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Executive Summary

SERVE, Inc., a nonprofit agency, was founded in 1972 to address the unmet needs of Callaway County, Missouri citizens. To continue the mission of serving others, SERVE, Inc. is requesting \$66,113 to support 121 active volunteers. The primary focus area of this RSVP project is Healthy Futures. Some of the volunteer activities will include providing direct services and support to food pantries, soup kitchens, Buddy Pack programs, and events that connect seniors to health services. At the end of the three year grant, over 3,000 people a year will be receiving emergency food from food banks and other organizations. Senior citizens will participate in events that will provide greater access to health screenings and health services. Seniors and disabled individuals will be able to remain in their own homes longer because of the home repair assistance they receive. Children in area elementary schools will show improved school attendance. Parenting classes and HiSET (formerly GED) classes will be established throughout the county. Community gardens will be cultivated and young mothers and their children will have mentoring support. Veterans and military families in our community will receive enhanced services. The RSVP program will continue to evaluate community needs and priorities and develop an outstanding community volunteer base. The CNCS federal investment of \$66,113 will be supplemented by \$34,598 in state and local donations and grants.

Strengthening Communities

This RSVP project proposes to serve the citizens of Callaway County, Missouri. While the primary focus of this proposal is Healthy Futures, SERVE, Inc. RSVP will also address Education, Veterans and Military Families, Economic Opportunities, Disaster Services, Capacity Building, and Other Community Priorities.

Callaway County is located in Central Missouri, seven miles from the I-70 corridor on Highway 54. As of the 2010 census, the county's population was 44,332 in an 834 square mile radius. Callaway County is one of the largest counties in the state of Missouri. The county seat is Fulton (population 12,790) and is host to 18 townships with an average of 53.1 people per square mile. The county was organized November 25, 1820, and named for Captain James Callaway a grandson of Daniel Boone. Callaway County is also referred to as "The Kingdom of Callaway" after an incident in which residents confronted Union troops during the U.S. Civil War. Callaway County is part of the Jefferson City (Cole County) Metropolitan Statistical Area. Bound by the Missouri River with rich bottom lands to the south, the county has a diversified geographical landscape and abundant animal population. It is a rural community and maintains strong roots in old fashion values.

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Today, the county hosts four public school districts and the State School for the Deaf as well as three private schools and two colleges. The State of Missouri is the leading employer with retail sales coming in second. Other large employers are the Ameren nuclear power plant and the Dollar General Warehouse. In 2012, the median household income was \$44,391 and the 2013 unemployment rate was 5.8%. The county is predominately white (92.3%) with 4.5% black, 1.8% Hispanic and the remaining 1.4% a mixture of races. Males make up 51% of the population and females are 49%. Children under the age of 18 comprise 21.8% of the population and senior citizens age 65 and older include an additional 13.8%.

SERVE, Inc. was established in 1972 and is the largest nonprofit in the county. SERVE, Inc. has a long history of success working with struggling families. The primary focus area of this RSVP project is Healthy Futures. This involves people receiving food from food banks and other organizations, educational programs to increase food security, developing and maintaining community gardens, improving access to care, and providing services that enable seniors to live independently. For years, SERVE, Inc. has been assisting families in poverty. The poverty rate in Callaway County in 2000 was 9.6%. That had risen to 15.1% by 2012. Seniors in poverty in the county have more than doubled from 5% during the 2005-2007 period to 10.6% during the 2008-2012 period. In 2010, 10.68% of Callaway County households were receiving Supplemental Nutrition Assistance Program (SNAP) benefits, however, an additional 7% are living below the poverty level but not accessing SNAP benefits. In 2010, 45.3% of school aged children received free/reduced priced lunches. That number had grown to 48.79% in 2012. Over the past eight months, 1000 families with approximately 3000 individuals have utilized SERVE, Inc.'s food pantry consistently each month. Many families in our county are struggling with food security and access to nutritious food.

