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Executive Summary

An estimated 80 RSVP volunteers which 60 are unduplicated volunteers will serve. They will tutor or mentor 160 students which include teens, elementary, and head start children at local schools or libraries to improve their skills so they will be proportioned to the next grade level and school readiness. The RSVP volunteers will also be positive role models to the children and in return help them with their behavioral, social, and emotional problems. There are 21 stations which they will network with such as: the four county Board of Educations, Head Start Programs, and Craigsville, Ronceverte, and Summersville Public Libraries. The primary focus area of this project is Education. At the end of the 12-month performance period 60% of the children will have improved their skills to be promoted to the next grade level and will be school ready. The CNCS federal investment of \$ 81,394 will be supplemented by \$35,810.

Strengthening Communities

As a state, West Virginia has residents are among the poorest in the country. The U.S. Bureau of Census stated West Virginia was not only poor but ranked 12th out of 13 states with the lowest rural per capita income of \$15,177. In 2010, State of America's Children Handbook stated that 16.4 million children were living in poverty in the United States, and 7.4 million of those children lived in extreme poverty. Ten states had child poverty rates of 25 percent or higher. West Virginia ranks in the top ten at 25.5 percent. The Retired and Senior Volunteer Program (RSVP) serves the counties of Fayette, Greenbrier, Nicholas, and Webster in West Virginia. These counties are considered very rural and ranking 17.4 percent of the residents live in poverty, according to West Virginia-Demographics.com.

Studies have shown that the higher percentage of children living in poverty have lower school grades. Without high-quality early childhood and public school intervention, an at-risk child is 25 percent more likely to drop out of school, 40 percent more likely to become a teen parent, 50 percent more likely to be placed in special education, 60 percent more likely never to attend college, and 70

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percent more likely to be arrested for a violent crime. Thirty (30) percent of poor children score very low on early reading skills compared to only seven (7) percent of children from moderate or high-income families.

The Retired & Senior Volunteer Program finds that the Primary Focus Area for the counties we serve is school readiness programs and school-based mentoring to observe that our children receive the extra attention they deserve to be successful in life.

The director, coordinator, and advisory council provide orientation and training to volunteers. They will provide the volunteer with their handbook and go over the policy and procedures of the program. The stations are responsible for training volunteers. Training examples are teachers instructing volunteers in tutoring and mentoring to students that have special needs and are at-risk in academic, social, and emotional areas. The volunteers will have the opportunity throughout the year to receive additional training from the partners on tutoring and mentoring.

The director, coordinator, and advisory council are responsible for educating the community partners about the Corporation for National and Community Service performance measure requirements. They will give technical assistance and training to teachers and staff. The station supervisor will receive an RSVP manual clarifying stations responsibility and their roles with emphasis on data collection. The program will offer training to the teachers/staff on Measuring for Impact and data collecting for the Primary Focus Areas for the program. The teachers will track the volunteer's time with the student he/she has been matched with that year to confirm they worked with that student for at least one hour per week that school year. Also, the teacher tracks the number of children that are enrolled in the program. The teacher will give the children Pre and Post Tests and is responsible for giving the program the results that demonstrate gains in social/ emotional development due to the volunteers tutoring.

The first Primary Focus Area is Education assisting in classroom for Head Starts, Day Cares, and Pre-

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schools to aid with school readiness with students. In 2010, State of America's Children Handbook stated that 16.4 million children were poor in the United States, and 7.4 million of those children lived in extreme poverty. Ten states had child poverty rates of 25 percent or higher. West Virginia ranks in the top ten at 25.5 percent. The Retired and Senior Volunteer Program (RSVP) serves the counties of Fayette, Greenbrier, Nicholas, and Webster in West Virginia. These counties are some of the poorest in the country. West Virginia ranks number 49 in regards to income per capita. In 2010, the median household income of West Virginia residents was \$38,000. The state ranking shows that 17.4 percent of the residents live in poverty, according to West Virginia-Demographics.com.

Without high-quality early childhood intervention, an at-risk child is; 25 percent more likely to drop out of school, 40 percent more likely to become a teen parent, 50 percent more likely to be placed in special education, 60 percent more likely never to attend college, 70 percent more likely to be arrested for a violent crime. Thirty (30) percent of poor children score very low on early reading skills compared to only seven (7) percent of children from moderate or high-income families.

The RSVP will collaborate with Head Start, Pre-K, Day Care Centers, and Faith-Based organizations to provide volunteers in all 4 counties for tutoring children needing assistance with behavior, speech impediments, developmental delays, motor, social, and cultural skills. Our goal is to provide each child the opportunities to view themselves as competent and successful and to help develop a love for learning. The children will leave Head Start, Pre-K, Day Care Centers, and Faith-Based organizations loving to learn, treasuring books and reading, and with a sense of social competence. The volunteers will provide guidance and mental wellness for the children.

