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Executive Summary

Executive Summary:

Southwest Human Resource Agency has been the sponsoring agency for RSVP since July 2006. The three counties served by this program are Decatur, Henderson and Madison.

The mission of Southwest Human Resource Agency is to meet the needs of families and individuals in our service area by delivering social services and resources. Through effective collaboration with federal, state and community partners, we are dedicated to enhancing quality of life and promoting self-sufficiency and alleviating the effects of poverty.

An estimated 201 RSVP volunteers will serve in three counties in West Tennessee, Decatur, Henderson and Madison. Some of their activities will include delivering meals to homebound seniors and disabled persons, distributing food to assist the low income population, train and distribute disaster preparedness information for the community, provide transportation for veterans to attend medical appointments, provide in-home and support services to veterans and military families.

The primary focus area of this project is Healthy Futures. At the end of the three-year grant, homebound seniors and disabled persons receiving home delivered meals will have improved their eating habits and maintained a good diet, enabling them to remain independent and in their own homes, and low income individuals will have increased food security for their families.

The CNCS federal investment of $56,443 will be supplemented by $24,267 of non-federal resources, by cash and in-kind.

Strengthening Communities

Centrally located, approximately 100 miles between Memphis and Nashville, Southwest Human Resource Agency is composed of eight counties: Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison and McNairy in West Tennessee. The SWHRA RSVP is located in Lexington, TN, in Henderson County and serves the three counties of Decatur, Henderson and Madison. Although manufacturing facilities are decreasing, Madison County is home to a Kellogg plant, and Haywood County is home to West Tennessee Solar Farm, a five-mega watt, 20 acre power generation facility.

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The largest employer for the three county area is West Tennessee Healthcare. Based on the 2010 U.S. Census, the combined population for all three counties is 137,820, 16% of whom are 65 years and older. Most counties in West Tennessee are primarily rural. The largest metropolitan area in the SWHRA's service area is Jackson in Madison County, with an estimated population of 50,000. The racial diversity, according to the 2010 Census, is 81% white, 16% black, 3% other. In these three counties, 20% of individuals live below the poverty level and the average median household income is $36,500. According to the 2010 U.S. Census Bureau, there are approximately 500,000 veterans in Tennessee and over 10,000 live in Henderson, Decatur and Madison Counties. Approximately 16% of veterans in these three counties are over 65 years old.

According to the Feeding America's Map the Meal Gap 2012, 16.6% of the population in the three county service area are food insecure, and 24.5% of the children in the this area are food insecure. The Meals on Wheels Association of America reports that since the recession in 2007 until 2012, the number of seniors experiencing the threat of hunger has increased by 49%. Two and a half million seniors receive home delivered or congregate meals via Meals on Wheels programs. Tennessee ranks as one of the ten states with the highest rate of hunger risk among seniors. Many seniors have difficulty preparing meals for themselves and often lack the funds to buy food. According to the 2012 National Survey of Older Americans Act Program, 92% report that meals mean they can continue to live in their own home, 89% say meals help them feel better and 89% say meals help them feel more secure.

RSVP will address community needs by working with agencies and programs that serve low income families, seniors, disabled persons, veterans and military families. A major community need that has been identified is the need for nutritious food to help seniors maintain a healthy lifestyle and remain independent. The Area Agency on Aging and Disability reports that many seniors and disabled persons do not have the resources to ensure healthy nutrition. They report there are more requests for home delivered meals than there is available funding, and the waiting list for their services continues to increase.

Another community need is disaster preparedness training. The Federal Emergency Management Agency (FEMA) conducted a survey in 2009 which indicated a need for personal disaster preparedness. Severe weather events have had a devastating effect on the people, homes and

businesses in Decatur, Henderson and Madison counties and volunteers are needed to help educate the community about disaster preparedness.

