

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 10/17/12	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 13SR144085	4. DATE RECEIVED BY FEDERAL AGENCY: 10/17/12	FEDERAL IDENTIFIER:														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Catholic Charities of the Diocese of Winona DUNS NUMBER: 078486607	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Jennifer Halberg TELEPHONE NUMBER: (507) 454-2270 FAX NUMBER: INTERNET E-MAIL ADDRESS: jhalberg@ccwinona.org															
ADDRESS (give street address, city, state, zip code and county): 111 Market Street PO Box 379 Winona MN 55987 - 0379 County: Winona																
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 410721636	7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Faith-based organization															
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION      B. BUDGET REVISION C. NO COST EXTENSION   D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER: 94.002 10b. TITLE: Retired and Senior Volunteer Program	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Common Good RSVP 11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): MINNESOTA OPPORTUNITY #5: Brown, Blue Earth, Goodhue, Le Sueur, Nicollet, Olmsted, Rice, Wabasha, Waseca, Watonwan, and Winona counties.																
13. PROPOSED PROJECT: START DATE: 04/01/13      END DATE: 03/31/16	14. CONGRESSIONAL DISTRICT OF:    a.Applicant <input type="text" value="MN 001"/> b.Program <input type="text"/>															
15. ESTIMATED FUNDING: Year #: 1	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr><td style="width: 20%;">a. FEDERAL</td><td style="text-align: right;">\$ 193,680.00</td></tr> <tr><td>b. APPLICANT</td><td style="text-align: right;">\$ 91,529.00</td></tr> <tr><td>c. STATE</td><td style="text-align: right;">\$ 81,544.00</td></tr> <tr><td>d. LOCAL</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>e. OTHER</td><td style="text-align: right;">\$ 9,985.00</td></tr> <tr><td>f. PROGRAM INCOME</td><td style="text-align: right;">\$ 0.00</td></tr> <tr><td>g. TOTAL</td><td style="text-align: right;">\$ 285,209.00</td></tr> </table>	a. FEDERAL	\$ 193,680.00	b. APPLICANT	\$ 91,529.00	c. STATE	\$ 81,544.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 9,985.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 285,209.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 193,680.00															
b. APPLICANT	\$ 91,529.00															
c. STATE	\$ 81,544.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 285,209.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Robert L. Tereba	b. TITLE: Executive Director	c. TELEPHONE NUMBER: (507) 454-2270														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 10/17/12														

# Narratives

## Executive Summary

The project includes an estimated 1025 unduplicated volunteers serving 11 Minnesota counties. An estimated 540 unduplicated RSVP volunteers will serve in the projects' Primary Service Area, Healthy Futures, providing services to frail seniors and individuals with disabilities and low income individuals, including children.

The Healthy Futures Primary Focus Area includes: Aging in Place (food delivery, transportation, and companionship), Access to Care (Bone Builders, staffing health insurance hot line) and Obesity and Food (food pantry support).

Volunteer service activities include: food delivery, transportation, companionship, leading or assisting Bone Builders, staffing health insurance hot lines, and food pantry support.

These service activities will be completed through a network of more than 55 non-profit organizations such as: direct service organizations, senior centers, community action agencies, senior service providers, non-profit transportation providers, Area Agencies on Aging, and food banks.

At the end of the three year performance period, anticipated results include: 2350 homebound individuals or older adults and individuals with disabilities will report having increased social ties/perceived social support and 2000 individuals will report increased food security of themselves and their children (household food security) as a result of CNCS supported services.

The CNCS federal investment of \$ \$193,680.00 will be supplemented by \$ 91,529.00 of non-federal resources.

## Strengthening Communities

THE COMMUNITY SERVED BY THE PROJECT (Minnesota Opportunity #5) includes 11 counties in southern Minnesota: Brown, Blue Earth, Goodhue, Le Sueur, Nicollet, Olmsted, Rice, Wabasha, Waseca, Watonwan, and Winona. The project service area is primarily rural, spanning from the Minnesota / Wisconsin border, to the center of Minnesota. This includes many small rural

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communities with a population of less than 3000 individuals. The largest cities are Rochester, MN (population 106,000) and Mankato, MN (population 39,000). The 2010 U.S. Census Bureau demographic estimates the total population of the project service area to be 660,802. 13.4% of the population of the project service area is over the age of 65, with Watonwan County home to the greatest percentage of seniors at 19.9%.

