

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/18/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR144205	4. DATE RECEIVED BY FEDERAL AGENCY: 10/18/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Otsego County United Way DUNS NUMBER: 830152880	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Peter Amar															
ADDRESS (give street address, city, state, zip code and county): 116 E 5th St Gaylord MI 49735 - 1270 County: Otsego	TELEPHONE NUMBER: (989) 732-6232 16 FAX NUMBER: (989) 732-8080 INTERNET E-MAIL ADDRESS: pete@otsegounitedway.org															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 237156104	7. TYPE OF APPLICANT: 7a. Non-Profit 7b.															
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION      B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: RSVP of Otsego County															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Otsego County, Michigan (Michigan Opportunity #1 in Appendix A, Part 1 of the 2013 RSVP NOFO)	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 04/01/13      END DATE: 03/31/16	14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="MI 001"/> b.Program <input type="text" value="MI 001"/>															
15. ESTIMATED FUNDING: Year #: 1	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 38,251.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 67,678.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 17,049.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 48,178.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 2,451.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 105,929.00</td></tr> </table>	a. FEDERAL	\$ 38,251.00	b. APPLICANT	\$ 67,678.00	c. STATE	\$ 17,049.00	d. LOCAL	\$ 48,178.00	e. OTHER	\$ 2,451.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 105,929.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 38,251.00															
b. APPLICANT	\$ 67,678.00															
c. STATE	\$ 17,049.00															
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e. OTHER	\$ 2,451.00															
f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 105,929.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Lorraine Manary	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (989) 732-8929 14														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/18/12														

## **Narratives**

### **Executive Summary**

An estimated 324 RSVP volunteers will serve. They will provide non-emergency medical transportation (NEMT) services, distribute health insurance benefit information, conduct evidence-based health education programs (including ones offered specifically at a regional Veterans Transitional Housing Community located in our area), leverage in-kind resources by supporting area blood drives and our food pantry, assist in disaster preparedness activities, help adult learners to prepare for their GEDs, and support the community through numerous "other community priority" volunteer projects. These activities will be accomplished through a network of approximately 50 volunteer placement sites. Examples of organizations where the volunteers serve include the Otsego County Commission on Aging, Patriot Place, the American Red Cross, the Otsego County Food Pantry, and a multitude of "community priority" agencies such as the Otsego County Historical Society and Gaylord High School's Gornick Auditorium. The primary focus area of this project is Healthy Futures. At the end of the three-year grant, the anticipated outcomes include annually providing NEMT services to 70 clients, distributing health insurance benefit information to 150 people, conducting health education programs for 120 individuals (including a target veterans group), supporting numerous drives that collect 500 units of blood, and providing GED tutoring services to 25 adult learners. The CNCS federal investment of \$ 38,251.00 per year will be supplemented by \$ 67,678.00 in annual state, local and in-kind support.

### **Strengthening Communities**

Otsego County is located in Michigan's lower peninsula about 250 miles north of Detroit. It is a very rural area. According to the 2010 U.S. Census, our county has a total population of 24,164 spread out over 515 square miles. This results in a population density of 47 people per square mile. The U. S. Census "QuickFacts" indicate our per capita income is \$22,568 (2010 dollars); approximately 10% lower than the state figure. Residents 65 and older comprise 17% of our population. This is 3.2%

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higher than Michigan overall. At 11.2%, veterans are also more concentrated in our county than the state average of 7.4% of the population. "Healthy Futures" is the Primary Focus Area for this RSVP grant application. Within that overall high-impact area, emphasis will be placed upon the "Aging in Place" H8 and "Access to Care" H2 and H4 output areas.

"Aging in Place" H8: Non-emergent medical transportation (NEMT) is an ongoing unmet need in our area, as it is throughout the country. The National Center on Senior Transportation issued a 2010 report entitled "Transportation: The Silent Need -- Results of a National Survey of Area Agencies on Aging". The Preface elaborates on the report's title in the following way: "It is a silent need that a lot of individuals feel shame in sharing...because who wants to admit...that you have no means to travel?"

