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Executive Summary

An estimated 230 RSVP volunteers will be recruited over the course of three years by the RSVP Center of Union County, New Jersey, under the auspices of Jewish Family Service of Central New Jersey (JFSCNJ), a non-sectarian health and social service agency with a 100 year plus history of providing quality services to all residents of Union County regardless of race or religion. The primary focus area will be Healthy Futures targeting frail, homebound, economically disadvantaged older adults, individuals and families.

The RSVP Center of Union County will extend meaningful and rewarding volunteer opportunities to people aged 55 and older. JFSCNJ has demonstrated a long standing reputation in Union County, NJ for providing an umbrella of services all under one roof including; an active Food Pantry, Meals on Wheels, Urban Community Garden; home health aides; case management and nursing services; transportation; and after school programs. Programs for the elderly are all geared to keeping frail impoverished homebound elderly safely aging in place in the comfort of their homes. The JFSCNJ RSVP Center will build upon this stellar reputation of service and collaboration in the community by providing an array of volunteer linkages to community agencies and organizations in Union County. Without assistance from community-based supports, young and old economically disadvantaged individuals struggle financially and make risky decisions about consuming cheap, less nutritious food, and forego doctor visits and prescription medications. The RSVP Center will address the needs of these individuals by providing them with our already existing Friend Advocate, Food Pantry, Urban Community Garden programs as well as providing additional services.

A secondary focus area will be Disaster Services, focusing mainly on Disaster Preparedness and Relief through the disbursement of Disaster Relief Kits in collaboration with the Red Cross. Since 2007, residents of New Jersey have experienced two hurricanes, Irene and Super Storm Sandy and four extreme storms. As a result of those storms and our work helping 9/11 victims, Disaster Preparedness is increasingly on the minds of residents of the Northeast Coast. JFS responded to Union County resident's needs swiftly procuring grant money to offer ongoing assistance to re build property, provide counseling, and a vast array of services. JFS will perform this outreach in community centers, senior housing facilities, schools, and libraries.

The third focus area will be Education through increased tutoring opportunities for school aged children (K-12). Again, JFS has a long history of providing volunteer tutoring and enrolled 360 children in an after school learning program from 2002-2009, in a high poverty area of Union County. Students being served in this focus area will be economically disadvantaged and in need of

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tutoring, homework, and test prep assistance. JFSCNJ anticipates partnering with United Way Success Centers to provide these educational services to children in need.

Along with our projected focus areas, the JFS RVSP Center will also address Community Priorities by joining with Union County's Division on Aging Congregate Nutrition Program. We have longstanding relationships as beneficiary agencies with the United Way network and the Union County Division on Aging. The CNCS federal investment of \$77,379 will be supplemented by \$20,477 in matching funds.

Strengthening Communities

PRIMARY FOCUS AREA: Healthy Futures

Needs Statement:

According to the New Jersey Elder Economic Security Index, in Union County, 31.1% of elder couples and 55.1% of elders living alone are below the Elder Index, which indicates they experience low economic security. Elders who live alone find themselves struggling to make ends meet. In 2011, the New Jersey Foundation for Aging (NJFA) reported that housing and health care account for the greatest proportion of expenses for a single elder renter while 9% accounted for transportation expenses and 15% for miscellaneous. As a result, a small 10.4% accounted for food expenses. Based on this research, elders often find themselves deciding on whether to go to their doctor appointments or pay utility bills. If they sacrifice their doctor's visit to pay their bills then they are jeopardizing their health, vice versa. Economic insecurity also leads to purchasing cheaper foods, which in most cases tends to be less nutritious. Having to make these kinds of decisions is risky and leads to health concerns.

In New Jersey, 14.4% of the population is 65 years and older. In 2013 the population in Union County was an estimated 548,256 and of that 12.9% were 65 years and older. Although the population of people over the age of 65 is lower than the state average, the fastest growing population in the county is people over the age of 75, which accounts for 31% of the overall senior population in Union County. This is the group that is most vulnerable, frail, and in need of services. NJFA's study on the economic security of elders finds that New Jersey is currently on the brink of a population shift. The concern of economic security for these elders is a major concern, especially when the population seems to be aging quickly. It is said that between 2012 and 2025 the number of older New Jersey citizens will increase from 14.4 to 24 percent meaning that the amount of elders who will need assistance will also increase.