DEMOGRAPHIC INFORMATION AND CENSUS DATA for the project service area identifies community needs in the Primary Focus Area of Healthy Futures, as follows:

The Minnesota Department of Human Services report, Transform 2010: Preparing Minnesota for the Age Wave and Beyond predicts the number of Minnesotans ages 55 to 69 is projected to grow by 239,000 individuals by 2015. The aging trend is expected to persist beyond 2015 as the giant baby boom generation ages. Between 2005 and 2035, the population over age 65 will increase by 770,000, or 125%. The population under 65 will increase only 10 percent during the same period. The proportion of the population 65 or older will go from about 12 % to 22 % by 2035. By the year 2030, the number of Minnesotans over the age of 65 will double, rising to 1.3 million, representing over 20% of the state's population.

According to the 2005 Survey of Older Minnesotans, 25% of persons 50 and older live alone, with 77% suffering from loneliness, and 86% with depression; this isolation leads to early and otherwise unnecessary nursing home placement. According to the same survey, 48% of persons 65 and older have difficulty getting needed medical service due to transportation problems.

According to the Minnesota Department of Health's Overview of Rural Healthcare Trends, small town communities in rural Minnesota have seen a growing trend in Medicare recipients, but a decline in medical facilities, medical professionals and critical care hospitals due to an out-migration of workforce populations and other factors. This doubling of our population age 65+ over the next 20 years, supports the imperative need for more community-based, community-supported, programs

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which enhance health and access to affordable health care information as seniors age in place.

As supported by the statistics above, it is noted that the percentage of seniors living independently in their homes, as compared to a nursing home, is increasing. For this trend to continue, in-home support programs such as home delivered meals, transportation and companionship must increase in availability. Everyday activities such as meal preparation, socialization and transportation can become difficult, and if sufficient support is not available, these challenges can negatively impact seniors' quality of life and ability to remain independent.

According to Hunger Solutions, a statewide partnership of organization fighting hunger, the number of visits to Minnesota food banks has grown 43% in the last four years, to approximately 2.7 million visits a year in 2010. The working poor are the fastest growing group of food shelf users. Of the individuals served by food banks, 50% are children and 20% are seniors.

According to data provided by Minnesota Compass, an average of 11% of the population of the project service area lived in poverty in 2010. Blue Earth County records the highest percentage of the population living in poverty at 16.9%. Winona County has the second highest rate at 15.4%.

Additionally, the report indicates that the city of Mankato (located in Blue Earth County) has 28.4% of its population living in poverty. The city of Winona (located in Winona County) has 25.3% of its community members living in poverty in 2010. The need for nutritional food is a serious issue for individuals living in poverty. Food distribution programs help alleviate the problem of food insecurity by providing individuals living below the poverty level access to free or low-cost food.

This persuasive evidence, along with input from local communities, has led the project to choose the Primary Focus Area of Healthy Futures as demonstrated throughout this application for funding. The Healthy Futures Objectives included are: Aging in Place (food delivery, transportation, companionship), Access to Care (Bone Builders, staffing health insurance hot line) and Obesity and Food (food pantry support).

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THE PROJECTS' PLANS AND INFRASTRUCTURE TO MANAGE RSVP VOLUNTEERS AND THEIR STATIONS AS HIGHLY EFFECTIVE MEANS TO ADDRESSING IDENTIFIED COMMUNITY NEEDS IN PRIMARY FOCUS AREA include established policies and procedures for RSVP volunteers and their stations which support the project's desired outputs/outcomes within the primary focus area. This includes all required CNCS documented policies and procedures for volunteers, stations, and the project as documented by successful compliance monitoring visits with the CNCS Minnesota State Office in 2010.

The project infrastructure supports recruiting RSVP volunteers and placing them within partnering stations according to the skills required in the volunteer job description and the skills of the volunteer. Once placed, the RSVP volunteers perform the duties as determined by the station to assist in meeting their goals and supporting the mission of their organization. RSVP volunteers who are well-placed within a partnering station often serve the station for several years (or more).

The project's plan for managing stations includes defining partnerships with an established Memorandum of Understanding (MOU) with partnering stations that align with the project's primary focus area and established work plans. The MOU clearly defines the scope of the RSVP volunteer service, responsibilities of the station (including data collection and reporting), and the responsibilities of the project (including volunteer support). The project's MOU is reflective of all CNCS RSVP regulations and is reviewed annually, and renewed every three years.

RSVP volunteers and partnering station staff maintain monthly contact with the project as a means to track progress, evaluate results and identify additional unmet needs within the primary focus area.

