

## 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): 05/15/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 12SR140699	4. DATE RECEIVED BY FEDERAL AGENCY: 05/15/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Family & Community Services of Portage County, Inc. DUNS NUMBER: 139252345	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Amy Arnold TELEPHONE NUMBER: (330) 297-7027 343 FAX NUMBER: (330) 296-2684 INTERNET E-MAIL ADDRESS: aarnold@portagefamilies.org															
ADDRESS (give street address, city, state, zip code and county): 705 Oakwood Street Suite 221 Ravenna OH 44266 - 2196 County: Portage																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 341902451	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: F&CS Relinquished RSVP funds															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Crawford, Greene, Marion, Meigs, Montgomery, Morrow and Scioto Counties	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 10/01/12      END DATE: 09/30/13	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="OH 017"/> b.Program <input type="text" value="OH 017"/>															
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 border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 272,000.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 92,113.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 27,251.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 27,262.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 37,600.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 364,113.00</td></tr> </table>	a. FEDERAL	\$ 272,000.00	b. APPLICANT	\$ 92,113.00	c. STATE	\$ 27,251.00	d. LOCAL	\$ 27,262.00	e. OTHER	\$ 37,600.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 364,113.00	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	\$ 272,000.00															
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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: Greg Musci	b. TITLE:	c. TELEPHONE NUMBER: (330) 297-7027 303														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 05/15/12														

# Narratives

## Executive Summary

Family & Community Services, Inc. (F&CS) is a private non-profit social service agency headquartered in Ravenna, Ohio in Portage County. Since 1941, the mission of F&CS has been to support, strengthen, and empower individuals and families through a broad continuum of community-based services that meet the needs and values of the community. The agency is guided by a commitment to individual dignity, service excellence, accountability, volunteerism and belief in the solidarity of the human family.

For this proposal F&CS is requesting \$272,000 in funding for 800 volunteers. The economic climate today sees individuals and families in the F&CS service area needing more assistance with meeting basic needs (i.e. medications or food) and local non-profits trying to do more with even less resources (staff, funding, etc). Therefore, F&CS is actively structuring all current and future work plans around CNCS's Focus Areas; specifically, Healthy Futures, Economic Opportunity, Education and assisting Veterans and military families. Current service categories include but are not limited to companionship, tax consulting, food distribution, health education and hospice. Through research-based methods, the project's anticipated outcomes will be to increase the service capacity of partnering agencies to strengthen local communities and to empower local citizens to identify, access and utilize local resources.

## Strengthening Communities

F&CS RSVP is currently active in five NE Ohio Counties: Ashtabula, Columbiana, Jefferson, Portage and Stark. If awarded these funds, F&CS RSVP would expand services into Crawford, Greene, Marion, Meigs, Montgomery, Morrow and Scioto Counties. This new portfolio presents two urban areas and a variety of rural communities to be served. 2010 demographics from the US Census Bureau for this region indicate a population of 945,107 of which 91.1% are white, 5.5% black, .9% Asian and 1.5% of Hispanic or Latino origin. (In Dayton, demographics are vastly different where 51.7% of residents are white and 42.9% are black. In Marion, the second largest city in this portfolio, 86.7% of residents are

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white, 9.6% black and 3% of Hispanic or Latino origin.) 15% of residents are aged 65 or older. Median income is \$42,642, with 15.68% of the population living below poverty level. Only Crawford (13%), Greene (11.4%) and Morrow Counties (10.8%) are below Ohio's overall poverty level (15.1%). Those living below poverty level in some of this region's towns are: Dayton, 31%; Marion, 24%; Portsmouth, 32% and Xenia, 19.2%. March 2012 statistics from the U.S. Labor Bureau demonstrate that the unemployment rate for this region is 9.6%, which is above the 7.5% state percentage.

F&CS' Executive Director Mark Frisone is known throughout Ohio for his commitment to a community's ability to meet local need. With 22 mergers or acquisitions within the past nine years, programs throughout Ohio that have come under the F&CS umbrella (such as Big Brothers Big Sisters in Jefferson County) have been able to continue vital service delivery to our state's most vulnerable populations, maintain their organization's mission and find the fiscal and programmatic support that an agency as diverse as F&CS provides.

