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Executive Summary

The Community Service Society of New York (CSS) advocates on behalf of the poor in the areas of health care, economic opportunity and education. Through the proposed RSVP program, CSS is requesting \$728,668 in Federal funding to serve 300+ stations (social service organizations) in New York City. CSS exceeds the CNCS match requirement with \$669,101 (48%) in local funding from CSS endowment, foundations, other government agencies and individual giving.

CSS's primary focus area will be Healthy Futures, where we will place volunteers in assignments which include: food delivery, emergency food services, respite services, veterans companionship and services, preventative health care (blood pressure monitoring, stay well programs), and access to care programs (health care access, benefits, low-cost services, and programs serving people with disabilities).

Outcomes: RSVP will deploy at least 3,003 volunteers by the end of the three year grant period and maintain a retention rate of 85%. 1,388 (46%) unduplicated volunteers will be placed in CSS primary focus area, Healthy Futures. 32% (significantly more than the 10% threshold) of all volunteers will be placed in impact-based assignments and RSVP will exceed the requirement of 80% of the required volunteers being active in the program. CSS/RSVP volunteers will serve approximately 300,000 individuals and over 300 nonprofits over the three-year period. Overall, CSS will adhere to or exceed the National Performance Measure requirements and other criteria established by CNCS.

Strengthening Communities

The Community Service Society of New York (CSS) is a nonprofit organization with roots dating back to 1848. CSS works in coalition with other organizations in the areas of health care, economic opportunity and education. Due to its service to the poor and its stellar reputation, CSS is one of seven organizations supported by the New York Times Neediest Cases Fund.

In 1966, CSS launched a pilot project involving a group of 23 older adults in service to their

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communities. The project demonstrated the value of volunteers over 60 and served as a model for the national (CNCS) Retired & Senior Volunteer Program. Since 1970, CSS has led the effort to engage older adults in service to their communities, engaging more than tens of thousands of volunteers in its model, evidence-based programming. Currently, through RSVP, CSS conducts a nationally-acclaimed volunteer program that enlists more than 3,000 older adults (age 55+) who provide critical services to their communities. The demographic picture of RSVP volunteers (age 55+) is: 33% Black, 9% Hispanic, 55% Caucasian, and 3% Asian; 74% Female; 26% Male. Through our ongoing needs assessment, evaluation and continuous improvement processes, we continue to develop innovative opportunities through RSVP.

Q1. ASSESSING COMMUNITY NEEDS: Through research, program feedback, and current Census/Community Data (2011), CSS has identified critical, unmet community needs in our Primary Focus Area, Healthy Futures. Census Bureau figures show that poverty is increasing especially rapidly among working New Yorkers. With the current downturn in the economy, vulnerable populations: older adults; the chronically ill/disabled; and the homeless are affected even harder. The poverty rate in NYC is now 20% with nearly 1.7 million living below the federal threshold of \$22,811 for a family of four. Poverty rates increased for Latinos, the elderly, those with less education, women and children. Adding to the burden, from 2000 to 2010 health insurance premiums in New York State increased by 92%; wages increased only 14%.

According to the Food Bank for New York City (NYC Hunger Safety Net 2007), over 1.3 million people (462,000 are disabled; 154,000 are older adults) turned to food pantries and soup kitchens for assistance in NYC. Over 21% of people standing in lines at soup kitchens are employed. Thirty-one percent (31%) of employed households accessing emergency food are enrolled in the Food Stamp Program, with an average annual income of \$1,505/month per household. Over 37% of NYC households with an employed member experience difficulty affording needed food (NYC Hunger

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Experience 2009).

According to the US Census Bureau, American Community Survey (2008), 19% of older adults in NYC live below the federal poverty level (\$18,000 per year for a family of three). More than 38% of older adults in NYC experienced difficulty affording needed food -- a 65% increase since 2003 (NYC Hunger Experience 2009). Less than 19% of households with older adults accessing emergency food are enrolled in the federal Food Stamp Program, lower than the overall average of 46% (NYC Hunger Safety Net 2007).

Almost 31% of disabled adults in NYC (21% in the US) live below the federal poverty level, approximately \$18,000 per year for a family of three (US Census Bureau, American Community Survey 2008). More than 22% of NYC residents turning to soup kitchens and food pantries receive Supplemental Security Income (SSI), and 6% receive Social Security Disability Income (SSDI). On average, NYC residents accessing emergency food who are enrolled in SSI, which provides additional income to people with disabilities, receive \$647 per month (NYC Hunger Safety Net 2007).

