

Narratives

Executive Summary

Catholic Community Services (CCS) is a non-profit subsidiary of Catholic Charities Bureau, Diocese of Superior. CCS, has been the sponsor of RSVP of Douglas County for 41 years and is committed to ensuring that RSVP volunteers continue to serve in meaningful, impact based volunteer assignments to benefit the communities of Douglas County, WI. The mission of CCS is to provide help & create hope for persons with disabilities, the elderly, children with special needs, individuals and families seeking economic and social self-sufficiency. Our current RSVP program has the mission to engage persons 55 or older in volunteer service to meet critical community needs and to provide a high quality experience that will enrich the lives of the volunteers.

The number of volunteers proposed by this application is 86, and the application is asking for a federal investment of \$45,474, supplemented by \$19,489 in non-federal matching resources. Service categories addressed by RSVP of Douglas County include: Education, Healthy Futures, Environmental Stewardship, Economic Opportunity, and Food Security with a Primary Focus Area of Education.

Community needs addressed by RSVP of Douglas County include: improving the Kindergarten readiness of children in early childhood education programs such as Head Start, improving the academic engagement of children in K12 Education programs, improved access to nutritious food for families and individuals requiring emergency food and shelter, providing respite care to caregivers and homebound individuals, and providing capacity building to organizations and non-profits.

Anticipated outcomes of RSVP of Douglas County include: the number of children enrolled in RSVP-supported early childhood education programs with improved Kindergarten readiness, the number of children in K12 education with improved academic engagement, number of individuals reporting increased food security, number of homebound or disabled individuals have increased social support, number of caregivers reporting increased social ties/social support, and number of individuals served at the hospital and local historical museums.

Strengthening Communities

Describe the Community and demonstrate that the community need(s) identified in the Primary Focus Area exist ~ Douglas County is the most Northwestern county in the state of Wisconsin and is bordered by Lake Superior on the North and Minnesota on the West. The county is 1,304 square miles, making it a mid-sized county in the state of Wisconsin, but its population density of 34 people/square mile (compared with the state average of 105 people/square mile) makes it a county of low density (United States Census Bureau (Douglas County Quick Facts from the US Census

Narratives

Bureau)). The population in 2012 is recorded at 43,875, 93.1% of which is Caucasian. Slightly under three percent (2.8%) identifies themselves as two or more races, and 2.0% are Native American (Douglas County Quick Facts). Each of these percentages is higher than the statewide average of 88.1% Caucasian, 1.7% two or more races and 1.1% Native American (Douglas County Quick Facts). Additionally it is important to note that 15.6% of the residents of Douglas County are over the age of 65 (Douglas County Quick Facts), which demonstrates that there is great opportunity for RSVP to thrive here. By 2040 the state projects that Douglas County will have approximately 20% of its population 65 or older (Wisconsin's Future Population: Projections for the State, Its Counties and Municipalities, 2010-204)

Douglas County has a cost of living slightly lower than the national average (97.7 compared to 100), but the median income of \$43,910 is considerably below the statewide average for the state of Wisconsin's \$51,340 (Douglas County, Wisconsin detailed profile www.city-data.com/county/Douglas_County-WI). 15.1% of residents of Douglas County live in poverty, compared to the statewide average of 8.7% (Population in Poverty KIDS COUNT Data Center). Recent unemployment in Douglas County has ranged from 3.1% (in October 2006 & 2007) to a high of 10.3% in March, 2011 (Unemployment Rate in Douglas County, WI (-FRED)). Analysis of the trend since 2006 shows that unemployment peaks in the winter months (between December & March, depending on the year) and dips in September or October. In June, 2014 the Douglas County unemployment rate was 6.3% compared to Wisconsin's 5.7% and the national average of 6.1%. The largest city in Douglas County is Superior, the county seat; its 2010 census population was 62.2% of the entire county's (Superior, Wisconsin (WI 54880) profile: www.city-data.com/city/Superior-Wisconsin).

Because the population is so spread out, transportation is an issue for adults who don't have a reliable car, which provides a barrier to volunteering in the more rural areas of the county. CCS is committed to finding a solution to the transportation problem, so that all adults who want to volunteer are able to serve in their communities. The recent creation of the Volunteer Services Department enables the RSVP program to resume mileage reimbursements for all volunteers, a practice that was eliminated in 2011 due to steep federal funding cuts. Senior Connections runs a van service that allows city residents to schedule rides to & from their volunteer service in the city of Superior. We are working to solve the problem of transportation limitations for residents who do not live in Superior utilizing carpools and Almost 1 in 5 Douglas County children live in poverty (19.7%) (Population in Poverty KIDS COUNT Data Center), which has a considerable effect on the child's ability to enter Kindergarten "ready" for

Narratives

learning according to the Kindergarten standards established by the State of Wisconsin. Since 2008, the RSVP Program has worked in partnership with the Superior Literacy Council and Family Forum Head Start with a program called Bookworms (which will be described in detail later in this proposal). It is the history of success with the Bookworms program that has revealed the natural fit of the need for the Primary Focus Area for RSVP Douglas County to be Education, specifically school readiness literacy development. The newly created partnership with the Foster Grandparent Program allows CCS to bring a proven track record of data analysis and experience in overseeing volunteer programs in education settings. Over the three year grant period it is the goal to expand RSVP volunteers further into the K12 education setting, particularly at the middle school and high school level where the School District of Superior reports a need for volunteers to help students with needs in literacy, math and academic engagement. There is also a real need for our program to expand into the other five school districts in Douglas County (Drummond, Maple, Northwood, Solon Springs & Webster) -- including the three districts not currently served by CCS volunteers (RSVP volunteers serve in Maple & Superior and FGP volunteers serve in Solon Springs & Superior).