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Economically Disadvantage Individuals/Families:

Living in poverty is not only a major concern for older New Jersey citizens, it is also of great concern to other families. Economically disadvantaged families often find themselves struggling to put food on the table. According to Map the Meal Gap 2013 created by Feeding America, in 2011 the food insecurity level in New Jersey was 12.7% overall and 19.0% for children; 394,240 children were living in food insecure households.

According to the Hunger in America 2010 study, conducted in 2009, New Jersey provided emergency food for an estimated 830,200 different people annually. The study also states that many families reported having to choose between food and other necessities, for example: "49% of clients in New Jersey report having to choose between paying for food and paying for utilities, or heating fuel; 48% had to choose between paying for food and paying their rent or mortgage; 34% had to choose between paying for food or paying for medicine and medical care" (Hunger Prevention Advisory Committee, "2011 Report to the Governor and Legislature", New Jersey Department of Human Services: 2011). JFSCNJ has recently launched a food stamp challenge including state legislators, mayors, and staff members. The challenge gives participants a view of what life is like for millions of low-income Americans. Participants of the week long challenge will live on the average daily food stamp benefit (about \$4 per person per day). Living on a food stamp budget for just a week cannot come close to the everyday struggles encountered by many families. The goal of the challenge is to raise hunger awareness and provide participants with a new perspective and greater understanding of the hunger issue at large.

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 programs rely upon these programs to provide nutrition to their children, they turn increasingly to food banks, pantries, and soup kitchens during summer months when their children are out of school.

In Union County, over 69,000 people do not have enough food to live a healthy and active lifestyle. According to the Map the Meal Gap study, 18.2%, 23,600 of all children in Union County are identified as food insecure. Of those, 38% are not eligible for aid such as food stamps or free school breakfast/lunch. It is evident that the gap is growing wider and wider and with less access to

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nutritious foods. It is imperative that families have access to food. JFSCNJ has already made an effort to provide more nutritious foods to clients by providing clients with fresh eggs, whole grain foods, and vegetables in our own garden.

Performance Measurements Objectives:

Jewish Family Service of Central New Jersey (JFSCNJ) is proposing the inception of a RSVP Center of Union County. The primary focus area of this center will be Healthy Futures. Healthy Futures will account for 48% of all volunteers (115 of 230). Of that number, 45 volunteers will serve in the Aging in Place objective. Volunteers will be placed in Companionship and Financial Literacy activities. We will track the number of clients who report having increased social ties and perceived support. The Obesity and Food objective will consist of the remaining 70 unduplicated volunteers. The primary target audience for this objective will be low-income individuals/families, unemployed/under-employed, homeless, isolated, and homebound frail individuals. To accomplish this, RSVP volunteers will serve in food pantries, mobile pantries, food banks, and community gardens and will be used to help expand the programs and serve a wider range of clients who are under served or not served at all. Under this objective we will measure outputs only.

JFSCNJ's projected level of accountability 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, we will adapt the Senior Core Program "Independent Living Performance Measure Survey" augmenting it with more questions that reference the Providing Financial Literacy and Companionship activities. 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 perform necessary tasks, and overall life satisfaction. The volunteer will return the forms to the Volunteer Station Staff, who will in turn submit them to the RSVP Center for tabulation.

Capacity:

We will recruit, train, and refer RSVP volunteers to volunteer stations located throughout the Union County area. Since JFSCNJ already has output and outcome measurement procedures in place for its Aging in Place and Obesity and Food programs, these programs will serve as models for external Volunteer Stations throughout the area. JFSCNJ volunteer programs are linked to other JFS and

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community services that may be needed to the client including referrals to JFSCNJ clinical, social work, and registered nursing staff, which are currently in place. Volunteers are all supported by licensed social workers who oversee the internal volunteer programs, Friend Advocate and the Food Pantry.