Healthy Futures is SWHRA's Primary Focus Area. Service activities include delivering home delivered meals, distributing food at food pantries and safety checks. Through the Area Agency on Aging and Disability's home delivered meal program, RSVP volunteers help provide services for seniors and disabled persons that need assistance with meals to remain living in their home. Healthy eating for many means better resistance to illnesses, higher energy, and increased mental capacity. Seniors and disabled persons who have good nutritional health are able to maintain independence and remain living in their home, rather than moving to a nursing facility. RSVP home delivered meal volunteers provide social contact, as well as a vital safety check on the welfare of the participant, reporting any health or other problems that are noted during their visits. For many participants, the RSVP volunteer is the only person they may have contact with all day, and their only connection to the community. The nutritious meals, friendly visits and safety check delivered each day are often all it takes to enable our seniors to live independently in their own homes.

Eighty five RSVP volunteers will deliver approximately 40,000 meals to 150 homebound persons at three nutrition sites. SWHRA's Nutrition Program delivers hot meals to nutrition sites, Monday through Friday, where RSVP volunteers pick the meals up and deliver to the homes of homebound elderly and disabled persons. Some participants receive frozen meals for the weekend. This service not only provides a nutritious meal, but assures the participant that someone is there to check on them each day and provide assistance to other resources they may need. Senior and disabled persons report home delivered meals have helped them maintain a good diet and improved their eating habits, which help them remain independent and self-sufficient in their own homes as long as possible.

In addition, 46 RSVP volunteers work at two thrift stores, Good Shepard and Hope Ministries, operated by faith based organizations, that provide low income families with food through their food pantries. These organizations report there has been an increase in the number of families who need help with food due to the rise in the cost of food. Good Shepard and Hope Ministries report that more than 3,000 individuals received food assistance in 2013.

RSVP volunteers take applications for assistance, stock pantry shelves and distribute food and other

household items to families. Low income families are now eating more nutritious foods because of the help they receive from these food pantries. Many families are able to save money on purchasing food which allows their household budget to cover other necessities, such as medical or utility expenses.

RSVP Volunteer stations sign a Memorandum of Understanding and Safety Assessments stating they will comply with all RSVP rules and regulations. RSVP Program staff make regular visits to each volunteer station to ensure all stations are in compliance with all rules and regulations of the RSVP program. Meetings are held at volunteer stations and with RSVP volunteers and station supervisors to review expectations, tracking data, and reporting volunteer hours to ensure they meet outputs and outcomes. Data collection at nutrition sites and food pantries will provide information on the outputs of service activities. Data is collected from station supervisors at each station and entered into the Volunteer Reporter, a software database system, by the RSVP staff, and a monthly report is ran to ensure outputs and outcomes are being met.

RSVP Volunteers transport veterans to medical appointments, including the VA hospital, through partnerships with veteran-serving organizations. Other service activities include transportation to obtain medical equipment or supplies, including the pharmacy. Transportation is also provided to veterans living in assisted living facilities to various veteran organizational meetings. RSVP volunteers assist with activities that support veterans with disabilities and older veterans, identified by veteran service organizations such as American Legion, Veterans of Foreign Wars, Disabled American Veterans and Vietnam Veterans of America. RSVP volunteers visit veterans in their homes, nursing homes, and assisted living facilities and service activities include: running errands, referral to needed community resources, nutrition assistance, telephone reassurance and companionship.

Another project created as part of the Veterans and Military Families focus area is the Fireside Chat. RSVP veteran volunteers meet each month at several assisted living facilities and visit the veteran residents. RSVP volunteers talk with veterans and offer an outlet to share their experiences with other veterans. This interaction has connected many veterans that have otherwise become withdrawn from society. Veterans are able to discuss the glory days, as well as traumatic events, with someone that understands what they have been through which provides a support system like no other.

Recruitment and Development

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RSVP assures a high quality experience for volunteers by developing a variety of assignments that provide a wide range of placement opportunities, and help meet community needs. These assignments include delivering meals, assisting veterans and military families with transportation to medical appointments, telephone reassurance, chores, friendly visits, training volunteers to prepare the community for disasters, and distributing food and other services to seniors, disabled persons and low income families in the community. These volunteer experiences help RSVP volunteers feel they can make a difference in their local community.

