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Executive Summary

This RSVP project has been in Black Hawk County since 1972 and with the current sponsor, Covenant Medical Center, since 1992. As the incumbent sponsor, Covenant Medical Center is submitting this grant for re-competition. It is anticipated in the third year of this grant 310 unduplicated RSVP volunteers will serve Black Hawk and Fayette (Oelwein) Counties. The focus area activities will include tutoring and mentoring to economically disadvantaged elementary students; helping Medicare recipients resolve Medicare related issues; assist in delivering meals to the homebound; and assist low income individuals with their income tax preparation. The Primary Focus Area of this project is Education: K-12 Success. In the third year of this 3-year grant cycle, the following is anticipated:

(Education.) 150 unduplicated volunteers serving 500 unduplicated disadvantaged youth, who are lagging in their reading/math skills; further anticipating 325 unduplicated students will improve their reading/math.

50 unduplicated economically disadvantaged students will be matched with 50 unduplicated school based volunteer mentors for a minimum of 16 weeks; with 25 improving their school attendance.

(Healthy Futures.) 16 unduplicated Senior Health Insurance Information (SHIIP) volunteers will provide 1 to 1 counseling regarding a Medicare issue to 800 unduplicated Medicare recipients.

9 unduplicated volunteers will provide home meal delivery a minimum of 3 days a week to 50 unduplicated homebound individuals.

(Economic Opportunity). 27 unduplicated tax volunteers will provide free tax preparation assistance to 600 unduplicated low income individuals, based on Federal Poverty Guidelines.

(Community Priorities.) 58 unduplicated volunteers will provide stations with various supportive office activities, such as collating mailings, putting together packets, answering phone, data entry, etc. Volunteers will make lap robes and walker bags for health agencies to give to their patients, including the area Veteran's Hospital. University of Northern Iowa utilizing RSVP volunteers in their Cultural and Intensive English Program by engaging RSVP volunteers and students in conversational English. Black Hawk County small claims court has RSVP volunteers provide optional mediation services to case litigants, as requested. All volunteers are trained as needed by the station. Indirectly or directly in some cases, many people benefit from the services in Community Priorities.

The CNCS federal investment of \$80,085 will be supplemented by an estimate of \$111,485 in non-federal resources (includes in-kind).

Strengthening Communities

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The primary focus area is Education, Objective 2, Succeeding in K-12; with ED2 and ED4A for outputs, "Number of economically disadvantaged students that completed participation in CNCS-supported K-12 education programs." & "Number of disadvantaged youth/mentor matches with special or exceptional needs/mentor matched that were sustained by the CNCS-supported program for at least the required time period." The outcomes will be ED5 "Number of students with improved academic performance in literacy and/or math." & ED6 "Number of students that improved their school attendance over the course of the CNCS-supported program's involvement with the student."

The geographic service area for this project overall is Black Hawk and (Oelwein) Fayette Counties. Within that geographic area the school districts of (urban) Waterloo (Black Hawk County) and (rural) Oelwein (Fayette County), Iowa are addressed in the primary focus area work plan. According to each district's testing results from the Spring 2013 Iowa Annual Assessment, 41% of the 2,333 3rd-5th graders in the Waterloo School District and 232 3rd-5th graders in the Oelwein School District are not grade level proficient in their reading skills; compared to the state average of 24.84% non-proficient*. Also, 30.9% of the 3rd-5th graders in the Oelwein School district are not grade level proficient in their math skills compared to the state average of 21.44% non-proficient*. (Math tutoring is in Oelwein only.) (*The 2012 Annual Assessment Iowa Department of Education is the most recent for collective overall state wide data.) This RSVP project has worked very intensely with these two school districts in reading and math support for the past 12+ years.

Waterloo and Oelwein Community Descriptions: Waterloo is the 6th largest city in Iowa with a population 68,297; 52% of the county's population of 131,820 live in Waterloo. This city offers a richly diverse population; with 77.3% white (average for Iowa is 91%); 15.5% black/African American (average for Iowa 2.9%); 5.6% Hispanic/Latino; 1.6% Asian, American Indian, Alaska Native, Native Hawaiian and Other Pacific Islander. Waterloo's diversity continues to grow, as in the early-late 1990's refugee Bosnian families settled in Waterloo in search of making a new life for themselves. Some had attained a higher education but due to lost certificates, diplomas, etc. some had to take lesser jobs than what they were educated. Never-the-less, over 3000 Bosnians have made new lives for themselves in the Waterloo area. In the last few years Waterloo has also become home to refugee Burmese families. These two new groups help make up the 6.5% of the foreign born population (state average 4.2%) and 10.1% of the population has a language other than English spoken at home (state average of 7%). This is a racial, ethnic and cultural snapshot of Waterloo.

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(Data taken from 2012 QuickFacts, US Census Bureau.)

