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Executive Summary

RSVP of Tarrant County, Texas, to be administered by Cornerstone Assistance Network, will recruit an estimated 600 RSVP volunteers over a three-year period. Some of their activities will include building or repairing homes, tutoring GED and ESL students, assisting VITA sites, food distribution and collection, providing health education, and providing translation services in clinics, all of which will be provided to those who are economically disadvantaged. The primary focus area of this project is Economic Opportunity. At the end of the three-year grant, Cornerstone anticipates approximately 22% of its RSVP volunteers to be working towards the following minimum outcomes: (1) 145 economically disadvantaged individuals placed in jobs through Employment related RSVP activities; and (2) 72 economically disadvantaged individuals transitioned into safe, healthy, affordable housing through Housing related RSVP activities. The CNCS federal investment of \$90,530 will be supplemented by \$15,711 in non-federal resources in the first year.

Strengthening Communities

The proposed RSVP project, to be administered by Cornerstone Assistance Network ("Cornerstone"), will serve the geographic service area of Tarrant County, Texas. Cornerstone is located in Fort Worth, Texas, the seventeenth-largest city in the nation and fifth-largest city in Texas. Positioned in North Central Texas, Fort Worth serves as the county seat of Tarrant County, which covers 897 square miles. The county has over 1.8 million residents according to the Census Bureau's 2011 American Community Survey (ACS) estimates.

Cornerstone has 21 years of experience serving the economically disadvantaged in Tarrant County, which justifies the choice of "Economic Opportunity" as the primary focus area for this project. The most critical community needs are ongoing and include housing, employment, and financial literacy, as demonstrated below.

The Need: Reduce Unemployment

Although unemployment in Tarrant County is comparable to, if not slightly better than the national average (5.9% as of April 2013), there are still considerable threats to job-seekers in the County. The greatest pressure on jobs is the rapidly growing population of Fort Worth (Texas Workforce Commission), which grew by 38% (adding 201,506 individuals) between 2000 and 2010. This, compared to the neighboring Dallas (11% growth rate, adding 127,770 individuals over same period),

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shows the considerable growth in Tarrant County, based on North Central Texas Council of Governments' annual population growth estimates.

One other threat to job-seekers in Tarrant County is the large number of job-seekers whose criminal backgrounds prevent them from obtaining employment and integrating into the larger society. In fact, studies have shown that employment greatly reduces the chance that an ex-offender will recidivate, or return to jail or prison. According to Texas Department of Criminal Justice (TDCJ), between years 2000 and 2006, there were a total of 14,764 men and women released to Tarrant County. Fifty percent (50%) of all parolees returned to only nine zip-codes in Tarrant County, all located within a 15 mile radius of central Fort Worth. With so many ex-offenders releasing in such a densely populated area, and with so few programs addressing employment needs of ex-offenders, most of those released are reincarcerated. According to a 2008 study by Tarrant County Criminal Justice Office, there was a 63.7% recidivism rate in Tarrant County, meaning that over half of those released returned to jail or prison. In comparison, the recidivism rate for the state of Texas was 31.9%, demonstrating the considerable need for reentry initiatives in Tarrant County, and especially central Fort Worth (Pew/ASCA Recidivism Survey). Reducing the recidivism rates of Tarrant County would help reduce unemployment and save taxpayer dollars by keeping ex-offenders from being reincarcerated.

Service Activities to Address Unemployment:

For the proposed project, RSVP volunteers will be placed in a number of service activities to address the employment needs in Tarrant County, and which will lead to National Performance Measure outputs or outcomes. These activities include tutoring in Adult Basic Education (ABE), General Educational Development (GED), and English as a Second Language (ESL); as well as job skills preparation/training, offered through programs such as Cornerstone's CAN Works. All of these activities will lead clients to receive job training and other skill development activities. Activities in ABE, GED, and ESL will lead to outcomes of 95 total clients being placed in jobs. The job skills preparation/training activities administered through CAN Works, a unique staffing agency, will lead to an outcome target of 50 clients placed in jobs. Specifically, CAN Works focuses on clients with barriers to employment, such as a criminal record, disabilities, and/or veteran status. By addressing the employment needs of ex-offenders, this will help address a pressing community need as described above.

