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Executive Summary

An estimated 400 RSVP volunteers will be recruited over three years by the RSVP Center of Essex and Hudson County to serve in agencies across the geographic area. The recruitment effort will be enhanced by a broad array of volunteer opportunities. The primary focus area of this project is Healthy Futures. The primary target audience will be frail, homebound, economically disadvantaged older adults. It is commonly understood that without community-based supports, older adults residing in their own homes who struggle financially make risky decisions about whether to forego doctor visits and prescription medications. They might consume cheap, less nutritious foods, defer bill payment and let interest expenses accumulate in order to make ends meet. For those without nearby family, socialization is considered a luxury they cannot afford. These practices lead to poor health and premature institutionalization. The RSVP Center will address these needs through Friendly Visiting Services and Volunteer Money Management Assistance, two services with which JFS MetroWest has a successful track record in volunteer recruitment and outcome measurement.

A secondary focus area will be Disaster Preparedness and Relief through assembly and disbursement of Disaster Relief Kits and through enlistment of volunteers for an Emergency Call Center. Disaster preparedness is increasingly on the minds of residents of the Northeast Coast, which has experienced recent incidents of extreme weather, as well as horrific man-made tragedies. Since 2007, Hudson and Essex Counties have experienced two hurricanes--Hurricane Irene and Super Storm Sandy--and four extreme storms. Residents of the Counties who worked in the World Trade Center were lost during 9-11. The contiguous metropolitan area, with its dense population and active ports, is an area of high security and disaster mitigation concern. Therefore, it is anticipated that JFS MetroWest will achieve its volunteer recruitment projections, benefiting the entire target area by enhancing our state of readiness should a disaster occur.

Additionally, the RSVP Center will address Community Priorities. Two examples include the Listen to Children inter-generational mentoring program and the Rachel Coalition, the Domestic Violence Prevention unit of Jewish Family Service of MetroWest. The CNS federal investment of \$138,487 will be supplemented by \$16,924 in local sources.

Strengthening Communities

PRIMARY FOCUS AREA: HEALTHY FUTURES

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Needs Statements:

The Economic Status of Older Adults in Essex and Hudson Counties, NJ and the Cost of Their Care: A recent study on the economic status of New Jersey Elders lays out a grim scenario for older adults who live in this state, where the cost of living is one of the highest in the country (Legal service of NJ Poverty Research Institute, New Jersey Foundation for Aging, Wider Opportunities for Women, "New Jersey Elder Economic Security Index: Addressing Basic Needs," New Jersey Foundation on Aging: 2012).

The New Jersey Elder Index, adapted from the National Elder Economic Security Initiative (developed by the national advocacy group, Wider Opportunities for Women), measures basic monthly costs of housing, food, health care, transportation and basic miscellaneous expenses. According to this source, in Essex County, 66.5% of single elders live below the Elder Index and in Hudson County, 73.7% live below the Elder Index. Elder couples fare better than singles in those counties, where 39.6% and 44.6% live below the Elder Index, respectively. However 58% of all NJ residents, 65 and older, live alone. It is commonly understood that without community-based supports, older adults residing in their own homes who live below the Elder Index are making risky decisions about whether to forego doctor visits and prescription medications. They might also consume cheap, less nutritious foods, defer bill payment and let interest expenses accumulate in order to make ends meet. For those without nearby family, socialization is considered a luxury they cannot afford. These practices lead to poor health and premature institutionalization.

This is of particular concern in a state where the population is rapidly aging. According to the New Jersey State Strategic Plan on Aging, October 1, 2009 - September 30, 2013, the population over age 60 years is projected to grow substantially in the near future as the baby-boomer generation ages. People aged 60 and over represented 18% of the state population in 2007: by 2030, this figure is expected to rise to 25.7%, or 2.5 million people. For that reason, New Jersey has made it a priority to develop community-based programs that help older adults to remain in their own homes for as long as possible. A recent AARP publication compiled 38 U.S. studies and found "much lower per-individual, average costs for home and community based services compared to institutional care." (Fox-Grage and Walls, "State Studies Find Home and Community-Based Services to be Cost Effective," AARP Public Policy Institute: March 2013)

A New Jersey study cited in that publication indicates that the State's budget projection for reduced growth of nursing home costs by transitioning to home and community based care would save more

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than \$138 million over three years.

Social Isolation in Older Adults:

The link between social isolation and depression has been well documented. It is also commonly understood that older adults are particularly vulnerable to social isolation and the resulting feelings of loneliness due to retirement, the death of close friends and spouses, living a distance from children and grandchildren, and health problems that limit mobility. Studies have linked loneliness to declines in health. In fact, it has been documented that loneliness as a risk factor is comparable to smoking and alcohol consumption, and exceeds that of physical inactivity and obesity. (Andy P. Dickens, Suzanne H. Richards, Colin J. Greaves, John L. Campbell, "Interventions Targeting Social Isolation in Older People," BMC Public Health: 2011)

Of the several methodologies commonly used to target feelings of loneliness in older adults, volunteer home visiting is considered to be effective. While in the above-cited article, Dickens, Richards et. al. indicate that more well-conducted studies of the effectiveness of specific social interventions such as Friendly Visiting Services need to be done to improve the evidence base, the 32 studies they review showed positive outcomes in the areas of social, mental and physical health.