The Friend Advocate program is an effective intergenerational program administered by JFSCNJ. The program serves, on an ongoing basis, up to 35 frail, isolated, elderly Union County residents, 60 years of age or older. With an increase in volunteers this program will be able to serve more individuals. The goal of the program is for these seniors to maintain an independent, healthy life with dignity through a range of services including: assistance with organizing and paying bills, shopping assistance, arranging necessary medical appointments, transportation services, and advocating on their behalf as needed. Volunteers are recruited, trained, supervised, and monitored by program staff to serve the assigned client. Prior to placement with a client, volunteers receive an orientation and training program, which contains a description of the physical, social, and emotional needs that accompany aging, as well as an overview of all Federal, State, and Local programs and services and benefits available to this population. Volunteers also review the mandated JFSCNJ record keeping paperwork necessary to provide any bill paying assistance to clients. Staff has contact with the volunteers to provide ongoing support as well as educational update within the service arena.

Volunteers monitor the well-being of the Friend Advocate client and report to our project staff when changes occur which may require the intervention of our staff or of another agency. Volunteers submit monthly reports to project staff regarding the status of their client and the hours spent on client matters. Staff and volunteers work together to ensure that the clients receive all assistance to which they are entitled. Staff must also make home assessments of potential clients to determine services needed and appropriateness for participation in the Friend Advocate Program. Referrals to other agencies are made to assist clients who may not be appropriate for the program. Clients of the program are visited annually to receive client feedback and satisfaction surveys as well as to determine continued appropriateness for the program. Our Friend Advocate Coordinator also sees clients on an ongoing basis.

In addition to the Friend Advocate Program which is already established, the RSVP Center will also offer companionship activities. These activities will target aging residents that report loneliness as well as cognitive and physical challenges. These clients are often isolated for long periods of time, lacking social support, and much needed cognitive stimulation as they age. Volunteers serving under this

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activity can provide clients with a wide range of services such as: assistance with grocery shopping, taking walks and exercising together, conversing, and providing cognitive stimulation through games and music. After assessing the needs of a client, volunteers will work closely with social workers and volunteer coordinators and will ideally visit assigned client on a weekly basis, or as needed. Volunteers will communicate regularly with staff about the changing needs of the residents as they age. The volunteer may identify the need for additional services to be provided by the JFSCNJ social workers. Senior companion volunteers are not meant to replace family or health care workers, they are meant to assist clients in basic, yet essential ways by adding richness and companionship to their clients' lives.

As stated, JFSCNJ also offers the Food Pantry Program that has been serving the community for 30 years. The Food Pantry is located in a three car garage on the grounds of JFS. Over 500 individuals receive an ongoing monthly package filled with nutritious, non-perishable food staples. Additionally the agency distributes food packages to an estimated 175 people who walk into the agency in desperate need of food assistance and this number has been increasing as a result of the recession of 2008 and the reduction in SNAP benefits. Volunteers are needed to assemble these packages, deliver them to homebound clients, collect donations, and re-stock the pantry when needed. This program could not function without the utilization of volunteers. JFS has also established a relationship with the Community Food Bank of New Jersey (CFBNJ) in Hillside, NJ. The CFBNJ's mission is, "to fight hunger and poverty in New Jersey by assisting those in need and seeking long-term solutions. [They] will engage, educate, and empower all sectors of society in the battle". In 2013 the Food Bank had nearly 35,000 volunteer visits with 85,000 hours of service. JFS will be partnering with CFBNJ to place volunteers in numerous volunteer stations either on CFBNJ grounds or offsite, such as the Pediatric Mobile Pantry, Mailing, and CFBNJ Partner Agency Volunteer Programs. Volunteers will also be placed on-site at the JFSCNJ Food Pantry and other food pantries and food distribution centers in Union County. Each of the food pantries in the county have different hours of operation. It is anticipated that volunteers will participate at least monthly, and that their participation will be ongoing. JFS anticipates surpassing its initial goal of 70 volunteers.

