodbury County residents.

Every Classroom Counts volunteers are held to a higher standard than most volunteers because they are working with children. They must consent to an annual background check which includes a check

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of the Sex Offender Registry. In addition, they must have knowledge of math and literacy skills as well as the patience and desire to work with children, many of whom have behavioral problems, come from disadvantaged home situations, or are frustrated and lack the motivation to succeed in school. SAIF volunteers are specially trained to understand and recognize investment fraud/scams against the elderly. They are also skilled in public speaking and disseminating their material in a manner that is appropriate to a variety of audiences.

Meals on Wheels volunteers provide compassionate companionship and communication with the outside world to someone who may not have other friends or family members to visit them on a regular basis. In addition, the service provided by Meals on Wheels volunteers helps their elderly clients maintain their independence and avoid premature institutionalization.

Plan/Infrastructure to ensure training of RSVP volunteers: All RSVP volunteers attend both Volunteer Orientation at Center For Siouland and the training provided by the individual Volunteer Stations. At the initial RSVP volunteer orientation, each volunteer receives a volunteer handbook which includes the required RSVP documents (timesheets and mileage and meal reimbursements) as well as federal and state confidentiality rules and regulations.

All Volunteer Stations are also required to provide training and/or orientation prior to the volunteer beginning their service. In order to ensure that the volunteers have the opportunity to develop skills as they volunteer, the RSVP Director will work with station managers to ensure that the volunteers are provided the appropriate training to do the work assigned and any advanced training that might be needed. The specific type of training they receive depends upon the tasks to be performed during the volunteer opportunity.

For example, Every Classroom Counts volunteers first meet with the Big Brothers, Big Sisters "Every Classroom Counts" coordinator. The potential volunteer will undergo a background check and complete necessary documentation prior to being accepted into the program. Once the volunteer has

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been given clearance, the volunteer is given an orientation by Big Brothers, Big Sisters. The orientation explains proper techniques to encourage student participation and also introduces the volunteers to the teacher and the classrooms where they will be assigned. The volunteer also spends time observing the teacher and the classroom dynamics before engaging in the volunteer assignment. Meals on Wheels volunteers job shadow with an experienced volunteer distributor until the RSVP volunteer is comfortable with the route. VITA tax assistance volunteers must complete a 30-40 hour training provided by the IRS/VITA. The training is provided to update the volunteers on the current and updated tax regulations. The volunteers are also administered a test to become a certified VITA Tax Aide. SAIF volunteers complete the training provided by the Iowa Insurance Division. During this training, the volunteers watch a video and review the SAIF handbook which covers different types of investment fraud/scams which target the elderly as well as ways to avoid these scams and what to do if they feel they are at risk of being victimized. Once the initial training is completed, all volunteers complete an annual refresher training which covers new/updated information related to investment fraud. SHARE and food pantry volunteers receive "on-the-job" training consisting of practice and observation. Experienced SHARE volunteers train new volunteers to sort and assemble food packages and administer the survey. The same is true of experienced Food pantry volunteers. They train new volunteers to gather client information and stock shelves, assemble food bags, and monitor clients. The RSVP Director meets at least annually with each Volunteer Station Manager to discuss and review the RSVP handbook, policies, and procedures including completing timesheets, timely reporting, and submission of timesheets, surveys, etc. They also review the work plan which details the number of volunteers, the service activities, and the anticipated outputs/outcomes for the volunteer opportunity. They review the MOU which outlines the responsibilities of both the RSVP Program and the Volunteer Station. The MOU is renewed and re-signed every year.

Plan/Infrastructure to recruit a volunteer pool, from one of the following: persons of all

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racess/ethnicities, sexual orientation, and degrees of English language proficiency; veterans/military families; and/or disabled persons, including age-related disabilities: The Retired and Senior Volunteer Program of Woodbury County is committed to recruiting and involving volunteers of various races/ethnic backgrounds, ages (newly retired/semi-retired), skill levels, educational backgrounds, and talents. The RSVP remains interested in diversifying the core of volunteers to include volunteers who are veterans or disabled.

