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Executive Summary

RSVP of Montgomery County is a multiservice 501c3 nonprofit agency successfully operating the RSVP program in Montgomery County, PA since 1973. With 31% of 824 unduplicated RSVP volunteers placed in the primary focus area of education and 43% in other focus areas RSVP has a track record of impact programming and enhances the capacity and service delivery in 200 placement sites.

Our goal is to replicate RSVP of Montgomery County's best practices and impact programming in Delaware County. Volunteers will assist vulnerable populations including disadvantaged preschool children, at-risk youth, the elderly, those with low literacy skills, the unemployed, and struggling nonprofit organizations. Volunteers will tutor K-12 students at local schools, adults with ESL/GED at literacy sites, read to children in preschool classrooms, provide companionship to the elderly, tutor struggling 9th grade Algebra students virtually while providing career development opportunities, staff crisis hot lines, food banks and much more... The primary focus area of this project will be education. At the end of the three-year grant, 750+ students participating in mentoring or tutoring programs with RSVP volunteers will demonstrate improved academic engagement. The CNCS federal investment of \$133,903 will be supplemented by \$41,000 of matching funds.

Strengthening Communities

Strengthening Communities Narrative:

Delaware County (Delco) PA, consists of communities adjacent to the city of Philadelphia, is economically and ethnically diverse with pockets of extreme need experiencing many of the problems of the inner city.

Results of the 2011-12 PSSA testing indicates 8 of the 15 Delco school districts did not meet Adequate Yearly progress targets (set by the PA Dept. of Education). Students are behind with reading, math and science. Economically disadvantaged students are even further behind for example 28% of all students in Delco are NOT proficient in reading this increases to 46% for economically disadvantaged students. 67% of economically disadvantaged students in Chester-Upland School district in Delco are NOT proficient in math and science. Note: 89% of students in Chester-Upland school district are economically disadvantaged. Source: PA Dept of Education- Academic Achievement Report. Given these statistics Education is our primary focus area in Delaware County.

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According to the US Census small area income and poverty estimates, poverty has been on the rise in Delco (poverty 10% in 2010, 10.2% in 2011 and 11.7% in 2012). The County of Delaware's 5 year consolidated plan that was prepared by the Delaware County Council in 2013 established providing supports for Homeless and those threatened with homelessness as an objective in this plan. Our proposed work plans address this community need with an increase of volunteer jobs in the Economic Opportunity Focus Area (ESL, GED, financial literacy) and Healthy Futures Focus Area (increasing the number of volunteers working in food distribution). Poverty is also a factor in education as disadvantaged students score lower on PSSA tests and are not proficient.

Our plan is to replicate educational programs currently in place in Montgomery County which were developed, based on best practices, and run by our Sponsor; RSVP of Montgomery County. These programs have a successful track record of positive outcomes as measured by annual program assessments. Educational programs include. My Free Tutor a cutting edge virtual tutoring program developed in 2013 to enhance math and science skills and career possibilities of disadvantaged secondary school students and narrow the documented STEM gap between them and their more advantaged peers. Screened and trained volunteer tutors are matched one on one with struggling math/science students from disadvantaged schools. Tutors meet virtually with their students one hour a week using voice and whiteboard communications through our RSVP developed My Free Tutor web application. An example of a virtual tutoring session can be seen at <http://www.myfreetutor.org/video/virtual-tutoring-video-example>. With the virtual nature of this program volunteers can tutor students from their home or office. This allows for disabled or home-bound volunteers to engage with students and share their talents and skills to help students become more engaged in school and improve in Math/Science. We are able to meet the schools needs virtually as many times volunteers were unable or unwilling to travel to the school in order to tutor. This program breaks down the barriers that deterred individuals from volunteering in the schools where the needs are the greatest. 70% of students in the short pilot improved in one or more of the following areas as defined by their teachers; homework, class participation and/or test scores.