Education and jobs - Persons age 25+ have a high school graduation rate of 86.2%, (state average 90.3%) and a Bachelor's degree or higher of 18.5% (state average 24.9%). Unemployment in Waterloo, July 2013, was at 4.5%, less than the State of Iowa rate of 4.8%. Waterloo is viewed to have many lower paying jobs (retail, food industry, manual labor). However there are skilled/professional jobs that pay well too. The three most common industries are health care, education and machinery. (city.data.com) There are three hospitals, a State College, John Deere manufacturing, plus several more manufacturers are located in the Waterloo Metro and surrounding area. (Data taken from 2012 QuickFacts, US Census Bureau unless identified differently.)

Economically, there is a significant amount of poverty in Waterloo with 18.9% living below the poverty level, (state average 11.9%) and a median household income of \$40,238 (state average \$50,451). Home ownership is 65.6% (state average 73%); with a median home value of \$102,700 (state average \$121,300). Data taken from 2012 QuickFacts, US Census Bureau, based on 2007-11 year span. According to the Iowa Department of Education website, the Waterloo Community School District's 2012-13 school year PK-12 Enrollment was 10,933; with 66.7% of the students qualifying for free (6,359 students) or reduced (938 students) lunches (state average 40.3%). This breaks down to 2 out of every 3 students qualified for free/reduced lunches. The free and reduced lunch numbers are an excellent identifier of students who are in economically disadvantaged families; which would mean the household is between 130% and 185% of the Federal Poverty Guidelines, based on household income and number in household.

Oelwein is the second school district in the primary focus area. Oelwein is the largest community (pop. 6,363) in rural Fayette county (pop. 20,793); making up 31% of its population; with 96.1% white (average for Iowa is 91%); .9% black/African American (average for Iowa 2.9%); .6% Asian; 2.9% Hispanic/Latino; .8% American Indian, Alaska Native, Native Hawaiian and Other Pacific Islander. The Oelwein Community School District's geographic area includes the smaller communities of Stanley and Hazleton; making the resident population of the school district 7308 (35% of the county's population). (US Census 2012 QuickFacts and City-Data.com). Waterloo, located approximately 45 miles SW of Oelwein, is the closest city.

Education and jobs - Persons age 25+ have a high school graduation rate of 87.2%, compared to the state average of 90.3% and a Bachelor's degree or higher of 13.4% compared to the state average of 24.9%. (US Census 2012 QuickFacts) Unemployment in Oelwein, June 2013, was at 4.9%, just over

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the State of Iowa rate of 4.8%. (www.homefacts.com) Top 3 types of industries in Oelwein are manufacturing, retail trade, transportation and warehousing (www.city-data.com/50662) Economically there is also a significant amount of poverty in Oelwein with 14.6% living below the poverty level (state average 11.9%) and a median household income of \$37,277 (state average \$50,451). Home ownership is at 76.6%, slightly above the State rate of 73%; with a median home value of \$63,700; almost half the state average home value of \$121,300. (Data taken from 2012 QuickFacts, US Census Bureau, based on 2007-11 year span; unless stated differently.) According to the Iowa Department of Education website, the Oelwein Community School District had in 2012-13 school year a PK-12 Enrollment of 1,378 with 54.2% qualifying for free (583 students) or reduced (164 students) lunches (State average for free/reduced lunches was 40.3%). This breaks down to approximately 3 out of every 5 students qualified for free/reduced lunches. Once again, the free and reduced lunch numbers are an excellent identifier of students who are in economically disadvantaged families. Oelwein was once considered a railroad community and suffered an economic setback with the decline of the railroads. In the late 90's a major manufacturer closed its doors in Oelwein, once again affecting the economic status in the community.

To summarize, how the information from the 2 school districts/communities supports the primary focus area (Education) community need and outputs/outcomes.

1) Waterloo school district is racially and ethnically diverse, with a significant number of elementary students starting school unable to speak any or minimal English. Many people who were refugees when they settled here still use their native language in their homes in order to communicate with older relatives. It is not unusual to have a younger person translate for an older relative. 2) Significant poverty -- the number of students in each district qualifying for Free and Reduced lunches indicates the large proportion of children in each district that live in poverty. 3) Children living in economically disadvantaged homes often times leads to years of or continually being behind those students who have had the advantages of books, good nutrition, generational support from their families and other "community families" in their preschool years and beyond. Children who come to school and do not speak English or minimal English, are behind from the start in terms of reading the English word. The vast majority of the past 12+ years this project has met or exceeded their anticipated (end) outcomes.

According to Carol Watson, Waterloo Schools Reading Recovery Teacher leader, the additional

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support of RSVP volunteers offers students opportunities to accelerate their learning and close achievement gaps. This volunteer service continues to be an integral source of additional reading support for students in early intervention in the Waterloo School District. The RSVP program benefits the great diversity of students in Waterloo elementary schools and offers the experience of individual literacy and language in accelerating learning. "Since this volunteer service was initiated, the RSVP volunteers under the direction of the RSVP Volunteer Coordinator, have served well over a thousand students. Our students, teachers, and community have been the beneficiaries of this effective and wonderful partnership." Carol Watson, Reading Recovery Teacher Leader/Waterloo District CIM Coach, Waterloo Community Schools.

