

# Narratives

## Executive Summary

RSVP of Ingham, Eaton and Clinton Counties will continue to meet needs in the areas of education, healthy futures, economic opportunity, environmental stewardship, and disaster services. An estimated 400 volunteers will serve the tri-county area. In the primary focus area of education, 100 volunteers will be working with children and youth in local schools during the school year and working with K-5th grade students in a summer learning camp in a program called "learning Pals" to improve school attendance and academic performance in reading and math. In the area of healthy futures, 60 volunteers will be working with homebound individuals and their families by providing transportation, companionship, respite, and food delivery to improve social support, as well as nutritional and health status, an additional 40 volunteers will work in the health care and other systems by providing information and support in medical settings; and organizing and distributing food at the local food pantries to increase food security. Those who are homeless and who live in substandard housing will be assisted by 20 volunteers who provide assistance in shelters and at Habitat for Humanity under the focus area of economic opportunity. One of the tri-counties most important resources in the River Walk; 30 volunteers will serve on the 13 miles of the River Walk Trail to monitor the trail and report major problems that need attention.

The CNCS federal investment of \$325,302 will be supplemented by \$193, 443 form other sources.

## Strengthening Communities

The three county areas surrounding the capital of Michigan have a population of nearly half a million. One quarter of the population lives in the City of Lansing while the rest is evenly distributed in the areas surrounding Lansing. The City of Lansing has neighborhood network centers that provide a focal point for neighbors helping neighbors while many other neighborhoods have organized neighborhood watches. The demographics of the three county areas are:

- \* Minorities constitute 35% of Lansing's population.
- \* 14% of residents in surrounding area are minorities of varying cultures.
- \* 13,000 refugees from 100 countries have settled here in the last 25 years.
- \* 10% of the population is over 65 years of age.
- \* One in five people over age 65 have a mobility issue.
- \* 15% of the older population receives services from the local area Agency on Aging.

According to the local Chamber of Commerce, the Lansing area's population is highly educated (75% have higher than a high school education); however, there is a strong blue collar community due to

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the location of the automotive industry. Most of the factories have been torn down but General Motors constructed a new plant which builds the Cadillac ATS, the number one car of 2013. Even though we have this new plant, the closing of the other plants had a ripple effect on supporting businesses. Many went out of business--from local restaurants and bars to businesses that provide parts for the cars. These closings significantly raised the unemployment rate. The national unemployment rate, according to the U.S. Bureau of Labor Statistics for November of 2012, is 7.9%. Michigan's unemployment rate is 8.9% and the local rate is 8.2%. The local rate is higher than the national rate, and this is reflected locally in the demands of non-profits that provide food, clothing and shelter. The City of Lansing Department of Human Relations & Community Services has taken to distributing food to residents one Saturday of the month as the food banks cannot keep up with demands. We have one of the best developed educational networks in Ingham County with 23 K-12 school districts serving 72,000 students. Lansing School District (LSD), according to their web site, has an enrollment of 12,481 students. In the last ten years, like other schools in the district, LSD has struggled with enrollment, funding, test scores and graduation numbers--making it at risk, seven Lansing schools were named as priority schools based on scores in 2011-2012. To make the situation even worse, LSD has lost over 4,000 students to charter schools. LSD school system qualifies for free breakfast and free lunches for all their students under the U.S. Department of Agriculture's program Community Eligibility Options (CEO). Schools that are designated at risk and have enrollment of 50% low income students can serve free meals to all their students regardless of whether parents can pay or not. In addition to meals, the school is being asked to provide for the students, they are also helping with clothing and shelter--the basics that students need to be ready for school. Currently, LSD has 500 students that are homeless -- living in cars or homeless shelters.

In the last few years, LSD has had low scoring schools, especially one high school and one middle school. Two years ago, these two schools had the following options because their low scores: (1) They could fire the principal of the two schools and replace half of the teachers, (2) They could fire the principal and all the teachers, or (3) They could close the school. RSVP of Ingham, Eaton and Clinton Counties was on the school improvement team (SIT) of the middle school that was on that priority list. SIT compiled a plan to respond to the state to get the school back on track. The school administration, along with the school board decided to reassign the principal to a different school and changed the school from a middle school to a K thru 8th grade school.

