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Executive Summary

Jewish Family Service of Atlantic and Cape May Counties is proposing the development of an RSVP Program in both Salem and Atlantic Counties in Southern New Jersey. During that period 185 RSVP Volunteers will serve in a variety of services hosted by a variety of Volunteer Stations. In the Focus Area of Healthy Futures a projected total of 124 volunteers are projected to provide support prioritizing aging in place, healthy food and a variety of other areas. In the focus area of Economic Opportunities a minimum of 5 but in reality many more volunteers will support the linkage of five individuals to long term housing with more participating in sheltering and building efforts through our Salem County Volunteers station. The Volunteer Station at Gilda's Club will prioritize opportunities for 15 volunteers to support those with cancer diagnoses. Additionally, Jewish Family Service plans to utilize 56 volunteers in the focus area of Community Priorities as part of our agency's and Salem County's fundraising efforts throughout the year. These fundraising activities will benefit each Volunteer Station.

At the end of the three year period outcomes include the delivery of thousands of meals, the accomplishment of chores, the assistance (through program efforts) of the linkages of fifteen families to long term housing, the supportive education of one hundred individuals regarding their cancer diagnosis and friendly visits to fifty older adults. The applicant believes that the refinement of focus areas will take place as the grant is operationalized and there is a dynamic process where Volunteer Stations are added and their work supported and refined.

The federal Investment of \$193,017 is matched by \$38,784 of primarily fundraised resources over a three year period.

Strengthening Communities

Community Description and Needs

The foci of the applicant's efforts in Atlantic County are in large measure based upon its place as a retirement community and its aging population. Healthy Futures targets are closely aligned with county demographics and needs. Atlantic County was originally established in 1837. It is positioned in the southeast portion of New Jersey and is within a 100 mile radius from Philadelphia and New York City. Atlantic City is its best known municipality and the casinos and the dollars spent there contrast with urban poverty and issues which are literally blocks away. Atlantic County is comprised of both inland and shore communities. The county encompasses twenty-three different municipalities that cover, in total, approximately 561 square miles, with a population density of 470 people per square

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mile. It is the third largest county geographically in New Jersey and, even with recent casino competition, it is considered to be one of the most popular tourist destinations situated on the East Coast; welcoming about 30 million visitors annually and approximately 100,000 people daily. According to United States Census Bureau of 2013, the county's population is estimated to be 275,862. The county's racial makeup, according to the bureau statistics, is approximately 71.4 percent Caucasian, 17.3 percent African American, and about 18.2 percent Hispanic. Although the census figures indicate that Caucasians account for the largest majority of the population, Atlantic County has become more diverse over the past decades. In fact, over the past three years the Caucasian population has been gradually declining, while minority groups such as the Hispanics and Asians are on the rise.

Salem County has the smallest population among the twenty-one New Jersey Counties with estimated 2013 census figures of 65,000 citizens. The county's racial breakdown according to estimated census figures has 81.6 percent reporting that they are Caucasian (which includes other typologies), 14.7 percent African American and 7.7 percent Hispanic, which is below that state average. The county is quite rural and has many small towns. The county seat, Salem, has a population of around five thousand with the largest town of Pennsville populated by eleven thousand. The county is somewhat depressed economically and has experienced a significant loss of jobs. As a reference point between 2007 and 2012, private sector employment in Salem County declined at a faster rate (-8.0%) than the state (-4.7%). Homelessness among families (relating to other focus areas) has been described by Family Promise, one of the Salem County volunteer stations as a persistent and daunting challenge. Jewish Family Service has received an agreement from Family Promise to join forces in an attempt to expand their sheltering of families and volunteer capacity. This volunteer station will focus on homelessness as the agency's third performance measurement focus arena and projects engaging 30 volunteers for this effort. An additional Salem County volunteer station, Habitat for Humanity of Salem County will also focus on addressing the homelessness problems in the county and the organizations have a vision of linking some sheltered families to Habitant housing. JFS has also received support from the United Way of Salem County which hosts a "Serve Salem" website and data base and has agreed to publicize our RSVP program.

