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Executive Summary

Northeast Michigan Community Service Agency, Inc. (NEMCSA) is a private, non-profit community action agency with an 11-county core service area. This area includes Alcona, Alpena, Arenac, Cheboygan, Crawford, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, and Presque Isle counties. NEMCSA, as a Community Action Agency, is unique in that it also serves as a 12 county Area Agency on Aging covering the same core counties as well as Roscommon County and operates a Head Start Program which covers a 21 county service area. NEMCSA has been in operation since 1968 and has grown tremendously. NEMCSA employs 500+ staff with an operating budget of \$45,550,493 in the 2013 fiscal year. NEMCSA's RSVP has been serving northern Michigan for 13 years and is the youngest of the three Senior Volunteer Service programs operated by NEMCSA. Beginning in September of 2013, RSVP evolved from a tri-program director format where responsibility for all three Senior Corps programs were administered by a single director to a stand alone project with its own Project Director dedicating 100% effort to the project.

To ensure sustainability and support of the RSVP program's continued growth, NEMCSA has received a commitment from the Michigan Office of Services to the Aging through their RSVP grant dollars for the maximum 30% match, or \$19,777, even though only 10% is required for the first year. For program year beginning July 1, 2015, NEMCSA is requesting \$34,623 in federal funds from CNCS to support an estimated 117 RSVP volunteers. The Primary Focus Area of this project is Healthy Futures, identified as one of six focus areas by the Serve America Act. One hundred percent of the estimated 117 senior volunteers are current RSVP participants who will continue with the project providing volunteer service activities such as: delivering Home Delivered Meals, facilitate Matter of Balance training, serve at St. Vincent DePaul Thrift Store to support their food pantry and client services, fundraise for the food pantry in Crawford County, assist with six American Red Cross blood drives, and mentor pre-school children at the Head Start Center to name a few.

At the completion of the first year and each of two years following, NEMCSA RSVP expects to increase the social support of and help maintain the independent living status of 130 homebound and disabled individuals through RSVP volunteers serving as Home Delivered Meal Drivers and increase the food security of 150 school age children during the summer break when they otherwise would be receiving a reduced cost or free lunch during the school year through the efforts of RSVP volunteers serving at the Crawford County Community Christian Help Center and Mt. Hope Lutheran Church.

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Strengthening Communities

* Describe the community and demonstrate that the community need(s) identified in the Primary Focus Area exist in the geographic service area.

Crawford and Roscommon counties are located in rural northern Michigan with a combined total of 1,079 square miles, almost equally divided (Crawford County covers 558 square miles and Roscommon with 521). The two counties are within NEMCSA's Area Agency on Aging 12-county core service area (designated as a rural area by the U.S. Census Bureau) which covers more than 5,000 square miles and according to 2010 Census data, Crawford has 14,074 residents and Roscommon reported 24,449.

There are several unique identifiers shared between Crawford and Roscommon counties that highlight a need for community action, the first being the high concentration of seniors compared to the state average. Seniors age 65 and older make up approximately 23% of the total population in Crawford and 29% in Roscommon compared to the State average of 15% according to the July 2014 updated U.S. Census Bureau QuickFacts. There is also a much higher concentration of individuals unemployed and underemployed. According to U.S. Department of Labor Statistics for May 2013 - June 2014, Crawford and Roscommon had average unemployment rates of 10.3% and 12.4% respectively compared to Michigan's 7.5%. According to the U.S. Census, 2012 Median Annual Household Incomes for the two counties fall well below the State average of \$48,471. Crawford reported a median household income of \$37,874, (22% below the State average) and Roscommon reported \$32,742 (29% below the state average).

According to the University of Wisconsin Population Health Institute's 2014 County Health Rankings & Roadmaps, the least healthy counties have higher unemployment, more children in poverty, and more people without enough social support. Within this report for the 82 counties in Michigan, Crawford is ranked 58th in how healthy it is and 71st in the factors influencing the health of the county. Roscommon is ranked 71st in health and 77th in the factors influencing the health of the county. Based on these findings, it is clear the activities outlined in the Healthy Futures Focus Area will provide much needed relief and assistance in an area that faces serious challenges.

RSVP of Crawford and Roscommon will meet the needs and challenges of the community in many

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ways including: increasing seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible; assisting individuals with access to food resources and other basic needs; and increase access to care to low income individuals.

* Describe how the service activities of the volunteers in the Primary Focus Area lead to National Performance Measure output or outcomes.

Increasing seniors' ability to remain in their own homes with the same or improved quality of life for as long as possible: RSVP volunteers at the Crawford County Commission on Aging will deliver Home Delivered Meals to approximately 130 homebound older adults and individuals with disabilities per year. In addition to delivering meals, the drivers provide on-site contact with the meal recipients to ensure their safety and to provide a bit of daily socialization for those who rarely receive guests. The companionship and provided meals will allow recipients to age in place, have increased social ties and additional social support.