On August 20th of this year, the Michigan Department of Education introduced a new system for holding schools accountable under the federal "No Child Left Behind" Law issuing scorecards for every

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school and district. This new system is an intuitive color-coded system that assigns one of five colors-green (85-100%), lime green (70-84%), Yellow (60-69%), orange (50-59%), and red (under 50%). The color green is the best and means that the goals were met, while red is the worse meaning a school met few goals and needs intervention. The schools are graded by a point system that they amass: two points for each goal met, one point demonstrating improvement, and no points if goal is not met. One of the biggest changes in the accounting system is the way the goals are set. Instead of the former No Child Left Behind practice of expecting all schools to meet the same academic goals, Michigan's superintendents have set individual goals for each school and district with the expectations that they will show incremental growth over the next ten years. With this new rating system, four school systems in the tri-county area achieved red; LSD was one district which had all three high schools, and three elementary schools rated red and were placed in the bottom 5% of schools in Michigan. Additionally, five school districts received orange while the rest fell into the middle rating (yellow). In interviews on local television stations, the LSD superintendent, Yvonne Caamal Canul, was asked about the high schools being rated red and in the bottom 5% of the state. She said that "She wasn't surprised as they were rated a priority school all ready." When asked further about the high schools, she remarked that she would close them before the state took them over. She also said that LSD is doing everything possible with the resources that they are given.

For some years now, state funding for schools has been reduced or flat lined forcing major cuts for resources. For example, LSD has closed many local neighborhood schools and consolidated grades in the remaining buildings. The classroom sizes now range from 20 to as high as 35 students per room. Art, music and physical education teachers for the elementary schools were eliminated and these subjects are being taught by the classroom teacher. Changes also eliminated some specific programs that helped parents work with their children. Even with the reorganizing of the grades in the different schools, LSD still continues to have schools where over 80% of students come from economic disadvantaged homes.

Due to the acute need our community experiences in regard to education, our primary focus will be in the education domain. Our volunteers will help elementary and secondary school students succeed in school in grades K-12. They will support activities that will help keep the student in school. These activities will be determined by each individual teacher and coordinated by LSD Community Outreach specialist. At the beginning of the school year, the Community Outreach specialist will be sending a survey out to all the teachers in the district asking how volunteers can help in their classrooms. These activities will range from working with the students in math, reading, or other subjects targeted by the

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school. Volunteer activities will help strengthen their academic abilities so they can succeed in school and test scores improve. Examples of these activities include developing tools including worksheets for the students, providing assistance in test preparation, and working one-on-one with students.

RSVP has a program called "Learning Pals" where volunteers come into the school and work with students that need help in subjects determined by the teacher. The RSVP office was housed at a middle school for the last six years and was very involved with the students including serving on the School Improvement Team, being chaperones for career days, assisting with afterschool activities, and special events. RSVP volunteers also raised money and remodeled a classroom. This past summer RSVP hosted a learning camp in collaboration with the LSD and Foster Grandparents where math, reading and cursive writing were taught. We had an average of 21 students a day. At the end of the 8-week camp, there were two students who had perfect attendance. On the last day of camp, we had at least one family member attend with every child at the camp. On the end of camp survey, every parent said they would bring their children back next summer. We are planning to continue this successful program in coming years.

The staff of the RSVP program recognizes the importance of performance measurement and already collects common output data such as volunteers and people served. Worksheets will be modified to include new performance targets such as children or adults served, miles of trails improved, etc. RSVP uses the Volunteer Information System (VIS) maintained by the Michigan Office of Services to the Aging. Trained

staff enter data on a monthly basis as time sheets come into the RSVP office. The VIS system has the ability to generate reports as needed. In addition, the RSVP program does impact measurement directly tied to the services offered at volunteer stations and the inclusion of the corporation performance measures into the pre-existing framework can be easily accomplished. RSVP can easily meet the 10% criteria for outcome measurement since the primary focus area of education represents 25% of RSVP service and data collection is already ongoing for that activity.. Outcome measurement will also be implemented with Healthy Futures activities that support those aging in place and their caregivers.