Barb Schmitz, Oelwein Community School District Elementary Guidance Counselor, submitted the following 3 statements from Oelwein Elementary School Teachers in the school district. 1) "The RSVP program is a vital part of my reading curriculum. I have at least one adult volunteer every day during my reading block. That volunteer works with a small group of readers in a guided reading setting. From increasing time on task, to working on comprehension and vocabulary meaning, to being there to notice if someone is extra quiet and needing an extra hug; the RSVP volunteers are instrumental in making our school day run smoothly, efficiently, and helps to give kids what they need. I don't know what I would do without RSVP." Oelwein 4th grade teacher

2) "The RSVP program is a great asset to our school and allows students 1:1 reading practice. I pair my struggling readers with an RSVP volunteer to practice spelling and reading. As a result, their spelling scores improve, and their reading comprehension and fluency also slowly improve. Allowing struggling readers one on one time with an adult increases their confidence while providing extra practice. It also gives children an opportunity to have another care role model in their lives. The RSVP program has really helped my students 'bloom!'" Oelwein 2nd grade teacher

3) "My volunteers often work one-on-one with a needy child. These children come from homes where they don't get enough attention and they also desperately need help in reading. The students develop a special bond with their volunteer, which motivates them to improve and try. The students make extra gains in reading that otherwise wouldn't have been accomplished." Oelwein 5th grade teacher

Data collection -- As an incumbent, this project has a history of collecting data in the primary focus area, as well as other areas that are a focus. All stations sign a Memorandum of Understanding with RSVP, which states under Station Agrees to "When requested, cooperate with RSVP's development of

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outcome measuring for services performed by volunteers at the station." The MOU is a "heads-up", that RSVP may collect data regarding volunteer activity outcomes. If there is a need to collect specific data from a station it is discussed with the station what is needed, inquiring whether this data be shared, and any other specifics well in advance. It is this project's practice to build cooperative and collaborative partnerships with its stations.

The two school districts this project is engaged in are well versed in the need for measuring performance outcomes and are prepared to continue to share the necessary data as it becomes available. They have been providing such outcome data for 12+ years. The outcome data will continue to be gathered without any compromise of student identity.

The outcomes for school based student mentoring and home meal delivery work plans also have been collected and reported to CNS for many years. The partnership stations in these two work plans have agreed to continue to provide outcome data as requested. Student absenteeism has never been tracked by this RSVP project before. This project's RSVP Director contacted each of the mentoring programs to be confident student absenteeism is monitored and compared. Both program managers assured the RSVP Director that absenteeism will be tracked. No student or client identity has ever been compromised in either of the outcome measurement processes. The tools and processes have been identified in each work plan.

This RSVP project assists in providing Tax Program (economical opportunity) and Senior Health Insurance Information Program (SHIIP) (healthy futures) services. As is identified in these work plans, tax program client data is gathered automatically and categorized accordingly by several factors through the Tax Wise on-line program, used by AARP. At the end of the tax season the data needed by this project will be provided by the AARP Tax Program facilitator for this project's area. The SHIIP data is also gather automatically then categorized according to several factors within the Shiptools online tracking system. The data is entered by each RSVP SHIIP volunteer each time a client is served. The data accumulated by these services is accessible to the RSVP Director. (Data collected through the online reporting systems of Shiptools and Tax Wise is specific to this project and can only be accessed by this project and the State SHIIP office and the AARP Tax Program.)

Although this incumbent has had many years of developing processes to acquire necessary data, it is not taken for granted the process will automatically "kick in" when the time comes. Reminders are e-mailed out to the RSVP staff in schools and each person proceeds accordingly. The project director also follows-up if/as needed with school administrative personnel.

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Veterans/families and current military/families

July 1, 2012-June 30, 2013 - 27 veterans were assisted with Medicare Related issues. The data is tracked through SHIIP's, Shiptools, on-line tracking program. Since April of this year, 13 lap robes (made to the specific requested size) have been made by RSVP volunteers in their homes, for the VA Hospital's Volunteer Services. The VA Hospital's Volunteer Services department provides a lap robe to each veteran new to the VA Hospital system.

It is very likely this project's literacy and math programs, school based mentoring programs, meal delivery, and Tax Program have served veterans and/or current military/families. This project has not tracked this client characteristic in the past. 1) It is planned for the new grant cycle to include on their RSVP Volunteer Registration form the option to identify if a veteran or current military. 2) It is further planned, those service areas where the option to complete a client survey is presented, the characteristic "veteran/current military and families" will be asked. 3) This project's Community Needs work plan includes volunteers making walker bags and laps robes; sewn by RSVP volunteers. It is anticipated to continue making lap robes for veterans in this service and to provide outreach to the local VA Clinic and area veteran organizations about the SHIIP and Volunteer Tax Preparation services; as well as the availability of lap robes and walker bags. 4) This project will continue to be open to other areas of service to assist our veterans and current military and families.