In order to recruit a volunteer pool of persons with disabilities, the RSVP Director will establish relationships with agencies that serve 55+ persons with disabilities. She will make presentations at local disabled, elderly apartment complexes, congregate meal sites, and the Center For Active Generations. When possible, she will have representatives or other volunteers from the various volunteer stations available to help promote the program and to answer questions about the sites and the volunteer opportunities.

In order to promote volunteerism and recruit veterans and military families, the RSVP Director will make presentations at the VFW and American Legion halls. By partnering with Support Siouxland Soldiers for a Day of Service event, it is hoped that some 55+ veterans and family members will take an interest in RSVP and other volunteer opportunities.

New RSVP volunteer recruitment is on-going. The RSVP Director monitors the 55+ population through various avenues. RSVP volunteers man informational booths, answer questions, and distribute brochures at local fairs as a means to recruit potential volunteers. The RSVP Director distributes fliers to area senior centers, apartment complexes, churches and other sites where seniors gather. RSVP has begun utilizing the social networking site Facebook to share volunteer stories, recruit volunteers, and inform the public of volunteer opportunities. They have also begun using on- line volunteer recruitment sites such as [serve.gov](http://serve.gov), [Iparticipate.org](http://Iparticipate.org), [Volunteer Match](http://Volunteer Match), [Createthegood.org](http://Createthegood.org), and [Volunteer Solutions](http://Volunteer Solutions) to post volunteer opportunities. The Center For Siouxland

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and RSVP program newsletters are published regularly and distributed to agency directors, community members, volunteers, volunteer stations, churches, area senior centers, and other RSVP Directors. The newsletter promotes ongoing volunteer opportunities, addresses community needs, and solicits suggestions for recruiting and promoting RSVP to older adults.

Plan/Infrastructure to retain, recognize, and appreciate volunteers: All RSVP volunteers are surveyed annually to ensure that RSVP's mission is being carried out by their involvement. This survey gives the volunteers an opportunity to recommend program changes and/or improvements and suggest additional trainings as well as communicate their needs and/or concerns with the RSVP Director and Advisory Council. The information is compiled and presented to the Advisory Council as they work to improve the program and help it run efficiently and effectively for many years to come.

RSVP volunteers are recognized at an annual recognition luncheon in the fall. All volunteers are invited to a catered event featuring entertainment and door prizes. The RSVP Director is working with the RSVP Advisory Council to develop other volunteer social activities such as a summer picnic or monthly coffee hour where the volunteers can get to know each other and share their experiences with both other volunteers and potential volunteers.

The RSVP newsletter featuring various volunteer opportunities, volunteers who have gone above and beyond program/volunteer station expectations, and important health tips geared toward senior citizens is published semi-annually. The newsletter also recognizes newly registered RSVP volunteers as well as volunteers celebrating birthdays and anniversaries. In addition to being recognized in the newsletter, a personalized birthday card is sent to the volunteer on his/her birthday. Cards are also sent to each volunteer during National Volunteer Week to recognize and thank them for their continued support of RSVP.

Unduplicated volunteers placed in National Performance Measure outcome work plans above the minimum 10%: 67% of unduplicated volunteers are in Work Plans that result in National

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Performance Measure Outcomes.

### Program Management

Plan/Infrastructure to manage volunteer stations in compliance w/ RSVP program regs.: Once community needs have been identified, the RSVP Director contacts appropriate agencies to discuss a partnership, service activities, and the level of volunteer need and involvement in the organization. Each volunteer station develops assignments for the volunteers that are critical to the operation of the station. These assignments work toward both meeting critical community needs and providing meaningful, high quality experiences for the volunteers. These stations are also required to prepare reports, provide volunteer training and support, maintain required records, and supervise volunteers. Each station accepts responsibility and supervision of the RSVP volunteers per the Memorandum of Understanding (MOU). All station records and data are provided to the Director and maintained in the RSVP office while a copy remains at the station.

The RSVP Director meets initially, and at least annually thereafter, with each Volunteer Station Manager to discuss and review the RSVP handbook, policies, and procedures including completing timesheets, timely reporting, and submission of timesheets, surveys, etc. They also review the work plan which details the number of volunteers, the service activities, and the anticipated outputs/outcomes for the volunteer opportunity. They review the MOU which outlines the responsibilities of both the RSVP Program and the Volunteer Station. The MOU is renewed and re-signed every year.