Assisting individuals with access to food resources and other basic needs: Crawford and Roscommon families living in or near poverty, including the working poor, will receive access to nutritious food, assistance with utility costs and housing assistance including emergency rent/mortgage payments and temporary shelter through the RSVP volunteer efforts at the St. Vincent DePaul (SVDP) Prudenville Thrift Store (Roscommon County) and the Crawford County Community Christian Help Center (CCCCHC). Both organizations operate food pantries to meet the emergency needs of individuals and families experiencing a sudden loss of income, assist low income families/individuals applying for food stamps while they serve an eligibility period for assistance and individuals newly paroled or released from prison needing food. The RSVP volunteer activities at CCCCHC also support approximately 150 school aged children eligible for free or discounted lunch programs with a summer lunch program in July and August to replace the food security lost during the extended time period school is not in session.

Increase access to care to low income individuals: Volunteers serving at MidMichigan Community Health Services will increase access to care by assisting approximately 250 individuals a year gain access to lower-cost or free medications to treat long term and/or chronic health conditions. Both counties' Commission on Aging Agency celebrate the "fall season" in Northern Michigan by offering

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Matter of Balance classes instructed by RSVP volunteers to approximately 25-30 seniors in Autumn. The focus of Matter of Balance, to assist participants to view falls and fear of falling as controllable, to increase activity, reduce fall risk factors and promote exercise to increase strength and balance, will help participants prevent isolation, depression and anxiety which in turn may lead to disease, disability and injury.

* Your plan and infrastructure to support data collection and ensure National Performance Measure outcomes and outputs are measured, collected, and managed.

Reporting on outputs and outcomes will require strong collaboration and cooperation between station personnel, leadership, volunteers and the RSVP Project Director. Outputs and outcomes is data and information already collected by the volunteer stations in the way of monthly counts of individuals served and/or yearly surveys conducted. The station will provide requested data to the RSVP Project Director who will compile and report on outcomes. Support for acquiring the necessary data and information, along with a schedule for reporting, will take place through the creation of RSVP Volunteer Assignment Descriptions and Memorandums of Understanding which will be documented, reviewed, and signed by both the station supervisor and RSVP Project Director. The Project Director will work closely with each station to assist with and recommend changes to existing surveys or create surveys to meet the National Performance Measure outcomes/outputs the Corporation wishes to capture. With the exception of some program surveys, where original copies will be maintained by the volunteer station to be produced upon request for verification, all data collected and received from the stations will be maintained in the RSVP office for review and verification.

* Describe any activity in service to veterans and/or military families as part of service in the Primary Focus Area, Other Focus Areas or Capacity Building.

Sixtythree percent or seven, of our current RSVP volunteers who are also veterans are addressing community needs in the Healthy Futures Focus Area as Home Delivered Meal Drivers, a Matter of Balance Coach and serving at the Crawford County Community Christian Help Center (food pantry). The remaining four veteran volunteers are serving in a variety of roles which meet other community priorities, such as volunteering at American Red Cross Blood Drives, local historical museums, etc.

Recruitment and Development

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* Your plans and infrastructure to create well-developed high quality RSVP assignments with opportunities to share their experiences, abilities, and skills to improve their communities and themselves through service in their communities.

Well developed, high quality RSVP assignments will form by combining completed volunteer applications and face-to-face interviews between volunteers and RSVP Project Director. Completed applications will fulfill the multi-purpose of determining RSVP eligibility, collecting necessary program information such as demographics, insurance beneficiary and create a conversation starter where applicants are asked why they wish to volunteer, whether or not they are currently volunteering, and how often they wish to serve.

The interview with the RSVP Project Director will include inquiries regarding the volunteer's past work experience, interest in volunteerism and personal interests and hobbies. The intent is to determine whether the volunteer can apply existing experiences, skills and abilities to their volunteer service. This can lead to learning new skills and experiences, or a combination of both. By matching the volunteers' interests and abilities, whether existing or desired, with an assignment ensuring priority community needs are addressed, will by its own nature, enrich the life of the volunteer and provide the opportunity for well-developed, high quality RSVP assignments.

The information gained from the application and individual interview will enable the Project Director to recommend placement at existing volunteer station(s) and/or explore and develop new opportunities with other non-profit and public organizations. To further ensure a "good fit", volunteers will be afforded the opportunity to meet with volunteer station staff and volunteers prior to placement.

Utilizing the individualized approach described above to match volunteers with volunteer stations and assignments will not only provide learning experiences for volunteers, it also allows volunteers to "give back" to their community by teaching station employees specific skill sets they learned while developing their own career paths. Such placements allow for the sharing of information between the volunteer and the station employees resulting in a successful placement.

* Your plan and infrastructure to ensure RSVP volunteers receive training needed to be highly

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effective means to address the identified community need(s) in both the Primary Focus Area and in Other Focus Areas or Capacity Building.

Volunteer training will begin at the time of RSVP orientation and program enrollment and follow the application and personal interview described previously. During orientation, the RSVP Project Director will share the history of RSVP and the role Senior Corp and the Corporation of National Community Service. The Director will also discuss how the volunteer assignment meets CNCS RSVP Performance Measure Requirements. A brief overview of NEMCSA's mission and programs will also be shared and how NEMCSA as an agency, like CNCS, addresses identified community needs and illustrates how the Corporation, RSVP, and NEMCSA are well aligned.

Once they have reached this point, the volunteer will be given their RSVP Volunteer Assignment Description. The Assignment Description will clearly outline the community need their volunteer service will address, what activity(s) they will be engaged in including service schedule, what CNCS Priority Area or Community Priority is addressed by the activity, and what measurable change in community, persons served, or agency will be gained as a result of their service. The RSVP Volunteer Assignment Description is reviewed and signed by the volunteer, the Volunteer Station Supervisor and the RSVP Project Director to maintain the integrity of the assignment.

