

## Appeal of Funding Decisions

Tab 4

### Background:

TCDD received two appeals concerning decisions of the Executive Committee in August to not award funding for proposals. **Travis County** appealed TCDD's decision to not approve funding Phase 2 of an *Accessible Parking Awareness* project. And **VOLAR Center for Independent Living** appealed the decision to not approve funding for day habilitation activities included in the *Building Community Capacity through Increased Collaborations* Phase 2 Implementation Plan. Staff have prepared a Summary Report of the review process for each of those two proposals. These Reports include comments in response to concerns and additional information provided by Travis County and Volar in their appeals. Staff have also included a Summary of Reviewer Comments of both proposals, and the TCDD Appeal Procedure.

The purpose of TCDD's appeal process is to ensure that TCDD procedures were followed, and that information provided in the original proposal was reviewed fairly and objectively. The Process to Appeal a funding decision is not designed as an opportunity for an applicant to provide additional information for consideration that could have been included in the original proposal. To do so would in essence create a two-stage review process that is not part of TCDD's current procedures.

The Executive Committee will be asked to review this information and make a final decision on this appeal.

### Executive Committee

#### Agenda Item 7.

### Expected Action:

The Executive Committee will consider this information and make final decisions on the appeals of funding decisions.

### Council

#### Agenda Item 13. F.

### Expected Action:

The Council will receive a report of Executive Committee decisions.



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Mary Durheim, Chair  
Andrew Crim, Vice Chair  
Roger A. Webb, Executive Director

**TO:** Executive Committee Members  
**FROM:** Roger Webb, Executive Director  
**SUBJECT:** Review of Appeal: Travis County  
**DATE:** October 9, 2014

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Travis County was awarded funds by TCDD for Phase 1 of an *Accessible Parking Awareness* project with funding beginning January 1, 2014. During Phase 1 of these projects, the grantee developed a strategic marketing plan that is intended to decrease the number of accessible parking violations. Travis County submitted the proposed plan on July 3, 2014, and presented their plan in person to the review panel on July 21, 2014. The review panel's recommendations were provided to the TCDD Executive Committee during August 2014 quarterly meetings.

The Executive Committee reviewed the Executive Summary that summarized comments from the panel and discussed comments and considerations. Following discussion, the Committee did not approve funding for the proposed Phase 2 Implementation plan for a public awareness project.

TCDD provided notice to Travis County about the funding decision on August 11, 2014, and included the Council's Process to Appeal a funding decision and a summary of the review panel comments. Those review comments are also attached.

TCDD received an appeal of the Council's funding decision from Constable Carlos Lopez on September 2, 2014, within the 15 workdays allowed by the Council's Policy for an appeal of a funding decision. Information provided by Constable Lopez is also attached.

The appeal from Travis County asks TCDD to reconsider the decision to not approve funds for the proposed Phase 2 Implementation plan. In the Appeal letter, Travis County identifies concerns with the proposal review process and provides information to clarify or respond to comments included in TCDD summary of review comments. Much of this information was not provided in the original application. We note that the purpose of the Council's Process to Appeal a funding decision is to ensure that TCDD procedures were followed, and that information provided in the proposal was reviewed fairly and objectively. The Process to Appeal is not designed as an opportunity to provide additional information for consideration when such information could have been included in the original proposal. To do so would in essence create a two-stage review process that is not part of TCDD's current procedures.

Travis County addresses the following items in the cover letter of their appeal:

**1. Travis County does not believe they had ample time to present all their points.**

Comment: Travis County was instructed verbally and in a follow-up email dated July 7, 2014, that they would have 30 minutes to present to the review panel on July 21, and 20 minutes to answer questions. In the July 7<sup>th</sup> email they were advised that their presentation could not exceed 30 minutes. Travis

County expressed no concern about this timeframe prior to the presentation on July 21<sup>st</sup>. Both organizations presenting at the review panel meeting had the same time limitations.

**2. It seemed to Travis County that the review panel did not receive the full application or did not have the opportunity to review it and outline their remarks and questions prior to the presentation.**

Comment: The review panel members were emailed all information received from Travis County (the continuation application, proposal packet, and attachments) on July 11, 2014. Review panel members reviewed the proposals and all but one review panel member returned completed evaluation forms and comments to Joanna Cordry, Planning Coordinator, by July 20, 2014, for the July 21, 2014, meeting. None of the review panel members requested additional time or expressed concern about inadequate time.

**3. Desired TCDD outcomes were not clearly defined in the grant application.**

Comment: The desired outcomes were defined in the original Request for Proposals (RFP) (outcomes are not typically defined in the grant application):

- TCDD will demonstrate that an ongoing educational campaign about accessible parking can help decrease accessible parking violations.
- TCDD will gain a better understanding of the activities and information necessary to conduct a successful campaign.

Additionally, the RFP stated that in Phase I, applicants should:

- collaborate with others to conduct research and develop the proposed scope of activities and specific goals of a marketing campaign;
- recommend specific strategies to implement the proposed campaign;
- identify the resources needed; and
- define the measures used to evaluate success.

The RFP noted that the plan developed in Phase 1 should include research, issues identified, a defined target audience, strategies to educate people, cost estimates, partners' roles, and evaluation measures.

Travis County had the same opportunity as other applicants to ask questions about the RFP prior to submitting their Phase 1 proposal and had the opportunity to ask questions of their grant specialist during the six month Phase 1 period. Additionally, they received review panel comments regarding their Phase 1 proposal indicating that market research was needed to determine if billboards, PSAs and brochures were the most appropriate outreach tools needed to reach TCDD's goals.

**4. Timelines were not made transparent.**

Comment: Timelines for submittal and review of the Phase 1 proposal were clearly stated in the RFP, and the RFP clearly stated the grantee was expected to submit their plan six months after the start date of Phase 1. On July 7, 2014, Travis County received an email notification confirming that they would present their proposal on Monday, July 21, 2014 from 2:45 to 3:45 PM. The timeline for conducting the activities needed to meet the grant objectives is developed by the grantees and is a part of their workplan. TCDD is unaware of any other relevant timelines and Travis County did not advise TCDD staff previously of any concerns about timelines.

**5. Items that the review panel commented on could not have been provided as they were not part of the Phase 2 grant application.**

Comment: The review panel's comments were organized under the same items as the comments for the Phase I proposal (which were received by the grantee) and are the basis for evaluating any proposed project. The review items are:

- Are the proposer's goals consistent with TCDD's goals for the project?
- Does the organization appear able to carry out their planned project?
- Does the proposed plan seem "do-able" and will it lead to the desired outcome?
- Are there sufficient resources available to carry out the described plan?
- Does stakeholder involvement appear appropriate and meaningful?
- Will the needed partners play active and meaningful roles in the project?
- Does the budget appear appropriate?

Reviewers form opinions about these seven items by reading all the information provided in the narrative, sustainability, evaluation, workplan, organizational structure/experience/qualifications, and budget sections of the grant proposal packet. Instructions are provided for completing application materials. Travis County chose not to provide information in response to the questions regarding evaluation, but other sections of the application packet were completed.

The review panel also commented on general items that do not necessarily play a part in the decision "to fund or not to fund" but provide additional information about the proposal related to TCDD's values and mission that might be used if two proposals are deemed to be equally strong. That was not the case in this situation. Those general items are:

- How well does the proposal promote self-determination and full inclusion of people with developmental disabilities? Does the proposal demonstrate respect for the experience and talents that people with disabilities can bring to the project?
- Is the overall approach consistent with one or more of the following? Explain briefly.
  - Accepted "best" or "promising" practice
  - Accepted "standard of care" in providing person- or family- centered supports
  - Accepted business practices
  - Other standard practice(s) within an industry
- Are there other components of the project described in this proposal that offer "value added" to TCDD or will bring about additional benefit not anticipated in the Request for Proposals (RFP)?
- Additional General Comments

**6. The grant process was vague.**

Comment: Travis County received the same information as other organizations interested in submitting a proposal and had the same opportunity to ask questions. TCDD is unable to respond to this comment without further details.

Travis County also responded to each individual review panel comment in an attachment to the transmittal letter. Some of the information provided reiterated information presented in their proposal while other information was new and had not been included in their proposal. TCDD's appeal process does not take into account new information that could have been provided in the proposal.

In their responses to reviewer comments as well as in their presentation and proposal, Travis County noted several times that their target audience was "all drivers" and stated that their experience with violators has

given them an understanding of who violators are. However, research data was not provided about the demographics (age, ethnicity, gender, socioeconomic background) or other characteristics (for example, type of vehicle driven) of violators (that is, the target audience) as expected by the RFP, and noted in reviewer comments for Travis County's Phase 1 proposal. TCDD has seen information that suggests that there might be certain demographic groups that are more likely than others to violate accessible parking guidelines. Regardless, reviewers noted that without any statistical information about the target, it is difficult for reviewers to tell whether the target audience would be responsive to the products developed or the messaging strategies. Travis County even references "data (that) indicates that the violators come from all walks of life" but did not provide any data or evidence to support this statement in their proposal or presentation.

