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Executive Summary

An estimated 650 RSVP volunteers will serve across Ashtabula, Columbiana, Jefferson, Portage, and Stark Counties. Their activities will include helping low-income individuals gain access to health care, affordable prescription medications, and food; providing companionship and transportation to seniors to help them remain living independently; and providing transportation to homeless and transitioning veterans to help them gain and keep housing. The Primary Focus Area of this project is Healthy Futures. At the end of the three-year grant, 250 independent-living seniors will report increased social ties and perceived social support and 30 homeless or unemployed veterans will be transitioned into safe, healthy, affordable housing. The CNCS federal investment of \$221,795 will be supplemented by \$101,399 in non-federal resources.

Strengthening Communities

Community Profiles

Family and Community Services (F&CS) RSVP North covers five counties in the Northeast corner of Ohio--Ashtabula, Columbiana, Jefferson, Portage, and Stark.

Ashtabula

Ashtabula County sits in the far northeast corner of Ohio, and is home to just over 99,000 residents. Astonishingly, 20.3% of Ashtabula's people live in poverty, including 30.2% of the county's children. More than 40% of Ashtabula's residents are over the age of 65, and the county is home to 12,400 veterans, who make up 12.5% of the county's total population (Census).

Columbiana

Columbiana County is on the eastern edge of Ohio and includes 534 square miles and 18 townships. The county is bordered on the east by Pennsylvania, on the south by Jefferson and Carroll counties and the Ohio River, on the west by Carroll and Stark counties, and on the north by Mahoning County.

Columbiana County is one of 38 counties in Ohio encompassed by Appalachia and is one of the poorest counties in the state (Census).

Columbiana County has a population of 105,893 residents, 16.1 % of whom live below the poverty level, including 25.4% of individuals under the age of 18. Nearly 18% of the county's residents are over 65 years of age and 10,099, or 9.54%, are veterans. Food Assistance reaches 22.9% of Columbiana residents, but 21% of adults and 7.3% of children under the age of 19 lack health insurance (Census).

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Jefferson

Jefferson County is located in east central Ohio, on the border of West Virginia and Pennsylvania, and is in the heart of Appalachia. Its eastern border touches the Ohio River and helps form Ohio's boundary with West Virginia. The vast majority of the county is rural, with only 1.5 percent of the county's 410 square miles classified as urban.

Jefferson County has an estimated population of 67,964. Adults over the age of 65 make up 19.2% of the county, and the county's poverty rate is 16.8%, including 21.6% of the county's children.

Unemployment is at 7.4% (June 2014), and more than 7,000, or 10.3%, of the county's residents are veterans (Census).

Portage

Located in the midst of Northeast Ohio's urban centers-- Cleveland, Akron, Canton, and Youngstown-- Portage County includes a diverse group of small cities and townships. The western side of the county is suburban. Aurora sits in the county's northwest corner, Suffield, near Akron, occupies the southwest corner, and the college town of Kent, home of Kent State University, sits between the two suburbs. Most of the remainder of the county is rural, and includes the Ravenna Arsenal US Military Reservation. The county covers approximately 322,000 acres (500 sq. miles), and is home to more than 161,000 people.

Portage County has fared a little better than many surrounding counties. Still, 15% of its residents live below the poverty line and 15% of residents under the age of 65 lack health insurance (Census). The unemployment rate as of July 2014 was 5.3% (Bureau of Labor Statistics), and more than 12,400, or 7.6% of the county's residents are veterans (Census).

Stark

Stark County is located in Northeastern Ohio and is part of two metropolitan statistical areas, Canton-Massillon and Cleveland-Akron. Stark County has nearly 400,000 residents with just over 650 residents per square mile.

Stark County's 32,000 veterans make up 8.6% of the county's population (Census), and 15% of the residents live below the poverty line, including nearly 20% of the county's children (USDA). More than 14% of the Stark County residents are uninsured, and Canton, the county seat, has the one of the highest percentages of uninsured residents (19.5%) in Ohio (Census).