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The Need: Increased Housing Services

One critical need in Tarrant County is the need for housing programs to help economically disadvantaged residents secure safe and affordable housing. There are numerous facets to the problem of housing in Tarrant County, many of which Cornerstone and its many community partners have the experience of addressing over the past 21 years.

One of the facets to the problem of housing in Tarrant County is the high rate of poverty and the inability of many residents to afford available housing. In Tarrant County, according to the 2010 Census, 14.5% of the population lives below the Federal Poverty Level, with nearly 21% of children under the age of 18 living in low-income households. According to the Tarrant County Homeless Coalition's (TCHC) 2013 survey, the two top reasons people cite for becoming homeless in Tarrant County are (1) unable to pay rent/mortgage, and (2) unemployment. With such a high rate of poverty in Tarrant County, the potential for families and individuals becoming homeless is high. The 2013 homeless count by TCHC found that there are 2,390 homeless persons in Tarrant County at any one time, a 10% increase since 2011. TCHC also calculated that in 2013, approximately 5,244 people in Tarrant County will experience homelessness at some point during the next year.

Another startling facet to the problem of housing in the County is the lack in safety, maintenance, and upkeep of homes and properties inhabited by those in the special needs population, which includes elderly, frail elderly, persons with disabilities, and persons with HIV/AIDS. During the 2000 Census, nearly 20 percent of the urban county population indicated they had some type of disability. From 2000 Census data, 97,268 had disabilities, with 6,724 having difficulties taking care of themselves, and 17,723 having difficulty going outside of the house. There is a great need of care for these individuals, and especially since these individuals are unable to upkeep their own homes. It is estimated that 79% of elderly citizens live in their own home. This presents the need for assistance with the upkeep of these homes to protect the health and well-being of the homeowner, but to also prevent the deterioration of older neighborhoods. Nearly 20,000 elderly homeowners reside in homes with some housing problems, and nearly 12,000 elderly renters reside in a rental property with one or more housing problems (Tarrant County Housing & Community Development 5-year Consolidated Plan 2010-2015).

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Service Activities to Address Housing Services:

RSVP volunteers will be placed in a number of service activities to address the housing needs in Tarrant County, and which will lead to National Performance Measure outputs or outcomes. These activities include (1) repairing homes, (2) assisting with housing search, and (3) building homes through Habitat for Humanity. All of these service activities will directly lead to the output of clients receiving housing services. Through activity (1), 12 homes will be repaired through Cornerstone's Housing Division or Habitat for Humanity (the output target), and at least 8 clients/families will be transitioned into the repaired safe, healthy, affordable housing (outcome target). In activity (2), 300 clients will receive housing services (output target), with 60 transitioning into housing (outcome target). Six homes will be built through activity (3), with at least 4 clients/families being transitioned into the resultant housing. Some of the clients assisted through these activities will include seniors and those with disabilities who have difficulty maintaining the upkeep of their homes, as well as formerly homeless individuals/families, addressing the stated community needs. In addition, housing services will be marketed to military veteran clients or families, especially in activities through Cornerstone's Housing Division.

Cornerstone has a considerable track record working with the homeless in Tarrant County. As a result, Cornerstone has strong partnerships in place to execute the stated activities above and has a considerable knowledge of homeless and housing issues specific to the County. Cornerstone serves as a key member of the Tarrant County Homeless Coalition (TCHC). Mike Doyle (CEO) served as TCHC's first chairman for 12 years, and Roddy Youree (COO) currently serves on the TCHC board.