Primary Focus Area and National Performance Measures

The primary focus area covered in this grant prioritizes Healthy Futures. This is driven by the demographics and needs in the two target counties, Atlantic and Salem, in southern New Jersey. Atlantic County has a large percentage of senior citizens. It is predicted that this percentage will

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double within the next ten years. According to census figures Atlantic County is home to approximately 44,000 individuals over the age of sixty-two. In Atlantic City, the largest urban area in the County, 15.4 percent of seniors over age sixty-five are residing alone and an estimated twenty percent are living below the poverty standards set by the federal government. Studies indicate that seniors who are isolated and have limited finances are more likely to suffer from preventable medical problems. At times, older adults can become overwhelmed and anxious over a relatively minor problem, especially if they are residing alone. Remaining at home without adequate support is often fear-provoking and can sometimes lead to premature hospitalizations. However, research indicates that there are relatively simple neighborhood-based strategies that can be implemented so that individuals can age within their community (New York Times, 2013).

For the past thirty years, Jewish Family Service has been assisting seniors in the Atlantic County area.

The agency joined the nation-wide village movement nearly a year ago. The program, Village by the Shore is essentially volunteer- driven and was initially established to meet the growing population of people who have retired. It is membership based and relies primarily on a small paid staff and a pool of volunteers to help aging adults with day to day activities, transportation, socialization and recreational programming. There is an emphasis on staying fit, healthy, and independent. As mentioned, volunteers are the key component to ensuring the success of the program. Volunteers are primarily responsible for providing an array of support services such as transportation assistance, friendly visits, companionship, shopping, phone contacts, and computer assistance.

A minimum of forty-five volunteers, an estimated twenty-five percent, will be used for Village by the Shore activities. Volunteers will have the opportunity to carry out an array of activities that align with the healthy futures focus area. In order to support older individuals with the aging-in-place process, volunteers will enable access to various resources by providing transportation to the supermarket, social activities, and medical appointments. If necessary, they can assist individuals with preparing a grocery list, placing on-line food orders, and coordinating a regular meal delivery. This service will help to ensure that program participants have access to nutritious food. Depending on the level of need, a portion of the volunteers assigned to the Village by the Shore volunteer station, will provide home-bound seniors with companionship by conducting friendly visits on a weekly basis.

Village members will be identified to receive volunteer support through the agency's intake process and partner referrals. Within one week of enrollment, a comprehensive in-home assessment will be completed by a care coordinator or nurse educator. This initial visit and assessment includes an assessment of functional levels. Once a plan has been developed to address basic needs and

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socialization concerns, volunteers will be assigned to help execute plan. Because it is imperative that volunteers receive the support they need to effectively carry-out their responsibilities, the Village by the Shore director and volunteer coordinator will be available respond to issues or needs that arise. Internal measurement tools that include case assessment forms, monthly statistical information, and quarterly statistic reports will be used to evaluate the performance of this program. Both the progress of participants and the utilization of volunteers for hours of service delivery, transportation provided, home visits, and telephone contacts, will be monitored on a quarterly basis through the agency's information system based upon volunteer station reports and input. A Customer Satisfaction Questionnaire geared toward program effectiveness will be used to generate feedback from members. Each participant will be asked to complete a survey after one year. However, if services are short-term and level of program involvement, all participants will be asked to provide feedback. The agency has existing forms and a computerized information system that is the foundation for information gathering data and the evaluating the process. The computerized system is relatively simple to navigate and provides demographic information. It also calculates the number of units of service provided as well as the number of volunteer service hours.

Jewish Family Service will also host another volunteer station in order to address obesity and food objectives. Approximately 39 unduplicated volunteers will be used for food delivery, distribution, and collection. If capable, volunteers can also assist with the sorting and stocking of the on-site pantry. For the past twenty years, Jewish Family Service has operated a food pantry consisting primarily of non-perishable items for Atlantic County residents who meet at least one of our seven categories (TANF, Medicaid, Disaster, WIC, SNAP, GA, and low-income).

The agency's affiliation with Gilda's Club in Atlantic County will address the healthy futures focus area. Gilda's Club provides education, support and companionship, which helps those afflicted with cancer and their loved ones to better withstand the emotional and physical challenges attending this devastating illness.

The proposed relationship with volunteers at the Second Baptist Church in Atlantic City will address healthy futures issues and will support the training and support of participants who are helping older congregants to age in place.

The Economic Opportunity focus area will be prioritized in Salem County with volunteer stations to include Family Promise which shelters and supports homeless families in a multi congregational effort that helps them to transition from homelessness to permanent housing and with Habitat for Humanity which proposes to find housing for some of them. The applicant projects that thirty

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volunteers will participate in this effort.