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Primary Focus Area: Healthy Futures

Need: Access to Care

In its most recent Community Needs Assessment Report, the Cleveland Clinic identifies Access to and Knowledge of Available Health Services, and Access to Community Services in its "Top Community Health Needs" for Northeast Ohio (25). The Robert Wood Johnson Foundation reports that 20% of residents in Columbiana County and 16% in Ashtabula County indicated that they could not get the health care they needed in the past 12 months because of cost (County Health Rankings). While the Affordable Care Act undoubtedly makes progress toward making healthcare more affordable, including closing the Medicare Part D coverage gap or "doughnut hole," the gap will not be closed until 2020 (Closing the Coverage Gap). Until then, many participants will still face the gap.

According to the US Department of Health and Human Services, while in the "gap," individuals will pay 72% of generic drug costs in 2014, 65% in 2015, and 58% in 2016 (Medicare.gov).

Currently, though our Medication Assistance Program (MAP), our trained RSVP volunteers help clients find available pharmaceutical assistance plans (including Medicare, when applicable), walk them through all the options, and help them complete application forms. In 2013, in Portage County alone, our MAP program helped more than 100 individuals lower their prescription costs. However, simply lowering patients' medication costs may not be enough. Recent research has demonstrated a link between food insecurity and failure to take important medications.

According to a study led by Dr. Seth Berkowitz of Massachusetts General Hospital, "one in three Americans with a chronic disease such as diabetes, arthritis, or high blood pressure has difficulty paying for food, medications, or both" (Bond). The same study, published in the American Journal of Medicine, reports that people who had difficulty affording food were four times more likely to skip medications than people who had plenty of food. In Ohio, diabetes disproportionately affects low income individuals--17.8% of residents with an annual household income less than \$15,000 are diabetic, compared to 5.6% for residents with annual household incomes over \$50,000 (Healthy Ohio). In the five-county area served by F&CS RSVP, where 12% of the population lives with diagnosed diabetes, 15% of the residents are food insecure (Robert Wood Johnson). As Dr. Berkowitz' study points out, this combination of food insecurity and chronic disease forces many individuals to choose between paying for food and paying for medical services and/or medications.

Activities: Access to Care

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F&CS RSVP will address two of the top ten needs identified by the Cleveland Clinic's Community Needs Assessment by helping individuals gain access to health care and to other community resources, including food assistance. In doing so, RSVP volunteer will increase the ability of low-income and food insecure individuals' ability to pay for medications, thereby decreasing the chances that they will skip doses due to cost.

F&CS RSVP will continue to help individuals in our service area gain access to care, including affordable prescription medications, by expanding the scope of our existing Medication Assistance Program (MAP).

Our new MAP program will include a three-pronged approach:

1. Our trained RSVP volunteers will continue to help clients find available pharmaceutical assistance plans (including Medicare, when applicable), walk them through all the options, and help them complete application forms.
2. F&CS will ensure that RSVP volunteers become trained counselors of the Ohio benefit bank, a public-private partnership between the State of Ohio, the Ohio Association of Foodbanks, four federal agencies, eight state agencies, and over 1,300 faith-based, nonprofit, governmental and private partners.
3. In addition to helping individuals find more affordable medications, RSVP volunteers sit down one-on-one with clients, help them identify food benefit programs they qualify for, and help them apply to those programs. If the clients do not qualify for state or federal benefits, RSVP counselors will connect clients with community programs in the area, many of which are run by our sponsoring agency, Family and Community Services.

Need: Aging in Place-Social Isolation

In a 2009 article entitled "Social Disconnectedness, Perceived Isolation, and Health Among Older Adults," researchers indicate that perceived lack of social support leads to worse mental health in older adults (Cornell and Waite). Multiple studies, including the 2012 Archives of Internal Medicine article, "Loneliness in Older Persons," indicate that loneliness is associated with increased risk of death (1080). According to John Cacioppo, a professor of Psychology at the University of Chicago, loneliness has a stronger impact on premature death than does obesity (Harms). In the five-county F&CS RSVP service area, more than 20% of adults report "inadequate social support" (Robert Wood Johnson), and even more older adults are most at-risk of becoming isolated. Multiple studies, as Cornell and Waite point out in their Journal of Health and Social Behavior article, identify living alone as an indicator

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for social isolation (1). In the F&CS RSVP service area for this opportunity, 28% of individuals 65 and over, and 36% of individuals 75 and older live alone, putting them at risk of isolation (US Census).