The current overall poverty level in Douglas County, according to the US Census Bureau's Quick Facts site, is 15.1% (compared to 13.2% in Wisconsin). All four school districts in the county have a higher than the statewide average of students receiving free & reduced lunch subsidies. Maple has a rate of 44%, Northwood's rate is 57%, Solon Spring's is 49%, and Superior's is 50%, compared to the average in Wisconsin of 43% (KIDS COUNT Data Center). "Beyond Free Lunch--Alternative Poverty Measures in Educational Research and Program Evaluation" (a research study published by The American Institutes for Research) showed that while Free & Reduced Lunch isn't a reliable predictor of future reading scores, the more traditional census based measures of poverty are predictors. Knowing that the rates of free & reduced lunch are higher in Douglas County School Districts, and poverty is higher in Douglas County than in the state of Wisconsin, it is not difficult to understand why the Board of Directors of the United Way of Douglas County has chosen Early Childhood Literacy as the single most important issue in Douglas County right now. Through a long-standing partnership with the United Way of Superior-Douglas County, the Superior Literacy Council, Family Forum Head Start and three of the six school districts in the county, RSVP and Foster Grandparents are having a direct impact on the Literacy development of the county's youngest residents. Additionally, the Board of Directors of CCS has observed a sharp increase in the last several years of people requesting assistance from the Housing Counseling and Foreclosure Intervention programs, and there is a noticeable need for RSVP volunteers to be involved with both programs as well as St.

Narratives

Vincent de Paul, a volunteer-based program that serves clients out of the Catholic Charities Bureau building in Superior. RSVP volunteers have been involved with all three programs, albeit inconsistently, and we are currently developing volunteer position descriptions to engage RSVP volunteers in service to individuals and families who are at crisis in their community. Harbor House, Solid Rock Shelter, the Center Against Sexual and Domestic Abuse, and the Human Development Center are other organizations we are working with in order to engage RSVP volunteers throughout Douglas County.

Describe how the service activities in the Primary Focus Area lead to national Performance Measure outputs or outcomes ~Catholic Community Services has a well-established track record of working with schools, Family Forum Head Start and the YMCA of Superior because they've sponsored the RSVP-Douglas County program since 1973 and the Foster Grandparent Program NE MN/NW WI since 1975. Classroom teachers understand the requirements of CNCS programs, and ensure that volunteers serve in meaningful, impact-based assignments, and that required paperwork is completed for each volunteer. While Foster Grandparents (FGs) have a specific assignment of working with children who have special and/or exceptional needs on a consistent on-going academically based assignment, RSVP volunteers are allowed a bit more flexibility in that they can work with Head Start children (regardless of whether or not they qualify as being a child with special/exceptional needs) on developing a love for reading and they can provide attention to students who have a more short-term academic need (such as the soon-to-be-started Robotics program at Superior Middle School that will run for a portion of the winter). Of the 38 FGP volunteers serving in Douglas County only 5 serve in Family Forum Head Start centers, in direct contrast to the 14 RSVP Bookworms volunteers who serve in those sites. RSVP volunteers are an important part of the Head Start curriculum because they visit their classrooms at least monthly to give all students a book, read the book, and discuss the story in an animated way with the students. Because the Head Start students receive a copy of the book to take home and share with his/her parent or guardian, there is a noticeable impact on parents' understanding of what happens during the Head Start school day, and an opportunity for parent and child to bond over reading the story and doing the activity sheet. Parents tell the teachers and other Head Start center staff that the Bookworms program helps them see their child's interest in reading develop because the children ask to visit the local library more frequently, ask to be read to more frequently, and talk about the stories that they are reading as a part of their school day. Several research studies have shown that an interest in reading and reading-related activities is one of the keys

Narratives

to literacy development starting in Kindergarten.

Describe a plan and infrastructure to support data collection to ensure National Performance Measure outcomes and outputs are measured – RSVP began in 1971 with a belief that adults, 55 & older, have the skills and wisdom acquired through their lives to make a positive difference in the lives of others and a positive impact on their communities. With the Baby Boom Generation "coming of age" research shows that it's no longer enough for volunteers to just be engaged in service to their communities for the good of service, the "new Seniors" (Baby Boomers) want their service to matter, to make an impact (Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow). With the addition of the National Performance Measures implemented by CNCS in 2012 it has never been more important for RSVP to tell a quantifiable national story about the difference these adults are making. Data collection is carefully tied to the workplans put in place for RSVP-Douglas County. All volunteers receive a Position Description, developed in cooperation with the Volunteer Station. The Position Description states which data is needed from the volunteer and/or volunteer station regarding the volunteer's service. Prior to being hired by CCS, Volunteer Services Department Director, Jennifer Jubenville was extensively trained in qualitative and quantitative research techniques while a graduate student at the University of Wisconsin-LaCrosse. Mrs. Jubenville has reviewed each workplan's outputs and outcomes to determine the data that must be captured in order to demonstrate impact. When possible material from the National Service Knowledge Network is used as a template for creating forms, logs, and other tracking materials. As the volunteers complete their timesheets and service logs they are returned to the Volunteer Services office where it is entered into the computer database, and then RSVP staff carefully review it looking for correlations between findings to ensure that inputs and outputs are measured correctly & determine if outcomes have been achieved. Both qualitative and quantitative data is considered so that the story goes beyond just numbers, and allows the true impact of the service of volunteers to be seen. Additionally, RSVP staff conduct routine site visits and provide ongoing informal evaluation, and when it is required, adjustments are made to the Volunteers' Position Descriptions.

Describe activity in service to veterans and/or military families ~ RSVP of Douglas County has had a long relationship with the VA Clinic in Superior, and the Advisory Council, as well as the CCS Board of Directors is committed to visiting with the VA staff to determine how we can provide additional assistance to their clinic. Several RSVP volunteers who serve at St. Mary's Hospital in Superior are

Narratives

veterans and go out of their way to provide assistance to veterans who come in to the hospital as patients, and many of them provide assistance to the families while a patient is recuperating in the rehabilitation wing of the hospital, apart from their current duties as an RSVP volunteer. The 148th Fighter Wing Minnesota Air National Guard is based in Duluth, Minnesota (just 8 miles away) and many of their members live in Superior. We have begun to explore the possibility of working with them and their families in Douglas County during times of deployment. We have also begun conversations with Douglas County Board Member, Jim Paine, the husband of RSVP Douglas County's Office Manager, Katie Paine, regarding how RSVP can work with the county and the veterans who live here. Jim serves as the County representative to the Veterans Commission in Douglas County. Additionally, Superior is home to the Richard I. Bong Veterans Historical Center and Museum and many of the volunteers there are veterans or auxiliary members. The purpose of the Bong Center is an educational resource that collects and preserves the tangible legacy of these veterans and their home front supporters, and volunteers serve in the archives and preservation division, the education division, as tour guides, and bookstore clerks providing a valuable service to the visitors who are there to learn about the World War II era and the important historical role that Superior, Wisconsin played in that conflict.