If funded, RSVP of Ingham, Eaton and Clinton Counties would expand the "Learning Pals" program to reach more schools, and more children and youth. New activities will be planned to meet CNCS performance outcomes related to reading and math improvement. Activities with high school students will also focus on keeping youth in school to successfully graduate from high school. Output measurement will include the number of students helped by volunteers, number of students who

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completed their grade and transitioned to the next academic level, improvement in class performance and attendance. RSVP will continue to use pre/post tests where appropriate to determine if learning goals have been met. In addition, teachers will be asked to complete performance assessments of students identified for the "Learning Pals" program. Teachers will also be asked to evaluate the volunteers who are assigned to work with their students. Data will be entered into a database and analyzed by So What Evaluation.

Other focus areas where RSVP of Ingham, Eaton & Clinton Co serves are Healthy Futures where volunteers do a variety of activities from: delivering meals to home bound seniors, transporting rural area seniors to meal sites and/or medical appointments where there is no public transportation. They have been doing these services for over twenty five years. Volunteers are doing respite, friendly visiting with the homebound, low income seniors and helping in an Adult Day Care that serves low income families who cannot afford to pay for day care.

Environmental Stewardship is another focus area of service. RSVP volunteers patrol and maintain the river trail that starts at the Grand River and follows other smaller water ways that meet in the City of Lansing and continues to East Lansing through the Campus of Michigan State University. The City of Lansing just was given a two million dollar grant to extend the River trail south to a town of Holt. Volunteers are also active in Disaster Preparedness. RSVP has volunteers who work in disaster drills for the local Emergency Operation Centers to the local health department drills. They are trained to provide support for public safety, fire, public health and emergency management systems.

RSVP of Ingham, Eaton and Clinton Counties also has the goal of working more closely with veterans and their families. Many veterans currently volunteer with RSVP, and they are very effective volunteers, especially in the areas of public safety, and disaster preparedness. RSVP Volunteer Coordinator is a retired veteran as he served in the Marines. Janet Clark, the RSVP director, already has built effective relationships with many organizations serving veterans including the Area Agency on Aging, Sparrow and McLaren Medical Centers, and the Red Cross. Outreach will be made to the Lansing-based Joint Forces Command of the Michigan National Guard to develop programs that will benefit the children of soldiers on active duty.

### **Recruitment and Development**

High quality volunteer assignments are generally a product of collaboration with other agencies. In order for RSVP to be a program in touch with the community, RSVP staff has to keep informed of what the community needs are. This means keeping up with local news in the media. It also requires keeping active in the community by belonging to service clubs; sitting on committees, advisory

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councils, and boards; and/or attending community meetings. We need to be constantly reflecting how RSVP volunteers can be part of the solution for community needs.

In the last 20 years, RSVP has been active with the Lansing School District (LSD) on several different projects. One of the largest was a program called "Citizens to Track Truants" (CUTT). LSD had an acute problem with truancy with an absentee rate of 25%. On any given day, over 2,000 students were absent. This translates in major funding loss for the school district and low test scores as the students are not in class to learn.

The CUTT project was a collaboration between Lansing Police Department (LPD), Lansing School District (LSD), and RSVP. CUTT had pairs of RSVP volunteers driving the school district in a marked car looking for students skipping school. Volunteers would call the police and the school truant officer and report the description of the student/s and where they were located. Each had a part of the project; LPD provided the training, and furnished the car, radios and shirts; RSVP recruited, scheduled and helped with training; while LSD had the truant officer. The program was successful as it got the students off the street and the city residents were able to walk in their neighborhoods again. The program received awards and recognition in the community. With the change in administration of both LSD and LPD, the program suffered significant cut backs; now with a new administration, there is strong talk about bringing it back, and a fourth partner will be added- the family court system. This will bring in the parents and with possible plans to use the volunteers as mentors for students and their parents.