To ensure local input into program design and evaluation, F&CS will, initially in each community, attempt to meet with the previous sponsor to gain more insight into previous RSVP operations. F&CS will also become partner agencies with each county's United Way, as this will present an incredible networking opportunity, open up possible avenues for local match and will help build awareness of RSVP. The intent of this project would be to re-engage former and new volunteers and stations so that local communities may be once again strengthened by the skills and experiences of RSVP members. Attention would be paid to balancing and honoring each local community's historical support of RSVP services while at the same time aligning activities with the six Focus Areas of the Serve America Act. For some volunteers who have been serving with RSVP for many years, the shift to impact-based assignments has been difficult at times, as they find satisfaction and a sense of engagement in services that no longer meet the impact-based criteria set forth by CNCS. It is the role of RSVP staff to educate and motivate volunteers to consider new assignments that still match the volunteers' interests, skills and availability. It is anticipated as F&CS moves into these new service areas that this sort of education and

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redirection will be necessary as well.

Within the first three months in each community, local non-profits and governmental agencies will be engaged to determine where to target efforts. Community partners will be selected based upon the mutual benefits of the partnership and RSVP's ability to help agencies mobilize resources for more impact within the community. For example, due to an RSVP tutor in the classroom, a teacher will experience increased time to focus on those students in the classroom that do not need special assistance. RSVP volunteers who are trained to provide tax assistance will enable an agency to serve more low income and/or elderly citizens. Assignments which bring together people of diverse backgrounds will also be sought, such as intergenerational activities (i.e. tutoring). RSVP members will also be encouraged to be active in their community beyond their assignments, such as through participation in National Days of Service. Station supervisors will know they can rely on RSVP volunteers for special community events, such as United Way fundraisers.

To further ensure local support and guidance, each county's RSVP program will build an Advisory Council (AC) comprised of local individuals who are aware of community needs, senior issues and volunteerism. One to two representatives from each county's AC will also be asked to serve on F&CS's Collaborative Senior Corps AC, which meets quarterly via teleconference. AC members will be asked to serve a 2-year commitment on one of three committees: Volunteer Recruitment, Retention and Recognition; Fundraising; and Community Support, Awareness and Impact. Teleconferencing is also made available to all committees so that, for example, all AC members working on fundraising, regardless of county, may share best practices and prevent pitfalls. AC members will be crucial in building public awareness and support of RSVP, as will public service announcements, use of social and traditional media, presentations made by RSVP staff and volunteers at local community events, and the age-old power of word of mouth recommendations.

### **Recruitment and Development**

To ensure high quality experiences for members, F&CS aims to comprehensively recruit, train, retain

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and recognize volunteers. In developing assignments, previous stations will be contacted to determine if programming for impact is available and feasible with proposed or new work plans. Volunteers will complement or supplement, not encroach upon, existing positions. Once new or previous stations are in place, public presentations, volunteer fairs, print and media ads, peer recruitment and word of mouth will be the staples of recruitment efforts. Being present at activities directed at seniors and partnering with senior service agencies will also be helpful for engaging more volunteers. To harness the power of those volunteers ages 55-65, retirement associations (for teachers, nurses, etc) will be contacted to try to recruit the newly retired.

Participation in RSVP provides the chance to learn new skills, enhance relationships, and serve in a way that is fulfilling and rewarding. This begins with a meeting between the volunteer and the Program Manager (PM) to ascertain how the volunteer's skills, interests and availability match open or upcoming assignments. Once selected, training will orientate volunteers to RSVP, other National Service programs, CNCS, station roles, expectations and policy and procedures. Volunteers receive specialized training as needed for their service category. For example, volunteers working with youth will receive training for working with special populations including some behavior management and adolescent psychology. Volunteers recruited to work with the elderly will be trained to understand behaviors, chronic illness (diabetes, dementia, Alzheimer's) and various other conditions related to the aging process. Members will also receive a Volunteer Handbook which spells out responsibilities and provides answers to common issues that may arise for a volunteer. It is also important that the volunteers understand their rights to ensure they have the most satisfactory experience possible. F&CS has an existing procedure manual that all employees and volunteers must follow and the Senior Corps programs have been developing an Operations Manual since February 2011. Examples of policies covered in these manuals are volunteer status, confidentiality, drug free work environment, criminal background checks and the grievance procedure.

A leadership role is taken in training the volunteer stations with understanding their responsibilities

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towards training the volunteers and abiding by the Memorandum of Understanding. An additional avenue of support for volunteers and stations will be through quarterly volunteer gatherings conducted by the Program Manager for each RSVP county office. This will provide RSVP members the opportunity to reflect on the meaning of service to the community as well as to alert volunteers and station supervisors to programmatic changes, new service opportunities, and to provide technical assistance with required forms or performance measurement for the grant. Surveys will be given to members at least once annually regarding their satisfaction and/or concerns.