Recruitment and Development

Recruitment and Development of Volunteers

Plan & Infrastructure to create well-developed high quality RSVP volunteer assignments with opportunities such as sharing their experiences, abilities and skills to improve their communities and themselves through service. ~ Catholic Charities Bureau (CCB) was formed in 1917 when the St. Joseph's Children's Home was formed in Superior, Wisconsin. Since 1917, the mission of CCB is to meet the critical needs and issues of society through the stewardship of resources by working in partnership and collaboration with private, public and other non-profit sector agencies and to create and recognize an environment of human dignity based on mutual respect, understanding, and trust. Catholic Community Services (CCS) is a non-profit subsidiary of CCB with a mission of preserving and protecting safety and sanctity among the community as a whole, and in particular the family unit. CCS oversees direct-service programs to the greater community including Housing Counseling, Foreclosure Intervention, the Foster Grandparent Program of NE MN/NW WI and two RSVP programs (Douglas County and Rhinelander).

CCS and CCB operate under the Principle of Subsidiarity, a concept that states that nothing should be done by a larger and more complex group of people when it can be done just as well, if not better by a

Narratives

smaller and simpler organization. RSVP, as a program, fits nicely in this Principle because the mission for RSVP is to engage adults 55 and older in service to their communities in a diverse range of volunteer activities that create measureable impact, benefit volunteers through the service experience and create community capacity. Unlike other National Service Programs, RSVP volunteers respond to a specific need that they see in their community and often craft the direct response due to their life experiences, abilities and skills learned earlier in their lives. RSVP volunteers have been active in Douglas County since CCB received the grant for the first time in 1973 and have contributed thousands of hours of service from a spirit of altruism. Currently the Primary Focus Area of RSVP Douglas County is Education, specifically the number of children participating in a Head Start literacy program designed to help pre-Kindergarten students gain a love of reading. Additionally RSVP volunteers are engaged in helping families and individuals who have food insecurity, have a need for emergency food and emergency shelter, adults who experience social isolation due to disability or illness, community garden programs, in students in an after-school program designed to increase academic engagement during the school day for students in K12, visitors to two historical museums in Douglas County who seek information on their personal history or the region's history, and patients and their families who go through St. Mary's Hospital in Superior.

The RSVP Program, along with the Foster Grandparent Program of NE MN/NW WI (FGP) are a part of the newly created Volunteer Services Department of Catholic Community Services, formed upon the retirement of former RSVP Director Jo Nurminen. Jennifer Jubenville was appointed Volunteer Services Director. Mrs. Jubenville has been overseeing FGP since April, 2009 and has a solid understanding of the new National Performance Measures, the RSVP policies and inappropriate service activities, and the methods used to quantify volunteer impact. The creation of the Volunteer Services Department ensures that any prospective volunteer can be screened and placed in a volunteer position that best meets their needs, availability, and interests -- ensuring the "best fit" for all adults who desire to give back to their communities. Mrs. Jubenville holds Certificates from the University of Wisconsin-Superior in Nonprofit Program Administration, Human Resources Generalist and Fund Development, as well as a certificate in Volunteer Leadership Training from the Minnesota Association of Volunteer Administrators. In graduate school she was trained extensively in extracting quantifiable measurement from qualitative data and her Master's thesis, entitled Adolescent Perceptions of Mentoring: A Phenomenological Approach in Recreation, brings a unique perspective in the importance of intergenerational relationships between adults and children. Mrs. Jubenville served for two years as the President of the Minnesota Senior Corps Association, and is a liaison to the National

Narratives

Senior Corps Association Legislative Committee.

Katie Paine was recently named the Office Manager of Volunteer Services at Catholic Community Services. Katie was hired in November, 2011, and is a caring and understanding listener when volunteers or prospective volunteers call the office, and is frequently referred to as one of our most important reasons for volunteer retention. It is Katie's responsibility to oversee the purchasing of office supplies, to code invoices for both programs and to ensure that expenses are appropriately divided between FGP and RSVP federal, match and excess funds. Katie also handles the majority of the press releases, marketing, advertising and social media campaigns for Volunteer Services. The Office Manager position is a full-time position and is paid 75% FGP and 25% RSVP. In addition to Katie's daily tasks, she also maintains volunteer and volunteer station files (including MOUs), and recently completed a new version of the RSVP Volunteer Handbook, the Volunteer Station Handbook, and has nearly completed the RSVP Advisory Council Handbook.

RSVP Program Coordinator Marge Smith is a new staff member to RSVP, but is not a new face to volunteers. Marge has been working in the RSVP Program office since April, 2010 with the Experience Works Program, and later as an RSVP volunteer herself. Marge has established trust with the volunteers and the volunteer stations, and it was important for the consistency that the volunteers have come to expect from RSVP that we were able to hire Marge to the program. Marge is working a 20 hour per week schedule and is paid 75% RSVP and 25% FGP.

The Board of Directors of Catholic Community Services is committed to the partnership with the Corporation for National and Community Service to ensure that federal funds are used to create high quality, high-impact assignments that directly benefit their communities in a meaningful and quantifiable way. It's no longer enough to simply engage volunteers in service, but rather they must tell the story of the impact that service has on the community. The act of creating high quality assignments starts with selecting high quality volunteers. RSVP program staff invest a considerable amount of time getting to know prospective volunteers, determine if the program is a suitable fit, and which volunteer assignment he/she would be best suited to serve. Screening begins when a prospective volunteer calls our office and Volunteer Services staff who take the call visit with him/her and to learn what is motivating the prospective volunteer to serve their community. Volunteers who have a need to receive a stipend and a more consistent schedule are routed in to the Foster Grandparent Program, and volunteers who are seeking more flexibility or less commitment with their service are routed in to the RSVP program. Our interview is aimed at getting to know the prospective volunteer's skills and interests to determine a mutually beneficial assignment for both the volunteer

