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Executive Summary

RSVP/MACOA
115 E. Jefferson Street
Montgomery, AL 36104
334-265-9204

RSVP 2014 Competition

EXECUTIVE SUMMARY

RSVP of Autauga, Coosa, Elmore, Montgomery and Tallapoosa Counties (RSVP/MACOA) is sponsored by The Montgomery Area Council on Aging (MACOA). RSVP/MACOA is in its 41st year of operation. The mission of our RSVP project is to link the skills, knowledge, and experience of the volunteer age 55 and older with identified, critical needs in the community, and to provide rewarding opportunities for seniors.

Our project has a volunteer corps of 1,578 unduplicated volunteers serving in all six focus areas at 172 stations across our service area. Our main focus area is Healthy Futures. 13.8% of our population is made up of seniors; most are healthy and active but as the COMMUNITY NEEDS for the HEALTHY FUTURES work plans in this application will reveal there is a significant percentage that needs assistance to remain independent and in their homes. Our PRIMARY FOCUS is to help this segment of the population by through providing options for healthy foods, exercise and education, transportation to doctors and the pharmacy, and other support services.

At the writing of this grant application our project has 702 volunteers serving in 61 Healthy Futures stations. These volunteers deliver mobile meals, package and distribute frozen meals, unload shipments at food banks, stock food pantries in crisis centers, serve in senior housing establishments, provide transportation and food to shut-ins, and provide respite to caregivers. Close to 1,000 seniors benefit from these volunteer services. Volunteers in our project also tutor, preserve the environment, assist in disaster, build Habitat for Humanity Homes, assist seniors with taxes, care for children of inmates, assist veterans, and work in local non profits. Last year these volunteers served over 69,000 hours.

The federal investment of \$133,804 has repeatedly proven to be a solid investment in the enhancement of the lives of residents in our five-county project. This investment will be matched at 42%, thanks to the generosity of our sponsor and its donors, as well as city, county, and state

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allocations.

Strengthening Communities

Strengthening communities

Our service area is central Alabama. This area is rural with urban clusters. The total population is 416,382. 57,348 of this population is over the age of 65. The demographics are: 56% white, 40% black, 3% Hispanic, 2% Asian. 10% are below the poverty level; 9% are over the age of 65, 52% are high school graduates, 13% are college graduates. The combined square mileage of the service area is 3,494 miles. It is made up of farm land, cattle farms, timberland, urban clusters and industry. There are five prisons in Elmore County; its largest industries are the manufacturing of vehicle and aircraft components and textiles. Industry and agriculture can contribute to pollution, including run off into streams and lakes. Up until the mid 2000's Tallapoosa's largest employer was Russell Manufacturing. It was bought out by Fruit of the Loom and most jobs were outsourced overseas which caused a 90% employment reduction; the county has still not recovered. Tallapoosa is also a favorite vacation spot in the southeast because of its scenic lakes. It shares some of the lake region with Elmore County, so constant monitoring of lake quality is needed because of industry and agricultural runoff. 14.90% of Coosa County's population is below the poverty level; 19.50% of those are under the age of 18 and 13.40% are age 65 or over. Montgomery and Autauga Counties have the largest urban populations and share the problems of all other urban areas: crime, economic inequality, environmental problems.

Through United Way Needs Assessments and information provided by our community partners our project targeted the needs we will address during this grant period: 13.8 of our population is made up of seniors; most are healthy and active but as the COMMUNITY NEEDS for the HEALTHY FUTURES work plans in this application will reveal there is a significant percentage that needs assistance to remain independent and in their homes. Our PRIMARY FOCUS, HEALTHY FUTURES, is to help this segment of the population by providing options for healthy foods, exercise, education on senior issues, transportation to doctors and the pharmacy, and other support services. OUR OTHER AREAS OF FOCUS are:

EDUCATION--4th grade children in our service area have reading skills way below the national average

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DISASTER SERVICES--it is common in our service area to have tornados in the spring months and hurricanes in the fall. When such disasters strike, people need food, water, shelter, and support services. In rural Coosa County only volunteer fire stations exist; dry weather, common in our summers, can allow lightening to increase house fire risk

ECONOMIC OPPORTUNITY--10% of our population is below the poverty level; many of the working poor cannot afford a home but qualify for Habitat Housing