THE SERVICE ACTIVITIES IN THE PRIMARY FOCUS AREA (Healthy Futures) THAT LEAD TO NATIONAL PERFORMANCE MEASURES include: 540 unduplicated volunteers providing food delivery, transportation, companionship, leading or assisting Bone Builders, staffing health insurance hot lines, and food pantry support.

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THE PROJECT'S SERVICE ACTIVITIES WHICH ADDRESS THE IDENTIFIED COMMUNITY NEEDS AND RESULT IN ANTICIPATED OUTPUTS/OUTCOMES include:

1.THE COMMUNITY NEEDS IDENTIFIED include: additional volunteer resources to increase seniors' ability to remain in their homes with the same or improved quality of life for as long as possible (Aging in Place), improved access to preventative health education programs (Access to Care) and increased access to nutritious food (Obesity and Food).

2.THE SERVICE ACTIVITIES CARRIED OUT BY VOLUNTEERS include: 100 volunteers will provide food delivery, 100 volunteers will provide transportation, 60 volunteers will provide companionship, 60 volunteers will lead or assist Bone Builders, 20 volunteers will staff health insurance hot lines, and 200 volunteers will provide food pantry support.

3.ANTICIPATED OUTPUT/OUTCOMES include: 2,500 homebound individuals or older adults and individuals with disabilities will report having increased social ties/perceived social support and 2,000 individuals will report increased food security of themselves and their children (household food security) as a result of CNCS supported services.

PLANNED ACTIVITIES IN SERVICE TO VETERANS AND MILITARY FAMILIES were initiated in October, 2011, when the Minnesota Senior Corps Association hosted Lori Brooke, County Veteran's Service Officer and President of the Minnesota Association of Veteran's Officers. Ms. Brooke engaged in a dialogue round potentials opportunities for our Minnesota Sr. Corps volunteers to engage in their work to support veterans and military families. As a result, the project is has initiated contact with the assigned service area County Veteran's Officers to determine service gaps for veterans and their families where the project might offer support or programs to meet those needs. Additionally, there is an ongoing discussion around where our project's volunteers might offer added support to the current system. One potential gap in providing transportation for veterans to medical appointments in anticipation of reduction in funding currently received for this purpose. The project continues to

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evaluate the role the project can play in supporting veterans and military families without duplicating services.

Currently, the project is gathering additional volunteer statistical data to identify veterans currently serving as volunteers and services in which veterans are the recipients. This project is scheduled to be complete by December 21, 2012.

### Recruitment and Development

THE PROJECT CREATES HIGH QUALITY VOLUNTEER ASSIGNMENTS WITH OPPORTUNITIES SUCH AS SHARING THEIR EXPERIENCES, ABILITIES AND SKILLS TO IMPROVE THEIR COMMUNITIES AND THEMSELVES THROUGH SERVICE IN THEIR COMMUNITIES through established partnerships with stations equally committed to mobilizing volunteers to meet community needs.

A high quality experience is ensured when volunteers are placed in service opportunities which parallel their experiences, abilities and skills as identified during the interview process. Volunteers are matched with service opportunities that engage them in roles that build capacity and meet community needs. Upon placement, volunteers perform the duties as agreed upon by the project and the station which balance the needs of the stations alongside the primary focus areas of the project. Leveraging the placement of volunteers enhances partnering agencies ability to build capacity as they meet critical community needs.

The project provides valuable guidance to our partnering stations to establish a volunteer management system, or strengthening systems currently in place. Many of the project's partnering stations do not have the staff expertise or resources to dedicate to volunteer recruitment and recognition activities, and this becomes a great service which strengthens the partnership as well as the volunteer experience.

Establishing an ongoing relationship with community partners ensures a high quality volunteer

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experience that offers opportunities such as building new skills, developing leadership potential, reflecting on the meaning of service to the community, and enhancing the quality of their own lives.

THE PROJECT ENSURES RSVP VOLUNTEERS RECEIVE TRAINING NEEDED TO BE EFFECTIVE IN THEIR ASSIGNMENTS through requiring project staff to train all volunteers and volunteer stations of all CNCS regulations and the most recent training available in the field of volunteer service on an annual basis, at minimum --more often when necessary.

Station supervisors are trained in the CNCS regulations and processes prior to establishing an MOU for the partnership. Project staff is in contact with station supervisors as least once each month and respond to training needs. Project staff provides training to station supervisors regarding new or changing project regulations as directed by CNCS as needed.

