

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/16/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR143956	4. DATE RECEIVED BY FEDERAL AGENCY: 10/16/12	FEDERAL IDENTIFIER:														
5. APPLICATION INFORMATION																
LEGAL NAME: Family Services of Central Massachusetts DUNS NUMBER: 144123031 ADDRESS (give street address, city, state, zip code and county): 31 Harvard Street Worcester MA 01609 - 2836 County: Worcester	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Barbara L. Drapos TELEPHONE NUMBER: (508) 791-7787 105 FAX NUMBER: (508) 791-7780 INTERNET E-MAIL ADDRESS: drapos@rsvp-worcester.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 042103767	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: Corporation for National and Community Service															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Worcester Area RSVP															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): MASSACHUSETTS Opportunity #3: Worcester County	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13 END DATE: 03/31/16	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="MA 003"/> b.Program <input type="text" value="MA 003"/>															
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; font-size: small;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 195,847.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 88,232.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 88,232.00</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;">\$ 284,079.00</td> </tr> </table>	a. FEDERAL	\$ 195,847.00	b. APPLICANT	\$ 88,232.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 88,232.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 284,079.00	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	\$ 195,847.00															
b. APPLICANT	\$ 88,232.00															
c. STATE	\$ 0.00															
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e. OTHER	\$ 88,232.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 284,079.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Christine Macwade	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (508) 756-4646														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/16/12														

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Executive Summary

The mission of Family Services of Central Massachusetts (FSCM) since our founding in 1889 is "to support individuals and families through life transitions". FSCM remains a private, non-profit agency specializing in providing support, guidance and counseling to individuals and families in need through a variety of services from early childhood programs to elder care services. RSVP fits into this mission by providing opportunities for older adults to give back to their community through a large network of community non-profit organizations, schools and institutions.

RSVP's Primary Focus Area volunteers (155) will support Healthy Futures (HF) work at seventeen (17) stations throughout Worcester County. They will work to secure healthy futures for individuals of all ages: frail seniors, disabled persons including the blind, hungry families, impoverished children, veterans and their families, seniors vulnerable to fraud and identity theft, and injury due to falling. RSVP Worcester volunteers who will provide: companionship, transportation, essential information and community programs broadcasts over the radio; the harvest of community gardens; "User Friendly Home" falls prevention training; and "Stealing Without a Gun" training to prevent identity theft and financial fraud targeting seniors. The work of these volunteers will take them to senior centers and senior living high rises throughout Worcester County. They will work on plots of ground in neighborhoods, cultivating soil and planting seeds. The volunteers will staff food pantries, the Worcester County Food Bank, pickup and deliver food through Rachel's Table and Meals on Wheels and they will offer hope wherever they serve.

At the end of year three of this grant in excess of 4,000 unduplicated individuals in Worcester County will have benefitted from activities defined by the CNCS Healthy Futures Focus Area, including those unduplicated individuals served in Healthy Futures work plans with documented performance measures.

The CNCS federal investment of \$195,847 for this project will be supplemented by \$88,232 of non-

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federal resources.

Strengthening Communities

Worcester, Massachusetts is the nation's 125th largest city (U.S. Census- American Community Survey 2009) with a population of 182,421 (CityData.com); it is second in size only to Boston in Massachusetts and New England. Worcester is the urban center of a county which also is comprised of suburban and rural communities. It is to Worcester that these towns look for legal, medical, governmental and other essential services.

"Doing more with more than less" might just be the current theme of Worcester, MA. The cost of living index of 128.5 (Jan. 2011), is quite a bit higher than the U.S. average of 100. (Source: City-data.com) Here, 14.1% of Worcester families exist below poverty level, 57.1% of which are female householder families with related children under 5 years. (Source: QuickFacts, U.S. Census Bureau.) A full 12% of households have income below \$15,000 a year. (Source: American Fact Finder 2010) In a part of the country in which winters can be vicious, 45.4 percent of heating fuel is oil or oil-based fuel (Source: American Fact Finder 2010), the cost of which has skyrocketed at a rate surpassing the cost of a gallon of gasoline. This means that an increasing and sometimes impossible portion of household income is spent on keeping warm. This could and does mean fewer dollars are available to spend on food. A warm but undernourished child may suffer without the necessary nutrition to supply the needs of a developing brain; a well-fed child who barely survives hypothermia likewise is unlikely to think clearly. Cold and hunger have similar effects on the elderly. Emergency food provision allows for dollars to be spent on heating a living space, without depriving those in it who are hungry.