ENVIRONMENTAL STEWARDSHIP--increased industry and agriculture in our area means water ways need to be monitored. Maintenance of grounds at various public parks and facilities is needed to make downtown landscapes attractive, thus attracting businesses and families while improving property values and creative salable properties

VETERANS AND MILITARY FAMILIES--veterans need information on available benefits. They also need to be recognized and honored

CAPACITY BUILDING--volunteers in our area are needed to assist at nonprofits whose mission is to improve the quality of life for residents

The work plan components (community need, service activities, and target numbers that lead to the outcome or output) are contained in the WORK PLAN section of this application. These work plans are the backbone of this grant and they logically connect these required elements. However, we have detailed in this narrative the actual service activity and anticipated output so that we can spotlight the actual instrument we will use for data collection. They are as follows:

Disaster Assistance/call centers/D2--Call center records, kept by the Volunteer Reception Center run by Hands on River Region, a non profit in Montgomery that works as a clearing house for volunteers of all ages

Disaster Assistance/fire mitigation/D4--Call center records in Coosa County, kept by 911 operator answering calls from fire victims

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Aging in Place/respice/H13--Activity logs, kept by a person at the respite care location. The caregiver will sign in when leaving her loved one and out when picking him up

Aging Place/food delivery/transportation/companionship/H8-- meal delivery data base, maintained from mobile meals agencies; sign in sheet for pick up of frozen meals; volunteer log that indicates how many shut-ins received meals, transportation and/or companionship or how many seniors receive independent living services. Outcome H9--the clients in receipt of these services will complete a brief survey provided by mobile meals agency, volunteer, or station manager at independent living facility

Obesity and Food/education, services/H11--sign in sheet at activity center, applications completed by clients at service site will indicate the number of clients served

K-12 Success/tutoring-public school/ED2--attendance log, maintained by reading coaches or teachers at elementary schools, indicating the number of children who are tutored

At Risk Eco-Systems/plant establishment or removal/other/EN4--activity logs, attendance forms, volunteer will record the number of acres he maintains; teachers will provide the number of children that attend water festival; volunteers provide the number of times he does water testing on local waters

Other Education/caring for infants /ED29--a list, maintained by the Director of Adullam House (non profit boarding school for children of inmates), of the number of babies served by volunteers

Capacity Building and Leverage/garnering donations/G3-3.16--dollar amount, provided by station managers, of how many dollars were raised by volunteers for the agency

Capacity Building and Leverage/managing volunteers/G3-3.2--Volunteer Reporter, a volunteer data base, will maintain record of the number of volunteers who serve in local non profits and are managed by RSVP

Veterans and Military Families Served/activity supporting veterans with disabilities and older

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veterans/other community-based activities that served veterans and military families/V1--activity logs, completed by volunteers, showing the number of vets they served at Bill Nichols and by volunteers who speak at the VFW meetings about the latest benefits information

Financial Literacy/Asst. VITA/01--sign in sheet, maintained by volunteers, of everyone who receives tax assistance

Housing/building homes/05--special report, prepared by the executive director of Autauga and Chilton County Habitat for Humanity, citing the number of homes built, in what neighborhood and how many family members are supported as a result of the home

The data collection for the performance measures will be overseen by the project director, with actual collection being done by volunteer coordinators through their work with station managers and volunteers.

Our work plans contained in this application list specifically why these activities are needed in our community, what the volunteers will do to meet these needs, how data will be collected and how many volunteers will actually be serving to meet the needs. The activities of our volunteers, described in great detail in the work plans, will be the vehicle through which the national performance measures outputs and outcomes are met.

As is evident in the work plans section of this application, this project has exceeded the required percentages for unduplicated volunteers in National Performance Measures outcome work plans.