The project staff attend training provided by CNCS at a statewide Senior Corps specific training and attend an annual training provided through the Minnesota Senior Corps Association. That training provides a mix of peer to peer discussions and sharing of best practices. It also typically includes time with representatives from the Minnesota State Office of CNCS who provide detailed information on program operations and updates.

In addition, project staff participate in Sr. Corps meetings conducted by project director, Jennifer Halberg, bi-monthly, and participate in staff conference calls on the alternating month. Because project staff is located as far as 230 miles apart geographically, is it not fiscally possible to meet in person on a monthly basis due to the costs involved. Topics typically focus on priority focus areas, performance measurement/data collection, promoting the program/marketing, working with Advisory Councils, and volunteer recruitment, retention and recognition.

Volunteers are provided monthly training opportunities that focus on topics like building leadership skills, navigating Medicare enrollment/benefits, fraud awareness, and healthy eating/diet plans. In some cases, these trainings are provided by project staff, but the majority of the training opportunities

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are hosted by the partnering organizations or local service organizations.

The project seeks to RECRUIT A VOLUNTEER POOL REFLECTIVE OF THE DEMOGRAPHICS OF THE GEOGRAPHIC COMMUNITIES SERVED, WHICH INCLUDES RECRUITING AND PLACING INDIVIDUALS OF ALL: RACES, ETHNICITIES, SEXUAL ORIENTATION AND DEGREES OF ENGLISH PROFICIENCY, VETERANS AND MILITARY FAMILY MEMBERS, AND INDIVIDUALS WITH DISABILITIES, INCLUDING AGE-RELATED DISABILITIES.

Minnesota Compass census data indicates 90% of the projects population is list as 'white', with an average of 10% percent of the population of color in 2010. The county with the highest percent population of people of color is Olmsted at 6.6%, the next highest being Watonwan county at 2.3%. The county with the lowest percent population of people of color is Wabasha County at 1%.

A growing population of Hispanic and Somali immigrants is increasingly creating a more culturally diverse area. Persons of Hispanic or Latino origin represent 3.6% of our service area. At 18.6%, Watonwan County hosts the most persons of Hispanic or Latino origin. At 2%, Olmsted County hosts the most persons of Somali origin.

The project has increased the number of Advisory Council members who are diverse in ethnicity, occupation, degrees of English proficiencies, veterans, various disabilities and income level. Using their experience, recommendations, and established networks, the project is increasing the diversity of our service recipients and enrolled volunteers.

The Mission Statement of the project is: "To engage people 55 or better in volunteer activities that meet community needs and enrich their lives." The projects' established systems support this mission, including; recruiting volunteers, interviewing and placing volunteers, ensuring a positive volunteer experience, ongoing volunteer communications, and providing volunteer recognition.

### **Program Management**

THE PROJECTS' PLAN AND INFRASTRUCTURE TO ENSURE MANAGEMENT OF VOLUNTEER

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STATIONS IN COMPLIANCE WITH RSVP PROGRAM REGULATIONS AND APPLICABLE LAWS includes: specific job responsibilities pertaining to CNCS regulations and compliance responsibilities in project staff job descriptions, policies regarding the implementation of MOU's with partnering stations and required orientation procedures, ongoing and regular communication with volunteers and stations regarding current program regulations, monthly contact with volunteer stations and regular communication with project volunteers.

The project develops and manages volunteer stations and volunteer assignments in conjunction with the local Advisory Council members (see more below).

Project staff communicates expectations of partnering organizations as defined in the MOU signed by each partnering station. Project staff visits with each partnering organization on a monthly basis to ensure proper volunteer management of the site and to evaluate program effectiveness. The project works with partner station staff in setting goals for the recruitment of volunteers. Project staff generates reports that measure the reach of the programs operated by partnering organizations and review progress with the project director on a monthly basis.

THE PROJECT HAS THE CAPACITY TO RECRUIT AND MANAGE VOLUNTEER STATIONS THAT ADDRESS SPECIFIC UNMET COMMUNITY NEEDS OUTSIDE THE PRIMARY FOCUS AREA by working closely with the local Advisory Council. The large geographic span of our project service area requires a deliberate effort to ensure local input into program design and evaluation. The development of Advisory Councils functioning at the local level ensures local input into program design and evaluation. The project's program coordinators oversee a separate Advisory Council for each county.

Project staff and local Advisory Council members are responsible for the identification of unmet community needs outside the primary focus area, and the selection of community partners to help meet the needs as identified. The objective criteria that we use during this selection process include:

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determining if the partnership is a legitimate unmet need, ensuring that the program enhances the capacity of organizations, evaluating the scope of service as it aligns well with the established goals and objectives of project and CNCS and local funders.