In response to our desire to provide families in Union County with fresh, nutritious foods, the JFSCNJ Urban Community Vegetable Garden was started in 2012. JFSCNJ partnered with a local environmental group, Groundwork Elizabeth and the Rutgers University Cooperative Extension Program to help develop the garden. The garden was started with the intent of adding fresh produce to

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the food packages distributed to Food Pantry and Meals on Wheels clients. Many clients have expressed that the produce from the garden is their only source of fresh vegetables. Volunteers from several youth groups as well as adults and retirees from the community are involved in the entire gardening process; from building garden beds to planting the seeds to bagging and distributing the vegetables.

With so many programs available under the Healthy Futures focus areas, volunteers will have a greater array of volunteer stations to meet their interests and needs. Over the course of the three-year grant period, JFSCNJ anticipates on surpassing its initial goal of 115 volunteers under this focus area.

SECONDARY FOCUS AREA: Disaster Services

Needs Statement:

Emergencies and disasters come in many forms and are often unpredictable. Being prepared for disasters is important in order to mitigate the morbidities associated with the events. Areas in New Jersey that are densely populated and of low economic status are more prone to fire incidents. Extreme weather incidents are also of great concern in these areas as evidenced by Hurricane Irene (2011) and Hurricane Sandy (2012), two extreme weather disasters that displaced thousands of families and caused billion dollar damages.

In 2011, the Division of Fire Safety reported a total of 25,548 fires throughout the state of New Jersey. Of that, 2,026 were fire incidents reported in Union County (Division of Fire Safety, "Fire in New Jersey 2011," State of New Jersey Department of Community Affairs: 2011). In Elizabeth (home of JFS), there were 557 reported fire incidents which accounts for 27.5% of all Union County fires.

Hurricane Irene 2011 caused widespread destruction due to excessive rain and winds. As a result of the storm, about 930,000 homes and business in New Jersey lost power. During this time President Obama declared the state as a disaster area. Irene resulted in 12 mortalities. A year later, Superstorm Sandy struck New Jersey, causing more morbidities and mortalities. During this storm over 346,000 homes were greatly damaged or destroyed.

JFSCNJ believes that disaster preparedness should be everyone's responsibility which is why we anticipate on working with the Red Cross in efforts of training and placing volunteers who will work

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towards promoting disaster preparedness. We hope to increase the capacity of communities to serve vulnerable populations in the event of a disaster as well as to improve communities in disaster-affected areas.

Capacity:

In the wake of 9/11, JFS was a responder. We were asked by the United Way of Greater Union County to be the lead agency to provide counseling and support groups to spouses and family members of those who perished. JFS social workers guided groups of who were widowed by the 9/11 tragedy or affected emotionally. JFS also provided families with financial assistance, linkages to resources through our case management program, and individual bereavement counseling.

As a result of Superstorm Sandy, many families were displaced from their homes. We found that there were hundreds of people, including seniors, who lacked basic needs to get through a day without power; some even lacked a working flashlight. Organizations such as the Jewish Federation of Greater Metrowest, United Way of Greater Union County, MAZON, and the Grotta Fund for Senior Care provided JFS with funding which allowed the agency to purchase disaster relief kits from the Red Cross. These kits consisted of a water supply, flashlight, batteries, first aid kit, sanitation and personal hygiene items, and non-perishable food items. Although our office was closed, we were able to keep our food pantry open to the public during this time of need as well as provide all home based services. Volunteers also made phone calls to at risk clients to determine the need of any additional services. Along with these services, JFSCNJ was able to fix property damage and provide rental, mortgage, and utility assistance to 55 families in Union County through a grant from the Robin Hood Foundation.