The Need: Financial Literacy

Another critical community need in Tarrant County, as identified by the 2011 Fort Worth Community Assessment administered by 'Excellence in Giving', was financial literacy. People living in poverty, as already identified as a considerable issue in the County, are often the victims of predatory financial products such as payday loans, title loans, pre-paid debit cards with monthly fees and per-use fees. Some states and many municipalities restrict these practices, but Tarrant County does not. Traditional banks are less likely to be located in low-income neighborhoods, but it is in these neighborhoods that predatory lenders are densely located (YWCA Fort Worth & Tarrant County).

Service Activities to Address Financial Literacy:

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RSVP volunteers will be placed into one activity, assisting the Volunteer Income Tax Assistance (VITA) program, operated by Catholic Charities of Fort Worth. Catholic Charities administers the VITA program at 12 different sites throughout the County. All of those receiving VITA assistance are receiving financial literacy services. There is an output target of 20 clients receiving VITA assistance. Some of the services and materials offered by VITA will help educate clients on predatory financial products and help them complete their tax documents.

Plan & Infrastructure to Support Data Collection:

Cornerstone has numerous methods by which to collect data and ensure National Performance Measure outcomes and outputs are measured, collected, and managed. Data collection will be achieved through quarterly reports from Cornerstone's volunteer stations. These reports will consolidate all output and outcome data collected through the defined instruments for respective work plan service activities. These quarterly reports will also include appropriate data on volunteers at each station, as collected by the station through the defined instruments. Once this data is consolidated and sent to Cornerstone on a quarterly basis, Cornerstone will manage the data through its customizable client tracking database software CAN Matters.

"CAN Matters" is a Microsoft Access-based relational database management system developed and utilized in-house to track and report all services provided to participants through Cornerstone Assistance Network and to monitor outcomes for those participants, based on program requirements. The software tool is in its third year of usage maturity at Cornerstone and is supported by a contract database developer. CAN Matters functionality includes the following:

- * Case management recording and reporting
- * Demographic data reporting for participants
- * Volunteer service hours recording and reporting, including volunteer mentors serving through Cornerstone

CAN Matters near-term functionality updates include the following:

- * Participant outcome survey tracking and reporting
- * Mentor-to-mentee match recording and management, with skill set, interest, and demographic matching as well as mentor-mentee activity reporting.

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Over the years, Cornerstone has been the grantee of numerous federal and state government grants, including Department of Housing and Urban Development (HUD) 1997-current; CNCS's AmeriCorps VISTA program 2008-current; Department of Justice (DOJ) Bureau of Justice Assistance's (BJA) Second Chance Act (SCA) Mentoring program 2010-2012; and Department of Labor (DOL) Employment and Training Administration's (ETA) RExO program 2011-2013. Through these numerous programs, Cornerstone has built the infrastructure to efficiently collect and track client, volunteer, output, outcome, and financial data on a large scale, while ensuring compliance with state and federal regulations.

Activities in Service to Veterans &/or Military Families:

All stations at which Cornerstone will be placing RSVP volunteers will provide services that are inclusive to veterans and military families. When marketing RSVP to potential volunteer stations, Cornerstone will stress priority of serving veterans and/or military families through RSVP volunteer activities. This priority, though not a strict requirement, will be defined in any new partnerships via the Memorandum of Understanding (MOU).

Cornerstone will also work closely with the local Veteran Affairs offices to provide potential RSVP volunteer opportunities in capacity building. Cornerstone will include a member of the local Veteran Affairs office in the RSVP Advisory Council to ensure that knowledge and advocacy for veterans and military families will be present in program decision making.

Recruitment and Development

Volunteer Assignments:

Creating well-developed high quality RSVP volunteer assignments will require specific recruitment strategies tailored to the 55 years and older generation. With over 140 community partners with MOUs in place, Cornerstone has access to a diverse pool of volunteers. Cornerstone has over 60 church partners, many of which have print newsletters that most widely reach the 55 years and older generation. Cornerstone will market the RSVP project in these newsletters to reach a broad audience of potentially eligible volunteers. In addition, these community partners also provide potential volunteer stations at which volunteers may serve.