Narratives

and the volunteer station; not every prospective volunteer is accepted in to our program. Program Staff work to find suitable placement at volunteer stations close to the volunteer's home and serving in a way that allows the volunteer to feel fulfilled and to fill a need at the volunteer station. During the orientation process volunteers are taught about the RSVP Program, their volunteer station, the need for measurable and quantifiable impact-based assignments, and the value their service brings to the community. Whenever possible new volunteers are partnered with a "veteran volunteer" for shadowing during the initial days of their service. Supervisors check in with new volunteers often to ensure that they're not experiencing any frustrations, answer any questions they may have, & ensure that their volunteer assignment is a proper fit for them so that they may feel part of the greater mission of the program. Even after a volunteer is no longer "new" supervisors check in on an on-going basis to help them feel connected to the RSVP program on a local and national level. Volunteers receive updates regarding the impact they are having on their communities, and the results of surveys conducted throughout the year.

Demonstrate a plan & infrastructure to ensure RSVP volunteers receive training to be highly effective in their service ~ Over the last several years CCS has realized that the adult volunteers wishing to provide service to the community is changing. Adults who are classified as "The Greatest Generation" (1901-1924) or "The Silent Generation" (1925-1945) are significantly more likely to serve in "traditional volunteer roles" than the Baby Boomers (1946 -- 1964). (Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow). The Baby Boomers have proven to be a consumer-oriented culture who have come to expect an abundance of options, and there is evidence that has carried over in to their volunteer service. (50+ Volunteering: Working for Stronger Communities) Add to the generational difference the wide range of technology that is available to retired adults, and it is imperative for a Volunteer Center such as RSVP of Douglas County to offer a variety of training options for prospective volunteers. We have recently completed a Power Point Introduction to RSVP that a volunteer can either review in our office or at home on their own time. We also are working with the RSVP Advisory Council to overhaul the traditional quarterly "lecture style" format orientation volunteers receive that had been occurring in the past. CCS recognizes that in order for a volunteer program to be successful there must exist a partnership between CCS staff, volunteer station staff, and volunteers. It is critical that the volunteer station staff participate by indicating places where RSVP volunteers can make a real measurable and quantifiable impact and help create meaningful volunteer position descriptions. CCS staff and volunteer services staff must understand what

Narratives

prospective volunteers are seeking when they come to the office wishing to share their experiences, abilities & skills to improve their communities. When volunteers feel that the staff assisting them care about them and their needs they are significantly more likely to be retained as a volunteer.

A primary goal of our program is to help volunteers achieve a sense of accomplishment and a sense that their contributions are meaningful to their community. CCS and the RSVP Advisory Council expect that volunteers will be continuously learning and growing in their lives and volunteer position. It is important to all involved that our program be results-oriented and results-driven. Under CCS's leadership the program has been moving away from stagnant, "busy work" types of volunteer assignments and has been instead placing volunteers where they can not only change people's lives, but see those lives changing. Volunteers are encouraged to take part in project implementation, design, training, measurement and project outcomes -- all of which provide ownership to the volunteer.

RSVP volunteers who have been serving for a long period of time often start to feel settled in to their assignment, and those volunteers are encouraged to attend trainings that their volunteer station may put on or that the Foster Grandparent Program conducts. Training is a key component in the retention and recognition of volunteers. (Volunteer Management Practices and the Retention of Volunteers by The Urban Institute). The reintroduction of the RSVP Volunteer Focus newsletter will serve to keep all RSVP volunteers informed of training opportunities occurring in their area.

Volunteers are encouraged to seek out opportunities for trainings not conducted by Volunteer Services staff including, but not limited to, 55 Alive Programs, Lunch & Learn Sessions sponsored by local women's groups and retiree groups, and programs on aging sponsored by local churches.

RSVP staff set the example by receiving training that provides a direct benefit to them in their jobs. The Volunteer Services Director participates in most CNCS-sponsored or CNCS-endorsed national training opportunities, both in person, by conference call and virtual/state conferences, and shares the impact of that training with other department staff, volunteers and the Advisory Council. Volunteer Services staff meet six times per year to receive training and to communicate about needs of the volunteer stations and volunteers.

An annual training for RSVP volunteer stations is held each spring so that Volunteer Services staff can review required paperwork, discuss federal and state news/changes/updates such as Performance Measures and other requirements. Site Coordinators who attend this meeting enjoy fellowship and discuss needs that are shared by all volunteer stations. These meetings also allow coordinators to express concerns to the Volunteer Services Director in an environment that encourages mutual

Narratives

exchange of concerns, information, and questions.

Describe the demographics of community served and plans to recruit volunteer pool reflective of community (diverse races, ethnicities, sexual orientations, or degrees of language proficiency, veterans and military families & people with disabilities) Even though this area's demographics are largely homogeneous, 93.1% Caucasian, Protestant, German & Scandnavian, Christian, heterosexual, high school educated, this agency and RSVP program practices an inclusive environment where all are welcome regardless of race, ethnicity, age, sexual orientation, education, religious beliefs, geographical area, hobbies, and so on. The wide reach of the RSVP program allows there to truly be a place for all individuals who wish to serve their communities. Everyone has a gift and it's up to the RSVP staff to determine how to best weave that gift in to a purpose-filled volunteer opportunity. A volunteer opportunity where the RSVP program embraces, appreciates, understands and actively seeks diversity is critical to accomplishing its mission and purpose. Volunteer recruitment is no longer the process of simply recruiting as many people as possible, instead it's about recruiting individuals who have the skills and expertise to contribute to community solutions.

All activities can be modified and adapted to accommodate the activity for a volunteer with a disability. All Volunteer Services staff have been trained to recognize what a volunteer can do rather than what he/she cannot do. CCS believes that every individual has a talent that can be shared with their community, and we work with volunteer site coordinators to make modifications to position descriptions as needed to keep volunteers engaged as they age.