America reads is another successful educational program established in 1996, provides one-on-one tutors for young elementary school children having difficulty learning to read. During the past year, 119 America Reads volunteers tutored 750 students in 38 elementary schools in Montgomery

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County working with students one on one and in small groups. Evaluation: Teachers complete end-of-year questionnaires. Results from 58 teachers' in June, 2013 are as follows: 87% of the children working with volunteers had a more positive attitude towards reading; 82% improved their attention spans; 91% were more interested in reading; 87% liked to talk more about the books they were reading; 78% were reading more fluently; 82% had more confidence in reading; 84% had a better ability to connect what they were reading to their own experiences; 77% showed improved comprehension; 87% increased self-esteem; 59% were reading on grade level; 33% made progress toward reading on grade level.

Family Literacy Volunteer Program (FLVP), established in 1992, broadens the reading exposure, enjoyment, and involvement of disadvantaged preschool children and their families. Collaborating with Head Start in Montgomery County since 1995, FLVP places volunteer readers in Head Start classrooms; gives new gift books to each of the 500+ Head Start children along with reading tips for their parents; conducts "read aloud" workshops for parents to better understand the importance of reading to their children; and facilitates literacy tutoring for parents through RSVP's Adult Literacy program. The collaboration also includes a Lucky Readers Club in each of the Head Start classrooms. Lucky is a stuffed Dalmatian mascot who "loves to read" and who is sent home with children on a rotating basis. During these visits, children and their parents "read" to Lucky and record what they have read in journals that are sent back to the classroom. Evaluation. End-of-year questionnaires are completed by Head Start parents and staff. This past year, 22 volunteers contributed 689 hours reading to Head Start students. Results from June 2013: Parents. 98% of the 336 responding parents felt that the activities helped their children become more interested in reading; 93% said that they were reading more often to their children (averaging 5 books per week); 93% said that their child's attention span had increased; 98% of those whose children were graduating from Head Start felt their children were better prepared for kindergarten; 98% of parents said they had a better understanding about the importance of reading and how to help their children improve; and 86% said the activities encouraged other children in the family to become more interested in reading. 30% of the responding parents said they would like literacy tutoring from themselves (these parents were contacted and referred to an RSVP adult literacy program).

RSVP of Montgomery County (our sponsor) has a very strong performance measurement process, developed through a grant received from the Philadelphia Foundation. Performance Measurement

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Consultants reviewed each program, developed a mission statement and logic model for each program including outcomes, client surveys to measure outcomes, and a method for data collection and analysis. Survey Monkey is the online survey tool that we utilize to compile survey results. These surveys are used not only as a measurement of outcomes, but as an opportunity to improve program quality based on survey results. Surveys are collected and entered by each Program Coordinator and the Executive Director and Development Coordinator analyze results. Each year of data is preserved so that year to year comparisons can be made.

Recruitment and Development

Recruitment and Development

Our plan is to replicate highly effective programs currently in place in Montgomery County and introduce them into Delaware County where the programs meet the needs in the Delco community. RSVP of Montgomery County's educational programs provide high quality RSVP volunteer assignments that match the desires of specific volunteers to make a meaningful difference in the lives of children and youth. Many of these volunteers are retired teachers, have excellent math skills, are patient, communicate well and enjoy working with children. They understand that society's future rests with the young having the opportunities to live up to their potential. We believe that the high quality nature of these volunteer assignments is the reason 26% of our volunteer pool serves in RSVP Educational programs in Montgomery County. Volunteers serving in the same job (ex. tutoring through My Free Tutor program) are brought together on a regular basis to share best practices and learn from one another. Program outcomes are shared with volunteers so that they can see the impact of their work. Our program evaluations and volunteer surveys help ensure that we maintain the highest quality volunteer assignments.

RSVP's Community Volunteer Coordinator is responsible for maintaining relationships with our Stations. The Community Volunteer Coordinator visits each station to ensure compliance and volunteer safety. Volunteer job descriptions are discussed with the agency staff to be sure all assignments are appropriate and help meet the identified needs in the community. Required skills are discussed and documented so that RSVP can make the most suitable volunteer match. Volunteers who choose an assignment in the community serving at one of RSVP's Stations are interviewed by our Community Volunteer Coordinator who matches their interest and skills with open volunteer assignments in the community.

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Training for volunteers is both general and program specific. The Volunteer Coordinator reviews the RSVP volunteer handbook with every volunteer and performs the initial volunteer orientation. During orientation volunteers are trained on the parameters of volunteerism, grievance procedures, reporting of hours and volunteer benefits are described.