Social Capital and Aging:

Investment in "social capital," defined as the resources available to individuals and groups through social connections and relationships, enables older adults to maintain productive, independent and fulfilling lives. (Carolyn Cannuscio, Jason Block, Ichiro Kawachi, "Social Capital and Successful Aging," Annals of Internal Medicine: Vol. 139, No. 5, Sept. 2003) Friendly visiting services to older adults are an efficient form of social capital because they doubly serve the purpose of targeting a social problem, isolation and loneliness, while building a valuable social asset, volunteerism. The above-cited article further points out that adults 60 years and older are most likely to engage in volunteer activities that support communal social connections. Therefore as a bonus, friendly visiting provides social engagement for both the client and the volunteer.

Financial Literacy and Older Adults:

According to the American Society on Aging, "The level of financial literacy among the older population provides reason for worry." (Lusardi, Annamaria, "Financial Literacy and Financial

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Decision-Making in Older Adults," *Generations*, Journal of the American Society on Aging: Summer, 2012) Not only is financial illiteracy widespread but it is particularly severe among older women and the older elderly. Older individuals face increasing risk of frauds and scams. Addressing these problems is critically important to ensure financial security for older adults. Furthermore, the article states that those with low financial literacy bear a disproportionate share of the costs associated with fee-inducing behaviors such as using high-interest credit cards and neglecting to pay bills and taxes.

Basic Needs for Families:

While the high cost of living in New Jersey primarily affects older adults on fixed incomes, working families also struggle to afford basics, including food, health insurance, child care and transportation. The Poverty Research Institute reports that one out of every five New Jersey families does not earn enough to afford basic necessities such as food, housing, and child care, although 85% of these families have at least one working family member. (Halpin, Stephanie Hoopes, "ALICE: Asset Limited, Income Restrained, Employed: Study of Financial Hardship in New Jersey", United Way of Northern New Jersey: August 2012) Many families who struggle to pay their rent consider the cost of good nutrition to be too high, and resort to fast or cheap food. While parents of children who qualify for school breakfast or lunch subsidies rely upon these programs to provide nutrition for their children, they turn increasingly to food banks and soup kitchens during the summer months when children are out of school. According to the above cited report, Essex and Hudson Counties rank at the bottom of the Economic Viability Index, ranking 18 and 19 respectively, on a scale of 1 (best) to 21 (worst). According to the study, low-paying jobs predominate in New Jersey, a state hit particularly hard by the recession.

Performance Measurement Objectives:

Jewish Family Service of MetroWest NJ (JFS MetroWest) proposes to establish an RSVP Center of Essex and Hudson Counties (RSVP Center) with Healthy Futures as its primary focus area, and with 185 unduplicated volunteers serving in this arena. The primary target audience will be frail, homebound, economically disadvantaged older adults. Over 36% of the total number of volunteers (145 of 400) will be devoted to the Aging in Place objective and will track outputs as well as outcomes related to empowering older adults to live independently, and with dignity, for as long as possible. Specifically, we will place volunteers in Companionship (Home Friendly Visiting) and Financial Literacy (Money Management) activities, and track the number of older adults who report having

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increased social ties and perceived social support.

The balance of volunteers in Healthy Futures, a projected 40 unduplicated individuals, will be working in the Obesity and Food (Food Pantries) objective, and will be referred to food banks, food pantries and community gardens, serving low income individuals of all ages, and their families. Under this objective, we will measure outputs only.

JFS MetroWest's projected level of accountability, which is higher than what is required by CNCS, is due to the agency's commitment to empowering older adults to age in place and the agency's prior experience in tracking outcomes for government and foundation grants that support this goal. For the purpose of this grant, JFS MetroWest will adapt the Senior Core Program "Independent Living Performance Measure Survey," augmenting it with more questions that reference the Providing Financial Literacy activity. This self-report form tracks the number of hours in a typical week that the client is visited by the volunteer, and asks questions about the clients' level of loneliness, perception of ties to others, ability to form necessary tasks, and overall life satisfaction. Each Volunteer Station will receive a copy of the questionnaire to distribute to its volunteers who will in turn ensure that it is completed by the client. The volunteer will return the forms to the Volunteer Station staff, who will in turn submit them with an accompanying summary sheet to the RSVP Center for tabulation.

Capacity:

JFS MetroWest will recruit and refer volunteers to a host of stations geographically dispersed throughout the two counties, in particular focusing on Hudson County, since its internal Volunteer Stations focus on Essex County. Since JFS MetroWest already has output and outcome measurement procedures in place for its Aging in Place programs, these programs will serve as models for external Volunteer Stations throughout the area.