Worcester County's senior citizens make up a whopping 12.9% of the 2011 population of 801,227. This is over one hundred thousand people - enough to populate a small city - facing the challenges of the economic downturn but less equipped than the county's younger adult population to do so. (Source:

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QuickFacts, U.S. Census Bureau) In Worcester County, 24 percent of all households have one or more people 65 years and over. This same age group makes up 14.3% of the City of Worcester population where there are over 20,000 residents between the ages of 65 years and 85 plus years. (Worcester Magazine -- 6/16/2011 quoting U.S. Census Data 2010) Finally, 8 percent of those 65 years and over live in poverty. That's at least 8,000 older individuals who are unlikely to find jobs or any other way to lift themselves out of their circumstances. (Source: American Fact Finder, U.S. Census Bureau 2010).

During the 19th century, Worcester's neighborhoods were defined by their ethnicity as the city "experienced an influx of immigrants eager to work in its mills and plants. Irish, Canadian, and Swedish workers arrived before 1900, followed by Poles, Italians, Lithuanians, Greeks, Armenians, Syrians, and Lebanese." (Source: Worcester Historical Society 2010) Many of today's senior citizens are descendants of these workers who helped build the great American industrialized economy. Or they, themselves, may be first or second generation.

Today, Worcester County is host to a new wave of immigrants. (In 2010 11% of county residents were foreign born.) They arrive from Asia (31.1%, of whom 49 percent are Vietnamese), Latin America (32.1%), Europe (18.8%), and Africa (10.2%). (Source: U.S. Census Bureau American Fact Finder 2010 American Community Survey) Immigrants settle in the City of Worcester at a slightly higher rate - 14.5%. (Source: city-data.com-2012) Of course these new settlers bring with them their languages and customs.

It is not unusual to see individuals on the sidewalks of Worcester dressed in flowing native garments usually seen in North African arid countries. The brightly colored clothes favored by those from West African countries like Ghana are part of the fabric of city neighborhoods. During our New England winters these clothes peak out from under western style coats.

Like their predecessors, these new citizens may expect less, while perhaps wanting more and working

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harder as they settle in one of the city's ubiquitous three-deckers built to house factory workers during a peak of manufacturing for WW II. Living in the Commonwealth's geographic center, these arrivals may find work - if they can find work at all - in one of the area's 5,000 diverse firms, including those in manufacturing, biotechnology, high tech, or the health care industry. (Source: Worcester Business Development Corporation.)

Worcester Public Schools bears the responsibility for educating the children of these new arrivals, who tend to settle in the city - with its small but reliable bus system - rather than in the suburbs or more rural areas, separated as they would be from their own family and friends. It is no small task to educate these children. Overall, 96 different countries have representation in the Worcester Public Schools - just less than half the amount recognized by the United Nations. (Source: Worcester Magazine June 18, 2011) One Worcester high school has some seventy-three languages of origin spoken by members of its student body. Countywide, in 2010 a full 18 percent of the population reported speaking a language other than English at home. Of those, 41 percent spoke Spanish and 59 percent spoke some other language. (Source: American Fact Finder 2010)

There is another language spoken in Worcester County. It is the language of "service to country" spoken by the estimated 55,780 veterans from all wars living out their lives in central Massachusetts. Of these veterans, 8.3 percent are Gulf War 9/2001 or later and 13.2 percent are Gulf War 8/1990 to 8/2001. Of all Massachusetts veterans, 45.1% to 51.1% are 65 years & older. Indeed, in Worcester County the largest percentage of these veterans (35.2%) served in the Vietnam Era and are now at or approaching their 65th birthdays. Veterans of the Korean War make up 12.4% of the county's veteran population. Finally, while the U.S. veterans who served in World War II make up approximately 8.7% of all veterans, these proud former service members make up 12.0% of the Worcester County's total veteran population, though this number declines daily.

In the Worcester County 97,269 members of the general population are 65 years and over. In this

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population there are 25,465 veterans. Of these, 24,248 live at or above the poverty level but 8,337 have disabilities. Of county veterans 65 years & over, an estimated 1,217 live below the poverty level (607 w/disabilities). Of all veterans in this age group with disabilities, 8,072 have a service-connected disability. Of these 2515 have a disability rating of 30 to 60%. Of the veteran population of all ages, 6.4% live below the poverty level; of the population with disabilities, civilians make up 13.8% while veterans make up 24.5%. (Sources: American Fact Finder and QuickFacts of U.S. Census Bureau - State and County last revised 16 Aug 2012). How will this county, this state, this country care for those who gave so much and deserve our best in return?