Service Activities

A 2010 study published in the British Journal of Psychiatry, indicates that befriending, as an "emotional support intervention commonly offered by the voluntary sector," can reduce emotional distress and depression (99). While befriending or companionship may work for many individuals, others may also need transportation to shopping, medical appointments, and other places to help them remain connected to others. As Nina Glasgow points out in the book, *Social Integration in the Second Half of Life*, adequate transportation is a "key link to promoting older individuals social integration," while "inadequate transportation can contribute to social isolation" (Pillemar 108). To help improve individuals' social ties and perceived social support, 100 RSVP volunteers will provide companionship and transportation to seniors who live alone in Ashtabula, Columbiana, Jefferson, Portage, and Stark counties.

Need: Food Security

In the five-county area served by F&CS RSVP, 15% of the residents are food insecure (Census). In the 2013 Community Health Needs Assessment, the Cleveland Clinic identifies Healthy Food options as one of the top 10 community needs in Northeast Ohio, pointing out that individuals with "limited access to affordable healthy food" are more likely to suffer from chronic diseases such as obesity and diabetes (26). According to Feeding America's Map the Meal Gap, 27% of children in F&CS five-county service area are food insecure. F&CS RSVP volunteers will fight food insecurity in our service area by providing emergency food support and combating long-term hunger.

Activities: Long-Term Food Security, Providing Services

The Cleveland Clinic's Health Needs Assessment identifies the important role community services play in providing services that "help residents achieve healthy outcomes" (28). RSVP volunteers will deliver meals to older and disabled individuals and distribute food to children at summer meal sites.

Activities: Emergency Food Security, Food Pantry Support

RSVP Volunteers will locate food donations, schedule pick-ups, register clients, and collect, sort, and distribute food at local food distribution centers.

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Other Focus Areas: Economic Opportunity

Need: Veterans Housing and Employment

According to the VA's CHALENG Survey, more than 1,700 homeless veterans live in the state of Ohio, and many more live on the verge of homelessness. According to US Census data, the unemployment rate for veterans in Portage County, Ohio, is a staggering 9.4%, putting more than 1,000 of the 12,577 veterans living in the county at risk of losing their housing.

Family and Community Services currently serves homeless veterans in Portage County through programs supported by the Department of Veterans Affairs Homeless Providers Grant and Per Diem Program (GPD). Each year, F&CS receives calls from more than 100 veterans seeking assistance and serves approximately 50 veterans through Freedom House, a GPD-funded transitional shelter for veterans. While living at Freedom House, residents receive intensive addiction treatment and therapy for PTSD and other mental health issues. Upon leaving Freedom House, approximately 85% of veterans secure housing. While 85% is a great success rate, F&CS is working to increase that rate and to ensure that veterans are able to stay in their homes as long as possible. One major obstacle to transitioning veterans gaining and keeping housing is a lack of transportation. As the Department of Veterans Affairs points out, "transportation services are critical to housing stability for Veterans," since "transportation links Veterans to steady work, regular health care, and support services vital to success in housing." And while the VA funds programs to assist veterans with transportation do exist, that funding has limitations. As the VA itself points out, "the main limitations of the program are that it's not available in every community and that vehicles can transport Veterans only to and from VA health care services," and, "even after tapping every available transportation service, gaps may remain (Ending Veteran Homelessness). Transportation is particularly a problem in rural Portage County, where the average commute to work is more than 20 miles (Census).

Activities

RSVP volunteers will help fill the transportation gap for homeless veterans. F&CS will recruit and train 40 RSVP volunteers, specifically targeting veterans over 55, to transport transitioning veterans to job training sessions, job interviews, and housing appointments. In doing so, F&CS RSVP volunteers will help transition 30 veterans into safe, healthy, affordable housing.

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Those 40 RSVP volunteers will work closely with our 10 AmeriCorps STARCORPS members, who will work to develop relationships with housing and employment providers in our service area. The AmeriCorps STARCORPS goal is to ensure that veterans leave our programs with safe housing, good jobs, and with the skills they need to keep their homes and employment. We believe that AmeriCorps and RSVP can work hand in hand with local partners to ensure more veterans in Portage County defeat homelessness.