JFS MetroWest volunteer programs connect seamlessly to other JFS and community services that may be helpful to the client. Volunteers are well supported by licensed social workers who oversee the internal Volunteer Stations, Friendly Visiting and Money Management, to whom the volunteers can refer clients who need additional supports. (Conversely, social workers also refer clients to participate in the Friendly Visiting and Money Management Volunteer Stations). Once the client has moved into the professional service realm, measurements of Activities of Daily Living are also measured,

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including the client's ability to do cleaning and laundry chores, prepare meals, move about safely inside and outside the home, dress and attend to matters of personal hygiene and remain safe when left alone. It is anticipated that the two RSVP Volunteer Coordinators will also be licensed social workers with case management experience and will be able to connect participating clients to a wide range of professional services within the community.

For example, currently, Jewish Family Service of MetroWest offers friendly volunteer visiting, money management/financial literacy, social programming and emotional and physical health interventions for the 274 older adults in three Essex County senior residences. These programs target aging residents who are experiencing cognitive and physical challenges that, without supports, make it challenging for them to participate in social activities. They become isolated, lonely and depressed, and without social stimulation, more cognitively impaired. The programs involve the coordinated effort of two JFS clinical social workers and the JFS volunteer coordinator; building managers and activity coordinators in the senior residents, and trained volunteers. The volunteers visit with residents and communicate regularly with staff about the changing needs of the residents as they age. It is not uncommon for a senior building manager to refer a frail homebound and isolated older adult to the volunteer coordinator who pairs the senior with a volunteer friendly visitor or money manager. The volunteer may identify the need for additional services to be provided by the JFS social worker. Oftentimes, the services overlap due to the multiplicity of needs within one household.

The Money Management Volunteer program recruits, manages and maintains volunteers who visit the homes of frail, homebound seniors to assist with a range of services including: organizing bills and preparing checks for clients' signatures, assisting the client with developing budgets and reviewing them regularly, completion of forms for obtaining and maintaining a range of government entitlements. Money Management volunteers provide a critical link to other essential eldercare services through feedback to the Volunteer Coordinator who can refer the client to case management, in-home mental health counseling, visiting nurse services, home delivered meals or emergency cash assistance. The program follows AARP protocols, which developed the curriculum for this nationally regarded program, and provides oversight and guidance. The program includes stringent oversight of the volunteer activities, volunteer recognition requirements, and strict reporting requirements. Within the Money Management/Financial Literacy Program, volunteers are also engaged in capacity building roles through an advisory council, required by AARP.

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JFS also has relationships with food pantries and food distribution centers, with the agency's case managers making frequent referrals to clients in need. The agency will reach out to the burgeoning number of community gardens that serve financially challenged families that have become increasingly popular in our area. While food pantry volunteerism is not currently organized in a formal way by JFS MetroWest, there have been many requests made by families who are interested in direct service to people in need and volunteer regularly at food pantries on weekends and holidays, and JFS anticipates surpassing its initial modest goal of 40 volunteers .

SECONDARY FOCUS AREA: DISASTER PREPAREDNESS

Needs Statement:

Disaster preparedness is increasingly on the minds of residents of the Northeast Coast, which has experienced recent incidents of extreme weather, as well as horrific man-made tragedies. Since 2007, Hudson and Essex Counties have experienced two hurricanes--Hurricane Irene and Super Storm Sandy--and four extreme storms. Residents of the Counties who worked in the World Trade Center were lost during 9-11. The contiguous metropolitan area, with its dense population and active ports, is an area of high security and disaster mitigation concern.

In its preliminary conversations with Jewish Federation of Greater MetroWest New Jersey, JFS MetroWest discussed the possibility of a Volunteer Station for Disaster Preparedness and Relief. JFS MetroWest will work with the Federation to supply volunteers who will collect and assemble the items identified by the Red Cross as useful for a disaster kit, and will distribute the kits to vulnerable residents of Hudson and Essex Counties. The kits will include a supply of water, non-perishable food, flashlights, batteries, first aid kits, emergency blankets and other items. They will be distributed to residents in vulnerable areas, primarily homebound older adults, and economically disadvantaged individuals who are clients of Volunteer Stations throughout Hudson and Essex Counties.

Additionally, JFS MetroWest will recruit volunteers to be prepared to staff a central Disaster Relief Call Center. The location of the Call Center will be dependent upon the extent of the damage inflicted by the disaster. However past experience has provided a number of possible strategies for an emergency Call Center. A list of volunteers willing to work at the Call Center will be maintained, with emergency contact information in place. A record keeping procedure will be developed. This is particularly

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important, not only for the purpose of output measures, but to keep track of individuals identified as having critical needs and to ensure immediate connection to a professional who will be responsible for follow-up.