Forty (40) RSVP volunteers in which 30 are unduplicated will serve in 15 Head Start stations tutoring 60 students in Fayette, Greenbrier, Nicholas, and Webster counties. They will provide one-on-one assistance to the children and informational sharing with families to improve their behavior and develop better social and cultural skills by reinforcing examples regarding friendship, fairness,

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sharing, coping, and anger management skills, interaction with others, and how to follow directions. The RSVP volunteers will nurture those children who are suffering from separation anxieties until those children reach their comfort level, so they will interact with the other children. The RSVP volunteers will tutor children on letter sounds, with the use of flash cards, games, and storytelling activities to improve motor skills and speech that will prepare these children for school readiness.

Second Primary Focus Area is Education K-12 success in school-based mentoring. Based on data from the West Virginia Department of Education has shown that forty-two (42) percent of children in WV are reading below proficiency standards. KIDS COUNT census data stated that WV youth (18 years and younger) rank 49th in poverty level, 38th in high school dropouts, and 22nd in teen pregnancy. The Retired & Senior Volunteer Program has joined together in all four counties with the Board of Education to address the need of tutoring and mentoring to students that have special needs and are at-risk in academic, social, and emotional areas. Studies show we are below the 82% failure rate that Education Secretary Arne Duncan predicted. The law requires states to have every student performing at grade level in math and reading by 2014.

The 40 RSVP volunteers in which 30 are unduplicated will partner with county school boards and the private non-profit school to provide tutoring to assist 100 students on a one-on-one basis who are identified at risk in the elementary, middle, and high schools in the four counties we serve. Volunteers will tutor for at least 1 hour or more daily for the school term. Students will be matched with a RSVP volunteer tutoring in reading, spelling, math, and social and safety concerns.

Recruitment and Development

The responsibilities of the director, coordinator, and advisory council to the program are to provide the volunteer with a high quality experience while giving them the opportunity to gain knowledge of new skills, developing leadership roles, and a chance to engage in community needs that make them feel empowered to make a difference in their communities while enhancing their own lives.

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The director, coordinator, and advisory council provide orientation and training to volunteers. They will provide the volunteer with their handbook and go over the policy and procedures of the program. The stations are responsible for training volunteers also. Training examples are teachers instructing volunteers in tutoring and mentoring to students that have special needs and are at-risk in academic, social, and emotional areas.

Once the volunteer received their orientation, the staff will discuss with the volunteer what their abilities, preferences, and availability to determine the most beneficial volunteer assignment. Every volunteer is different with different expectations from their volunteer placement. Therefore, RSVP partners with a diverse amount of local organizations, whose flexibility can tailor volunteering placements for each specific volunteer. When the staff and volunteer work together to find the right mentoring assignment, this enhances the program and builds a stronger foundation for the volunteer. Many of these schools offer the volunteer a learning opportunity to build new skills by providing training and regular workshops to teach new skills, including technical skills. It also allows the volunteer additional avenues for developing leadership roles. With the support of the program and station, the volunteer feels empowered and that they are making a difference in the child life and the community.

The RSVP volunteers meet people with similar lives as well as an opportunity to meet people from different backgrounds and cultures. It's a great way to enlarge their social circle and learn in the process. Volunteering is good for their physical health as well as their mental health. Some of our volunteers provide heartfelt personal stories about rewards of volunteering for Head Start to prepare children for kindergarten gives them a sense of pride. Other volunteers say that helping the families gives them a sense of purpose and knowing that others depend on them enhances their overall wellbeing.

The sponsor considers the demographic make-up of the project, making special effort to recruit

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eligible individuals for the diverse backgrounds. Diverse backgrounds can include, but are not limited to minority groups, persons with disabilities and age-related disabilities, the under-represented groups, people of different socio-economic status, the educated and undereducated, an employed and unemployed. Also, RSVP recruits veterans and military family members as volunteers. Within the four (4) counties, the majority of the population is of White origins, followed by African Americans. The diversity in these areas are described as small pockets of ethnic groups, retired professionals, groups from low socio-economic backgrounds, and the faith communities. The RSVP sponsor ensures that there is a variety among volunteer stations so the volunteer assignments appeal to volunteers of diverse backgrounds and also accommodates varying skills and interests.