In addition to marketing the RSVP program to its partners, Cornerstone will use other recruitment methods to ensure high quality RSVP assignments. Partnering with Meet the Need Ministries based

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out of Tampa, Florida, Cornerstone utilizes their nationally-recognized volunteer recruitment and management software allowing Cornerstone to post specific volunteer opportunities in an easy to navigate database organized by category (e.g. Administrative/Clerical; Education & Tutoring; etc). Volunteers can also search for opportunities based on proximity to their home zip code, dates needed, and by keyword. Recruiting and engaging senior volunteers in their own communities will ensure that their assignments are as accessible as possible. This easy to use and extensive database will ensure that potential volunteers will find opportunities that are relevant to their interests, experiences, abilities, and skills. For seniors not comfortable utilizing online services, assistance will be a phone call away to Cornerstone's Director of Volunteers.

Placing volunteers in assignments that match their personal qualities is one of the best ways to retain volunteers and to create high quality assignments. All volunteers, after applying for a specific assignment, will complete an application and background check to determine their eligibility. If the volunteer is eligible for the assignment, the volunteer will be referred to the respective volunteer station, which will make the final recruitment decision. Other marketing of RSVP volunteer opportunities will be done through Cornerstone's website and social media presence, in addition to its electronic and hardcopy newsletter. Cornerstone's newsletter alone reaches 852 people via email and 6,970 via postal mail. Besides recruitment methods, Cornerstone will also ensure that specific training is offered for each volunteer's assigned activity through the respective volunteer station(s).

Volunteer Training:

Cornerstone, in its 21 years, has considerable experience in recruiting, training, and matching volunteers. In addition to recruiting and training approximately 600 new and unduplicated volunteers a year on average, Cornerstone also has experience training and matching mentors, such as through its previous DOJ BJA funded SCA mentoring to female ex-offenders program. Cornerstone also provides monthly mentor training to the public, and whenever any organization or group requests training at a specific site or date. Since 2008, Cornerstone has served as an Intermediary Agency to the AmeriCorps VISTA program on behalf of CNCS. Cornerstone's VISTA program helps nonprofits develop sustainable three-year VISTA projects that are aligned with the Corporation's strategic plan and goals. Cornerstone then helps nonprofits recruit full-time AmeriCorps VISTA members for their project(s). The VISTA members are placed, trained, and managed through Cornerstone and supervised and trained locally through the nonprofit partners. This experience demonstrates

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Cornerstone's ability and track record to place, train, and manage even high-capacity volunteers.

RSVP volunteer training will consist of two components: (1) volunteer orientation training, and (2) site specific volunteer training. The volunteer orientation training will be administered by Cornerstone's Director of Volunteers, who will build an RSVP-specific curriculum. This orientation will include an overview of the RSVP program including a description of federal regulations and prohibited activities. Policies and procedures will be established and described and basic safety training will be provided. Part of the orientation will also involve educating volunteers on the critical community needs, engendering a sense of importance in their service. Volunteers will also be taught the importance of recording volunteer hours, the value of volunteering in general, and the importance of maintaining confidentiality when working with clients.

The second component of RSVP volunteer training will be administered by the station at which the volunteer is placed. The content of this "site-specific" training will depend on the volunteer station and the specific activities volunteers will be placed into. At the most basic level, each station will have its own policies and procedures and specific safety training. Volunteer stations will often use current volunteers to lead new RSVP volunteers through example in their defined activities.

Demographics of the Community & Volunteer Pool:

Tarrant County, Texas is a very diverse area, with over 1.8 million residents according to the Census Bureau's 2011 American Community Survey (ACS) estimates. Racial and ethnic diversity is wide in the county, with nearly 30% of residents of Hispanic or Latino origin; 15% Black or African American; and 5% Asian (2011 ACS 1-year estimates). In addition to race and ethnicity, nearly 9% of the County population 18 years and over have military veteran status with 58% of all veterans being over the age of 55 (2011 ACS 1-year estimates). There is also a large senior population in the county, as evidenced by 2011 ACS estimates, with nearly 20% of the County population over the age of 55.