Capacity:

The Federation, with its sophisticated Information Technology infrastructure, was one of the first non-profit agencies in the region to have communication capacity immediately after Super Storm Sandy. As a result, the Federation and JFS were able to organize a Volunteer Call Center, initially at the Federation campus, and several days later, extended to the JFS offices as well. JFS reached out to every vulnerable client on its roster within Essex and Hudson Counties to determine their needs post-storm. The Federation also organized a robust group of volunteers to work on rebuilding the community of Union Beach, which was hard-hit by the storm. Should a disaster occur within Essex and Hudson Counties, the Federation and JFS have experience in partnering to rally volunteers, many of whom are 55 and older, to perform disaster relief work through a call center, and to work "on the ground" to assist families with clean-up and rebuilding. Volunteers are also needed in capacity building, to assist in rapid recruitment and management of volunteers.

In particular, Jewish communities and institutions within this region are of particular concern as targets of terrorism. As a result, residents of these counties are aware of the importance of disaster preparedness, mitigation and relief, and the Jewish community served within the JFS MetroWest Essex and Hudson County catchment is particularly disposed to volunteer in this focus area. Many of its agencies and houses of worship have received Federal Homeland Security funding for target hardening against terrorist threats, and as a result, have participated in required volunteer disaster preparedness and relief training and are members of their local Citizens Corps.

Performance Measurement Objectives:

It is therefore anticipated that JFS MetroWest will achieve its goals for engaging volunteers in preparedness, and in disaster relief, should the opportunity come to pass. JFS proposes to engage a minimum of 90 volunteers in Disaster Services, as outputs in National Performance Measures. Disasters and their corresponding output targets are impossible to predict. However most of the volunteers are projected to assist with disaster preparedness by engaging in the Disaster Kit activity area, in which outputs can be accomplished even in the happy event that there are no disasters.

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SECONDARY FOCUS AREA: CAPACITY BUILDING

In its preliminary conversations with agencies identified as potential Volunteer Stations, a few observed that they would want to expand opportunities for volunteers if it were possible to have expanded capacity for training and managing them. This observation was confirmed in a conversation with the United Way of Northern New Jersey, where staff has experienced a similar reaction from agencies to which it makes referrals of volunteers. In response, JFS proposes to refer a minimum of 5 volunteers to Volunteer Stations where they will assist with training and managing volunteers, and raising funds for volunteer functions, or working in Disaster Preparedness and Relief. Outputs will be tracked for this focus area.

COMMUNITY PRIORITIES:

JFS proposes to place the balance of the volunteers, 120, or 30%, within Community Priorities. These will include placement in the full range of Volunteer Stations listed in the Volunteer Recruitment section of this narrative. Some will align with CNCS Focus Areas, such as Education, Veterans and Military Families, Environmental Stewardship and Economic Opportunities but are included within the Community Priorities area because they will initially not track outputs. JFS is allocating the maximum number to Community Priorities because, as a new RSVP Center in region where a Center has not been active for the past three years, JFS MetroWest will initially need to cast a very wide net in order to forge strong partnerships over a broad geographic area with a broad range of community needs. While all Volunteer Stations in Community Priorities will begin by tracking Success vs. Failure to achieve targets, some may move into output measures, based upon the evolution of their relationship with the RSVP Center and the development of each Station's capacity over the three-year period.

JFS MetroWest has the ability to utilize many of these volunteers in internal Volunteer Stations. Accordingly, we can be confident that we will meet our goal to engage the full number of volunteers, in a combination of internal and external Volunteer Stations. JFS's internal Volunteer Stations, as described below, can be a model for replication throughout the Essex and Hudson County area.

Listen to Children:

Needs Statement:

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Demographic trends reflect a geographic disbursement of the extended family. Many suburban children live far from grandparents, aunts and uncles, and at the same time in many households, both parents work outside the home. As a result, familial support networks that existed in previous generations are lacking. Additionally, over the past several years, the economic downturn has injected tension, and at its worst, high conflict, into family relationships. As a result, children have a greater likelihood of experiencing difficulties in their lives such as moving to a new school due to a parent's new job or relocation, social challenges, as family problems like high conflict households and divorce.

Many of the children do not have regular opportunities to interact with a family member who has time to listen; families dealing with unemployment or underemployment may be more vulnerable to parenting challenges. As challenges arise, parents may not recognize the warning signs of vulnerability to risky behaviors in their children until they are presented with a crisis.

Listen to Children is a nationally-recognized intergenerational program administered by JFS MetroWest in the Livingston (Essex County) elementary and middle schools. The goal of the program is to provide a foundation of positive coping and problem solving skills that enable children and youth to better handle interpersonal problems throughout life.

The Listener's program pairs a trained older adult volunteer with a student who is referred to the program by his or her guidance counselor. The two meet for at least 30 minutes on a weekly basis, during the course of the school year. Each week, the JFS volunteer listener creates a supportive and non-threatening environment for the child, and serves as a sounding board for problems and concerns. The volunteer listeners engage the children in a variety of hands-on activities such as playing games, working on art projects together, reading, or simply talking.