The program coordinators will train volunteers who choose to serve in one of the RSVP run programs such as America Reads, Family Literacy or My Free Tutor. This training is program specific for example: My Free Tutor volunteers are trained online using video tools, live online training workshops and supported through ongoing contact with the program coordinator. As part of the screening process math/science tutors are required to pass a 25-question qualification test on the subject matter that they are interested in tutoring. All test questions include a link to a training video for reference. This enables tutors to refresh their memory, as it has been some time since they were taught Algebra! Special training workshops are also provided for America Reads literacy tutors and Family Literacy Volunteers who are trained by their respective Program Coordinator.

Stations provide job specific training for volunteers serving in their community volunteer assignment. For example Adult Literacy volunteers are required to participate in specific training provided by the Literacy program. VITA volunteers are trained by the Tax Assistance program, Meals on Wheels, Blood drive and other volunteers are provided training by the agency to where they are placed.

According to the US Census Bureau 2013 quick facts Delaware County demographics are as follows: 71.7% of Delco resident are white, 20.9% are African American, 5.2% are Asian, 3.4% are Hispanic. 11.2% of resident's ages 5 and older speak a language other than English in their home. 6.5% of Delco population is veterans. The 2010 census data breaks down population by age; 6.1% under age 5, 12.8% ages 5-14, 7.9% ages 14-19, 47.9% 20-54 and 26.3% of the population in Delco are age 55 and over. 44% of those 55 and older are male, 56% are female.

We plan to recruit volunteers from all races, ethnicity, sexual orientation, and degrees of English language proficiency and veterans. RSVP recruits volunteers in a variety of ways. The majority of volunteers are recruited through word of mouth and the Internet via our website, volunteer match or other online sources such as Facebook, Twitter and LinkedIn. In addition RSVP's Public relations

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coordinator publish articles in the local newspapers and utilize press releases to attract volunteers. RSVP will reach out to religious leaders in Delco to ask that they promote volunteer opportunities to their congregations. This is an effective way to recruit minority volunteers. We schedule speaking engagements at Rotary Clubs and Chambers to inform the public about our programs and volunteer opportunities. We will also reach out to veterans groups including Delco Veteran's affairs and participate in Veterans Expos and Health Fairs in order to recruit Veterans and their family members.

Volunteers are recognized for their service through publicity in the press, our newsletter our Facebook page, recognition events and through personal notes and words from the ED and staff. We hold an annual volunteer recognition reception honoring our volunteer for years of service. Volunteers are nominated for Senior Corps Awards quarterly and awards are presented at the annual volunteer recognition reception. At the reception volunteers are given the opportunity to share their experience and how volunteering has changed their lives. Program outcomes are shared with volunteers on a regular basis to acknowledge that they are making a significant difference through their volunteering.

All RSVP volunteers will receive a photo id so that they can identify with RSVP and clients and stations know that they are RSVP volunteers. All volunteers are provided with excess liability insurance.

Program Management

Program Management

The volunteer coordinator interviews each potential volunteer to ensure that they are eligible to serve as RSVP volunteers. Volunteers are required to complete a volunteer enrollment form and a copy of their driver's license is requested to verify age and identity. If volunteers will be working in one of our programs with children, driving clients or will enter the home of an elderly client a necessary clearances are run including criminal, child abuse and driving records.

Compliance is part of all levels of RSVP management from the Community Volunteer Coordinator who directly oversees Stations, ensuring that MOUs are current, and site visits are made and volunteers are performing their assigned service activities; to the Executive Director who is responsible for approving new volunteer stations, preventing prohibited activities; to the Board of Directors' Compliance Committee who review the federal OMB and make certain that our program is compliant with federal regulations.

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As needs in the community change so do RSVP programs and volunteer assignments. The Advisory Committee will be an important component in our community needs assessment. Individuals from a variety of sources will be invited to join the advisory committee including members of the Delaware County Council (The Council decides the best means of providing services which are required by law or are necessary for the well-being of the County and will bring valuable information about community priorities), a representative from the County Office of Services for the Aging, Family and Community Service of Delaware County (who provide meals to over 7,400 households in 2013), Surrey Services (who provide tasks of daily living to aging in the community), Delaware County Literacy Council, United Way of Greater Philadelphia and Southern NJ, Administrators and teachers from partner schools and volunteers.