Cornerstone's large number of church partners will provide a wide diversity of volunteers. There are churches in each smaller community within Tarrant County, with many of these churches representing the diversity of their respective communities. It is also typical that church members live within proximity of their church. Many potential volunteer stations will be located in certain smaller communities and near various churches. Therefore, volunteer recruitment through churches will

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allow members of these smaller communities to engage with their respective community via nearby volunteer opportunities. This recruitment strategy will ensure that diversity of RSVP volunteers will be reflected, based upon the smaller communities in which they will be serving.

Cornerstone will also ensure that other County residents, such as those who are military veterans and/or who have disabilities will have access to volunteer opportunities. RSVP marketing materials (brochures, pamphlets, and flyers) will be made available at local Veterans Affairs offices and the Joint Naval Reserve Base. To ensure inclusion for those with disabilities, Cornerstone will include information on accessibility when marketing specific volunteer opportunities (e.g. accessibility information about the volunteer station, or description of opportunity and what type of physical activities, if any, are required, will be included in postings on Cornerstone's website). All volunteer activities will be open to those with disabilities, and efforts will be made by volunteer stations to accommodate these potential volunteers, based on the nature of the assignment.

Volunteer Retention & Recognition:

Through years of experience, Cornerstone understands the importance of recognizing volunteers and that volunteer retention requires communication, relationships, and work satisfaction. Cornerstone will use a number of ways to recognize volunteers, including sending birthday cards and giving rewards/incentives to those volunteers who reach certain milestones in number of hours served or length of time a volunteer remains in service. Initial recognition might come in the form of a phone call or personal note from program staff acknowledging a volunteer's first 20 hours served.

Volunteers continuing service into 30+ hours might be recognized publicly via Cornerstone's social media outlets and/or website. Once a volunteer reaches the 50 hours served milestone, he or she will receive a \$20 gift card to the Cornerstone Thrift Store. At 100 hours served, volunteers are invited to dine with program staff at Cornerstone's Creation Café and presented with a certificate of recognition.

Cornerstone has recently seen higher retention rates than in previous years through its volunteer efforts. Currently Cornerstone is averaging about 20 volunteers a month who serve at least three times per month, indicating a high rate of returning and engaged volunteers. While volunteer recognition is an important aspect of volunteer retention, other important factors for volunteer retention include: matching volunteers to appropriate tasks, clear communication with volunteers, inclusion of volunteers in organizational conversations, timely acknowledgment of constructive

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feedback from volunteers, and providing volunteers with a sense of ownership or responsibility in their assigned tasks. One of the most important ways Cornerstone retains volunteers is through placing each volunteer in a position that matches their passions, skills, talents, and abilities. Communication with volunteers begins by providing them with a clearly articulated job description, ongoing dialogue about the value of the volunteer's presences and work to the mission of the organization, and information about updated information or changes pertinent to the volunteer's assignment. Including volunteers in organizational conversations may mean inviting them to sit in on staff meetings or asking for their input during strategic planning. Volunteers often work on the frontlines of an organization and when asked, will offer useful and constructive feedback about their tasks and the processes of the organization. Acknowledging this feedback from the volunteer and making changes when appropriate, helps the volunteer feel heard and valued in the organization. Volunteers will stay where they feel needed. Volunteers feel needed when they have a sense of responsibility in their tasks. Cornerstone's policy is to acknowledge a volunteer's commitment to the organization and the volunteer task by providing as much responsibility as the volunteer demonstrates the ability to handle. This means sometimes asking a volunteer to train and/or supervise other volunteers, or allowing a properly screened volunteer to handle sensitive information. The very best way to retain volunteers is to regularly communicate the value of the volunteer's service to the overarching mission of the organization. Cornerstone strives regularly to communicate with volunteers in every area of service how their particular activity helps to achieve the mission of the organization and project.

