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Executive Summary

Travis County Health and Human Services & Veterans Services (TCHHS/VS) anticipates that 285 RSVP volunteers will serve in Travis County through its existing RSVP. This exceeds the minimum required number of volunteers of 168 by 70%. Proposed volunteer activities include: food delivery and transportation for older adults, managing volunteers and engaging in fundraising efforts to build capacity at nonprofit organizations, distributing information about the importance of childhood immunizations, and disaster response. The primary focus area of this project is Healthy Futures. At the end of the 3-year grant, 200 homebound or older adults and individuals with disabilities will report having increased social ties or perceived social support. The CNCS federal investment of \$50,495 will be supplemented by \$218,212 in non-federal resources.

Strengthening Communities

COMMUNITY DESCRIPTION AND DEMONSTRATED COMMUNITY NEED OF PRIMARY FOCUS AREA IN TRAVIS COUNTY

(AGING IN PLACE)

Travis County Health and Human Services & Veterans Services proposes Healthy Futures as its Primary Focus Area. RSVP volunteers will address two community need areas within this focus area: aging in place (independent living) and access to care.

Three primary factors support the need for independent living services in Travis County: older adult population growth and the related increase in demand for services, lack of transportation among older adults, and the risk of malnourishment among older adults.

According to the 2011 Census, 78,357 adults age 65 years and older live in Travis County. By 2016, the Texas State Data Center projects that the county's 65 and older population will grow by 30.8% to 102,513, twice the national rate. According to a series of articles on aging that appeared in the Austin American-Statesman (April/May 2012), the demand for aging services in Travis County is outpacing supply among nonprofit agencies. Further, the Mayor's Task Force on Aging (Austin, Texas) is currently developing a plan of action to address the acute need facing the area's fast-growing population. While the plan has not been released yet, the Task Force acknowledges that a key issue of

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the plan will focus on the need for supportive services that permit seniors to remain living independently in their own homes.

In the spring of 2013, the Aging Services Council of Central Texas published "A Growing Senior Population in Central Texas: Opportunities and Needs" to provide statistics on and address issues related to Central Texas's aging population. The Council reported that 20% of central Texas residents 75 years and older do not own or drive a car and 18% report lacking transportation. Additionally, of older adults living in Travis County, an estimated 38% are malnourished or risk malnourishment, 13% report difficulty shopping for groceries because of health or physical problems, 6% report difficulty preparing their own meals, and 3% report not getting enough to eat on a typical day. The Council further stated that lack of transportation options and inadequate nutrition impacts independence for most older adults.

According to the Aging Services Council, seniors share a common goal to live independently and safely in their own homes for as long as possible. Major determinants of independent living include access to food/nutrition and access to transportation. Travis County RSVP will partner with nonprofit senior service providers, including Meals on Wheels & More and Faith in Action Caregivers, to engage volunteers in transportation and home-delivered meal programs to support independent living among Travis County's fast-growing, older adult population.

(ACCESS TO CARE)

Travis County RSVP will address health care access through its Volunteers for Childhood Immunization program.

In 2011, the Travis County Retrospective Immunization School Survey, conducted by the Texas Department of State Health Services (TDSHS), indicated that 68.8% of kindergarten students had completed the immunization series required for school.

The US Census Bureau reports that 78,882 children under the age of 5 currently live in Travis County. Using the Travis County immunization rate reported in the TDSHS survey, 24,611 children under the age of 5 are potentially at risk for serious disease.

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Another issue affecting the immunization rate in Travis County is conscientious exemption, a parental choice to not participate and/or delay the Center for Disease Control recommended immunization schedule. According to the Texas Annual Report of Immunization Status (issued by TDSHS), the number of conscientious exemptions has increased every year since they were allowed in 2003. TDSHS states that as the number of unvaccinated individuals increases, the risk of outbreak also increases should a vaccine-preventable disease be introduced into the population. Furthermore, Travis County is identified as one of only four counties in the state with the highest level of conscientious exemption rates.

TDSHS promotes following the recommended immunization schedule as the best way to keep children safe from certain diseases. They acknowledge that the complex task of increasing vaccine coverage levels cannot be accomplished without the nationally proven strategy of public education, particularly parent education, and other strategies including immunizations tracking and reminder systems.