Information on NEMCSA's policies and procedures in which volunteers are named in the policy scope will be shared and copies provided that include NEMCSA's Privacy Policy, Criminal Background Check Policy, and various Health and Safety Policies. Including volunteers in the scope of these policies encourages a safe environment for the volunteer, eliminates hazards and unsafe conditions and promotes safety consciousness and responsibility.

Volunteers will also receive detailed instruction, examples and materials on how and when to report volunteer activities and hours on a monthly basis. Circumstances in which mileage and meal reimbursements may be received will be reviewed and the Director will provide a summary both verbally and in writing of the Excess Accident Medical Coverage, Excess Volunteer Liability Insurance, and Excess Automobile Liability Insurance that the volunteers will be covered by.

Once a volunteer is assigned and placed at a station, it will become the stations responsibility to train

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the volunteer on the specific duties and service to be performed. This requirement is outlined in both the Memorandum of Understanding (MOU) between NEMCSA and the station in the Volunteer Station responsibilities section as well as the Volunteer Assignment Description. The MOU is reviewed with the volunteer station supervisor and RSVP Project Director at the time the MOU is signed and again at the time of renewal. The Volunteer Assignment Description is reviewed with the volunteer and the station supervisor and is signed by them along with the RSVP Project Director. Assignment Descriptions are reviewed by the Project Director on a periodic basis, updated as needed and again, signed by all three parties to assure compliance.

- * The demographics of the community served and plans to recruit a volunteer pool reflective of the communities served. These could possibly include:
 - o Individuals of all races, ethnicities, sexual orientation, and degrees of English language proficiency.
 - o Veterans and military family members as RSVP volunteers.
 - o RSVP volunteers with disabilities, including individuals with age-related disabilities.

While the demographics of Crawford and Roscommon Counties are predominately white, Crawford 97%, Roscommon 96.9% (Source: US Census Bureau QuickFacts), and the current enrollment of volunteers is reflective of this demographic, every effort will be made to recruit and enroll individuals of all races, color, religion, national origin, age, sex, marital status, height, weight, or disability including age-related disabilities. NEMCSA's status as an Equal Opportunity Program / Employer is inclusive of the RSVP program and will not discriminate against any current or prospective volunteer. Evidence of NEMCSA's commitment to inclusion includes the following statement included on the MOU between each station and NEMCSA: "In partnership with NEMCSA, volunteer station will ensure inclusion and will not discriminate against a volunteer with respect to activities or in the operation of the program, on the basis of race, color, national origin, sex, age, religion, political affiliation, limited English proficiency, or on the basis of a disability, if the volunteer is eligible to serve." A similar statement can be found on the "Retired and Senior Volunteer Program (RSVP) Volunteer Application / Eligibility Form" completed by all prospective RSVP volunteers.

Current volunteers, through their engagement in volunteer service, are our greatest source of volunteer referrals through their encouragement of friends and neighbors to become RSVP members. Recruitment also comes in the form of referrals from our Volunteer Stations. Stations value the

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screening and training RSVP volunteers receive through the enrollment process as well as the mileage reimbursement, excess medical and liability insurances, and recognition the RSVP project provides. Further outreach for recruitment will also be made by the Project Director in the way of presentations to the many service organizations throughout the two-county area including Rotary, Kiwanis, Lions Club, and Optimists Club to name a few. RSVP will be further marketed for recruitment through participation in Roscommon County Commission on Aging annual Senior Information Day and each of the Neighborhood Connections events held in each county.

The QuickFacts referenced above illustrate a veteran population of 11% in Crawford County (1,650/14,074) and 13% in Roscommon County (3,282/24,449). Both counties reflect a much higher than average population of veterans in the area compared to 7% overall in the State of Michigan (692,582/9,883,701). With this in mind, the RSVP Project Director will meet with the staff of both counties' Veteran's Affairs Offices to provide program information and print materials for distribution to increase RSVP awareness and promote referrals of age eligible veterans. The RSVP Project Director will also reach out to local American Legion organizations to make presentations to their membership and provide program information.

The outreach described above for recruitment of volunteers who are also veterans will serve the dual purpose of identifying needs of local veterans and military family members in Crawford and Roscommon counties for the creation of service activities for RSVP volunteers. Examples of what that may include may be the provision of transportation services for disabled veterans to the nearest VA Hospital or the mentoring of children of active service members.

Volunteer recruitment efforts notwithstanding, NEMCSA RSVP will also seek out the identification of veterans through the application process by asking the prospective volunteer whether they are a veteran and/or the spouse/parent of a veteran on the RSVP Volunteer Application / Eligibility Form to be entered into the Volunteer Information System (VIS). VIS is the statewide data collection system for senior volunteer programs and is used for the storage, extraction and reporting of volunteer information including demographics.

* Your plan and infrastructure to retain and recognize RSVP volunteers.

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The key is to maintain a high quality experience enriching the lives of volunteers, high quality RSVP assignments, and highly effective means to addressing identified community needs. This is reached through retention and recognition.