Work Plan

The applicant believes that it can build upon the relationships and competencies it possesses to quickly implement volunteer stations that are consistent with RSVP guidelines. The process in Salem County will take place over a more protracted period of time as the RSVP project coordinator builds upon the initial contacts developed in the grant development process, to formalize relationships, and to support these efforts. The applicant anticipates an initial timeline for activities in the project over its first quarter that will include the following:

Month One

- * Retain and Orient Project Director
- * Review program regulations and proposal to develop a data dashboard to measure critical steps in program implementation
- * Reach out to other RSVP grantees and to National Service Corp for technical guidance
- * Finalize MOU's with Volunteer Stations Identified in Grant Application
- * Begin Development of Volunteer Recruitment Materials tailored to each Volunteer Station's Needs
- * Fully Orient Leadership of all Volunteer Stations to operational requirements of the program
- * Survey Volunteer Stations regarding training needs
- * Add Insurance to applicant agency's insurance policy
- * Finalize volunteer activity forms
- * Integrate Program into applicant agency's reporting system
- * Establish RSVP Project as discrete cost center in applicant organization
- * Start nomination process for Advisory Council

Months Two/Three

- * Build upon initial program efforts
- * Participate in Volunteer Station vetting of volunteers
- * Orient Volunteer Station Leadership to performance measures
- * Convene Advisory Council
- * Implement Project Activities
- * Measure progress in accomplishing tasks outlined in data dashboard
- * Test reports
- * Refine reporting mechanisms between Volunteer Stations and grantee

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Month Four

- * Complete First Quarter Report as per Corporation of Community Service Guidelines
- * Address Issues that arise during reporting and program implementation
- * Review initial outputs and outcomes and assure that these findings are integrated into the grantee's Quality Assurance and review activities.

The applicant understands that volunteers are a wonderful resource and that they derive connection and satisfaction through their efforts while they are meting out assistance. The RSVP project will provide supervision from each volunteer station's liaison supplemented by supports from the RSVP project coordinator, oversight, and support. Given that volunteers are unpaid and thus motivated by a desire to serve in the community, it is important to create an environment that gives the volunteers the support they need to do the job well and feel that it is worth their while to return. Volunteers require an investment of resources--money, time, and knowledge--The Project Director will collaborate with the liaisons at volunteer stations to (1) assess training needs and (2) directly provide or arrange for trainings utilizing resources in both the catchment area counties. The project coordinator will also work with the liaisons at all of the volunteer stations to discuss their supervision of their own volunteers and to lend support as the volunteers, station liaisons or the RSVP project coordinator identify them.

Recruitment and Development

Recruitment

JFS currently has a retinue of approximately two hundred (200) volunteers. Many of them assist with the agency's community food pantry, perform clerical duties such as stuffing envelopes and shredding documents, provide transportation, deliver meals, and visit isolated members of Village by the Shore. Leigh Turner, BA has been the agency's Community Initiatives Coordinator since 2006. She has expanded the agency's volunteer compliment by one hundred twenty percent (120%) since starting at JFS. JFS has developed and will manage a system of volunteer stations with a wide range of placement opportunities.

The agency currently vets its own volunteers and does a thorough background check on all volunteers who perform direct service tasks. This background check includes driving records and legal infractions. All volunteers are interviewed by the Community Initiatives Coordinator who assesses their skills and interests and attempts to match the volunteers according to opportunities available along with their goals. The applicant will be respectful of the guidelines for volunteer recruitment of

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its partner volunteer stations and will offer screening support as per the interests of these organizations, some of which have a national scope of practice. Recruitment efforts will give special attention and consider the demographic make up of the communities in which the volunteers serve when enrolling volunteers with efforts made to recruit from minority groups, such as the disabled and other under represented groups. Open house events will be scheduled in both Salem County and Atlantic County. Senior Care of Salem County, an adult day care program, has graciously agreed to host our Salem County open houses. The open houses in Atlantic County will be held at the JFS office in Margate and at the sites of other Volunteer Stations. The open houses will be promoted in press releases, email blasts, agency websites, and social media. An overview of RSVP, its history and its relevance today, will be presented along with refreshments. The purpose of the open house will be to discover needs and interests of the volunteers and to find out how they might be involved. RSVP will learn what individual skills and interests they possess and link them to volunteer activities that are available. The RSVP program will also obtain contact information, including email addresses and follow up within a week and will build a solid data base that will support program operations. The applicant and its Volunteer Station Colleagues will contact existing volunteers to find out if they would like to participate. RSVP will have scheduled outreach events in residential buildings, senior centers, existing senior groups at faith-based organizations, local chapter of AARP, 55+ communities and do the same as with our open houses and will disseminate periodic press releases and post flyers at local community buildings such as libraries, supermarkets, restaurants, recreation centers. We will distribute RSVP brochures widely.

