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Executive Summary

Klein JCC is proud to submit an application for the next three years for Philadelphia's RSVP. Klein has been an ongoing sponsor of this program since its creation in 1971. Over the course of our sponsorship, RSVP has worked tirelessly to ensure that its volunteer programs are innovative and strategic in addressing critical issues within the Philadelphia community such as poverty, food insecurity, literacy and youth engagement and helping seniors age in place. Through this competition, we are requesting to continue sponsorship of this innovative volunteer engagement program. Klein JCC is proud to offer over \$200,000 in other funds to match the Corporation for National and Community Service funding commitment of \$126,269.

Klein JCC's mission is to provide a sense of community to people of all ages and backgrounds living in the Greater Philadelphia area, preserving and improving their quality of life through social, educational, and cultural programs, and vital social services. The agency ensures that participants receive needed services to thrive and flourish in a complex society.

Klein is devoted to helping more than 35,000 individuals and families from all ages (2 to 102 years) and backgrounds, to preserve and improve their quality of life through innovative strategies and inspirational opportunities. RSVP is an integral part of Klein's work in the community and continues to be a driving force in transforming thousands of lives in the City of Philadelphia.

Through a strong team of dedicated and committed volunteer coordinators, RSVP proposes to recruit, place and train 925 volunteers and place them in over 120 volunteer stations. Klein's primary focus area will address activities in Healthy Futures, specifically helping thousands of seniors to age in place and reducing food insecurity for thousands of seniors, families and children. Volunteer activities will also be focused on the areas of education, veteran's assistance and other critical needs. Specific activities include preparing and delivering meals to isolated seniors, building and maintaining community gardens providing fresh produce to nutritionally at risk community members, expanding hours and volunteer services at food pantries, connecting individuals with benefits, placing tutors into local schools, and increasing literacy rates among school aged children through pen pal and reading programs.

Moreover, RSVP Philadelphia is a sophisticated program that understands the importance of outcome measurement, statistical tracking and accountability. RSVP will work with volunteer stations as

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partners to define and articulate goals, implement and monitor statistical tracking to achieve measurable outcomes. To that extent, 57% of volunteers are working on areas assigned to outcome measurements. We have been looked to as a model program, educating national and regional leaders within the Corporation of National and Community Services including Erwin Tan, Director of Senior Corps, Robert Velasco, COO for CNCS, David Eisner, former CEO of Senior Corps and Patti Stengel, Program Management. National leaders have described Philadelphia's RSVP as a volunteer engagement program that is "growing, thriving, and making a huge impact in our community with an energy and passion for making a difference in Philadelphia." Moreover, programs of RSVP, including its Meals on Wheels program, Cook and Grow for a Friend, has been awarded with national recognition from the National Council on Aging's Awards of Excellence process and has been replicated in two other states and other areas of Philadelphia region.

We are appreciative for the consideration of our application and believe that it is a cost-effective application, competitive application that advances the goals and objectives of the Corporation for National and Community Services.

Strengthening Communities

Philadelphia, the 5th largest city in the U.S. has over 1.5 million people, a 2% increase since 2010. Philadelphia is racially diverse with 43% of the population African American, 12% Latino, 4% Asian, and 41% Caucasian. While diverse in background, so is the community diverse in socioeconomic status.

Philadelphia is known as one of the greyest cities in the country, with the 2nd highest proportion of older adults (60+) among the 10 largest cities in the United States. In the next 10 years, the overall population will not change significantly; but, the number of older adults will increase by 43%. Currently, there are 281,700 Philadelphia residents age 60 years and older, representing almost 19% of the total City population. Within the population, 36% are at least 75 years old, and 8% are age 85 and older.

According to the Philadelphia Health Management Corporation, Philadelphia's elderly are in need of significant support and assistance enabling them to age in place. According to PHMC's Household Management Survey, 36% of the population lives alone, 68% experience depressive symptoms, 60% do not receive enough nutritional support, as recommended by the USDA, and 89% struggle with a

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chronic illness. Moreover, the elderly population often struggle with severe poverty and lack of social resources with 43% of the elderly living below 200% of the poverty level, research shows that at this income level, people have difficulty paying for one or more basic need: food, shelter and medication.