Volunteer retention will begin shortly after program enrollment and volunteer placement through phone contact with both the volunteer and volunteer station within two weeks and again within 45 days of the placement. The conversation with the volunteer will focus on the volunteer's satisfaction including whether or not the placement meets the volunteers' expectations by way of liking the duties assigned, feeling valued by the station and whether or not the volunteer feels as though they are contributing to meeting the community need.

Similar inquiry is made of the Volunteer Station Supervisor and also includes whether or not the volunteer has the necessary skill and experience to be successful or the ability and desire to learn the necessary skills. Based on the responses to the above inquiries, the Project Director in partnership with the volunteer station and/or volunteer may provide additional training, suggest a different assignment within the station or assign a different station better suited to the volunteer's interests and abilities.

Following the initial, intensive follow up activities described above, ongoing retention and recognition activities will take place in the way of regularly scheduled, in person station visits by the Project Director. These visits will focus on ensuring placements continue to be appropriate and beneficial to both the volunteer and for the assigned station as well as an opportunity to praise volunteers through a personal thank you from the Project Director for their efforts, hours donated to the program, and contributions to the community.

Retention will also occur with the maintenance of an ongoing Excel spreadsheet of volunteer hours by month where gaps in reported service will become evident. Assuming a gap in service may be an indicator of volunteer dissatisfaction or desire to disengage, any gaps of two months or greater will generate a call to the volunteer from the Project Director. This structured analysis and outreach will create dialog with the volunteer to determine whether the gap is due to illness, change in circumstances or dissatisfaction with the program or volunteer assignment from which appropriate action may be taken to explore opportunities for reassignment in another RSVP volunteer activity or retire the volunteer.

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Further recognition will take place in the way of periodic Press Releases to local media highlighting the contributions and accomplishments of volunteers and on a broader scale, nomination to the Michigan Community Service Commission Governor's Service Awards and Michigan Community Action Agency Association (MCAAA) Volunteer of the Year to name a couple.

On April 30, 2014, Crawford County RSVP Volunteer Rose Mary Nelson was recognized as a 2014 Community Action Day Volunteer by MCAAA and honored at their 50th Anniversary of Community Action in Lansing, Michigan. Rose Mary was recognized for her RSVP volunteer service by Governor Rick Snyder and guest speaker Mark Kennedy Shriver. Formal recognition of all volunteers will take place during a formal recognition event yearly where volunteers will be acknowledged for their years of service with certificates of appreciation, special awards and congratulations from legislative representatives and members of NEMCSA's Board of Directors. This year's event will be a luncheon at the Grayling Country Club sponsored by a private donation of \$1,500.

Program Management

* Your plan and infrastructure to ensure management of volunteer stations in compliance with RSVP program regulations, such as preventing or identifying prohibited activities.

The RSVP Project Director will be responsible for the orientation and training of Volunteer Station supervisors and staff prior to the placement of RSVP volunteers. The focus of the training is to assure they are aware of the roles and responsibilities of being a RSVP Volunteer Station as well as those activities and practices that are prohibited by the Corporation of National Community Service. In addition to orientation; assurance and verification of a volunteer station's compliance with RSVP program regulations includes the verification of station's status of a public agency, non-profit organization or a proprietary health care organization. In the case of a non-profit organization, whether it is secular or faith-based, a copy of its non-profit status from the Internal Revenue Service is maintained in the Volunteer Station file in the RSVP office.

Second to the verification of a station's status, is the creation and review of a Memorandum of Understanding (MOU) between the RSVP Project and Volunteer Station. The MOU will clearly outline the volunteer station will:

* Provide supervision and training for RSVP volunteers in coordination with the RSVP Project

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Director.

- * Ensure volunteers will not be assigned to or engage in religious or political activities.
- * Ensure volunteers are not assigned responsibilities that displace employed workers.
- * Provide reasonable accommodation to allow participation.
- * Ensure inclusion and will not discriminate against a volunteer with respect to activities or in the operation of the program, on the basis of race, color, national origin, sex, age, religion, political affiliation, limited English proficiency, or on the basis of a disability, if the volunteer is eligible to serve.
- * Comply with the Corporation for National Community Service and the Michigan Office of Services to the Aging program regulations, and other applicable federal and state laws.

The MOU is formally reviewed and renewed every three years and serves the purpose of providing written documentation of prohibited activities. The RSVP Project Director is responsible for assuring a current, signed MOU is in place prior to the placement of an RSVP volunteer. The prevention and actual identification of prohibited activities will be the responsibility of the RSVP Project Director as well. It will take place through in-person station visits that occur quarterly, at minimum. These regularly scheduled site visits will provide first hand observation of the volunteer activities and station relationships and provide communication opportunities to address and take corrective action on any activity contrary to program regulations which could include graduation of the station.

- * Your plan and infrastructure to develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities.

RSVP volunteer activities are governed by RSVP Volunteer Assignment Descriptions jointly created by the RSVP Project Director and the RSVP volunteer stations. The joint decision making will establish a partnership ensuring community needs will be met and the RSVP volunteers will have a meaningful volunteer experience. This joint management will be based on understanding that the initial volunteer placement may be adjusted as the needs of the volunteer or station changes and as program guidelines may require. Included in the RSVP Volunteer Assignment Description is a statement defining the community need the RSVP volunteer activities will address, the activities the volunteer will perform, what resources will be applied to the project such as volunteer service schedule, training required and volunteer experience and/or qualifications needed to be successful, and what the measurable changes in the community or persons served as a result of the service activity. During RSVP program

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orientation and/or at the time of placement to a volunteer station, the RSVP volunteer and Project Director will review the RSVP Volunteer Assignment. It is then agreed upon and signed by the volunteer, station supervisor and RSVP Project Director.