Performance Measurement Objectives:

It is anticipated that JFS will achieve its goals of engaging volunteers in disaster preparedness and disaster relief, should a disaster occur. JFS proposes to engage an estimated 20 volunteers in Disaster Services, as outputs in National Performance Measures. Disasters and their outputs are impossible to track therefore; most volunteers are projected to assist with disaster preparedness by engaging in the Preparedness Education and the Disaster Relief Kit activity areas. Even in the event that there are no large scale disasters, JFSCNJ's staff and volunteers will be engaged in responding to local disasters such as fires and will be able to prepare clients for potential large scale disasters.

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Education:

Needs Statement:

New Jersey After 3 was a private, non-profit organization, that was established to develop, enhance, provide, and sustain a comprehensive system of quality after-school programs that promote the health, emotional, social, and intellectual development of New Jersey children during after-school hours. NJ After 3 sought to form a partnership with the State of New Jersey and the private sector to ensure the availability and accessibility of quality after-school programs in the State of New Jersey. The program kept as many as 15,000 low-income children busy after school. However, due to the NJ After 3 budget cuts, the program was discontinued. An independent evaluation conducted by Policy Studies Associates shows that students who participated in NJ After 3 programs for two years or more achieved statistically significant gains in language arts skills and demonstrated improved study skills and math skills. The discontinuation of the program puts the safety and well-being of thousands of New Jersey students in serious jeopardy, and workforce productivity will be compromised.

According to the data provided Advocates for Children of NJ, in 2012 there were 89,230 Union County students enrolled in public schools. During the school year 1 out of every 4 students in the 4th grade did not pass the state achievement test, the same was reported for students in the 8th grade.

Capacity:

Linden was one city in Union County that suffered from a declining socioeconomic status, poor student achievement, eroding manufacturing base, as well as an increase in family needs, crime, community disorganization, and population mobility. In the New Jersey Department of Health and Senior Services municipal profile of risk indicators, Linden was ranked amount the lowest 20% (most at risk) of the municipalities overall, and among the 25% of municipalities overall, and among the 25% of municipalities with all six risk indicators: economic deprivation; community disorganization; population transition/mobility; family, school, and individual peer risk. Linden's students have felt the effects of these risk factors in their school performance.

Ten years ago, JFSCNJ and the Linden Board of Education began partnership through a mini mental health center in School One. During the 2003-2004 school year this developed into a 60 child afterschool program. In 2005, with the help of the NJ After 3 program we expanded to a 200 student program and the height of our program enrollment was a total of 360 children. The program involved

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help with homework, computers, study skills, arts, and improved literacy. As a result of these efforts we witnessed a 44% increase in literacy rates.

Performance Measurements Objective:

JFSCNJ proposes to provide tutoring services in mathematics and literacy to Union County's K-12 students. There are currently 6 Family Success Centers in Union County. These centers are community based gathering places where any resident can go for family support, information, and services. The purpose of the Centers is to enrich the lives of children and adults by helping their families and their neighborhoods succeed. JFSCNJ anticipates on collaborating with the various Family Success Centers to provide tutoring services to students. We also anticipate on working with the Linden Board of Education again to provide services to the students. An estimated 21 volunteers will be placed under the Education focus area where we will track the number of students who complete participating in CNCS supported K-12 education programs using a Student Monthly Contact Log. The log will track regular meetings between students and RSVP Volunteers which will include the number of hours and number of contacts per month between the student and the participant and a description of activity worked on. Outcomes will be tracked using school records, teacher surveys, and/or student surveys at the beginning and end of the school year. If any one of these elements shows substantial improvement, the student will be counted as having demonstrated improved academic engagement.

Capacity Building:

In conversations with agencies identified as potential Volunteer Stations, a few stated that they would want to expand opportunities for volunteers if it were possible to have expanded capacity for their training and management. In response, JFSCNJ proposes to refer a minimum of 5 volunteers, or 2%, to Volunteer Stations where they will assist with training and managing volunteers, and raising funds for volunteer functions. Outputs will be tracked for this focus area.