Volunteer stations are required to comply with regulations stated in the Memorandum of Understanding. This entails monitoring the volunteers and their performance and completing the required documentation pertaining to timesheets and mileage/meal reimbursement. Data collected includes volunteer and volunteer station surveys; timesheet and mileage/meal reimbursement forms, program evaluations, and other data necessary to determine program quality and compliance with

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RSVP's mission statement. Should the RSVP Director suspect or observe any activities that are not in compliance with RSVP program regulations, the RSVP Director and the Station Manager will work together to develop a plan and a timeframe to correct the non-compliance. In the event that the non-compliance is not corrected, the RSVP Director would sever ties with that station and work to graduate the affected volunteers to other stations or opportunities.

Plan/Infrastructure for developing volunteer stations outside the Primary Focus Area: Volunteer assignments are focused primarily on meeting significant community needs identified by state, local and community agencies, annual reports, and statistical reports. In addition to our Primary Focus Area of Education, we also have work plans in Other Focus Areas including: Healthy Futures, Economic Opportunity, Veterans and Military Families, and Capacity Building.

New and continued community needs, which dictate the Primary and Other Focus Areas utilized in our work plans, are identified through our collaboration with other agencies and our active participation in the United Way of Siouxland's Community Impact Teams. This collaboration provides an opportunity to discuss current community initiatives and develop volunteer opportunities where RSVP volunteers are able to help meet the needs of the community and further the goals of the initiative. Volunteer Stations related to Other Focus Areas include 3 VITA tax preparation sites, Meals on Wheels, 3 food pantries, 3 non-profits for whom the Non-Profit Heroes will organize and conduct product drives to support programs, and Support Siouxland Soldiers.

As with developing volunteer stations in the primary focus area, the RSVP Director selects the community partners that will assist in the promotion and advancement of the program's mission, and meet the outputs/outcomes of the focus areas. Non-primary focus area community partners are also responsible for working with the RSVP Director to develop high quality volunteer opportunities and define work plan outputs, service activities, and outcomes. They also request the number of volunteers needed to support their service activities and assist with recruiting, training, supervising, and

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evaluating volunteers. They agree to acknowledge the RSVP Program and Volunteers in their agency publicity, annual reports, and recognition events.

Plan/Infrastructure to responsibly graduate volunteer stations: We are graduating 5 volunteer stations with 27 volunteers that do not fit into the CNCS focus areas and were formerly non-impact work plans. Our plan to graduate the stations and the volunteers has many facets based on the station and the volunteers placed at that station. However, no matter the reason for graduating the station, our goal is to align all stations and volunteers with other opportunities either within our focus areas or within other organizations. As appropriate, some stations may be graduated to the Siouxland Volunteer Center or other programs similar to the service they were providing such as the Senior Companion Program, the American Red Cross, Hospice, etc. This will allow those volunteers to continue to serve. However, those volunteers will also be recruited to serve in volunteer stations aligned with our Focus Areas such as education and healthy futures. The volunteers from 2 more volunteer stations which were comprised primarily of older volunteers who only volunteered a few times a year will be graduated to Day of Service and capacity building work plans where the service activities are less intensive and only occur a few times a year. This will allow them to maintain some involvement with the RSVP program as well as have an impact on the organizations they serve. One volunteer station was aligned with a church service group prior to becoming a volunteer station. This group will continue to serve that church community and will become an independent group once again. However, the volunteers in that group will be recruited to volunteer in RSVP focus areas in order to keep them involved with RSVP.

Plan/Infrastructure to ensure National Performance Measure outputs/outcomes are measured and collected: Communication between the RSVP Director, the volunteers, and the volunteer stations is conducted on a regular basis. This benefits the data collection process.