The New York Immigration Coalition reports on the shift in the city's demographics and the need for bi-lingual services at hospitals. Many of these needs would be unmet without the direct service provided by volunteers.

CSS conducts the only regular public opinion poll of NYC's low-income households, "The Unheard Third," which asks specific questions about economic opportunity and status, access to health care and other community needs. The findings of the survey are instrumental in our developing services for people who are forced to take poverty-wage jobs without basic health care services. In addition to the aforementioned data sources, CSS relies on feedback from volunteers, stations, other community based organizations, our RSVP Advisory Council and our staff to help identify areas of need.

Q2. CSS has the demonstrated INFRASTRUCTURE FOR HEALTHY FUTURES needed to manage RSVP volunteers/stations and address needs in the community. CSS/RSVP already has over 800

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volunteers at more than 100 stations, supported by established Memorandums of Understanding (MOUs) that focus on providing services in the Healthy Futures categories of: Aging in Place; Aging in Place/Respite; Obesity and Food; and Access to Care. Among these stations are: Meals on Wheels, Seniors Helping Seniors, Hospice of New York, four VA medical facilities and Lighthouse International. These organizations are committed partners with a history of successfully participating in the RSVP program. They provide solid placement sites, and are well versed in volunteer support and the collection of data.

RSVP staff have expertise in volunteer management, and conduct training for stations, and other community based organizations in effective matching and placement of volunteers. We also provide a series of workshops to volunteers throughout the year. In the past two years, RSVP staff and volunteers have facilitated over 10 workshops with more than 185 participants on topics such as volunteer recruitment strategies, engaging older adult volunteers, finding the right volunteer opportunities, engaging older adults as capacity builders, retention, recognition, and creating meaningful volunteer opportunities for adults 55+. In November 2012, RSVP staff will conduct training on developing needs assessments and position descriptions for over 100 AmeriCorps VISTA volunteers through NYC Service's Civic Corps initiative. In addition, as part of RSVP's partnership with Coming of Age NYC, RSVP staff will be facilitating an extensive training to nonprofit partners on Capturing the Energy of Adults 50+ in early 2013.

This is the foundation on which we will build the next rendition of RSVP, by adding stations and placing additional dedicated RSVP volunteers through the work of RSVP staff and the deployment of VISTA volunteers. CSS will continue to work with 23 diverse faith-based emergency food programs. This faith-based network allows us to reach a large population of the poor who traditionally access assistance through their church affiliation. This infrastructure is critical to reaching the hidden poor, the working poor and the elderly. Additionally, CSS is a founding partner in the development of Health

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Care for All New York (HCFANY), giving us direct access to an active network of over 120 organizations dedicated to exploring affordable health care solutions. We will leverage this network to support the RSVP Program.

CSS also recruits other stations to help us reach many of the communities in New York City who do not access our traditional service network. A prime example is Seniors Helping Seniors which RSVP assists in reaching out to the homebound elderly in a largely Dominican Community, who are more comfortable with volunteers closer to their age group and cultural background.

Q3. The following Healthy Futures needs/services lead to National Performance Measure activities: 1) Aging in Place (H8) services include homebound meal delivery, companionship and companionship services to veterans; 2) Aging in Place (H13) respite services to provide relief and other services to caregivers of the homebound; 3) Obesity & Food (H10) include food pantry/soup kitchen support; 4) Access to Care (H2) includes staffing a hotline for healthcare information and providing information directly to people in need; and 5) Access to Care (H7) hospital translation services.

Q4. CSS will track RSVP program outputs (volunteer hours, units of goods/service delivered, number and type of clients served) and the identified National Performance Outcomes (see our work plan for details).

(H8) Community Need: Homebound: In the current economy, many homebound, including older adults and people with disabilities, spend a majority of their income after rent and food. To make ends meet, they often cut corners resulting in meals with lower nutritional values. CSS/RSVP identified this as a critical area for increasing the quality of life for those who lack mobility and spend most of their time at home. Service Activity: Food Delivery; Companionship; and Companionship/Dept. of Veterans Affairs. Outputs: Number of homebound or older adults and individuals with disabilities receiving food, or other services that allow them to live independently. Outcomes (H9) Number who reported having increased social ties/perceived social support.