Program Management

Management of Volunteer Stations:

The management of volunteer stations will be the responsibility of the RSVP Program Director, who will ultimately implement a customized management plan. The director will then provide a brief RSVP orientation to each volunteer station, identifying and ultimately helping to prevent prohibited activities and ensuring the station will utilize volunteers within compliance of RSVP program regulations. This orientation will also review conditions of the MOU between the sponsor (Cornerstone) and the station, including: no placement of volunteers in religious, sectarian, or political activities; no volunteers will displace employees; accessibility and reasonable accommodation will be maintained for those who are disabled and/or have limited English language proficiency; and prohibition of discrimination of volunteers on the basis of race, color, national origin, sex, age, political affiliation, sexual orientation, religion, or on the basis of disability. Cornerstone already has infrastructure and a system in place for managing nearly 600 volunteers a year. Although most of

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these volunteers serve on site at Cornerstone's headquarters, tracking systems and management practices will be incorporated into the management of RSVP volunteer stations. Cornerstone will utilize best practices in recruiting and matching volunteers, training volunteers, supervision, accountability, and celebration. Cornerstone will also administer both volunteer and station evaluations, as well as allowing volunteers and stations to provide an evaluation of the RSVP sponsor (Cornerstone). These evaluations will help to determine the effectiveness of the management plan, allowing for corrective actions as needed.

Develop / Oversee Volunteer Stations:

The development and oversight of volunteer stations will primarily be the responsibility of the RSVP Program Director. Once potential volunteer stations are identified, the Program Director will meet with a point person at the station who will serve as liaison for the program. The Program Director will provide the liaison information to determine who at the site will supervise volunteers and who will collect and validate appropriate reports for submission to the RSVP office, including station rosters and output / outcome data. The Program Director will also request that the volunteer station submit an annual assurance of volunteer safety.

After the RSVP Program Director has met with the volunteer station and presented the MOU (including defining, and ensuring compliance with, all terms and conditions of the project and applicable federal regulations), it will be the responsibility of the Program director to implement a plan to oversee volunteer stations to ensure that volunteers are performing their assigned service activities. This oversight may include: (1) Coordinating with other program staff such as the Director of Volunteers to perform quarterly volunteer station visits for the first year of the program, and then semi-annual station visits in the second and subsequent years of the program. These station visits will help assess the needs of volunteers and the volunteer station, while ensuring compliance with federal regulations. (2) Annually assessing volunteer placements to ensure the safety of volunteers.

Cornerstone hopes to utilize a small portion of RSVP volunteers to carry out Capacity Building roles, such as managing volunteers. Volunteers placed into this role will assist the Program Director and Director of Volunteers in the oversight of volunteer stations by providing site visits and evaluating the needs of other volunteers and stations.

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Meet Changing Community Needs:

Cornerstone's current 140 partnering agencies provide multiple social services throughout Tarrant County. In the case that community needs change and volunteers need to be shifted into alternative activities, many prospective volunteer stations will be able to capacitate numerous types of volunteer activities that align with National Performance Measures. This will ensure that there will be minimal disruption to volunteers already in assignments.

However, in the case of difficult circumstances, Cornerstone will work to ensure that any previous RSVP sponsor volunteer stations will be graduated responsibly. If during the process of analyzing a prior RSVP sponsor's service activities Cornerstone notes previously existing activities that align with National Performance Measurement priorities, but which are not included in this RSVP grant application, Cornerstone will inquire with CNCS concerning whether a grant amendment may be obtained to add work plans allowing the retention of certain performance-measure service activities supported by the prior project sponsor.

Track Record in Volunteer Management:

Since Cornerstone's establishment in 1992, it has been serving the economically disadvantaged residents of Tarrant County, Texas. As a result, Cornerstone has an extensive track record in administering programs that provide housing, employment, and financial literacy services (all those relevant to the chosen primary focus area of Economic Opportunity in the National Performance Measures). Volunteers are utilized in all of Cornerstone's programs in order to carry out all of the services to their full potential. Each year Cornerstone manages over 600 volunteers on average who assist with program services, some working indirectly and some directly with economically disadvantaged clients.