The report looked specifically at volunteer based driver programs. It notes: "Volunteer programs are more likely to be available in urban (60%), suburban (63.8%), and mixed (56.1%) areas than in communities identified as rural (42.2%). Considering that volunteer programs often expand access to transportation services, the more limited use of volunteers in rural areas, where there are likely to be fewer transportation options anyway, underscores the challenge of ensuring rural seniors access to essential services and community activities." (page 12). Given our rural nature, Otsego County's non-emergent transportation needs fall into two categories, local and long-distance. We are fortunate to be the home of Otsego Memorial Hospital (OMH) and numerous physician specialty practices. However, OMH's 5 bed ICU; 29 bed general med-surg unit; 4 birthing center suites and 34 bed skilled nursing facility is clearly not capable of addressing all our residents' health care needs. Many scheduled out-patient services and doctor's visits occur at two regional hospitals. McLaren-North is located 45 miles north in Petoskey, MI; while Munson Medical Center is 70 miles west in Traverse

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City, MI. The statewide network of specialty/teaching hospitals and health care practices stretches almost 250 miles south to Detroit, Ann Arbor and Grand Rapids.

RSVP of Otsego County has worked for many years in close partnership with the Otsego County Commission on Aging (OCCOA) to address non-emergent medical transportation need. OCCOA serves as the intake point for county residents requiring medical transportation assistance.

Additionally, as detailed in the budget narrative portion of this grant application, they allocate significant local millage funds to assure the service is a reality. For its part, RSVP has recruited and supported a core group of volunteers willing to provide these transportation services. Once OCCOA accepts a referral, it is then directed to our RSVP program coordinator. She then works a delicate jigsaw puzzle, matching these client requests to the available volunteer drivers. For calendar year 2011, 1,630 requests were received and 1,325 completed transports accomplished. These services were provided to 82 unduplicated clients by 65 unduplicated volunteers logging 2,816 volunteer hours. For 2012, the year to date figures indicate 1,249 requests for 59 clients with 988 completed transports provided by 54 volunteers. At this time we project maintaining a core group of 60 RSVP volunteers to provide these NEMT services.

Unlike many rural areas, Otsego County is also very fortunate to have a countywide public transit system, the Otsego County Bus System. It includes demand response transportation services; and works very closely with local senior service agencies in providing in-county services. One limitation the bus system faces is the inability to navigate some of the very bumpy rural roads in our community.

A new partnership is also being developed between OCCOA, RSVP and the bus system. The plan calls

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for the ongoing utilization of RSVP volunteers to directly transport clients already "in the system"; but to increasingly rely upon the transit system for in-county NEMT transportation services for newly referred clients. This approach is in part being implemented as a cost savings measure; while also assuring adequate funds remains to support the out-of-county NEMT services which our local transit system is not able to provide. Given the frail nature of these elderly individuals, RSVP will begin recruiting new volunteers specifically to serve as NEMT transit companions to assure these rides are successful. At this time, we project ten new volunteers in this service category.

"Access to Care" H2: The Otsego County Commission on Aging has a very active Advocacy Department. Its mission is to provide compassionate and confidential assistance and support to older adults (and/or their caregivers) who are dealing with various life issues. One of their primary focus areas is health insurance, and associated questions regarding access to care and benefit coverage.

A "real time" example of their work took place on Monday, October 8, 2012 when OCCOA hosted an important meeting, "Medicare Part D Updates" for the county's older adults and caregivers. The meeting provided an overview of the numerous options and choices beneficiaries should consider during the current Medicare enrollment period taking place from October 15th through December 7th in order to assure themselves of the most appropriate prescription coverage for their particular circumstance. Underscoring the need for additional resources to assist in this area, the OCCOA Advocacy staff are virtually booked up for the entire 8 week open enrollment period. Only a handful of time slots remain for them to assist seniors one-on-one in understanding their options.

The OCCOA Advocacy staff also head-up the Medicare/Medicaid Assistance Program (MMAP). This is a free, health-benefits counseling service for Medicare and Medicaid beneficiaries and their families

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or caregivers. MMAP's mission is to educate, advocate, counsel and empower people to make informed benefit decisions. (On the national level, these programs are called State Health Insurance Assistance Programs (SHIP). MMAP is Michigan's SHIP.) OCCOA typically receives 60 MMAP assistance requests per month. During the annual Medicare open enrollment period this figures doubles to 120 per month.

Currently two RSVP volunteers support the OCCOA Advocacy staff and MMAP. Working in concert with the Advocacy staff, RSVP will begin recruiting new volunteers. At this time, we project ten new volunteers in this service category.

"Access to Care" H4: OCCOA is involved in several health education program initiatives which RSVP is planning to provide volunteer support to. While we realize specific program content areas may evolve during the 3 year grant cycle in order to address changing community needs, both OCCOA and RSVP are committed to providing evidence-based programs. Specifically, these educational offerings will feature a variety of programs licensed from the Stanford University Patient Education Research Center.