Recruitment and Development

Volunteers in our five-county service area are dedicated to serving their fellow citizens. The volunteers also want to grow personally. They seek avenues through which they can learn about other aspects of people around them and where they live, and they expect high quality volunteer experiences. We assure such an experience by only selecting volunteer stations that meet certain criteria: 1) falls into our primary focus area, Healthy Futures, or one of the other focus areas or capacity building [all of which have been determined by CNCS to address the greatest shortfalls in all communities across the nation and that have the potential to provide the most reward for volunteers] 2) consistently follows its mission statement 3) serves areas of the community in greatest need at that time [i.e., veterans, at-risk youth, feeding seniors, tutoring, environment]

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Finding the right volunteer for the right station is a detailed process the coordinator completes. The coordinator will have an informal interview with the potential volunteer. During this interview the coordinator can determine what the desires of the volunteer are--what is a passion for this person? It may not be a passion he fulfilled in his career; it might be something that he has always wanted to do but couldn't due to family or career commitments. Other things the coordinator will ask about is the skill set of the volunteer, his past experiences, abilities, and if there is an area of service that he thinks might provide some personal growth. After this conversation the coordinator will know what stations she will take the volunteer to visit. Once placed in an area of service the coordinator will periodically check on the volunteer to make sure he is happy and well-suited to the station.

Training for our volunteers is now more important than ever. The needs determined in the Primary Focus Area Healthy Futures are serious: seniors want to remain in their homes--they need food and healthy activities. The training provided by our mobile meal and frozen meal sites is extensive. The volunteer goes through an orientation. Volunteers are introduced to the meal distribution site, are taught how to properly bag the meals (dry goods with cold food are bagged separated from hot food), how to properly greet the specific clients (some are on walkers and are slow to get to the door, or are hard of hearing), are taken on the routes to be introduced to the client, receive detailed directions so that the homes can be reached in the most efficient manner possible to make sure the food stays hot. All volunteer stations in our project provide similar extensive training in the particular focus area. After the initial training is done, periodic refresher courses are taught throughout the year or as needed.

A volunteer coordinator is in charge recruiting volunteers for each county in our service area. These coordinators maintain good relationships with community partners and local officials. These relationships allow the coordinator to keep abreast of needs in the area; the partners and officials contact the coordinator when they need volunteers to help in the community. Other ways the coordinator learns of community needs is that she lives in that county, attends church, has friends or belongs to service organizations that serve in that county. She also has 10-20 speaking engagements in a year at which she talks about RSVP and listens to participants' voice their concerns about their communities.

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In the Strengthening Communities narrative the demographics of our service area are detailed; we do not have a widely diverse population, mostly Caucasians and African- Americans, with a small percentage of Hispanics and Asians. The total number of unduplicated volunteers is 1,578. The racial group breakdown is: 1,317 white (80%), 343 African Americans (21%), 18 Hispanic (1%), 4 Asians and 4 Native American (both less than 1%.) We have 143 veteran volunteers (9%) and 230 volunteers (15%) with disabilities. Each volunteer station meets requirements placed by the Americans with Disabilities Act so this portion of the population is able to serve its community with dignity.

We would like to continue to increase the diversity of our volunteer pool and plan to have frequent discussions with our Advisory Councils to determine the best way to do this. One suggestion is to have coordinators or council members speak to organizations that represent minorities and multiracial segments of the population. Community organizations suggested so far include faith based groups, churches (especially the council member's own place of worship), Leadership Montgomery (coalition of business men and women who seek to create a more diverse and ethnically equal Montgomery), Alabama Department of Veterans Affairs, Alabama Retired Teachers Association, Alabama Retired State Employees Association, NABVETS (National Association of Black Veterans), Coalition of African-American Pastors, AARP, East Montgomery Neighborhood Alliance, and local industry public relations staff, such as Hyundai Motor Company of Montgomery, Alabama.

Volunteers are recognized annually in our project. Each county in the project holds a recognition luncheon, during which volunteers with milestone years of service (10, 15, 20, and 25+) are honored with small token. We also send a birthday card to each volunteer on his birthday. Most stations also hold some type of volunteer recognition. Volunteers also receive supplemental accident insurance while they are serving.

Program Management

The volunteer station is an essential part of a well-run RSVP project. Volunteer stations generally contact the coordinator to ask for volunteers. After determining that the station addresses needs in Healthy Futures or another focus area, the coordinator meets with the station manager to discuss the Memorandum of Understanding (MOU). This document is discussed in great detail, citing requirements on both sides, such as which activities are prohibited, how often the coordinator will be by to visit and determining the 501 c 3 status and ADA compliancy. Once details are worked out the MOU is signed and dated.

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Volunteer coordinators visit with their station managers on a monthly basis. This may be done in person or by phone. This contact is essential to maintaining a healthy relationship. The coordinator is able to discuss any concerns the station manager might have, as well as visit with the volunteers to observe their activities and to determine if their expectations are being met. The coordinator will also determine from the conversations with the station manager and volunteer if the mission of the station is conforming with requirements set in the corresponding Focus Area and the MOU and if compliance is being met.