Travis County RSVP will train volunteers to educate mothers of newborns at St. David's Hospital (Austin, Texas) about the importance of timely immunizations, will provide mothers with resource information including low-cost vaccination clinics, will track immunization due dates, will maintain contact with parents who enroll in a reminder system, and will provide follow-up with mothers enrolled to determine if the 2-year immunization series was completed. No other immunization service providers in Travis County administer this type of approach to healthcare access in the area of immunizations, or to increase the immunization rate.

SERVICE ACTIVITIES OF PRIMARY FOCUS AREA AND HOW THEY LEAD TO NATIONAL PERFORMANCE MEASURE OUTPUTS/OUTCOMES

(AGING IN PLACE)

Service activities to support independent living include transportation services to shopping and medical appointments, as well as home-delivered meals. These activities support achievement of Output H8 (number of homebound or older adults and individuals with disabilities receiving food, transportation, or other services that allow them to live independent) and Outcome H9 (number of homebound or

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older adults and individuals with disabilities who report having increased social ties/perceived social support). These services will be provided through participating organizations (volunteer stations) in Travis County that focus on supportive services for independent living.

Clients needing transportation services will be assigned to volunteers by case managers from Meals on Wheels & More and Faith in Action Caregivers. Volunteers will serve on request based upon their availability, and will transport clients in their own vehicles, or will run errands for the client and provide delivery to the client's home.

Clients may also request service via online databases (client tracking databases) maintained by each of the participating organizations. For those requesting service online, volunteers will view the client schedule and choose a route and client to assist. RSVP has obtained assurance from the participating organizations that online database information will be updated automatically to avoid duplication of volunteer assignments for transportation requests.

Volunteers providing home meal delivery will be assigned to clients by case managers from Meals on Wheels & More. During the Monday-Friday work week, volunteers will drive a weekly meal delivery route to an average of 8 clients during the noon hour. Volunteers driving on Fridays will deliver an extra meal for the weekend.

For both types of services, the volunteer and the participating organization will maintain an activity log documenting the number of individuals receiving services. Additional data will also be entered into the client tracking database.

(ACCESS TO CARE)

Childhood immunization service activities to support access to health care include materials development and information distribution. These activities, per definition by the Corporation for National and Community Service, are within the scope of preventive healthcare services and support the achievement of Output H2 (number of clients to whom information on health insurance, healthcare access and health benefits programs is delivered).

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Twice per month, RSVP volunteers will assist with the development of immunization materials about vaccination clinics, parental care during the immunization process, immunization record tracking cards, the importance of immunization, Texas' free immunization registry, and the recommended immunization schedule. At least once per week, trained RSVP volunteers serving 2-4 hour shifts will visit mothers of newborns at St. David's Hospital to provide them with materials about immunizations, educate them about the importance of childhood immunization, and enroll them in a postcard reminder program. Volunteers will also answer questions about immunizations and will provide families with information about immunization resources including lost-cost vaccination clinics. Volunteers will mail postcard reminders to enrolled mothers when their child is due for shots at 2, 4, 6, 12, and 18 months of age.

DATA COLLECTION PLAN AND INFRASTRUCTURE TO SUPPORT AND ENSURE NATIONAL PERFORMANCE MEASURE OUTCOMES AND OUTPUTS ARE MEASURED, COLLECTED AND MANAGED

(AGING IN PLACE)

The client tracking databases administered by the participating organizations will track the activity assignment of volunteers to clients. Additionally, RSVP volunteers will maintain a record of their service activity (time and clients served) and submit it monthly to the RSVP Independent Living Coordinator. The Independent Living Coordinator will meet with participating organizations four times per year to review and compare volunteer activity records maintained by the participating organization and by RSVP. Upon validation of the information, the data will be entered into an internal database system that generates the number of clients receiving services that allow them to live independently.

At the end of each grant contract year, RSVP will collaborate with the participating organizations to administer a client survey to determine the number of clients reporting increased social ties/perceived social support. A survey number will be assigned to each client to simplify the client survey experience and to address participating organizations' concerns of client confidentiality. The survey will be on hard copy (paper) and will be administered to all clients served by either delivery to the client by the volunteer or by delivery to the client by staff from the participating agency. Survey responses will be

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coded by type of service received (transportation or home meal delivery) and entered into Microsoft Excel. Data analyses will indicate the level of outcome achievement.