Volunteers who are currently placed in stations considered "non-impact" will be encouraged to add an additional volunteer assignment that is in line with RSVP performance measures. If the volunteer wants to continue at their current assignment that is fine, they can do so, but the volunteer will be working directly for the station as an independent volunteer not an RSVP volunteer. For example Delaware County currently has a clown program and a band program. These are not in line with our program goals and are considered non-impact. Volunteers can continue to perform but will not represent the RSVP program. We will offer to advertise the band appearances in the RSVP newsletter during the transition as a good faith gesture but the program must run independently.

For the last 40 years RSVP of Montgomery County has been recruiting and placing volunteers in meaningful positions throughout the county. RSVP's track record in our primary focus area of education includes over 20 years working with Montgomery County schools and Head Start. These efforts have grown significantly over the years to include 26% of our unduplicated volunteers serving over 1,500 students pre-K through 12th grade in 55 schools and 30 Head Start classrooms. Our Protégé Mentoring program, Family Literacy Volunteer Program and America Reads Program have each been awarded Program of National Significance grants from CNCS, which helped to enhance the volunteer growth in each program. While we have been gathering performance measurement output and outcome information for many years, a 2011-12 organizational effectiveness \$40,000 grant from the Philadelphia Foundation has enabled us to strengthen our performance measures. As a result we can more accurately report our impact as well as continuously improve our program quality and

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ensure that our primary focus areas conform to the appropriate national performance measurement outcomes and outputs. The performance measurement consultants have developed surveys and measurement tools for each of our programs as well as an improved volunteer satisfaction survey. They have trained our staff in best practices for developing surveys and collecting data so that we can design future survey tools and continue to improve our current tools. Results are tracked using Survey Monkey an online survey and analysis tool.

Organizational Capability

Organizational Capability

RSVP of Montgomery County (MontCo) has been a 501c3 agency and self sponsored RSVP project since 1979, and is recognized as the primary provider of senior volunteers in the county. Sound programmatic and fiscal oversight, operational support, data collection and internal policies are ensured through the following: our Executive Director (ED) has a BS in Business Administration, finance concentration and over 20 years of experience in management and finance. The ED is responsible for operations as outlined in the by-laws. RSVP of MontCo has an active Board of up to 25 Directors who, guided by those same by-laws outlining responsibilities, manage RSVP policies and oversight and are also responsible to fundraise. The Board's Finance Committee oversees development of the annual budget (which is approved by the Board at their December meeting), ensures accurate tracking, monitoring and accountability for funds; and ensures adequate financial and in-kind controls. A rolling 12-month cash forecast is prepared monthly and reviewed by the Board at our monthly meeting. Under the auspices of the Board Audit Committee, we employ an independent auditor annually. The Board Compliance Committee reviews federal OMB circulars reviews RSVP policies/processes to be sure that we are compliant. Our personnel policies are clear and up to date including conflict of interest, anti discrimination, and whistle blower policies. The Board takes an active role and meets with the ED monthly.

All computers have recently been upgraded thanks to a 2014 grant from the Mclean Contributionship.

All capital equipment is assigned an asset number, tracked using an Excel database to ensure accurate inventory and proper depreciation according to our audit schedule. Files are stored in the cloud using SharePoint to ensure proper backups and allow for file sharing and remote access by all staff and board. Volunteer Reporter is our volunteer database program allowing volunteers the option to report hours online. Station hours are collected by the Community Volunteer Coordinator

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and entered into Volunteer reporter by the data entry clerk. Systems are in place to ensure that volunteer hours are not duplicated.

Our financial management consists of strong systems of records, oversight and check signing protocols. Our Deputy Director serves as our bookkeeper and is supervised by the Executive Director and overseen by our Treasurer and Audit Committee. We utilize Quickbooks accounting software to enter every transaction and generate monthly reports, custom Excel timesheets to track federal/non-federal hours and ADP for payroll. The ED and Board Treasurer review payroll. Purchasing and check signing policies are in place to provide proper oversight. Purchasing is handled centrally at the home office. All purchase requests require prior approval by the Executive Director or Board and in accordance with our written purchasing and approval policy.