Work plans are developed based on community needs. Volunteer opportunities are available that meet a wide variety of interests from working with veterans, elderly and disabled to low income families. RSVP offers opportunities for development by assigning volunteers to stations such as, Senior Centers, nutrition sites, veteran outreach programs, emergency management agencies, thrift stores and food pantries. These community based organizations allow the volunteer to provide a meaningful service, while developing their leadership skills by helping others and enriching the quality of their own lives. Service activities are implemented that meet performance measured work plans and meet designated outputs and outcomes.

SWHRA has developed strong partnerships with non profit agencies, such as Area Agencies on Aging and Disability, United Way, local charitable agencies, and governments. These partnerships enable RSVP to develop volunteer assignments based on the needs of the community. Each volunteer completes an enrollment form listing their experience, interest and skills, which helps RSVP assign them to a station that best fits their interest and talents. These assignments provide experience for volunteers and helps them learn new skills which will help develop their leadership potential in the community.

The RSVP Director meets with new RSVP volunteers and provides general orientation information about the program and the Corporation for National and Community Service, and reviews the RSVP policies and procedures. RSVP provides a volunteer handbook to volunteer stations, that includes the rules and regulations for RSVP, guidelines for volunteer placement, service activities, benefits, and activities not allowed. Orientation training will include expected assignment outcomes and the methods in place to measure outputs and outcomes. RSVP station supervisors train RSVP volunteers in the specific duties necessary to perform their volunteer assignment. Regular station visits are

conducted by the RSVP Director to discuss volunteer timesheets, problems or volunteer satisfaction with assignment. Station training examples include: the disaster preparedness station provides training to RSVP volunteers on outreach to the community during an emergency or natural disaster; veteran service organizations provide training about services available to veterans and their families. Continuing education is provided by SWHRA or by other community resources. Various training topics include: health and nutrition, community resources, caring for the caregiver, how to prepare for disasters, safety in the home and healthy lifestyles.

Training and technical assistance is provided to the RSVP project staff by the state office staff, webinars, and state conference calls. RSVP staff receive training offered by Southwest Human Resource Agency such as, leadership, Title VI, diversity training, and various other topics related to the enhancement of their job performance. The RSVP Director uses the CNCS resource website for technical and resource assistance. RSVP staff discuss with each community partner representative the role of RSVP and the duties and responsibilities of the RSVP volunteer. RSVP staff provides training to volunteer station supervisors which includes volunteer recruitment, orientation training for the volunteers, volunteer retention and recognition. Volunteer stations will assist with training for volunteers that need special training to their volunteer assignment. The timing and methods for delivery of such training are appropriate to the complexity and demands of the position and the capabilities of the volunteer.

The RSVP Director recruits volunteers from diverse populations through public speaking at community clubs, retirement communities, health fairs, senior centers, various civic and minority organizations, churches, and businesses. The RSVP Volunteer Recruiter attends monthly veteran organization meetings and makes presentations about RSVP volunteer opportunities. Community leaders are ask to promote RSVP volunteer opportunities and the benefits of serving as an RSVP volunteer. The Advisory Council represents a diverse population and offers insight and assistance in recruiting volunteers.

Recruitment information and notices are made available through newspapers, brochures, bulletin boards, and the Southwest Human Resource Agency website. RSVP volunteers are also encouraged to share with their friends and family their volunteer experience.

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A volunteer's experience and skills are matched with programs where they can use their experience and skills effectively. Personal interviews are conducted to find the best match with participating volunteer stations, taking into consideration, potential volunteer time constraints and availability.