With the baby boomer population, the need within this population will continue to grow and with this growth comes the need for strategic and innovative responses to overcoming the barriers that the elderly population will face as they look to successfully age in place, in the Philadelphia community. Involving and engaging volunteers to meet this need, particularly volunteers over the age of 55+, is a cost effective approach to addressing and overcoming the lack of resources available to seniors in the community. Both local and national sources have commented on the need for increased services and supports to ensure that this population can age successfully. It is estimated that only 30% of seniors nationally are receiving services through senior centers and public meals on wheels program, leaving 70% of seniors vulnerable and at risk. Programs that address senior hunger and senior isolation enable seniors to continue living at home, averting far more costly healthcare alternatives such as hospitals and nursing homes. This reduces Medicare and Medicaid expenses, potentially saving billions of dollars. According to Ellie Hollander CEO of Meals on Wheels of America. However, the National Council on Aging's Vice President for Public Policy, has noted that resources have fallen short. In fact, resources have decreased 18% while the population has increased 34%. Local Philadelphia senior serving organizations have also experienced this decline, with less than 2% increases on local contracts provided to sub-contractors over a 10 year period.

Klein proposes to partner with the Corporation on National and Community Services to address the needs elderly in the Philadelphia area through the RSVP work in the area of Healthy Futures, specifically the provision of services to at risk elderly in their home and in the community. Through the recruitment of more than 559 volunteers in total, Klein JCC will create targeted opportunities for volunteers to become engaged and involved in supporting seniors to age in place. Stations include Cook for a Friend, RSVP's Meals on Wheels Program, Grow for a Friend, a community based garden program, and volunteer led socialization programs that provide education opportunities to at risk elders to remain and retain physically and mental active. It is projected that more than 60,000 home delivered meals will be prepared, package and/or delivered by 550 volunteers, 40 volunteers will provide friendly visits, 15 volunteers will lead education classes in the city of Philadelphia, 40 volunteers will serve in food pantries reducing food insecurity, ten volunteers serve to provide benefits

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screening and income tax preparation for low income seniors, and eight volunteers will provide weekly phone calls to isolated homebound. Volunteers will be actively engaged in the community through completing services such as delivering meals, leading classes, packing food bags in food pantries, preparing meals in commercial kitchens, screening clients for benefits, teaching clients best health management practices and other services that lead to healthy aging.

RSVP will work with the community reach clients in diverse areas including senior centers, churches, civic organizations, libraries and other accessible areas of the community. When seniors aren't able to get out of their home, RSVP volunteers will provide services in the homes of our most vulnerable and frail senior community members. More than 550 volunteers are stationed in the Cook for a Friend station, where volunteers will deliver meals to homebound elders and ensure seniors are secure and safe at home. Other volunteers will be placed in food pantries, senior centers, libraries and other communal organizations.

Klein will monitor and manage all outcomes related to our services. Through our primary focus area, we anticipate serving more than 4,720 clients through RSVP volunteer engagement projects. Clients who are served by RSVP volunteers will be less isolated (88%), have a higher quality of life (89%), have increased nutritional intake (89%) and have increased social support (85%).

For more than 40 years, RSVP has been a vibrant partner in the City working with over 120 non-profits including the United Way, Philadelphia Corporation for Aging, etc., in addressing gaps in service. RSVP partners with diverse groups of agencies to ensure that impactful opportunities are accessible. RSVP is represented on the Mayor's Commission on Aging, Gen Philly: A Philadelphia Leadership Network, PHS Cultural Grower's Alliance, and the Mayor's Commission for Civic Engagement and Volunteerism and the Philadelphia Senior Service Administrators. RSVP helped initiate the creation of the Senior Hunger Task Force. Staff works closely with the city's Chief Service Officer, and Deputy Manager for Aging Services.