Community Priorities:

JFSCNJ will place the balance of volunteers, 69, or 30%, within Community Priorities. This area will include placement in the various Volunteer Stations listed in the Recruitment section of this narrative. Many of these stations will support various CNCS focus areas, such as Education and Economic Opportunity but are included under Community Priorities because they do not track outputs. JFSCNJ

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is allocating the maximum number to Community Priorities because, as a new RSVP Center in regions where a center has not been active for over three years, JFSCNJ will initially need to cast a wide net in order to forge strong partnerships over a extensive geographic area will a wide range of community needs. All Volunteer Stations in Community Priorities will track Success vs. Failure to achieve targets. Some stations may move into output measures, depending on the stations capacity of the course of the three year period.

With a long history of community collaborations and success in recruiting and utilizing volunteers, we are confident that we will meet our goal to engage the full number of volunteers in both internal and external Volunteer Stations. For example, the Union County Division on Aging (UCDoA) currently administers The Union County Congregate Nutrition Program, a senior lunch program for those 60 years of age or older. The goals of the program are to: increase health maintenance through improved nutrition, foster social interaction, provide access to other support services, and satisfy emotional needs, especially of those who eat alone. Clients are served a hot nutritious meal consisting of an entrée, vegetables, starch, bread, dessert, and milk. Meals are low in sodium and contain 1/3 of the minimum dairy nutritional requirements for adults.

Volunteers are utilized at the nutrition sites to help package and serve meals, perform clerical work and provide transportation. During our preliminary conversation with the UCDoA, it was stated that, "the Congregate Nutrition Program would not run the way it does if volunteers were not involved. We absolutely rely on volunteers". In Union County there are 23 nutrition sites serving about 1,300 people, daily. Most sites are located at senior centers and community centers. One of the centers had to discontinue the program for the summer due to lack of volunteers. This particular site relies 100% on volunteers and during the summer, volunteers go on vacation, leaving no coverage at the site. As a result, the nutrition site was forced to shut down for the summer. Generally nutrition sites operate 5 days a week, for about 3 hours a day (some operate 2-3 days a week) so it is evident that volunteers are definitely needed.

Volunteers will undergo training processes by both JFS and the program coordinator and are also invited to join in on UCDoA quarterly staff meetings. These meetings allow volunteers to discuss any issues or concerns about the sites. The volunteers at these sites benefit from this program, along with the clients they serve because it promotes well-being and enhances their social roles. Research

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supports that volunteering later in life is associated with better physical health outcomes and improved psychological well-being. The volunteers have the opportunity to interact with the same clients daily, therefore developing a relationship. Many of the seniors receiving the meals live alone, with little or no social interaction. This program allows those clients to be more socially involved in their communities.

Recruitment and Development

Development:

JFSCNJ 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 vital. Our culture of high regard for volunteers as a valuable community resource will be the hallmark of the RSVP Center and will serve as a model for external Volunteer Stations. Although many meetings have already taken place, JFSCNJ has already determined that the first step in developing its RSVP Center, should the grant be rewarded, 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, JFSCNJ can guide the agency through the development of volunteer policies and procedures and a system for tracking outputs based on JFSCNJ 's own experience. As previously mentioned, JFS's internal Volunteer Stations, including Personal Care Transportation, Friend Advocate, and the Food Pantry all have established policies and procedures in areas related to recruitment, training, supervision, support, retention, and recognition.

JFSCNJ has frequently taken the lead in collaborative projects with other agencies within Union County and has excellent 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 food pantry 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:

Volunteers are at the heart of many organizations and agencies such as JFSCNJ. RSVP volunteers will be recognized in numerous ways. With permission, JFSCNJ will post photos of volunteers on the

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agency website in action at the Volunteer Stations. We will recognize our volunteers with an annual recognition dinner. Currently volunteers are recognized and honored at the annual dinner and annual meeting for the agency. At these events volunteers are presented with awards publically recognizing their efforts. If awarded, JFSCNJ intends on hosting an annual recognition event for the RSVP Volunteers. This event will recognize as well as promote volunteerism and raise awareness on the needs in the community. Our RSVP Recognition Dinner will recognize and show appreciation to all volunteers for their hours of service within the Union County community and will report on and celebrate each Volunteer Station's success, and emphasize their belonging to a large and appreciative community. Consistent with previous programs, this event will be well attended by politicians and various community leaders.