Communities find it more difficult than ever to support even the basic requirements of police and fire departments. Budgets strain to meet the demands of educating children. Nonprofits struggle to supply food, clothing and shelter to those most in need. It is within this context of stressors on our county but also in consideration of the diversity, possibility and opportunity for current and future citizens, for those with jobs and those who want jobs, for the very young in need as well as the very old that we affirm the reality of life in this part of the United States and examine why "Healthy Futures" is the Primary Focus Area of this RSVP project.

"Rachel's Table, A Food Rescue Program to Help Feed the Hungry" is a local nonprofit striving to feed the estimated 16.9 percent of Worcester families who are experiencing food hardships during the present economic crisis. (August 2012: The PulseMag.Com) The organization is especially concerned about children who qualify for school breakfast and lunch programs but who may miss those meals during the summer when school is not in session. Rachel's Table struggles to provide basics as essential as milk. The organization's network of volunteer restaurant food gleaners, volunteer food collectors and preparers, and volunteer schedulers, drivers and deliverers daily work to feed the hungry in central Massachusetts. This is why the relationship RSVP Worcester Area Volunteers has with Rachel's Table is essential to meeting a daily need: while we provide volunteers to the

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organization, Rachel's Table always needs much more help. Currently, we support a small number of area food pantries; going forward we will place many more volunteers at food pantries including those at Veteran's Inc., and St. Paul's. RSVP Worcester volunteers will deliver food to those in emergency shelters like Abby's House. We will prioritize the Worcester County Food Bank as a placement site for RSVP volunteers to collect and distribute food. The unmet need for food is felt at least three times a day by as many as 55,650 county residents (Sources: aggregate number based on multiple sources, including Worcester Telegram Nov. 11, 2007) who don't have enough to eat due to dire circumstances, including homelessness, domestic violence, unemployment, and disability. For some of these recipients, even a slight upturn in the economy may mean the end to their "food emergency" but for others, obstacles to employment may mean that a short term issue becomes the problem of long-term hunger. What will happen to them?

For years one Worcester County organization has been best known for its "environmental stewardship". These days, the Regional Environmental Council (REC) has expanded its efforts to include its "Food Justice" programs. REC began its UGROW network of community gardens with a single plot in one inner-city neighborhood. Now, this effort to provide healthy, fresh food will include 62 community gardens that will produce over 15,000 pounds of food annually. It is a community harvest, produced by community gardeners who volunteer for this grassroots, "from the ground up" effort. REC's solution to alleviate long-term hunger needs a large number of volunteers to provide soil testing services, organic seedlings and seeds, compost, gardening workshops, and technical assistance, as well as the daily labor needed to make gardens productive. In addition to food, REC "grows" neighborhoods as people of all faiths and backgrounds come together to sow the seeds of "Food Justice".

RSVP Worcester Area Volunteers and the Regional Environmental Council have collaborated in the past. "Environmental Literacy" was the focus of one such effort. RSVP was responsible for bringing

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together representatives of REC with those of the Mount Grace Land Conservation Trust. The program introduced inner city teens to purposeful and educational encounters with nature on Massachusetts Audubon Society trails. Our reputation as a dependable community "friend" is serving us well as we shift the focus of significant numbers of RSVP volunteers to Healthy Futures and other focus areas. The Regional Environmental Council and RSVP are committed to enhanced collaboration to alleviate the long term hunger of individuals of all ages.

The number of patients nationwide who needed health care after being discharged from hospitals surged by approximately 70 percent (2.3 million to 4 million) from 1997 to 2008, according to the latest News and Numbers from the Agency for Healthcare Research and Quality (AHRQ) released March 9, 2011. Locally, that number exceeds 5,800 annually.

Nationwide, an estimated thirty percent of those over the age of 65 fall each year. While some of these are minor, many more lead to serious injury. Indeed, falls can be major life-changing events that rob the elderly of their independence. In 2006, there were more than 380,000 hip fractures in the U.S., an average of 1,050 a day. The National Osteoporosis Foundation (NOF) reported that in the year 2005 in the U.S., 15,802 persons aged 65 years and over died as a result of falls. Falls are the leading cause of fatal and nonfatal injuries in people 65 and older in the United States' according to the NOF which describes a pattern to falls among the elderly: the fear of falling, then the injury, followed by hospitalization, decreased independence and mobility, and often relocation to a nursing or residential institution. (Source: American Academy of Orthopedic Surgeons, 2012 in OrthoInfo c2009)

According to the Center for Disease Control (CDC), falls are the primary reason for admissions to nursing homes and are responsible for most accidental deaths in people over age seventy-five. Twenty five percent of seniors who suffer a hip fracture die within one year. The CDC reports that deaths caused by falls in the elderly in the US have increased by 39% from 1999 to 2005. It estimates that \$19 billion are spent annually for treatment. Because most of this is paid by Medicare the cost to

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taxpayers is enormous. The CDC projection is that falls will cost the system over \$43 billion by the year 2020.