RSVP/Philadelphia is investing in the future health of our community by building relationships with partner organizations and engaging volunteers to assist in providing for unmet needs identified by the community. Partners are carefully selected to provide service in order to promote opportunities for adults to age in place, increase access to benefits, address food insecurity and other activities to

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increase the overall wellness of a neighborhood and the city as a whole. In effort to further strengthen the health of our city, RSVP/Philadelphia has entered into a new partnership with the Veterans Multi-Service Center, located in Center City Philadelphia. This independent non-profit exists solely to "serve those who served" and is the only non-profit agency in the Philadelphia and surrounding areas that provides comprehensive resources available to all Veterans in need.

In order to support the Education efforts in the school system, the Literacy Specialist and Program Coordinator work throughout the year recruiting and placing 131 tutors, reading buddies and pen pals into 18 schools where principals have identified the need for support in the areas of literacy and math based on the previous year's standardized test scores.

As a whole, the staff is dedicated to outreach and collaborating by actively participating in civic groups that include rotary, chamber, Friends organizations, Parks, etc. Through this multi-faceted approach to community engagement RSVP/Philadelphia has entered into a new partnership with the Veterans Multi-Service Center (VMC) to engage and serve veterans in Philadelphia. Throughout the course of the first year, the partnership seeks to engage veterans in volunteer service to the community as well as increase service delivery accessibility to veterans through volunteer lead opportunities.

RSVP/Philadelphia is also seeking to engage veterans in our ongoing volunteer programs as well as connect them to our both our sponsor and our partner agencies to increase services available to individual veterans.

Finally, we encourage volunteers to supplement their time through leadership opportunities facilitating groups and through the Advisory Council. Our advisory council is an active group, and has representation from community partners, active RSVP volunteers and stations. This provides leadership for program development and recruitment. Individuals serving on the Advisory Council are representative from a diversity of race, gender and socio-economic backgrounds.

Recruitment and Development

Volunteers are placed in diverse stations throughout Philadelphia, helping them to connect with volunteers of all backgrounds. Our stations and staff have created a systematic method to engage volunteers. Volunteers are placed in stations that address critical issues in society and impact results show that their service, results in measurable change. ESL, Reading Buddies, Cook for a Friend and Pen Pal programs engage volunteers and serve those that are diverse in race, origin, ethnicity and

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income. By providing diverse programs, RSVP engages people from all races, religions, and ethnicities. Outreach occurs in areas that have the largest senior population and is inclusive of individuals from diverse backgrounds.

Stations become partners of the RSVP program by referral, as a result of outreach and through strategic development in areas of the City that struggle with challenges in literacy, food insecurity and in areas with a high density of individuals aging in place.

RSVP is committed to providing high quality experiences for volunteers. Beginning with a 1 on 1 interview that enables us to match volunteers according to interests/skills and are provided training by RSVP staff and station coordinators. Volunteers build new skills by receiving high quality training that include computer/technology skills, customer service, leadership development through board/council service and more. Volunteers interested in overseeing the development, growth and expansion of RSVP are asked to join the Advisory Council. Moreover, RSVP volunteers are matched with coordinators who share their passion and enthusiasm for their area of need. For example, Volunteers interested in Hunger Relief work with our Hunger Relief Volunteer Coordinator, while volunteers interested in literacy work with one of our literacy specialists.

RSVP has a proven track record at volunteer recruitment and retention. We have many long term volunteers providing services to the community in an ongoing manner. Retention is the benchmark of our program. Individual contact with current volunteers and positive collaborations with our stations have proven to be the best method of retention. Staff monitors how the volunteers are doing in their jobs and make adjustments as needed. The program has worked extremely hard to reach out volunteers that are 55 and older, retired or working, with a wide range of skills and abilities. Due to a PNS award, more than 800 new volunteers have been engaged in service over the last four years and 20 volunteers have returned to service, with a more than 1,200 volunteers providing almost 190,000 hours of service in the last four years. 83% of our volunteers have been with the program between 1 and 5 years with 17% of volunteers remaining with the program between 6 and 28 years. The primary reasons for attrition of volunteers are poor health and mortality.