SWHRA has several programs that focus on services for low income seniors and disabled persons, such as commodities, energy assistance, affordable housing programs, weatherization and housing repair. These services are made available through SWHRA Community Service Centers, located in the 8 county service area. Information is also made available about RSVP volunteer opportunities at these centers. RSVP is able to recruit seniors and disabled persons from these sources to be volunteers in a variety of programs. SWHRA also uses events at Senior Centers, public and senior housing to recruit volunteers with disabilities. RSVP invites potential volunteers to call about volunteer opportunities through local media and has established relationships with colleges, minority organizations and businesses.

RSVP has developed partnerships that utilize baby boomer volunteers and veterans service organizations. With characteristics of baby boomers in mind, outreach and informational campaigns are developed to bring together veterans and volunteers. An appeal is made to all potential volunteers, to remember the sacrifices that have been made by veterans, and to give back to the men and women who have served their country.

RSVP is able to retain volunteers by providing opportunities for volunteers to enhance their skills and provide opportunities for volunteers to be recognized and rewarded for their valuable contributions. RSVP commends outstanding volunteer efforts and achievements at volunteer recognition events. The RSVP staff visit stations and reinforce the importance of their volunteer service and express appreciation of all the work that is done by RSVP volunteers. The Southwest Human Resource Agency newsletter expresses appreciation for efforts made by volunteers and promotes national and local events regarding RSVP. Retention strategies, such as making sure RSVP volunteers are aware of insurance benefits, continued recognition through the year, and meaningful placements, enables RSVP to retain volunteers.

All staff and those responsible for volunteer supervision are encouraged to undertake on-going methods of recognition of volunteer service on a regular basis throughout the year, such as small gifts

of appreciation, birthday greetings, etc. Articles featuring RSVP volunteer accomplishments are printed in local newspapers. An annual Recognition Dinner recognizes RSVP volunteers for their dedication and service. Guest speakers, entertainment and gifts of appreciation, such as pins, shirts, hats and jackets with RSVP logo are presented to volunteers for their service. Recognition events, in partnership with community partners, including American Legion, Veterans of Foreign Wars, Disabled American Veterans, and Vietnam Veterans of America are conducted to highlight and reward the contribution of RSVP volunteers to veterans in the community.

Program Management

RSVP volunteer stations are developed and managed by the RSVP Director and the station supervisor and address specified unmet community needs. The Memorandum of Understanding for the RSVP requires that stations are a not for profit organization and meet locally identified needs. The MOU is executed and signed by the station supervisor, every three years, indicating that all RSVP regulations are met. The station is responsible for the safety of the volunteers and an accessibility checklist and safety checklist must be completed. RSVP staff visit and monitor volunteer stations quarterly. During this visit, volunteer assignment needs are identified and methods used for tracking volunteer hours and data are reviewed.

RSVP provides a Policy and Procedures Handbook to each work station that outlines the rules and regulations for the Retired and Senior Volunteer Program and details the program requirements. The handbook includes the mission of RSVP, qualifications required to serve as a RSVP Volunteer, types of service opportunities, benefits, grievance policy, prohibited activities, such as political activities, displacement of employed workers, and religious instruction.

RSVP volunteer station supervisors are responsible for maintaining regular communication with the RSVP Director on the status of volunteers, and are responsible for the timely provision of all necessary paperwork, including volunteer hours and output and outcome measures to the RSVP Program. Station supervisors are to inform the RSVP Director immediately of any substantial change in the work or status of a volunteer.

RSVP volunteer performance evaluations are conducted by volunteer station supervisors and RSVP staff. RSVP volunteers complete surveys to determine volunteer experience satisfaction and how their lives have been enhanced by their volunteer experience. According to recent surveys, 90% of RSVP

volunteers are satisfied with their volunteer experience and 80% feel appreciated for their volunteer efforts.

The RSVP Director collects information and data from volunteer stations to assure performance measures are met and that volunteers are performing their assigned service activities. Information and data for RSVP is managed by the RSVP Director through the Volunteer Reporter, a volunteer management software program, which tracks the activities and progress of the volunteer stations to ensure compliance. A system of records is maintained on each volunteer and station, including dates of service, and hours volunteered. RSVP volunteers and station supervisors are responsible for submitting all appropriate records and information to the RSVP Director. On-going training and support is provided to RSVP staff regarding operations of the database.