Other information included in the appeal and in the proposal included a description of the types of products to be used; an explanation of the logic behind the "need it or leave it" slogan; a list of partners who provided feedback; and additionally an intention to try to insert an accessible parking unit in driver education classes.

New information provided in the appeal but not the proposal included:

- the top four reasons citations are given for accessible parking violations;
- information about the team that would be working on the grant;
- information regarding job descriptions;
- a broad summary of the information reviewed that led Travis County to determine the target audience was "all drivers";
- a statement that Travis County intended to test messaging and marketing products on a test group in Phase 2 (however, this was noted neither in the workplan nor were funds budgeted for focus groups);
- additional information to assure that there would be no additional unanticipated marketing costs;
- additional information describing the content of PSAs;
- information about additional benefits that might be achieved through the project; and
- a statement that the management and marketing team would be willing to develop a new tag line other than "Need it or Leave it," which the review panel believed might be misinterpreted.

TCDD staff have reviewed the process used to review this Phase 2 proposal for Accessible Parking Awareness Campaign and find no concerns regarding any procedural matters. The information provided to the Executive Committee on the Executive Summary for the August discussion appears to be fair and objective. Based on our review of this matter, we do not see any indication of procedural concerns during the review process. And as noted earlier, much of the information provided by Travis County in the appeal was not provided in the original proposed Phase 2 Implementation plan. Considering that information at this time creates a 2-step review process that is not intended by current Council approved procedures.

Attachments:

- Written Appeal from Travis County
- Summary of Reviewer Comments
- TCDD Appeal Process



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Mary Durham, Chair  
Andrew Crim, Vice Chair  
Roger A. Webb, Executive Director

**TO:** Executive Committee Members  
**FROM:** Roger Webb, Executive Director  
**SUBJECT:** Review of Appeal: VOLAR Center for Independent Living  
**DATE:** October 9, 2014

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VOLAR Center for Independent Living was awarded funds by TCDD for Phase 1 of a *Building Community Capacity through Collaborations* project with funding beginning January 1, 2013. During Phase 1 of these projects, grantees coordinated with a network of community organizations to develop proposals for a Phase 2 Implementation Plan to build the capacity of the targeted community to provide community-based services that decrease the need for individuals with disabilities to be served in an institution. VOLAR submitted the proposed Phase 2 plan June 6, 2014, for consideration by TCDD during August 2014 quarterly meetings.

The Executive Committee reviewed the Executive Summary summarizing comments from a staff review of the Phase 2 Proposal submitted by VOLAR, and discussed comments and considerations. Staff indicated the Phase 2 Proposal from VOLAR proposed supporting five community organizations to provide or expand a variety of services including behavioral supports, respite, supported employment, day habilitation, youth leadership, and continuing education. Committee members discussed concerns about providing funds to expand services in a segregated day habilitation setting which is not consistent with the Council's position about providing services in integrated, inclusive environments. TCDD staff shared additional information received from VOLAR prior to the August meeting concerning the array of activities proposed to be provided in the community rather than in the day habilitation center location. The Committee also discussed the recently released CMS Rule defining "community based services" for Medicaid Waivers that will likely require modifications to day habilitation programs in Texas that receive Waiver funding. Following discussion, the Committee approved funding for all proposed activities except for those related to the day habilitation services program. The Committee approved VOLAR to receive up to \$125,000 for the first year implementation of the Phase 2 Plan but did not approve \$25,000 requested for activities in the day habilitation program.

TCDD provided notice to VOLAR about the funding decision on August 19, 2014, and included the Council's Process to Appeal a funding decision. TCDD staff subsequently provided VOLAR a summary of the staff and Committee review comments of their proposed strategic plan on August 22<sup>nd</sup>. Those review comments are attached.

TCDD received an appeal of the Council's funding decision from Luis Enrique Chew, Executive Director, VOLAR, on September 10, 2014, within the 15 workdays allowed by the Council's Policy for an appeal of a funding decision. Information provided by Mr. Chew is attached.

The appeal from VOLAR asks TCDD to reconsider the decision to not allow funding for activities at Jacob's Arc Learning Center, a day habilitation program planned by the Arc of El Paso. VOLAR provides information in the

appeal to clarify or respond to various comments included in TCDD summary of review comments. Much of this information was not provided in the original application. We note that the purpose of the Council's Process to Appeal a funding decision is to ensure that TCDD procedures were followed, and that information provided in the proposal was reviewed fairly and objectively. The Process to Appeal is not designed as an opportunity to provide additional information for consideration when such information could have been included in the original proposal. To do so would in essence create a two-stage review process that is not part of TCDD's current procedures.

Briefly, VOLAR addresses the following items in the appeal information:

1. **The strategic planning process noted the need for additional community-based day programs, and the project proposed by Arc of El Paso will meet this need.**

Comment: That information was noted in the proposed strategic plan.

2. **The Arc of El Paso was separately awarded a \$10,000 Outreach and Development project grant from TCDD in part to provide salary support for the program manager to establish Jacob's Arc Learning Center, a day habilitation program.**

Comment: The Request for Proposals for Outreach and Development projects intentionally allows considerable latitude for applicants to describe how TCDD funding will assist their organization to address the need for culturally competent services and supports for people with developmental disabilities. The proposal from The Arc of El Paso requested funds to assist in establishing the Arc as a stable non-profit organization, including marketing and outreach to assist the organization to become financially stable. Developing a day habilitation program was not viewed as the primary purpose of that grant funding. And support for "program development" of this nature is allowable with TCDD's smaller, time-limited Outreach and Development project grants.

The RFP for Building Community Capacity through Collaboration projects specifies that these funds are intended to assist community networks to build the capacity to provide **community-based services** that decrease the need for individuals to be served in an institution. TCDD's long-standing position on Community Living advocates for opportunities for individuals to be fully included in all aspects of community life and to have assistance as needed to live in their natural community. Projects funded under this RFP are expected to reflect the Council's values and positions.

3. **VOLAR notes that El Paso has only one non-profit providing day habilitation services in addition to the local IDD authority. Other providers are for-profit that provide day habilitation services in large "warehouse like facilities".**

Comment: This information was not mentioned in the proposed strategic plan.

4. **VOLAR indicates that the proposed day habilitation program (Learning Center) will prevent unnecessary admission to SSLCs by providing a much needed day program and notes that many parents and guardians have indicated that the participation in a day habilitation program is key to avoiding seeking admission to an SSLC. VOLAR also provides additional information about opportunities for integration proposed by the Arc of El Paso for the day habilitation program.**

Comment: TCDD agrees that many families, particularly those with working parents, have a need for day program options that are of high quality while parents (or other caregivers) are at work. However, programs that are integrated and inclusive also meet that need. In addition, data does not indicate that a lack of day habilitation programs is linked to an increase in admissions to SSLCs.

5. **VOLAR indicates that the Arc of El Paso intends to use the requested \$25,000 “to ensure an adequate funding level for the first 6 months of operations” of the Jacob’s Arc Learning Center day habilitation program, and hopes to provide enhanced services by other funding raising efforts in addition to the potential rate for waiver day habilitation services.**

Comment: While this approach may address concerns about sustainability of the proposed day habilitation program during the review process, this information was not provided in the initial strategic plan.

6. **VOLAR indicates that TCDD’s views of “integrated community settings” are the same as the organizations represented in their network; however, the El Paso community lags behind in its development of integrated settings for adults with IDD.**

Comment: TCDD appreciates this information.

7. **VOLAR notes that the Project Advisory Committee views the Arc of El Paso project as the number one ranked project.**

Comment: This information is similar to VOLAR’s comment to question #1.

TCDD staff have reviewed the process used to review this Phase 2 proposal for Building Community Capacity through Collaborations and find no concerns regarding any procedural matters. The information provided to the Executive Committee on the Executive Summary for the August discussion is fair and objective, and additional information was provided to the Committee during the meeting concerning the expected opportunities for community involvement for participants of the planned Arc of El Paso day habilitation program. Based on our review of this matter, we do not see any indication of procedural concerns during the review process. As noted earlier, much of the information provided by VOLAR in the appeal was not provided in the original proposed Phase 2 Implementation Plan. Considering that information at this time creates a 2-step review process that is not intended by current Council approved procedures.

Attachments:

- Written Appeal from VOLAR
- Summary of Reviewer Comments
- TCDD Appeal Process

# ***Texas Council for Developmental Disabilities***

## **Council Policies**

### **Section X. TCDD Grant Projects**

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#### **I. Appeal of Funding Decisions**

1. Appeals may be submitted from applicants for grants who did not receive funding or from grantees whose grants have not been awarded continuation funding. The person or entity appealing shall be known as the appellant.
2. Appeals of funding decisions shall be received, processed, and resolved with fairness and promptness.
3. The appellant shall file an appeal in writing addressed to the Executive Director. The written appeal must be postmarked within 10 workdays of the date of the written notice of suspension or within 15 workdays of the date of written notice of denial of new or continuation funding. The written appeal shall include all relevant facts and information that the appellant wishes to have considered as well as the proposed remedy being sought. The Executive Director will acknowledge receipt of the letter with a copy to the Executive Committee.
4. The Executive Director will investigate, compile, and study all relevant information about the appeal and, within 30 workdays of the receipt of the appellant's letter and submit a written report to the Executive Committee. The report will contain recommended action and the evidence supporting the recommended action.
5. The Executive Committee may approve the recommendations of the executive director, make such modifications as deemed appropriate, order further investigation, or take other appropriate action.
6. The decision of the Executive Committee is final.
7. Council staff shall notify the appellant of the final determination of the appeal.