Research by the Corporation for National and Community Service (Keeping Baby Boomers Volunteering: A Research Brief on Volunteer Retention and Turnover) shows that a person is far more likely to volunteer when asked to help than they are to approach an organization and inquire about volunteering. Understanding the importance of "the ask" means that it's critical that RSVP staff be present at a variety of events that attract adults who are 55 and older. CCS is also working in partnership with some of the major employers in the area to include recruiting materials in the information people get upon retirement. The concept of retirement has changed considerably over the last 20 years (Boomer Volunteer Engagement: Collaborate Today, Thrive Tomorrow) and more people are leaving the full-time workforce, but moving in to "bridge careers" (50+ Volunteering: Working for Stronger Communities by the Points of Light Foundation) so it is important that they understand that RSVP is not just for people who are fully retired. Adults who have even one day a month to volunteer can make an impact on their communities.

Narratives

Demonstrate a plan to retain and recognize RSVP volunteers ~Volunteer Services Staff recognize that not all volunteers are motivated by the same needs, as described by Harvard professors McClelland, Atkinson, Clark & Lowell in their book *The Achievement Motive*, and those needs change over time and based on what the volunteers' current life experiences are. McClelland, et al described three motivational styles: Achievement, Affiliation & Power. Volunteers who are motivated by Achievement are less likely to attend a holiday party where there are no mentions of the organization's accomplishments are mentioned. Volunteers who are motivated by Power are not likely to enjoy sitting around a table with coffee and cookies preparing a bulk mailing to be sent out. For these reasons it's important, even critical for Volunteer Services Staff to respond to all three motivational styles. When program staff conduct site visits they take the time to listen to the volunteers and get to know them and understand their motivation and concerns, providing assistance with personal or service-related needs when they arise. When volunteers feel valued and important they are more likely to remain volunteering.

A yearly recognition luncheon, held each June, provides the opportunity for the program to showcase the impact that's being made on the community. This event is covered by local media thus providing publicity for RSVP in local communities and reflecting on the impact of the service of the volunteers. Every effort is made to empower volunteers to prepare them for advancement and increased opportunities. Awards are presented to volunteers who have completed their first year of service and then at five, ten, fifteen, and twenty plus years of service. Recognitions are always attended by members of the Advisory Council and several members of the community including donors and elected officials who get to extend a personal thanks to the volunteers.

Informal recognition is done throughout the year by members of the program staff. Each volunteer receives a birthday card, and volunteers who are turning 80 receive a requested letter from President Obama. We have also reinstated the Volunteer Focus (our program newsletter) which keeps volunteers informed of accomplishments of volunteers and opportunities that have been created. We are in the process of utilizing Facebook and Twitter to reach out to the more technologically connected volunteers and their families, and hope to have a fully functional e-mail distribution list for when short-term opportunities become available.

Foster Grandparent Program volunteers participate in monthly in-service meetings and trainings, which allow the volunteers to feel a greater part of the larger community. The creation of the Volunteer Services Department allows staff to invite RSVP volunteers to attend monthly in-service

Narratives

meetings, which will provide one more way for volunteers to feel valued.

Program Management

Plan to ensure management of volunteer stations in compliance with RSVP program regulations ~Catholic Charities Bureau (CCB) & Catholic Community Services (CCS) have been serving as the program sponsor for the RSVP Program-Douglas County (WI) since 1973. Volunteer Services Department Director Jennifer Jubenville has administered the Foster Grandparent Program NE MN/NW WI since April, 2009 and the RSVP Program of Douglas County since April, 2014. Previous experience providing oversight for FGP made Mrs. Jubenville the best choice when former RSVP Director Jo Nurminen retired in April, 2014. Mrs. Jubenville actively participates in any training offered through the Corporation for National and Community Service or the Wisconsin Volunteer Coordinator's Association. Best practices and policies are in place for the volunteer, the site coordinator, and the RSVP Program Staff to follow and exceed.

The Volunteer Services Department staff have a proven track record of overseeing Memoranda of Understanding with volunteer stations, monitoring the enrollment of volunteers, collecting Position Descriptions and Assignment Plans of Volunteers and collecting mid-year and year-end data.

Compliance Review Monitoring Visits in November, 2013 were conducted by CNCS Program Officers Jaime Renner of Minnesota and Kara Klein of Wisconsin reviewed record keeping systems and found only minor adjustments that needed to be made, and recognized the close administrative oversight the programs receive from the staff and Boards of Directors of CCS and CCB. Advisory Councils are in place for both FGP and RSVP and work closely with program staff to ensure that the programs are in compliance with all CNCS program regulations, and that all National Performance Measures are followed.

The Chief Financial Officer of Catholic Charities Bureau keeps a copy of the Operations Handbook of the RSVP Program (issued by CNCS) in his office and refers to it if a question from one of our governing boards of directors should arise. The Volunteer Services Director files monthly reports with the Executive Director of Catholic Charities Bureau and has regular meetings concerning program operations, concerns, compliance issues, and budget management with him as well.

Plans and infrastructure to develop and/or oversee volunteer stations to ensure that volunteers are performing their assigned service activities ~ In Northwestern Wisconsin staying connected is critical to the success of any program that benefits the community. The Board of Directors of Catholic Community Services is committed to ensuring that the grant funds received from the Corporation for

Narratives

National and Community Service are spent in the manner they are intended, both for FGP and RSVP. All CCS staff have an informed knowledge of the purpose of our funding and the activities volunteers & staff are prohibited from doing. Volunteers are trained to understand prohibited activities as a part of their orientation process, and the RSVP Volunteer Handbook was recently revised to address the National Performance Measures and revisions to the RSVP workplans, including the Community Priorities Workplans. Each Memorandum of Understanding is carefully drafted to ensure an understanding of the purpose of our federal and state funding, and to outline approved activities for the volunteers.

As the Memorandas of Understanding were being renewed with Volunteer Stations in Spring, 2014 the Program Director met with Station Supervisors to explain the National Performance Measures and ensure that stations were able to revise Position Descriptions to fit the new workplans. The Volunteer Services Department staff is committed to developing & managing volunteer stations and volunteer assignments that address specific community needs and provide meaningful volunteer placements for both volunteers and the volunteer stations. Volunteer Services staff utilize the volunteer station manual, the Memorandum of Understanding, the volunteer position descriptions, and the program work plans to ensure that the volunteer assignments are effective and their impact is measurable both quantitatively and qualitatively. Volunteer Services staff take the time to observe volunteers on site visits and visit with them about their service activities. When a volunteer is performing a prohibited activity it is addressed quickly and the volunteers are coached to understand the reason the activity is prohibited by RSVP. A replacement activity is found for their RSVP service. Program staff are responsible for maintaining an on-going and personal relationship with each volunteer and encouraging them to take on new challenges and positions in the program as the opportunities become available. Regular reports made by the Program Director to the FGP Advisory Council and Catholic Community Services Board of Directors discuss successes and challenges of the program and allow for assistance as necessary.