Volunteer activities are also monitored through in-person station visits by the RSVP Project Director, conducted quarterly at minimum. These regularly scheduled site visits will provide first hand observation of the volunteer activities and present opportunities for open communication to address and take corrective action. Corrective action can result in updating the RSVP Volunteer Assignment Description or graduation of the RSVP volunteer and/or station.

* Your plan and infrastructure to meet changing community needs, to include minimizing disruption to current volunteers as applicable and/or graduating stations as necessary.

RSVP of Crawford and Roscommon Counties will stay current with changing community needs by remaining knowledgeable and aware of community events and opportunities. This will be accomplished through the RSVP Project Director's attendance and participation in both counties' Human Service Collaborative Organizations. Each collaborative meets 11 times a year and their missions include "the establishment and advancement of broad based strategies to achieve and maintain a healthy community" and "to achieve a collective vision of quality of life in our communities in the design, delivery, and oversight of health, education, and human services." The purpose of the collaborative(s) is to create a forum for community stakeholders and leadership from various human service agencies in the area with the goal of identifying and addressing community needs and collaborate. The Crawford County Collaborative identified the need to reduce family stress and abuse by creating the RSVP station Baby to Toddler Closet (B2T Closet) through Michelson Memorial Methodist Church. The B2T Closet provides free diapers, clothing and home safety devices to low income families and provides education on health benefits of breast feeding and the advantages of reading to young children.

The University of Wisconsin Population Health Institute's 2014 County Health Rankings & Roadmaps has been a recent topic of discussion at both collaborative meetings and given Crawford and Roscommon's low rankings within the state of Michigan, 58th and 71st respectfully, it is anticipated there is greater opportunity to expand RSVP than a need to graduate stations. However, if a need to

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graduate a station(s) becomes necessary, it will be the responsibility of the RSVP Project Director to complete the task working in conjunction with the Community Advisory Group and volunteer station leadership.

The RSVP Project Director will closely monitor the unduplicated count of volunteers and their assignments through the dual use of the statewide Volunteer Information System (VIS) database and a locally created Excel spreadsheet. The VIS system will provide an accounting of the number of active volunteers, volunteer station assignments and the number of hours each volunteer served at the stations assigned. The Excel spreadsheet is a simple tool for tracking monthly hours served and designed to highlight gaps in service. Through the use of these tools the graduation of a station(s) and/or volunteers will take place if the delicate balance of no less than 25% of the volunteers are actively serving in the primary focus area of Healthy Futures and no more than 30% of the volunteers are engaged in Community Priorities.

Station graduation will take place with the cooperation of station leadership and the guidance and assistance of the RSVP Advisory Group. Each volunteer of a graduated station will be afforded the opportunity to expand service to another RSVP service station or to retire from RSVP and continue serving outside the RSVP program. Notification of the need to graduate a station and/or volunteer(s) will be initiated through direct contact by the RSVP Project Director via phone or in person and followed up in writing. Notification to the station will include an explanation of why the graduation is necessary, will state the Memorandum of Understanding is no longer in effect, and will assure the station's existing RSVP volunteers will be encouraged to continue their service to the station regardless of its RSVP status. Announcement to the volunteers will include the same rationale and expand to include a listing of other RSVP service options in the area and a thank you to the volunteer for their RSVP service, along with affirmation that even though their service may not align with the Corporation's Strategic Plan, their service is still valued and appreciated.

* Your organization's track record in the Primary Focus Area, to include, if applicable, measuring performance in the Primary Focus Area.

Through strong collaboration and cooperation between RSVP station leadership and the RSVP Project Director, RSVP of Crawford and Roscommon Counties were able to report in the 4/1/2013 to 3/31/14

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Retired and Senior Volunteer Program Progress Report that 1,152 Crawford and Roscommon County residents received one or more of the following commodities or assistance: food, baby formula, diapers, gently used clothing, housing assistance and assistance with the cost of utilities including electric bills and deliverable fuels. (H10. Number of individuals receiving emergency food from food banks, food pantries, or other nonprofit organizations and H12. Number of individuals that reported increased food security.) This was accomplished through the efforts of RSVP Volunteers serving at St. Vincent DePaul Prudenville, the Crawford County Community Christian Help Center, and the Baby to Toddler Closet. RSVP volunteers serving at the Crawford County Commission on Aging provided home delivered meals to 222 home bound seniors and disabled individuals and when the recipients were surveyed about the Home Delivered Meal program, 100% of the respondents to the annual survey indicated "home delivered meals are helpful to maintaining my independence." (H8. Number of homebound or older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independently and H9. Number of homebound or older adults and individuals with disabilities who reported having increased social ties/perceived social support.) In addition, 282 individuals were provided reduced cost or free medication equating to an average yearly savings of \$2,503.88 to address long term and/or chronic health conditions through the efforts of RSVP volunteers serving at MidMichigan Community Health Services. (H2. Number of clients to whom information on health insurance, health care access, and health benefits program is delivered.)