It should be noted that 1,293 volunteers have served in the past 5 years, and of that 1,003 were newly recruited. RSVP/Philadelphia continues to grow and engage volunteers and in doing so, provides customized experiences for volunteers with unique talents/abilities. To actualize the abilities of our

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volunteers, we create specialized experiences. One such volunteer is a Veteran and has been serving with RSVP for 31 years. He has become an expert on indoor air pollution through his station and training provided. Another volunteer has provided mediation services for the municipal court system for 16 years, providing over 15,000 hours of service.

Multiple methods are used in recruiting volunteers. Intensive outreach includes personal contact, expos, presentation at churches, synagogues, apartment buildings and schools, "Bring-a-Friend" events and recruitment breakfasts. RSVP often partners with stations to work together to recruit targeted volunteers. For examples, RSVP will host a volunteer outreach breakfast on site at local school to attract neighborhood based tutors and volunteers. One-time opportunities are offered that attract "Boomers" who do not want to commit to weekly assignments. Additionally, RSVP advertises in local media, print and radio. RSVP also utilizes social media including constant contact, facebook, linked in, etc.

Volunteers are supervised by RSVP staff and station supervisors. Each volunteer receives an online newsletter monthly and a printed quarterly newsletter. RSVP mails more than 600 newsletters each quarter. Through regular contact with volunteers and stations, we ensure all are satisfied and thriving.

A volunteer recognition luncheon is held annually honoring volunteers and stations for service to the community. A Community Leadership Award is presented to prominent community leaders recognizing local service. Past recipients are: Mayor Michael A. Nutter, Joe Torsella- President of the National Constitution Center, Senator Harris Wofford, former District Attorney Lynne Abraham and Todd Bernstein, the Executive Director of Global Citizen and MLK Day 365. A thank you ad will be placed in local newspapers including Milestones, the AAA newspaper. More than 250 volunteers attend each year with entertainment, recognition from funding agencies and peer engagement acting as integral parts of the day.

RSVP is proposing a new partnership in the upcoming year to include a partnership with the Veterans Multi-Service Center. Plans include veterans involvement in gardening, employment training, financial literacy support, and other means of providing support and also recruiting veterans as RSVP volunteers in the Philadelphia community.

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Almost all of our volunteers (98%) are satisfied with their RSVP experience. Annual Satisfaction surveys reveal our volunteers get more from their service than they give through an increased quality of life, feeling as though they are making a difference in the lives of others, have a high sense of worthiness and feel that they are productive in their retirement by making positive changes in society. Past measurement outcome for healthy future programs have shown that clients who are served by RSVP volunteers are less isolated (88%), have a higher quality of life (89%), have increased nutritional intake (89%) and have increased social support (85%).

Program Management

RSVP/Philadelphia at Klein JCC has provided consistent/effective, high impact volunteer management services for more than 40 years. Stations/volunteers are screened carefully and volunteers complete a personal interview process ensuring that staff can provide customized opportunities for perspective participants.

RSVP has completed an extensive program management handbook that oversees all volunteer management policies, practices and procedures including recruitment and retention, volunteer screenings, station management policies, etc. As per the handbook, all stations complete a memorandum of understanding and agree to provide RSVP with outcome reports, safe volunteer conditions, and other best practices for volunteer placement. Additionally, stations are asked to provide support, supervision and on site training for volunteers. Policies pertaining to conflict resolution relating to volunteers are also covered within the handbook. A copy is given to the stations and each volunteer upon screening. It is important to note that all staff receive the necessary background checks, as due all volunteers who deal with vulnerable populations.

As part of screening and trainings, all stations and volunteers understand the need to collect and measure data and outcomes. Stations act as partners in data collection and volunteers often help implement data measurement procedures, as necessary and appropriate.

Each year, RSVP evaluates its station roster and list of partners. As community needs change, RSVP will adjust and amend partnerships to reflect the needs of the time. Current volunteers of the station are provided with other options to volunteer, while also provided with the opportunity to remain at the station, if they so desire. Volunteers often provide insight into the changing needs within the community.