We have strived to make high quality volunteer assignments that recognize volunteers have great skills when they come to the office and ask to be placed in a volunteer assignment. We try to learn about the volunteers and place them in assignments that make the best use of their skills. This is done with the information on the volunteer registration form that each volunteer fills out. Our registration form gives a brief overview of the volunteer skills, work history, likes and physical limits. Many of the volunteers have limitations that are not physically seen but need to be addressed so their assignments are successful for both the volunteer and the sites. We also require a consent form to allow a background check from the Michigan State Police ICHAT.

Since our primary focus area is education, we will encourage the volunteers to participate in the Foster Grandparents (FGP) in-services each month, especially when we have presentations related to working with children and families. In addition, for those volunteers working in respite and friendly visitation we will ask them to participate in training provided to our Senior Companion Program volunteers. We know from experience that having RSVP volunteers with FGP volunteers works well.

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We held a Fun Learning Camp at our school this summer where RSVP volunteers were the leaders of the class and the FGP volunteers were part of the teams that worked with the campers (students). We know from past research that the many volunteers hear about our program through word of mouth from friends or family members. We encourage volunteers to bring their friends into the program and will initially place new volunteers with volunteer mentors. We try to provide assignments for new volunteers that expose them to other volunteers so they quickly meet and feel comfortable with the wide range of volunteers in our program. We know that those first volunteer experiences must be positive to keep volunteers interested and involved. We also know from our volunteer surveys that many volunteers are looking for expanded social contacts, as well as a way to give back to the community.

Additionally, recruitment will be done by the way of announcements in all forms of the media, talking to neighborhood organizations, flyers, public service announcements, doing speaking engagements, and being present at community events. For those who are volunteering, we would have them wear our message on t-shirts to come join us in helping meet the needs of the community by volunteering with RSVP. RSVP has a good working relationship with Blackmen Inc., the Black Caucus, several black churches and the Hispanic community. Representatives from these organizations serve on our Advisory Councils and Board of Directors. RSVP staff is made up of nearly 50% minorities. Our agency does not discriminate and obeys the federal guidelines. It has a strong rule against discrimination regardless of race, gender, religion and sexual preference.

We have many veterans in our ranks of RSVP volunteers. We try to find assignments that honor their service and utilize their special talents. For example, our volunteers have worked with disaster preparedness projects where experience with command structure and logistics is invaluable. They have been effective in sharing their experiences and improving situational planning. We hope to expand our volunteer network by providing more opportunities that interest our veteran population. One way we do this is providing opportunities that allow veterans a chance to socialize and get to know each other as they work together.

We have a strong belief that all people, regardless of disability, have something to give. We provide many different types of volunteer activities that can include everyone. For those with mobility challenges, we provide opportunities at the RSVP office that can be accomplished while sitting. These volunteer activities often provide a social opportunity when we bring in people to work together. For those volunteers that are homebound, they can work in their homes, knitting mittens, hats, lap robes, and other useful items. We also have a very active program with wooden toy construction for

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children from low income families. Volunteers with mobility challenges can also work well with children in mentoring and tutoring roles.

Recognition comes in several forms. Ask any volunteer what they like in recognition and they will say they most appreciate a simple thank you from the site when they have done a good job. RSVP's role is to encourage the sites to remind them to say "thank you" to the volunteers. We also encourage the sites to provide recognition to the volunteers and many of them do include them in their special events. RSVP offers t-shirts to wear when they volunteer as well as name tags. We celebrate what they accomplish during national Senior Corps Week by traveling on a LSD school bus stopping at different sites -thanking the sites for allowing them to volunteer. It always ends up that the sites thank the volunteers. The trip ends at the City Council with the volunteers presenting a check for the value of the hours that they have contributed for the year. The Council honors them with a proclamation recognizing their accomplishments. The evening ends with a dinner at a local restaurant.