The applicant agency will build upon its existing relationships and will utilize corporate volunteers from Harrah's and Cape Bank. It will have constant presence on JFS and Village by the Shore websites in Atlantic County and the United Way of Salem County is in support of its RSVP operations and has agreed to post notices about events and recruitment information on their website.

JFS anticipates retaining an RSVP Director to oversee the coordination of efforts and the development of additional volunteer stations which are responsive to the needs of the communities that these stations serve.

The host agency, JFS, will operate two (2) Volunteer Stations directly.

1. Village by the Shore is an outgrowth of the national model that affords seniors the opportunity to

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age in place with a whole range of services built into an annual membership. The strength of this model comes from the largely volunteer network that assists members with a wide range of services including companionship, errands, transportation, and "handyman" jobs. Membership is open to anyone 55 years old or older who live on Absecon Island and the communities adjacent to it. The retention of a new Village by the Shore Director, who will supervise the RSVP coordinator, will assure that there is an energetic, carefully wrought response to community needs. The Village by the Shore which is supporting the Healthy Futures focus area anticipates utilizing 70 volunteers.

2. The agency's Community Food Pantry volunteer station will fall under the Healthy Futures focus area with 12 volunteers providing home delivered meals and general support. The food pantry serves well over 150 individuals per month. There is an ongoing need for volunteers to sort food and stock the pantry shelves.

The project will also assist with the Community Priority Service area by staffing fundraising events at the volunteer stations with RSVP volunteers. These fundraising events support services which provide assistance to vulnerable older adults that will help them remain in their homes and are commensurate with the primary focus areas of the project.

The volunteer stations outside of Jewish Family Service will include the following:

A. Atlantic County

1. Gilda's Club is non-profit organization which provides education and support to those whose lives are affected by cancer. It has a small paid professional staff and relies heavily on a corps of committed volunteers who provide a range of services from office support, welcoming visitors to their clubhouse, become "buddies" with people who have cancer, facilitate social and educational programs, and serve refreshments at programs. More volunteers are needed to supplement this existing pool of volunteers and to allow program expansion. Gilda's Club will assist with the community priority service area by staffing Gilda's Club fundraising events with RSVP volunteers. These fundraising events support services that provide health education.

2. Second Baptist Church: The Second Baptist Church in Atlantic City is the largest (primarily African American) congregation in Atlantic City. Under the stewardship of Pastor Collin Days it led the Atlantic City Long Term Recovery Committee, and has actively engaged in efforts to foster economic development and the redressing of issues related to the city's youth. Second Baptist has many aging congregants and is committed to bolstering means for supporting them through Volunteer efforts to age in place.

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. B. Salem County: JFS has received commitments from the following providers which will support the focus area of Economic Opportunity with volunteers to help find permanent affordable housing.

1. Habitat for Humanity restores existing homes and builds new housing and has an active organization in Salem County. Their program relies on a volunteer team of builders and they have agreed to work with the RSVP program.

2. Family Promise is a non-profit organization that is committed to hosting homeless families. It currently has two hundred fifty volunteers, many over the age of fifty-five. Family Promise's Director, Christine Hohen, has committed to participating in the RSVP initiative and to exploring ways in which the programs and their agency's volunteer efforts can be strengthened.

Habitat for Humanity and Family Promise will staff their fundraisers with some RSVP volunteers with the goal of supporting the housing goal.

Volunteer Development

The RSVP program at JFS will provide training which is appropriate to the tasks and challenges embedded in each volunteer station. JFS recognizes that in order to create a working meaningful volunteer culture, the organization needs to develop a plan that engages and develops volunteers. It needs to empower its volunteers. One way this can be done is to help volunteers to break down assignments with tremendous responsibility into small achievable goals and tasks and to place them in positions where they can succeed. Another way is to have volunteers feel comfortable learning new things and sharing, and being open to asking questions and requesting help when needed. Teaching how to work as part of a larger team is also effective.