RSVP volunteers will continue to assist with the operation of the four food pantries throughout the county, a CSFP Senior Box Program (Commodity Supplemental Food Program), two community gardens, a holiday food basket program, the Soup Kitchen, and the Buddy Back Pack Program. RSVP volunteers will assist with planting and harvesting the gardens, preparing and distributing food in the pantries, serving meals at the Soup Kitchen and packing up Buddy Packs with food for the weekend for school children in the county. The unduplicated number of individuals receiving emergency food will be counted each year. Surveys will be given to each family and the number of people who indicate

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increased food security for themselves and their families will also be tracked. An additional 10% of families with children will be randomly selected and given an outcomes-based survey quarterly. To increase education and resources for families with limited food security, University Extension Nutrition Specialists and volunteers will provide monthly educational sessions on healthy eating and cooking on a budget at the Soup Kitchen. Attendance logs will be maintained for each educational session provided and only the unduplicated number of individuals receiving support and education will be counted. The number of pounds of food produced by each community garden will also be tracked. Although these services are not tailored specifically to meet the needs of veterans and/or military families, 11.21% of the population of Callaway County are veterans. Therefore, it is expected that food services will also meet the needs of veterans and/or military families. Outreach through the local VFW Hall will ensure access to services.

Other Healthy Futures goals include improving access to care and providing services to enable seniors to live independently for longer periods of time. The working poor with little or no insurance have helped Callaway County become designated as a professional health care shortage area for dental, medical and mental health care in 2010. Per the Callaway Community Health Assessment of 2008, residents have a higher than state average in stroke/other cardiovascular disease, chronic lower respiratory disease, unintentional injuries and smoking attributable diseases. As shown in the 2011 Missouri Health Risk Factors Report, Callaway has 26.8% obesity, 7.2% diabetes, 17.5% high blood pressure, and 29.7% who do not exercise. All of these are indicators of current and future health concerns.

To address these issues, the RSVP volunteers will continue to sponsor an annual Senior Expo, provide outreach educational activities that target seniors and at risk populations, and provide presentations regarding health issues. The Senior Expo will be offered each year and will include various health screenings and the distribution of materials with information about local resources and supportive programs regarding health issues. Each person who attends the annual Senior Expo will be registered upon entering the fair. They will be given health information and each vendor that provides a health screening will provide the RSVP office with the total number of screenings offered. RSVP staff will track the number of participants at the Senior Expo and the number and type of health screening performed. A large number of veterans and military family members have historically participated in the Senior Expo. Registration information includes a method to document the number of veterans

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and military family members who attend each year.

Volunteers will also continue to offer transportation to enable elderly and disabled folks who need help making it to medical appointments and to food pantries. In some instances, people will be transported by the SERVE bus with the assistance of a medical support volunteer. The volunteers will provide an activity log each time they transport a client. The activity log will include the date, the time, name of the client, the destination, and the purpose of the trip. RSVP staff will track the unduplicated number of clients receiving transportation services.

Other issues that plague our county include a low graduation rate, a high teen pregnancy rate, lack of parenting and GED classes, homelessness and unsanitary or unsafe living conditions, and lack of a county-wide volunteer action program. Data from Central Missouri Community Action Agency's (CMCA) 2014 Community Assessment shows that Callaway County's graduation rate in 2012 was only 83.98%. Dropout rates range from .5% in New Bloomfield to as high as 6.7% in Fulton. Of the 48 public school districts included in CMCA's 8 county area, Fulton had the highest dropout rate. While the percent of people living in the county who do not possess a high school diploma has dropped from 21.09% in 2000 to 13.81% in 2012, this was also during a time period that GED classes were offered and supported by the Missouri Department of Elementary and Secondary Education. These classes are no longer available in Callaway County. Currently residents seeking help to prepare them for the High School Equivalency Test (HiSET formerly GED) must travel outside the county to receive assistance. It is also estimated that persons lacking basic prose literacy skills in Callaway County in 2003 was as high as 8%.

The lack of a high school diploma or GED limits the job prospects of many Callaway County citizens. A group of community members have developed a committee to bring adult basic education classes back to our county. RSVP volunteers will begin teaching HiSET classes in October of 2014. Two morning and two evening classes will be offered each week for a period of eight weeks. There will be five-eight week sessions throughout the year. Classes will be limited to eight students per session. Volunteers will track attendance and improvements based on pre/posttest performance.