Plans and infrastructure to meet changing community needs to include minimizing disruption to current volunteers ~ When the RSVP and FGP programs were placed under the Volunteer Services Department with Catholic Community Services careful attention was paid to ensure that the volunteers and volunteer stations would see minimal disruption. Department Director Jennifer Jubenville immediately reached out to volunteer stations to introduce herself and listen to concerns the volunteers and volunteer station staff may have. All existing workplans for RSVP-Douglas County

Narratives

were carefully reviewed to ensure that they fell in line with current National Performance Measures, as outlined in CNCS's Strategic Plan. Workplans that no longer fit with the Performance Measures were evaluated to determine if the volunteers could serve in a more appropriate workplan, and the Position Descriptions that best fit in the Community Priorities workplan were created with oversight of the RSVP Advisory Council and the CCS Board of Directors to ensure that they truly fit with the current needs of Douglas County.

The RSVP Advisory Council and CCS Board of Directors has had and continues to have discussion surrounding the needs throughout Douglas County and the importance of continuing to nurture relationships with non-profit organizations that have long-standing relationships with the RSVP Program. There is a firm understanding between the Volunteer Services Staff and the RSVP Advisory Council of the direction that RSVP is headed in nationally and the need and importance of complete and utter transparency. The National Performance Measures requirements have been well communicated to site coordinators and volunteers and serves as the foundation for any and all new stations that wish to benefit from RSVP volunteers. Extreme sensitivity is always used when it becomes clear that a long-standing volunteer station no longer fits in the National Performance Measures and it is necessary to graduate that volunteer station.

Demonstrated organizational track record in managing volunteers in Primary Focus Area and measuring impact ~ In 2011 the Foster Grandparent Program of NE MN/NW WI re-evaluated all of the forms and surveys that were being used in education settings by both volunteers and volunteer station staff. Several new reporting mechanisms were developed by the Director and put in to place. The RSVP volunteers serve in Head Start and K12 Education settings, but are involved in different assignments from FGP volunteers, therefore information collected must be different to fit the assignment. Forms that are already in place for the FGP volunteers and that have been used in the past by RSVP volunteers were used as a basis for form revisions to go along with the new workplans. Data concerning the progress of volunteers is collected and analyzed at mid-year and year-end in order to prepare reports for funders, and data is also shared with the Boards of Directors of CCS and CCB as well as the Program Advisory Councils. The data is frequently examined to determine if adequate information is being collected and, if not, teachers are asked to provide additional data that demonstrates the program's effectiveness. Stories of impact are collected during site visits and sent on to the Program Director to share with funders and government representatives at the state and national level. All program expenditures and revenue (both in-kind and financial) are accounted for

Narratives

between the Office Manager and the Program Director. Monthly financial reports are completed and reviewed by the executive staff of Catholic Community Services and adjustments are made to the program budget as necessary.

Demonstrated a plan to ensure that the project is in compliance with RSVP regulations including Advisory Council, MOUs & volunteer eligibility ~ RSVP of Douglas County receives close administrative oversight by the staff of both Catholic Community Services and Catholic Charities Bureau. The Board of Directors of Catholic Community Services receives reports from the Volunteer Services Director who monitors enrollment of volunteers, Memorandas of Understanding, collection of Assignment Plans and mid-year and year-end reports. Advisory Council members are appointed by the Board of Directors of Catholic Community Services and the Director of Catholic Community Services holds a permanent appointment to the RSVP Advisory Council to ensure that all program regulations are met and followed.

The Chief Financial Officer of Catholic Charities Bureau keeps a copy of the Operations Handbook of the RSVP Program (issues by CNCS) in his office and refers to it if a question from one of our governing boards of directors should arise. The Volunteer Services Department Director files monthly reports with the Executive Director of Catholic Charities Bureau and has regular meetings concerning program operations, concerns, compliance issues, and budget management with him as well.

The Office Manager of Volunteer Services oversees the enrollment of all new volunteers and follows a detailed checklist to ensure that volunteers meet all eligibility requirements to serve as RSVP volunteers (adults at least 55 years of age who are not registered on the Dru Sjodin National Sex Offender Public Registry, who reside in Douglas County, WI, and have a desire to serve their community in a meaningful, impact-based assignment). All three staff members of the Volunteer Services Department participate in screening volunteers and working to secure a meaningful service assignment for them as well as conducting an informative and engaging volunteer orientation.

Organizational Capability

Plans and infrastructure to provide sound programmatic & fiscal oversight (both financial and in-kind) and day-to-day operational support to ensure compliance with RSVP program requirements and to ensure accountability and efficient and effective use of program resources~ The Retired Senior Volunteer Program of Douglas County is sponsored by Catholic Community Services, an affiliate agency of Catholic Charities Bureau. Catholic Community Services was organized in 1999 to provide direct service programs to individuals in need of assistance. Catholic Charities Bureau has been

Narratives

providing services to the poor and disadvantaged of the Superior, WI diocese since 1917 as an expression of the social ministry of the Catholic Church. Since 1973 CCB and CCS have provided administrative oversight to RSVP-Douglas County including, but not limited to:

- * Verifying that current job descriptions for all Program staff are well-defined and employment policies are followed.
- * Defining management and personnel support, staff roles, roles and responsibilities of the executive staff of CCS, the dispute resolution procedure, and the protocol for corrective action.
- * Outlining documentation required for all reimbursements of travel, meals, and supplies.
- * Evaluating Program staff annually.
- * Developing goals and measurable objectives for the RSVP Program by the Program Director and the Director of Catholic Community Services and reporting on the progress of the goals and objectives to the Catholic Community Services Board of Directors as requested.