The RSVP director and coordinator seek any and all avenues to recruit the target population of seniors, retain them over time, and recognize them for their contribution to the community. We continue to pay particular focus to recruitment in rural areas in the four counties and particular focus on Webster being our most rural to spread the program more equitably across the counties. We use a variety of communication techniques such as the sponsors website, newsletters, email, bulletin boards, news releases to the media, retail displays, and in regular advertising and direct mail to recruit new volunteers for the program.

The RSVP goal is to ensure that the volunteers continue to feel needed and useful. The volunteer assessments are tools to keep them motivated to continue volunteering. The director and coordinator encourages the volunteer by keeping direct lines of communication open at all times, whether it is by using the telephone, personal memos, and/or some form of newsletters that provides them with educational opportunities so that they can continue to "grow". Additionally, simple gestures of kindness in the form of get well, sympathy, thank you and birthday cards, formally recognizing them at special events, or just saying "thanks" on a daily basis are motivators. We also use e-mails or websites to keep volunteers informed of new activities to motivate them.

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Recognizing the seniors who volunteer throughout the year is an essential component of both the retention and recruitment of volunteers. An Annual Recognition Dinner and the Christmas Breakfast for the volunteers gives the volunteer their well deserved recognition for their dedication and service. The Advisory Council, station supervisors, and community partners show their gratitude by recognizing each volunteer through awards, letters of appreciation and certificates during the Annual Recognition Dinner.

Program Management

The director and field coordinator are legally responsible for all programmatic aspects of the stations, which includes recruiting eligible stations. The stations must sign a Memorandum of Understanding (MOU), which established the responsibilities of both RSVP and the station with respect to RSVP volunteers. By signing the MOU, the RSVP station agrees to develop volunteer assignments that impact critical human and social needs, and regularly assess those assignments for continued appropriateness. The station also designates an individual who will serve as a contact person for both the volunteer and the RSVP office. The station will provide assigned RSVP volunteers the following support: all assignments will be explained, orientation to station and appropriate in-service training to enhance performance of station assignments and provide resources required for performance of assignments. The station is responsible for supervision and safety of the volunteers. In addition, every RSVP station will provide a written job description for all of its volunteer assignments to clarify what the volunteer assignment entails, record and log volunteer hours, sign time sheets, and send in any necessary data or information to the RSVP office on a monthly basis.

To develop and manage the volunteer stations and volunteer assignments that address specified community needs and provide meaningful volunteer placements is done through the Advisory Council's yearly assessment of the program and surveys given to the station to complete. Once the assessment and surveys are completed, the station supervisor, community partners, and advisory

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council have a meeting to identify the community needs that are outside of the Primary Focus Area of the program and are currently unmet. They find a station that fits the need, or create a new station. Volunteer assignment descriptions are developed to address the community needs at this meeting as well. For example, the survey may reveal that senior citizens are targets for a wide variety of unscrupulous marketing practices because they have had more time to accumulate significant assets for retirement.

In the next three years we will be focusing on the new Performance Measures Requirements established for the RSVP program by CNCS. We will introduce the new goals, policies, and procedures to the stations and volunteers. We will provide the stations with the focus areas we are working on and at the time of the renewal of the MOU we will make a decision if we resign them for 3 more years or conclude their stations because they are not in compliance with the new requirements. We will also provide the volunteers with basic introduction to the new dynamics of our new mission and let them decide where they would like to volunteer instead. The programs goal is to make this transition a positive one.

The processes for assessment of project performance to assure all goals and objectives are met and that these result in high quality project is accomplished in several steps. As per chapter three (3) of the handbook Programming for Impact, the annual assessment is given to the community partners, volunteers, and stations to complete. The role of the community partners is to gather data and statistics from their projects to give to the sponsor. For example, the Red Cross will count how many people were given transfusion from the 4,000 blood donors. The role of the advisory council and sponsor is to review the assessment to determine what impact has been made and if the project is meeting their goals and objectives by the National Performance Measure outcomes and outputs are being met. The annual assessments show the strengths and weaknesses of the project, thus making it easier to see if it is on track or what needs to be accomplished to strengthen it. The sponsor and

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advisory council gives the director and the staff the results of the assessment, in order to see their strengths and where improvements need to be made, if any.

Resources, both cash and in-kind, are secured to sustain and expand project through the efforts of the Director. The Director makes a presentation to all four (4) county commissions for their financial support every year to help sustain the program. Historically, Fayette, Greenbrier, and Nicholas have been contributors. However, Webster County's budget has no allowance for the RSVP program. The Director also applies for grants when available funds exist for senior programs and community projects through the Summersville Town Council Grants and other grants that support the program. In-kind donations are secured by the Director as well, such as paper and copies from the Sponsor. Rooms and space to hold events or meetings are secured by the Director as an in-kind donation, such as the Summersville Senior Center donating space for training. The Advisory Council may help secure community donations if they are made aware of a special donation or can alert the Director to it in order to secure the resources.