To address the educational needs of our youth, volunteers will work with disadvantaged children with poor school attendance at three local elementary schools in Fulton. RSVP volunteers will mentor

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identified youth in a small group multi-generational setting to reinforce appropriate behavior, provide nurturing support and encouragement, and engage in educational related activities to enrich the child's appreciation for academic skills and foster self-esteem. Volunteers will meet with students once a week for a minimum of one hour for at least six months of the school year. Mentee-mentor relationships sustained over the course of the program will be counted and the schools will provide attendance logs. RSVP staff will determine the total possible number of school days between start and end date. Then using attendance records, we will determine the actual number of days attended/absent. To assess improvement over time, staff will also obtain data on attendance prior to the establishment of the mentoring relationship.

CMCA's 2014 Community Assessment shows that 37% of the households they served in Callaway County are female single parent households. They provide numerous programs for low income families with a goal of ending poverty. In addition, Callaway County births to teenagers (ages 15 to 19) was 33.3% in 2012. There were 40 homeless children in the county during the 2010-2011 school year. That number rose to 59 during 2011-2012 and again to 74 in the 2012-2013 school year.

The Callaway Resource Network (CRN) is a group of local and regional service providers who meet monthly to discuss current community needs and issues. It is a very effective networking agency that performs community assessments and develops sub-committees to address issues identified by these assessments. One of the issues recently identified is the lack of parenting classes available in our county. The Health Department and CMCA have both received requests for classes, therefore, RSVP volunteers will work with other sub-committee members to develop and provide effective parenting classes. RSVP volunteers will also work with Faith Maternity Care, the local home for pregnant teens and young mothers, to provide mentoring opportunities and parenting classes. The goal of this program is to improve the health, welfare, and safety of these children. The unduplicated number of children and adults served through mentoring at Faith Maternity Care and Parenting classes will be tracked and reported.

In rural Callaway County, according to the 2010 census, 24.7% of residents are 55 years of age and older. Baby boomers aged 45-64 comprise 28.1% of the population with the potential to dramatically increase in the next fifteen years. It is important to provide safe and affordable homes to keep seniors living independently. Reducing utility expenses to help stretch retirement and social security income is

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of key importance. Weatherizing windows and doors with caulking, plastic, and weather stripping is an inexpensive way to reduce costs but may be unattainable due to financial and/or physical limitations. Building and maintaining decks, ramps and railings are necessary for independent living. The RSVP Senior Home Repair Project will work with area lumber yards, construction companies, agencies, and volunteers to provide home repair, weatherization, and landscaping to improve the quality of life for struggling seniors and help them remain in their homes longer and safer. RSVP staff will coordinate referrals from Services for Independent Living, Central Missouri Community Action Agency, and Central Missouri Area Agency on Aging. All referrals will be tracked and those individuals meeting the age, disability, and financial need requirements will be placed on the waiting list. RSVP staff will also track the number of individuals and/or families who receive housing repair services.

Non-profit organizations in Callaway County provide needed social services to a large population of seniors, veterans, low-income and at risk groups. Many volunteer stations have indicated a need to build infrastructure development including planning design and operation of programs, proposal writing, board participation, and fundraising in order to increase, expand, and enhance existing services. Assistance is needed to develop a highly trained volunteer base. RSVP will take a leadership role in the development of a Volunteer Action Center. Volunteers will be recruited and trained by RSVP volunteers. Local non-profits will forward their volunteer opportunities and needs to the Volunteer Action Program and the RSVP volunteers will mobilize community volunteers as needed.

Periodically, Volunteer Stations must be graduated out of the RSVP program because these stations have accomplished their goals and are no longer needed, or they no longer align with the focus areas included in the National RSVP Performance Measures. In some instances, Volunteer Stations will be transformed into a site where volunteers provide capacity building services such as recruiting and managing other volunteers. Volunteers from graduating stations can be transitioned to this Volunteer Action Program or any other Volunteer Station that meets their skills and interests. SERVE RSVP will also transition some stations into the Community Priorities category because volunteers are still needed to provide direct services that address the issues identified within our County. These stations include the Coalition Against Rape and Domestic Violence (CARDV), Court Appointed Special Advocates (CASA), and the Callaway Community Hospital. The number of volunteers and the number of hours will be documented for each station.