Upon agreement to enter into a partnership with an organization project staff work with the partner organization representative to review the project's MOU, make partnership specific adjustments as necessary, and obtain proper signatures which support the partnership. Particular effort is made to discuss and implement tools to support the partnership in ensuring that all responsibilities are fulfilled and partnership roles are clearly defined using the MOU.

THE PROJECT HAS BEEN RESPONSIBLY GRADUATE STATIONS TO MEET CHANGING COMMUNITY NEEDS WHILE MINIMIZING DISRUPTION TO CURRENT VOLUNTEERS for two years, based on the recommendations of CNCS to support the primary focus areas as defined in the CNCS strategic plan. The project has gradually graduated volunteers by working with stations to engage volunteers in new service areas. The projects' active volunteer base currently reflects the volunteers serving within the required performance measurements of the 2013 RSVP grant requirements.

THE PROJECT ASSURES NATIONAL PERFORMANCE MEASURE OUTCOMES AND OUTPUTS ARE MEASURED AND COLLECTED by utilizing Volunteer Reporter software to manage information and data to demonstrate the concrete impacts of our project and volunteers. This software allows us to monitor the RSV hours, recruitment, service categories, etc. It also allows us to accurately complete reports as required by CNCS and all other funders in a timely manner. This program is utilized for the following purposes: Names, addresses, phones, birthdays and ages, group email, years of service, statistics for any period of time, skills bank - find the right person for the job, hours served - by station or volunteer, stations and jobs, reimbursements, board members and other groups, time sheets, mass mailings - labels, envelopes, & letters, merge files, active/inactive

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volunteers, placements history, instant reports - by month, quarter, or year, custom reports.

Projects staff are responsible for collecting required volunteer and station data, entering the data into Volunteer Reporter, and maintaining current records. This includes but is not limited to: new volunteer enrollment, volunteer contact data, volunteer hours, volunteer mileage, volunteer skills, MOU data, station contact information, volunteer job descriptions and volunteer job placements.

The hard copies of the original volunteer timesheets are kept in a locked file cabinet within the office of project staff for a minimum of 3 years, at which point they are then transferred and stored in a locked storage facility in the Winona Catholic Charities office.

The Volunteer Reporter program is stored on the Catholic Charities network located in our Winona office. Each project staff holds an up-to-date license for program usage. While data is entered by all project staff, the data is stored on the network. The data is backed up every 24 hours for added security.

THE PROJECT RESPONSIBLY MANAGEE RESOURCES, BOTH FINANCIAL AND IN-KIND, TO ENSURE ACCOUNTABILITY AND EFFICIENT AND EFFECTIVE USE OF AVIALABLE RESOURCES according to agency guidelines as developed by Robert Tereba, Executive Director, and Mary Liebsch, Controller, and implemented by Jennifer Halberg, Project Director. The project director works very closely with Robert Tereba, Executive Director, to track funds used to support the Senior Corps Project. Project funds are tracked via accounting code based on their source. In-kind funds are tracked similarly but also receive support from back-up documentation in an in-kind voucher form. In-kind voucher forms are updated annually and include all information required by the Senior Corps regulations. Staff time spent on the project is tracked by code to determine whether funds to support the effort should come from federal, match, or excess resources.

In addition, Catholic Charities, Diocese of Winona undergoes an annual audit that focuses on improving financial accountability. Following the audit, the controller discusses any audit findings

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and creates solutions to rectify problems in the financial management strategy with the management team of the agency, including the Sr. Corps Project Director. In the eight years the Senior Corps Project has been a part of Catholic Charities, there have not been any significant findings from the annual audit.

To assure compliance with OMB Circular A-122, the Controller reviews expenses to determine if the expenditures are allowed and reasonable based on specific grant requirements. Expenses that do not meet the criteria are not charged to the grant.

### Organizational Capability

THE PROJECT IS WELL-POSITIONED TO PROVIDE SOUND PROGRAMATIC AND FISCAL OVERSIGHT, DAY TO-DAY OPERATIONAL SUPPORT AND DATA COLLECTION, SUPPORTED BY CLEARLY DEFINED INTERNAL POLICIES.

The project is adequately managed by a full time Project Director and six part time Project Coordinators who oversee specific territories in the service area. Project Coordinators are allocated employment hours as determined by the scope of the service area they are responsible for.