JFS will need to canvass its partnering stations to fully refine its training itineraries as initial training efforts in some settings will be generic, focusing on boundaries and parameters of volunteer efforts, the need to communicate critical issues to the oversight leadership in each station and the documentation and reporting requirements in the program. Over time the RSVP Project Director will engage in a two pronged process to address the training needs of volunteers recruited to participate in the program. It is clear that the Project Director will need to be responsive to the training needs

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evinced by the program leaders as well as to an assessment of volunteer competencies to try to build an initial shared focus. JFS and its staff have an extensive history in working with homeless individuals, addressing storm disaster needs and in providing education related to the challenges of hunger. The agency also has a strong staff complement which will support training efforts in both communities and will address emerging issues in a responsive fashion. In its recognition events and through visits at volunteer stations the JFS will solicit feedback from the liaisons as well as volunteers to identify training needs and will assure that these needs are addressed.

Demographics of Community/Plans to Recruit a Representative Volunteer Pool

A. Atlantic County:

Jewish Family Service is committed to developing a cadre of volunteer stations and volunteers that is consistent with the demographics in both host counties. Some of the demographics are contained in the performance measurement and focus identification section of this grant application. As noted in the organizational capacity section, Jewish Family Service retains a staff reflective of the racial breakdown in the community and employs individuals with a wide variety of ethnicity, sexual orientation and bilingual/second language capacity

The inclusion of the Second (2nd) Baptist Church will assist JFS which has an admittedly heavily Caucasian current volunteer capacity, to reach a performance which is reflective of Atlantic County community demographics. JFS's volunteer and professional staff is engaged under an equal employment mandate and the agency is careful not to discriminate in any arena.

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2. Veterans/Military Family Members:

JFS has a background in interacting with the Veterans Association of Atlantic County with the assistance of Atlantic County connections. The agency currently has a contract with the Division of Mental Health and Addiction Services in New Jersey to provide interventions for those with a veteran's background who have mental illness or addictions and became entangled in the legal system. The staff member coordinating these services is a veteran who logged overseas time in Iraq. JFS is confident that his connections, its relationship with the local veteran's administration office (which includes two (2) ex-JFS employees who remain closely tied to agency staff both professionally and socially) and the agency's penetration in the community will assist it in retaining veterans and family members as RSVP volunteers. JFS will commit to having the RSVP coordinator go to Salem

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County regularly and will take advantage of Skype and other technological options to link services with agencies in that community who touch the lives of volunteers and will bolster the recruitment efforts.

3. RSVP Volunteers with Disabilities:

JFS currently retains a variety of volunteers with developmental, mental health, and physical disabilities. It has close working relationship with the self-help organization in Atlantic County comprised of mental health consumers and will tap into the pool of volunteers to support this initiative.

Volunteer Recognition

JFS has historically recruited volunteers through the community connections of agency leadership, its Board of Directors, and its volunteer coordinator. The applicant organization receives volunteer applicants through our intake department and through word of mouth in the community. The agency currently has volunteers from houses of worship that include churches and synagogues and a communications and development department comprised of two individuals who will make both the Atlantic and Salem county communities aware of the volunteer opportunities that exist in work stations. Furthermore, JFS will expand its volunteer stations which will be a core underpinning of future successful volunteer recruitment and coordination.

The primary retention efforts in the project will be based upon the belief that the social value and connections of RSVP Volunteers will be strongly motivating forces. All of the Volunteer Stations present milieus where participants' connections with each other and to the cause and institution provide strong motivation. Generating publicity about the Volunteer Station efforts and recognizing that volunteering together provides help to those assisted and rewards to those providing services are rewarding. The applicant will work with Volunteer Station Leadership to provide volunteer recognition events in the following venues:

- A. An event will take place at all Volunteer Stations annually with an accompanying meal, a community "leader speaker" who will address the volunteers and discuss the importance and value of their contributions.
- B. The agency's public relations department will also publish press releases related to these events as well as overseeing the extensive coverage.
- C. The agency will hold a larger volunteer recognition event in both Salem and Atlantic Counties one

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time per annum.

JFS is confident that its infrastructure which includes one hundred thirty staff members, a strong communications and a volunteer recruitment history, its information and technology system and a two person human relations department who will vet volunteers to develop the strong competent roster of volunteers. JFS has further confidence that volunteerism will continue to grow through its myriad community connections and the support of the RSVP program.