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(H13) Community Need: The current economy means increased burdens for many low-income residents, especially those who are responsible for the care of a sick, elderly or disabled family member. Respite and related services have been shown to help sustain caregiver health and wellbeing, delay out-of-home placements, and reduce the likelihood of neglect. Service Activity: CSS/RSVP volunteers will provide respite (giving caregivers time off so that they provide better care). Output: Number of caregivers receiving services. No Outcome.

(H10) Community Need: In NYC, increasing poverty has been linked to a growing hunger epidemic. According to City Harvest NYC (2012), as more people are affected by unemployment, the need for healthy emergency food has increased dramatically. As many of those served in the Healthy Futures focus area have limited mobility and frail health, access to nutritious food becomes even more critical. Service Activity: Food Pantry Support. (H12) Outcome: Number of individuals that reported increased food security for themselves and their children.

(H7) Community Need: Results of a CSS survey "The Unheard Third" (2011) found that low-income New Yorkers still identify health care and access to care as major concerns. Many are concerned with finding affordable options or accessing Medicaid/Medicare, food stamps and other health-related benefits programs. Those who do not speak English face additional barriers. Service Activity: Translating. Output: Number of clients receiving translation services in local hospitals.

(H2) Community Need: "The Unheard Third" survey found the following groups to be most vulnerable and most likely to lose health care because of complexities with Managed Care: recent immigrants; low income individuals; people with limited proficiency. Service Activity: staffing hotlines. (H2) Community Need: The Alliance for Greater New York's Sept. 2011 report, "Poverty in New York City" found 20% of NYC residents live below the poverty line. Change in policy has resulted in beneficiaries believing that they are no longer eligible for certain benefits. Service Activity: Distributing information. Output: Number of clients to whom health care information was delivered.

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No Outcomes.

Q5. The CSS/RSVP Program Design includes significant SERVICES TO VETERANS/ MILITARY FAMILIES. CSS/RSVP has MOUs with local Veterans Affairs sites and will actively recruit and provide RSVP volunteers at four local VA medical facilities including: New York VA, Bronx VA, Brooklyn VA and St. Albans VA (serving Queens). We have two VISTA members to recruit veterans interested in volunteering as part of RSVP as we believe that volunteering can provide the community, skills development and networking opportunities that many returning military members need to feel supported and prosper. CSS will provide services to veterans through all of our focus areas including the primary, Healthy Futures. RSVP volunteers working at VA stations will provide information on health benefits/health services. Volunteers will explore the need for respite services to military families (those burdened by the deployment of a family member), as well as caregivers who are helping veterans struggling with post-traumatic stress/health issues. US Dept. of Veterans Affairs and the NYS Dept. of Labor report that unemployment for veterans returning from Iraq and Afghanistan has reached 14.6%. CSS/RSVP will also provide targeted services to veterans related to economic opportunity (employment/job training, skills development, adult education, and financial education).

Recruitment and Development

Q6. CSS will continue to create quality RSVP assignments. Our plan includes the following: A) Provide Orientation for Station Staff. By working collaboratively with our stations, we procure assignments that address community needs, challenge and build the skills of volunteers, provide flexibility in hours and consistent, long-term service opportunities. CSS provides mandatory station orientation- sharing program parameters and information from CNCS, as well as conduct and service expectations for stations and volunteers. B) Develop Clear Volunteer Assignments: CSS/RSVP staff and station coordinators are trained in the development of detailed opportunity descriptions which include anticipated time commitments, minimum skills required to serve, skills volunteers can expect

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to develop/share, trainings provided (both mandatory and optional), and expected community outcomes/impact. Having well developed opportunities helps us attract volunteers with the skills to succeed in their placements. C) Provide Technical Assistance to Stations: CSS supports and grows its network through evidenced-based volunteer management services, including: proven professional development for stations; clear and uniform program messaging; data collection tools and guidance; on call assistance and training; and disseminating best practices to the field. CSS helps local nonprofits train and recruit for successful volunteers who strengthen these organizations and help them achieve their missions.