Our system of renewing our MOU is straight forward. The Volunteer Reporter allows us to print a report each year that shows what MOUs need to be renewed and which are current. At the time of MOU renewal, the coordinator reviews with the station manager the requirement of working with an RSVP project, as well as the rights the station has in hosting the volunteers.

Because of the good relationship with the volunteers and station managers, volunteer hours for our project are easy to collect. Volunteers at stations sign in and out on each day they serve and the station manager compiles a total of those hours for each volunteer. The manager then sends the coordinator a timesheet with all volunteers and their hours by the 5th of each month. Some volunteers call in their hours to the coordinator and she completes a timesheet for them. Others email their hours and a copy of this email is printed and placed in with all the other hours from volunteers for that month. All these methods of collecting hours is documented and is in the VOLUNTEER HANDBOOK for MACOA/RSVP. These handbooks are provided for all volunteers in our project.

Needs in our community have changed over the 41 years of our project's existence. Needs of the volunteer have also changed. One of the challenges facing our project is how to graduate certain stations and volunteers who are not nor can ever be a part of our primary or other focus areas. We currently have 217 volunteers and 20 stations that should be graduated. Our plan to graduate these volunteers and stations is to call the volunteer (or send a letter if we cannot reach him by phone) to find out what his current volunteer service includes. If he serves in any of the five focus areas or capacity building we will keep him in our volunteer pool and correctly code him in our data base. If he says he only serves at a particular station and it needs to be graduated we will thank him and say that we are not able to count those hours anymore. As far as graduating stations we will send the

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manager a letter stating that we appreciate all their volunteer station has done over the years but that we are only allowed to have MOUs with stations that fall into the focus areas or capacity building. We will then update our data base to reflect these changes.

Our project has been overseeing volunteers in Healthy Futures since the beginning of its sponsorship by MACOA in 1973. Volunteers began delivering meals at that time, and gradually frozen meals programs, homebound meals, education of seniors in health related issues, food banks, and companionship programs were added. We now have a Healthy Futures volunteer force of 757 that contributed approximately 75,000 hours last year, serving over 5,000 clients.

As stated earlier in this narrative we only have MOUs with stations in the focus areas (or they will be graduated) and we have an efficient system to keep them up to date by maintaining the information in our data base. We insure that our volunteers are 55 or older by requiring they provide their birth date on the volunteer application. We will not add the person as a volunteer until we have that birth date. After the volunteer is entered into the database, hard copies of the volunteer application, position descriptions, and other data are kept in volunteer files in our office. Position descriptions and other necessary information are also shared with the volunteer when his service begins.

Another essential part of our project is our Advisory Council. We currently have five councils (one for each county) with a total of 69 members. Members are nominated by other council members and each person is a resident of the respective county. We have a diverse group from varying backgrounds and career fields, including:

- *A member of the governor's task force to address elder abuse;
- *Ministers
- *Homemakers
- *Teachers
- *A representative from our local Area Agency on Aging
- *Station managers
- *Young professionals
- *Volunteers
- *An employee from Autauga/Coosa Extension Service

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Each of the counties in our project are unique and the councils reflect that uniqueness.

Currently our by-laws for MACOA/RSVP stipulate that council members serve a three-year term and at the end of that term are invited to serve another year if they have proven to be an effective member*. After the fourth year the member can roll off the council but may be invited back after a year's time. Officers on each council include chair, vice chair and secretary that serve for a three year period. Chairs are asked to stay on as ex-officio members. We also have standing committees: public relations, resource development, nominations, and special events. Two-thirds of our councils are made up of volunteers.

*We are considering updating these guidelines to allow for more flexibility in terms of service. Some current members are a vital part of the council; they possess skill sets and resources that are difficult to replace. If they want to continue serving even after their term runs out we want to allow these dedicated members to remain involved.

Organizational Capability

MACOA was established in 1972 to serve the senior population in Montgomery, Autauga, and Elmore counties. Its mission was and is to assist senior citizens by providing services to promote independent living by offering opportunities to enhance quality of life, and by increasing community awareness of senior issues. It has sponsored the RSVP project since 1973. In 2005 MACOA assumed the sponsorship of the Coosa and Tallapoosa Project, adding these two counties to the original three. In 2012 it took over the sponsorship of the Talladega Project, a relinquished grant.