Program Management

JFS as the sponsor agency will assume responsibility for all project management necessary to accomplish the purposes of the project. With focused resources JFS has assessed community needs in collaboration with other organizations and has developed strategies to respond to the needs by utilizing RSVP volunteers. JFS will conduct an annual assessment and provide cost reimbursement. Program volunteers will be fifty-five years or older, agree to serve without compensation and agree to abide by all requirements. Recruitment will not be restricted on basis of education, experience, race, sex, religion, color, naturalization, sexual orientation, age, handicap, or political affiliation. JFS currently has a volunteer manual and a structure that will support both supporting volunteer station development as well as compliance with RSVP volunteer reporting guidelines. The agency will develop an agreement with each volunteer which describes (1) their responsibilities (2) a job description (3) a description both of recommended activities within the scope of their practice as well as prohibited activities which could include but not be limited to accepting remuneration from clients, engaging in personal relationships as well as adhering to the program guidelines at the workstation where they are engaged. The volunteer agreement will provide for giving permission to conduct background checks. It will require that the volunteer sign a confidentiality statement and it will solicit information about the volunteer's work schedule preferences and other commitments.

As noted in the recruitment section the RSVP coordinator will make regular visits to volunteer stations as they are opening and will visit on a scheduled basis thereafter. A hallmark element of this process will be that the volunteer coordinator will have a close working relationship with the respective organizations and will facilitate the completion of logs and reports accurately documenting both volunteer eligibility and activities. The agency will also monitor to insure that the activities described have taken place.

JFS's RSVP coordinator will make regular visits (either in person or via electronic media) to all

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volunteer stations. In this process, he or she will meet with the lead designated individual in each work station. The agency will use paper forms to document service activities. We recognize that some volunteers can affect a serious connection and uphold their volunteer commitments diligently. Others are only able participate intermittently. The project will support both and will work with Station Liaisons to help the latter group transition into regular participation.

The agency will also ensure that if a volunteer does not submit the service recording documentation, he or she will receive a phone call from the coordinator or designated volunteer who will collect this information. The applicant recognizes that documentation is not a strong interest of most of those who volunteer but will take measures to insure that documentation does take place in accordance with RSVP and JFS standards. Any service recipient who is seen at home by a RSVP volunteer will need to sign a letter of agreement where consent is given. The letter will describe activities and essential functions to be performed and specifies supervision arrangements.

JFS's initial discussions with potential volunteer station leadership have demonstrated that they are responding to critical community needs. As this is a new program there should be minimal disruptions. JFS will be committed to working with its collaborators to ensure that their efforts are as efficient and impactful as is possible. JFS will also be committed to helping both the Salem and Atlantic County service communities to mobilize to address emerging community needs. In Atlantic County the closing of three casinos and impending job losses offers both opportunities and challenges. The applicant agency's programs have grown in recent years and the placement of its leadership staff on the county's Human Services Advisory Board, has kept them informed of the current trends and issues associated with the delivery of services to those aging in place, and its work with those who are disenfranchised and homeless, which will impact the area of food delivery and hunger, and will ensure that the RSVP project is responsive to emerging community concerns. The relationships with United Way in Salem County and the leaders of volunteer stations, who are all well positioned in that community, will facilitate the RSVP program's capacity to identify and respond to key community concerns.

Organizational Background in Managing Volunteers

JFS has managed volunteers who have worked in the Healthy Future's arena and has tracked

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outcomes related to the maintenance of community tenure, the volume and content of visits, the creation and maintenance of linkages to essential medical services and the importance of volunteers providing feedback to family members and professionals in the community about what they see and experience. This information has been inputted into the agency's information system which has the capacity to generate reports which guide program operations. The organization's MIS specialist will support the development of reporting which help with both project management and reporting. The Volunteer Stations outside of JFS have varying levels of expertise and experience. The applicant projects building its own and its colleagues' skills through the utilization of RSVP tracking tools.

Compliance with RSVP and Contract Guidelines

The program will comply with the RSVP federal regulations and will establish an advisory council, ensuring volunteers are placed in a Station that the signed a required MOU and ensuring that all volunteers meet RSVP eligibility criteria. The project will review all program guidelines when the award is finalized and will create a data dashboard/checklist to monitor progress towards meeting all program requirements. Specific elements of compliance efforts include the following:

A. RSVP Advisory Council:

JFS will coordinate and facilitate an advisory council consisting of professionals in community service endeavors including volunteerism. The goal of the group will be to help JFS to achieve our grant goals. The group will have a diverse make up and the individuals will have a strong interest in the capabilities of older adults as volunteers. JFS has several Boards and Councils which oversee different activities. The agency will develop an RSVP advisory council comprised of representatives from both counties which will meet quarterly and will enlist members from each of the volunteer stations as well as the leadership of each discrete station. The sponsor agency will provide refreshments, coordinate the meetings and the RSVP coordinator as well as volunteer leadership from all of the work stations, will ensure that there is fidelity to this hallmark principle. The applicant will take steps to assure that the council represents their community in all respects.