Recruitment and Development

As an incumbent, this project has found the local media are cooperative in publicizing Public Service Announcements, recruitment articles and other information about RSVP. The avenues of recruitment are not limited to mass media. Volunteers are considered one of the best methods of recruitment. Opportunities to speak to groups about RSVP are welcomed and approach each group as recruitment potentials. With need-based recruiting, the strategy is to get the attention through the "community need". The focus of this "informal" interview centers around past work experience, interests, time availability, training, etc. The depth of it varies from volunteer to volunteer as some people know what they want to do. But for those that are not sure an "informal interview" takes place to identify the volunteer interests and level of involvement they are interested in (Ex. time commitment, training, responsibility level). In addition, when appropriate, interests and experiences that have brought personal rewards in feeling valued and having made a difference. Volunteers have different ideas of what is personally rewarding. Some like to visually see the outcome of their work. Others like to work one to one. Some prefer working with youth and literacy. Some like helping less fortunate, possibly in a one to one basis or just knowing the agency mission is to help others in need. Some volunteers like

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ongoing assignments; some like short term assignments. The volunteers are encouraged to reach beyond what they have done in the past and try new experiences. Some are not comfortable in this approach and some prefer more "familiar" assignments. The decision is entirely based on volunteer choice. It is the project's hope to continue to provide diverse volunteer assignments so there are opportunities for the volunteer to choose. It is anticipated in doing so; the volunteer experience will be personally enjoyable. This concept has been supported in recent survey of the volunteers.

Through this dialogue and information you get a picture of what service means to the volunteer. If the service activity is not identified up front, it is generally during the interview process a volunteer need/assignment is identified as an area of interest. Arrangements are then made with the contact person for training and acclimation for the service activity. Volunteers receive a written job description and a RSVP handbook either at the initial interview or when the volunteer training is arranged. Background checks if required by the station are completed by the station. (Both school districts and both mentoring programs require and conduct their own.)

As identified in the two Primary Focus Area Education work plans, the two Healthy Futures work plans and the Economic Opportunity work plan, volunteer trainings are provided specific to the volunteer service. This project considers these assignments to be high quality volunteer assignments. Some trainings are very intense and lengthy; others are shorter in time but the activity itself is still addressing a critical community need. It is anticipated in the third year of this grant, the Primary Focus Area; Education will have 200 unduplicated volunteers serving 550 students as reading or math tutors or school based mentors. Anticipated outcomes of 325 students will have improvements in their reading or math scores and 25 students mentored will decrease their absenteeism. In the focus area of Healthy Futures, it is anticipated 16 unduplicated volunteers will serve as trained SHIP counselors, assisting 800 unduplicated clients with a Medicare related issue. It is further anticipated in this focus area 9 unduplicated volunteers will deliver meals 3 days a week to 50 homebound individuals. In the focus area of Economic Opportunity, it is anticipated 27 unduplicated volunteers will serve as trained Volunteer Tax Aides, assisting 600 unduplicated low income clients complete their tax return.

Overall, it is anticipated 2,000 youth and/or adults will be served in these five focus area work plans. In the Community Priorities work plan 58 RSVP volunteers will assist 30 stations, including the Black Hawk County small claims division by providing small claim mediation trained volunteers in assisting the court; RSVP volunteers will work with and the University of Northern Iowa (UNI) Culture and Intensive English Program (CIEP) providing conversational English interacting with students from other countries. Various group project activities such as bulk mailings and putting packets together;

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as well as other office support will be completed under this focus area all within the Corporation's Federal regulations and CNS guidelines.

Volunteers are not considered an RSVP Volunteer until they have taken an assignment and have submitted hours for that assignment. This project director is enthusiastic about the transaction to the six Focus Areas and is optimistic this will be a more effective and efficient process in providing services as well as making a difference in the communities and the people in those communities. Volunteers are also encouraged to contact RSVP if a problem or concern arises. This project will keep all volunteers informed of new volunteer needs through newsletters, emails and occasionally special mailings. The volunteers are encouraged and welcomed to try another or additional volunteer experience any time they are interested.

Demographics

In Black Hawk County, the majority of volunteer service is done in the Waterloo/Cedar Falls area, as that is where the vast majority of stations/agencies are located. Waterloo/Cedar Falls geographically and population-wise (pop. 108,290) make up the bulk of Black Hawk County (pop. 131,820)). Cedar Falls population is 39,993, considerably less than Waterloo at 68,297. Cedar Falls median household income is \$47,974 as opposed to Waterloo's 40,238; median home value is \$155,200 as opposed to Waterloo at \$102,700 and 44.4% of persons 25 and older have a bachelor's degree or higher as opposed to Waterloo at 18.5%. Cedar Falls is also home to one of Iowa's three state universities, University of Northern Iowa (UNI). (QuickFacts US Census 2012)

Black Hawk County spans 565.77 sq. miles with population density of 231.7 persons per sq. mile. The county is racial and ethnicity diverse with 87.1% white, 8.8% African-American and 3.9% Hispanic/Latino. There are 52,002 households with a median household income of \$44,567 as opposed to the State average of \$50,451. The percentage of households identified as living below poverty was 17.1% compared to the 11.9% average for the State of Iowa. (US Census QuickFacts 2007-2011) Of the individuals 25 and older (81,099), 10.9% have no high school diploma; 33.3% are high school graduates; 9.3% have an associate degree; and 17.3% have a college bachelor degree or higher and 7% (8,834) speak a language at home other than English. (U.S. Census 2007-2011 American Community Survey 5-year estimates.) The population of people 16 and older is 105,288 of which 70,131 are available for the civilian labor force; with 65,149 employed. The occupation of workers are 30.7% in management, business, science and arts occupations; 18.9% in service