Capacity Building

Need: Garnering Resources

According to the Cleveland Clinic's 2013 Community Health Needs Assessment, "Key stakeholders and focus group participants are concerned that weak economic conditions have... caused funding cuts to community and transportation services" which will "prevent residents from attending community programs" (29).

Activities: Garnering Cash Donations

F&CS RSVP volunteers will plan and implement pledge drives, mailing campaigns, and fundraising events on behalf of local non-profit organizations. F&CS will track the donations garnered, and will separate the donations based on the Focus Area in which the non-profit organization provides services.

Data Collection: Measuring, Collecting, and Managing Outcomes

Since F&CS covers a large five-county geographic service area, we have office space and F&CS RSVP Program Coordinators located in each county that we serve. Each staff member has received training in Volgistics, the volunteer management software that we use, and in the RSVP performance measures. To track outputs, each volunteer will keep a log of individuals that he or she serves. The logs will differ slightly as determined by the service activity, and the logs will be adapted from CNCS sample output collection instruments whenever possible. Volunteers will turn in logs monthly, along with their timesheets. Upon collection of the logs, each county's Program Coordinator will enter the output information into Volgistics. Our Director and other F&CS staff will then be able to access output information that can easily be sorted by service activity, county, and by month. In addition to reporting outputs to CNCS and to other funders, F&CS will use the data to determine the effectiveness of our programming on the community needs and to determine how to adapt our programming

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where appropriate. In addition, the Program Coordinators and the Assistant Director for RSVP will conduct on-site monitoring visits of RSVP stations to ensure data collection happens as planned.

As a Senior Companion Program Sponsor, F&CS has experience in collecting outputs and outcomes for Aging Place programming. In 2013, we successfully collected output and outcome data for CNCS Aging in Place National Performance Measures (measures H8, H9, H13, and H14). For 2013, 93% of SCP clients who responded and 100% of caregivers who responded reported increased social ties and perceived social support.

To track outcomes for our RSVP Aging in Place work plan, F&CS will adapt and use the OMB-approved Senior Companion Program Independent Living Performance Measure Survey and mirror the process that CNCS mandated for the Senior Companion Program. We will administer the survey one time per year, and we will conduct phone interviews and will deliver paper copies with safe addressed stamped return envelopes via mail. We will use both processes as described in the Independent Living Performance Measure Surveys Condensed Version of Information Packet posted on the Senior Corps Knowledge Network. Once the surveys are returned to F&CS, they will be compiled by the Director of National Service Programs using the OMB-approved Excel Spreadsheet provided by CNCS. F&CS will report the outcome accomplishments to CNCS and to other funders, and will use the data to inform how we choose and implement future interventions.

Recruitment and Development

In order to ensure that we create well-developed high quality RSVP volunteer assignments with opportunities to share their experiences, abilities, and skills to improve their communities and themselves through service, F&CS administers an annual Volunteer Satisfaction Survey to each volunteer. The survey uses a Likert-type rating scale, and includes items such as "Serving with Senior Corps has enriched my life," "I feel valued by my volunteer station," and "My volunteer position allows me to make use of my skills." The survey also includes an area for volunteers to include additional training needs they would like to receive. Upon collecting the survey data, F&CS staff analyze it and use the results to determine the impact serving has on the volunteer, to help us make decisions about the effectiveness and appropriateness of our volunteer assignments, and to help us identify training needs of our volunteers. The results are also shared with the volunteer station, and the station is encouraged to use the results to adapt position descriptions and further ensure that volunteers have a meaningful and impactful experience.

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We also conduct annual surveys of our volunteer stations to ensure that our volunteer placements impact the community as well as improve the lives of our volunteers. The volunteer station survey also uses a Likert-type rating scale, and includes items such as, "RSVP volunteers help my site achieve its mission," and "The volunteers' skills, knowledge, and expertise are sufficient to meet our agency's needs." The survey also includes a space where station staff are encouraged to identify additional areas of need for their organization and additional training needs for volunteers. F&CS staff use the data from the Volunteer Station Survey to help us ensure that we are meeting our partnering agencies' most pressing needs.

In addition to the surveys, RSVP coordinators keep in regular contact with station supervisors to ensure that volunteers are effectively serving our partner organizations, and they maintain regular contact with volunteers to ensure that volunteers benefit from their participation in National Service.