As noted earlier, much of Worcester proper is populated by three-deckers -- one single family home atop another atop yet another. Though not all of Worcester's 327,000 housing units that are in multi-unit structures are located in three-deckers, many are. (Source: American Fact Finder) This means many aging residents daily climb stairs and more stairs (no elevators in these aging structures) to arrive home. If falling on these steps poses some danger, it has not been quantified. In a sense the threat the steps pose is no more dire than scatter rugs, pets, clutter, or poor lighting: the American Academy of Orthopedic Surgeons states that most falls occur in the home during every day activities. (OrthoInfo c2009)

Perhaps the single greatest opportunity for RSVP Worcester Area Volunteers to impact the Healthy Futures of people in Worcester County is in the area of falls prevention. Our successful development of falls prevention materials began with RSVP's own "User Friendly Home". In an effort to capture the imagination and interest of those at Worcester County senior centers and senior high rise apartments, RSVP volunteers have designed and built miniature rooms, complete with dangling electrical cords, area rugs, "granny launcher" furniture, and otherwise dangerous but "normal" interiors. After seeking expertise from medical professionals, teams of RSVP volunteers have crisscrossed Worcester County to pilot these trainings in falls prevention. The program has been so well-received that when the University of Massachusetts recently launched a mobile unit outfitted with life-size home safety hazards, RSVP volunteers from our "User Friendly Home" were asked to staff the unit.

"Clutter" -- that seemingly innocent enough resident of many homes -- is identified as a frequent culprit in falls. RSVP volunteers are being trained to educate other seniors about the dangers of sharing one's home with too many items. Severe clutter in hallways, bathrooms and stairwells may

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pose a risk to inhabitants who might not consider these things a threat to their health and well-being. Tripping and falling because of something as easily removed as an extension cord may seem obvious but if such a cord has been a part of the daily life of an individual for decades, its presence seems innocent enough until it is identified by one's peers as a very real threat.

RSVP Worcester also is committed to preventing through education a particular kind of elder abuse that is on the rise. Through relationships with the Worcester County Sheriff's Department, the Worcester County District Attorney's Office, the Better Business Bureau and area banks we are developing programs on the recognition and/or prevention of identity theft, telephone scams, housing maintenance scams, and "work at home" schemes. Like our other Health and Safety education programs, these will be presented in Vietnamese, Spanish, as well as English. Whether in these or in one of the many other languages spoken in Worcester, our programs aimed at preventing the financial abuse of the elderly will be presented under the name "Stealing Without a Gun", a title already drawing attention.

RSVP Worcester participates in another Healthy Futures area by helping to provide a range of services that allows those who are homebound due to age or disability to live independently. And, of the 12% of the Worcester County population reporting having a disability, 37% of these are 65 years and over. (Source: 2010 American Fact Finder, U.S. Census Bureau) "Meals on Wheels" of Elder Services of Worcester provides the best-known, countywide daily distribution of meals -- and social contact - to the homebound. There are other RSVP volunteers who help individuals on the "Road to Recovery". This program of the American Cancer Society transports patients from home to treatment. Similarly, hospice volunteers are placed at and trained by a number of organizations providing compassionate services to those who choose to remain in their homes rather than hospitals at the end of life.

The major focus of our final Healthy Futures endeavors is countywide. Though created to provide news and information for the blind, Audio Journal radio also provides companionship to listeners all

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over Worcester County. RSVP volunteers are among those whose voices may be heard by nearly 5000 listeners, twenty-four hours a day, seven days a week. The station broadcasts helpful and informative shows like "Cooking in the Dark", "Out of Sight", "Accent on Ability" and "Audio Journal Sports" as well as the latest edition of the daily newspaper. Senior listeners anticipate hearing familiar voices which provide antidotes to loneliness. Programs like, "An Older Voice", "Reminisce", "Senior Life", and "Good Old Days" are among those offering velvet tones to soothe away the isolation.