**CARLOS B. LOPEZ**

TRAVIS COUNTY CONSTABLE, PRECINCT FIVE

September 2, 2014

Mr. Roger A. Webb, Executive Director  
Texas Council for Developmental Disabilities  
6201 East Oltorf, Suite 600  
Austin, Texas 78741

Dear Mr. Webb:

Thank you for the opportunity for my office to work with TCDD over the last year. My staff and I have been dedicated to accessible parking awareness and educating the public about the rules and regulations of accessible parking for over 20 years.

We respectfully submit our appeal to TCDD's denial received August 8, 2014. Overall, we do not believe that we had ample time to present all of our points and it seemed either that the panel did not receive our full application or did not have the opportunity to review it and outline their remarks and questions prior to our presentation. Upon reviewing the panelists' comments and reflecting on the entire grant process, desired TCDD outcomes were not clearly defined in the grant application, timelines were not made transparent and items that the review panel commented on we could not have provided as they were not part of the phase two grant application. Overall, the entire grant process was vague.

Our responses to the Review Panel's comments are outlined in the attached document with additional pages included in support of our responses.

We respectfully request that the Council reconsider its denial, in full or in part, so that Travis County and TCDD can move forward on this important public awareness initiative. Every day we see evidence of the public's lack of understanding about the intent of accessible parking signs in Texas; the number of citations written and placards seized alone make this abundantly clear, but we also talk daily with volunteers, deputies, county court staff and judges about how little understanding violators have of the law. We are deeply committed to working together to raise awareness and educate the public about this important issue.

We believe a partnership between TCDD and Travis County will definitely benefit people with disabilities. Constable Precinct Five's team believes our Operation Save the Space accessible parking awareness campaign will be the catalyst needed to educate drivers and change behaviors here in Travis County and the entire state of Texas.

Sincerely,

Carlos B. Lopez  
Constable, Precinct 5



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## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

### 1. Are the proposer's goals consistent with TCDD's goal(s) for the project?

REVIEW PANEL: One of TCDD's goals with this RFP is for TCDD to gain a better understanding of how to execute an effective public awareness campaign. This proposal features the elements that you would find in a typical public awareness campaign, and the materials and resources developed for this campaign are professional and could be shared and utilized across digital and physical spaces. The lessons learned from an all-out marketing blitz at the county level could inform future awareness campaigns.

The review panel for the proposal submitted for Phase 1 noted that "There is a marked absence of a research component prior to defining the message for a marketing campaign. Without market research, how have they determined that billboards, PSAs, and brochures are the most appropriate outreach tools?" (Reviewer comments are shared with the grantee.) Unfortunately, this was not corrected in the Phase 2 proposal. The proposer did not provide information about characteristics of accessible parking violators that would have enabled the review panel to determine if the marketing plan and branded materials would effectively change behavior.

#### CONSTABLE 5 RESPONSE:

Constable 5 staff – specifically the Outreach and Education Coordinator with the Disabled Parking Enforcement program and the deputies and volunteers in the field – maintain an open line of communication with the community. One out of every four contacts to our office (phone calls, emails, deputy field activity reports) indicates citations are issued for these repeated reasons:

- a. lack of knowledge regarding blocking
- b. illegal use of placard
- c. how/when to obtain/renew a placard, and
- d. how to use/display a placard.

We address these four specific reasons for violations in the brochures we designed for the campaign. The content of our print materials is a direct result of this input and our long-tested, 20-plus-year understanding and familiarity with the universe of violators, and we submitted regular updates on our progress throughout Phase I.

The campaign recognizes that behavior is changed through increasing awareness and must come in several forms.

Our target audience is all drivers, as Dorie Pickle discussed in her portion of our presentation to the Review Panel. Every time someone gets into a car they have a choice to use/abuse accessible parking hence the multimedia approach of Operation Save the Space. To reach our primary market in Travis County, we knew we needed a variety of ways to get the attention of the driving public, and so designed several products that could be distributed both physically and virtually. We chose these avenues based on an understanding of the market.

We proposed the following products in our application (Project Narrative, pages 2 & 3, Phase I) and discussed them in the Review Panel presentation:

**Billboards:** Billboard marketing reaches 93% of Americans, second only to television by 1%. But, billboard ads cost 80% less than television ads, 60% less than newspaper ads, and 50% less than radio ads. We feel that some well-placed, well-designed billboards will help spread our message effectively

## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

and efficiently throughout Travis county- reaching our exact target market: Drivers.

(Source: [http://www.businessknowledgesource.com/marketing/using\\_billboards\\_for\\_marketing\\_026351.html](http://www.businessknowledgesource.com/marketing/using_billboards_for_marketing_026351.html))

**PSAs:** Traditional Public Service Announcements (or PSAs) were broadcast on television networks, reaching a wide audience, but requiring expensive air time. Today, with the mass-usage of the Internet and the explosion of the YouTube market, PSA videos can reach a wide audience at little to no cost of distribution. The production of the PSA will result in a video that can be broadcast on television, projected at a conference, posted and shared via YouTube, shared via social media outlets, and posted on our website. More than 78% of people watch at least one online video per week, and 55% watch online videos every day. Over 1 billion unique users visit YouTube every month.

(Source: <http://threemotion.co.uk/the-power-of-online-video-the-stats-2013>)

**Brochures:** Once our messaging and content are developed, a rack card or simple brochure will allow us to disseminate our message in paper, in person, via conferences, through local retailers, public libraries, and other public places, such as training Travis County Tax Assessor's office where everyone must get their original placard. Even though the power of digital outlets is widespread, adding a printed brochure with high-level program information will be helpful in many situations where digital outlets are not available. Due to online digital printing, the cost of printing and distributing a piece like this is minimal compared to the cost incurred in years past.

**Simple Website:** We also plan to produce a simple website that will contain high-level information in both English and in Spanish. The website will be a place where concerned or interested citizens can contact us through an email form, we can share news and information about events or program developments and be a "living" tool that can grow and change with us throughout the program.

**2. Does the organization appear able to carry out their planned project?**

REVIEW PANEL: The fact that this proposal would be carried out in the midst of the county bureaucracy has some advantages in terms of infrastructure and support. The staff, including the Constable, seems committed and excited about what they are doing and gave a very good presentation. The potential pitfall is the possibility that other county matters may intrude on the project.

It is not clear that this entity, while committed, can propel marketing materials and awareness by a small group of individuals to improve parking compliance in Travis County.

- Can the county really have two of its full-time staff devote nearly 50% of their time to this one project?
- The role of education & outreach coordinator is unclear, and there is no job description attached.
- It is unclear how the administrative staff will participate in reaching the milestones or supporting outreach efforts, and it is uncertain if they can implement two conferences and activities to assure project effectiveness.

**CONSTABLE 5 RESPONSE:**

We recognize that this information was not included in the grant as we were focused on the two staff whose job duties are to concentrate on effectively working on the grant. The Constable 5 DPE Team consists of more than the two people identified on the grant: Constable Carlos Lopez, Chief Deputy Bobby Gutierrez, Leslie Pool, Tanya Winters, Mercedes Mata, Senior Deputy Laurence Caldwell, Kirsha Haverlah, Lieutenant Charles Lanterman, and Sergeant Alan Redd. We created this team in response to community input, long before the grant came into view.

Travis County uses generic job descriptions that cross an array of job responsibilities and individual departments (including elected officials) have flexibility in which series to use in their office. These job descriptions were submitted as attachments to both Phase I and Phase 2 proposals. As an elected official, Constable Lopez has the prerogative to structure the duties and responsibilities of job descriptions as he deems necessary to fulfill the initiatives he chooses for his office. For the purposes of this grant, and as proposed, Constable Lopez committed to dedicating nearly 50% of two specific staff positions, and outlined their duties and responsibilities to fulfill the expectations set forth in this grant proposal. To support the grant activities undertaken by the named staff, he tasked the entire team with supporting and filling any gaps left with grant staff dedicating significant portions of their time to the grant activities. The office has more than 20 support staff who are also able to provide support to these staff, as they regularly do during vacations and times when their colleagues are off for vacation, illness, leave of absence or disability.

Constable Lopez has made parking for people with disabilities a major community outreach initiative under his administration. He directed the DPE Coordinator position to be restructured and reclassified to acknowledge the education and outreach coordinator component. This was done to support the growth and expansion of the program and to create capacity to apply for grants.