(ACCESS TO CARE)

Nurses at St. David's Hospital will provide RSVP volunteers with a bed roster of mothers of newborns when volunteers check in for their shift. Volunteers will indicate on the bed roster those mothers visited; if information packets were given to them; if they enrolled in the postcard reminder program; and, if they refused the information. Volunteers will complete an enrollment card that includes the parent's name, address, phone #, email, alternate contact information, child's name, child's birth date, and child's race/ethnicity. The Immunizations Coordinator, an RSVP staff person, will collect bed roster and enrollment cards weekly. The information will be entered weekly into a database that is used for tracking immunization information and mailing postcard reminders. This data will provide the number of mothers receiving healthcare access information specifically about immunizations. Additionally, after 18 months, volunteers will conduct follow-up via phone or email to ascertain if enrolled children have received all required immunizations. The determination of each child's immunization status will be ascertained from the immunization record maintained on the database.

VETERANS SERVICES ACTIVITIES WITHIN PRIMARY FOCUS AREA, OTHER FOCUS AREA, OR CAPACITY BUILDING

The Austin Veterans Affairs (VA) Outpatient Clinic has collaborated with RSVP to implement a volunteer program for the purpose of ensuring that veterans and their families receive adequate support leading up to and during their clinic visit. Volunteer service activities will occur in the Veterans and Military Family Focus Area, and be classified as Other Focus Area. The service activities will be recorded under the category of "assisting a Department of Veterans Affairs Program" as part of Output V8 (number of veterans' family members that received CNCS-supported assistance.) RSVP volunteers will provide staff support through oversight and management of volunteers, including recruitment, orientation and training, scheduling and placement of volunteers. Additionally, RSVP volunteers will provide veterans with transportation shuttle services and in-clinic assistance to veterans. Transportation shuttle services will be provided weekly to the Temple VA Clinic Annex located 70 miles away for medical services not available at the Austin VA Clinic. Transportation

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shuttle services will also be provided daily within the Austin VA Clinic complex. Daily in-clinic patient assistance will include patient welcoming and registration assistance.

While services to veterans and military families are only proposed via Output V8 as described above, RSVP will research its scope of service to veterans, family members of active duty military service members, and to veteran's family members within the proposed immunizations and independent living programs (both in the Primary Focus Area). If results from the evaluation show that volunteers are also serving these groups, then tracking of these services will be added as outputs through the CNCS grant amendment process.

Recruitment and Development

PLAN AND INFRASTRUCTURE TO CREATE HIGH QUALITY VOLUNTEER ASSIGNMENTS THAT ENABLE VOLUNTEERS TO SHARE EXPERIENCE, ABILITIES, AND SKILLS TO IMPROVE COMMUNITIES

All participating organizations (volunteer stations) will be provided with a comprehensive 2-day training that will help them fully leverage the skills and experience of older adults, understand the generational characteristics of boomers and seniors, and understand the key characteristics of creating compelling, high-quality volunteer opportunities for older adults. The training is based on research conducted by the Temple University Intergenerational Center on issues affecting the engagement of older adults in meaningful service. Session leaders will be local subject matter experts and highly skilled at helping nonprofit organizations mine the talent and expertise of this expanding and evolving resource. RSVP will recommend that volunteer stations register two representatives (e.g., the executive director, volunteer manager or coordinator, and any other staff member who is involved in managing opportunities) to maximize the opportunity that the training offers.

Other processes that RSVP will implement to create high-quality assignments and experiences for the volunteer include a comprehensive station selection process and evaluation. An organization interested in becoming a volunteer station must be able to identify how a volunteer would help its organization accomplish its goals and understand the role a volunteer assumes in its service delivery system(s). Additionally, stations should be able to effectively communicate the importance of volunteer service to funders, service recipients, program advocates, and the volunteer. In doing so, stations will be expected to understand their responsibilities and the value a volunteer brings to their

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respective organizations. Volunteers, in return, will be able to reflect on the importance their service has made not only to their assigned station, but to themselves. Check-ins within one month after placement and then semi-annually, with volunteers and volunteer stations will help RSVP staff ensure successful matches. RSVP staff will conduct an annual evaluation process to formally measure both volunteer and station experiences. The evaluation process will be carried out for volunteers via mail and online for volunteer stations. Issues identified will be incorporated into programming planning via an annual strategic planning process that includes input from the Advisory Council.