One such program is "A Matter of Balance". The CDC (Centers for Disease Control) notes that falls among older adults (age 65 and older) are a growing, major health concern. According to research studies cited on their website, over one in three older adults fall every year. Falls are also the leading cause of injury deaths among this same population group and have significantly risen over the past twelve years.

The need to address this health threat within the older adult population has become an increasing concern, not only for the CDC, but also for those working in the entire aging network. Within Otsego

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County, falls by older adults are common and the resulting consequences have pointed to the need for the Otsego County Commission on Aging to provide information and programs that are targeted at reducing them.

A Matter of Balance consists of a series of eight weekly sessions. Program participants learn to: View falls as controllable; Set goals for increasing activity; Make changes to reduce fall risks at home; and Exercise to increase strength and balance.

A second such offering is "Living Well with a Chronic Condition". The 6 weekly sessions are designed to help people better manage the chronic conditions they are living with. Such conditions include, but are not limited to, arthritis, COPD, high blood pressure, back pain, allergies, and hearing impairment.

"Access to Care" H4 Output with a V1 (Veterans receiving CNCS-supported assistance) Target Population: Otsego County is home to "Patriot Place". A program of Goodwill Industries of Northern Michigan, it opened about 18 months ago. It is Northern Michigan's only Veterans Transitional Housing Community for veterans who are experiencing homelessness and primarily serves a 20 county region. Unlike a temporary emergency shelter, veterans in need have the opportunity to live independently with support services at Patriot Place for up to two years. It consists of four duplex housing units and at any given time 24 male veterans can be housed.

Patriot Place, in partnership with MSU (Michigan State University) Extension, has begun offering a series of workshops designed to help participants improve their health and feel better. PATH (Personal Action Toward Health) is a series of 6 weekly sessions. Topics include learning how to better manage symptoms; communicating better with your doctor and health care team; and learning from others

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who also have ongoing health problems.

Within these H4 Access to Care objectives, RSVP of Otsego County anticipates placing ten new volunteers at the OCCOA and Patriot Place volunteer stations during the 2013 through 2016 grant cycle for which we are currently applying.

### Recruitment and Development

RSVP of Otsego County has been in existence for 31 years. During that time, it has developed a significant positive presence in our community of 24,000. For many years, we have maintained an RSVP volunteer corps of about 400 members. Simply put, that is an extremely high penetration rate for a population base our size. By comparison, Michigan Opportunity #2 contained in this FY2013 RSVP NOFO represents a nearby area of northern lower Michigan; while it has a population of just over 38,000, its volunteer corps numbers 130.

It is therefore particularly important within this narrative section and the subsequent "Program Management" one, to talk both about what has historically worked as best practices for volunteer recruitment and development but also what we will need to do differently in the future as we work towards the new parameters and guidelines embodied within this 2013 RSVP Notice of Funding Opportunity. That balance between past, present and future activities was even noted at our annual volunteer recognition dinner held on Thursday, September 27, 2012. The theme of this year's event was: "Treasures from the Attic: Honoring Our Past, Building Our Future".

Historically, one of our most effective volunteer recruitment tools has been word of mouth. This has taken two avenues: first, involved RSVP volunteers encourage their friends and neighbors to join; second, our stations refer individuals already volunteering at their organizations to join RSVP when

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eligible in order to reap the additional support, training and recognition we can offer to them.

While these strategies will no doubt remain, they also present a challenge under the new CNCS guideline that no more than 30% of an RSVP program's unduplicated volunteer count may be in local community priorities. This is because a number of our most active stations (for example our local historical museum, OCCOA's "Alpine Kitchen Band", and Senior Citizen Housing Association bingo volunteers) fall squarely in the local community priorities category. Moving forward, RSVP staff will need to actively work with all of our volunteer stations to assure that more targeted volunteer recruitment aligned with the CNCS focus areas takes place.

Otsego County has three primary media outlets. In print, these are the Gaylord Herald Times, a twice weekly newspaper; and the once a week "Weekly Choice". RSVP regularly has articles and information in both these publications. On the broadcast side, Eagle 101.5 is the local radio station. Their weekday morning format features community organization updates from 6 to 10 am. Every other Monday at 8:30am is our RSVP timeslot when we welcome new members, share upcoming volunteer opportunities and talk about news of note. Crafting more targeted recruitment messages to disseminate via these media outlets will be an important shift in focus. These efforts have already begun, and will be ongoing during the three year grant period.