The Listeners undergo a rigorous screening process by the JFS volunteer coordinator which includes three references and a personal meeting, participates in an orientation for new volunteers and is required to attend monthly Listeners Meetings with the JFS Volunteer Coordinator. The meetings allow the listeners to confidentially share stories about their students, solve any problems they may encounter, gain resources and ideas for games and activities, and socialize with their peers. The program benefits the volunteer listeners by providing them with a sense of fulfillment, a social support network, reduced social isolation and a way to improve their listening and other skills.

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Rachel Coalition:

Needs Statement:

There were 2,605 domestic violence offenses reported by the police in Essex County in 2011 with and 1,919 in Hudson County. Of these, Children were involved or present during 31 percent and overall, females were victims in 76 percent of all domestic violence offenses. There were 117 restraining orders issued in Essex County, and 98 in Hudson. (State of New Jersey Department of Law and Public Safety Division of State Police Uniform Crime Reporting Unit, Annual Domestic Violence Offense Report, 2011)

Battering, the systematic pattern of abusive behavior is the single major injury to women. It can take the form of physical, emotional, psychological or sexual abuse and is used in order to maintain or gain power, economic control, isolation and intimidation over a partner. Abusive and violent behavior in relationships can become more frequent and dangerous over time. Children who witness domestic violence are more likely to become abusers themselves, have problems at school, experience low self-esteem and seek drugs or alcohol to cope with their feelings of hopelessness and powerless. The entire family unit is affected by violence in the home.

Rachel Coalition is the division of JFS MetroWest that offers services to prevent domestic violence and supports victims of domestic violence and their families. Services include counseling, support groups, legal assistance in obtaining restraining orders, information and referral and education and outreach. Rachel Coalition is a partnership of nine northern New Jersey collaborating organizations, with JFS as the lead organization. There are ample opportunities to volunteer, and Rachel Coalition currently involves 135 regular volunteers. Opportunities include Court Advocacy to assist victims during the restraining order process, which involves a 40-hour training program to qualify, an interactive public education, volunteer-led workshop entitled "In Her Shoes," an annual fitness event, "Run for Rachel" that increases awareness of domestic violence issues and raises funds for Rachel Coalition. Rachel Coalition also engages a limited number of pro bono attorneys to provide restraining order representation.

Recruitment and Development

Development:

Social work as a profession developed in the early 20th century from volunteer friendly visiting

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programs established with the aim of assisting vulnerable individuals, through direct service. Family Service agencies have continued to engage trained volunteers as an effective and efficient means of extending the reach of social work professionals. JFS MetroWest has its roots in volunteer visiting services in Newark, and has maintained a strong reliance on trained volunteers for over a century. Since JFS volunteers are supporting the work of a rigorously trained professional force within a highly regulated discipline, their screening, training, and ongoing supervision and support is paramount. JFS MetroWest's culture of high regard for volunteers as a valuable community resource will be the hallmark of its RSVP Center of and will serve as a model for external Volunteer Stations. JFS MetroWest has already determined that the first step in developing its RSVP Center, should the grant be awarded, would be to set up face-to-face meetings with each of the potential Volunteer Stations in order to assess the agency's capacity to train and retain its volunteers, report on outputs, and to maintain an active partnership with the RSVP Center. Where capacity is lacking, JFS can guide the agency through the development of volunteer policies and procedures and a system for tracking outputs based on JFS MetroWest's own experience. As previously mentioned, JFS's internal Volunteer Stations, including Friendly Visiting, Money Management, Listen to Children and Rachel Coalition all have established policies and procedures in areas related to recruitment, training, supervision, support retention and recognition.

JFS MetroWest has frequently taken the lead in collaborative projects with other agencies within Essex and Hudson Counties and has good relationships with many. Therefore, JFS will be well positioned to be a clearinghouse for volunteer procedures for a broad range of activities and volunteer situations beyond JFS's own expertise and will have the ability to forge new collaborations that support volunteerism. For instance, if a community garden Volunteer Station engaged a volunteer with developmental disabilities, JFS could establish a connection between that Volunteer Station and a special needs service provider that regularly utilizes volunteers and has appropriate accommodations in place.

Retention and Recognition:

RSVP Center volunteers will become part of the "family" of JFS volunteers, and as such, they will be recognized in a number of ways. Where confidentiality is not an issue, JFS will post photos of volunteers "in action" on the agency website from both internal and external Volunteer Stations. JFS frequently distributes case studies, altered to protect client privacy, to various local media sources to

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demonstrate the impact of the agency's work. Studies involving volunteers are frequently used, as they are inspiring stories of communal empowerment. JFS internal Volunteer Stations all have their own recognition events, which include programs, lunch/dinner and a gift selected to aid them in their volunteer activity. With over 200 volunteers now engaged with the agency on a monthly basis, JFS is now exploring holding an annual combined recognition event, both to recognize current volunteers as well as to raise general community awareness of the programs with the goal of engaging new volunteers. JFS MetroWest would encourage external Volunteer Stations to organize their own events, with the climax of the year being a major recognition event involving participants at all RSVP Volunteer Stations, which will report on and celebrate each Station's success, and emphasize their belonging to a large and powerful community.