RSVP Worcester has chosen Healthy Futures as its Primary Focus Area because the unmet needs in this county are as basic as food and identity security, as vital as companionship and social interaction, as necessary to the well-being of the entire community as injury prevention in the elderly, and as essential as recognizing that without a healthy future, the future is limited. In the United States as a whole the population 65 and over will increase from 40 million in 2010 to 55 million in 2020 (a 36% increase for that decade). At this rate, the population of those 65 years and over residing in Worcester County in 2020 is projected to surge to 141,440. (Source: A Profile of Older Americans: 2010 by Administration on Aging - Dept. of Health and Human Services- 2010) One can imagine how unmet needs for this population today may be catastrophic in a very few years. This is the time for our volunteers to inform for prevention, to educate for food sustainability, to provide emergency food when and where it is needed, and to counteract the isolation and loneliness of the homebound through companionship. RSVP will do this through the placement of sixty four (64) unduplicated volunteers (12 percent of our volunteer base) to help those with disabilities or those who are too old to drive, live independently. Thirty-two (32) will provide food delivery and essential companionship through "Meals on Wheels"; twenty-seven (27) will work to stave off social isolation by reading to the blind on Audio Journal; five (5) will transport patients from their homes to medical appointments on their personal "Road to Recovery".

RSVP Worcester Area Volunteers recognizes that a Healthy Future for Worcester County depends on a

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healthy present: to be healthy tomorrow, individuals who are hungry today need food today.

Emergency food distribution will occupy six percent or thirty-five (35) unduplicated RSVP volunteers: fifteen (15) food delivery volunteers, food collection ten (ten), and ten (10) more volunteers will dedicate themselves to food pantry support -- including one at Veteran's, Inc. - as they serve basic fare with a smile. Sixteen (16) more RSVP volunteers will work to alleviate long-term hunger. They will help develop and maintain community gardens known as "UGROW" with the Regional Environmental Council.

We recognize that identity and financial theft are forms of elder abuse: they steal self-confidence and threaten security and independence. We also recognize that clearing up clutter and other strategies for preventing falls can and do impact the lives of seniors. Knowledge and prevention can keep seniors from having to the remainder of their lives in nursing homes. RSVP Worcester Area Volunteers will dedicate forty (40) unduplicated volunteers who will educate and train other seniors throughout Worcester County.

In one year, our one hundred fifty-five (155) unduplicated volunteers (28% of our total) placed in Healthy Futures programs will serve 1,975 men, women and children who are hungry (including veterans and seniors); 500 individuals who need help to sustain food as a reliable and predictable part of life (including veterans and their families who exist at or below the poverty level); over 1,500 people who are homebound due to disability (including military service related disability) or age through providing transportation, companionship and hospice services (including services for veterans); 250 older folks who will identify as making significant changes in protecting themselves from fraud and identity theft; 225 seniors who will report making changes in their living spaces to eliminate clutter and change those factors in their everyday lives which leave them susceptible to life-changing falls. In these ways and more, RSVP Worcester volunteers give freely of themselves as they impact the healthy future of many, including veterans and their families, and promise to meet unmet needs of

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the communities in which they live.

Recruitment and Development

"It's never too late for National Service." RSVP Worcester is redefining national service for our county and our volunteers. We are capitalizing on our visibility and reputation within the greater Worcester community as a springboard to enroll new volunteers: we will recruit at local veteran's service and social organizations, via a local Spanish newspaper, at meetings of the local Southeast Asian Community, and at large, locally-based corporations.

Our streamlined recruitment messages in local media are becoming corps specific. Even as these messages target potential volunteers they help clarify and reinforce the need for existing volunteers to transition - if they choose - to service defined by the national focus areas: "If you want to help feed hungry families, provide transportation or companionship to those who are homebound, educate others about identity theft or falls prevention, or instruct seniors in creating disaster kits, then become a 'Healthy Futures Corps' volunteer; if you have a desire to help community organizations fundraise, distressed homeowners keep their homes, or the community meet its blood supply needs, then become a 'Resource Corps' volunteer; if you want to help preschoolers get ready for Kindergarten, tutor elementary school students in reading, then become a "Reading & More Corps" volunteer; if you want to help veterans and their families in any of these ways and more, enroll in 'Serve a Veteran Corps'." (For our purposes and simplification, volunteers working in the Disaster Services focus area will be included in "Healthy Futures Corps" and those serving in Economic Opportunity work plans will be viewed as "Resource Corps" volunteers.)