When meeting with potential community partners to develop volunteer opportunities and stations, the

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RSVP Director discusses at length the importance of RSVP goals and measuring and reporting outputs and outcomes. Each Volunteer Station signs a Memorandum of Understanding (MOU) with the RSVP program. The MOU clearly outlines the duties of the Volunteer Station as well as the RSVP program. Community Partners are responsible for working with the RSVP Director to define work plan outputs, service activities and outcomes. Expected outputs and outcomes are clearly defined as well as how often and when output/outcome data must be collected and reported out on. As the RSVP Director is responsible for reporting outputs and outcomes to CNCS at least annually, it is imperative that the Volunteer Stations not only agree to assist with data collection and reporting, but that they actually comply with this requirement. All station records and data are provided to the Director and maintained in the RSVP office while a copy remains at the station.

Plan/Infrastructure to manage project resources for accountability and efficient/effective use of resources: Center For Siouxland has an established fiscal department. Checks and balances are in place for all programs, including accounts payable, balancing budgets, and implementing programs. Policies and procedures are in place to manage all revenue as well as expenses. Center For Siouxland employs a contract accountant to manage, record, and track all revenue and expenses. We utilize FundRaiser Select software to track cash and in-kind donations as well as donors. The Administrative Assistant is responsible for tracking all of this information and providing reports as requested. Program staff complete timesheets in order to track the percentage of staff, support staff, and administrative services utilized by the Retired and Senior Volunteer Program. Other shared expenses (admin. facilities, janitorial, utilities, etc.) are figured as a percentage of the agency's total expenses. Currently RSVP makes up 4% of the total agency expenses. These percentages are accurately reflected in the RSVP budget. The CEO and the RSVP Program Director carefully monitor both program revenue and expenses to ensure they are adequate, relevant, and reasonable.

### **Organizational Capability**

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Plan/Infrastructure to provide sound programmatic and fiscal oversight, day-to-day operational support and data collection, clearly defined internal policies: The RSVP Director is responsible for the day-to-day operations of the program. Her primary functions are to recruit, retain, and recognize volunteers. She is also responsible for monitoring community needs, securing volunteer stations, and assisting the volunteer stations with developing high quality, meaningful volunteer opportunities which address community needs.

The RSVP Director reports to Center For Siouxland's CEO. The RSVP Director provides monthly program reports to Center For Siouxland's President/CEO to include in her monthly report to the Board of Directors. As needed, the performance of the program including its fiscal management and volunteer recruitment and recognition are discussed at these meetings. The RSVP Director also reports annually to Center For Siouxland's Board of Directors regarding the accomplishments of the past year, the goals for the upcoming year, and future program directions. Programming results are shared with volunteers, volunteer stations, and other interested individuals. As a requirement of CNCS funding, she also completes the PPR as directed to report on number of volunteers, volunteer stations, service activities, outputs, and outcomes.

The RSVP Advisory Council meets bi-monthly (every two months) to support, promote, monitor, and evaluate the program. Progress reports, fiscal management, and volunteer recruitment and recognition are discussed at these meetings.

Center For Siouxland has established written policies and procedures which are maintained in the Standard Operating Procedures and Personnel Policy manuals. Center For Siouxland also has written Job Descriptions for all positions. Procedures and protocols are established and utilized for accounting practices, management controls, salary scales, employee benefits, travel and reimbursement, procurement, records retention, property management, drug free/smoke free, and ethics.

We have a contract accountant for accounts payable and payroll. She maintains fiscal records using a

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combination electronic/automated and manual accounting system. She maintains a general ledger, cash receipts journal, cash disbursements journal, payroll journal, and general journal. We post to the general ledger daily, and have procedures in place to track the receipt and disbursement of funds by funding source and from original invoice through final payment for a clear audit trail.

Descriptions of paid staff positions, sustainability, and current staff assigned to project

Center For Siouxland President/CEO: Jonette Spurlock was named President/CEO of Center For Siouxland in July 2012. Prior to becoming CEO, Jonette was the Vice President of Client Services and provided program oversight and staff supervision of the Client Trust, Consumer Credit Counseling, Housing Counseling, Community Assistance, and HUD Supportive Housing Programs. Jonette's responsibilities as they pertain to the RSVP program include supervision of the RSVP Director and overall program support and fiscal oversight. Jonette dedicates 10% of her time to RSVP program oversight and supervision.