Recruitment:

Demographics:

Essex County is the second-most densely populated county in the state after Hudson County. Characteristic of many metropolitan areas that surround major cities, there are sharp divides between relatively rich suburban neighborhoods and less wealthy, more densely populated cities. The eastern region of Essex County tends to be poorer and more urbanized with significant areas of poverty, while the western parts tend to be more affluent and suburban. Eastern Essex County is diverse, with Brazilian and Portuguese communities, as well as older Italian communities mixing with new immigrants from Latin America and Asia. Western Essex tends to be more suburban and affluent and includes some of the most diverse and racially integrated municipalities in the country. Some areas are well known as affluent Jewish-American suburbs. There are also Asian and Russian-speaking populations. The population is almost evenly split between Caucasian and African-American.

Hudson County has a rich immigrant history and still attracts immigrants due to its affordable housing and types of industries. Hudson County has a large Hispanic population, roughly 40 percent of the total. Other immigrant groups come from Ireland, Poland, and Germany. The population is predominantly Caucasian, with Jersey City having the largest number of African-Americans, 28%. JFS MetroWest's capacity to recruit a volunteer corps representative of the demographic mix described above is due to the locations of its offices and concentration of services within both Essex (Livingston) and Hudson County (Jersey City) and entrenchment within the fabric of those areas, as well as its broad-reaching partnerships with agencies distributed widely throughout the area. JFS staff is

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ethnically and racially diverse and regularly engages in cultural sensitivity training. In instances where it is necessary to match a volunteer with a non-English speaking client, JFS has partnerships with agencies that can assist in identifying an appropriate volunteer.

JFS's partnerships with County funders and opportunities for new linkages with County funded agencies will also be helpful to spread the word about the new RSVP Center. JFS MetroWest receives funding from Essex County and Irvington Township (Essex), Hudson County and Bayonne (Hudson), for its community-based services for homebound older adults. The recipients of these services are representative of the demographics of the two counties.

Additionally, JFS MetroWest intends to recruit volunteers who have developmental disabilities. The agency has strong partnerships with special needs service providers through its active membership in MetroWest ABLE [Access, Belonging and Life Enrichment for people with special needs], a coalition of agencies providing services to children and adults with developmental and/or psychiatric disabilities. JFS also currently maintains a caseload of adults with both developmental and/or psychiatric disabilities who turn to the agency for ongoing case management, mental health counseling and other support services.

Essex and Hudson Counties have been without an active RSVP Center for the past three years, so recruitment and placement of volunteers will involve aggressive marketing. In developing this proposal, JFS MetroWest has initiated exploratory conversations with a number of sister agencies throughout the counties. These conversations have been most encouraging. Among them, Jewish Federation of Greater MetroWest, United Ways of Essex and North Hudson, Northern New Jersey and Hudson County have all expressed a willingness to serve as both a Volunteer Station, as well as a referral source for other Stations. These multi-service agencies all have robust websites listing volunteer opportunities and will be valuable partners in the recruitment effort. In particular, the United Way of Northern New Jersey has pledged to partner with JFS MetroWest in providing guidance based upon the agency's extensive experience working with other area RSVP Centers. To further support this effort, JFS has also planned for the cost of an aggressive media campaign in its budget for the first year of this grant.

Beyond its internal stations, the list at the end of this narrative provides a sample of the agencies JFS

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MetroWest will approach to become Volunteer Stations based on research and referrals.

LIST OF PROJECTED VOLUNTEER STATIONS

The asterisks indicate that a preliminary conversation has occurred, or the agency is already an active partner with JFS MetroWest.

Hudson County:

Healthy Futures -Aging in Place: *Bayonne Office on Aging, BEOF (Care management), *Dorot, Hoboken Senior Program, Hoboken Multi-Service Center, *HOPES Inc., *Hudson County Department of Senior Services, *Temple Beth Am, Bayonne; *Visiting Homemakers Service of Hudson County, United Synagogue of Hoboken, *Urban League of Hudson County.

Healthy Futures- Obesity and Food: Back Bay Garden (congregate meals), Beacon at Bethany Lutheran Church (food pantry), Berry Gardens (congregate meals), Boyd McGuiness (congregate meals), C.A.U.S.E. (food pantry), Downtown (congregate meals), Friends of Lifers Youth Corporation (food pantry), Grace Van Vorst (congregate meals), Iglesia de Dios Pentecostal (food pantry), *JCC of Bayonne, Joseph Connors Senior Center (congregate meals), Maureen Collier Senior Center (congregate meals), Ocean Towers (congregate meals), Our Lady of Sorrows Church (food pantry), Secaucus Emergency Food, St. Aloysius (food pantry), St. Boniface Church (food pantry), St. Peter's Church (food pantry), The Sharing Food Pantry. Villa Borinquen (congregate meals), PERC -- assistance with serving meals, Meals on Wheels.