Training

Each volunteer, upon entering the RSVP program, receives general training about RSVP and National Service. At the completion of that training, which is conducted in groups of about 20-25 volunteers, participants complete an evaluation of the training. F&CS uses the evaluation results to continually improve our volunteer training. In addition, RSVP coordinators conduct quarterly in-service trainings for volunteers. As part of our Volunteer Station Memorandum Of Understanding (MOU), stations are required to "Implement orientation, in-service instruction, or special training of volunteers," and to furnish volunteers with training materials required for their assignments. RSVP Program coordinators work closely with station supervisors to develop those materials. At the completion of their orientation training, volunteers complete a Site Orientation Training Evaluation. F&CS shares and discusses the evaluation results with volunteer stations to help the station continually improve its RSVP volunteer training and to ensure that the station fulfills the training portion of the MOU.

Recruiting

F&CS constantly strives to recruit a volunteer pool that not only reflects of the communities we serve, but that also encourages a diverse group of individuals to participate in National Service. While our service area may not be racially and ethnically diverse by national standards, we do embrace all groups and encourage them to join National Service. Demographics from the US Census Bureau for this region indicate a population of 11,536,504, of which 90.22% are white, 12.2% African American or black, 1.7% Asian and 3.1% of Hispanic or Latino origin. F&CS encourages racial and ethnic diversity in all of our programs, and our Senior Corps Programs have been particularly successful at engaging minorities in service. In 2013, nearly 25% of our participants were people of color, compared to just

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over 15% for the region as a whole.

F&CS is also dedicated to including members of the LGBT community in our National Service Programs. At the time that this application is being written, F&CS staff are attending the Gay Games in Cleveland to recruit LGBT volunteers. We also partner with local LGBT organization, such as those sponsored by local universities, to help ensure that the LGBT community is well-represented in our program.

We also encourage individuals with disabilities to serve. Currently, we have multiple individuals with disabilities who serve in Senior Corps, including several vision impaired volunteers, and a completely blind Senior Companion who provides 40 hours of service per week to her client.

One of the great things about Family and Community Services, is our vast network of 60 programs that serve more than 90,000 individuals by providing food for the hungry, clothes for those in need, shelter for the homeless, counseling for individuals and families, guidance for the young, and encouragement for the downtrodden. We encourage all of our programs to help us recruit volunteers, and our veterans-focused programs, particularly our transitional shelters and Supported Services for Veterans Families (SSVF) programs are very active in our recruiting for those sites. Our veterans programs have a strong interest in helping us recruit, as the benefits of veterans serving veterans are well-documented.

Recognition and Retention

While our annual surveys help us retain volunteers by ensuring that their volunteer experience is both meaningful and impactful, we also realize the important role recognition plays in volunteer retention. We encourage our volunteer stations to provide ongoing recognition to volunteers, and we provide both quarterly and annual formal recognition events. We also recognize each volunteer on his or birthday with a personally signed card, just to show that we care about them as individuals as well as appreciate them as our volunteers.

Perhaps most importantly, we work with our volunteer stations to carefully craft meaningful volunteer position description. We feel that the most useful tool in retaining volunteers is a meaningful assignment. Our volunteer satisfaction survey results and our retention rate show that we have been effective; more than 80% of our 2013 volunteers returned to serve in 2014.

Program Management

Compliance and Prevention of Prohibited Activities

F&CS management actively evaluates volunteer assignments using regular communication with stations, the Annual Volunteer Survey, and the Annual Volunteer Station Survey. F&CS presents

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each volunteer with clear instruction that they are not to engage in prohibited activities, and provides each volunteer and volunteer station with a list of prohibited activities as identified in 45 FCR 2553.91.

In addition, our MOU with each station includes each prohibited activity and indicates that by signing the MOU, the station agrees not to request that RSVP volunteers engage in those activities. F&CS also requires a volunteer position description, which is signed by both station and F&CS staff, detailing the activities for the volunteer. Finally, F&CS staff members conduct quarterly on-site visits of each station to ensure that volunteers are performing their assigned service activities.