Surveys are conducted on participants in the Primary Focus Area and Other Focus Areas to determine outputs and outcomes. Volunteer stations conduct surveys and supply data as requested to assess volunteer impact on community needs. These surveys determine outcomes and are collected and measured by the RSVP Director as volunteer service is performed. RSVP staff work with volunteer stations to track and report data needed to support project work plan outputs and outcomes. The RSVP Director contacts the stations to determine targets, as well as how documentation to support outputs and outcomes can be managed.

When placing a volunteer in a station, attention is paid to the interest and capabilities of the volunteer and to the requirements of the volunteer station. No placement is made unless the requirements of both the volunteer and the supervising staff can be met. RSVP volunteer stations address specific community needs such as disaster preparedness, nutrition for seniors and disabled persons, transportation, social contact and in-home services for veterans, food for low income families.

Under the new requirements for measuring outcomes, if there is a need to graduate a volunteer station, the RSVP Director will meet with the station supervisor and may assign the volunteers to a capacity building assignment with minimal disruption to the current volunteers. Most volunteers are interested in making a difference in their communities and will continue to serve. Letters will be sent to volunteers and volunteer stations that will be graduated thanking them for their support of RSVP and explaining the new requirements for measuring outcomes from CNCS. Volunteers will be given

the opportunity to serve other volunteer stations if they wish to remain a volunteer with the RSVP program.

In February 2006, SWHRA became the sponsor for RSVP and has been the sponsor for the Foster Grandparent Program since 1988. SWHRA has administered the home delivered meal program for the past 40 years and distributes USDA commodities. SWHRA administers the Community Services Block Grant, which has Community Service Centers in each of the 8 county service areas. Since 2007, SWHRA has focused on developing, tracking and achieving outcomes involving seniors, disabled and low income families.

With regards to the collection and measurement of the outputs and outcomes of the Primary Focus Area, Healthy Futures, SWHRA's Nutrition Program tracks home delivered meal participants from the nutrition sites monthly meal count reports and these reports are provided to the RSVP program. Participant Satisfaction Surveys are conducted at nutrition stations to determine the impact the volunteer services have on the home delivered meal participants. These surveys determine if participants feel that meals delivered by RSVP volunteers have improved their eating habits, helped them maintain a good diet and enabled them be independent and remain in their home.

An Advisory council has been established to assist RSVP in defining community needs, addressing policy concerns, and developing plans for continued success and funding. The Advisory Council consists of thirteen members and is made up of representatives from local businesses, manufacturing plants, retired teachers, education administrators, community leaders, RSVP volunteers, and veterans. Members reflect the demographics of the service area and the diversity of the population. The Advisory Council meets quarterly and assists with program management, operations and assessment, volunteer recruitment and retention. Their role is to provide guidance and direction for the program, help promote project events and accomplishments, identify opportunities in the community for partnerships, conduct station evaluations, evaluate volunteer satisfaction surveys, provide advice on program policies, and procedures, and solutions to program issues and problems.

All RSVP volunteers are placed in stations that have a signed MOU, which states they are a non-profit agency and are in compliance with federal regulations. To be eligible for enrollment as an RSVP volunteer a person must be 55 years of age or older, reside in or nearby the community served by

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RSVP. Eligibility to be an RSVP volunteer may not be restricted on the basis of race, color, national origin, sex, age, religion, or political affiliation, or on the basis of disability, if the volunteer with a disability is qualified to serve. RSVP volunteer applicants must complete an enrollment form. After the interview process, applicants receive orientation training and are matched with a station that meets their interest and experience.