Healthy Futures-Access to Care: Bayonne Medical Center, *Christ Hospital, Jersey City; Jersey City Medical Center, *SHIP, *NJ Division of Disabilities.

Capacity Building and multiple: North Hudson Community Actions, *United Way of Northern New Jersey, *United Way of Essex and West Hudson, Hoboken Family Alliance.

Disaster Relief: American Red Cross, Community Emergency Response Team, *local community Citizens Corps, *FEMA, *Jewish Federation of North America.

Economic Opportunity: Hoboken Shelter, *HOPES, Inc., PACO (Puertoriqueros Asociados for Community Organization), Jersey City; Rebuilding Together of Jersey City and Essex County.

Other Community Needs: Bayonne Head Start, *Big Brothers, Big Sisters of Essex, Hudson, and Union Counties; Bright Star Head Start, Head Start North Hudson Community Action Corp, Hudson County Casa, In Jesus Name Charities, Jersey City- court appointed advocates for children,*Jersey City Library Literacy Program, Jubilee Center, Hoboken; Literacy Volunteers-West Hudson, Northeast New Jersey Legal Services, North Hudson (Union City) Head Start, St. Lucie Shelter, Jersey

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City, Union City Head Start.

Essex County

Healthy Futures -- Aging in Place: *Chinese Christian Church, Livingston; *Daughters of Israel, *Dorot, *Essex County Department of Senior Services, *Hospice of New Jersey, Irvington Senior Apartments, *Jewish Community Center of MetroWest, Neighbor to Neighbor Network, *St. Barnabas Hospice and Palliative Care Center, *Jewish Community Housing Corporation, *Unified Vailsburg Association.

Healthy Futures- Obesity and Food

A Lot to Grow Community Garden, Montclair; Chrill Care, Inc, Neighbor to Neighbor Network food pantry, *Oheb Shalom Bobrow Kosher Food Pantry, Apostle's House, Community Food Bank, Hillside, West Orange Community Garden.

Healthy Futures- Access to Care: *American Red Cross, *Clara Mass Medical Center, *St. Barnabas Medical Center, SHIP.

Economic Opportunity: *Jewish Vocational Service, La Casa de Don Pedro, Ironbound Community Corporation.

Capacity Building and multiple: *Interfaith Hospitality Network of Essex County, Montclair; *National Council of Jewish Women, Essex County Division; *United Way of Northern New Jersey, *United Way of Essex and Hudson.

Disaster Services: American Red Cross, *local community Citizens Corps, *FEMA, *Jewish Federation of Greater MetroWest New Jersey; Community Emergency Response Team.

Other Community Priorities: *Big Brother, Big Sister of Essex, Hudson and Union Counties; Boys and Girls Club of Newark; Bright Start Early Learning Center (Head Start), Children's Life Program at children's Hospital at *Newark Beth Israel, *Cornerstone Family Programs (counseling and money management for military families), Hannal Peretsman Breen Foundation, Head Start, Newark; Home Away from Home (immigrant services); *Friendship Circle (special needs), Jersey Cares Organization; *JESPY House (special needs), Leaguers (Head Start), Newark, Montclair Cares Organization, *MetroWest ABLE (special needs), Portable Playhouse, *Veterans Administration Hospital, East Orange, Volunteer Lawyers for Justice, WAE Center (Wellness, Arts and Enrichment for people with Special Needs), *Bethany Baptist Church, Little Angels Literacy Program, Maplewood.

Program Management

If granted, the RSVP Center managed by JFS MetroWest will be managed by a capable team, integrated within the agency. The management team, described fully in the following section, would

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ensure compliance of the Volunteer Stations to RSVP guidelines, including the appropriateness of volunteer assignments and eligibility of all volunteers to participate in the program. All Volunteer Stations will be initially screened through a site visit meeting made by JFS MetroWest RSVP program staff. These meetings will include the identification of the Station professional who is ultimately in charge of volunteer management and discussion of appropriate assignments. Volunteer Stations selected for participation in the program will receive a detailed Memorandum of Understanding and be required to attend an informational -- community meeting, likely one in each county, to ensure that they are fully aware of program regulations and procedures.

To ensure ongoing compliance and proper reporting, the RSVP Center will develop a simple quarterly reporting form that will document the profile of each volunteer (age, ethnicity, residence) and their outputs. A follow up phone call to the Station will be made if there are any questions or concerns, and redirections or changes will be discussed. Annually, in connection with a Recognition Event, the RSVP Center will distribute and collate a Volunteer Satisfaction Survey. At least semi-annually, the RSVP Advisory Council, a volunteer committee exclusively dedicated to the monitoring and oversight of the RSVP Center will review all reports and surveys, and they will take a leadership role in planning and facilitating an annual Recognition Event.