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RSVP evaluates itself through monthly tracking/monitoring and annual surveys. Survey results show 100% of all stations feel that RSVP provides high quality services, with 98% of volunteers reporting overall satisfaction. Surveys are tracked and aggregated accurately through the on line survey tool Survey Monkey. RSVP's team of professionals look to continue services and enhance impact areas providing support for critical community needs, particularly aging and children's services. Over the last four years, RSVP has almost doubled its volunteer engagement to more than 900 volunteers, with over 70% of volunteers in focus areas. . Volunteer coordinators work in their areas of specialty including a hunger relief volunteer coordinator, a literacy coordinator and aging in place coordinators. Additionally, coordinators work within various geographic areas concentrating on Northeast Philadelphia, Center City and South Philadelphia, West Philadelphia, and Mount Airy/Chestnut Hill. Emphasis is placed on helping seniors age in place, improving children's literacy levels and reducing food insecurity for low income community members.

Through the support of the software program, Volunteer Reporter, RSVP tracks volunteer activity including volunteers by date range, service activity, job category to ensure compliance with goals regularly. This tool contributes to the capacity of the program to monitor its goals. Regular communication with the stations, including regular site visits, helps evaluate changing needs.

Moreover, RSVP hopes to ensure that volunteers who are interested in non focus areas have the ability to express their interest in stations placed in Other Community Priorities. These stations include museums, senior center congregate meal programs, environment education programs, conflict resolution areas and other areas. Almost 25% of volunteers are expected to volunteer in these important areas that are outside of the Corporations Focus areas.

The expansion of RSVP's program in 2010 to focus on senior hunger and aging in place through volunteer engagement has increased the capacity of other stations serving the elder communities, increasing the number of volunteers. The For a Friend model, which has been fully realized in the Cook for a Friend program, has proven to be a useful tool of community outreach and program implementation. Food insecurity and senior hunger relief go hand in hand with aging populations, enabling us to meet and partner with other local resources and exponentially increase our impact on the community.

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RSVP works in a continuous manner in reviewing all aspects of its fiscal and programmatic outcomes. In a monthly meeting, RSVP Director will review all outcome reports, the program PNL statement and its volunteer recruitment objectives to ensure all aspects of the program are on target and adjust strategies where appropriate. The agency has several tools to assist the RSVP Director and Vice President of Development to ensure the program is fiscally on target including an online financial software program that allows for financial analysis of income and expenses (MIP SAGE). Additionally, RSVP works with Volunteer Reporter, a volunteer management tracking program. Prior to meeting with Executive Management, the RSVP Director meets weekly with each staff person and holds a monthly team meeting, ensuring that all team members are supported in their objectives and are working to achieve RSVP's targets in a timely manner.

Through this comprehensive management plan, Klein JCC feels it has the capacity and ability to manage and guide RSVP Philadelphia to success in the future.

Organizational Capability

RSVP staff, with unique skills, has more than 80 years of experience that provides a well-rounded team creating innovative ideas. Two staff members are former teachers, with extensive volunteer experience and strong interpersonal skills and are responsible for recruitment, retention, placement, and outreach to new stations and volunteers. We have a volunteer manager that specializes in food insecurity, with particular experience and passion for community gardening; and an Aging Specialist who recruits and coordinates our friendly visitors, working closely with a social worker to evaluate and meet the needs of our clients. A part time administrative assistant helps with data management and compliance. The Project Director has over 20 years of experience working in nonprofits is responsible for development of new programs and collaborations and overall recruitment strategies, She has held positions within RSVP, plus has an accounting and budgeting background within the agency that will facilitate fiscal oversight.

RSVP has a strong advisory council made up of more than 20 representative volunteers from the community. Each volunteer represents different areas of participation and volunteerism. This volunteer structure is overseen by a set of by-laws that they have created, drafted and maintained. Annual elections are held and new council members are actively recruited and placed on the board. Volunteers oversee program, budget and recognition events. Additionally, the council is responsible for

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raising additional funds for the RSVP program.