Adapting to Changing Community Needs and Minimizing Disruption to Volunteers

F&CS maintains a local Advisory Council in each county that we serve, and we gather continuous feedback from the local councils about what the communities' local needs are and how National Service can address those needs. Since we first learned of RSVP competition, F&CS has been preparing our stations and our volunteers for the change, and we have gradually transitioned most of our stations to fit into the National Performance Measures. The process is ongoing, and includes the following steps:

1. Gradually phase out stations, such as quilting and knitting stations, which obviously do not contribute to the Six Focus Areas. As volunteers left those stations, we simply did not refill their positions. Since we have been working on this for three years, the process has gone very smoothly.
2. Identify remaining stations that do not fit into the National Performance Measures.
3. Work with stations to find activities that they can use RSVP volunteers to address issues in the Six Focus Areas.
4. For stations that do not fit into the Six Focus Areas, move the coinciding work plans to the "Other Community Priorities" work plan.
5. Any remaining volunteers can continue to serve at the volunteer station. They simply become community volunteers and are removed from the RSVP program and the station is removed from our station roster. The stations continue to host and appreciate the volunteers, but neither the station nor the volunteers are a part of F&CS RSVP.

Thus far, we have had plenty of room for "Other Community Priorities" work plans, and have not had to transition any RSVP volunteers to community volunteer positions.

Managing Volunteers in the Primary Focus Area

F&CS has an extensive track record in managing volunteers in Healthy Futures. We have been measuring Healthy Futures Aging in Place National Performance Measures Outcomes (H9 and H14)

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for our Senior Companion Program since 2013. Last year's results indicate that more than 90% of responding clients (H9) and more than 95% of caregivers (H14) experienced increased social ties and perceived social support. F&CS also operated multiple food banks, homeless and transitional shelters, and an extensive behavior health and counseling service that includes certified counselors, M.D.s, and, coming in 2014, a pharmacy. All programs use volunteers, and we are working to incorporate RSVP volunteers in as many of our own programs as possible.

Advisory Councils

Each F&CS staff member plays an important role in compliance. Program staff in each county provide a regular contact for volunteer stations, manage volunteers, and ensure volunteer assignments and files comply with the RSVP regulations and with F&CS policies. Local staff oversee the day-to-day office operations in each county and the Director of National Service guides the staff through an on-going standardization of systems and forms. Quarterly, a peer review of volunteer and station files is completed to ensure CNCS regulations are being followed. F&CS Senior Corps transitioned to a web-based volunteer database as of April 2012 which allows for all staff, regardless of county, to access and update records (versus the stand-alone databases that were in place previously). The RSVP team follows the Senior Corps Data Collection Policy to ensure files are standardized as well as are collected and disposed of in the allotted time frames.

Additionally, F&CS has an internal Performance Quality Improvement (PQI) team (of which the Director is the Review Coordinator) which provides an organized method of continuously evaluating and improving the quality of client services, ensuring the effective use of agency staff and resources, maintaining policy standards, and in systematic collection and analysis of data regarding any gaps in services and overall quality and effectiveness of client services. PQI encourages open communication, collaborative problem solving for improvement within the agency and the program, and the ability to recognize and reinforce excellence. Furthermore, progress reports submitted to CNCS and local funders (i.e. the United Way) provide more opportunity for program assessment.

To ensure local support and guidance, in addition to community needs surveys, each county's RSVP program has an Advisory Council (AC) comprised of local individuals who are aware of community needs, senior issues and volunteerism. Current Advisory Council members include individuals with experience with Jobs & Family Services, Adult Protective Services, assisted living facilities and senior center administrators. One to two representatives from each county's AC also serve on F&CS's

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Collaborative Senior Corps AC for streamlined efforts across county lines. AC members are crucial in building public awareness and support of RSVP, as are public service announcements, use of social and traditional media, presentations made by RSVP staff and volunteers at local community events, and the age-old power of word of mouth recommendations. We review our Advisory Councils annually to ensure that the members are representative of the communities we serve and that they remain dedicated to making RSVP successful.

Organizational Capability

The mission of Family & Community Services, Inc. is to support, strengthen, and empower individuals and families through a broad continuum of community-based services that meet the needs and values of the community. The agency is guided by a commitment to dignity, service excellence, accountability, volunteerism and belief in the solidarity of the human family. Formed in 1941, FCS is now the largest, most diverse social services agency operating in its home county (Portage), with over 400 employees in fourteen Ohio counties. During the last fiscal year, the agency served over 90,000 adults and children with a budget of just over \$19 million, including more than \$3.7 million in federal funding. The agency has a well-earned reputation for being an entrepreneurial force in the social services community. Active involvement of community members, faith-based groups, organizations, businesses and those persons directly impacted, is integral to the development of specialized programs that are tailored to fit each community's need. The agency is accredited by the Council on Accreditation of Children & Families (COA), which requires a thorough internal review every four years by a national panel of reviewers and submission of annual written updates in the form of Continuous Quality Improvement reviews.