B Volunteer Stations/Memorandum of Understanding:

JFS has developed a memorandum of understanding template which will be the basis of its agreements with volunteer work stations and which follows the guidelines the RSVP model document. The RSVP Program will not place the engage volunteers in any volunteer stations where the requisite

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MOU is not in place, signed by JFS's Executive Director and the respective authorized leader in that volunteer station.

1. Honoring the Agency's Affirmative Action principles:

JFS will ensure that RSVP volunteers are not discriminated against on the basis of sexual orientation, gender, race, ethnicity, religion or any other factor. In the sponsor agency's experience volunteers gain both self-esteem and enhanced social connections through participation in the volunteer process.

The agency is mindful that people on occasion have conflicts and the reports from the RSVP coordinator through outreach to the leadership will ensure this fidelity.

2. Eligibility:

All volunteers participating in the program will have initial screenings done by the station staff. The RSVP program coordinator will then review their applications to insure that they meet eligibility criteria. The agency will not discriminate against those with criminal justice backgrounds. However, it will be mindful that certain legal charges would mitigate against participation in volunteer work with children and other potentially vulnerable persons. The agency will also ask to see identification for all volunteers to ensure that they meet fifty- years of age criteria and will maintain copies of this documentation in the volunteer's record.

Organizational Capability

Infrastructure/Accountability:

Jewish Family Service of Atlantic and Cape May Counties is a nonprofit, non-sectarian t organization with 130 full time and part time employees. In its last fiscal year the organization saw 3,700 clients in programs that included the operation of a single point of entry for homeless individuals, trauma counseling for children, a variety of older adult programs, and significant mental health case management and supportive housing programs. The fiscal year 2014-2015's budget is eleven million dollars. The agency has a strong administrative team which includes a Chief Executive Officer, an Assistant Executive Director, a Chief Financial Officer, with a cadre of five other individuals working in finance (a controller, a bookkeeper, two billing specialists as well as an MIS coordinator who is also involved in the billing process, a Director of Human Resources and a variety of unit directors. In the fiscal arena, the agency has produced clean audits with no significant management letters nor findings over the past four year period. The organization maintains Volunteer Insurance for those

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who participate through the CIMA Company with one million dollar per occurrence and three million dollar liability thresholds and will extend these protections through policy modification to all those engaged in Volunteer Stations outside of the applicant's direct rubric.

The agency has an office manager who also maintains responsibility for oversight of the agency's facilities. The agency's primary headquarters is in Margate, New Jersey and has a 15,000 square foot building which the organization owns and has significant equity. The agency also has offices in Atlantic City, (one site located collocated within the County Building and one site leased), a facility in Mays Landing and has additional staff posted in offices in Cape May County. Jewish Family Service is licensed by the New Jersey Division of Mental Health and Addition Services for supportive housing and outpatient services and meets the regulatory and quality assurance requirements of this licensing body.

The organization maintains an active Quality Assurance Team comprised of ten staff members from a variety of programs as well as several agency administrators. The Committee identifies and addresses issues related to quality and reviews all program indicators and related progress. The agency also employs two (one full time and one part time) compliance officers who are charged with reviewing all clinical records.

Staff Positions/Support from Agency Staffing Structure to Accomplish Program Objectives:

The applicant agency has an infrastructure and staffing patterns that will provide stellar support to RSVP program operations. The project will be directly supervised by the Director of the Village by the Shore which is a \$450,000 program which provides an array of services which facilitate the capacity of older adults to remain in their homes. Village staffing includes a director, an assistant director, one therapist and two case managers in tandem with the support of the agency's communications and development director. This department also has a volunteer coordinator. Currently, there are a total of 220 volunteers who provide either regular intermittent support to agency events and clients. Of this number forty percent are 55 years of age or older. The agency assumes that the Village Director, Assistant Director and a newly hired volunteer coordinator will discharge the major responsibilities identified in this proposal. In addition, the agency's fiscal and facilities department will join forces to meet program objectives. The MIS and fiscal departments will also strongly support program operations.