**3. Does the proposed plan seem “do-able” and will it lead to the desired outcome?**

REVIEW PANEL: The review panel evaluating the Phase 1 proposal noted, “The proposal is absent a research component to determine the appropriateness of those activities, including what audiences to target and what resources and activities may be most effective with those audiences (e.g., perhaps video production is not the best use of resources).” In the submission for Phase 2, no evidence or support is provided to allow the review panel to evaluate the potential efficacy of the education strategies, and it is unclear how those materials will impact compliance. While input was gathered on logo selection, it does not appear any of the messages in the proposed marketing materials were tested for efficacy with the public or possible accessible parking violators. There is no indication of how visitors will be motivated to visit the website or the impact it could have if they did.

The target audience is not clearly defined – it appears to include “all drivers,” which makes it difficult to implement a successful campaign to change behaviors.

There is potential for obvious quantitative measurement (number of counties conducting the campaign, Operation Save the Space (OSS) ambassadors, legislators and members of the public trained, website and social analytics, etc.), and two evaluation measures are noted - website analytics and to "measure the number of programs that spring up around the state." However, qualitative measures should also be considered.

Several of the review panel members had misgivings about the “Need or Leave It” campaign. Specifically, they were concerned that individuals may interpret it to mean that if the spots can be used by anyone who “needs” it, and that individuals themselves may determine what constitutes “need.”

**RESPONSE:**

We feel the review panel did not take into account all the elements of the Operation Save the Space campaign. Data indicates that the violators come from all walks of life. Our target audience is all drivers of motor vehicles.

All accessible parking offenders are those who operate motor vehicles and choose to park in accessible parking spots. The operators of the motor vehicles are indeed the drivers. They control and navigate the motor vehicle to the accessible parking place. Hundreds of citations written annually in Travis County and issued to offenders based on case filing at all five of the Travis County Justice of the Peace Courts, complaints from the people with disabilities community, and complaints presented to the Constable Office through our website.

The campaign targets the motor vehicle drivers to offer them an opportunity to re-consider their choice with using or needing an accessible parking space. If the driver is not legally authorized to occupy a accessible parking space, they should choose to “leave it” for the accessible person(s) that indeed “need it” and are legally authorized to occupy the space.

The “Need It or Leave It” tagline is something developed by our management and marketing team. It is a proposal for a tagline that is snappy and catchy for marketing purposes that is intended to be a household phrase, similar to “Don’t Mess with Texas” or “Click It or Ticket.” If the review panel is not satisfied with the tagline meeting the objective, we would be open to reconsider a choice that is found agreeable and more aligned with our understanding of the market.

In Phase I we said this about our target audience:

## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

Our target audience was determined by reviewing training materials, seeking volunteer feedback from our Disabled Parking Enforcement program and monitoring accessible parking abuse complaints via the Constable 5 website. We also sought feedback from our current partner Travis County Tax Assessor-Collector, as well as partners whose stakeholders extend outside Travis County including Texas Parent to Parent and Governor's Committee for People with Disabilities. We reviewed other public awareness efforts such as City of Austin accessible parking PSAs, the City of Phoenix "Save Our Space" campaign, and Special Olympics "Erase the R Word" campaign.

The research provided was general marketing process that is used as a common marketing practice. It was our understanding that phase 1 was to prepare the messages for the marketing materials and that the testing or evaluating would be accomplished if and when the grant was awarded. There was never any direction given by TCDD to test the messages with violators prior to the grant award.

Our understanding of phase 1 was to create, design and plan resources made available to the public to create awareness and offer information that would educate the general public on Disabled Parking. The website was created to offer the general public information on various aspects of accessibility, focusing on Parking for people with disabilities. With regard to the comment about qualitative measures, the application did not include any reference to qualitative measurement on "motivation." We did indicate that the number of hits on the website can be measured as well as the queries, but did not understand that this needed to be designated specifically.

We believe that accessibility is a fundamental right for all citizens whether they are a driver or not. To change the behavior of a driver you must first be able to make a social change. Therefore, the target audience is clearly defined as any citizen who is, has the potential of being, or is caring for someone who has a disability at some point in their lives – be it temporarily or permanently. This behavior change begins with all drivers of a motor vehicle. We proposed inserting a accessible parking unit in driver education classes so new drivers will learn that violating the existing parking law will deny access to people that need it, that they may very well have a disability or disabling injury in the future, and that violations are costly. Existing drivers will learn that they are denying access to those who need it and it may very well be them in the future as well. Non-drivers will learn that access to those parking spaces may apply to them as well.

**4. Are there sufficient resources available to carry out the described plan?**

REVIEW PANEL: There is insufficient information regarding barriers and existing resources. The reviewers noted in the submission for Phase 1 that, "The emphasis on delivering the bulk of the grant directly to purchased marketing services is positive only if the consultant is able to incorporate some up front research into the execution of creative services." It does not appear that this was done.

**CONSTABLE 5 RESPONSE:**

Looking back on this process, we can understand that the Review Panel saw our target audience of all drivers as a potential barrier. We feel we addressed this barrier by executing a multimedia campaign (PSAs, print materials, billboard) which is designed to reach people in as many ways and from as many directions as possible, reiterating the values of the initiative.

### 5. Does stakeholder involvement appear appropriate and meaningful?

REVIEW PANEL: The applicant seems to be well versed in things that impact and matter to people with disabilities. The list of partners indicates they have an appreciation for the experience and talents of people with disabilities. However, it's unclear if individuals and/or family members of individuals with developmental disabilities were involved in all phases of the development process. It seems that feedback was provided only after the development of materials.

It is not clear that accessible parking violators gave input into the project or were surveyed for feedback on the marketing materials developed.

#### **CONSTABLE 5 RESPONSE:**

We sought and received important stakeholder input on public awareness materials. We surveyed our partner organizations in person, on the phone, and through emails. Our partners include persons with disabilities and those who do not have a disability.

Surveying violators or obtaining feedback from them would require a clear direction and legal authority from the County Attorney's office. We chose not to pursue this action at this point. Instead, we determined we would consult with the County Attorney if the grant were awarded.

Here is a comparison of the feedback we received on the logo and the PSA, for example. You'll see the difference in number of responses on the logo, the PSA, and the face-to-face overall material request. This drastic difference indicated to us that we needed to provide clear and concise feedback requests to our partners (see sample emails to partners). We chose to do face to face meetings with all partners – like Parent to Parent – at the end of material development so we could gather meaningful feedback to evaluate OSS's overall effectiveness.

Here is a complete list of partners committed to working with us on this campaign, which include families of children with disabilities:

- Texas Parent to Parent
- Texas Governor's Committee on People with Disabilities
- Texas Center for Disability Studies
- Community Advancement Network (CAN)
- Travis County Tax Assessor-Collector
- Austin Mayor's Committee for People with Disabilities
- Travis County Veterans Services
- Beyond Today
- The four constable offices in Travis County (pcts. 1, 2 & 4) and constables in other counties
- Members of the Texas House of Representatives and Texas Senate
- Texas Association of Counties.

**6. Will the needed partners play active and meaningful roles in the project?**

REVIEW PANEL: A real key to success will be the ability to engage others to take part in the project--pick it up in other areas. A list of partners is provided but the role of each is that they "agree to help with some or all" activities. It is not demonstrated that any up-front commitment has been obtained from any partners.

The Department of Motor Vehicles and the Governor's Office are listed as state agencies that could continue the project; however, the proposal doesn't state what the likelihood is that either agency would be open to the idea, and this can be difficult to achieve.

The consultant has primary role on the project (e.g., marketing materials, etc.) and over 85% of the budget is allocated to CreativePickle. They appear qualified to prepare media for this effort, although they do not show a background in facilitating outreach.

**CONSTABLE 5 RESPONSE:**

CreativePickle has extensive background (since 2001, i.e., 13 years) of bringing client marketing efforts to the marketplace and connecting messaging to the end target. During this time, CreativePickle has published hundreds of magazine ads, newspaper ads, online banner ads, email marketing campaigns, social media campaigns, small to large websites, videos, postcards, banners, events, and a myriad of different conventions/approaches. In addition, CreativePickle has helped facilitate strategic partnerships for clients and brought multiple interested and relevant parties to the table together to aid in the advancement of marketing or outreach goals. Having operated in Austin for the past 13 years, CreativePickle has nurtured relationships throughout all sectors of our local and state economy including government, education, and private sectors. CreativePickle is a qualified and professional agency that takes its clients' success seriously to meet specified and aggressive marketing goals.

We do have the commitment from all our partners to work with Operation Save the Space. Our plan is to update the commitment letters each year to describe the specific activities and deadlines as the initiative moved forward. This would be done in close partnership with each organization to ensure the full understanding of the commitment and to take into account any changes to their capacity.

We recognize that engaging a state agency (DMV, Gov's Office) has issues and acknowledged as much in our language: "could" and "for example." We expect that such adoption would take time, and would adjust our target agency based on the results we received. As we stated in our presentation, the campaign was designed to be sustained by participating municipalities with oversight from this office.