D) Outreach to the Community and Recruit Volunteers: CSS/RSVP will actively recruit volunteers on an ongoing basis utilizing the following: 1) Internet and social media recruitment through VolunteerMatch, NYCServe, Coming of Age, AARP and the CSS website and Facebook page; 2) Emails, letters, program brochures, and recruitment flyers will be sent to interested stations and places where older adults congregate; 3) RSVP staff and Volunteer Ambassadors will provide stations with updated messaging and will encourage word-of-mouth referrals; 4) RSVP/station staff will host "Open Houses" and present the program to potential volunteers; and 5) Program information will be placed on our website and shared via newsletters (both CSS and through the network of 300+ stations).

A grouping of CSS staff, Volunteer Ambassadors, station coordinators, volunteers, and Advisory Council Members is tasked with reaching out to prospective community and faith based organizations for older adult recruitment and will identify the appropriate primary contact at each organization to facilitate volunteer referrals.

Q7. CSS/RSVP will provide training to all volunteers that we manage directly and ensure that all stations have a plan to provide orientation and training for all volunteer positions so that they are effective at their assignments. Volunteers are asked to complete a RSVP application which informs

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staff of their educational status, time commitment, skills, interest, etc. Through a personalized interview, we work with individuals to match them with the right opportunity, focusing on transferable skills built over a lifetime. We will work with volunteers to develop an Individualized Action Plan for volunteer training and skills development. This information is entered into our volunteer database which we use to match volunteers to assignments they qualify for and will find fulfilling. RSVP has a proven catalogue of training opportunities and professional development workshops that are offered to volunteers.

Q8. As mentioned, CSS/RSVP has targeted services for veterans, with two VISTA volunteers dedicated to recruiting veterans. Additionally, CSS/RSVP actively recruits a diverse volunteer pool. CSS Board of Directors, staff and volunteers come from diverse racial/ethnic backgrounds and are generally representative of the communities we serve. We leverage their knowledge of and connection to their communities to ensure that we can recruit volunteers from various races, ethnicities, sexual orientations, and degrees of English language proficiency and match them with appropriate stations and assignments. CSS ensures that all staff members receive ongoing training in age-, culture- and language-appropriate service delivery. CSS is dedicated to recruiting people with disabilities and using an inclusive application process that supports all hard-to-find volunteers. Our volunteer intake form is available online and staff are available to assist with completion. We actively seek stations and assignments that are handicap accessible.

We have found that the following steps are key to recruiting diverse volunteers for RSVP: A)

Leveraging Other Social Service Organizations: Older adults are referred to our organization by other local service providers and charitable organizations, including past and existing stations. B)

Encouraging Volunteer Word-of-Mouth and Outreach: Many older adults find our RSVP on the advice of a friend or relative or because someone they know received a flyer. Having been established in the community for years, members of the community know who we are and what we have to

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offer. C) Reaching Out to Churches and Community Centers: We proactively work to reach those older adults who would not hear of us through normal channels. The Volunteer Ambassadors contact local churches and community programs. We foster communication, make contacts and share program literature. These community-based organizations help CSS reach diverse communities across New York City.

Q9. CSS/RSVP works at retaining and recognizing volunteers by assisting them in attaining their personal and skills development goals established at intake through Individualized Action Plans. RSVP also provides volunteers with the best placements for their mobility, time commitments, skills and interests. We immediately intervene if a volunteer encounters problems at their assigned station, finding them a new placement if issues cannot be easily resolved. Stations will host regular peer networking events. Additionally, CSS/RSVP holds two annual Recognition Events to celebrate volunteers' accomplishments and thank them for their service. At these events, we present the Presidential Service Award to those who have served more than 4,000 hours. To date, 917 CSS/RSVP volunteers have received this award. These proactive placements and recognition events build community, inspire volunteers and, thus help with retention. CSS/RSVP will track volunteers and annually calculate and report retention and "graduation" rates.

Q10. CSS will leverage its partnerships and existing stations, as well as draw on its history of success to meet or exceed all performance measures. Exceeding the requirements, more than 35% of volunteers will be placed in assignments with defined outcomes by the end of the third project year (Requirement 1). CSS/RSVP will place and serve more than 1388 (46%) volunteers in Healthy Futures assignments, exceeding the mandate to place at least 25% of our unduplicated volunteers in our primary focus area (Requirement 2/B). CSS will place approximately 900 unduplicated volunteers (less than 30%) in the Community Priorities work plan (Requirement 3/C). The remainder of our unduplicated RSVP volunteers will be placed in volunteer activities aligned with the other CNCS focus areas or Capacity

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Building. (Requirement 4/D). We will leverage our existing infrastructure to meet the 80% threshold for active volunteers in New York City (area 9), while minimizing disruptions to our current volunteers.

