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**LITERACY VOLUNTEERS OF SULLIVAN COUNTY
STRATEGIC PLAN 2011-2013
July 2011-June 2013
PROGRAM GOALS**

Many of these goals require analysis of what we have now, keeping track of changes (on-going evaluation) to ensure that we know where we are going as an organization in terms of goals. This means more work for office staff and, in some cases, for board members and for the Data Entry Manager.

1. STUDENT/TUTOR RECRUITMENT

We need to recruit students and tutors on an on-going basis. The Board Members need to take a more active role. President Anna Milucky has asked Board Members to speak to other organizations about our mission and tutor and student recruitment and, that hopefully, this will occur once a month.

We approached Headstart, and should approach The Monticello Housing Authority, EPIC and other locations or programs that can be identified as places where adults may not be aware of the services we have to offer and may want and need our services to improve the quality of our lives.

ESL teachers in the various districts in our county should be approached, be given information about LVSC and fliers to send home with their students.

Churches, synagogues, organizations such as Kiwanis, Rotary, Elks, Lions, Library Boards, the Business and Professional Women's Club, the Sullivan County Chamber of Commerce and others should be approached with a presentation about our mission and need for tutors.

Publicity for student and tutor recruitment and other LVSC related events will continue to be the responsibility of the office staff.

The two year goal is to increase tutors and students by 25%.

Tutor and student recruitment is the responsibility of the entire board.

See attached sheets for possible Student-Tutor Recruitment

2. TUTOR AND STUDENT RETENTION

We lose many of our tutors because of unreliable, uncommitted students. Prospective students should spend 3 hours in the Computer Lab with educational software before they are matched. Students will be told that they will not be matched with a tutor until those 3 hours are logged. We (the office) need to be more firm about student commitment at intake. The student needs to understand at intake that if, for some reason, that student cannot attend a tutoring session, the student must contact his or her tutor ahead of time. If a student begins a pattern of non-attendance, that student will be called by the office and the suggestion made that the student come back at a later time, when a commitment is more realistic. That student's tutor will be re-matched. The student needs to understand these ground rules from the beginning, at intake. This will be the responsibility of those in the office who complete intakes, testing and matching.

The office must try to maintain contact with the tutors on a monthly basis to see how the match is progressing. This will give LVSC the opportunity to address problems, solve problems, and rematch, if necessary. Susan Leventoff will make these phone calls. The two year goal is to increase student and tutor retention by 20%.

3. QUALITY OF TUTORS

Tutors must attend an interview/orientation, prior to the first training session. This should be done by a tutor trainer, before a tutor training is scheduled. With the Program Initiative Training through Literacy NY, orientation has become part of the training itself. This orientation should explain the duties and obligations of the tutor. This will give those for whom tutoring may not be the best way to volunteer the opportunity to choose another way, and there are many. Alternative volunteer opportunities should be mentioned at the orientation. Tutors should be evaluated by trainers as soon as tutor training is completed.(form)

Two year goal is on-going evaluation of tutors through observation and by means of student evaluation. A Student Evaluation should be put in place. Lucia Rodriguez will be asked to stay in touch with our Spanish speaking students. Virginia Connell will be asked to keep in touch with our Basic Literacy students.

4. DATA

We need to continue to provide our data entry person with testing results (pre and post), hours of instruction, goals (especially employment goals and follow-up surveys) and outcomes. A review of the intake process should be done by office staff periodically, to insure consistency. The office will work closely with Beth Barker for continuous improvement of data entry.

5. OUTREACH

Literacy Volunteers of Sullivan County will continue its efforts to expand services to the western part of the county. The site in the Town of Bethel has become a reality. The site includes space for tutoring, a small used bookstore and at least two computer stations with access to the internet and educational software.

Tutoring in the Town of Cocheton is moving forward and takes place in The Lake Huntington Presbyterian Church. This is a relatively new step in outreach and must be supported by Board and Staff.

Livingston Manor is an area that should be pursued. The School District should be contacted by staff and a presentation made to the superintendent. If space was available in the school, there are adults who may want the opportunity to become students. This is an area that is recognized as having a Basic Literacy population and a small ESOL population. Volunteer tutors would need to be recruited in that area and trained. Follow through by staff, Board Members and trainers will be needed.

The two year goal is to keep our literacy site in Bethel and our location for tutoring in Lake Huntington. Recruiting more students in these two locations is key. Livingston Manor as a possible location for tutoring should be explored.

6. Trainers should try harder to make use of on-going continuing education through the RAEN (Hudson ValleyCatskill Partnership), Health Literacy Circles and/or Health Literacy Curriculum. All trainers must be trained in the new training offered by Literacy New York (The New Program Initiative) by end of 2013. New trainers need to be recruited. Our current trainers have been in place for a few years and need to have other trainers available.

More continuing education for tutors needs to take place. Trainers should offer 3-4 tutor in-service opportunities during the year. These opportunities should be mentioned during tutor orientation and training. CHAT sessions seem to be the most popular. Tutors have the opportunity to interact and share what works and what does not. This is also an opportunity for the trainer/facilitator to introduce some new training to the tutors (such as health literacy, financial literacy).

The two year goal is to have at least a 25% increase in tutors taking advantage of workshops and training opportunities.

7. STAFF DEVELOPMENT

The Executive Director, Administrative Assistant and Data Entry Person will continue to attend continuing education workshops and trainings throughout the year. Staff will also be key in the implementation of the New Program Initiative as presented by Literacy New York. Staff training is necessary.

8. FAMILY LITERACY

So many of our students are parents that family literacy must be stressed more in tutor training. There are a number of curricula from which to draw, for example, Parents as Teachers and EPIC, and parenting skills as outlined by Even Start.

Two year goal is to implement a Family Literacy Curriculum to be integrated into Tutor Training.

9. PEERWORX

Our SES application was improved. We serve youth through an after-school research-based peer tutoring program, Peer Worx. Peer Worx has documented success in other school districts. A coordinator has been hired to continue Peer WORX program in the Monticello Central School District. The two year goal is to have Peer Worx in two school districts Sullivan County.

LVSC BOARD GOALS

Board Development and Fundraising have been and will continue to be priorities. Responsibilities of board members will be reviewed on a regular basis by the President of the board.

1. Board orientation has been and will continue to be offered to new board members by the president of the board.
2. Board Members will continue to look for possible new board members who will bring a work ethic and diversity to the board. The name of a possible recruit will continue to be brought to the entire board for discussion before recruitment and orientation takes place.

Two year goal is to increase board membership by at least two more members.

3. Committees are in place and operational. It is recognized that the most efficient way to take care of most business is through committee. The standing committees will remain in place.
4. Fundraising continues to be a priority for all Board Members. Fundraising will be done through committees. The two year goal is to increase fundraising by 20%.

BUILDING GOALS

1. Energy audit(electricity) has been completed and we are waiting for more efficient lighting to be installed
2. Two year goal is to become more energy efficient. Energy Committee is working on more efficient heating for building. Continue to apply for grants.