* Your plan and infrastructure to ensure the project is in compliance with RSVP federal regulations to include establishing an Advisory Council, ensuring RSVP volunteers are placed in stations that have signed the required MOU, and ensuring all volunteers are eligible to serve in RSVP.

Compliance with RSVP regulations is the sole responsibility of the RSVP Project Director and will be monitored through NEMCSA's Employee Evaluation process. The Project Director will be formally evaluated yearly on many factors including; "effectively adheres to policies, procedures and regulations", "conducting site visits for program compliance" and "revitalizing the Community Advisory Group," to name a few. The Project Director is also required to remain current with Senior Corps and RSVP programs through the participation in formal trainings. These include National Senior Corps Conferences, when funding is available, and participation in annual Senior Corps Virtual Conferences. Membership in the Michigan Association RSVP Project Directors will also be maintained to promote the sharing of best practices and develop effective strategies to remain in compliance with

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program regulations, policies, and procedures.

Volunteer stations and faith-based organizations are encouraged to provide a representative for the RSVP Community Advisory Group that consists entirely of community members. Community members are pulled from a variety of organizational and business backgrounds including representatives from public health care, mental health care, emergency management, faith-based, education, and environmental. There is also representation from each county Commission on Aging and many of the volunteer stations. The Advisory Group will meet with the Project Director on a regular basis to review program standing, community needs, volunteer placement possibilities and recruitment methods. In an effort to gather program specific feedback, the RSVP program will conduct a periodic self-assessment using a RSVP Advisory Group Survey no less than every three years.

The Project Director will maintain all MOU's and review them on an annual basis for renewal, graduation or termination. Volunteers will not be placed at a station where a current MOU is not in place. During the past year, the Project Director completed the task of reviewing each active volunteer, their assigned placement and verified a current MOU exists for each placement taking action to graduate inactive volunteers and volunteer stations. All current volunteers will continue in their current capacity until the program determines graduation of their station is necessary or the volunteer determines they no longer wish to participate.

In addition to assuring a MOU is in place where volunteers are serving, the Project Director also reviewed each volunteer's file to assure program age eligibility has been met with either a copy of the volunteers Driver License/State ID or self attestation of age on the RSVP Application/Eligibility Form. Also, a RSVP Assignment Description signed by the volunteer, volunteer station supervisor and project director must exist for each active placement. As new volunteers are enrolled, a filed checklist is used to ensure all these eligibility criteria items are met going forward.

Organizational Capability

* Your plan and infrastructure to provide sound programmatic and fiscal oversight (both financial and in-kind) and day-to-day operational support to ensure compliance with RSVP program requirements (statute, regulations, and applicable OMB circulars) and to ensure accountability and efficient and effective use of available resources.

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The RSVP program is part of an agency-wide system that assures excellence in service delivery to our clients and cooperation with our partners. Northeast Michigan Community Service Agency, Inc. (NEMCSA) is a Community Action Agency, part of a state and national system of over 400 agencies which operate under Performance Standards that provide a framework for outstanding service. Under this umbrella are six major program divisions, including the Area Agency on Aging, Region IX - which also has planning documents in place that assure quality service. It is within the AAA that RSVP is housed. This multiple layer of accountability gives the program structure and support.

The agency also ascribes to the ROMA (Results Oriented Management and Accountability) system of evaluation. Each of 40 programs, one of which is RSVP, outlines their performance standards and outcomes at the onset of the program year. At the end of the year, results are measured against these projected outcomes to track how accurately goals and objectives are met. These results are reported to our 33 member tri-partite board of directors.

Another measure of sound programmatic management is our collection of Client Satisfaction data. At regular intervals we ask our clients three basic questions: Were you treated with dignity and respect? Did you receive the services you sought or, if not, were you referred appropriately to another agency that might be able to help? And finally, were you satisfied with the services you received. Our client satisfaction numbers (which measure each and every program we operate, including RSVP) have always been in excess of 85% satisfaction over the past six cycles of data collection since we initiated this system (the first was 2004).

The RSVP program is monitored to assure that it complies with all applicable statutes, regulations, and OMB circulars. This is true of all of NEMCSA's programs as well. The agency has been operating since 1968 in a core service area of eleven counties in northeast Michigan. It began with a budget of less than \$500,000 and has grown to a budget of nearly \$50 million dollars. Traditionally about 70% of funding is federal, 15% state, and 15% local. Our staff, in total, now number in excess of 500 persons. To operate an agency of this size, successfully, for nearly 50 years has meant that we have the support staff in place that undergird the smaller units, such as RSVP. This gives the program a strength that it could not have as a stand-alone program. Our support team includes Human Resources, Fiscal/Accounting, Information Technology, Planning and Evaluation, and Fund

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development/grant resources. The RSVP program operates autonomously in that it is responsible for its outcomes, its finances, its future - but it is supported by a team of professionals that have kept the agency on track in terms of accountability for five decades. To manage the day to day program information and data, both VIS and an internal Excel database are used to track/report volunteer hours and activity. This is reported to funding sources as well as to the agency's internal team of evaluators.

* Demonstrates organizational capacity to:

- o Develop and implement internal policies and operating procedures to provide governance and manage risk, such as accounting, personnel management, and purchasing.
- o Manage capital assets such as facilities, equipment, and supplies.

* Demonstrating organizational infrastructure in the areas of robust financial management capacity and systems and past experience managing federal grants.