Some of the Cornerstone programs and services relevant to the primary focus area of Economic Opportunity include:

(1) Cornerstone's Housing Division and Housing Development Corporation has currently renovated four donated residential properties. These properties were then offered at a reduced cost to Cornerstone clients who were first-time homebuyers and had completed its two-year transitional housing program. In 2013, Cornerstone received a commitment of funding to purchase and renovate 17

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condominiums in the low-income Spanish Gardens community in west Fort Worth. In the past, Cornerstone has utilized volunteers for renovative work, such as painting, minor repairs, and installing fixtures or appliances.

(2) Cornerstone's Workforce Development and Education/Community Services Divisions have utilized volunteers as tutors for GED and ESL classes and have recruited mentors for those with barriers to employment such as ex-offenders. Cornerstone's Christian Women's Job Corp (CWJC) offers services such as financial literacy and is entirely run and managed by dedicated volunteers.

(3) Cornerstone's Intermediary Services Division runs the AmeriCorps VISTA program, which has been described above. Cornerstone serves as an Intermediary Agency to the AmeriCorps VISTA program on behalf of CNCS. Since 2008, Cornerstone has helped 20 different nonprofits develop sustainable three-year VISTA projects that are aligned with the Corporation's strategic plan and goals. There have been over 62 individual VISTA members placed, trained, and managed through Cornerstone's VISTA program. This experience demonstrates Cornerstone's ability to find and help recruit even high-capacity volunteers and assisting in placing them into sites across the region while providing oversight of these sites.

Compliance with RSVP Federal Regulations:

Cornerstone currently has the organizational capacity and experience to develop and implement a plan to ensure the project is in compliance with the RSVP federal regulations. The RSVP Program Director will be responsible for bringing together members of the community to form an RSVP Advisory Council that is knowledgeable of the community and its needs, while also including members that represent and are knowledgeable of the needs and capabilities of older adults. With over 140 community partners; including churches, senior services, volunteer services, and numerous organizations that serve the economically disadvantaged in Tarrant County; Cornerstone has a substantial knowledge of local services and knowledge bases.

The RSVP Program Director will also be responsible for ensuring that RSVP volunteers are placed in stations that have a signed MOU in place. Potential volunteers will not be able to apply for a specific volunteer assignment until the respective station staff or liaison has signed an MOU with the sponsor (Cornerstone) and has gone through an RSVP orientation training, conducted by the RSVP Program

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Director. The Program Director will develop the RSVP-specific MOU and will tailor the MOU to specific stations if necessary.

During the recruitment process, Cornerstone's Director of Volunteers will ensure that all volunteers are eligible to serve in RSVP. Eligibility will be determined by an application process, collecting copies of federal or state recognized identification documents, and running a criminal background check. Outside of this eligibility process, a match will be determined by the assignment description at the volunteer station and the volunteer's willingness to complete the assigned activities.

Organizational Capability

Cornerstone was established in 1992 in order to address the growing needs of individuals and families struggling under the burden of poverty in Tarrant County, Texas. Over time, the 501(c)(3) organization has grown into a nationally recognized, broad-based, community intermediary and direct service provider. Led by its 21-member Board of Directors, Cornerstone has effectively woven together a network of community organizations, volunteers, and financial support, in order to consistently and effectively serve the community each year as well as thousands of the County's most disadvantaged residents.

Operating on a \$3.1 million budget in 2012, Cornerstone partnered with 8 local, state, and federal government agencies; 16 community foundations; 16 local businesses; and 140 community nonprofit and faith-based organizations, including 68 churches. In addition, Cornerstone provided over 63,317 units of direct services to 12,024 new and returning people.