Recruitment

Demographics:

Union County is the third-most densely populated county in the state and part of the New York metropolitan area. Throughout the county there are relatively rich suburban neighborhoods and less wealthy, more populated cities. The eastern region tends to be poorer and more urbanized with significant areas of poverty, while the western parts tend to be more affluent and suburban. The population in Union County is predominantly Caucasian and African American with Elizabeth having the largest number of Hispanics, 59.5%.

JFSCNJ capacity to recruit a diverse group of volunteers is due to the location of its office as well as its broad-reaching partnerships with agencies located widely throughout the area. The staff at JFSCNJ is ethnically and racially diverse and regularly engages in cultural sensitivity training.

JFSCNJ's partnerships with County funders and opportunities for new linkages with county funded agencies will also be helpful in spreading the word about the new RSVP center. Union County has been without an active RSVP Center for the past three years so it is understood that recruitment and placement of volunteers will need to involve aggressive marketing. However, it is also our understanding that there are still volunteers who are interested in servicing their communities. In developing this proposal, JFS has initiated fundamental conversations with a number of agencies throughout the county. Among them, New Jersey Chapter of the Red Cross, the Community Food Bank of New Jersey, United Ways of Greater Union County, and the Union County Division on Aging UCDoA have all expressed a willingness to serve as Volunteer Stations and/or as a referral source to other Stations. Along with this, JFSCNJ will recruit volunteers by distributing RSVP volunteer

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brochures. These brochures will describe the program and will list volunteer opportunities in the county and how to become involved.

The list at the end of this narrative provides a sample of the agencies JFS will approach to become Volunteer Stations based on services provided and referrals.

Program Management

If granted, the RSVP Center managed by JFSCNJ will be managed by a capable team, integrated within the agency. The management team, described in the following section, will ensure compliance of the Volunteer Stations to RSVP guidelines, including the appropriateness of volunteer activities and eligibility of all volunteers to participate in the program. Volunteer Stations will be initially screened through a site visit made by JFSCNJ RSVP program staff. Staff will meet with the Station professional who will be in charge of volunteer management to discuss appropriate volunteer activities. All Volunteer Stations selected for participation in the program will receive a Memorandum of Understanding and will be required to attend an informational community meeting to ensure that they fully understand program regulations and procedures.

To ensure ongoing compliance and reporting, the RSVP Center will develop a simple quarterly reporting form that will document the profile of each volunteer, including: age, ethnicity, residence, and their outputs. Annually, in connection with a Recognition Dinner, the RSVP Center will distribute and collect a Volunteer Satisfaction Survey. The RSVP Advisory Council, a volunteer committee exclusively dedicated to monitoring and oversight of the RSVP Center will review all reports and surveys, and they will take a leadership role in planning an annual Recognition Dinner.

Measuring outcome performance in the Primary Focus Area, Healthy 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 Literacy activity. The information will be summarized by each Volunteer Station semi-annually, on a logic model created by the RSVP Center of Union County. JFSCNJ will combine the total, which will be reported to the Stations, Advisory Council, and the CNCS. Outcomes will be publicized and celebrated throughout the community.

As stated under the Healthy Futures section of this narrative, JFSCNJ has experience in tracking outputs for its grant-funded programs serving frail, homebound older adults. Clients of JFSCNJ's internal Volunteer Stations, for which the majority of the volunteers for this activity will be recruited

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and trained, are already tracked through the 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. JFSCNJ reports will be generated through SAMS. External Volunteer Stations may already be using SAMS for their Aging in Place activities. If not, they will be required to submit quarterly activity logs on a EXCEL spreadsheet form designed by JFSCNJ. This form will track client information including demographic information and types of service.