Recruitment and Development

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Callaway County is rich with people from very diverse backgrounds. We have a State School for the Deaf and a State Mental Hospital, therefore, you will find a large deaf population and many families with mental health issues. Over 11% of our population are military veterans. Our volunteer pool of 121 unduplicated volunteers is reflective of this diversity. SERVE RSVP volunteers include both male and female volunteers, veterans and military family members, people with disabilities, volunteers with varying ethnicities, and some who speak several other languages. The socio-economic status of our volunteers is also reflective of the vast variety within our community.

To provide a quality program a systematic approach to recruitment, interviewing and placement has been developed. New volunteers are found at events and meetings, through social media and the Volunteer Match website, via the newsletter and by current volunteers. Happy volunteers are the number one recruitment tool in building a corps of volunteers! Several annual events give RSVP the opportunity to recruit such as the Senior Expo, the Bling Fling, the Back to School Fair, the Adopt A Family Program, and the Volunteer Appreciation Dinner. Additional outreach is provided by the Chamber of Commerce and the United Way. Each new family who moves to Callaway County is provided with RSVP information. Newspaper articles bring the need and the value of volunteers to the public. Volunteers and staff wear SERVE shirts with the logo "One SERVE, One Mission". Presentations are made monthly to the Callaway Resource Network, the churches, employers, and other local groups. These presentations include information about the RSVP Advisory Council, how community needs are identified and addressed, and the importance of volunteerism within our community.

Potential new volunteer recruits are given a Volunteer Application and a Volunteer Opportunities Booklet. The next step is scheduling a face to face Volunteer Interview and Orientation. This allows the RSVP staff to get to know the volunteer and learn about their skills and interests. During the Orientation, each new volunteer is given a Volunteer Policies and Procedures Handbook, a copy of the most recent SERVE Newsletter, information about Volunteer Insurance, a Volunteer Timesheet, and an RSVP Bag, pin and name badge. RSVP staff also provide information about each Volunteer Site ie: each station's goals and work plans, measurement tools and performance measures, the jobs available at each site, and a description of the training needed for each job. It is important for all new recruits to understand the impact that our RSVP Volunteers have in the community. A variety of opportunities are discussed and the new recruit is given the option to visit the stations. Each station and job is

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unique so training and preliminary work is completed as needed. Volunteer Timesheets, Volunteer Insurance, Recognition Events, and the Volunteer Travel and Reimbursement Policy are reviewed carefully with the volunteers.

After placement, each volunteer receives a job description that outlines the impact their volunteer time makes in our community. The Volunteer, the Volunteer Station supervisor, and RSVP staff have a follow up meeting within two weeks to be sure things are going well or to move the volunteer to a better match. Providing a positive message and staying in touch with the new volunteer helps with retaining and identifying volunteer concerns. Volunteers receive information on the benefits, both physically and mentally, of volunteering through many health and wellness articles. SERVE, Inc. maintains a website and a Facebook page. These tools along with the quarterly newsletter help us keep in touch with our volunteers and provide up to date information about our stations and programs. RSVP staff also visit each station monthly to review the progress being made towards our performance measure goals.

Volunteer Recognition and Appreciation also enhances the recruitment, retention, and development of quality volunteers. SERVE, Inc. holds an Annual Volunteer Appreciation Banquet. This provides staff with the opportunity to recognize and promote the hard work that our volunteers contribute each year. Pins are awarded for service and complimentary gifts such as mugs, shirts, or pens are given to each volunteer. The Annual Appreciation Banquet is also a great opportunity to survey the volunteers and introduce new Volunteer Stations and job opportunities. This is also an opportunity to promote the work of the Advisory Council and offer volunteers the chance to join or provide input into the community needs assessment process. Volunteer feedback is essential to the management of the program.

The RSVP Director attends annual trainings and participates in quarterly conference calls. All RSVP staff access online trainings, attend local trainings, and are able to speak directly with state, national and local RSVP staff to gain direct information for volunteer management. RSVP staff also research and develop opportunities for additional trainings for Volunteers to enhance their skills.

Program Management

Program management involves maintaining compliance with all national RSVP program regulations, developing volunteer stations and volunteer assignments that meet the changing needs of the

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community, effective volunteer management practices, measuring volunteer and station performance, and ensuring compliance with national RSVP regulations regarding community participation in the project.