Volunteers who serve in one of the four corps will be given navy blue vests after meeting new training requirements and a threshold of service. Patches worn on vests will identify inclusion in a select corps and pins will be presented in recognition of volunteer service in multiple corps. In these ways volunteers in national focus areas will be distinguished from those in more general community

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service. We will continue to mail birthday greetings to each volunteer, with a handwritten message of gratitude and a reminder to check the need for driver's license renewal. There will no longer be a single end-of-year volunteer recognition banquet; rather, smaller gatherings - more in keeping with the economic climate - will focus on honoring service within each corps.

RSVP Worcester is creating its own DVDs for training and orientation in our Primary Focus Area of Healthy Futures. These trainings will include assessment of each volunteer's understanding and retention of the material presented. We are also preparing audio visual material for all volunteers to explain the service requirements, as well as the basics of volunteer engagement including but not limited to: how to enter service hours correctly on our timesheets, the attire and etiquette of volunteering, the requirements of receiving a travel stipend, as well as why we screen the backgrounds of individuals who want to work with potentially vulnerable populations.

Staff development is essential to the work of RSVP-Worcester Area Volunteers. Staff "attended" the Corporation Virtual Conference in August, 2012. In September '12, the Volunteer Engagement Counselor participated in "Successful Email Marketing Boot Camp", a Constant Contact training program. She and the Project Director attended a "Women's Health" program at the Worcester Senior Center in September '12. Our Community Liaison/Special Projects Coordinator has joined the "Hoarding Task Force", and last April attended "Safety at Home" training at Elder Services of Worcester. Recently, she earned a Certificate of Appreciation for FEMA's National Preparedness Month. We will continue to improve our knowledge base and skills without additional expense by accessing the Corporation's webinars and catalogue of archival material. We will seek out other local or statewide training opportunities to enhance our work.

Program Management

In early March of 2013, RSVP-Worcester will prepare a new Memorandum of Understanding (MOU) for each station. The MOU is a statement that specifies the nature and scope of service by RSVP

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volunteers, as well as activities prohibited by any regulation. During the same month, RSVP staff members - RSVP Director, Community Liaison, Volunteer Engagement Counselor - will schedule appointments with each station site coordinator for April 2013 so that each MOU may be reviewed in person. The directors of both the station and RSVP will sign the original to be kept by RSVP. Stations will be provided with a copy and encouraged to retain it for their records. Should the grant be awarded to RSVP-Worcester, this preparation will expedite the process of undertaking immediately all activities specified in the grant work plans.

RSVP Worcester has an excellent track record in overseeing volunteer stations that address needs in areas other than our Primary Focus Area of "Healthy Futures". Our positive relationships and extensive experience working with Head Start, public preschools and elementary schools will enhance our work in the "Education" Focus Area. The lone "Economic Opportunity" Focus Area station is a "neighbor" with whom we enjoy a solid professional relationship and shared community concerns. We value the work this station does, have placed volunteers there in the past, and have a new MOU. Both "Healthy Futures" and "Disaster Services" programs will serve communities countywide. We are recruiting volunteers to serve in "Veterans and Military Families" work plans. RSVP has sponsored drives in the past to collect and package personal care items and clothing for veterans at Veterans, Inc. A new MOU formalizes a new relationship with an old friend. Volunteers serving in "Capacity Building" work plans will focus their energies on garnering contributions for programs supporting national Focus Areas. Of special concern to us is the demand on our local Red Cross Blood Bank to supply area hospitals. We will aggressively recruit new volunteers to help at Worcester County Blood Drives.

RSVP Worcester will continue to use Volunteer Reporter as our data and "other" recording program of choice. In it, service hours are recorded and linked to specific work plans. This program is critical in tracking volunteer activity, participation in training, history with RSVP, as well as recording staff

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notes. To more accurately capture each volunteer's service hours we have completely revised our timesheets. The format provides for the most accurate recording of service hours in compliance with regulations and is used for individual and group reporting. Monthly timesheets will be faxed and hours entered. Stations will mail the original timesheets to us quarterly with their in-kind reporting. This aligns with our quarterly payment of volunteer travel stipends.