(For detailed information please see our work plans.)

Program Management

CSS ensures the quality management of stations in compliance with all RSVP regulations. Once a Memorandum of Understanding is established with a station, a representative from CSS/RSVP makes personal contact to review the station's volunteer needs and RSVP program regulations. Station coordinators are made aware of volunteer benefits, legal regulations, data collection duties and other critical information required to run a high-quality station. CSS provides volunteer management training and a RSVP handbook to all station coordinators to ensure that they are knowledgeable of the regulations of the RSVP program. As importantly, CSS staff provide program monitoring (through site visits, calls and volunteer feedback) and technical assistance to station coordinators to ensure that all stations adhere to program guidelines. CSS has invested in updated training curriculum that we customize to meet the needs of new stations. We will also implement improvements such as new data management software and online professional development opportunities (webinars) for stations.

Q12. CSS will develop stations outside the Healthy Futures focus area. CSS/RSVP will provide station orientation, technical assistance, capacity building services and volunteers to 180 stations in the 5 other focus areas in order to ensure that our program meets the critical needs of all New Yorkers. CSS has internal resources that will be leveraged in support of RSVP in several of these areas including: A) Disaster Services: we will deploy our Emergency Preparedness Speakers Bureau and leverage resources by mapping neighborhood assets and partnering with National service providers to improve disaster services in New York City. Services include: training volunteers who prepare community members in response procedures; creating emergency kits; and sharing information about planning

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safe evacuation routes.

B) Economic Opportunity Services: 1) CSS Financial Advocacy Program will be available to all stations; RSVP volunteers will provide financial literacy coaching, benefits counseling and referrals. Other services include: Adult Education/GED/ESL programs, record repair counseling, and job placement and support services.

C) Education Services: The CSS Intergenerational Mentoring Program will be leveraged and its Project Director, Mary Anne Flanagan- a certified coach, will train and support education-related stations. CSS/RSVP volunteers will work to: assist children in early education programs; and support learning outcomes for children in K-12 education programs (through tutoring, mentoring, GED preparation).

Q13. CSS will responsibly graduate volunteer stations with the goal of minimizing disruptions to current volunteers and stations. We expect to seamlessly graduate 25% of our current stations. In the first year, we will lower the number of stations that no longer address critical community needs through attrition and by halting new recruitment. We will make every attempt to re-assign as many volunteers as possible by informing them of opportunities in the focus areas and capacity building. CSS will focus all new RSVP recruitment on volunteer placement in the six focus areas; the objective is that 70% of volunteers will be placed in one of the CNCS focus areas or in capacity building assignments by the end of the third year.

Q14. CSS proposes to provide RSVP services that meet or exceed CNCS requirements. CSS will assure that national performance outcomes and outputs are measured. CSS will measure key outputs, focusing on the type and amount of services provided, people served, programs developed and volunteer hours provided. We will measure client satisfaction as well as status, behavior, and attitude changes through post-service surveys, pre & post testing, school records, program records, and observation tools. The Chief RSVP Project Director, with assistance from the Information

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Coordinator, will maintain volunteer records (hours, program participation (training), volunteer outcomes, etc.) as well as applicable demographic data. As part of all Memorandums of Understanding, stations must assist with data collection in order for CSS/RSVP to continue to recruit volunteers on their behalf. CSS has chosen to measure and report performance outcomes in key service areas (noted in Q3, Q4 and our work plans), thus providing a rich picture of the impact RSVP volunteers make in their assignments, assessing the change for client populations and supporting the national (CNCS) evaluation of RSVP. RSVP works collaboratively with stations to obtain information on outcomes in order to provide in-depth reports to CNCS and other funders. We work to sustain the program by increasing community awareness of the impact of the volunteers, thus, improving our ability to attract donations, quality volunteers and stations. The Advisory Council and volunteers will assist with resource development.