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occupations; 25% in sales and office occupations; 7.6% in natural resources, construction and maintenance; 17.7% in production, transportation and material moving. The top three industry types are: 26% of employed in educational services, health care and social assistance; 17.5% in manufacturing; 11.6 % in retail trade. Class of workers are 80.8% private wage and salary workers; 14.7% government workers and 4.2% are self-employed in own but not incorporated business workers. (U.S. Census 2007-2011 American Community Survey 5-year estimates.)

In Iowa, Fayette County is considered a rural county with the closest metropolitan area, Waterloo, located approximately 40 miles away. According to US Census QuickFacts (Dec. 2012), Fayette County spans 730.81 sq. miles with population density of 28.6 people per sq. mile. (Fayette is geographically much larger than Black Hawk County, but has over 200 people less per sq. mile.) The population of Fayette County is 20,793; with 97.3% of the population identified as White, the remaining 2+ % are identified as Black, Hispanic and Asian. There are 8,498 households with a median household income of \$42,108, as opposed to the State average of \$50,451. The percentage of households identified as living below poverty was 11.7% compared to the 11.9% average for the State of Iowa. The number of individuals 25 and older is 14,166; with no diploma is 10.8%; 43% have a high school diploma; 16.8% have an undergraduate degree or higher. The employment status of the population 16 years and older is 16,834, with a civilian labor force of 10,626 of which 10,048 show employment. The occupation of workers are 28.9% in management, business, science and arts occupations; 16.5% in service occupations; 20.3% in sales and office occupations; 12.4% in natural resources, construction and maintenance; 21.6% in production, transportation and material moving. The top three industry types are: 26% of employed in educational services, health care and social assistance; 17.5% in manufacturing; 11.6 % in retail trade. Class of workers are 16.7% private wage and salary workers; 12.1% are self-employed in own but not incorporated business workers and 11.1% government workers. (U.S. Census 2007-2011 American Community Survey 5-year estimates.)

Currently the community of Oelwein, specifically the school district is the main focus of this project in Fayette County. Oelwein is the largest community (pop. 6,444) in Fayette county; making up 31% of the population. Oelwein has 14.6% persons living below the poverty level as compared to the 11.9% for the state. The Oelwein Community School District's geographic area includes the smaller communities of Stanley and Hazleton; making the resident population of the school district 7392 (35% of the county's population). (US Census QuickFacts 2012) Oelwein was once considered a railroad community and suffered an economic setback with the decline of the railroads. In the late 90's a major manufacturer closed its doors in Oelwein, once again affecting the economic status in the

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community. Both counties, although varying in population and demographics, face issues of poverty; including unemployment. The Waterloo Community School District (Black Hawk County) and the Oelwein Community School District (Fayette County) both receive Title One funding.

Individuals from all ethnicities and races are encouraged to become a part of RSVP. The RSVP Advisory Council is made of up male/females; white and African-American; wide range of ages and with varying educational and work backgrounds; representative of RSVP volunteers; area businesses both profit and nonprofit. This project plans to continue to focus on the uniqueness of volunteering. Of being able to "step outside yourself" by becoming involved in activities that stretch your boundaries. In addition, race, ethnicity and economic diversity in this service area, people from all walks of life come together for a common cause. This project strives to be inclusive of volunteers with physical or mental challenges; making every effort to find an appropriate fit that is acceptable for all.

(Recognition and Retention)

This project encourages staff and stations to practice ongoing efforts in showing appreciation and recognition of volunteers with verbal and/or written thank-you! Volunteer recognition can be offered in various ways. For instance, a birthday postcard is sent to each volunteer at which time the card can be redeemed at local restaurants (one at each county) for a free dessert. An annual recognition event is held per county. Often times during service specific recognitions, the event is used to provide an educational component that ties in with the service activity. Although this project does not indulge in "trinket" purchases, a pocket calendar for the New Year is sent to each volunteer the end of October. This project's director views volunteer retention as equally important as recruitment. So much time goes into recruiting, training and acclimating a volunteer to be able to provide a specific service. However, if contact with the volunteer is not done on some sort of regular basis; that volunteer may leave the assignment without anyone the wiser. (Volunteers and stations are asked to please notify RSVP when a position is left by a volunteer.) In regard to this project specifically, when a new volunteer goes to work at a station outside of an RSVP partnered service (ex. SHIIP, Tax Program, Mediation, Waterloo and Oelwein schools) the Director makes a note of that and follows up with a phone call or e-mail to see how the new assignment is going.