Stations will be developed that meet the following RSVP program National Performance Measure focus areas: Education, Healthy Futures, Economic Opportunity, Veterans and Military Families, Disaster Services, Capacity Building, and/or Other Community Priorities. The primary focus area of this RSVP project is Healthy Futures. Volunteer stations can be developed in many ways; usually to address a community need, but also by a station request or even a volunteer request. Organizations that wish to become stations contact the RSVP office and speak directly with the RSVP Director. If the station is being recruited due to a volunteer or work plan need, the RSVP staff would be making the first contact. At the initial contact, an overview of the program, all requirements, and strategic goals are discussed. An on-site visit is required to review Americans with Disabilities Act (ADA) requirements, station objectives, and the ability to provide a quality volunteer experience. Special attention is given to identifying prohibited activities.

If the site meets the RSVP requirements, a Memorandum of Understanding (MOU), an ADA assessment, and a job description(s) are completed with the site supervisor. The MOU will be for a period of up to three years, but will be reviewed annually for needed changes and updates. RSVP regulations also include work plans that have outputs and outcomes. These are discussed with the Volunteer Station Supervisor and all performance measurement tools will be addressed within the MOU. SERVE RSVP has access to a volunteer database system called the Volunteer Reporter. The Volunteer Reporter is a data base specifically designed to track and hold information related to the RSVP program. Since July 2009, the Volunteer Reporter has been used to track volunteer data such as volunteer hours, assignments, community needs, skills, interest, and placements. Additional information is added in the comment section. Technology updates allow all RSVP staff to use Volunteer Reporter at the same time. This allows for accurate information to be logged as needed. Station supervisors and volunteers are responsible for getting time-sheets to the RSVP office by e-mail, direct mail, fax, or dropping them off in person. Station supervisors and the RSVP Director are responsible for tracking outputs and outcomes. Stations supervisors provide the data required to assess all performance measures via the tools identified in the MOU.

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Managing project performance is accomplished through various assessments which are done at least annually. The reports and assessments will be used to set expectations and goals for the next year or grant cycle. These assessments consist of 1: RSVP Project Self-Assessment, 2: Volunteer Station Surveys, 3: Volunteer Surveys, 4: Community Needs Assessments and 5: Work Plan specific assessments: i.e. Pantry Food Survey. The Volunteer Reporter provides reports with results of stations, volunteers, hours, and outputs and outcomes during specific time frames. In addition, volunteers with professional or hands-on experience are used in reviewing special projects and give direct feedback to the Director.

Community participation in the project is ensured through the development of the RSVP Advisory Council. The RSVP Advisory Council is a sub-committee of the Callaway Resource Network. The Callaway Resource Network (CRN) is a group of local and regional service providers who meet monthly to discuss current community needs and issues. Some of the members of the CRN include representatives from the United Way, the local Housing Authority, Central Missouri Community Action Agency, the Health Department, the County Commissioners, the Central Area Agency on Aging, Oxford Health Care, Job Corps, Center for Women's Ministries, the Coalition Against Rape and Domestic Violence, and Senior and Disabled housing managers. It is a very effective networking agency that performs community assessments and develops sub-committees to address issues identified by these assessments. This Advisory Council is comprised of both volunteers and members of the CRN group. The Advisory Council also assesses the RSVP project annually.

Periodically, Volunteer Stations must be graduated out of the RSVP program because these stations have accomplished their goals and are no longer needed, or they no longer align with the focus areas included in the National RSVP Performance Measures. In some instances, Volunteer Stations will be transformed into a site where volunteers provide capacity building services such as recruiting and managing other volunteers. During this grant period, SERVE, Inc. will be establishing a Capacity Building Volunteer Action Program. Community volunteers will be recruited, trained, and managed by RSVP volunteers. Volunteers from graduating stations can be transitioned to this Volunteer Action Program or any other Volunteer Station that meets their skills and interests.

All files are kept for a period of seven years in compliance with the requirements of the Corporation for National and Community Service (CNCS). Data management consists of both electronic and hard

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copy files. Various information is kept in notebook format by community need/work plan. Volunteer and site files are kept in a locking file cabinet within easy access of staff. Computer storage of data files also includes an external hard drive to protect information from being lost. All Volunteer Reporter information is on the server. Hard copies of surveys are kept in file cabinets.