Focus Area work plan progress will be tracked through a system of Excel spreadsheets. The full time RSVP Director will oversee "Education" work plans, "Capacity Building", and engage with those stations in "Community Priorities", including "graduating" stations; the full time RSVP Liaison and Special Projects Coordinator will monitor the work plans in "Healthy Futures" and "Disaster Services" and co-manage service to "Veterans and Military Families"; the half time RSVP Volunteer Engagement Counselor will place all volunteers, oversee the "Economic Opportunity" Focus Area work plan, and co-manage service to "Veterans and Military Families". The staff member assigned oversight of a station's work plan within a specific Focus Area or in Capacity Building will be responsible for assuring that national performance measure outcomes & outputs are measured and collected. Often, these may be collected and measured at specific intervals following service delivery; respondents may send these on postcards via the U.S. Postal Service. Other results may be sent electronically and will be received simultaneously with results from numerous sites to ensure a quick, aggregate collection of data. All performance measure data collection tools will be prepared well in advance. Whenever possible we will send and collect them electronically.

The shift of volunteers from existing stations not in a focus area to stations in one of the CNCS focus areas would be seismic if we had not already begun the process. We have placed volunteers in Healthy Futures and Education stations for some time. We will arrive at our goal of 28% of our unduplicated volunteers in "Community Priorities" in year one of the grant with the plan to further reduce volunteers in year two. Whenever possible we will seek to reduce the number of volunteers through

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attrition and reassignment. As volunteers at Community Priority stations leave for any reason they will not be replaced and MOUs will not be renewed with those stations. What path we take depends on the particular station, the number of volunteers placed at that station and the kind of volunteer work being done. In every instance, the change will be handled with respect and gratitude by RSVP. We know where we are and where we are headed because we have reviewed the service of each of our current 533 volunteers.

The Volunteer Engagement Counselor will invite small groups of volunteers to discuss transition to our Primary Focus Area or one of the "Other Priorities" or "Capacity Building" volunteer opportunities. As these volunteers connect with new service opportunities we will gently notify the stations. Whenever possible, we will seek to place volunteers in Capacity Building activities that include the possibility of service to the former station. Overall, our plan is to maintain where prudent but to transition where necessary without disruption.

Our sponsor agency, Family Services of Central Massachusetts (FSCM), opens the entire organization, including RSVP, to scrutiny by the Council on Accreditation. Part of this biannual evaluation includes surveys soliciting feedback from our stations as well as RSVP volunteers. Additionally, we survey volunteers and stations annually to help us evaluate and improve the organization.

RSVP and Family Services closely monitor all expenditures. The RSVP Director has authority to purchase office and program supplies. Purchases over \$500 are reviewed by the agency's Executive Director. Multiple sources are reviewed for best pricing and/or service. Standard contracts are renewed by the Director while all new contracts are reviewed prior to signing by the agency's Administrative Services Manager and Finance Manager. All local travel expenses are documented by odometer readings and receipts, approved by the Director and reimbursed at the agency's local mileage rate. All purchases by RSVP staff, including local travel and expense reimbursement are submitted using a standard check request form, authorized by the Director and processed by the

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agency finance office.

A quarterly reporting of in-kind resources allows us to ensure accountability with solid data. Regular reporting provided by the sponsor's fiscal management staff allows for careful planning. Cooperative purchases within our sponsor agency and collaborative grant writing with partner organizations allows for efficient and effective use of available resources.

RSVP Worcester tries to be a "green" project whenever possible and seeks to limit unwarranted and wasteful use of paper, while making the best use of recyclables. This extends to our frugal management of all project resources which we track very carefully. We borrow rather than purchase and share when it is an option.

Organizational Capability

Family Services of Central Massachusetts (FSCM) has been at the forefront of anticipating community needs for the past 122 years. It has a long history of providing a diversity of services including counseling, employee assistance programs, child care resources, home care, and elder services.

Family Services has a good deal of experience managing federal grant funds. The Corporation for National and Community Service (CNCS) thought FSCM a logical choice to "rescue" a Senior Companion Program (SCP) from a bankrupt sponsor in 2006. Then it was awarded the CNCS grant for RSVP in 2007. In 2010, FSCM was re-accredited by the Council on Accreditation, a process it undergoes every two years and is preparing for again. FSCM has an approved indirect cost rate and successfully completed an audit in January 2008 by the Office of the Inspector General.

FSCM offers a portfolio of professional services supported by a variety of funding streams. Funding is generated by grants, through contracts with the State of Massachusetts, through the United Way, as well as fee for service clients (EAP). CNCS provides major funding for the two Senior Corps programs.