Organizational Capability

Southwest Human Resource Agency was created in 1965 and is one of the most successful non-profit organizations in rural West Tennessee. SWHRA works with local, state and federal organizations to improve the delivery of services for the low-income population in a primarily rural eight county area. SWHRA programs include: Community and Housing Development, Head Start, Workforce Investment, Transportation, Community Services, and Senior Services. Each program has a program director who is responsible for administering their programs in accordance with applicable state and federal requirements, and to ensure compliance with program requirements (statues, regulations, and applicable OMB circulars).

SWHRA has written policies to adhere to accountability and to insure that resources, both financial and in-kind, are used to their potential and that finances are managed responsibly. The Fiscal Department is responsible for the internal control systems, and ensuring the financial integrity of the Agency. The Fiscal Department is also responsible for all funds received and for payment of all project expenses. Policies and procedures are in place that include purchases, payroll, cash receipts, cash disbursements, financial reports and grant compliance. As part of the reporting procedures, each person in the fiscal department has designated responsibilities. These responsibilities are established so that one person cannot control a specific transaction in the accounting function from initiation to end. SWHRA is audited annually by the independent auditing firm of Alexander Thompson Arnold PLLC.

All purchases must be coded to the proper account by the Program Director, have an attached receipt and be approved by the Executive Director. The Fiscal Department staff review the coding and pay all bills. Checks are signed by the Executive Director. The Fiscal Officer and or Assistant Fiscal Officer periodically review the monthly recap and General Ledger postings. The Fiscal Officer reviews the system trial balance to identify potential posting errors. Journal entries are made to record administrative cost to the programs. Program Directors submit in-kind vouchers to the Fiscal Officer, who reviews and post as journal entries to the appropriate program. A trial balance is pulled from the

accounting systems and reports are prepared. A report is prepared for each grant that is operated by SWHRA. The reports are prepared and signed either by the Executive Director or the Deputy Director. The expenditure reports are sent to the Grantor for reimbursement.

All reports are filed by the 10th of each month. Funding from the grantors is on the cost reimbursement method, i.e. funds are reimbursed after expenditures are incurred. Controls and financial accuracy are examined and reported annually through the A-133 audit, which tests program and contract compliance.

Financial and in-kind resources are secured to sustain and adequately fund the program. Businesses, local governments and United Way provide funding or help with other in-kind resources such as: office space, utilities, other office expenses, and gifts for volunteer recognition, etc. In-kind donations are documented and signed by both the donor and the RSVP Director. The statement "matching funds are not from other federal sources unless authorized by law" are included on all in-kind forms.

RSVP tracks volunteer information, hours of service, volunteer stations, service areas, and performance data through the Volunteer Reporter, a data software program. The system provides reports by station, county and volunteer activity. Station supervisors collect volunteer time and RSVP staff enter volunteer time in the computer program. Reports are generated monthly and the RSVP Director reviews data to verify outputs and outcomes are being accomplished.

RSVP staff solicit contributions and educate civic organizations, businesses, and non-profit agencies about the services that are provided by the RSVP volunteer. SWHRA will continue to research the opportunity to apply for federal and state government grants, private foundations, and other public or private sources. RSVP will secure assistance from internal development experts (e.g. grant writers), and investigate availability of new funding sources to sustain and expand the RSVP project.

The Retired and Senior Volunteer Program Director is Leisa Scott. She has been the Director since 2006 and is responsible for administering the program in accordance with program guidelines, program development, and managing the day to day activities. Ms. Scott has developed new stations and recruited many new volunteers. She serves on local advisory boards to keep up to date on local resources, community needs and to increase awareness of the RSVP program. The program is also

staffed by a Volunteer Recruiter, Ronnie Butler, a Vietnam Veteran, who recruits volunteers, assists with volunteer recognition, and volunteer and station supervisor training. The Volunteer Recruiter also gathers station reports, coordinates visits by volunteers to veterans in assisted living facilities and veteran organization meetings.