Program Management

As an incumbent, the RSVP Project Director and Program Assistant are aware of the prohibited volunteer activities and of the Federal Regulations that govern RSVP projects. The RSVP director signs all Station Memorandums of Understanding (MOU). The Operations Handbook, which

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includes Federal Regulations, is always available as a point of reference. In addition, the prohibited activities are clarified in the MOU with the stations and included in the RSVP Volunteer Handbook (which each RSVP volunteer gets).

Once a volunteer is placed at a re-occurring assignment and when it appears to be mutually benefiting to both parties; RSVP looks for the volunteer's hours served to be provided monthly. If the project does not hear from the volunteer, contact is made. Generally when this happens, the volunteer has just forgotten. The volunteer can submit hours by individual/group paper hour sheets, by e-mail (as long as it is identified as their e-mail account). Many volunteers are seen quite often as the services they provide are operated out of the RSVP office; consequently they are reminded about hours, if need be. The Waterloo Schools utilizes the Raptor Visitor Management software program that scans driver's licenses for sex offender background check. This program checks people in and out as they leave. The "visitor" is coded (in our case, RSVP volunteer) for their reason to be at the school. Printouts of these hours are provided to RSVP for documentation of hours served per school volunteer.

In Oelwein School District personal hour sheets are kept at each school and the RSVP volunteer coordinator collects them monthly. In regard to volunteers who serve at short term assignments, a fax is sent to the respective station with the names of the volunteers who will be there on a specific date(s) and once the assignment is completed a return fax from the station is received by RSVP with the volunteer's initials by their names, confirming they were there and received a job description for the project. In addition this return fax identifies any in-kind refreshments that were provided and if so the dollar value of them. Because these short-term assignments vary in description the volunteers are given a verbal description of the project and the station goes into more detail when the volunteers arrive. This RSVP project utilizes the Reporter software program for volunteer data tracking. This software makes volunteer tracking and reporting more efficient and effective. It tracks volunteer contact info, placements and jobs with each agency this project has a signed MOU with.

Graduating stations and volunteers: It is not anticipated to have to graduate stations or volunteers. Over the last several years this project has graduated stations who it has not worked with in over a year. This was accomplished by not sending a renewal letter, if in fact RSVP had not worked with the station in over a year. This project did not experience any problems with this action. Many of those stations utilized RSVP volunteers for bulk mailings and printing companies are now offering this activity as a automated service. Although these type projects are not as frequent as they used to be,

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this project still has several agencies that rely on RSVP to provide volunteers for their short-term activities; in addition to the ongoing activities. This project anticipates 58 (19%) unduplicated volunteers in Community Priorities focus area, well under the 30% (93) of the anticipated 310 unduplicated volunteers. It is anticipated new MOUs will be sent out to the stations in early March for the start date of April 1.

Primary Focus area: Education -This RSVP project has been working with the two school districts identified in the Primary Focus area for 12+ years. It was established from the onset they would not only comply with the request but also keep student identity confidential. Each district has followed through year after year in providing data. RSVP has been involved with the school based mentoring services for 7 years. The same arrangement was made with each of those programs and again they have provided their outcomes also without compromising student identity. It is anticipated this project will have 200 volunteers serving in the Primary Focus Area of Education. Based on this project's years of experience and success in reporting quality outputs and outcomes in these two school districts, it was decided to measure all the anticipated 200 volunteers serving in the Education Priority Focus Area.

This RSVP project has two advisory councils in place, one in each county. Each advisory council is instrumental in supporting the work of the respective program. Each Advisory Council members receives a job description and bylaws. The focus of members on each advisory council is to be an advocate for RSVP as opportunities arise to do so: ... by helping to recruit volunteers for community needs. ...sharing the impact RSVP has in specific service area. Advocate the resource RSVP is in the community. In addition, as their schedules allows, assist RSVP special events. By-laws in place address the number of members, number of meetings per year, etc.

In an effort to determine the strengths and weaknesses of Covenant Medical Center's RSVP project, a thorough assessment was planned and carried out with the Oelwein Advisory Council and the Black Hawk County Advisory Council. The Stakeholder Survey was utilized. This survey was developed by several RSVP Directors across the country with guidance from CNS. The results of the survey generated considerable discussion. The process was successful, as it provided more detailed information about RSVP and how it works within the Corporation and sponsor. It is generally felt by each Council, this RSVP project is addressing critical community needs, several of which will fit within priority areas identified in the Corporation for National and Community Service Strategic Plan (2011-2015). There are six priority areas: Education, Healthy Futures, Economic Opportunity, Veterans and

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Military Families, Environmental Stewardship and Disaster Services.

Each 3 year Federal grant cycle initiates renewing MOUs with the stations. These MOUs have a begin/end date on them. It is this project's plan to continue sending satisfaction surveys to all RSVP volunteers at midyear of the 3rd year. This will allow leaders to monitor the volunteer's personal satisfaction and intrinsic benefit obtained through volunteering. Past responses from this project's volunteers have reflected personal satisfaction with the work they do and feel they are indeed making a difference in our communities. In addition, many feel volunteering has had a positive impact on their health.