Measuring outcome performance in the Primary Focus Area, Health Futures, will be accomplished through pre- and post- surveys adapted from the Senior Core Program "Independent Living Performance Measure Survey," augmented with more questions that reference the Providing Financial Literacy activity. The information will be summarized by each Volunteer Station semi-annually, on a logic model created by the RSVP Center of Essex and Hudson. JFS staff will combine the total, which will be reported to the Stations, the Advisory Council and to CNCS, and publicized and celebrated throughout the community.

As stated under "Health Futures," JFS MetroWest has experience in tracking outputs for its grant-funded programs serving frail, homebound older adults. Specifically, its programs funded by Essex and Hudson Counties require stringent output reporting. Clients of JFS's internal Volunteer Stations, for which the majority of the volunteers for this activity will be recruited and trained, are already tracked through Harmony for Aging and Adult Services SAMS Case Management database, a comprehensive integrated case management system utilized by the State of New Jersey for its agency grant recipients. SAMS integrates the information about the care received by a single client by many grant-funded agencies through a secure system. It includes demographics, National Aging Program Information System (NAPIS) data, and tracks monthly service units for each client. JFS reports will

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be generated through SAMS. External volunteer stations may be using SAMS already for their Aging in Place activities. If not, they will be required to submit quarterly activity logs on an excel spreadsheet form designed by JFS that will track client information including demographic information, and units and types of service.

Grants from United Ways, Healthcare Foundation of New Jersey, Grotta Fund for Senior Care and the Conference on Jewish Material Claims Against Germany (in support of services for elderly, frail Holocaust Survivors) for example, require Logic Model reports that track outcomes.

In the event that a Volunteer Station may graduate due to changing community needs, the Volunteer Station a discussion with the agency will be arranged to avoid a disruption of service. Volunteers will be contacted to inform them of the change. They will be able to choose whether they will be encouraged to maintain their connection with the agency, and invited continue with RSVP by adding work at another station that matches their interests.

Organizational Capability

If granted, the RSVP Center of Essex and Hudson County at JFS MetroWest will benefit from the full organizational capability of JFS MetroWest, its professional social work staff, its administrative and support staff and its board. JFS MetroWest employs 16 full-time staff and 31 part-time staff. Of the 47 total, 33 are clinicians and case managers engaged in direct service. The balance includes accounting personnel, development, marketing and administrative staff. JFS reaches 4,000 clients each year and engages over 200 volunteers on a monthly basis in a wide range of direct service activities.

JFS is governed by a 40-member Board of Trustees that guides policy and maintains fiduciary oversight. Additionally, the Board convenes several committees that oversee program and service monitoring and evaluation, including program development and strategic planning. A Volunteer Services committee is responsible for oversight of all JFS volunteer programs. A sub-committee of this committee will be formed to monitor and manage the RSVP Center. The chair of the RSVP Advisory Committee will be a member of the JFS Board of Trustees and will report regularly to the board on the progress of the program toward its projected goals.

JFS is an accredited agency of the Council on Accreditation and as such maintains the highest standards in governance, service delivery and service administration. The agency is also a licensed provider of the State of New Jersey for the provision of outpatient mental health counseling. JFS maintains contracts with the Hudson County Agency on Aging and with the Essex County Division of

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Senior Services. These contracts, along with State licenses and accreditation are reviewed annually through independent audit procedures.

The RSVP Center will be managed by a 1.75 FTE RSVP team. A full-time RSVP Volunteer Coordinator will manage the program and will have direct responsibility for Essex County Volunteer Stations. A part-time Program Manager will work from the Jersey City office and will be responsible for Hudson County Volunteer Stations. Program supervision and oversight, including review of all National Performance Measure reports, will be provided by JFS's Clinical Coordinator of Older Adult Services, Susan Schechter, who has extensive experience in geriatric social work and supervision, and currently supervises the JFS Volunteer Coordinator. The current JFS Volunteer Coordinator, Suzanne Berman, a licensed social worker, will continue to manage the internal Volunteer Stations and provide guidance to her new colleagues based upon her extensive experience with the successful JFS volunteer programs. Administrative and financial oversight will be the role of JFS Executive Director Reuben D. Rotman, with over 18 years experience at JFS MetroWest. Ellen King, CFO, will provide financial oversight. Grants and Marketing Manager, Diane Klein, will monitor grant compliance, facilitate reporting and will implement marketing efforts to promote the program. Information and Technology services, including software and hardware for each staff member are contracted through the Jewish Federation of Greater MetroWest New Jersey, which handles this service for non-profit agencies across the United States.

JFS MetroWest has extensive experience with financial accountability for federal, state and county grants. Its Federal grants have included a Federal grant from the Substance Abuse and Mental Health Service Administration to support case management services for adults with psychiatric histories. Recent New Jersey State grants have included a Faith Based Initiative grant for services supporting frail, homebound older adults and funding from the State Office on Women to support mental health counseling and legal services for victims of domestic violence. Additionally, as a contract agency with both Essex and Hudson county Offices on Aging, JFS MetroWest is the beneficiary of annual funding to support older adult services including volunteer services, case management and nutrition services.

Other

N/A

PNS Amendment (if applicable)

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N/A