F&CS has managed grants from CNCS for nearly thirty years and has, as an agency, been working with volunteers since 1941. F&CS's first Senior Corps Program was RSVP (1983), followed by the Senior Companion Program (2001) and FGP (2002). F&CS also operates a 7-member VISTA project and an AmeriCorps State program focused on helping homeless veterans gain housing and employment.

A huge reason for F&CS' success is its diverse and experienced staff. The agency is guided by a visionary Board of Trustees, whose member have extensive knowledge and experience managing capital assets, and CEO of 17 years Mark Frisone (BS, MPA, JD). During his tenure, Mark has continually grown the agency allowing F&CS to double its number of program offerings over the past

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5 years and showing F&CS dedication to serving the people of Northeast Ohio for years to come.

F&CS COO, Greg Musci, has more than 15 years experience in non-profit organizational and fiscal management. He oversees the management of F&CS capital assets, including all facilities, and equipment, and maintenance.

The fiscal department, led by new CFO Adam Schweikert, is responsible for the management and protection of agency assets. Adam has experience in both the private and nonprofit sectors, including 10 years as the Associate Director of Financial and Business Systems for Akron Children's Hospital. Adam's team will ensure that F&CS administers its financial systems in accordance with generally accepted accounting principles and applies internal controls consistent with similarly sized organizations. Each year, F&CS retains an independent audit firm to perform an A-133 audit of the financial statements and federal programs. F&CS has received a clean audit; however, any findings would be reported in a timely manner along with a corrective action plan.

We are particularly excited to have Adam on board at this time in our agency's history. Since we have grown very quickly and dramatically, we want to ensure that our financial and business systems are able to keep pace with our growing revenue. Adam, with his extensive experience in establishing nonprofit financial systems, is the right person at the right time to ensure that F&CS maintains our strong fiscal organizational capacity.

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

Each year, all staff receive a performance appraisal designed for self-improvement and to help management determine staff members' effectiveness in accomplishing program objectives. Those appraisals help managers make informed decisions about how specific staff members should be

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positioned so that can best support the program's mission and goals. As detailed in the Program Management section, the COA process, the PQI team, and feedback from Advisory Councils also provide programmatic assessments. Support to staff is offered regularly through phone calls and monthly team meetings (both in-person and via web-conferencing and document sharing), as well as through individual meetings to discuss and support professional growth.

Carole Beaty is F&CS's Chief Program Officer and has over 23 years experience working in nonprofit settings and over twelve years of administrative experience. She is well-versed in federal, state and local grants and provides oversight and support to all of the agency's program directors.

Zach Rhein serves as Director of National Service Programs, and brings more than 10 years of experience in Grants Management and National Service, including experience as an AmeriCorps Grants Officer and Senior Corps Program Officer at CNCS Headquarters in Washington, DC, and time as a CNCS State Program Specialist. Since his arrival in May 2014, Zach has been standardizing processes across all F&CS Senior Corps programs, refining policies to ensure compliance with federal regulations, and using his extensive knowledge of performance measurement to maximize the impact of National Service Volunteers. He has also started reviewing position descriptions and assessing the compatibility of current staff with those positions.

Together, Carole and Zach will ensure that the ever-growing F&CS National Service portfolio has the systematic support and capacity to maintain a high level of accountability and impact.

Crystal Shanley, who serves as the Assistant Director for F&CS RSVP, ensures RSVP compliance with federal regulations and agency policies, and ensures coordination across the five counties served by RSVP.

Program Coordinators Kara Vance, Desi Gampolo, Christine Britton, and Trina Grimes represent F&CS RSVP in the counties we serve. Each Coordinator has extensive knowledge of her county and works to ensure that volunteers, volunteer stations, and Advisory Councils operate in compliance with federal regulations while effectively serving their communities.

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