The RSVP Director and Program Assistant will monitor MOUs are in place and signed before station volunteer requests are approved. Volunteer registration forms are required for each volunteer, which includes the required disclosure of birth year. The RSVP Director will not sign off until all required information is completed. Station MOUs and volunteer registration forms will not be activated until the RSVP Director has approved all forms.

Organizational Capability

This project's sponsor Covenant Medical Center, a Wheaton Franciscan Healthcare (WFHC) hospital, has roots going back to 1904 in the service area. Among WFHC constitutive elements are Caring for the poor, Promote and defending human dignity, Promote the common good, Steward resources. Covenant Medical Center itself was founded in 1986, through the merger of two local hospitals: Schoitz Memorial Hospital (founded in 1904) and St. Francis Hospital (founded in 1912). "The concept of merging Faith Based hospital and community hospital was ahead of its time, true to the visionary spirit set forth by the Foundress, Mother Clara Pfaender." (Health Care Ministry Basics for Leaders) Covenant Medical Center is the second largest employer in the Waterloo area, handling millions of Federal and State (Medicaid/Medicare) dollars each year, along with various health insurance and private reimbursement dollars. Covenant's Mission Statement in part states "... service that promotes the dignity and well being of people we serve." The nature of the medical center is to reach out in the community to serve others. In addition, Covenant realizes and values the work of volunteers in a community, as volunteers play an important part in their health system. Their role of being the RSVP sponsor follows their mission and actions.

The following RSVP staff positions identify their roles in RSVP, helping to ensure the accomplishment of the program objectives.

Director of Outpatient Services for Covenant. Director of Outpatient Services (full-time), Cheryl Neill:

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This position serves as the "liaison between RSVP and Covenant Medical Center. Cheryl's background and experience consist of a bachelor degree in nursing, master degree in education as well as a nurse corps officer. Several of the departments Cheryl directs are considered an "outreach" of the health system into the community, such as Durable Medical Equipment; Cancer Treatment Center; Home Health Services; and Lifeline. Through these "outreach" areas/activities, Cheryl sees first hand the community needs in the area and how one area impacts another. In addition to Cheryl's service as an officer in the military and her degree in nursing, she has 30 years frontline management experience in these areas.

RSVP staff: RSVP Manager (full-time) Employed in 1996, Sheila Bohr (In Covenant's management levels this position is considered a Manager. Director Positions are a level above and oversee several departments.): BA Degree, Field of Study - Public Relations. Prior to the RSVP Director position: Over twenty years in various customer service areas, and prior experience in volunteer management as an Executive Director of a Volunteer Center. Additional responsibilities include budget development, Federal and local grant writing and reporting; program development and oversight. In 1994, Sheila was a coordinator with RSVP, assisting with volunteer coordination and fundraising. In 1996, applied for and received the manager position. In the past 17+ years the project has been awarded 2 PNS grants; expanded the program geographically; applied for and received 7 new funding streams of which 4 have been consist for 9+ years; has secured 3 new staff positions within the program with 2 of those positions housed in respective schools districts, as RSVP Outreach Coordinators. RSVP manager position requires experience in program management, budget development, strong writing skills, strong computer skills, management of staff. Role: To oversee the operations of RSVP, which includes but not limited to finances/program development/staff issues/partnerships and collaboration; attention to all reporting requirements of the Corporation for National and Community Service.

RSVP Assistant (full-time), Nora Grillo: Employed in 2006, Nora's educational qualifications for this position include completing computer classes in accounting and spreadsheet programs. Nora's past work experience includes 13 years experience in overseeing the accounting system for a local insurance sales business. Through this position she also interacted regularly with the 55+ population. Role: This position completes the office management functions; tracks volunteer statistics and internally accounting of funds and expenses according to budget. Position requires basic computer skills and a strong knowledge and understanding of data based programs.

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Outreach Coordinator (16 hours per week), Ruth Buck: Employed in 2003. In the past 20+ years, Ruth has served on boards and advisory councils, including RSVP's advisory council, over 25 years ago. She is very active in the Rotary and past Chair of Black Hawk County Conservation Commission. She is well known throughout the area for her various past and current volunteer roles, which includes volunteer coordination. Role: To oversee the RSVP Mediation, Senior Health Insurance Information Program (SHIIP). This includes volunteer scheduling/recruitment/recognition specific to these programs. She attends all trainings and updates. Position requires basic computer skills.

Prime Time Coordinator (20 hours per week), Julie Ehlers: Employed in January 2011. Julie is retired John Deere engineer who has been very active in volunteer work. While still working as an engineer she was instrumental in helping start Iowa's Bravest project, which Julie continues to oversee yet today (all volunteer driven). "Iowa's Bravest mission is to support Iowa military personnel who are serving in Iraq and Afghanistan. It has sent appreciation boxes to Iowa's brave servicemen and women since the start of the Iraq war in 2003. To-date over 4,535 boxes which included over 111,960 pounds (55.98 tons) of gift items." (Iowa's Bravest website.) Julie also volunteers on a Foster Care Review Board, has been a youth mentor in the past and much more. RSVP Role: To oversee the (RSVP) portion of the Prime Time Program in the Waterloo Schools by recruiting and referring new and returning volunteers to appropriate schools. In addition, coordinator will see that any necessary volunteer training/recognition is provided. Position requires basic computer skills.