Our plan for implementation included target achievements for each year of the five-year rollout. This was intended to demonstrate how the campaign can sustain itself as Operation Save the Space participants, ambassadors and partners work to spread the word using their resources:

**Year 4: Year of Sustainability** – Travis County conducts high level evaluations of campaign progress and success across the state, evaluates performance to determine best avenue to sustainability, and identifies appropriate state agency (e.g., Department of Motor Vehicles or Governor's Office) that could continue the statewide program. Based on experience and using partner networks & contacts, evaluate viability of national campaign; identify 1-2 counties in one state other than Texas for potential test market campaign for national expansion.

**7. Does the budget appear appropriate?**

**REVIEW PANEL:**

- It is unclear given the Executive Assistant's job description how 41 % of the person's time can be committed to this project.
- The breakdown of materials and activities planned by CreativePickle seem in line with (and in some cases possibly less expensive than) current rates.
- It's not evident that the proposer considered exceptions or potentially additional costs regarding graphic design; additional costs above 4 hours per product; productions cost for radio ads; and additional cost related to device compatibility (e.g., iPads, iPhones).

**CONSTABLE 5 RESPONSE:**

We responded to the question on serious commitment of time expected and supported for grant in previous question #2, page 3, above.

CreativePickle competes both with large international firms and very small local individuals. The marketplace has an extreme variation (more than most industries) in cost platforms. CreativePickle's rates are comparable to most other local agencies, but retains value in a low-overhead, small permanent staff; strategic partnerships and contractors are used only as needed. CreativePickle feels confident that the rates outlined in the proposal will cover the materials described therein.

Additional costs outside of the bid parameters are not anticipated. The estimated costs, based on over 13 years of successful experience, should be enough to cover the products described therein. Hourly overages are specified in the proposal so that scope can be defined and understood by both the client and the vendor. The website and other digital materials will be designed to be fully responsive and will not incur additional costs to make them device compatible. Device compatibility is an industry standard at this point and modern design and code accommodate for it.

**Additional Questions and Comments**

**1. How well does the proposal promote self-determination and full inclusion of people with developmental disabilities? Does the proposal demonstrate respect for the experience and talents that people with disabilities can bring to the project?**

REVIEW PANEL: The proposal recognizes that accessible parking can assist some people with disabilities to have more choice and to participate in their community. The partners included in the proposal include groups that represent people with disabilities and disability issues. However, it is not clear how the proposal promotes self-determination and full inclusion of people with developmental disabilities. Much work has been done on the creative development associated with this project without indication of the level of participation of people with disabilities.

**CONSTABLE 5 RESPONSE:**

In the Phase I proposal we said we would:

- Project naming based on client discussion and input from individuals with disabilities
- Custom logo design based on market research, client discussion and input from individuals with DD
- Individuals with disabilities will participate directly in the project by starring in/providing feedback in the public awareness materials including the PSA and brochures, as well as participating in the development of/attending the community symposium.

Operation Save the Space asks people with disabilities to spread its initiatives. OSS Ambassadors are people with disabilities. Through this role, we are encouraging people with disabilities to branch out from their comfort zones, asking them to speak to people with and without disabilities.

To prepare for the PSAs, the team advertised among the partners with disabilities for good locations to shoot the video. We included people with disabilities in this process, selected homes that showed accommodations to good effect, and secured approval to use parking facilities at the Texas Department of Health and Human Services in North Austin. Our partners contributed significantly: we searched for locations, discussed how to shoot, and based location decisions on their feedback.

CreativePickle drew up a locations document describing the shoot, proposed a casting call document to use if the grant were approved, and sought a budget for implementation and equipment lists for both shoots from the video team. The intent was to be well-situated and ready to go for implementation.

The team agreed it would be best to seek professional actors for the side-by-side video and non-professional actors for the personal stories video. Our video team met with two candidates for the PSA video locations. The visit with Julie was very productive in that her house had been modified for her to live comfortably and she was very willing to allow us to use her home and her modified vehicle in the video shoot. The shots of the video would mostly be of her bedroom, kitchen and entryway, which were open enough for the film crew to capture effective shots. Here is what CreativePickle proposed for the casting calls and the content of the two PSAs chosen by the grant team and partners (Phase 2 addendum):

**CASTING CALL FOR VIDEO 1 / SIDE BY SIDE**

**Production title:** Side by Side Parking Story

**Production Type:** Independent / Public Service Announcement

**Project length:** PSA Film 1-2 minutes

## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

**Project format:** 16:9 HD

**Production location:** Austin, TX (central)

**Production Company:** CreativePickle, LLC in partnership with Travis County Constable 5

**Company website:** www.creativepickle.com

**Director:** Kelly West

**Producer:** Dorie Pickle

**Casting Director:** Kelly West

**Audition Location:** ?

**Shooting Location:** Austin, TX (Central)

**Email:** dorie@creativepickle.com

**Compensation:** \$250 if chosen (?) (Need to seek rates from casting agencies)

### KEY DATES

**Auditions:** ?

**Call Backs:** ?

**Shooting Starts:** January 2015

**Shooting Ends:** January 2015

**Synopsis:** The video starts off with a split screen. Two similarly aged / looking people are waking up and preparing to head out for the day. One person has a disability and must get up much earlier and goes through a several-step process to get ready to leave the house for the day. The other person who is without a disability is sleeping later, showing a close-in shot of alarm clock. Close-up shots of both getting ready showing lots of detail and the many steps of the accessible person. Music plays with lots of energy building up to the moment of arrival. Both leave their houses at the same time. The detail shots build to a zoom out effect that reveals both people arriving at the same accessible parking space. The person without a disability takes the spot, leaving only far away options available. Zoom out, fade to black. Text overlay: "Need It or Leave It!"

### Character BIOS

[PERSON WITH DISABILITY] [GENDER: NA] [AGE: 20-40]

This person has been living with a disability for enough time to be comfortable with the logistics and situation at hand. He or she has made accommodations in his/her home for his/her wheelchair with wider doors, lifts, etc. This person is comfortable getting out of bed, ready for the day and in his/her car independently. Drivers' license required.

[PERSON WITHOUT DISABILITY] [GENDER: NA] [AGE: 20-40]

This person does not have a disability and is generally an independent adult who will be required to get ready for the day and get in a car and drive. Driver license required.

### CASTING CALL FOR VIDEO 2 / PERSONAL STORIES

**Production title:** Personal Stories

**Production Type:** Independent / Public Service Announcement

**Project length:** PSA Film 2-3 minutes

**Project format:** 16:9 HD

**Production location:** Austin, TX (central)

**Production Company:** CreativePickle, LLC in partnership with Travis County Constable 5

**Company website:** www.creativepickle.com

**Director:** Kelly West

**Producer:** Dorie Pickle

**Casting Director:** Kelly West

## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

**Audition Location:** ?

**Shooting Location:** Austin, TX (Central)

**Email:** dorie@creativepickle.com

**Compensation:** \$250 if chosen (?)

### KEY DATES

**Auditions:** ?

**Call Backs:** ?

**Shooting Starts:** January 2015

**Shooting Ends:** January 2015

**Synopsis:** We have three different personal stories being told by voice-over by people who use accessible parking. We switch from one to the other, splicing all three stories together. During the voice-over stories, the video shows close-in detail shots of the person who is talking going through their personal process of getting in or out of their vehicle and using the accessible parking spaces, lifts, and other accessibility related equipment. At the end, we have a close-in shot of each person's face being revealed for the first time. We are looking for people with compelling personal stories to share about their experience living with a disability in a world designed for the able-bodied. No acting experience required, but must be open and candid and willing to share your story publicly.

### Character BIOS

[PERSON WITH DISABILITY] [GENDER: NA] [AGE: NA]

This person has been living with a disability for enough time to be comfortable with the logistics of driving and parking. He or she has made accommodations in his/her automobile to get out him/herself. Drivers' license required. This person should be comfortable sharing his/her personal story about their disability.

[SENIOR / ELDERLY PERSON WITH A CANE?] [GENDER: NA] [AGE: 75-90]

This person does not have a disability, is aging and needs to use accessible parking to ensure safe and easy access to his/her community. This person should be comfortable sharing his/her personal story.

[PARENT W CHILD]

This person is caring for a child with a disability, and needs to use accessible parking to ensure safe and easy access to his/her community. This person should be comfortable sharing his/her personal story about their child's disability.

## TRAVIS COUNTY CONSTABLE 5 RESPONSE TO TCDD GRANT CONTINUATION AWARD DENIAL

2. Is the overall approach consistent with one or more of the following? Explain briefly.

- Accepted “best” or “promising” practice
- Accepted “standard of care” in providing person- or family- centered supports
- Accepted business practices
- Other standard practice(s) within an industry

REVIEW PANEL: The awareness/marketing approach is consistent with contemporary multi-faceted marketing campaign (i.e. industry) practices as it includes web, social media, billboards, in-person trainings, printed materials, videos, PSAs, etc.

### **CONSTABLE 5 RESPONSE:**

We agree with the Review Panel that our approach met this metric.

**3. Are there other components of the project described in this proposal that offer “value added” to TCDD or will bring about additional benefit not anticipated in the Request for Proposals (RFP)?**

REVIEW PANEL: Materials like these, if effectively, could possibly be used by anyone. The proposed interplay between local government, statewide advocacy groups, the Texas Legislature, Constable Lopez, TCDD, etc., is exciting. This disability community has a tendency to talk to itself too much. It's good to add others to the conversation (and solutions to problems).