Organizational Capability

Summersville Baptist Church (SBC) was established in 1861 and is a non-profit organization. SBC has successfully developed, implemented, and provided programmatic and fiscal oversight to the RSVP, a national service program, since 1998. SBC is also responsible for overseeing a budget of \$300,000.00 which gives it experience to handle the budget of RSVP. SBC's ability to ensure volunteers and volunteer stations in the 4 counties include monitoring the director's records; obtaining quarterly reports from the director, which are always available to the sponsor at any time. The computer program Volunteer Reporter, can send SBC information at any time to keep them informed, thus helping them manage the program effectively and ensuring the stations and volunteers are in the 4 counties.

The policies and procedures of the SBC and the Corporation for National and Community Service

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clearly define our internal policies. Following is the Data Collection Policy. Data will be collected on the monthly basis from stations and volunteers. Target date is the 5th of each month. The volunteer station shall be responsible for validating all RSVP volunteers hours served at their station and forwarding these volunteer hour sheets to the RSVP office as determined by the MOU and Job Description. Volunteers will be responsible to sign their timesheets. Volunteer station will maintain a copy of all RSVP volunteer hours served at the station for a period of one (1) year maximum, four (4) months minimum. RSVP will maintain timesheets that display hours served and clients served or meals when applicable in director's office. Timesheets must be signed by individual volunteer and supervisor (station staff member) and verified by RSVP director. Timesheets may be faxed, emailed, or an electronic group sign in sheet and password will be accepted as signature from volunteer or assigned supervisor to the RSVP director as provided at time of registration. Hard copy group time sheets will be acceptable as long as all signatures present. All timesheets will be verified by RSVP project director upon completion. Stay at home assignments where no reimbursement is involved require documentation (such as volunteer calendar record) or verbal confirmation from volunteer/station attesting to the service time, email to director and must also be signed by the outreach supervisor. Travel and meal time are not included in hours of service including attendance at recognition events. RSVP volunteers can be assigned by project directors/coordinators to various tasks that involve data collection and recordkeeping, counting and reporting RSVP volunteer hours. The number of RSVP volunteers and hours they serve are gathered by volunteer's timesheet monthly and station feedback request annually by RSVP office then reported to permit an assessment locally and nationally of the impact of budgeted funds to indicate program effectiveness.

The key staff positions that are responsible for program management are the director, Tammy O'Dell; the coordinator, Laura Sevy; and the CPA, Rich Kiser.

The director has 14 years of experience working and collaborating with non-profit organizations to

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address the needs of the community. Ms. O'Dell brings her experience of working in the public school system and a host of other community organizations to RSVP, which enables her to work effectively in the program.

The coordinator is a past director of the Greenbrier Committee on Aging with 15 years of experience, thus providing a vast amount of knowledge of senior programs to RSVP. Ms. Sevy has worked with developmentally challenged individuals and with many other organizations in Greenbrier County.

The CPA, Rich Kiser, has 20 years of certified professional experience. Of the 20 years, Mr. Kiser has been associated with RSVP for 14 of those years. His duties include final dispensation of grant funds awarded to the program.

In case of succession, the succession management plan includes the coordinator stepping into the director role. Ms. Sevy has past experience as a senior program director and knows the RSVP director duties very well. The CPA, Mr. Kiser, knows when all of the financial reports are due, which would help the new director immensely while she gets acclimated to the job. The RSVP Handbook on Personnel also explains the duties of the director and other personnel which would be of great benefit to the new director. All of these factors will enable a smooth transition into the new director role.

RSVP's financial management system that is used by the CPA, Rich Kiser, is the E- Software Program called MAS 90. Payroll and payables are completed through this system. There are no other past federal grants. E-Grant software is also used for financial reports and is used nationwide by RSVP programs. Yearly audits for the past 14 years have yielded no findings.

The RSVP's Board of Directors is Summersville Baptist Church's Financial Board of Directors. The Board prepares the renewal application for the Corporation for National and Community Service; approves the RSVP budget, applies sound fiscal procedures, provides budget data, recommends expenditures for the project and prepares and issues reports.

SBC also manages its own senior programs and volunteers for impact based programming. Within its

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own organization, SBC sponsors the Celebrate Recovery program, Boy Scouts, Project Multitude, and Senior Exercise Classes. The works of these programs are reported to the church annually at the Annual Business Meeting by the various sponsoring boards. The programs are reviewed to see where improvements, if any, can be made to ensure continuous improvement and growth. Any changes that need to be made will go through various sponsoring boards within the church. The sponsor oversees that the RSVP uses several methods for measuring impact for each service category. The methods include sign in sheets, work stations, pre and post assessments, volunteer surveys, and evaluations. With these tools, RSVP is able to analyze the project and determine the end results and accomplishments.