Jennifer Halberg, Project Director, has served in her role for 8 years. Under her direction, the program has experienced significant growth in service area and operating budget. She possesses a bachelor's degree and has experience supervising and working with employees and has demonstrated leadership in the projects' success. Ms. Halberg's duties include, providing administrative oversight of the program, hiring, training, and supervising Project Coordinators, monitoring Project Coordinator performance, working closely with Advisory Councils to gain their advice and assistance on matters affecting project implementation and operation, maintaining program quality by planning annual program goals and objectives designed to meet critical community needs while offering opportunities for seniors to serve.

Ms. Halberg recently completed serving her second 2 year term as the President of the Minnesota

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Senior Corps Association (MnSC). The MnSC is a professional membership organization comprised of staff from 3 Foster Grandparent Programs, 2 Senior Companion Programs and 18 RSVP Programs serving Minnesota. In addition, Ms. Halberg recently served one term on the National Senior Corps Association (NSCA) Board of Directors, where she was active on the Resource Development Committee and the RSVP Committee. The demonstrated support of the sponsor regarding Ms. Halberg's involvement at the state and national level confirms the sponsor's commitment to the long-term success of the Senior Corps.

Ms. Halberg is also an active member of the Minnesota Association of Volunteer Administration (MAVA), has received her certificate in Volunteer Management Leadership through MAVA, and is a certified MAVA trainer.

Ms. Halberg works closely with Robert Tereba, Executive Director, in providing oversight and meeting the regulations of the program. As is standard agency policy, the responsibilities Ms. Halberg fulfills as the project Director are well documented and supported by procedures which clarify the scope of the position requirements. In the event that a successor were to be named to the position currently held by Ms. Halberg, standard agency procedures regarding the hiring and employee orientation process will be implemented. Mr. Tereba, along with the experienced Project Coordinators, will be responsible for seeing the program through such a transition in program leadership without compromising the integrity of the program.

The project is staffed to maintain program standards and support growth within the service area. With six Project Coordinators responsible for a total of 11 counties, the project demonstrates adequate and reasonable staff resources to continue to operate a high quality program. Project Coordinators focus on recruiting and developing volunteers, marketing the program to the general public, developing a solid local Advisory Council for each county they serve, forming and maintaining partnerships with stations, and identifying opportunities to secure program funding.

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All project staff are members of the MnSC and MAVA, actively promoting the work of the Senior Corps state-wide. At the local level, all Project Coordinators sit on, and in many cases, are active leaders on social service boards, senior provider committees, and volunteer leader membership groups.

Project Coordinators operate under a clearly defined, specific job descriptions. Project Coordinators maintain knowledge of many of the goals, objectives, rules and regulations of the Senior Corps programs. They are trained in the vital areas of program management, assessment, training, and technical compliance by the project Director, with the ongoing support of the Minnesota office of CNCS.

Project success can be attributed to the quality staff responsible for program management, supported by a clearly defined infrastructure to manage and expand the program. This infrastructure includes the following functions: accounting, auditing, payroll, personnel, budgeting, planning, database management, and secure information technology.

Fiscal oversight is under the direction of the sponsor's full-time Controller, Mary Liebsch, who is a Certified Public Accountant. The accounting department uses CYMA, accounting software that is specifically designed for non-profit agencies. The basic account code structure consists of a ten-bit code that records each transaction by location, program, fund, and account type. This allows the sponsor to accurately and efficiently record grant revenue and expenses. Monthly financial statements comparing actual to budgeted revenue and expenses are reviewed by the Program Director who prepared their respective budgets. These same financial statements are reviewed and approved by the Board of Directors. The sponsors' financial statements are audited each year by an independent CPA firm. They have consistently expressed an unqualified opinion regarding how fairly those statements present financial information in accord with generally accepted accounting principles. The auditors also annually evaluate and report on the adequacy of the sponsors' system of internal controls. There

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have been no audit findings within the past five years to report.

Project staff review the MOU with partnering stations on an annual basis, allowing for the most accurate reflection on the volunteer needs and volunteer assignments available. This provides an opportunity to assess current performance, establish objectives for the future, and develop recommendations for improvement.

All partnering stations and volunteers are placed in well-defined work plans. This allows the project to collect data which supports program goals on a monthly basis.

The project assesses station performance through an annual volunteer satisfaction survey and through feedback from local Advisory Council members. In addition, the project reviews program goals annually while completing funding applications and progress reports for local funders such as the United Way.

The project performance is reviewed through an annual assessment of the project's accomplishments. In addition to the supporting data provided by the performance measures identified in the project's work plans, the project conducts an annual survey with volunteers and partnering organizations serving in outcome based work plans. The information provided on the survey indicates the quality of the projects and identifies area of improvement as suggested by participants.