Q15. CSS has the infrastructure to efficiently manage project resources. RSVP creates individual program budgets that allocate resources based on dependent needs. The RSVP Director has responsibility for managing the RSVP program budget with support from our Finance and Human Resource Departments. Program resources are deployed with care and with several financial check points to ensure accurate fiscal management (including program department, finance department and external accountant audits). Our accounting software, American Fundware, is used to support these efforts. Accurate collection of information on volunteer assignments, allows CSS/RSVP to provide appropriate benefits to volunteers (e.g. partial transportation reimbursement).

We encourage all stations to provide in-kind resources to the program and confirm commitments through our MOUS.

Organizational Capability

Q16. CSS receives consistently positive ratings from its government contractors on its fiscal management and data reporting, meets all requirements and has never had a contract terminated or

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placed on conditional status. The CSS Finance Department successfully manages multiple direct service grants with a combined budget of over \$18 million, of which more than \$1 million is specifically for RSVP and other volunteer programs. Due to strict fiscal oversight, CSS continues to experience sustainable finances. CSS has a highly professional Department of Finance & Administration with 28 employees in Human Resources, Finance, IT and Office Services, and the infrastructure to provide sound programmatic and fiscal oversight, day-to-day operational support, data collection, and clearly defined internal policies.

- i. **Fiscal Oversight:** Fred Solazzi, the Chief RSVP Project Director, will oversee fiscal, operational and data collection details of the proposed project. He has successfully managed the RSVP program for 12 years and has nearly two decades of experience in financial management and grant oversight.
- ii. **Data Collection and Evaluation:** This process is overseen by the Chief RSVP Project Director. Station coordinators collect data in the field. CSS also uses an evaluation software package, Efforts to Outcomes, to help aggregate outcomes and support our overall evaluation efforts. Members of the Advisory Council, versed in evaluation, support these efforts. During periods of transition, we seek the expertise of outside consultants to update our data collection tools/process. Data collection will focus on the identified national performance measures, which will be use to gauge the effectiveness of the program and to refine the program over time. The evaluation process is designed to produce process information and outcomes from varied sources including, volunteer data (hours/surveys/feedback), agency data, input from clients, site visits, and direct observations of workshops/trainings.
- iii. **Related Internal Policies:** CSS: A) conducts semi-annual program audits (including budgetary) and annual fiscal audits; B) has official equal opportunity and non-discrimination policies developed by our Human Resources Department and adopted by our Board. They are posted publicly and are explained in our employee handbook and program materials. C) has a written policy emphasizing the maintenance of confidential volunteer/client information and uses it as a centerpiece of staff/station

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orientation. D) reflects CNCS regulations and guidelines in its RSVP materials and trainings.

Q17. STAFF POSITIONS dedicated to RSVP will be sustained through the RSVP grant (during the three year grant period) and through local support as needed. Due to the size, scope, depth and magnitude of the program, CSS has an RSVP Director (.6 FTE) and a Chief RSVP Project Director (1FTE) who share responsibility for RSVP management. All staff are supported and provided with professional development; in return, they exhibit a long-term dedication to the organization and a desire for continuous growth.

RSVP Director (.6 FTE): Alina Molina, Vice President, Program Services, joined CSS in 1981. For the past three years, she has served at a reduced percentage of time (.6FTE) as the Director of CSS/RSVP. Her other responsibilities include the oversight of the CSS Experience Corps, AmeriCorps and VISTA projects, as well as other responsibilities in the agency. She has also served as a VISTA. Ms. Molina is the past President of the New York Association for Volunteer Administration and has taught *Managing and Working with Volunteers* at the NYU School of Continuing and Professional Studies. She is a member of the National Senior Corps Association. Ms. Molina holds a MA in Nonprofit Management from the New School's Milano Graduate School of Management and Urban Policy and a BA in sociology from the University of Massachusetts.

Chief RSVP Project Director (1FTE): Fred Solazzi, Associate Director, Voluntary Initiatives, began at CSS in 1988 and has served in his present position since 2000. He monitors the fiscal and programmatic operations of RSVP, supervising data collection and creating all grant materials (applications for funding, program progress reports, and progress report supplements) and other information required by CNCS, state and local funding sources. He holds a degree in computer science (data management) from The City University of New York.