JFS anticipates hiring a new Project Director for the RSVP program whose responsibilities include but will not be limited to the following:

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- * Work with volunteer stations to recruit, vet, and train volunteers
- * Develop program protocols and procedures
- * Integrate program activities (with the support of the compliance officer) into the agency's quality assurance department
- * Coordinate the linking of volunteers to appropriate stations
- * Collaborate with volunteer stations to insure that volunteers meet program requirements and that their activities are accurately tracked.
- * Ensuring that the agency adheres to all guidelines promulgated in the RSVP contract and agreement.

Develop volunteer stations beyond what is outlined in this proposal, through the agency's extensive collaborative network with other organizations in the Atlantic County service community.

The applicant agency is confident it possesses the infrastructure to meet program objectives, to refine operations if it is falling short of achieving an identified benchmark and to comply with the regulatory and programmatic requirements of the RSVP Program.

Policies/Procedures

The agency's Assistant Executive Director has overall responsibility for the development and maintenance of the agency's policy manual. That manual contains policies overseeing general operations, including fiscal, human resource and individual program policies. Each program's entrance criteria and program activities are included in this manual and that person, in tandem with the RSVP Director, will ensure that policies are developed and followed.

JFS will have adequate staffing who will follow agency personnel practices and compensated fairly and will be insured and follow agency risk management policies. They will keep accurate records on a timely basis and follow non-discrimination policies. The agency has a human resource department with a director and an assistant. Responsibilities for risk management are assigned to that office. She will have the potential to vet all RSVP volunteers. The human relations officer who has an extensive background in managing workforces in a variety of human service, hospitality and industrial settings, is adept in minimizing risk and will ensure that all volunteers as well as the program are properly insured, will receive reports documenting that activities are within the scope of RSVP program parameters and will manage any issues that arise which present risks to the organization or program. JFS is well positioned to manage the fiscal operations of the program. The agency maintains an inventory. The agency's capital assets include its headquarters, forty-five motor vehicles, a laptop and cell for all full time direct service staff, and a variety of other supplies and equipment. All assets are

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included in the organizational inventory, assigned numbers and the agency's MIS and fiscal departments oversee the management of this equipment. As noted above, the fiscal department includes a Chief Financial Officer with an accounting background, a controller, who is an accountant, and a bookkeeper. Recent audit findings have been problem free. The organization has a solid cash flow. Internal controls have operated effectively with appropriate separation of responsibilities. JFS manages a total of thirty grants and contracts and has done an adept job at managing both the fiscal and the operational components of these grants and contracts. The agency currently has 4.5 million dollars in mental health contracts with the Department of Mental Health and Addiction Services in New Jersey, and has contracts with the New Jersey Division of Children and Families, and with Atlantic County. Additionally, the agency manages a variety of other grants. The organization does not currently manage any federal grant opportunities. However, in all of its grant arrangements, it produces fiscal, programmatic activity, and other reports on a timely basis and complies with regulatory guidelines as they relate to human resources, risk management, program and fiscal reporting as well as retaining appropriately credentialed staff to discharge the missions and objectives of many and varied programs.

Governance Structure/Administration/Management/Organizational Structure

JFS is a 501 (c) 3 which is governed by a seventeen member Board of Directors and a Community Advisory Board. The Board of Directors meets a minimum of six times per year and has an active cadre of community leaders who provide support to the Executive in her efforts to discharge the agency's mission. The agency's Executive Director, Andrea Steinberg, is a licensed clinical social worker who has been in her position since 2006. In that time the agency has grown by over a third, and she has lent leadership to the organization which has been embraced both by staff and the community. The management structure includes an Assistant Executive Director who oversees most of the Program Directors who in turn supervise programs of varying sizes, the Controller, the Manager of Billing and Data System Administration, the Director of Human Resources, the MIS specialist and the Administrator of Office Operations. The agency has recently retained an additional Compliance Officer who is primarily focused on recordkeeping adherence. (Attachment 1: Organizational List)

JFS's largest contract is with the New Jersey Division of Mental Health and Addictions Services and JFS has consistently met the reporting requirements of this regulatory body. The agency produces a clean fiscal audit. (Attachment 2: Audit).

JFS of Atlantic and Cape May Counties possesses the expertise and commitment to provide RSVP

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Services which will strengthen volunteer operations in both of the participating counties and looks forward to partnering with a variety of agencies to tapping resources in the over fifty five population which will enable us to discharge a shared commitment to Healthy Futures and to people in need.

Other

N/A

PNS Amendment (if applicable)

N/A