Oelwein Coordinator (20 hours per week), Carol Tousley: Employed in 2007. Carol has worked in the banking industry, retiring in 2007 as President of a local bank. Carol has been and continues to be very active volunteer in her community. One advisory council person said "There is probably no committee she has not chaired." Before taking this position this 6+ years ago, she was a RSVP volunteer in the schools. Over her career she has coordinated volunteers in community service events. Role: To oversee RSVP in Oelwein, where the focus is predominately in the Oelwein Schools, by recruiting and referring new and returning volunteers to appropriate schools. In addition, coordinator will see that any necessary volunteer training/recognition is provided. Position requires basic computer skills.

This RSVP project is considered a department of Covenant Medical Center and follows all their rules,

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regulations and procedures to comply in areas of personnel, accounting practices, budgeting, facility management, etc. The staff are committed to service excellence and following the mission, vision and values of the health system.

Covenant Medical Center has responsibly overseen the RSVP Federal Grant, as well as all other RSVP non-Federal funding since taking the sponsorship in 1992. Covenant oversees millions of additional Federal dollars received through reimbursements from Medicare and Medicaid. Covenant's financial system is annually audited by an independent auditing firm and report. The company's accounting software is Lawson for General Ledger and Accounts Payable. RSVP is considered a department of Covenant and like all their departments and puts together a departmental budget each year according to Covenant department line items. All funding received goes into the Covenant RSVP departmental account and all RSVP costs within the Covenant system are debited from those funds as well as any checks written by Covenant on behalf of RSVP.

Monthly reports are sent to all departments showing each expense for the past month. The RSVP Manager (Director) and program assistant compare their own records against the sponsor's report to be sure all expenses and revenue match. This RSVP project tracks internally all the expenses by the line items identified by the Corporation and the appropriate funding source; transitioning the Covenant line item expense to the Corporation's line item. Project can purchase supplies, as needed, within that budget through the Covenant Medical Center Supply Chain or from an external supplier if necessary. Program Assistant orders supplies through Covenant's supply chain and must have approval from the RSVP Manager on all check requests (per invoice) and supply chain purchases. Respective charges are then applied to the RSVP department. The RSVP Manager approves all check requests except when a check request is for a reimbursement to the Manager. The Director of Outpatient Services must give written approval for a financial reimbursement of any size to the RSVP Manager. The Director of Outpatient Services also reviews Federal grants/reports before they are submitted; making suggestions/recommendations as necessary. The Director also approves the budget and monitors monthly expenditures and revenue.

The departmental accounting process RSVP has in place utilizes Quick Books in order to track the funds that cover identified costs. The funding sources for this project are Federal, State and local grants, including in-kind from the sponsor and other community groups. Accounting is notified soon after a Federal Drawdown has been requested. The RSVP costs incurred are identified and paid by Covenant; reflected on Covenant's monthly expense reports which are entered into Quick Books by

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the Program Assistant and charged to the appropriate line item. RSVP is considered a department of Covenant Medical Center, just like Covenant's other departments and receives the same support as any other department. Covenant Medical Center has overseen the Federal funds for this grant since 1992; going through numerous site visits from the State CNS office; without any concerns voiced about their management of Federal funds.

Facilities and Equipment

The RSVP office space, 3 small conference rooms, 8 phones, 7 modems, and as identified in the budget are provided in-kind by Covenant Medical Center. RSVP is considered a department of Covenant Medical Center and as a department has full access to the use of their facilities. The meeting rooms, print shop and dietary allow RSVP considerable savings than if it had to be purchased outside the Medical center. Human Resource department has clearly defined roles for all staff and each staff member receives a written job description. Job descriptions, as well as job evaluations, are in place for each position. Staff evaluations are given annually. Covenant Medical Center's Human Resources consists of 10 staff members and someone is always available to discuss any personnel/management issues. All policies are available to all staff and posted on line in a local intranet. A travel policy is in place and follows IRS standard mileage rates (currently at \$.565 per mile). All overnight travel must have prior approval and encourages for travel within the state use a Covenant vehicle; a rental if outside the state. As with all departments, RSVP must follow the same rules.

Sponsor's procedures and systems for self-assessment, evaluation and continuous improvement.

The RSVP Manager (Director) and Program Assistant's job descriptions include Federal grant/reports as part of the respective job description. As part of the employee annual evaluations, these areas are reviewed each year as to whether the responsibility was not met, met or exceeded. Annually employees are evaluated by their supervisors through Performance Excellence Program (PEP), which is designed to: 1) Align each employee with the Covenant Mission, Vision, and Values throughout all WFSI organizations. 2) Provide each employee with clear direction and developmental coaching. 3) Assess and provide feedback regarding employee performance. 4) Provide fair, objective information for pay and personnel decisions. Each department has set goals which are reviewed each year.

Other

NA

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PNS Amendment (if applicable)

NA