### CURRENT STAFF ASSIGNED TO THE PROJECT:

Project Director: Jennifer Halberg, 40 hours per week

Project Coordinators: 1. Christine Lienke, 32 hours per week (Rice, Le Sueur & Goodhue counties) 2. Lora Brady, 30 hours per week (Blue Earth County) 3. Jennifer Kiehne, 32 hours per week (Olmsted County) 4. Sue Sodeman, 32 hours per week (Watonwan, Nicollet & Brown counties) 5. Loretta Schlaak, 12 hours per week (Waseca County) 6. Stacie Blair-Nelson, 18 hours per week (Winona & Wabasha counties).

THE ORGANIZATION HAS A POSITIVE TRACK RECORD IN THE PRIMARY FOCUS AREA OF

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**HEALTHY FUTURES, SENIOR SERVICE, MANAGING VOLUNTEERS, AND IN DEMONSTRATING PERFORMANCE.**

Catholic Charities is a recognized leader in providing competent, compassionate social services in our geographic area. A member agency of several United Way Agencies and a member of Catholic Charities USA, Catholic Charities enjoys tax-exempt status under Internal Revenue Code Section 501-c-3. Fifty-three percent of Catholic Charities' \$1.5 million annual operating budget comes from program service fees and government fees and grants. The remaining 47% is derived from public support including the Catholic Charities Annual Appeal, the Diocese of Winona, various United Way Agencies, bequests, and donations.

Through seven regional and field offices, Catholic Charities provides a wide range of social services. Catholic Charities' services include Clinical Counseling, Pregnancy, Parenting, and Adoption services, Child Advocacy, Emergency Financial Assistance, Parish and Community Social Action, Retired and Senior Volunteer Program services, Guardian/Conservator Services for Adults, MediAppS (Medication Application Service), and Refugee Resettlement services. All programs have established program logic models which measure specific outcomes on an annual basis.

Believing in the sanctity of the human person and the dignity of human life, Catholic Charities of the Diocese of Winona works to serve all people and make conditions of our Minnesota heartland more fully human: by calling people to minister to each other, by reaching out to the disabled, the marginalized, the alienated, and the stranger, and by laboring for social justice. Through its 12 programs, Catholic Charities' staff and volunteers serve over 5000 people per year including children, families in crisis, vulnerable adults, seniors, refugees, the uninsured, the poor, and the unborn - regardless of race, age, gender, or faith tradition.

**THE ORGANIZATION DEMONSTRATES STRONG ORGANIZATIONAL INFRASTRUCTURE, INCLUDING TANGIBLE ASSETS SUCH AS FACILITIES, EQUIPMENT, SUPPLIES, AS**

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FOLLOWS:

The sponsor operates under management procedures which assure that the project has adequate facilities, equipment, supplies, purchasing procedures, and personal management support, including clearly defined roles for staff and administrators, and internal policies: including a travel policy. The Coordinator of Administrative Services, who is a Professional in Human Resources through the Society of Human Resource Management, sees that all employees throughout our system receive the infrastructure support that they need to succeed. This infrastructure support includes adequate office space, supplies, information technology, phones, office equipment and systems, and personnel policies and procedures.

The sponsor provides office space that that supports the project director and three of the project Coordinator within at three of the seven regional offices. Three of the Project Coordinators work from home-based offices which allows them to work within their respective service area. The home-based project Coordinators are reimbursed for internet and telephone services required for the project.

The sponsor provides updated computers, software, and other technology resources for use by the project. The sponsor provides mileage reimbursement for staff travel at \$.50/mile.

THE ORGANIZATION DEMONSTRATES STRONG GOVERNANCE STRUCTURE AND OPERATIONS, INTERNAL POLICIES, PURCHASING POLICIES, PERSONNEL MANAGEMENT, AND THE EXISTENCE OF ROBUST MANAGEMENT SYSTEMS AS FOLLOWS:

The Catholic Charities Board of Directors provides governance and strategic oversight to the agency. While their function is not to be involved in the day to day management of the agency, they are supportive to all agency programs when the appropriate opportunities present themselves.

The sponsor operates under management procedures which assure that the project has adequate facilities, equipment, supplies, purchasing procedures, and personal management support, including

## **Narratives**

clearly defined roles for staff and administrators, and internal policies: including a travel policy. The sponsor maintains very high standards regarding self-assessment, evaluation, and continuous improvement. All agencies programs have established program logic models which measure specific outcomes on an annual basis. We conduct client satisfaction surveys at every office location. Under the leadership of the Executive Director, all agency Program Directors participate in an annual strategic planning process which is evaluated by the Board of Directors.