We are in the process of redesigning our web page to feature the volunteers and of the service they perform. We will also be expanding our use of social media. We hold a summer picnic, a holiday open house and a volunteer breakfast every year. Every five years we hold a formal recognition for the volunteers.

### **Program Management**

When a new site requests help from RSVP, the RSVP Director talks with the site's administrator to find out what they need in volunteers. At this meeting, the RSVP Director makes the decision whether the project fits into the CNCS six areas that RSVP volunteers can serve or is it a community need that has measureable outcomes. If the request fits than the discussion goes into more detail about RSVP. The site is informed of what RSVP can do in the way of volunteers, and what the steps that needs to be taken such as signing a Memorandum of Understanding that lists what each party is responsible and who will oversee the volunteers. The request is then forwarded to our volunteer coordinator, Tom Ebaugh. He will see that site gets the MOU to sign, answer if questions come up and help the site with a written job description and the number of volunteers needed, dates, times and place with all this information recorded on a form that he can use as a reference. He would use "One call now" (a system that Tom can send out a message to our volunteers in a few minutes like a robo call) to recruit if the request is a large number of volunteers or he can make personal calls to volunteers who expressed an interest in the assignment on their registration form. If the request calls for a certain skill that we don't have in our membership, then he will send out a PSA to local media asking for volunteers with those skills. It might entail going to speak to some community groups. Tom will keep

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in touch with both the volunteers and site to see that everything is going well. He can make adjustments, if the assignment doesn't fit the volunteer.

If the site's request for RSVP doesn't fit than we do try to suggest other places to get help for volunteers. We work with other groups in the community that we can suggest such as our University and/or local colleges that have volunteer groups. The RSVP Advisory Council is kept informed about the new station and their request for volunteers. If there is a problem then the Advisory Council can make suggestions on how to solve the problem.

The Memorandums of Understanding (MOU) are the agreements between RSVP of Ingham, Eaton, and Clinton Counties and the station. The station supervisor is asked to complete the following on the front of our MOU: Public Agency, Private Non-Profit Organization, Proprietary Healthcare Facility, or Faith-based There is a listing for RSVP Station Responsibilities: The station (1) Makes the final decision on assignment of volunteers, (2) Implements orientation, in-service instruction or special training of volunteers, (3) Furnishes volunteers with any materials or transportation required for assignments, (4) Provides for adequate safety of volunteers, (5) Collects and validates (sign) appropriate volunteer reports for submission to RSVP, (6) Investigates and reports accidents and injuries involving volunteers to RSVP (7) Discusses assignments with individual volunteers referred to RSVP and provides written assignment to volunteers, with a copy to the RSVP Program, (8) Provides supervision of volunteers on assignments, (9) Provides public liability and automobile liability insurance, as appropriate, (10) Supplies in-kind vouchers to RSVP to verify support when meals, recognition, transportation or training have been provided to volunteers, (11) Validates (sign) monthly volunteer timesheets submitted by RSVP volunteers to verify hours of volunteer service( monthly timesheets are due in the RSVP office by the 5th of the following month, For efficiency, keep a designated folder for timesheets), (12) Provide Accessibility and Reasonable Accommodation. (The Volunteer Station will maintain the programs and activities to which RSVP volunteers are assigned accessible to persons with disabilities (including mobility, hearing, vision, mental, and cognitive impairments or addictions and diseases) and/or limited English language proficiency and provide reasonable accommodation to allow persons with disabilities to participate in programs and activities.), (13) Observe and enforce Prohibition of Discrimination: The volunteer station will not discriminate against RSVP volunteers or in the operation of its program on the basis of race; color; national origin, including limited English proficiency; sex; age; political affiliation; sexual preference; religion; or on the basis of disability, if the volunteer is a qualified individual with a disability. Other

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provisions: PROHIBITION OF DISCRIMINATION - Volunteer Station will not discriminate on the basis of race, creed, beliefs, color, national origin, sex, age, handicap or political affiliation and will cooperate with RSVP in assessing the Handicap Accessibility of the work site.