Programmatic & Fiscal Oversight & Operational Support:

Fiscal oversight is primarily the responsibility of Cornerstone's Chief Administrative Officer. Cornerstone has accounting policies and procedures in place for all organizational expenditures, including pass-through funds provided by private and/or government agencies. Cornerstone contracts annually with an independent auditor to report on internal controls over financial reporting and compliance and other matters in accordance with Government Auditing Standards. Additionally, one or more of its major federal programs is audited each year to determine compliance with OMB Circular A-133. Since the organization's beginning in 1992, there have been no findings of significant deficiencies or material weaknesses in internal controls or compliance requirements on any independent audits.

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Operational oversight will be provided by Cornerstone's Chief Operating Officer. Cornerstone has a proven track record when it comes to federal grant management and programming, including the following recent programs: (1) DOL/ETA funded RExO program, which provides a comprehensive continuum of care around employment and training to nearly 400 ex-offenders; (2) The recently completed DOJ funded SCA mentoring program, begun in 2010; and (3) HUD funding for permanent supportive and transitional housing programs since 1997.

Cornerstone's RSVP Program Director will provide programmatic oversight and will collaborate with both the Chief Administrative Officer and the Chief Operating Officer to ensure compliance with RSVP program requirements and to ensure accountability and efficient and effective use of available resources.

Project Staff:

For the proposed RSVP project, Cornerstone will utilize a number of paid staff positions to ensure the accomplishment of program objectives. Staff involved will include an RSVP Program Director; as well as Cornerstone's Director of Volunteers, Chief Financial Officer, and Chief Operating Officer. An outline of staff positions follows:

(1) The RSVP Program Director position will be responsible for: (a) Form and coordinate an RSVP Advisory Council; (b) Create and implement RSVP volunteer station management plan, using best practices; (c) Develop (through cultivating community partnerships and tailoring an RSVP-specific MOU) and provide oversight of volunteer stations; (d) Provide brief RSVP volunteer station orientations; and (e) Monitor program progress.

(2) Cornerstone's Director of Volunteers will be responsible for: (a) Ensuring potential volunteers are eligible to participate through RSVP project; (b) Administering initial RSVP volunteer orientation training; and (c) Assisting Program Director with volunteer station oversight.

(3) Cornerstone's Chief Administrative Officer (CAO) will provide fiscal oversight.

(4) Cornerstone's Chief Operating Officer (COO) will provide operational oversight.

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Internal Policies, Operating Procedures, & Managing Capital Assets:

Besides Cornerstone's extensive experience with managing state and federal grants, Cornerstone has the infrastructure in place to develop and implement internal policies and operating procedures, as well as manage capital assets. Cornerstone has policies for asset inventory management, including topics such as: capitalization, contributed assets, establishment and maintenance of a fixed asset inventory listing, receipt of newly purchased equipment and furniture, depreciation and useful lives, repairs of fixed assets, dispositions of fixed assets, etc. Cornerstone also develops an annual operating budget. Cornerstone's board of directors has a wide diversity of represented professions, which helps the organization manage risk and utilize many different leadership perspectives.

Robust Financial Management & Past Experience:

Cornerstone has received federal funding since 1995 and over the years has developed a robust financial management system. In 2012 alone, Cornerstone received \$1.2 million in federal funding, including Department of Labor, Department of Justice, and Department of Housing and Urban Development funds. In accordance with the applicable OMB Circular(s) and grantor promulgations it is the policy of Cornerstone to maintain a financial management system that provides for a number of things, only a few of which include:

- * Accurate, current, and complete disclosure of the financial results of each federally and state-sponsored project or program in accordance with the reporting requirements of Circular A-110 and/or the award.
- * Records that identify adequately the source and application of funds for federally and state-sponsored activities. These records shall contain information pertaining to Federal or State awards, authorizations, obligations, unobligated balances, assets, outlays, income and interest.
- * Effective control over and accountability for all funds, property and other assets. Cornerstone shall adequately safeguard all such assets and assure they are used solely for authorized purposes.
- * Written procedures for determining the reasonableness, allocability and allowability of costs in accordance with the provisions of the applicable Federal or State cost principles and the terms and conditions of the award.

Other

N/A

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PNS Amendment (if applicable)

N/A