The CCS Board of Directors and the program's Advisory Council oversee program operations and program development through the Principle of Subsidiarity which teaches that the issues affecting the lives of the people living in a community are best addressed, and the services provided to meet these needs supervised by people living in close proximity to the community who understand the people, the issues, the challenges and the opportunities of every locality.

Catholic Community Services provides health, housing, and human services to assist senior citizens through a broad array of programs, including the Foster Grandparent Program and Retired Senior Volunteer Program. Other programs serving senior citizens operated by Catholic Charities Bureau include affordable, safe, and dignified housing through contracts with HUD, USDA-Rural Development, and the Wisconsin Housing and Economic Authority. Emergency housing assistance, mortgage foreclosure and delinquency counseling, renter assistance, and information and referral programs related to safe, affordable housing for seniors is operated by the HUD approved Housing Counseling Program, overseen by Catholic Community Services whose Board of Directors also oversee, the operations of the RSVP and Foster Grandparent Programs. Health services are provided to senior citizens through Dove Home Health Care, an affiliate agency of Catholic Charities Bureau. Each year Catholic Charities Bureau provides direct services, volunteer opportunities, housing, information and referral to over 6,000 senior citizens.

The financial resources of the RSVP Program are managed using a team approach of various staff, including those of Catholic Charities Bureau. This team approach of financial management insures proper segregation of duties which protects the funds of the Corporation for National and Community

Narratives

Service, the State of Minnesota, the State of Wisconsin, United Ways of Douglas County (WI), Northeastern Minnesota, and Carlton County, as well as volunteer station contributions of cash and in-kind donations. Financial oversight for RSVP is assigned to the Chief Financial Officer of Catholic Charities Bureau, William Anderson. Mr. Anderson has served in that position for 40 years and is highly qualified and experienced with federal grant funding and required grant management.

Program finances are closely monitored internally with oversight and monthly cost reports reviewed by CFO William Anderson, and Executive Director of Catholic Charities Bureau, Alan Rock, and the Board of Directors for Catholic Community Services and Catholic Charities Bureau.

Funds (including in-kind donations) are received by Katie Paine, the Office Manager, accounted for and deposited in the program's bank account. The Office Manager also receives invoices, which are then coded by the Program Director, and prepares and sends out in-kind statements for approval. Ginger Bukovich, the Catholic Charities Bookkeeper, prepares the checks and they are signed by either Chief Financial Officer William Anderson or Executive Director of Catholic Charities Bureau Alan Rock.

Fiscal management of the program follows a full accrual accounting system that segregates funds and their corresponding expenditures. This accounting method enables Catholic Charities Bureau to account for all grants and contractual agreements. Both Catholic Charities Bureau and Catholic Community Services are audited annually for both grant management compliance and programmatic contractual compliance by a certified public accounting firm that is well-versed in grant and government accounting. Both the RSVP and Foster Grandparent Programs received the opportunity to undergo a CNCS Compliance Review Monitoring Visit in November, 2013 and only minor suggestions to the program operations and financial management were suggested.

Demonstrated and clearly defined paid staff positions including identification of current staff assigned to the project and how these positions will ensure the accomplishment of program objectives~ The RSVP Program, along with the Foster Grandparent Program of NE MN/NW WI (FGP), is part of the newly created Volunteer Services Department in Catholic Community Services. The Volunteer Services Department was created upon the retirement of former RSVP Director Jo Nurminen, and Jennifer Jubenville, was appointed Volunteer Services Director. Mrs. Jubenville has been overseeing FGP since April, 2009 and has a solid understanding of the new National Performance Measures, the RSVP policies and inappropriate service activities, and the methods used to quantify volunteer impact. The creation of the Volunteer Services Department ensures that any prospective volunteer can be

Narratives

screened and placed in a volunteer position that best meets their needs, availability, and interests -- ensuring the "best fit" for all adults who desire to give back to their communities. Mrs. Jubenville holds Certificates from the University of Wisconsin-Superior in Nonprofit Program Administration, Human Resources Generalist and Fund Development, as well as a certificate in Volunteer Leadership Training from the Minnesota Association of Volunteer Administrators. In graduate school she was trained extensively in extracting quantifiable measurement from qualitative data and her Master's thesis, entitled Adolescent Perceptions of Mentoring: A Phenomenological Approach in Recreation, brings a unique perspective in the importance of intergenerational relationships between adults and children. Mrs. Jubenville served for two years as the President of the Minnesota Senior Corps Association, and is a liaison to the National Senior Corps Association Legislative Committee. The Volunteer Services Program Director position is full time and is paid 75% FGP and 25% RSVP. Katie Paine was recently named the Office Manager of Volunteer Services at Catholic Community Services. Katie was hired in November, 2011, and is a caring and understanding listener when volunteers or perspective volunteers call the office, and is frequently referred to as one of our most important tools in volunteer retention. It is Katie's responsibility to oversee the purchasing of office supplies, to code invoices for both programs and to ensure that expenses are appropriately divided between FGP and RSVP federal, match and excess funds. Katie also handles the majority of the press releases, marketing, advertising and social media campaigns for Volunteer Services. The Office Manager position is a full-time position and is paid 75% FGP and 25% RSVP. In addition to Katie's daily tasks, she also maintains volunteer and volunteer station files (including MOUs), and recently completed a new version of the RSVP Volunteer Handbook, the Volunteer Station Handbook, and has nearly completed the RSVP Advisory Council Handbook.

RSVP Program Coordinator Marge Smith is a new staff member to RSVP, but is not a new face to volunteers. Marge has been working in the RSVP Program office since April, 2010 with the Experience Works Program, and later became an RSVP volunteer herself. Marge has established trust with the volunteers and the volunteer stations, and it was important for the consistency the volunteers have come to expect from RSVP that we were able to hire Marge to the program. Marge is working a 20 hour per week schedule and is paid 75% RSVP and 25% FGP.