PLAN AND INFRASTRUCTURE TO ENSURE RSVP VOLUNTEERS RECEIVE TRAINING TO ADDRESS IDENTIFIED COMMUNITY NEED(S) IN PRIMARY FOCUS AREA, OTHER FOCUS AREAS, OR CAPACITY BUILDING

Skills development and training will play an important part in RSVP's plan for ensuring high-quality volunteer experiences that address identified community needs. RSVP will build volunteer leaders through a workshop series called the Leadership Academy: Older Adults Leading the Way to Civic Engagement. Volunteers will explore opportunities where volunteer service can address specific, critical community needs through nonprofit organizations that fall within the selected focus areas. Volunteers will use their personal experiences and passion, through self-directed teams, to put into practice what they've learned and achieve identified performance measures or to enhance the capacity of the organizations where they serve.

Familiarization with RSVP's history; program, volunteer, and station requirements; volunteer benefits; and its purpose in addressing specific community needs within identified focus areas are included in training to all volunteers by RSVP staff. Ongoing training will also be provided on specific topics that enable volunteers to gain a better understanding of issues affecting their service, stories of service and inspiration, and strategies for a more productive volunteer experience.

Volunteer station staff will provide volunteers with a program orientation that includes program purpose, history, agency accomplishments, safety, organizational structure, and how volunteers impact the mission of the agency; on-the-job training; and episodic trainings on current issues affecting the work of the agency.

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DEMOGRAPHICS OF COMMUNITY TO BE SERVED AND RECRUITMENT PLANS FOR A DIVERSE VOLUNTEER POOL TO BE REFLECTIVE OF COMMUNITY

Fifty percent of the Travis County population are Non-Hispanic White followed by Hispanic or Latino (34%), Non-Hispanic Black (8%), Non-Hispanic Asian (6%) and other race/two or more races (2%) (2011 American Community Survey/U.S. Census Bureau). Among Travis County's 55 and older population, 69% are Non-Hispanic White, 18% are Hispanic or Latino, 8% are Black, and 4% are Asian (Note: Black and Asian categories may include individuals of Hispanic origin).

Almost 7 percent of the County's age 18 and over civilian population are veterans (2011 American Community Survey). Three percent are 55 years of age and older.

Among RSVP volunteers serving in 2013, 22% are from minority backgrounds. The County's minority population 55 years of age and older is 30%. The RSVP volunteer pool reflects a diverse representation in education levels, professional backgrounds, religion, age, income levels, veteran status and disability and representation from both rural and urban areas of Travis County.

RSVP will focus minority recruitment efforts through faith-based outreach. Outreach will occur primarily through participation in the county's Health Wellness Coalition, a taskforce of 24 churches from communities of color whose focus includes aging/independent living and childhood immunization (RSVP's proposed services within the Healthy Futures Primary Focus Area), and meetings with neighborhood associations.

While the percentage of veterans who are volunteers reflects the community's veteran demographic profile, RSVP places significant importance on engaging veterans in national service through RSVP. RSVP will take a three-pronged approach to recruiting veterans to serve as RSVP volunteers: veterans recruiting veterans, promotion of national senior service and outreach through the Travis County Department of Veterans Services, and through the Austin Veterans Administration Outpatient Clinic.

RSVP is also committed to providing volunteer opportunities for those who may have physical challenges, e.g. sight or hearing limitations or restricted mobility. Input from community experts in these areas, including staff from the Travis County Services for the Deaf and Hard of Hearing, the

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Aging Services Council of Central Texas, community partners, and other health and social service provider organizations, will be gathered annually to ensure that, when appropriate, physical requirements do not present a barrier to service, and that an assignment made adapts or reasonably accommodates whatever physical challenges may exist.

Recruitment strategies will include utilizing internet technology (RSVP website, social media, video sharing); broadcasting PSAs through media advertisements; conducting face-to-face presentations; promoting national senior service through learning opportunities; posting print media stories; health fair participation; and networking events.