The Chief Financial Officer, Accounting Director and their staff currently provide the agency with a combined average of 25 years experience in government and not-for-profit accounting. In order to assure complete financial integrity, the current financial operating system, which is responsible for all accounting, payroll, purchasing, disbursement and reporting functions, is segregated from all of the programmatic elements and operates completely independent from any intra-agency or external access.

The financial department is responsible to assure that Statements of Financial Position and Activities of this agency are presented in conformity with generally accepted accounting principles. This includes the establishment and maintenance of sound accounting policies and procedures to safeguard all funds received and disbursed and assets held by the agency. It also includes the development of and adherence to an effective system of internal controls that provides reasonable assurances that awards are managed in compliance with laws, regulations and any other significant provisions applicable to those contracts and grant agreements. The accounting system is in accordance with the American Institute of Certified Public Accountants' Auditing Standards. Financial records are available for audit and records will be maintained for seven years.

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NEMCSA's Single Audit reports (in compliance with OMB Circular A-133) involving the internal controls over financial reporting of operations have never noted any material weaknesses in our system. The agency has never received any notice or communication from any regulatory agencies concerning non-compliance issues with, or deficiencies in, any of our financial reporting practices or financial matters regarding questioned costs or unresolved findings. The financial department consistently provides management staff, advisory councils and the Agency's Board of Directors with detailed and timely operating reports that assist in the effective implementation of management decisions regarding all financial and program related matters. Specific portions of the audit required by individual funding sources are forwarded each year upon audit completion.

NEMCSA maintains appropriate bonding and liability coverage and certifications and these are available upon request. In the unlikely event of any disallowed costs, the agency has adequate resources from non-grant funds for repayment to any affected funding source.

To manage financial and in-kind resources and ensure financial accountability, NEMCSA's Accounting Division requires internal review of program budgets prior to submission to state and federal funding sources. The Accounting staff also tracks all program revenue and expenditures and generates bi-weekly reports to the RSVP Project Director. All purchases of items other than office supplies require Supervisor pre-approval and issuance of a Purchase Order prior to the actual purchase. Three competing bids must be submitted with all purchase order requests for larger or individual type items such as equipment. Agency identification tags are adhered to all program equipment and office furnishings and tracked by program through the Accounting Property Manager. Individual In-kind contributions are tracked by the RSVP Project Director to ensure local match requirements are met. In-kind contributions include items such as volunteer meals on days of service, office space in COA's, program donations and door prizes for recognition events.

* Clearly defined staff positions, identification of current staff assigned to the project and how these positions will ensure the accomplishment of program objectives.

NEMCSA will assign the RSVP Project Director the responsibilities of coordinating senior volunteer service delivery for the program. The Project Director will also provide training and field support for volunteer stations, including marketing and program development. Responsibility will also include

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recruiting volunteers, determining eligibility for enrollment, preparing forms for processing and maintaining volunteer information in electronic format utilizing Microsoft Office applications and VIS (Volunteer Information System -- the statewide database). The Project Director will continue to be accountable for developing community resources for senior volunteer opportunities, conducting site visits, maintaining program enrollment at required levels, and monitoring volunteer activities to ensure program compliance. They will also assist with program finance management as well as grant and budget preparation. Regularly scheduled site visits by the Project Director will provide communication opportunities and first hand observation of the volunteer activities and station relationships. These partnerships are further strengthened when RSVP staff is involved in volunteer service on local committees that support senior services, senior health care, adult day care, school readiness, homeland security, Head Start, Early Head Start, neighborhood watch groups, etc. The Project Director will maintain all MOU's and review them on an annual basis for renewal, graduation or termination. All current volunteers will continue in their current capacity until the program determines graduation of their station is necessary or the volunteer determines they no longer wish to participate.

NEMCSA hired a new RSVP Project Director, Heidi Powers in 2013. She has devoted all her time ramping up the RSVP program, its volunteers and stations. She has been responsible for revitalizing the program with the goal of increasing participating volunteers and volunteer stations. Heidi occupies office space in Crawford County and is more accessible to not only the current volunteers and stations but furthermore is better able to be more involved in the communities and help to identify volunteer needs. Heidi holds a Bachelor of Science Degree in Agriculture and Natural Resources from Michigan State University and returned to NEMCSA following a separation of employment with NEMCSA's Michigan Works! when they separated from the agency. Heidi had 10 years of experience as an Area Manager supervising staff throughout a three county area. Heidi has strong communication and computer skills, resides in Crawford County and is a very energetic and enthusiastic person who has and will continue to bring a new level of excitement to the program and the communities it serves.

Nicole Smith, Communications/Grant Coordinator for the agency will be working with Heidi to market the RSVP program and recruit new volunteers and stations through the use of media press releases and newspaper articles highlighting the program and its successes. Nicole also holds a Bachelor Degree in Communications from Michigan State University and has been working in the

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Community Development division within NEMCSA for the past 5 years. She has developed an extensive list of media contacts and marketing relationships with various newspapers, radio stations and other forms of advertisement throughout the NEMCSA core service area, including Crawford and Roscommon counties. She is also a member of the Strategic Planning Committee and is involved in developing the agency's ROMA (Results Oriented Management and Accountability) Reports/Plans, Community Needs Assessment and Client Satisfaction Survey. Experience well suited to assist the RSVP Project Director in the creation and implementation of effective surveys to measure RSVP program outcomes.