SEPARATION FROM VOLUNTEER SERVICE -- The volunteer Station may request the removal of a senior volunteer at any time. The RSVP volunteer may withdraw from service at the volunteer station or from the RSVP program at any time. Discussion of the individual separations will occur among RSVP staff, volunteer station staff, and the volunteer to clarify the reasons, resolve the conflicts or take remedial action, including placement with another volunteer station. The station will include with the MOU a written assignment for the volunteer, the station supervisor will sign the front page of the MOU, sending the original to RSVP and keeping a copy for them.

Once the MOU is signed detailing the items mentioned above, the volunteer coordinator implements the process of recruiting volunteers for the placement. The volunteer coordinator has regular contact with volunteers and will informally ask for feedback about the assignment. The volunteer coordinator also has frequent, informal communication with the station related to additional needs, potential issues, and other topics related to placement and service of volunteers.

RSVP of Ingham, Eaton and Clinton Counties also has mechanisms in place to monitor and meet community needs and serve the organizations that make the tri-county area a great place to live. Every year a survey is sent to all stations to gather information about how the RSVP program and its volunteers are doing. We solicit information about current unmet needs with this survey. From time to time, RSVP has also held community forums, inviting community leaders to share their perceptions with us about perceived community needs. In addition, our collaboration and partnering with a diverse group of organizations has helped us recognize emerging trends and needs. Our history of collaboration with the Lansing School District has helped us decide to choose education as our primary focus. Our strong connection through communication with school administrators, teachers, and staff has helped us continue to develop new volunteer activities that help students and satisfy volunteers. Our teachers are used to completing pre/post tests and evaluations, and talking with us about measurement on attendance and outcomes. We collect emails and utilize web-based systems to collect evaluation information.

RSVP, under its current Director, Janet Clark, has a long history of successfully developing new stations and assignments. Over time, there are occasions when stations must be deactivated, and reasons for deactivation are varied and can relate to changing community needs, stations or sites misusing, mismanaging volunteers or not following protocols established in the MOUs or other

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completing reasons. Volunteers are always provided new opportunities as quickly as possible to keep them engaged. RSVP of Ingham, Eaton and Clinton Counties has a variety of volunteer programs funded by several entities. There is always an attempt made to find a new place for volunteers that graduate from RSVP. A new group called "Continue to Give" under the RSVP of Ingham, Eaton and Clinton Counties, funded under non-federal sources, can accommodate many of the graduated RSVP volunteers so they can continue to serve their community in a variety of ways.

### Organizational Capability

RSVP of Ingham, Eaton, & Clinton Co was one of the first five RSVP programs started in 1973 in the state of Michigan. The current director, Janet Clark, started in 1989 under the sponsorship of the Voluntary Action Center. Due to a series of events, RSVP went through several sponsors. The last sponsor of seven years, after reviewing a money matrix survey, decided that RSVP did not fit their agency's mission. RSVP, through a public hearing process, and with the help of community representatives, decided it would be best that RSVP be self-sponsored. The IRS approved our 501c3 shortly after, and RSVP has operated as a private non-profit since 2005. In the fall of 2007, the previous sponsor of RSVP relinquished the sponsorship of Foster Grandparents Program and the Senior Companion Program. RSVP went through a competitive grant process for both programs for both state and federal funding. RSVP was awarded both programs in January of 2008. At that time, RSVP went from a budget of \$170,000 with a staff of one full time and two part time staff to a budget of nearly a million dollars and fourteen employees. Just before RSVP became self-sponsored, the Lansing School District offered us free space for our office. One wing of the school hadn't been used for nearly five years and so we moved into a 3,000 square foot space. Later, an adjoining room of 2,000 square feet was acquired as a training room. We were there for over 6 years and became an integral part of the school. Over time, LSD has lost funding and student numbers forcing them to close schools and reassign grades to existing buildings. RSVP was located in a building that was part of this reorganization and they needed our two rooms for classes. The City Council met with the LSD school Board and its administration and asked about the future of RSVP in the school system. The superintendent assured the Council that they would honor their commitment to RSVP. A month after school was dismissed in June 2012, the school district, at their cost, moved RSVP over to a newly closed school giving us more space than what we had at our former office.