RETENTION AND RECOGNITION OF RSVP VOLUNTEERS

Throughout its 36 years of existence within TCHHS/VS, RSVP's retention and recognition strategies have contributed to its success. Staff, in tandem with the Advisory Council, meet annually to develop strategies to retain and recognize volunteers. Additionally, resources to support the strategies are budgeted by the Advisory Council or TCHHS/VS.

Retention strategies will include:

- Ensuring opportunities allow for flexibility in areas such as volunteer activity, length of commitment, location, population served, leadership opportunities offered, and new skills gained;
- Providing a well-organized benefits structure that includes service learning;
- Offering intergenerational opportunities for events, including national days of service;
- Conducting follow-up with volunteers after they are placed and at least twice per year to ensure satisfaction has been achieved;
- Making personal contact with volunteers who are not active;
- Frequent communication via a monthly e-newsletter and social media regarding the importance the volunteer's service has on their assigned station, the community, and themselves; and
- Developing educational, social, and cultural activities for members.

Recognition will be comprised of traditional and non-traditional activities; these include benefits that directly serve the volunteers.

- Formal recognition will occur at an annual banquet. Volunteers will be honored for their

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achievements.

- A monthly email newsletter will feature volunteer opportunities, volunteer and station spotlights and relevant volunteer resources.
- Volunteers will have access to learning opportunities to further explore options in their retirement years, focusing on national senior service.
- Volunteers will be recognized in an ongoing video series entitled, "50 Forward." The series will be a demographically-relevant show, discussing topics of import to older adults while recognizing the volunteer and their service. Videos will be made available on the RSVP website, Facebook page, and YouTube page, as well as Travis County Television's (TCTV, Channel 17) website.
- RSVP will nominate volunteers for community and national service awards.

Program Management

MANAGEMENT PLAN/INFRASTRUCTURE FOR VOLUNTEER STATIONS: ASSURANCE THAT VOLUNTEER STATIONS ARE COMPLYING WITH RSVP PROGRAM REGULATIONS AND ASSURANCE THAT VOLUNTEERS ARE PERFORMING THEIR ASSIGNED SERVICE ACTIVITIES

RSVP volunteer stations will be carefully considered, and will seek tangible collaboration from each station to: develop outcome-based plans and service opportunities that address identified needs, comply with regulatory and policy requirements, and provide assigned volunteers with the support necessary for successful performance in their assignments. RSVP staff will conduct annual site visits to ensure compliance with requirements outlined in the Code of Federal Regulations Title 45 Part 2553 - The Retired and Senior Volunteer Program (which includes the responsibilities of a volunteer station and legal limitations that apply to the RSVP grant and expenditure of its funds), and with agreements maintained in a Memorandum of Understanding (MOU). The MOU will describe the relationship between RSVP and the volunteer station. The agreement will include providing volunteers with job descriptions and volunteer assignment plans as part of their volunteer management.

Site visits will include interviews with the volunteer station coordinator and other site leadership to evaluate program viability and compliance via a checklist; review of current and projected volunteer opportunities; observation of volunteers performing their assigned service activities; verification of adequate volunteer supervision; assessment of physical space, accommodation for volunteers with disabilities, and safety; review of records management and volunteer activity tracking; inquiry

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regarding training provided for volunteers and volunteer recognition; identification of specific technical assistance needs; discussion of issues presented by the station; the provision of guidance where issues are identified; and determination of the site as a continuing volunteer station.

PLAN/INFRASTRUCTURE TO MEET COMMUNITY NEEDS WHILE MINIMIZING DISRUPTION TO CURRENT VOLUNTEERS AND/OR GRADUATING STATIONS

Critical community needs are identified in Travis County through a partnership of community service providers, funders, government agencies, business leaders, and community representatives known as the Community Action Network, or through forums conducted nationally by CNCS as part of its strategic planning process. Additionally, TCHHS/VS's Research & Planning Division solicits community input for its 3-5 year plan that describes community needs, resources, priorities, and strategies to address those needs. RSVP relies on these sources to determine which needs to address and the methods to address those needs.

Agencies that address these community needs will be identified through a social service agency list maintained by the TCHHS/VS Research and Planning Division and other community participation groups. Agencies that work in partnership with RSVP and that utilize the skills and interests of volunteers to meet these needs may become volunteer stations.