An annual recognition event will be held for each county and members will be acknowledged for such milestones as numbers of years spent in service, the "Senior of Senior" award (the oldest, still active volunteer) and the "Volunteer of the Year" award. F&CS also recognizes volunteers for the important events in their lives (i.e. birthdays). It is anticipated that PM's will at various times just show up at a station and "catch" a volunteer doing good ( and perhaps could be done with the assistance of the local sheriff). Furthermore, informal phone calls, cards and e-mails will be part of the efforts in assuring the volunteers that they are valued.

### **Program Management**

F&CS will be equipped to partner with qualifying agencies in a number of initiatives. Tutoring will occur for students struggling in impoverished areas. Companionship services can provide respite to caregivers and allow individuals to remain in their own homes longer (versus going to a nursing home, which can cost upwards of \$77,000 (MetLife). Tax assistance will help the elderly, who the AARP reports make mathematical mistakes or missed credits occur. Many individuals are forced to choose between medications and buying food or paying utilities, and RSVP volunteers can help meet this need through the medication access programs and food distribution agencies. Programming that promotes and impacts a better quality of life is also valued and needed, such as when RSVP volunteers serve for Hospice agencies, as it respects a patient's end-of life choice. While there is still a substantial need for volunteers in traditional administrative support tasks for area non-profits, F&CS will encourage and

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support its volunteers in activities meet CNCS Focus Areas.

Continuous program evaluation will ensure stations and assignments are relevant, meaningful and positively impact the community. This is achieved through community need assessments, volunteer and station feedback (conducted formally each year via survey), and input from Advisory Councils. The ability to begin "fresh" in each county presents a unique opportunity to predominately only place volunteers in impact-based assignments. Small allowances shall be made for RSVP volunteers to provide clerical and administrative support to stations, as those connections are vital to the stations as well as important in building inter-agency relationships. However, F&CS RSVP is actively striving to ensure 70% of all volunteers are placed in impact-based assignments that both align with CNCS's strategic plan and address local issues. It is recognized that this will be a long-term, ongoing effort by all RSVP staff to educate stations and volunteers of this critical shift in RSVP programming efforts.

Program assessment occurs through compliance with all CNCS Federal Project Progress Reports for both programmatic and financial updates. All of the F&CS Senior Corps programs are also included in the agency's accreditation through the Council on Accreditation (COA). For CNCS, F&CS RSVP will complete an annual assessment of the project's impact in the community. Additionally, F&CS has an internal Performance Quality Improvement (PQI) team (of which the Director is a member) which provides an organized method of continuously evaluating and improving the quality of client services, ensuring the effective use of agency staff and resources, maintaining policy standards, and in systematic collection and analysis of data regarding any gaps in services and overall quality and effectiveness of client services. PQI encourages open communication, collaborative problem solving for improvement within the agency and the program, and the ability to recognize and reinforce excellence. Furthermore, progress reports submitted to CNCS and local funders (i.e. the United Way) will provide more opportunity for program assessment.

Accurate data and information collection is essential in understanding the impact on the project and for maintaining the integrity of the program and all staff will abide by the F&CS Senior Corps Turn In

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Schedule for regularly occurring tasks. Once performance measurement goals are determined each grant year, staff will inform station supervisors about the implementation and importance of evaluation tools as well as the associated deadlines for completion. Google Calendar will be utilized to ensure all staff are aware of deadlines for performance measurement and progress reports (as well as deadlines for operational tasks such as the annual RSVP Safety Assessment, staff performance evaluations, or mileage reimbursement requests). The RSVP staff will aggregate the performance measurement tools for each work plan and will submit to the central office according to the Senior Corps data collection policy. The results will be shared with volunteers, funders, stations and other stakeholders within the community. Records will be maintained for each volunteer and work station via Volgistics, a web-based volunteer database which allows for all staff, regardless of county, to access and update records for volunteers and stations. The RSVP team follows the data collection policy to ensure files are standardized as well as are collected and disposed of in the allotted time frames. Quarterly, a peer review of volunteer and station files will be completed to ensure CNCS regulations are being followed.

Program resources, including local match and in-kind donations, will be secured by the RSVP staff and by Advisory Council members through local, regional and national grants, foundations, businesses and financial institutions, such as the United Way in multiple counties. It is anticipated that the first year of this grant will be spent securing significant local partnerships, including but not limited to the Area Agency on Aging, and the local leaders in healthcare, economic development, social services and senior care. The budget will be monitored by F&CS's Director of Finance, who will also ensure sound accounting practices are incorporated at all levels. This grant will enable F&CS to hire a Senior Corps budget accountant (to be shared amongst other CNCS grants) who will keep records, reconcile the financial records monthly, and be the lead fiscal point of contact for the Director of Senior Corps.