**CONSTABLE 5 RESPONSE:**

We agree! Operation Save the Space calls upon people with disabilities to exercise their civic responsibility – in other words, to use placards correctly, and to share their personal stories. This campaign asks people with disabilities to branch out and speak to different people and move out of their comfort zone by doing so. OSS is a tool kit, including specific assignments on community outreach and advocacy, to help them spread the word. The assignments would encourage public speaking and facilitate self-advocacy and self-determination skills of people with disabilities. A very real example of this would be the significant role Ambassadors would have in the October legislative event and at the 2015 Statewide Symposium.

Tanya Winters

From: Tanya Winters  
Sent: Thursday, February 27, 2014 12:00 PM  
Subject: Operation: Save the Space-Accessible Parking Awareness Campaign: Community Partner  
Feedback Requested by Tuesday March 4

Importance: High

Logo Feedback

Hello collaborative partners:

We are excited to share an update on our accessible parking public awareness campaign.

First and foremost, thank you for being available as a partner in this operation. We value your insights and know that our collaboration will result in a productive and effective campaign that truly affects the way our community views and uses accessible parking.

We have been working with our agency partner, CreativePickle to develop the initial project components. First and foremost, we have a project name: Operation Save the Space.

In addition, we have narrowed down our custom logo designs to two main options. In order to help us make a final decision, we'd like to get your feedback on which one you prefer.

Please let us know by email by Tuesday March 4 which logo you prefer and why. Both options are available for review here:



Option 1



Option 2

Thank you!

Tanya Winters

Travis County Constable, Precinct 5  
Disabled Parking Enforcement  
Education and Outreach  
512-854-9100 x 35047

## Tanya Winters

**From:** Tanya Winters  
**Sent:** Monday, March 10, 2014 5:20 PM  
**Subject:** Input Requested: Operation Save the Space Video Concepts

**Importance:** High

Video feedback

Hello Volunteers:

I will be taking some personal time and will be out of the office March 11, 12, and 14. If you need assistance with OPE, please contact Liz. Please send your feedback regarding these video concepts to Leslie Pool at [leslie.pool@co.travis.tx.us](mailto:leslie.pool@co.travis.tx.us). Thank you for scrolling down and reading this entire email. We are excited to share an update on our accessible parking public awareness campaign.

First and foremost, we value your insights and know that our collaboration will result in a productive and effective campaign that truly affects the way our community views and uses accessible parking.

We continue to work with our agency partner, CreativePickle to develop project components for this operation. First and foremost, please see our official logo for Operation Save the Space below. Your input was greatly appreciated:



In addition, we have narrowed down our custom video concepts to three main options. Instead of voting for the best concept, we'd like to get your feedback on each concept to make sure we are on the right track.

Please share your thoughts and reflections by email by Thursday March 13. All the options are available for review here (please disregard the numbers on each concept as we exported them from the original document to make them easier to access):

>> CONCEPT 1 SIDE-BY-SIDE MEET UP

**IDEA:** The video starts off in a split screen. Two similarly aged / looking people are waking up and preparing to head out for the day. One person has a disability and must get up much earlier and goes through a several-step process to get ready to leave the house for the day. The other person who is without a disability is sleeping later, showing a close-in shot of alarm clock. Close-up shots of both getting ready showing bits of detail and the many steps of the disabled person. Music plays with lots of energy building up to the moment of arrival. Both leave their houses at the same time. The detail shots build to a zoom out effect that reveals both people arriving at the same accessible parking space. The person without a disability takes the spot, leaving only far away options available. Zoom out, fade to black. Text overlay: "Need It or Leave It!"

>> CONCEPT 2 PERSONAL STORIES

**IDEA:** We have three different personal stories being told by voice-over. We switch from one to the other, spacing all three stories together. During the voice-over stories, the video shows close-up detail shots of the person who is talking going through their personal process of getting in or out of their vehicle and using the accessible parking spaces, lifts, and other accessibility related equipment. At the end, we have a close-up shot of each person's face being revealed for the first time.

>> CONCEPT 3 THAT SPOT IS NOT FOR YOU.

**IDEA:** It's story-time at the book store and all of the toddlers are gathering around the reader. A big, obnoxious man comes in and plops down right in front blocking the kids' views. Everyone looks at him. Still screen with text overlay on top of photo: "Come on. You know that spot's not for you." Pan across room to parking lot to an accessible parking space. Unless you are a person with disabilities, neither is this one. Need It or Leave It."

Thank you!

**Tanya Winters**

Travis County Constable, Precinct 5  
Disabled Parking Enforcement  
Education and Outreach  
512-854-9100 x 35047  
tanya.winters@co.travis.tx.us

Tanya Winters

From: Tanya Winters  
Sent: Thursday, June 19, 2014 10:00 PM  
Subject: Nominate your PAC member: Operation Save the Space

PAE Feedback

Importance: High

Tracking: Recipient Read

'laura@TxP2P.org'  
'Dolores.gonzalez@austintexas.gov'  
'Jesus Lardizabal'  
'jo.virgil@governor.state.tx.us'  
'aenglish@governor.state.tx.us'  
Bruce Elfant Read: 6/19/2014 12:00 PM  
Tina Morton Read: 6/19/2014 3:24 PM  
'Adam Slosberg ED ACPS'  
'vsarria@austinisd.org'  
'mary.dodd@austinisd.org'  
'penny.seay@austin.utexas.edu'  
Leslie Pool Read: 6/19/2014 1:00 PM  
dorie@creativepickle.com

Hello Collaborative Partners,

We are excited to announce that we are wrapping up our phase II application to implement the Operation Save the Space Campaign.

But before we submit the proposal, we need one thing from you: we would like you to nominate one person from your organization to participate in the Project Advisory Committee that will be formed for the grant second phase. The nominee could be you, or someone with your organization that is interested. Our deadline for nominations is Wednesday, July 2.

Project Advisory Committee members would attend quarterly meetings (four times a year, with one meeting being in person) and advise us on OSS progress. We are looking to create a diverse group including people with disabilities and professionals from all ethnic backgrounds living in Travis and other counties across the state. Having your organization involved at this level will greatly assist us with our implementation of the grant.

We appreciate your help nominating a member of your organization. Thank you,

Tanya Winters

Court Clerk I

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Office of Carlos B. Lopez  
Travis County Constable, Pct. 5 1003  
Guadalupe St.  
Austin, TX 78701  
www.ConstableS.com  
512-854-9100 x 35047  
512-854-4757 (fax)

Tanya Winters

From: Tanya Winters  
Sent: Tuesday, June 10, 2014 10:32 AM  
Subject: Please Respond: Operation Save the Space-Accessible Parking Awareness Campaign: Face to Face Meetings

Importance: High

Face to Face

Hello Collaborative Partners and Volunteers,

We are excited to share an update on our accessible parking public awareness campaign.

First and foremost, thank you for being available as a partner in this operation. We value your insights and know that our collaboration will result in a productive and effective campaign that truly affects the way our community views and uses accessible parking.

We have been hard at work with our agency partner, CreativePickle, developing the Operation Save the Space website.

In addition, we are wrapping our project brochures and rack cards. We would like to schedule a face to face meetings with each of you gather content feedback. Each face to face will last an hour or less. limit two representatives/organization. We'd like to schedule more than one organization/volunteer in the same time slot. If your organization has easy direct access to stakeholders, bring someone along. Please choose from the following dates:

- Tuesday July 1st 10am or 2pm
- Wednesday July 2nd 10am or 2pm
- Thursday July 3rd 10am or 2pm

Please schedule a face to face meeting with us by Friday June 13, 2014  
Thank you,

*Tanya Winters*  
Court Clerk I  
Office of Carlos B. Lopez  
Travis County Constable, Pct. 5  
1003 Guadalupe St.  
Austin, TX 78701  
www.ConstableS.com  
512-854-9100 x 35047  
512-854 4757 (fax)

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Face to Face Feedback Questions

Here are the questions I will be asking:

- ✓ Are the project materials pleasing to your eye? Name one thing that stands out most
- ✓ Are the project materials easy to understand? Yes or No?
- ✓ Are the project materials missing anything? Name one thing (if anything) you would like to add or absolutely dislike.



## CENTER FOR INDEPENDENT LIVING

*...of and for people with disabilities*

September 10, 2014

Roger A. Webb, Executive Director  
Texas Council for Developmental Disabilities  
6201 E. Oltorf, Ste. 600  
Austin, Texas 78741

RE: Appeal of Phase 2 Building Community Capacity through Collaboration (BC3)  
Jacob's Arc Learning Center by the Arc of El Paso

Dear Mr. Webb:

We are writing to request TCDD's reconsideration of the grant award to Volar Center for Independent Living under the BC3 project. While we are thankful for your funding of the majority of the projects, we are asking you to consider reinstating the \$25,000 for the community-based learning center for adults with IDD, Jacob's Arc Learning Center, proposed by the Arc of El Paso.