RSVP staff and Advisory Council members will assess performance measures annually to evaluate program objectives and volunteer impact. All RSVP program offerings will be evaluated to determine effectiveness and community value.

On October 1, 2010, Travis County RSVP adopted a service model that engaged volunteers in only a few key areas addressed in the CNCS 2011-2015 Strategic Plan and in other community priority areas.

This shift in its service model was accompanied by a significant down-sizing of the program. Volunteers and stations were provided with notification of the program's new direction via mail, email, and YouTube videos. All volunteers who and stations that no longer fit into the new service model were successfully graduated with no disruption to the volunteer's service.

TRAVIS COUNTY RSVP'S TRACK RECORD IN THE HEALTHY FUTURES FOCUS AREA AND

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HISTORY OF TRACKING PERFORMANCE IN THIS AREA

RSVP volunteers have assisted Independent Living organizations since its inception 41 years ago, but outcome-based measures were developed for this program in 1998. At the end of the first year (1999), 35 volunteers had spent 2,520 hours of service helping 110 older adults remain independent and living in their own homes. Since then, the number of volunteers has doubled, the number of hours served has tripled, and the number of clients served has grown over five fold. RSVP has a long-standing partnership with Meals on Wheels and More, and the Faith in Action Caregivers network (consisting of 7 Austin-area locations to support independent living services in Travis County).

In partnership with St. David's Hospital and the University of North Texas, the Volunteers for Childhood Immunization (VCI) program was established as an outcome-based priority for Travis County RSVP in 1998. The program has grown to serve 960 mothers annually. In 2001, when outcome data was available, 85% of the mothers enrolled in the VCI program had completed their child's immunization series. Last year, 96% of the children had received their last of the 2-year immunization series. RSVP is currently negotiating a new partnership with the City of Austin Health Department to grow the program.

PLAN/INFRASTRUCTURE TO ENSURE COMPLIANCE WITH RSVP FEDERAL REGULATIONS (INCLUDING ESTABLISHMENT OF AN RSVP ADVISORY COUNCIL, MOUs COMPLETED AND SIGNED BY STATIONS, VOLUNTEER ELIGIBILITY VERIFIED

Travis County conducts a rigorous review of the grantor's programmatic expectations, administrative rules and guidelines, and compliance requirements as part of the grant application process. This includes the recipient department with the assistance of the Planning and Budget Office, County Attorney, County Auditor, and County Commissioner's Court. During the implementation of the RSVP grant, TCHHS/VS and the Auditor's Office will be responsible for ensuring compliance with statutes, regulations, and grant terms and conditions. TCHHS/VS will be responsible for compliance of all legal, fiscal and procedural requirements of the grant. The Code of Federal Regulations (CFR) Title 45 Part 2553 - The Retired and Senior Volunteer Program, serves as the source document for RSVP federal regulations.

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RSVP has maintained an Advisory Council (AC) with 501(c)(3) designation since 1988 to support RSVP in meeting its administrative and program responsibilities including fund-raising, event planning, strategic planning, publicity, outcome-based programming, and project assessment and evaluation. One-quarter of the AC members are community volunteers, the rest are from business, government, philanthropic, and nonprofit sectors. AC members serve three-year terms and may be reappointed for an additional term.

Nonprofit organizations may apply to become an RSVP volunteer station. Only those that fit within the scope of service and can meet the conditions outlined on the Memorandum of Understanding (MOU) are considered. RSVP staff will conduct a site visit to ensure the appropriateness of the site as an RSVP volunteer station. If accepted, the site will be required to sign an MOU. RSVP's responsibilities to the volunteer station are also outlined in the MOU. Staff place eligible RSVP volunteers only in stations that have signed an MOU.

Eligibility requirements for RSVP service (per CFR 2553.41) are included on the RSVP volunteer application. RSVP staff review the application and conduct personal interviews to verify that the applicant meets eligibility requirements as follows: be 55 years of age or older, agree to serve without compensation, reside in or near Travis County, agree to abide by all requirements set forth by RSVP and the volunteer station. There is no restriction based on formal education, experience, race, religion, color, national origin, sex, sexual orientation, age (with the exception of being at least 55), handicap or political affiliation.