Our structure has evolved over the years and through our experiences we have learned and have stayed strong even with cuts from federal and state funding. We have managed to grow with fewer resources due to some additional fundraising. We have stayed in compliance with the regulations of

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all our different funding sources as our monitoring reports have verified.

Our programmatic structure involves the following personnel. The director, Janet Clark, sets program direction, initiates MOUs, does public relations and manages the staff. Our volunteer coordinator Tom Ebaugh, does volunteer recruitment, volunteer coordination, volunteer training, station contacts based on CNCS requirements and protocols...., Our tech specialist, Brandon Spagnuolo, enters data into our volunteer tracking system, and runs reports,.... So What Evaluation runs reports on our volunteers data and does the volunteer and station surveys.

Financially, we have a part time bookkeeper, Courtney J. Hooper, who works ten hours a week who does the check requests that the Executive Director co- signs with the bookkeeper. The accountant, James Back, that we contract to do the accounting, taxes, and payroll, writes the checks and the Executive Director, Janet Clark, and Board Chair, Cassie Brown, signs the checks. Fiscal oversight is done by the Board and Finance Committee. Accountant with the bookkeeper prepares a monthly report for the Advisory Board and Executive Committee. Kind is kept track by each program and is recorded on a form that the donor fills out and signs which states that the donation is not from federal funds. These are kept for three years with all the accounting for those years.

We have an audit by independent auditors, Abraham and Gaffney, yearly and have met the rules of good accounting. The auditors tell us we do an amazing job with such a small staff.

The RSVP staff has considerable experience and expertise. The Executive Director, Janet Clark, has been in the position for 24 years. During that time she has attended National leadership training by Administration on Aging and University of Colorado, Lansing Leadership Academy, and the CNCS Executive Leadership Training at Presidio in San Francisco. Janet has been recognized by her peers in the state of Michigan, and has been elected President of the Michigan Association of RSVP Directors. She wears two hats-one that over sees RSVP program 80% of the time and the 20% is Executive Director of the other Senior Corps Programs. Under her directorship, the three programs have been run efficiently and have shared activities such as trainings, recognition, equipment and resources. Example: The State of Michigan refunded each of the Senior Corps money that each program could have not purchased much but pooling each of money together, the three programs were able to buy a large flat screen TV with a portable stand, DVD player and training tapes. This is something that all the programs can use.

The Volunteer Coordinator, Tom Ebaugh, has worked for RSVP for six months. He comes with a wide range of skills especially working with people. He is a veteran serving in the Marines, owner of a retail store to being a national sales manager for a large chain where he managed large numbers of

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employees. His responsibility is recruiting, and placing volunteers in assignments that best use their talents, skills and time with in the six areas of CNCS programs for RSVP volunteers. He is also responsible to assist the director with the daily operation and maintenance of the program.

The Tech Advisor, Brandon Spagnuolo, has worked for RSVP for 8 years. Brandon enters data into the Volunteer Information System software provided by the Office of Services to the Aging. The Volunteer Information System proves us information in a few minutes by requesting reports on the data on the volunteers. It gives us the ability to track our volunteers and agencies as well as the CNCS emphasis areas. We can also run the volunteer's addresses and make labels for mailing. He runs reports as requested for programmatic oversight. He has worked for the RSVP program while completing his BS from Lansing Community College and he continues to work part-time while working within his profession as an X-Ray professional.

Program Bookkeeper, Courtney J. Hooper, just finished her degree at a local college in Management of Human Resources. She works with the daily financial such as the bills, monthly reports for the different funding sources.

### Other

N/A

### PNS Amendment (if applicable)

n/a