RSVP Program Director: Johnalyn Platt has been the RSVP Director for 6 years. In her position as RSVP Director, Johna is responsible for collecting and maintaining all statistics regarding RSVP reporting, promoting public awareness of RSVP, and overseeing program activities and providing support for volunteers and volunteer stations. The RSVP Director is a member of Iowa Association of RSVP Directors. The group meets quarterly to discuss various educational tools and best practices. The group also shares ideas on recognition and recruitment strategies. The RSVP Director position is a .5FTE, of which Johna dedicates 95% to RSVP program administration and 5% to program fundraising and other duties as assigned.

Contract Accounting Services: Kathy Ranniger has provided contract accounting services for Center For Siouxland since August 2012. Kathy is responsible for paying bills, computing payroll, maintaining accurate fiscal records of expenses and revenue, running financial reports for the RSVP Director, CEO, and CFS Board of Directors, and assisting with the agency's annual audit. Kathy dedicates 4% of her

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time to RSVP fiscal management.

Center For Siouxland Grant Writer: Susan McGuire has been the Grant Writer at Center For Siouxland for 7 years. Susan's duties include writing all renewal grants as well as applying for additional grants to support the 8 programs and services at Center For Siouxland. Susan is also responsible for tracking eligible grant expenditures, drawing down grant funds, and completing the FFR financial reports in the Payment Management System and in eGrants. Susan dedicates 8% of her time to RSVP grant management and 2% of her time to grant writing for the RSVP program.

Center For Siouxland Administrative Assistant: Tasha Voloshen has been the Administrative Assistance at Center For Siouxland for 11 years. Tasha's responsibilities with regards to RSVP include serving as the receptionist for calls and clients who come to the front desk, ordering supplies, coding and filing bills, recording donations and generating thank-you letters, and various secretarial duties such as making copies. Tasha dedicates 10% of her time to support the RSVP program.

The RSVP Director position is sustained primarily through CNCS funding. Other funding sources for this position include the United Way of Siouxland and State of Iowa funding. Other positions receive minimal funding from the CNCS grant. These positions are sustained primarily through the United Way of Siouxland and the administrative and occupancy fees charged by the agency to the programs to cover the costs of administrative personnel, facilities, utilities, and shared expenses such as office equipment and office supplies.

Examples of sponsor organization's track record managing volunteers and measuring performance in Primary Focus Area: Helping children achieve academic success has long been a crucial community need in Woodbury County, and all indications are that it will continue to be a crucial community need for years to come. That is why we have chosen Education as our Primary Focus Area.

The Every Classroom Counts (formerly Seniors in Schools) work plan has been a part of the RSVP program in Woodbury County for at least 9 years. This work plan has provided volunteer

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opportunities for at least 15 seniors to help children improve their literacy and numeracy skills in Sioux City Community Schools elementary classrooms. As the Hispanic population has increased in Sioux City, volunteers have also had the opportunity to help children learn English. Through this work plan, the output has always been the number of volunteer:student mentoring matches, but the outcomes have always focused on student improvement and achievement in literacy and numeracy. Teachers administered pre- and post-tests and shared results with the RSVP program director so that she could report the results to CNCS on her PPR.

Strong organizational infrastructure -- tangible assets, governance structure (internal policies, purchasing procedures, personnel mgmt.), role of Advisory Council, robust financial mgmt. system and past experience managing federal grants: Center For Siouland owns the building they occupy at 715 Douglas Street, Sioux City, Iowa, as well as the office equipment and machines (phones, fax, copy machine, computers, printers) inside the building. The Retired and Senior Volunteer Program has an office for the Program Director as well as an office occupied by the VITA tax preparation program. All agency expenses for administration and occupancy such as administrative personnel, janitorial, utilities, and shared office equipment and supplies such as printers and paper are prorated based on a percentage of the program's overall budget in relation to the agency's budget. Some office equipment and supplies such as phones, the fax machine, and the copy machine are coded so that they can be direct charged to the program.

Center For Siouland has established written policies and procedures which are maintained in the Standard Operating Procedures and Personnel Policy manuals. Center For Siouland also has written Job Descriptions for all positions. Procedures and protocols are established and utilized for accounting practices, management controls, salary scales, employee benefits, travel and reimbursement, procurement, records retention, property management, drug free/smoke free, and ethics. All staff receive a policy and procedure handbook which covers everything from vacation requests to

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disciplinary actions. Future handbook revisions and updates are distributed to staff in a timely manner.