There are several reasons for this request for reconsideration:

1. El Paso's strategic planning process noted the need for additional community-based day programs under the "value proposition profile" of TRAINING & EDUCATION stating, individuals, after 22 years of age, need competent providers to nurture passion & purpose in life, to continue self-enrichment & self-development, resulting in a meaningful life & engagement in purposeful activity. The profile goes on to state that there is a need for new resources, competent providers with person-centered thinking, professionals with enhanced skills to serve this population and create innovative ways to deliver services....expand the community's capacity to provide these services, especially new organizations.

The project proposed by the Arc of El Paso will meet this need head-on; they are poised to deliver meaningful & purposeful programming for adults with IDD. The Arc of El Paso is a much-needed new organization operated by competent providers who believe in person-centered thinking. It is an emerging non-profit organization that needs the \$25,000 to build its capacity to provide high-quality, person-centered services. Even the El Paso Times Editorial Board agrees (see attached editorial.)



1220 Golden Key Circle • El Paso, Texas 79925-5825  
(915) 591-0800 • (915) 591-3506 Fax • [www.volarcil.org](http://www.volarcil.org) • [volar@volarcil.org](mailto:volar@volarcil.org)

2. Moreover, the Arc of El Paso was awarded a TCDD \$10,000 Outreach & Development grant to, among other things; provide salary support for the program manager of the Learning Center. TCDD has already invested in this good work and as stated in the TCDD NOGA, *"The long term goals of the applicant is to create small community designed day habilitation programs -and their work with the BC3 grantee to develop community capacity to prevent institutionalization, makes this a project to watch."*
3. TCDD evaluator comments stated, "Although day habilitation will provide support to families during business hours, there is nothing in the plan to suggest that the project will provide meaningful, integrated day activities beyond that which is currently an available community service."

The project proposed by the Arc of El Paso will offer opportunities for integration, more opportunities than are currently offered among existing day habilitation programs in El Paso. Currently, El Paso has only one non-profit providing day habilitation services, in addition to the local authority. The other 4-5 providers are for-profit entities who operate their day hubs in large warehouse-like facilities because it enables them to bill the state for more individuals. One provider has over 120 clients and other 70+. Unfortunately, occurrences of abuse, neglect and exploitation are commonplace in these large warehouse-like settings.

4. Importantly, the proposed Learning Center will achieve TCDD's stated BC3 goal of preventing unnecessary admissions to the State Supported Living Centers by supporting community organizations to increase their capacity to provide high-quality community-based services for persons with IDD. Providing support to the Arc of El Paso will enable them to offer a much needed, high-quality service. Many parents and guardians have stated that if it weren't for a day hab their loved-one may indeed need the SSLC. One parent said, *"The 5 hours per day that my son attends his day hab provide him with structured opportunities every day; and provide me with much-needed relief from ongoing caregiving responsibilities."*

The Arc's proposed structured opportunities include off-site job training through initially volunteering at the public & private organizations, businesses & other places of employment. Connections will be established with public & private organizations such as the public library, senior citizen centers, hotels, hospitals, and restaurants, to create opportunities for volunteerism leading to pre-employment and full-employment.

Other activities will be implemented to support the participants in succeeding in the community to include the following:

- o Travel training to learn how to navigate the city more independently;
- o Literacy groups to maintain & improve functional reading & writing skills;
- o Social skills development including outings at restaurants, movies, pool, etc.;
- o Cognitive learning projects to enhance basic skills and early learning such as eye-hand coordination, fine & gross motor skills, and matching skills;
- o Language development training including vocabulary attainment and expansion through educational software and augmentative communication devices;
- o Money management skills;
- o Computer literacy activities; and more.

5. Additional TCDD evaluator comments state that the DADS rate for day habilitation "is notoriously low" and that the plan does not address how this "enhanced" day habilitation model will be sustained if public funding is not available.

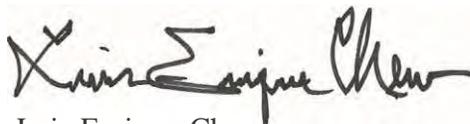
The Arc of El Paso will not rely solely on DADS payments to sustain its operating costs. As a non-profit organization it has a multi-dimensional fundraising strategy that includes grant writing, an annual fundraising event, and ongoing solicitation from private sources. With an active board and support from TCDD (see #2 above), it has raised sufficient funding to hire a program manager to begin operations of Jacob's Arc Learning Center. However, it needs the additional \$25,000 from Phase 2 to ensure an adequate level of funding for the first 6 months of operations, until such time as funding from DADS is ongoing. After that time, private funding and grant writing, as well as program income from a DARS Community Rehabilitation Program contract, will continue to support the Learning Center. If needed, the Arc is willing to provide a dollar-for-dollar match to the TCDD funds, as it has raised over \$25,000 from private sources to open the Learning Center. (See attached proposed budget.)

6. TCDD's views of integrated community settings are the same of all the organizations represented in the network. In June 2013, Desert ADAPT, the Arc of El Paso, Paso del Norte Civil Rights Project, Grupo DIO, Community Now, No Voice No Justice and Volar CIL established for the first time in the state, direct communication with administrators of the State Supported Living Center (SSLC) and DADS to advocate for more community relocations and better treatment of the SSLC residents; however, El Paso lags behind in its development of integrated settings for adults with IDD. While we agree that the goal is full integration, we need time to work toward the creation of these innovative settings; we need to build the capacity of the community to provide these essential services -one way to do this is to fund this emerging organization.
7. The selection process used by our local Project Advisory Committee to propose Phase II projects was a rigorous one. The PAC first heard presentations of each project then used an elaborate rating system to vote on the final projects proposed for Phase II funding. The PAC rated the Arc of El Paso project as the number one project for funding. Not to fund this project would be a disservice to the local BC3 effort.

El Paso is a poor community and grant funds such as these make a tremendous difference in the lives of individuals with developmental disabilities. Every penny counts and the additional \$25,000 will help build the capacity of an emerging non-profit organization dedicated to providing high-quality, caring, and culturally competent services to El Pasoans with disabilities.

Thank you for your time and attention to this important matter.

Respectfully,



Luis Enrique Chew  
Executive Director

Cc: Kristen Cox, TCDD El Paso Council Member  
Mateo Delgado, TCDD El Paso Council Member  
David Taylor, TCDD El Paso Council Member

**Jacob's Arc Learning Center  
Operating Budget for 6-months (Jan - June 2015)**

<b>Salaries &amp; Benefits</b>	Total	TCDD Funds	Match
Program Manager	17,672		
Program Technician	11,117		
Grant Administrator	3,000		
<b>Sub-total</b>	<b>31,789</b>	<b>15894.5</b>	<b>15894.5</b>
<b>Rent &amp; Utilities</b>			
Rent \$800/month	4,800		
Housekeeping \$200/mo	1,200		
Electricity \$150/mo	900		
Tel, TV, Internet \$125/mo	750		
Water \$75/mo	450		
Gas \$25/mo	150		
<b>Sub-total</b>	<b>8,250</b>	<b>4125</b>	<b>4125</b>
<b>Supplies &amp; Equipment</b>			
Educational	1000		
Therapeutic	550		
Other materials	500		
<b>Sub-total</b>	<b>2,050</b>	<b>1025</b>	<b>1025</b>
<b>Mileage</b>	500	250	250
<b>Furnishing</b>	4411	2205.5	2205.5
student desks, chairs, tables, etc.			
<b>Outdoor Equipment</b>	3000	1500	1500
shed, gardening supplies, etc.			
<b>Total</b>	<b>\$50,000</b>	<b>25000</b>	<b>25000</b>

## Editorial

# The Arc of El Paso fills crucial role

El Paso has numerous nonprofits that toil to provide much-needed services, often in near anonymity. One such organization is The Arc of El Paso, which provides services to children and adults with intellectual and developmental disabilities.

Families of children with disabilities such as Down syndrome or autism face challenges that can be overwhelming at times. That is especially true when children graduate from the school system, where helpful programs are available, and move into adulthood, where services are limited and often difficult to find.

"Once a person (with a developmental disability) gets out of high school at the age of 22 they enter a fragmented system," said Cecilia Navarro Tanner, president of The Arc of El Paso. "Sometimes they get support, often they don't. They're often at home languishing with very few opportunities."

The Arc is trying to bring some additional support to those families.

A key effort now underway is opening Jacob's Arc Learning Center in the Lower Valley, a day habilitation center that will provide services for people with intellectual or developmental disabilities.

Once established, much of the center's expenses will be covered by the Texas Department of Aging and Disability Services.

But it must first get off the ground, and that's where El Pasoans can help.

The Arc of El Paso will have a fundraising 5K walk/run at 8 a.m. Saturday at Ascarate

Park. The walk last year raised about \$9,000; the goal this year is \$25,000, which will provide the needed funds to open Jacob's Arc.

The entry fee is \$20 in advance, or \$25 the day of the event.

Jacob's Arc Learning Center will help fill a crucial need in El Paso. Day habilitation centers, or day hubs, provide self-help, socialization and adaptive skills.

These generally small facilities — Jacob's Arc is 2,200 square feet — offer an alternative to large, institutional settings.