Rebecca Haase, Program Director (1FTE-not charged to grant) has been with CSS for 13 years and has been in her present position for six years. She oversees the Financial Advocacy Program which

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includes the Financial Coaching Corps and the ACES Project. She holds a BA in Social Work. Mary Anne Flanagan- Project Director (1FTE), implements the citywide RSVP Intergenerational Mentoring Program. She has over 20 years of experience; she is a certified Coach from NYU and a Founding Member of Harvard Coaching Professionals.

Meredith Gemeiner, Project Director (1FTE), manages the recruitment and placement of volunteers. She has over 13 years of experience; she serves as Chair for The NY Association for Volunteer Administration. She holds a B.S. in Human Development from the University of Rhode Island.

Deirdre Ryan-Spirakis, Project Director (.84 FTE), manages the recruitment and placement of volunteers, supports Efforts to Outcomes and conducts trainings for RSVP. Deirdre has worked in the non-profit sector for over 15 years.

Reyes Irizarry, Project Director (1FTE-not charged to grant), has been in his current position for three years. He supervises the Financial Coaching Corps, including the recruitment and training of coaches and the recruitment of new sites. He holds a MA degree.

Barbara Futrell, Unit Supervisor (1FTE), joined CSS in 1986; and RSVP in 2010. She supervises office volunteers who assist with placements; and she coordinates the Emergency Preparedness Speakers and Volunteer Ambassadors.

Joan DeMarco, Unit Supervisor (.5FTE) has been in her position for three years. She is responsible for the supervision of RSVP Staten Island. She was an Advisory Council member for 16 years and holds a BA.

Karen Brown, Training Specialist (1FTE) has been in her current position for seven years. She is responsible for programming and volunteers for two Mentoring Programs (children of incarcerated parents, and at-risk youth). She holds a BS degree.

Yvette Rennie, Training Specialist (1FTE) has been with CSS for 30 years and RSVP for 12. She is assigned to the Financial Coaching Corps.

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Edwina Osbourne, Training Specialist (1FTE-not charged to grant) has been with CSS for 12 years and is assigned to the ACES Project.

Courtney Davis, Financial Advocacy Specialist (1FTE) has been with RSVP for two years. She is assigned to the Financial Coaching Corps and oversees their data in the Efforts to Outcomes database. She holds a MA degree.

Haile Tsegai, Information Coordinator (1FTE) has been employed by CSS for 23 years, and RSVP for 13. He is responsible for data collection and entry and the generation of reports from our database.

Olga Colon, Administrative Assistant (.6FTE) has been with RSVP for over 38 years and in her current position in support of the RSVP Director for 12 years.

Q18. CSS is committed to the goal of increasing access to quality, affordable health coverage as a means to improve individual and community health outcomes. CSS has historically managed volunteers in our Primary Focus Area, Healthy Futures. For example, since 1984, CSS/RSVP ACES volunteers have assisted more than 130,000 clients through a diverse network of community-based organizations. The CSS/RSVP ACES Project currently partners with 42 stations to help New Yorkers navigate and access the complex health care system by providing information and advocacy assistance to underserved communities.

Q19. CSS has the strong organizational systems and infrastructure needed to successfully manage federal funds: i. Facilities, Equipment, Supplies: CSS offices are located at 105 East 22nd Street in Manhattan and are easily accessible by major subway hubs and by public and private buses. The elevator building and its conference rooms are handicap accessible, with conference and training spaces on the 4th Floor. CSS provides adequate space for program services and administration, including organizational partner trainings and professional development services. Additionally, our stations commit to providing dedicated space for volunteer activities including trainings. In addition, CSS/RSVP stations are located throughout New York City, allowing for placements close to

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volunteers' homes. Nearly all of our stations are easily accessible by public transportation and handicap accessible or equipped with elevators. CSS, stations and in-kind donors supply RSVP with the equipment, technology and supplies needed to implement the program.

ii. CSS governance structure and operations support the program. Board Oversight: CSS has a 33 member Board of Trustees which meets four times annually, while committees convene between Board meetings. The Board also benefits from having a diverse cross-section of New York's leaders in service, including fiscal and programmatic advisors. Beginning in FY 2012, CSS began a strategic planning/program realignment process. The Board's Program Committee actively engaged in reviewing all programs, meeting with program leadership and aligning programs and services with the CSS vision of making work a viable pathway out of poverty for all low-income New Yorkers.

RSVP has been embraced as an integral part of our commitment moving forward.