We have a sophisticated ability to measure outcomes with dedicated staff who maintain the compliance and evaluation of sponsor agency departments, monitoring both quantitative and qualitative data. Departments must complete monthly reports for review. RSVP meets monthly with the Vice President to review program operations. RSVP and the Vice President work together to monitor data and survey results. Each volunteer coordinator will work with the RSVP Director to oversee and manage their volunteer stations, outcomes and statistics. At the beginning of each year, staff are provided with goals, objectives and performance tools. The agency employs a full time development and compliance manager who will assist RSVP in overseeing all compliance and performance measurements. This staff person has a history in fiscal and programmatic administration and is adept in the use of technology to support statistical analysis. The combination of web based tools (Volunteer Reporter, Survey Monkey, MySeniorCenter) and staff expertise will provide for excellent evaluations, data tracking, and reporting.

The Klein JCC has a long/rich history of social/community based services. While the agency has recently become an independent non-profit organization in 2010, its history of engaging older adults spans more than 50 years. In addition to providing cultural, educational, recreational and therapeutic programs, the agency has partnered with the Area Agency on Aging for more than 43 years, providing a continuum of services to the community. Through innovative programs, we reach more than 6,300 seniors annually supporting mature active adults who remain vibrant and engaged in community, as well as those who are more frail and require more assistance. Klein has experienced a sharp increase of 20% in participation each older adult departments, with the largest increase of 110% in volunteers and 30% increase in hours over the last 5 years in RSVP.

Klein JCC oversees five Senior Center programs, three in Northeast Philadelphia, one in Center City Philadelphia, and one in Montgomery County -- one of which targets the Russian speaking community, Philadelphia's RSVP program including the city's second largest private meals on wheels program, and an in-home support program for homebound seniors. Through this service network and effective partnerships, we maintain seniors at home and in the community. Volunteerism is integral, as these services would not be possible without the assistance of volunteers. Through this network of services, Klein JCC has created and managed many partnerships with local, national and state

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funding agencies including Philadelphia Corporation for Aging, Corporation for National and Community Services, Walmart State Giving Foundation, the Jewish Federation and local foundations such as PEW Charitable Trust, W.W. Smith, etc. The agency manages more than \$3 million in public and private funding contracts and has worked diligently to represent the agency on matters of importance at local, state and national levels.

Klein has on site a Vice President of Administration and Finance with 33 years of experience, working with the Vice President of Development to ensure fiscal compliance. The agency provides over the 60% matching funds through in-kind and direct support. Klein has already identified matching funds to support the expansion of this project. Klein is committed to expanding support for the program through fundraising and program development.

The Vice President of Development and Compliance also supports RSVP. The VP has over 12 years of experience in program creation, grants management, program operations, and evaluation including fiscal/contract compliance. In our past administration of RSVP, Klein was awarded a PNS grant to substantially expand our senior hunger initiatives. In 2013, Klein received an augmentation grant to successfully engage volunteers in the service of holocaust survivors and most recently, has received an augmentation to expand services substantially in the West Philadelphia area to address issues of poverty including senior hunger and literacy. In addition to expansion funding from the Corporation, since its inception Klein receives ongoing funding from the Jewish Federation and Philadelphia Corporation for Aging targeted to the RSVP Program. Klein's RSVP program boasts support for its program from an impressive array of foundations and organizations including, Philly Meals Funding, for its cook for a friend program, Walmart Corporation for its Grow and Cook for a Friend for a Friend Program, etc. Its ability to leverage additional support to expand its efforts and address critical needs in the community is a key piece of its successful management practices.

RSVP also receives support from other foundations/charities. Through the executive team, RSVP has the ability to evaluate budgets, review funding sources, write/secure grants, and review opportunities for expansion/increases in services. The agency oversees all of its accounting functions in house increasing its ability to evaluate financial statements and track/follow restricted funds/grants. Executive Management meets regularly to reviews agency programs, including RSVP. Through this multi-disciplinary team, RSVP operates at the highest level of competence.

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Other

N/A

PNS Amendment (if applicable)

N/A