El Paso has few day habilitation options and the need is great, said Navarro, the mother of a 25-year-old son with severe autism. He is in a day hab program in El Paso.

"He looks forward to going (to the habilitation center) every day. He's happy. He feels productive. It made a world of difference," Navarro said.

Saturday's 5K walk/run gives El Pasoans an opportunity to help in this important cause. For information, contact Navarro at The Arc of El Paso at 564-4978, or [ceci.navarro@thearcofel Paso.org](mailto:ceci.navarro@thearcofel Paso.org).

The Arc of El Paso, like many nonprofits, is small and relies on volunteers. A good turnout Saturday will help the agency improve lives in El Paso.

## TCDD Proposal Evaluation – Review Panel Comments

### Travis County Accessible Parking Campaign Phase I

**1. Are the proposer’s goals consistent with TCDD’s goal(s) for the project?**

This is a strong proposal with a heavy emphasis on preparing a marketing campaign focused on elevating public awareness of the appropriate use of accessible parking spaces. However, there is a marked absence of a "research component" prior to defining the message for a marketing campaign. Without market research, how have they determined that billboards, PSAs, and brochures are the most appropriate outreach tools?

The applicant has clearly missed the intent of the RFP for Phase One and has bypassed the strategic plan and jumped straight into developing a campaign. Developing a project name, logo, brochures, etc., is all fine and good--but there doesn't seem to be a plan to attach them to.

**2. Does the organization appear able to carry out their planned project?**

The organization is versed in the issue as a government agency implementing accessible parking policy.

One concern is the incorporation of grant activities into the Executive Assistant's position. It appears the bulk of the work specified is to be done by the agency and the project probably needs a greater emphasis in Phase I on Organization. Perhaps the Education and Outreach Coordinator should serve as Project Director.

Staff will need to bring together stakeholders to inform and develop the strategic plan, determine how barriers may be overcome, and decide which activities may be most effective in achieving the desired outcomes. It is unclear if staff are experienced in facilitating input from stakeholders/advisory committee members, but it seems the grantee could work with its consultants in achieving this if tasked to do so.

**3. Does the proposed plan seem “do-able” and will it lead to the desired outcome?**

This proposal includes specific marketing activities and strategies designed to address the goal of developing an educational campaign to boost public awareness of the issues. It appears that the county is trying to educate its citizens on this issue and intends to use multi-media messaging in at least two languages.

However, the proposal is absent a research component to determine the appropriateness of those activities, including what audiences to target and what resources and activities may be most effective with those audiences (e.g., perhaps video production is not the best use of resources). It is unclear why the applicant did not address a "research component". Perhaps they work with this area on a daily basis and felt that they have information on which to base an effective target message and implementation activities.

This proposal would be stronger if the applicant can adjust it to:

- incorporate input, research, and feedback before the agency develops materials
- assemble needed research to assure that appropriate audiences are targeted
- define the measures of success (which should be readily at hand for this entity)
- include people with disabilities throughout the process

**4. Are there sufficient resources available to carry out the described plan?**

The funds used in this project will be going towards resources, and no personnel costs are associated with this proposal. Since Travis County is spearheading this countywide project, the recognition, commitments, and cooperation from the other community groups that work with Travis County should ensure that the objectives are met.

**5. Does stakeholder involvement appear appropriate and meaningful?**

There is no discussion of how the grantee has incorporated or will incorporate feedback from stakeholders, including individuals with disabilities and non-traditional partners, such as businesses and community organizations.

The proposal appears to be lacking the participation of individuals with developmental disabilities to better inform decisions about what audiences to target and what evaluation measures should be used.

**6. Will the needed partners play active and meaningful roles in the project?**

Supporting letters from organizations serving the interests of individuals with disabilities who will partner in Phase II show the proposer has support. However, the partners they identify in the proposal are pretty much "institutional" – entities that are typically involved in disability-related projects. There do not appear to be a lot of grassroots, everyday people on the list.

**7. Does the budget appear appropriate?**

The budget makes excellent use of funds and demonstrates good use of various resources, which offers TCDD a lot of “bang for the buck.” However, there are minor flaws in calculations, that include transposing salary totals (including a \$16 calculation error), \$49,500 categorized incorrectly under purchased services, and the failure to note \$3,786 under the note for fringe benefits.

The emphasis on delivering the bulk of the grant directly to purchased marketing services is positive only if the consultant is able to incorporate some up front research into the execution of creative services.

Adding a stakeholder group to meet regularly and give input on formulation and execution of the strategic plan and activities would require an adjustment to the budget, as would adding a research component needs to be incorporated as well. However, some of the anticipated activities could more appropriately be postponed for completion under a Phase II grant in order to allow

stakeholder input and research to inform the strategic plan and marketing message developed in Phase I.

### **Additional Questions and Comments**

- 1. How well does the proposal promote self-determination and full inclusion of people with developmental disabilities? Does the proposal demonstrate respect for the experience and talents that people with disabilities can bring to the project?**

This proposal addresses self-determination and full inclusion of people with disabilities through partnerships and anticipated outcomes, but does not describe how individuals with disabilities will directly participate in the project -- a significant omission. In addition, it would be preferable for them to use some more "grassroots" advocates in their processes.

- 2. Is the overall approach consistent with one or more of the following? Explain briefly.**
  - **Accepted "best" or "promising" practice**
  - **Accepted "standard of care" in providing person- or family- centered supports**
  - **Accepted business practices**
  - **Other standard practice(s) within an industry**

This project directly aligns with acceptable business practices and practices of governmental organizations. It does not specify how research will guide the planned activities (research may be at hand given the organization's experience) nor does it address inclusion of individuals with disabilities in the process, which is inconsistent with best practice in this policy area.

Although they have things going for them in these areas, they unfortunately missed the mark in best practices for marketing and developing public outreach campaigns.

- 3. Are there other components of the project described in this proposal that offer "value added" to TCDD or will bring about additional benefit not anticipated in the Request for Proposals (RFP)?**

The applicant can sustain a successful campaign beyond the terms of this project and envisions opportunities to expand an awareness campaign to other counties in Texas. As a government entity and an enforcement organization, the applicant may have great influence on other governmental agencies through conferences and dissemination of the project's results. The "Don't Mess With Texas" campaign is now recognized not only statewide, but also nationally. It would be wonderful to have an equally catchy phrase for this project eventually be adopted by the state and not only Travis county.

It's pretty clear that Travis County sees this grant as an opportunity to build on things they have already started. It might be nice to build on that--if only they'd been responsive to the RFP.

#### **4. Additional General Comments**

- This proposal has good energy, but missed the point of the RFP.
- This proposal was the only proposal to state that materials will be developed for Spanish speakers.
- A community symposium is a good idea to raise awareness.
- The narrative uses the term "disabled parking," which is not "people first" language.
- While they address barriers, they appear to be project barriers--not policy/program barriers in the external world.

## Volar Center for Independent Living

### **Strengths:**

The plan demonstrates involvement and support of multiple types of agencies who will work together to develop, provide and improve services; proposes to develop linkages between agencies as well as between individuals and agencies/providers; and outlines activities to develop a cohesive network and to evaluate the ability of that network to work together effectively.

The plan includes a goal to provide training/education to community members and has identified appropriate partners who will carry out the plan (which is to be developed in year 2).

Goal H focuses on minimizing duplication of efforts, which may cause existing resources to be used more effectively.

The proposal includes activities to support a Transitional Plan Specialist who will work with students, families, and social service agencies to assure that students with co-occurring mental illness and IDD receive the services they need. The START program and emergency respite will be available and used as needed.

The 7S framework and SWOT identified processes and involvement of partners.

The network identified services to be enhanced in healthcare services, behavior support and/or respite. The network recommends to: 1) support a transitional and behavioral planner to help identify crisis resources for individual with co-occurring mental illness and other IDD; and 2) provide 391 hours of emergency respite assistance.

### **Weaknesses:**

It's not clear how medical needs will be addressed. Goal B is focused on integrated healthcare, but it does not appear that funds are budgeted for this, and it is hard to evaluate the success since the model that will be used has not yet been defined.

There is not much detail about how the network and the identified activities will be sustained after TCDD funding has ended, or how the network will identify and share public policy barriers that might need to be addressed. More information regarding the demographics of the individuals and groups involved would be helpful in assessing whether people who are members of underserved or unserved groups will be involved and how they will be involved

Although day habilitation will provide support to families during business hours, there is nothing in the plan to suggest that the project will provide meaningful, integrated day activities beyond that which is currently an available community service.

The plan states that DADS will be billed directly for services which would not be the case. Providers and families would have to choose this day habilitation and the facility would bill the private provider as a subcontractor of the LTSS provider. The rate for day habilitation is notoriously low. Providers are not

required to pay more than the rate provided by DADS. The plan does not address how this "enhanced" day habilitation model will be sustained if public funding is not available.

**Other:**

Regarding resources: the network should collaborate with Texas Tech's Tech Works for Texas Project in the implementation of Project SEARCH. Collaboration might result in cost savings information-sharing that could be useful.