Our executive and finance directors work with our auditors, Warren Averett, LLC, to ensure that general accounting principles are followed in all internal processes and procedures in order to minimize risk, control purchasing processes, manage personnel policies, and ensure board governance. Our auditors also ensure that capital assets are managed appropriately, as well as in accordance with CNCS regulations. Their annual audit report for year ended September 30, 2013, was an unqualified opinion.

Key Staff

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Executive Director of MACOA: Donna Marietta has been with MACOA since 2012. She has extensive knowledge of senior issues and serves on the State of Alabama Council for the Prevention of Elder Abuse. She is also the co-chair of the newly formed Elder Abuse Task Force for Montgomery County. Her duties as MACOA executive director are to:

Exercise final staff authority for the recruitment, hiring, evaluation, promotion, transfer and termination of all staff members to meet the personnel needs of MACOA

Establish, within budgeted limits, the size of the agency staff and its composition

Administer and establish personnel policies and procedures in accordance with the MACOA Employee Handbook and federal, state and local laws

Oversee the safety and security of agency personnel, facilities, equipment and property

Seek, prepare or supervise the preparation of, review, approve and ensure compliance with grants and contracts

Establish policies, guidelines and procedures, in coordination with the Board of Directors Finance Committee, for; supervise the preparation of; coordinate; recommend priorities for and present the annual agency budget and revisions, as required, to the Board of Directors

Establish policies, priorities, guidelines and procedures for operating all aspects of the agency effectively and efficiently within contractual, legal, budgetary and Board of Director policies, guidelines and requirements

Administer and establish and/or approve policies for the accurate, timely and accountable expenditure of all agency funds within budgetary guidelines and in accordance with approved accounting principles

Administer the effective and efficient operation and maintenance of agency-owned facilities,

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equipment and property and take action, as necessary, to make minor repairs and/or replace equipment and property

Determine need, obtain estimates and recommend sources of funding and action to the Board of Directors for major repairs, renovation, replacement, leasing and/or expansion of agency facilities, equipment or property

Take action to provide the agency staff with the policies, procedures, facilities, equipment, supplies and related resources, within budgetary constraints, to successfully carry out the agency mission

Develop and implement short term agency goals; recommend and provide input to the Board of Directors for development and implementation of long range goals

Coordinate agendas for Board of Director and Executive, standing and ad hoc committee meetings, as requested and/or required

Support the Board of Directors and Executive, standing and ad hoc committees by serving as a voting member, preparing data, providing information, making recommendations and taking action as requested and/or required

Call, as necessary and in accordance with the MACOA By-Laws, special meetings of the MACOA Board of Directors

Oversee and approve public relations activities to promote MACOA services and programs to government agencies, businesses, churches, civic groups, schools, media, individuals and the general public

Oversee and administer Development Office programs and recommend to the Board of Directors fund raising activities and projects to finance current and planned agency programs and operations

Serve as the official representative of and represent MACOA at meetings, conferences and community functions; on community and nonprofit boards and committees and to the general public

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Foster and maintain a positive, professional working relationship with local government, business, chamber of commerce, media, religious, health and nonprofit leaders and the general public

Network with community agencies, social services, churches and related organizations

Participate in conferences, training classes, seminars and activities on volunteerism, aging issues and areas associated with current and potential agency programs

Finance Director of MACOA: Martha Furr has been with MACOA since 1997. She is responsible directly to the executive director for coordinating, managing and executing budgeting and accounting functions within MACOA in accordance with generally accepted principles of accounting, the MACOA By-Laws, the MACOA Employee Handbook, applicable grants and contracts, and federal, state and local laws. She also:

Administers agency budgeting and accounting policies and procedures in accordance with the MACOA Employee Handbook, generally accepted accounting principles and federal, state and local laws

Maintains the agency accounting and financial records, including but not limited to maintaining/preparing the financial statement, general ledger, bank and investment accounts and payroll tax report and filings

Coordinates with the Executive Director and program directors and prepares, in accordance with agency policies and procedures and Board of Director guidelines, the annual MACOA budget and revisions