### **Organizational Capability**

F&CS has managed grants from CNCS for nearly thirty years and has, as an agency, been working with volunteers since 1941. F&CS's first Senior Corps Program was RSVP (1983), followed by the Senior

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Companion Program (2001) and FGP (2002). F&CS also operates an AmeriCorps State program (POWERcorps), an AmeriCorps national program (Legacy Corps) and a VISTA program.

A huge reason for F&CS' success is its diverse and experienced staff. The agency is guided by a visionary Board of Trustees and CEO of 17 years Mark Frisone (BS, MPA, JD), who is known for his passion to help struggling non-profits survive, as evidenced most recently by the 2011 merger with Valley Counseling Services, the only comprehensive mental health provider with over 200 employees in Trumbull County. Directing the Senior Corps Programs (full-time, shared over all Senior Corps grants) is Amy Arnold (BFA, MLS, and AmeriCorps Alum), hired in September 2010 for her non-profit management and experience ensuring local, state and federal regulations are followed to maintain funding. She has been actively restructuring the department and standardizing processes across all nine counties in which F&CS Senior Corps currently operates.

CFO Greg Musci (BS in Accounting) manages an annual budget of over \$19 million and oversees all RSVP finances. The fiscal department is responsible for the management and protection of agency assets. F&CS administers its financial systems in accordance with generally accepted accounting principles and applies internal controls consistent with similarly sized organizations. Each year, F&CS retains an independent audit firm to perform an A-133 audit of the financial statements and federal programs. F&CS has received a clean audit; any findings would be reported in a timely manner along with a corrective action plan. Additionally, the Human Resources Director Pam Mackintosh and Chief Program Officer Carole Beaty will provide valuable guidance and support throughout the grant period. Because of these new service areas, additional staff will be hired. A part-time budget accountant will be hired to process and monitor expenditures for the program. Additionally, all RSVP staff will report to an Assistant Director, who will be instrumental in helping set-up operations in each service area while also lending support to the activities of the Director. . Staffing will be modeled after the regional management approach currently utilized by F&CS Senior Corps. A full-time Program Manager (PM) will be hired for the Montgomery-Greene counties. This PM will share office space with F&CS' Foster

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Grandparent Program in Dayton and part-time Assistant Managers will be recruited for both counties. A full-time PM, based in Marion, will be hired for Crawford, Marion and Morrow Counties with part-time Assistant Managers placed in each county. Both Scioto and Meigs will have part-time (32 hours per week) PM's. It is anticipated that Assistant Director and Program Managers in all counties would be placed within three months of funds availability and that Assistant Managers would be placed within six months. All RSVP staff will be trained and will have the support of the Director as well as RSVP staff from the current portfolio.

The CFO will be supplying the Director of Senior Corps Programs with budget updates. While the Program Managers will determine local needs, all operational expenses by county will be approved through the Director. Purchases and check requests are made as needed and are evaluated on a case by case basis. All staff are expected to follow policies within the F&CS Administrative Manual and those regulations dictated by the grant (i.e. conferences, travel), and by the F&CS Senior Corps Operations Manual. The Director seeks continual input into relevant policies and procedures. The Senior Corps staff provide tremendous effort to make program operations more efficient and effective for both staff and volunteers.

F&CS has procedures and systems for assessing its programs and personnel. Each year all staff will receive a performance appraisal designed for self-improvement. As detailed in the Program Management section, the COA process, the PQI team and feedback from Advisory Councils will also provide self-assessment of the project. Support to staff is offered regularly through phone calls and monthly team meetings (both in-person and via web-conferencing and document sharing) as well as individual meetings to discuss and support professional growth. The Director also aims to attend 1-2 of each county's Advisory Council Meetings, each annual recognition event and at least one quarterly volunteer gathering so that all participants and partners recognize F&CS' commitment to their operations.

**Other**

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F&CS RSVP recognizes that a shift in programming is essential to remain viable and effective in local communities. Gone are the days of approaching local agencies to offer them "whatever help they need." Instead, F&CS will approach prospective stations with positions in mind that are more impactful on the local community. The F&CS RSVP team will continually evaluate placements which fit the priority areas within the CNCS Strategic Plan. RSVP volunteers will become involved with providing tax assistance and counseling. Additionally, fundraising activities run by RSVP members increase the capacity of local non-profit agencies in delivering goods and services. The team also feels that food distribution sites enhance economic opportunity for individuals and families as they may then have more money to meet other basic needs. Education initiatives include tutoring and mentoring activities. Companionship services and Hospice volunteers contribute to the Healthy Futures initiative. RSVP volunteers can also partner with veterans organizations to assist veterans and military families with procuring improved housing, education or employment.

### **PNS Amendment (if applicable)**

n/a