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Financial oversight: check requests and bills will be processed by the bookkeeper, with ledgers sent to the RSVP Director quarterly. The Director's expenditure will be reconciled quarterly with the FSCM Finance Manager's records. The Director will be responsible for draw-downs from the DPM system based on figures supplied by the Finance Manager. The Director will document all draws --noting whether the draw is for payroll or reconciliation. The Director will be responsible for entering and approving the quarterly FFR in the DPM/PMS system. FFR in eGrants is updated by the reports processor, allowing no one person access to any more than one system affecting RSVP finances. Information about in-kind support is logged and reported against specific line items in the budget at predetermined intervals.

The RSVP Staff is trim and fit. The staff works as a team and is more focused, more productive, and more creative, than before budget cuts forced layoffs during the past year. Director Barbara Drapos has a B.A. in Psychology, is a former teacher certified in Massachusetts, a former Assistant Director of the Performing Arts School of Worcester, Outstanding Volunteer 2011 (YWCA/Daybreak), and received Daybreak's "You Can't Beat a Woman" award and Girls Inc.'s "Strong, Smart and Bold" award. She will continue her collaborations with area schools and place volunteers in the Education work plans, monitor those Capacity Building volunteers garnering donations, and work collaboratively with viable Community Priority stations and graduate those that aren't.

On any given day you'll find Rita P. Sullivan planning a 33 table Health & Safety Fair, with volunteers distributing "Identity Theft" pamphlets, or visiting Councils on Aging. Her volunteers travel throughout Worcester County presenting the project's current Senior Health and Safety Programs. Rita fosters relationships throughout the community and is adept at gaining information and support from area Health and Safety experts. A former RSVP volunteer, herself, Rita received District Awards and led multiple United Way Campaigns during her 38 years as a manager for Sears. These days, Rita's programs have earned a reputation for excellence and are frequently requested by area senior

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centers. For all of these reasons, as well as the as yet unmet needs in our county, "Healthy Futures" is the logical choice as our Primary Focus Area.

Kathy Fugatt is RSVP's part time Volunteer Engagement Counselor. Kathy brings her own RSVP volunteer experience to the position. Her work in feeding the hungry, helping children of the addicted, reading to preschool children, and so much more provide her with a sound knowledge base in volunteer placement. She also understands the needs of the business community and good business practice as a retired vice president with a well-known United States based corporation. Kathy's expertise in all things technical has helped the RSVP Worcester project in countless ways and we look to her to streamline our internal tracking systems for the proposed work plans. She will continue to ensure contact with our partner sites through eblasts, emails, phone calls and the monthly online and printed newsletter which she publishes. RSVP shares Kathy with the Senior Companion Program. Another RSVP volunteer has joined the paid staff recently as a part time receptionist and data entry clerk. Dora Henry's engaging personality, job experience (Honeywell) and common sense have added just the right ingredient to the project staff.

Family Services provides ample opportunity for the project director to work with other managers in the organization. Weekly Management Team meetings help with problem solving and keep the team's members up to date about programs, budgets, community challenges and human resource information. The project director serves on two committees with FSCM Board members and other managers. These committees meet regularly and engage all participants in robust discussions about strategic planning and of how to best support the organization's programs. Additionally, the Executive Director meets monthly with all FSCM staff except managers. RSVP staff members are also on agency-wide committees.

Tangible assets such as facilities, equipment, supplies are quite adequate to meet the needs of the project. Family Services owns its own building, a well-maintained "home" for the multiple programs it

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oversees. RSVP Worcester is housed a few minutes' drive away on the Third Floor of the Worcester Senior Center. Sharing office and conference room space with the Senior Companion Program, RSVP enjoys easy access, ample parking in a setting familiar the Worcester senior population. Most recently, it has been the site of "Friendly Fridays" -- a drop-in coffee and... offering for any volunteer, new or returning, to visit with each other and the staff. Sometimes there are special projects and always there is laughter.

RSVP Worcester Area Volunteers has a new Advisory Council. The Council is made up of members of the Greater Worcester Community whose own professional and volunteer lives offer the experience needed to provide our organization with expertise, variety of opinion, integrity, and community ties. The make-up of the Council reflects the diversity of the community. RSVP recognizes that it is essential to have sound input from and the commitment of those who understand the dynamic needs of the community. The Director will look to the Advisory Council to support the goals of our grant proposal and help us with new community alliances.

The proposed required non-federal share of this grant is based on records of our most recent history of support -- both monetary and in-kind -- from organizations and individuals within the community.

It is both adequate and sustainable.

Other

N/A

PNS Amendment (if applicable)

N/A