Regarding personnel management, the sponsors' Personnel Policies and Procedures Manual is the governing document. It encompasses Organizational Structure and Expectations, Nondiscrimination, Employment Conditions & Provisions, Benefits Administration, and Performance & Discipline. Among its many detailed provisions are policies pertaining to travel, job descriptions, and performance evaluations. The Coordinator of Administrative Services sees that our system of infrastructure support uniformly safeguards agency assets and client information, operates efficiently, and responds quickly to changes in programs and technology.

The Project Director reports to the Executive Director. The Project Director is responsible for managing six staff members who serve as coordinators for the project. Each employee receives an annual performance review. This process includes a discussion of the employee's strengths and weaknesses, a discussion of their hopes for the project, and provides incentives for improved performance. Conflicts among staff are handled via a formal grievance procedure as defined in the Personnel Policies and Procedures Manual.

THE ROLE OF COMMUNITY PARTICIPATION GROUP ENSURES INPUT FROM THE COMMUNITY IN A ROBUST WAY -Project Coordinators oversee an Advisory Council for each county respectively. The large geographic span of the project service area requires a deliberate effort to ensure local input into program design and evaluation. The development of community participation groups (Advisory Councils) functioning at the local level ensures local input into program design and

## Narratives

evaluation.

Each Advisory Council consists of 6-8 community members from one county. Members include community leaders, business leaders, government leaders, project volunteers and volunteer station staff members. Characteristics of Advisory Council members include: having established positive working relationship with their community, are recognized for their leadership in the community, having recognized expertise in one of the project priority focus areas, having special expertise in the areas of resource development, aging, recruitment, public relations, organizational approaches, voluntarism, and community outreach. They are responsible for: contributing to a broad representation of the entire scope of the service area, developing program priorities for their service area, identifying targeted partnering agencies, determining programs that could be implemented or emphasized at each priority partnering agency, recommending appropriate sources and venues for recruiting volunteers, and identifying opportunities to market RSVP throughout the service area.

**THE PROJECT DEMONSTRATES ROBUST MANAGEMENT SYSTEMS AND SIGNIFICANT EXPERIENCE MANAGING FEDERAL GRANT FUNDS.**

Since sponsoring the Sr. Corps project in 2004, the project has formed partnerships with vital community organizations that address the needs of each community at a local level. The project's track record demonstrates successful partnerships with key community organizations to uniquely serve specific areas of need. The project is a key contributor to social service agencies, social service provider networks, community foundations, and volunteer leader networks throughout our service area.

The sponsor was awarded sponsorship of 5 counties in southeastern Minnesota in 2004. Those counties included: Goodhue, Rice, Olmsted, Wabasha and Winona. In 2006, the project applied for and was awarded sponsorship of 6 additional counties that had become available due to sponsor relinquishment. These counties included: Blue Earth, Brown, Le Sueur, Nicollet, Waseca and

## Narratives

Watonwan. Today, the project proudly services 11 counties, providing constancy of leadership and management throughout.

The project completed a full compliance monitoring visit with the Minnesota State Program Director for the CNCS in July of 2010. The project has consistently formed strong community partnerships that support the CNCS focus areas while meeting identified needs of the local community. The projects' volunteers experience service activities that are fulfilling, rewarding and life-enhancing. The project has established a proven track record of building solid programs in accordance with key initiatives as put forth by CNCS. The project has successfully met all work plan performance measures.

In addition, the project was awarded a Program of National Significance (PNS) grant by CNCS in 2006 and was awarded CNCS funds through a statewide competitive grant application process to expand the projects' Bone Builders program in 2011.

THE PROJECT WILL ADEQUATELY SUSTAIN THE PROPOSED REQUIRED NON-FEDERAL SHARE at the direction of Robert Tereba, Executive Director, and Jennifer Halberg, Project Director -- with support of the Project Coordinators and Advisory Council members. Efforts to seek funding sources for continued program development occur on an ongoing basis. Many times, the project becomes aware of local funding opportunities through established community partnerships. For example, the project recently received support from The Healthy Community Initiative Foundation in Northfield, MN, the city of Rochester, MN -- through a community development block grant, from UCare to support our volunteer recognition efforts and Thrivent Financial. These examples demonstrate our ability to respond to opportunities to leverage local dollars.

### Other

None.

### PNS Amendment (if applicable)