The Volunteer Services Department Director reports to Acting Director of Catholic Community Services (and current Catholic Charities Bureau Executive Director) Alan Rock. Mr. Rock has been Executive Director at Catholic Charities Bureau since January, 2013. Prior to that, he served as Comptroller for the Challenge Center for 15 years, and has extensive managerial experience in both

Narratives

the for-profit and non-profit industries. The Director of CCS receives monthly reports from the Volunteer Services Director, reviews and approves all reimbursements for the Director, and ensures that the Boards of Directors are apprised of the progress made by CCS programs. Mr. Rock works closely with CFO William Anderson.

Financial oversight for the RSVP Program is assigned to the Chief Financial Officer of Catholic Charities Bureau, William Anderson. Mr. Anderson has served in that position for 40 years and is extremely familiar with the CNCS grant funding and required grant management. RSVP finances are closely monitored internally with oversight and monthly cost reports reviewed by CFO William Anderson, and Executive Director of Catholic Charities Bureau, Alan Rock, and the Board of Directors for Catholic Community Services and Catholic Charities Bureau.

Organizational Capacity to develop and implement internal policies and operating procedures to provide governance and manage risks ~ Catholic Charities Bureau (CCB) was formed in 1917 when the St. Joseph's Children's Home was formed in Superior, Wisconsin. Since 1917, the mission of CCB is to meet the critical needs and issues of society through the stewardship of resources by working in partnership and collaboration with private, public and other non-profit sector agencies and to create and recognize an environment of human dignity based on mutual respect, understanding, and trust. CCB has expanded to cover 16 counties in Northwestern Wisconsin, and now oversees the activities of 8 subsidiary Boards of Directors: Black River Industries, Catholic Community Services, Challenge Center, Diversified Services Center, Dove Home Health Care, Headwaters Industries, the Joint Boards of Housing, and United Daycare (dba Hudson Community Children's Center). Catholic Community Services (CCS) is a non-profit subsidiary of CCB with a mission of preserving and protecting safety and sanctity among the community as a whole, and in particular the family unit. CCS oversees direct-service programs to the greater community including Housing Counseling, Foreclosure Intervention, the Foster Grandparent Program of NE MN/NW WI and two RSVP programs (Douglas County and Rhinelander).

The RSVP Program, along with the Foster Grandparent Program of NE MN/NW WI (FGP) are a part of the newly created Volunteer Services Department in Catholic Community Services. The Volunteer Services Department was created upon the retirement of former RSVP Director Jo Nurminen, and Jennifer Jubenville, was appointed Volunteer Services Director. Mrs. Jubenville has been overseeing FGP since April, 2009 and has a solid understanding of the new National Performance Measures, the RSVP policies and inappropriate service activities, and the methods used

Narratives

to quantify volunteer impact. The creation of the Volunteer Services Department ensures that any prospective volunteer can be screened and placed in a volunteer position that best meets their needs, availability, and interests -- ensuring the "best fit" for all adults who desire to give back to their communities.

Administrative oversight provided by CCS and CCB staff ensures that both CNCS policies and CCB Employee Handbook policies are followed by all staff, and that all volunteers are treated with the respect and dignity expected at Catholic Charities Bureau. Volunteer Services Department Director Jennifer Jubenville works closely with other department staff to discuss issues that arise, and brings in CFO Bill Anderson and Executive Director (and acting CCS Director) Alan Rock as needed to manage risks, evaluate issues and determine appropriate responses when volunteers or volunteer stations are involved.

Demonstrated organizational capacity to manage capital assets such as facilities, equipment and supplies ~ Catholic Community Services maintains a categorical listing of all fixed assets and uses a standardized definition of "capital assets." Rarely is a purchase made by the RSVP Program above the threshold to be considered a capital asset, but for all purchases the CCS Procurement Procedure is followed and significant purchases (furniture, office equipment, books and other training resources, etc.) are inventoried by the Office Manager and categorized based on which funding stream paid for the equipment, what year it was purchased in & the current condition.

Demonstrated organizational infrastructure in the areas of robust financial management and past experience managing federal funds ~ Financial oversight for the RSVP Program is assigned to the Chief Financial Officer of Catholic Charities Bureau, William Anderson. Mr. Anderson has served in that position for 40 years and is extremely familiar with the CNCS grant funding and required grant management. RSVP finances are closely monitored internally with oversight and monthly cost reports reviewed by CFO William Anderson, Executive Director of Catholic Charities Bureau, Alan Rock, and the Board of Directors for Catholic Community Services and Catholic Charities Bureau.

The Program Director, Jennifer Jubenville, is responsible for coding payment of all invoices received according to the appropriate budget and line item to be used for payment. The Catholic Charities Bookkeeper, Ginger Bukovich, prepares the checks, which are then signed by either Bill Anderson, the Chief Financial Officer of Catholic Charities Bureau or the Executive Director of Catholic Charities Bureau, Alan Rock. Any reimbursement for the Program Director or expenditure concerning the

Narratives

Program Director must be approved by Alan Rock.

Travel reimbursements are prepared using the form approved for all Catholic Charities staff and are turned in monthly. After approval of the submitted forms (for all staff except the Program Director) by the Program Director the forms are then turned in to the Catholic Charities Bookkeeper, Ginger Bukovich, who prepares the checks. All travel reimbursements for the Program Director are approved by the Executive Director of Catholic Charities Bureau, Alan Rock.

Staff are encouraged to attain the lowest cost on program supplies, particularly office supplies. Every attempt is made to purchase supplies when they are on sale or when discount codes allow for reduced ordering costs. Whenever possible office supplies purchased by Catholic Charities Bureau (paper, for example) are utilized and considered in-kind donations from the sponsoring agency.

All staff in Volunteer Services fill out a common timesheet, implemented in 2010 and modeled after a timesheet from the Knowledge Network that was used as an example of best practices during our 2010 Compliance Review and Monitoring Visit. The timesheet is a real and accurate reflection of the actual work activity that was done and the correct coding stream connected to the grant funding stream used for payment of wages. The Volunteer Services Department Director works closely with the Executive Director and CFO of Catholic Charities to participate in the necessary fundraising opportunities and to maintain an appropriate balance between RSVP and FGP duties and responsibilities.

Other

Catholic Community Services has been honored to serve as the Sponsor of RSVP Douglas County since 1973. We feel that we have always managed a program according to the policies and procedures of the Corporation for National and Community Service.

PNS Amendment (if applicable)

Not applicable