A new recruitment avenue will be to utilize the Otsego County United Way website (our sponsoring agency) and it's associated "constant contact" messaging system to effectively outreach to the community. These will be initial steps towards developing a social media presence to communicate with our current RSVP volunteers who are technologically savvy; as well as recruiting new, younger volunteers.

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Developing relationships with our volunteers is a critical key to volunteer retention. The RSVP staff are in frequent contact with volunteers, particularly through phone calls. This allows us the opportunity to touch base and keep apprised of issues (e.g. health status, etc.) which might affect their volunteer service. It is also a means to inform them of upcoming volunteer opportunities and monitor their experience at both long-term and short-term assignments.

Our RSVP office is conveniently located at the Otsego County United Way building in Gaylord, MI. Our two person staff shares an office. This greatly facilitates our ability to maintain our finger on the pulse of our volunteers feelings towards their work and the organization. We strongly encourage an open door policy and many volunteers frequently drop by to touch base.

Three formal recognition events typically occur each year. In addition to our annual recognition dinner, a "spring luncheon" is held in May and a "holiday breakfast" in December. RSVP also sends birthday cards out to the volunteers; as well as special thank you notes, "get well", sympathy and "thinking of you" cards when appropriate.

RSVP staff work closely with the volunteer stations to assure each volunteer receives the training and support necessary to be successful in their assignments. Particularly as we recruit new volunteers for the H4 and H2 activities described above, we will work closely with station staff to assure all required topics and procedures are covered.

National Performance Measure Outcome Work Plans: As detailed in the "Strengthening Communities" narrative section above and our grant application worksheets, RSVP of Otsego County

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will assign both the Non-Emergency Medical Transport and Companionship volunteer activities to the CNCS National Performance Measure linked pair Output H8 and Outcome H9. Given our overall proposal goal of 324 volunteers, RSVP is confident this approach will exceed the new CNCS standard that at least 10% of our unduplicated volunteers will be involved in National Performance Measure outcome work plans. In fact, with approximately 70 volunteers assigned to these two services, we anticipate 20% of our volunteers to be thus assigned.

### Program Management

RSVP of Otsego County maintains close working relationships with each of our volunteer stations. This is accomplished through several approaches. Memorandums of Understanding are reviewed annually. This assures each station is in compliance with RSVP program regulations and not engaged in any prohibited activities. Our staff is also in regular contact with the volunteer station supervisors and respond to any questions or concerns that might arise. This is accomplished via phone calls and on-site visits. In addition, Otsego County has a well-established network of inter-agency collaborative initiatives. As a result, RSVP staff often interact with volunteer stations at various community meetings. Working interdependently has become a cultural norm in our community. These close ties enhance RSVP's ability to effectively manage our program. Respectfully, this approach holds true regardless of whether a volunteer station falls within our CNCS Primary Focus Area or not.

Assuming RSVP of Otsego County is successful in the 2013 RSVP grant competition, one of the biggest challenges we will face is the "graduating" of both volunteers and volunteer stations in the following three years. As noted above, historically we have maintained a roster of about 400 volunteers. According to the "Michigan Opportunity #1" details in Appendix A, Part 1 of this NOFO, the 100% unduplicated count for this grant application is 405 volunteers. In preparation for this application, the RSVP Program Director did a review of all our volunteers and conducted an initial

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assignment of them to the various CNCS priority areas, capacity building or community priorities. He also conducted a review of our 70+ volunteer stations. That review yielded several results.

First, almost 50% of our current volunteers are most appropriately assigned to the community priorities category. Second, over 40% of our volunteers are age 75 and over; with 10% being age 85 and over. Third, our RSVP's 31 year presence in the community has led to the establishment of numerous "community priority only" volunteer stations.

This analysis has led to the conclusion we must utilize the option to "...support at least 80% of the number of volunteers listed..." in Part 1 of Appendix A for this funding opportunity. Given the stringent criteria requiring at least 25% unduplicated volunteers in a primary focus area but no more than 30% in community priorities; coupled with our relatively small total population of 24,000 to recruit from we see no other option. Therefore, this application reflects a target of 324 unduplicated volunteers.