Our facilities include rented space in Blue Bell, PA (Home/Admin Office) and three mostly in-kind office locations throughout Montgomery County. Our plan is to secure in-kind or rented space in Delaware County for staff and volunteers and provide orientations for volunteers at various in-kind sites throughout the county (Stations will often allow us to meet volunteers at their sites) allowing us to reach volunteers in their neighborhoods.

We have job descriptions for all staff and evaluate staff progress annually. We continue to cross train staff and identify succession plans. The annual meeting each year serves as a time to review the past and look to the future; sharing written accomplishments of the past year and goals for the coming year.

RSVP of Montgomery County has a 15 person staff (3 full time 12 part time) including:

The Executive Director has managed the RSVP of Montgomery County federal grant for five+ years; developed cutting edge programming (My Free Tutor) to meet the current needs in the community, and has a strong background in Finance and Management. The ED develops program goals based on our RSVP Strategic Plan developed by our Board of Directors; provides guidance to all staff and has an open door policy. She manages expenses to meet budget goals, oversees the measurement of outcomes and analyzes the results in order to improve program quality. Our Executive Director will mentor the Delaware County Director.

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Deputy Director, an organizational and quality management specialist, has been with RSVP for 5+ years and currently manages day-to-day operations, IT and bookkeeping. His 30+ years experience and attention to detail has been an asset.

Our Development Staff consists of two positions both salaries are NOT charged to the federal grant; Development Coordinator, BA in English, with 27 years at RSVP. She is a gifted writer with vast understanding of our programs. She has been very successful in grant writing and assists with outcomes analysis. Development Associate, part time: responsible for special event fundraising and annual appeal. Our Development staff will explore grant opportunities in Delaware County to help support program related costs and allow for expansion.

Public Relations Coordinator has a BFA in communications, working previously for nonprofit organizations, including Pearl S. Buck Foundation. She writes newspaper articles press releases and posts on social media to help recruit volunteers and build awareness of the RSVP program in the community. She also posts volunteer opportunities on volunteer match, patch and community newsletters such as United Way and Coming of Age. Our PR Coordinator will be key to our expansion into Delaware County. Our plan is to convene a marketing committee consisting of our PR Coordinator and RSVP volunteers with marketing and advertising experience to develop a marketing plan to attract new volunteers and encourage existing volunteers to choose "impact" volunteer assignments.

Community Volunteer Coordinator with a Masters in Strategic Leadership manages all station relationships, ensuring that stations are compliant and volunteer jobs are appropriate and impactful.

Volunteer Coordinator has over 7 years of experience at RSVP recruiting, interviewing, screening and placing volunteers in meaningful assignments that utilize their experience and interests. She is the first point of contact for our volunteers.

IT Specialist handles the My Free Tutor help desk answering tutor questions and ensuring optimal computer connections. He also assists with staff computer set up and troubleshooting when necessary.

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Each RSVP Program is managed by a Program Coordinator with experience in the focus area. These include America Reads (MA in Reading, former classroom and reading remediation teacher), My Free Tutor Program (BA, experience managing youth education programs), Protégé Mentoring Program (former teacher MEd), Family and Adult Literacy Volunteer Programs (Masters in Counseling, 27 years with the literacy program, expert trainer, published writer, founded the Montgomery County literacy Network), Help on Call Program Coordinator (7 years experience matching the needs of homebound clients with volunteers), Apprise Coordinator (MBA who has become an expert in medical insurance issues and been with RSVP for over 20 years), Volunteer Executive Consults coordinator (MSW with over 15 years managing volunteers).

RSVP of Montgomery County has managed federal grant funds from Action and CNCS since its inception. Our sustainability has the underpinnings of support from more than 50 foundations corporations and local organizations that fund our agency each year, including two local United Ways, Montgomery County Aging and Adult Services and Pew Charitable Trusts. We have a Development Coordinator and an active Board to continuously seek and obtain new sources of support, protecting us for unforeseen shifts in funder priorities or mandatory breaks in funding. We also further diversify our funding base with a yearly fundraiser and an annual appeal.

Other

NA

PNS Amendment (if applicable)

NA