Organizational Capability

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 AND TO ENSURE ACCOUNTABILITY AND EFFICIENT AND EFFECTIVE USE OF AVAILABLE RESOURCES

While assuming legal and financial responsibility for the activities of Travis County RSVP for 36 years, Travis County has demonstrated successful program oversight, fiscal oversight, and operational support of Travis County RSVP. This has required the combined efforts of several departments within the County, including the Travis County Auditor's Office, the County Attorney's Office, TCHHS/VS, and the Travis County Planning and Budget Office.

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The Travis County Auditor's Office reviews the grant application for potential compliance problems as well as fiscal requirements. The Travis County Attorney's Office reviews the grant application for legal requirements. TCHHS/VS provides RSVP with the administrative support necessary to ensure accountability and efficient and effective use of available resources. Project resources are managed by the RSVP Director and TCHHS/VS's Finance Division. TCHHS/VS's Finance Manager, TCHHS/VS's Executive Manager, the Travis County Auditor's Office, and the Travis County Planning and Budget Office review budgets annually, with final review and approval from the Travis County Commissioners Court. Budget forecasts are conducted at the half-year mark to ensure good stewardship of resources. General purpose financial statements are audited annually in accordance with government auditing standards. Additionally, TCHHS/VS and the Travis County Auditor's Office have the responsibility to continually monitor RSVP for fiscal and programmatic compliance.

WELL-DEFINED STAFF POSITIONS, INCLUDING IDENTIFICATION OF CURRENT STAFF ASSIGNED TO THE PROJECT AND HOW THESE POSITIONS WILL ENSURE THE ACCOMPLISHMENT OF PROGRAM OBJECTIVES

The program's staffing infrastructure to ensure the accomplishment of program requirements and objectives are as follows:

- 1) The RSVP Director is responsible for the program budget, resource development, reporting, local and national advocacy, planning, program evaluation and assessment, building commitment among partners of program priorities, supporting the Advisory Council, grants management, personnel and performance management. He has over 25 years of experience in volunteer management and human services planning in senior issues. Note: In 2011, TCHHS/VS negotiated with CNCS the reclassification of the Director from 100% FTE to 80%. A CNCS monitoring and compliance review in 2012 had no findings requiring corrective action resulting from the reclassification; there were no adverse effect on the scope and quality of project operations.
- 2) Two Community Engagement Coordinators are responsible for identifying, screening and matching volunteer skills with nonprofit/public organizations, supervising the work of RSVP's in-house volunteers, volunteer station management, and the implementation and oversight of volunteer projects with measurable results. One Coordinator has 15 years of experience in volunteer management, plus 9 years of experience as an RSVP grantee Volunteer Coordinator. The other

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Coordinator has 25 years of experience in social services project management and volunteer management.

3) The Administrative Assistant provides administrative support services for staff, maintains the volunteer management database, conducts purchasing, and maintains equipment inventory. The Administrative Assistant has 6 years of experience in providing administrative support to RSVP and 19 years of office administration.

Other TCHHS/VS staff providing essential project support or oversight are as follows:

1) The TCHHS/VS County Executive has direct management responsibility for Human Services in Travis County, the Travis County Veterans Service Office, and the Travis County Texas AgriLife Extension Office.

2) The Community Services Division Director supervises all programs within the Department's Community Services Division including RSVP, Travis County Services for the Deaf and Hard of Hearing, Travis County Housing Services, Neighborhood Conference Committee, Community Services Community Liaison Program, and Work-Based Learning Program/Summer Youth Employment Program.

3) The Financial Manager directs the financial operations of all programs within the Department; functions in accordance with Generally Accepted Accounting Principles and federal, state, and local laws and policies; and oversees grant development and reporting, contracts and purchasing, and accounting functions.

4) The Contract Compliance Specialist evaluates and monitors contract performance, compliance and contractual obligations.

5) The Communications and Development Coordinator develops and implements strategies in tandem with Advisory Council members and staff to gain greater public awareness of the program; promotes civic engagement; partners with local media to create awareness of volunteer opportunities and the contributions of older adults in service; moderates and develops copy and content for the program's website, Facebook and YouTube pages; produces "50 Forward," and supports development/fundraising efforts.