Project resources are managed in a tiered system, which includes a SERVE Board of Directors, the Executive Director, the RSVP Program Director, and a contracted bookkeeper/accountant. The SERVE Board hires the Executive Director and is the major policy maker (personnel, fiscal, programs, etc.). The Executive Director works with each of the program directors in the management and day-to-day operations of the specific programs. Budget management is the responsibility of the RSVP Director. Monitoring and assistance is received from the Executive Director and accountant. The accountant provides the Executive Director, Program Directors, and Board with monthly financial reports and writes the checks. The SERVE, Inc. Program Directors submits authorizations for payment to the Executive Director, who approves all purchases. A yearly audit is performed by an outside CPA firm. The SERVE Board approval is needed for changes that affect SERVE, Inc. When SERVE Board approval is needed, a formal request is done by the Executive Director and the result is noted in the SERVE Board meeting minutes. Any questions regarding RSVP are forwarded to the Executive Director of SERVE, Inc. or State CNCS Representatives and forwarded up as needed.

The RSVP Director and the accountant track the required matching funds for the RSVP grant program. Matching funds include both actual dollars and in-kind donations. In-Kind Donation forms are completed and signed by the donor and RSVP Director and a copy is then forwarded to the accountant for tracking purposes. All originals are kept in the RSVP office. SERVE, Inc. provides in-kind donations of office and staff support throughout the year. Local agencies and businesses donate items for recognition, events and storage which provide additional in-kind support. New revenue has been created through a Senior Expo event with sponsorships and vendor fees and a Bling Fling fundraiser. Missouri Department of Transportation and United Way funding is used to assist with volunteer transportation.

Organizational Capability

SERVE, Inc. was founded in 1972 to address the unmet needs of Callaway County, Missouri citizens. SERVE was formed out of an effort of Ecumenical Ministries, a collaboration of churches trying to meet the demands of those in poverty. As needs for services grew, the churches created an

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organization to meet those needs and provide direct services. Since its beginnings, SERVE, Inc. has become the largest non-profit agency in Callaway County. By providing services unmet by federal, state, and other non-profits, SERVE has been successful in addressing unmet needs in Callaway County. SERVE, Inc. is well recognized as a leader in helping others and is strongly supported by area churches, residents, and businesses. This amount of community support cannot be found in any other non-profit in Callaway County.

SERVE, Inc. can be described as an umbrella agency incorporating four separate programs that work together to serve the residents of our county. These four programs: the SERVE Outreach Program, the SERVE Transportation Program, the Clothes Cupboard, and the SERVE RSVP Volunteer Program are under the direction of the Executive Director of SERVE, Inc., Steve Mallinckrodt. Steve took leadership of the organization in January of 2012. He has experience in fund raising, advertising and is a minister for two churches in Callaway County. All of the SERVE Directors are committed to working together to provide quality services to the community. While each of the programs are vastly different, the services provided complement each other and fit well with the mission of SERVE, Inc. Currently, each of the three main programs (Outreach, Transportation, and RSVP) split the cost of the Executive Director's salary and benefits. (The Clothes Cupboard is not included because it recently became its own separate program. Previously it was listed as a part of the Outreach Program). SERVE, Inc. provides an in-kind donation of the RSVP share of expenses for the Executive Director.

The SERVE Outreach Program provides emergency financial assistance, homelessness prevention funds, the food pantries, an annual Back to School Fair, a fan program, a car seat program, and the annual Adopt-A-Family Christmas Program. Julie Roark, the Director of the Outreach Program, has worked for SERVE for over fourteen years. The SERVE Transportation Program is a general rural public mass transport system. The SERVE buses are the only source of public transportation within our very large county. Courtney Harrison, the Transportation Program Director, has worked for SERVE for sixteen months and has an extensive social services background. The Clothes Cupboard is a thrift shop operated by SERVE, Inc. Melody Maupin-Craighead has managed the Clothes Cupboard for three years. She has been able to move the store to a larger location and more than doubled the sales in 2014. The Clothes Cupboard offers clothing and household items at discounted prices. Clients who do not have the resources to purchase items at the store can enroll in the CASH (Clothing Assistance Sweat for Help) program. The Clothes Cupboard also works closely with other area social

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service agencies and provides vouchers for items when necessary.