Ensures the payment of agency bills, allocation of funds, preparation of checks and receipts, completion of petty cash transactions, execution of bank deposits and bank and general ledger account reconciliations

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Administers preparation of and provides advice on all agency payroll activities, including leave, travel, deferred compensation, workers compensation and insurance accounting and requirements

Prepares monthly, quarterly and annual allocations and requisitions to meet United Way, government, contract and grant requirements

Prepares monthly restricted fund analysis

Researches and makes recommendations regarding accounting and budget policies and procedures to the Executive Director and program directors for the accurate, timely and accountable expenditure of agency funds within budgetary guidelines

Provides assistance to the auditors and executive director during the execution of the annual independent audit

Examines, analyzes and interprets accounting and budget records for the purpose of making monthly financial reports, reports of expenditures and requests for funds

Administers agency insurance policies (health, volunteer, liability, etc.) to include but not limited to filing claims, comparing policies

MACOA/RSVP Project Director: Jennifer F. Dvorak has been the project director since 2004. She is responsible directly to the MACOA Executive Director for the effective and efficient management, leadership, evaluation, planning, coordination and operation of all RSVP activities in the five-county project. She also:

Plans, coordinates, directs, administers documents, evaluates, and supervises RSVP activities in five counties in accordance with CNCS grant and contract, RSVP operations guidelines, and MACOA policies and procedures

Develops volunteer work plans designed to meet critical needs in the community while offering

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rewarding opportunities to seniors

Oversees the development of county Advisory Councils to advise and support the director and staff to get ideas, feedback, and support from the public

Updates Memoranda of Understanding and other documentation in accordance with CNCS policies

Works cooperatively with other RSVP, FGP, and Senior Companion Directors in the Alabama Association of RSVP Directors (AARSVPD)

Oversees the arrangements for volunteer recognition events

Prepares and makes recommendations of the RSVP portion of the MACOA budget and budget of the CNCS grant

Prepares the CNCS grant and ensures, with guidance from the executive director and finance director, compliance with CNCS requirements.

Establishes and maintains positive working relationships with political, civic, corporate, and church leaders, members, and groups

Participates in conferences, training activities, seminars, and other related functions on volunteerism, aging, and associated areas

MACOA/RSVP County Coordinators: Pam Goodwin, Montgomery and Autauga Counties, has been with the project since 2000. Donna Goff, Coosa County, has been with the project since 2012. Shirley Stewart, Elmore County, has been with the project since 2008 and before that time served on the Autauga County Advisory Council. Ann Hardman, Tallapoosa County, has been with the project since 2006.

These staff members:

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Recruit, register, place, and motivate qualified senior volunteers (age 55 plus) in volunteer positions in accordance with Corporation and Community Service (CNCS) and RSVP policies, directives, and guidelines

Provide orientation, supervision, and frequent follow up communication to volunteers and work station managers

Develop relationships with community partners to gain an understanding of county needs and resources and then build relationships with work stations in the community that will allow volunteers to serve in these areas of need

Collect hours from every volunteer or work station and complete monthly report reflecting these hours, volunteer numbers, and number of work stations

Provide RSVP Director with data needed to complete annual grant, progress reports, and other volunteer information required by CNCS and the Alabama Department of Senior Services

Maintain familiarity with CNCS requirements

Plan and direct volunteer recognition events for RSVP participants and supporters in the county

Serve as the point of contact for RSVP and MACOA in the county

Work to grow and develop local funding for the program

Maintain a positive, professional relationship with government, business, nonprofit, and religious community leaders

Seek individuals to serve on the RSVP Advisory Council in the respective counties

Publicize RSVP activities in local news outlets

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Assist, as needed, the RSVP Director in administering, evaluating, coordinating and operating the MACOA/RSVP project

Participate in conferences, training activities, seminars, and other activities on volunteering, aging, and related areas

Attend RSVP and MACOA staff training, planning, evaluation, and work related meetings as directed by the MACOA Executive Director and the RSVP Director

MACOA currently sponsors two thriving RSVP projects. It has a proven track record of sound programmatic and fiscal oversight of federal grants, as well as adhering to RSVP program requirements and resources. After existing for 41 years our state office can substantiate MACOA/RSVP's accuracy, dependability, and efficiency and that we are good stewards of the federal and all other funds in our care.

Other

n/a

PNS Amendment (if applicable)

n/a