6) The Training and Education Coordinator develops and implements effective training for RSVP volunteers and stations on civic engagement, leadership skills development, and capacity building for nonprofit organizations.

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DEVELOPMENT AND IMPLEMENTATION OF INTERNAL POLICIES AND OPERATING PROCEDURES TO PROVIDE GOVERNANCE AND MANAGE RISK, SUCH AS ACCOUNTING, PERSONNEL MANAGEMENT, AND PURCHASING

Travis County, through its Auditor's Office, Purchasing Office, Planning and Budget Office, Human Resources Management Department and the grant recipient department ensures that all programs administered by the County follow grant compliance guidelines without exception. County policies, grantor policies, and federal and state laws affecting grants management are provided in the Travis County Grants Management and Procedures Manual.

The grant recipient department (TCHHS/VS), with the Auditor's Office assistance, ensures compliance with statutes, regulations and grant terms and conditions; compiles and submits financial and progress reports; monitors internal controls to assure funds are properly expended and documented; arranges for independent audits as required by the awarding agency or OMB Circular A-133. TCHHS/VS and the Travis County Human Resources Management Department (TCHRMD) plan, develop, and implement policies and systems for the effective management of personnel, including: hiring, promotions, position classification, evaluating and rewarding performance, employee training and development programs. The TCHHS/VS and TCHRMD maintain policies to mitigate risks associated with the Human Resources function e.g., background checks, diversity training, harassment training, salary surveys, ensuring that policies and standards are applied equally to all employees, and workplace safety and security. The Purchasing Office ensures compliance with federal and other laws that apply to purchasing.

MANAGING CAPITAL ASSETS SUCH AS FACILITIES, EQUIPMENT, AND SUPPLIES

TCHHS/VS continuously monitors its capacity to assure that it has the appropriate resources needed to carry out its programs and initiatives. Each year, during the department budget process, the department's Executive Management Team (EMT) poll staff to determine needs and request needed resources, e.g. facilities, equipment and supplies, all aligned to the County's internal budgetary guidelines. The department's EMT determines the allocation of resources in support of programs requiring assistance. The Information and Telecommunication Systems (ITS) department, which provides computer and telephone support to other County departments, also has procedures to ensure

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that staff have equipment updated as necessary. Other support departments, such as the Planning and Budget Office and the Purchasing Office ensure that all purchases, accounting transactions, and budgetary issues are handled through appropriate channels. The Purchasing Office manages assets/inventory through its fixed asset management system.

ORGANIZATIONAL INFRASTRUCTURE IN THE AREAS OF ROBUST FINANCIAL MANAGEMENT CAPACITY AND SYSTEMS AND PAST EXPERIENCE MANAGING FEDERAL GRANT FUNDS

Travis County's organizational structure and procedures provide for appropriate and astute fiscal oversight of its monies: general fund, grants, contracts, and otherwise. Within the County, there is a minimum of four departments involved in the review and approval process for grants development and management. These are: the Planning and Budget Office, the County Auditor, the County Attorney and the respective Department seeking grant funding. For purposes of this proposal, TCHHS/VS is the grant-seeking Department.

Travis County and TCHHS/VS have successfully managed federal grants for more than 30 years. Currently, TCHHS/VS manages more than 10 federal grants (including American Recovery and Reinvestment Act funding) totaling more than \$10 million dollars. There are four staff principally involved in general grants development and administration. These include: the Finance Manager and two Contract Compliance Specialists - one primarily focuses on discretionary funding and the other on formula (entitlement) type grants. There is also a Resource Development Senior Planner who stewards the pre-award phase of the departmental grants cycle, leading needs identification, grants research and development. The Finance Manager and Finance staff are involved throughout the various phases of the grant award, working closely with the grant-funded program within HHS/VS to ensure appropriate oversight and compliance with grant regulations. The Finance Manager and Contract Compliance Specialists each have more than 11 years of experience in administering grants. The Resource Development Senior Planner has more than 14 years of grants experience that includes development, management, and administration (grantor). TCHHS/VS also has a departmental Grants Management Manual that is aligned to County procedures and protocol.

Other

Not applicable

Narratives

PNS Amendment (if applicable)

Not applicable