The sponsor, SBC, ensures that RSVP has equipment and supplies. SBC follows federal guidelines for travel mileage, internal policy, and purchasing procedures. In the Policies and Procedures handbook, the facilities, equipment, and supplies, purchasing procedures, personnel management support, roles for staff and administrators; internal policies, including travel policy are addressed.

The SBC/RSVP Policy and Procedures are as follows. The Summersville Baptist Church/RSVP ensures that they will follow the Office of Management of Budget's (OMB) Circular A-21 Policy. The SBC/RSVP will use this document to outline the general procedure for determining allowable costs to the RSVP grant. These cost principles require that as the sponsor that any expense charged to the project be reasonable and necessary, allocable, consistently treated, and conform to any limits or exclusions set forth in the A-21 and the terms and conditions of the award. The SBC/RSVP Allowable Costs must be allowable under federal regulations and the Board of Directors terms and conditions, including program-specific requirements. The SBC/RSVP Reasonable Costs will follow the OMB Circular A-21 in determining if the cost is reasonable in the nature of the goods or services acquired or applied, and the amount involved, reflect the action that a prudent person would have taken under the prevailing circumstances when the decision to incur the cost. SBC considerations in determining the

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reasonableness of costs are: reasonable and necessary, allocable to federally sponsored projects under the principles and methods provided in OMB Circular A-21, and be given consistent treatment and conform to any limits or exclusions set forth in A-21 or the terms and conditions of the award.

The Advisory Council of the RSVP assists with developing new community partnerships and community needs. The Advisory Council is comprised of the community partners from all four (4) counties. The Council consists of RSVP members, clergy, business and medical professionals, retired teachers, and coal miners. Their different roles within the community ensure that the community's needs are properly addressed. The Advisory Councils ensure that the RSVP collaborates with public and private entities, works with non-profit organizations to utilize existing resources to form new partnerships, encouraging innovative social change, and building stronger communities in West Virginia. With stronger communities, the disadvantaged and disenfranchised will be served through the collaborative efforts of the government entities, faith communities, community based groups, and other groups by uniting to achieve the best results toward a common goal. A positive impact on the local communities will occur with the RSVP infusing them with energy and enthusiasm while equipping and actively participating in helping the communities to achieve their mission.

The Advisory Council surveys all RSVP partners at the end of the RSVP fiscal year. The summative evaluation objectively assesses the outcomes, the impacts on the community, and the overall success of their missions. The survey consists of questionnaires that are given to the sponsor, volunteers, stations, and community partners. The data is then analyzed to identify any new need in the community. Community partners involved with identifying these needs are asked to help and implement the new projects for RSVP. The survey is the tool that the program uses to establish new stations, community partners, and in determining community needs.

Our existing management structure for the Retired & Senior Volunteer Program is as follows. The Summersville Baptist Church is the sponsor for the Corporation for National and Community Service

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Retired & Senior Volunteer Program. Their Financial Board of Directors manages the financial portion of the grant around with the CPA for the program. The Pastor appointed an Executive Director to supervise the director and field coordinator. The director is responsible for developing and performance of the program. The director is advised from the executive director and the Advisory Council. The Director supervises the field coordinator for Fayette and Greenbrier counties. The director is responsible for grant writing, in-kind donations, marketing, collaboration, and working in all four counties.

The Summersville Baptist Church has been the existing sponsor for the Retired & Senior Volunteer Program for the past fourteen (14) years. The RSVP's financial management system that is used by the CPA, Rich Kiser, is the E-Software Program called MAS 90. Payroll and payables are completed through this system. There are no other past federal grants. E-Grant software is also used for financial reports and is used nationwide by RSVP programs. Yearly audits for the past 14 years have yielded not findings.

The responsibilities of the RSVP program are securing resources to sustain the program. The director is responsible for developing financial resources to support the program by preparing proposals for federal, state, county, town, and other grants; directing fund raising events; and monitors in-kind support. The director contacts the four (4) county commissions for yearly financial support to help sustain the program. The director also writes grants where funds are available for senior programs and community projects, such as through the Summersville Town Council Grants and any other grant that will support the program. Also, the CPA for the program manages the in-kind resources which include donated goods with an actual cash value. Mr. Kiser monitors records, and applies the in-kind resources to the budget figures, which are reported in the FSR. The reports are used as another tool to show accountability and effective use of financial and in-kind resources.

Other