Northeast Michigan Community Service Agency, Inc. (NEMCSA) is a private, non-profit Community Action Agency incorporated in 1968. Programmatic and fiscal guidance is provided by a 33 member Tripartite Board of Directors made up of 1/3 membership from the public elected official sector, 1/3 membership from the private community sector and 1/3 membership from individuals eligible to receive services. NEMCSA's sponsorship of RSVP in Crawford and Roscommon counties contributes toward the accomplishment of the agency mission by providing rewarding volunteer opportunities to seniors 55 years of age and older. Recognizing that newly retired seniors still "need to be needed" by others, NEMCSA and the CNCS Senior Corps share similar goals and objectives. It is NEMCSA's belief that by providing seniors with volunteer opportunities to share a lifetime of knowledge and skills to help meet the needs of others, these same volunteers will remain productive and a vital part of the community. NEMCSA's RSVP has been serving northern Michigan for 13 years. RSVP is the youngest of the three Senior Volunteer Service programs operated by NEMCSA and has been operated as a separate program for the past year, the RSVP Project Director will continue to work in collaboration where necessary and appropriate with the Foster Grandparent and Senior Companion program staff to ensure that the program continues to be successful. NEMCSA has operated the Foster Grandparent and Senior Companion programs for many years and has been able to continue their success through the various programmatic and leadership changes. NEMCSA intends to continue that trend as the three programs that once operated under one Tri-Director has been split into two separate areas of operation.

With more than 500 employees, NEMCSA has the organizational capacity to effectively administer these and the many additional grant-funded programs currently in operation under NEMCSA's umbrella. Client Services programming includes the following: The Emergency Food Assistance

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Program (TEFAP), Commodity Supplemental Food Program (CSFP), Weatherization, Earned Income Tax Credit Program (EITC), State Emergency Services including LIHEAP Deliverable Fuel, MI Enrolls, and Homeless Assistance programs; Early Childhood Services programming includes: Head Start, Early Head Start, Great Start Readiness and School Success Partnership Program. The Region IX Area Agency on Aging and Community Based Waiver programming, includes: Kinship Care, Long Term Care Ombudsman, Medicare/Medicaid Assistance Program (MMAAP), In-home Service Homemaker, Personal Care and Respite, Home Delivered Meals, Care Management/MI Choice Medicaid Waiver Program, Evidence Based Disease Prevention (PATH) and Legal Assistance to seniors; Community Development programming includes: Individual Development Account, Family Self-Sufficiency, Foreclosure Services and Homebuyer Education and Financial Capability programming. In addition to the above mentioned resources, strong relationships with local school districts and Kirtland Community College located in Roscommon County will help to provide necessary education, training and support to address any and all RSVP program related needs or issues. The RSVP Community Advisory Group which also includes members from faith-based organizations, health care and the Commission on Aging as well as many other retired individuals bring their own professional backgrounds to the program. These networking affiliations provide additional resources and expertise to support RSVP recruiting efforts.

NEMCSA's senior management team includes: John Swise, Chief Executive Officer, B.A. and James Robarge, Chief Financial Officer, B.A./B.S. NEMCSA senior management takes pride in hiring management staff who consistently demonstrates fiscal responsibility by monitoring program budgets that have grown from \$500,000 in 1968 to \$45,550,493 for 2013's fiscal year. NEMCSA has and will continue to provide agency funds to supplement locally generated community resources for the CNCS RSVP grant awards funding.

NEMCSA's Accounting Director has been with the agency for 20+ years and has completed college courses in accounting/business and participated in Master Guide trainings and several Grants Management Systems (GMS) financial management conferences. She has advanced software training in Excel and programming experience with integrated computer-driven accounting systems. NEMCSA's Accounting and Payroll Administrator has 15+ years of service with NEMCSA and is a member of the American Payroll Association. She has attended several payroll management seminars and GMS conferences to stay abreast on current information. NEMCSA's Staff Account/Grants

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Manager has 10+ years of service with NEMCSA and holds an associate's degree in data processing/accounting from Baker College. This position also has advanced computer software training in Microsoft Access and Excel.

NEMCSA's Information and Technology (IT) Division is staffed by a Department Director and one Network Technician. IT staff oversees the operation and purchase of all agency computer equipment and technology, the agency local area network (LAN) and uploads changes to the internal and external NEMCSA websites.

Project Evaluation is provided by NEMCSA's Planning and Evaluation Director. Results Oriented Management and Accountability (ROMA) is used to implement NEMCSA Board goals and to ensure that all programs operating under NEMCSA's sponsorship are in compliance with the Government Performance and Results Act (GPRA). The Planning and Evaluation Director is a certified planner and consultant from the American Institute of Certified Planners (AICP) and holds annual membership with the American Evaluation Association.

NEMCSA's Administrative Services Director has been with the agency for 17 years, 12 years in her current capacity and holds a Bachelor Degree in Social Work. This position is responsible for overseeing all of the Human Resource activity within the agency for the 500+ full time, part time, and part year employees. All employees hold job descriptions relevant to their required responsibilities and receive annual evaluations conducted by immediate Supervisors. It is important to note that all staff salaries/wages are determined by classification levels determined by a factoring process and are based on regular wage comparisons as required.

Other

N/A

PNS Amendment (if applicable)

N/A