The SERVE RSVP Volunteer Program was introduced in 1972 to help provide services to the senior population and support the mission of SERVE, Inc. As SERVE, Inc. grew, it supported RSVP and expanded the program to meet the changing community needs. The RSVP program provides volunteers in support all three of the other SERVE programs in addition to volunteers who provide support to the other non-profits in the county. Nancy Foster, the RSVP Director, was hired in January of 2014. With over 20 years of experience working with high risk families, volunteer programs and community action programs, the RSVP Director has an understanding of the needs of volunteers and work sites, and the risk and concerns of those living in poverty. Past employment also includes 7 years in Public Housing, 12 years in non-profit domestic violence agencies, 4 years of running private business home daycare, and 5 years in retail businesses. All experiences bring people skills, organization, and the ability to balance multiple projects at one time. The largest portion of the RSVP Director's salary is requested by this CNCS grant application, with the remainder being provided by funds raised in support of the RSVP program.

The Program Directors and the Executive Director meet weekly as a team to discuss each of the programs, coordinate services, review management practices, discuss personnel issues, and authorize payment for all bills. The Executive Director provides programmatic and fiscal oversight for each of the programs and is responsible for the effective management of each separate program.

A part-time Program Assistant and a part-time office support staff person are also included in this CNCS grant application. The Program Assistant focuses on volunteer data entry, file management, assisting with the coordination of the volunteers, social media, newsletter, and the day-to-day operations of the program. We are currently in the process of advertising, interviewing and hiring a new Program Assistant. The front desk staff (office support staff) consists of two employees, Shirley Dixon and Mary Alice Bowser. Each of them answer the phone, make copies, order supplies, takes applications, assist with mailings, assist with internet and computer issues, and direct walk-in customers. Shirley Dixon is a retired school teacher and was hired in 2007. She provides front desk supervision and has superior time management and organizational skills. Mary Alice was the former part-time RSVP Program Assistant and she brings clerical and organizational experience from her position with the Callaway Community Hospital. While they both work 32 hours per week, this

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request is only for 15% of one person's time. The rest of their time is devoted to supporting the other SERVE programs.

SERVE, Inc. currently operates under a Fiscal Policy and Procedures management system. It has been monitored and reviewed annually by our Board, federal, state, and private funders and has met all compliance guidelines. The SERVE Board contracts bookkeeping services with an independent outside accountant who provides the Executive Director, program directors, and board with monthly financial reports. A yearly audit is performed by another separate outside Certified Public Accounting firm to comply with funding requirements. SERVE, Inc. has been managing federal grant funds for over 40 years. A twelve member board of directors meets monthly to govern our organization's capacity to assure these project management systems are current, followed, and applicable to all of our funding sources. The Board is active in ensuring that all programming provided by SERVE, Inc. is meeting the needs of the community. As the overseeing agency sponsor, SERVE has enabled all of its programs to pass audits and be in good standing.

A Personnel Policies and Procedures manual is in place to support a productive, harmonious, and healthy environment, covering all aspects of employment including a travel policy, personnel management, and financial management policies. The manual is in compliance with all RSVP program requirements including statutes, regulations, and applicable OMB circulars. The RSVP program also has a separate Volunteer Policies and Procedures Manual that explains the day to day operations of the Volunteer Program. This manual is also in compliance with all statutes, regulations, and applicable OMB circulars. These manuals are monitored and reviewed by our Board, Federal, State, and private funders and are revised when necessary to meet all guidelines required.

SERVE, Inc. conducts self-assessments through monthly board meetings with all levels of administration for board input overseeing delivery and enhancement of programming. Four board members are assigned to each program director giving additional guidance that enhances cost effective delivery of services to better meet the needs of the community. The board maintains a five year strategic plan for self-assessment, evaluation, and goal setting. Semi-annual and annual monitoring is conducted by Federal, State and private funding sources to show compliance, evaluate program delivery, and review expenditures of all SERVE, Inc. programs.

Other

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N/A

PNS Amendment (if applicable)

N/A