Other persons responsible for management of the RSVP program are the Executive Director, Mike Smith; Deputy/Fiscal Director, Jimmy Honen; Senior Services Director, Barbara Buss. The Executive Director has been with the agency since 2005 and was previously County Mayor for McNairy County. The Deputy/Fiscal Director has been with the agency since 1994, has a Bachelor's Degree in Business Administration and Accounting, and is responsible for the fiscal management of the program. The Senior Services Director has been with the agency since 1982 and oversees all Senior Service programs, including RSVP, Foster Grandparent Program, Nutrition Program, Homemaker and Chore Programs.

SWHRA has internal policies for operating procedures, purchasing, accounting procedures, personnel policies, managing assets, and inventory. The Executive Director manages the day-to-day activities of the Agency. Each Agency program has a Program Director who is responsible for administering their program in accordance with applicable state and federal requirements.

SWHRA is governed by a Policy Council composed of county and city mayors, and county representatives representing the eight county service area. The Policy Council, which includes an executive committee, personnel committee, budget committee, grievance committee, and audit committee, meets regularly to provide governance and manages risk for the Agency. The Policy Council sets policies and procedures, approves all contracts, grants, accounting and purchasing policies The Policy Council meets every other month and receives reports from each Agency program. An RSVP report is prepared on the progress of the program and council members may comment or make suggestions to improve and strengthen the program.

The Fiscal Department tracks, assists and monitors every program in the Agency. SWHRA has strong partnerships with funding sources and provides accurate and careful documentation of services provided. Fiscal and program monitors, from funding sources, monitor programs yearly.

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SWHRA Personnel Policies and Procedures include employee relations, conduct and administration, recruitment, selection and employment, compensation and benefits, time-off, employee development, performance management, drug free workplace, and sexual harassment policy. Personnel Policies and Procedures are approved by the Policy Council. A copy of personnel policies are reviewed and distributed to each employee at orientation training, and all employees receive annual HIPPA and Title VI training. Job descriptions are in place for all positions and are reviewed on a regular basis.

A travel policy is included in the Agency's personnel policies and procedures and covers reimbursement for normal expenses incurred when traveling on program business. Travel expense forms are approved by Executive Director and include mileage, lodging and meal expense, if out of service area.

Program performance reports are prepared by agency monitor. These reports review existing programs and provide creative ideas to improve operations and services. Improvements in delivery of services to the community are reviewed and submitted to the Executive Director for action. Program Directors conduct annual personnel evaluations on their staff and the Executive Director conducts evaluations on all Program Directors.

RSVP receives administrative support from SWHRA, including payroll, payment of all invoices, financial record keeping, monthly financial reports, annual audit, travel reimbursement, and personnel support, such as managing employee benefits, etc. The Agency ensures that the RSVP Program has adequate facilities, equipment, and supplies to include office space, storage area, computers, phone service, copier and fax machine.

Southwest Human Resource Agency has successfully managed CNCS programs, including RSVP and Foster Grandparent Program, for 26 years. SWHRA has three federally funded programs RSVP (since 2006), the FGP Program (since 1988) and Head Start (since 1974). SWHRA has six major programs including Senior Services, Head Start, Transportation, Work Force Investment, Community Services, and Community and Housing Development. In addition to the Corporation of National and Community Service, funding sources for these programs include, TN Department of Human Services, TN Dept. of Transportation, Older American's Act, Bureau of TennCare, TN Housing Development Agency, Dept. of Labor and Workforce Development, and U.S. Dept. of Agriculture (USDA).

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Financial Reporting procedures, approved by the Policy Council, are in place to include cash receipts, cash disbursements/purchasing, payroll, property and equipment. The Fiscal Department pays all bills, reconciles bank statements, payroll, prepares monthly financial reports for each department. Monthly financial reports are prepared showing a comparison of actual budgeted revenues and expenditures. The RSVP monthly financial report is given to the RSVP Director and the Senior Services Director to review for accuracy and approval.

Other

NA

PNS Amendment (if applicable)

NA