Organizational Capability

In 2012 Jewish Family Service of Central New Jersey celebrated its 100th year of service. If granted, the RSVP Center of Union County at JFSCNJ will benefit from the full organizational capacity of JFS, its professional social work staff, administrative and support staff and its board. JFS employs 35 full-time staff and 52 part-time staff. Of the 87 total, 23 are clinicians (including 8 registered nurses) and social workers engaged in direct service. The balance includes accounting personnel, development, marketing, and administrative staff. JFS reaches 7,000 clients each year and engages over 150 volunteers annually in a wide range of direct service activities.

JFS is governed by a 43-member Board of Directors, who is responsible for the governance and vision of the organization. The board consists of businesspeople, attorneys, accountants, physicians, social workers, community activists, retirees, and administrative personnel. Additionally the Board convenes several committees that oversee program and service monitoring and evaluation, including program development and strategic planning. A Volunteer Service 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 of Union County. The chair of the RSVP Advisory Committee will be a member of the JFS Board of Directors and will report regularly to the board on the progress of the program toward its projected goals.

JFS is licensed as an outpatient mental health, adoption, and homecare agency. The agency maintains contracts with the Union County Division on Aging. These contracts, along with State licenses and accreditation are reviewed annually through independent audit procedures.

The RSVP Center will be managed by a 1.3 FTE RSVP team. A full-time RSVP Coordinator will

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manage the program and will have direct responsibility for the Union County Volunteer Stations with assistance from the part-time Program Manager. The current JFSCNJ Volunteer Coordinator will continue to manage internal volunteer stations and provide guidance to colleagues based upon his extensive experience with the successful JFS volunteer programs. Administration and financial oversight will be the role of JFSCNJ Executive Director Thomas Beck, with over 28 years experience at JFSCNJ. The Executive Director has numerous contacts in the public and private sector in Union County which will be utilized in developing and sustaining the program. Seth Brown, Director of Finance and Administration will provide financial oversight. Public Relations and Grant Coordinator, Heidi Pekarsky will monitor grant compliance, facilitate reporting, and will implement marketing efforts to promote the program.

JFS Central has extensive experience with financial accountability for federal, state, and county grants. We receive over \$1 million in funding from the UCDoA and we are also the largest provider of Older Adult Services including, nursing, transportation, social work, case management, nutrition, respite care, care giver support, and housekeeping services. We are also the recipient of a very prestigious award through the Grotta Fund, a private foundation to develop a Care Transitions Program, using registered nurses and social workers to coach clients over the age of 60 to prevent re-hospitalization. Additionally, we recently developed an Alzheimer's Dementia Caregivers Support Program using a team of social workers and nurses, utilizing the New York University Family Caregiver Intervention Model.

Other

Projected Volunteer Stations:

The asterisks indicate that a preliminary conversation has occurred, or the agency is already an active partner with Jewish Family Service of Central New Jersey.

Healthy Futures--Aging in Place: Union County Division on Aging*, Jewish Family Service of Central NJ, Union County Division on Aging*, Jersey Cares Organization, Ann Ferguson Towers, Farley Towers, Hillside Senior Center, JFK Sr. Housing/Rahway, Plainfield Tower West, Peterson Community Center, Schaefer Gardens, Catholic Charities in Newark

Healthy Futures--Obesity and Food: Community Food Bank of New Jersey, Hillside*, Jersey Cares Organization, Groundwork Elizabeth*, Schaefer Gardens, Westfield Food Pantry at Holy Trinity,

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Elizabethport Presbyterian Center, Jefferson Park Ministries*, Streetlight Mission, Mount Teman Church Food Pantry & Soup Kitchen, Saint Mary of the Assumption

Disaster Services: American Red Cross*, Jewish Federation of Greater Metrowest* Unitedway of Greater Union County

Education: PROCEED, Inc*, Jefferson Park Ministries*, Bayway Family Success Center, Linden Board of Education*, YM-YWHA* Other Union County Family Success Centers

Community Priorities: Union County Division on Aging*, Jersey Cares Organization, Ann Ferguson Towers, Farley Towers, Hillside Senior Center, JFK Sr. Housing/Rahway, Plainfield Tower West, Peterson Community Center, Schaefer Gardens, Salvation Army

PNS Amendment (if applicable)

Not applicable