We are grateful that the grant allows us three years to achieve this "right-sized" group of volunteers. While a "graduation" plan will not formally begin implementation until April 1, 2013, some initial steps have already been taken. First, there has been close consultation between the RSVP staff and the Otsego County United Way Executive Director and Board of Directors as our sponsoring agency regarding this situation. Second, we have shared information with key community partner agencies regarding the CNCS parameters and criteria for volunteer assignments and sought their input. Third, an initial article has appeared in our bi-monthly RSVP newsletter to inform all of our volunteers that new guidelines are on the horizon. Fourth, planning is underway with the Volunteer Center, another program sponsored by the Otsego County United Way. Our goal is to transition as many interested "community priority" RSVP volunteers and volunteer stations as possible over to the Volunteer Center.

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Most of the RSVP volunteer stations also have MOUs in place with the Volunteer Center. This should allow for a relatively smooth transition for both the affected volunteers and stations; one which continues to value and recognize the unique contributions of all volunteers in making Otsego County a special place in which to live. Finally, as noted above, the RSVP staff is developing more targeted recruitment tools and messages to place greater emphasis on the CNCS priority areas in the months ahead.

The RSVP staff will work in close conjunction with our volunteers, the volunteer stations and their clients to assure that CNCS national performance measure outcomes and outputs are collected as necessary in our various work plans. Similarly, the RSVP Program Director works in close conjunction with the United Way Executive Director to assure the effective utilization of our project's local, state and federal funding streams.

### **Organizational Capability**

Otsego County United Way (OCUW) has been the sponsoring agency for RSVP of Otsego County since 2007. OCUW has been in existence for over 40 years and has a proven track record of community partnership and collaboration. It was selected in 2011 as the "Alpenfest Honored Industry". This is a singular honor bestowed annually by our regional Chamber of Commerce upon a local business or organization in recognition of their important contributions to the community.

OCUW's Board of Directors is a diverse group of 12 business and community leaders. All are committed to the agency's mission: "Uniting volunteers and mobilizing resources to improve lives by supporting effective programs addressing community needs in Otsego County."

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OCUW's Executive Director is Lorraine Manary. Lorraine has a Master's Degree in Organizational Management and twenty years of experience convening and facilitating both consumer led and community driven initiatives. Focus areas have included early childhood services; collaborative funding projects; community level strategic planning; and housing and homeless issues.

OCUW employs two full-time individuals to staff the RSVP program. Ms. Lisa Smith is the Program Coordinator. Her primary responsibilities include coordinating the medical transportation volunteer project in conjunction with the Otsego County Commission on Aging; planning volunteer recognition events and activities; facilitating the day-to-day office management activities; and maintaining volunteer records and statistics utilizing both paper file and electronic data base management tools. She has worked for the program over 5 years and is well known and respected by both the volunteers and our community partners.

The RSVP Program Director is Peter Amar. He has his Master's Degree in Social Work with an emphasis in program development and community organizing. He is responsible for all professional activities related to the development, management and operations of the RSVP program under the supervision of the OCUW Executive Director. Although recently hired as the RSVP Program Director, Mr. Amar has worked and lived in Otsego County for over 20 years. He brings to the role an existing professional network that included the majority of our RSVP volunteer stations.

Currently the Otsego County United Way Board of Directors receives monthly RSVP updates and provides community input to the program. One of the initiatives Mr. Amar will undertake during the new grant cycle will be to establish an even more inclusive community participation group to serve as

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an RSVP Advisory Council.

OCUW brings sound programmatic and fiscal oversight to RSVP as its sponsoring agency. It provides all necessary facilities, equipment and supplies to assure sound operation of the program. The agency has well established internal policies, purchasing procedures and personnel management provisions in place to assure smooth operation of the project.

OCUW has five years of experience managing the federal, state and local funds associated with the RSVP program. It has established procedures and systems in place to effectively track and report on the programmatic and fiscal aspects. Staff have experience working through e-grants and the federal payment management system; as well as the counterpart systems established by Michigan's Office of Services to the Aging.

Finally, as documented in both the earlier sections of this narrative and the budget sections below, the Otsego County Commission on Aging has historically been a strong supporter of our RSVP program. They currently allocate over \$48,000 in local millage dollars per year to the program. This represents almost 50% of our annual program budget. In addition, Otsego County United Way provides both in-kind space and administrative support to the program's overall operation. We have every indication these supports are ongoing, long-term commitments to the success of our project.

### **Other**

No other at this time.

### **PNS Amendment (if applicable)**

Not applicable.