The RSVP Director has oversight of all RSVP staff. The Chief RSVP Project Director approves budgeted purchases and oversees the management of RSVP staff while the RSVP Director supervises selected programs within RSVP. The staff meets monthly for direct and team reporting. Fiscal and human resource management is governed by the set policies of the Finance and Human Resources Departments, which are shared in the Employee Handbook and official.

iii. The CSS/RSVP Advisory Council ensures input from the community. CSS/RSVP has an active and diverse 12-member Advisory Council. The CSS Advisory Council membership includes individuals who: 1) are knowledgeable of human and social needs of the community; 2) are competent in the field of community service and volunteerism; 3) have an interest in and knowledge of the capability of older adults; and 4) reflect the demographics of the service area. The Advisory Council works to provide programmatic feedback and helps integrate community needs. They also assist in assessing community needs, assist in fund raising and resource development, support the development of a service ethic in the community, advise on volunteer recruitment, retention, and recognition strategies,

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and help link the project with other community service resources, including faith-based organizations. They often suggest ways the project can gain increased visibility and recognition in the community and advise on how trends in the community are affecting older adults.

In addition to inviting interested current council members to participate again, new advisors will also be recruited to represent the community and 2013 service stations. A focus on geographically diverse representation allows the project to be truly community-based. We encourage volunteer participation on our Advisory Council as it provides a key opportunity for leadership and advocacy on behalf of all volunteers. The Volunteer Ambassadors program also provides an avenue for volunteer leadership.

iv. CSS has the experience (including past and current RSVP successes) to manage large government contracts and volunteer/service programs. In addition to a 50-year history managing nationally funded programs, CSS currently manages successful federal contracts with CNCS as well as with the Dept. of Health and Human Services and Dept. of Justice. CSS also manages volunteers through AmeriCorps, VISTA, Experience Corps and other programs. We are a premier provider of volunteer management training and technical assistance in New York.

Fiscal/Management/Data Systems: CSS implements evidence-based Fiscal and Management Systems and training to ensure its staff remains informed and up-to-date on the technology and skills needed to manage government contracts with a high degree of efficiency. CSS is equipped with updated 2010-2012 computers, printers, and copiers. In addition, we utilize web-based (Constant Contact, Survey Monkey, GoToMeeting) and cloud-based (Google Drive) technology to help communicate with stations and volunteers.

CSS utilizes well-known hardware and evidenced-based software systems to facilitate fiscal management, data sharing and to ensure product support and access to upgrades. Our main fiscal management software, American Fundware, is supported by Quicken and Excel. Private volunteer and program information is secured on redundantly password protected machines and password

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protected databases. In 2013, we will upgrade our volunteer management system from VolunteerWorks to Volunteer Reporter- an updated, more seamless system. CSS also uses Efforts to Outcomes for collecting and reporting client-level data, along with Survey Monkey for other client feedback and reporting.

Q20 (& Q22; Q23). The non-federal share of the budget is substantial and sustainable. CSS fully supports RSVP, considers it one of our flagship programs, and thus provides adequate additional resources to enable the program to achieve its objectives. CSS has a good track record of attracting local funds to support the program. In fact, our local support for the proposed program stands at 48% (\$669,101), far exceeding the match requirement. RSVP is supported by a diverse local base- including State, corporate, foundation and individual donors. Taken together with the federal share, these funds fully support program administration, volunteer recruitment and recognition activities. CSS also offers the services of many of our staff members (not charged to the grant). Additionally, as RSVP is co-located with other volunteer programs, it benefits from the best practices, skilled volunteer management, support staff, professional development opportunities, placement station relationships and other resources of: VISTA, AmeriCorps, Experience Corps, The Financial Advocacy Program, Reentry Services & Youth Mentoring, and various Disaster Preparedness Training and Services. Stations also provide space, supplies and other in-kind service in support of RSVP.

(Q21) CSS has budgeted for and put into place the funds/systems needed to meet all program costs and cover expenses for volunteers (including partial transportation reimbursement and insurance). We provide criminal history/background check to volunteers who work with children in our mentoring initiatives. In other areas, where applicable, stations are responsible for administering background checks.

Taken together, the components of the proposed program provide outreach, messaging, training, professional development and support to 3003 unduplicated RSVP volunteers and 300+ stations in