All Center For Siouxland personnel are evaluated annually. The evaluation is a combination of an Employee Feedback form, which the employee uses to summarize the performance period and the highlights, accomplishments, progress toward goals, special projects, milestones, and challenges, and a Performance Evaluation form, which the supervisor uses to evaluate the employee's performance during the performance period as well as highlight the employee's strengths and areas needing improvement. During the evaluation process, the supervisor and the employee also set goals for the upcoming year, and the employee is given an opportunity to comment on the supervisor's evaluation of their performance.

The RSVP Advisory Council meets bi-monthly (every two months) to support, promote, monitor, and evaluate the program. Progress reports, fiscal management, and volunteer recruitment and recognition are discussed at this time. The Advisory Council also assists the Program Director with determining community needs, recruiting volunteers, and planning the annual recognition events, and participates in the Annual Assessment of the program.

The RSVP Advisory Council and Program Director have developed a three year strategic plan. The plan addresses program operations/programming in five major components (Administrative, Program Development, Human Resource, Publicity and Community Relations, and Fund Development) and identifies both long term goals and short term milestones for the RSVP program. The strategic plan was written and implemented to provide solid guidance for the Advisory Council, RSVP staff, volunteer stations, and RSVP volunteers. The purpose of the strategic plan is both to monitor RSVP's stability and effectiveness in the community and to provide structure and foundation while creating momentum for volunteers and moving the program forward. The primary goals of the strategic plan are: 1) to increase the number of volunteers, especially culturally diverse and younger-

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aged volunteers, 2) expand established volunteer opportunities such as Every Classroom Counts and VITA income tax preparation, and 3) increase program visibility and RSVP awareness especially in eastern Woodbury County. The Advisory Council and the Program Director meet annually in May to discuss, evaluate, and revise the strategic plan.

Center For Siouxland is responsible for all programmatic and fiscal aspects of RSVP, along with providing employment of the RSVP staff. Center For Siouxland has policies and procedures that are well documented in the Personnel Policy and Standard Operating Procedures Manuals. With regards to fiscal management, Center For Siouxland has a 'checks and balances' procedure. We employ a contract accountant who utilizes QuickBooks Pro Premium Edition for Non-Profits to manage payroll and accounts payable. All staff members complete timesheets in order to track the percentage of staff, support staff, and administrative services utilized by the RSVP. Each program has been assigned a code to track expenses and revenue for each grant or funding source.

In addition to managing the Corporation for National and Community Service funded RSVP program for the past 29 years, Center For Siouxland has successfully managed numerous other federal grants including: HUD Supportive Housing Program funds for transitional and permanent supportive housing for homeless individuals and families, HUD Housing Counseling Program funds, Emergency Shelter Grant (ESG) and Emergency Food and Shelter Program (EFSP) funds.

Adequacy and sustainability of required non-federal match: In addition to the federal dollars awarded by the Corporation for National and Community Service, the Retired and Senior Volunteer Program mobilizes community resources by utilizing funds provided by the United Way of Siouxland, the UW of Siouxland EITC Initiative, grants awarded by private foundations such as the Iowa Insurance Commission, and donations from program supporters. RSVP also receives State of Iowa funding through the Iowa Commission on Volunteer Service.

Center For Siouxland has been a United Way agency since our inception in 1975. The majority of our

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non-federal match comes from the United Way of Siouxland, and based on recent United Way campaigns, these funds are guaranteed to continue as long as we continue to provide services and programs that align with the United Way's Community Impact Teams and Initiatives. The United Way of Siouxland has supported the RSVP program since it was started in 1983 because of the volunteer opportunities provided and the impact on helping the community meet crucial community needs. Funding from the United Way EITC Initiative and the Iowa Insurance Commission are relatively new, but as long as the funding stream remains viable, and as long as we continue to provide programs and services that meet community needs, we are strong contenders for continued funding.

### Other

N/A

### PNS Amendment (if applicable)

N/A