

**Buncombe County FY2019 Strategic Partnership Grants  
Application Summary Sheet**

<b>Project</b>	<b>Read To Succeed</b>
<b>Organization</b>	<b>Read to Succeed</b>

<b>Amount Requested</b>	\$30,000	<b>Strategic Priority or Sustainability Goal</b>	Educational Resources
<b>New or Renewal Request</b>	New	<b>Area Served</b>	District 1, 2 and 3

<b>Organization Description</b>	<ul style="list-style-type: none"> <li>R2S was founded by citizens concerned with the alarmingly high achievement gap in public schools. Mission: To support public elementary schools in reducing the literacy achievement gap. R2S has two goals: (1) To enable low-income students, grades K through 3rd, to gain in reading skill so to reach reading proficiency by the end of 3rd grade, and, (2) To partner with the community to support students' academic growth as well as community participation in efforts to improve the quality of public education. We are recognized by public schools as being of high-quality and a valued partner. In 2011, R2S served 13 students; last year it was 134 and R2S now employs 2.5 FTE staff.</li> </ul>
<b>Key Steps</b>	<ul style="list-style-type: none"> <li>Strengthen the R2S infrastructure, grow the organization, maintain the high quality of our program, and expand the number of Buncombe elementary schools that we serve from 3-6.</li> <li>Planning-meeting with principals and school staff</li> <li>Recruiting volunteers</li> <li>Training volunteer coaches &amp; buddies—prep and training</li> <li>Matching volunteers and students</li> <li>Supervision 1st year</li> </ul>
<b>People Served</b>	<ul style="list-style-type: none"> <li>2016-2017 we served 134 students Student</li> <li>Demographics:</li> <li>15% male 51% Black 17% K</li> <li>49% female 26% White 28% 1st</li> <li>12% Hispanic 32% 2nd</li> <li>10% Multi-Racial 13% 3<sup>rd</sup></li> <li>All R2S students are on free/reduced lunch and approximately 40% live in public housing.</li> </ul>
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>With parental permission, schools share students' teacher-administered standardized test results (Class 3 times a year and End-of-Grade at end of 3rd).</li> <li>The impact of the R2S program is assessed by two methods. R2S staff meet with school principals several times a year to obtain their views on the effectiveness of the program. In addition, classroom teachers are surveyed each year for ideas on improvements and the overall impact of our program. The analysis of both data sets are included in the annual report.</li> </ul>

<b>Budget</b>			
<b>Amount Funded FY2018</b>	n/a	<b>Increase Request</b>	n/a
<b>Administrative Budget</b>	12% (from 2017 IRS Form 990)	<b>Total Organization Budget</b>	\$138,500 (projected FY2019)
<b>Other Funding Sources:</b> Grants, Individual Donations, Corporate Contributions, Government funding, Private Foundations, Training Fees, Fundraisers, Miscellaneous, and Interest Income			

<b>Strengths</b>
Project serves underserved, underrepresented, minority, and/or high-need population
Diverse/Balanced funding sources
Strong implementation plan

# Read To Succeed

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*FY2019 Strategic Partnership Grants*

## ***Read to Succeed***

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## ***Ms. Ann Flynn***

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# Application Form

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## Question Group

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### Project Name\*

Name of Project.

Read To Succeed

### Amount Requested\*

\$30,000.00

## PROJECT NARRATIVE

### Area Served\*

Which areas of the County will be served by this project? Which Commissioner District(s) will be served?

A Buncombe County Commissioner district map is available at [THIS LINK](#).

Read To Succeed (R2S) serves students in 5 Asheville City Elementary Schools (ACS) and currently 3 Buncombe County Elementary Schools (BCS) (Johnston, Candler and Estes). This grant, if awarded, will enable R2S to expand our early literacy program into 3 additional Buncombe schools during the 2018-2019 academic year.

### Organization Description\*

Tell us about your organization. What is your mission? Highlight two or three key facts and accomplishments that best define your organization.

R2S was founded by citizens concerned with the alarmingly high achievement gap in public schools. Our mission: To support public elementary schools in reducing the literacy achievement gap. R2S has two goals: (1) To enable low-income students, grades K through 3rd, to gain in reading skill so to reach reading proficiency by the end of 3rd grade, and, (2) To partner with the community to support students' academic growth as well as community participation in efforts to improve the quality of public education.

We are proud of these accomplishments:

Evidence that our program is effective.

- 65% of students in K are above or at grade level by the end of grade
- Of those that are not, 52% are above or at grade level by end of 2nd grade
- Only 10% of students remain with R2S by the 3rd grade; they need continued help

We are recognized by public schools as being of high-quality and a valued partner.

In 2011 we served 13 students; last year it was 134 and we now employ 2.5 FTE staff.

### Strategic Priority\*

Which of the following priorities best reflects the primary goal of your project?

Buncombe County Commissioners are dedicated to strengthening the quality of life for everyone by setting new fiscally, socially and environmentally responsible goals that will guide decisions and improve our community for future generations. The Board has committed to strategic priorities as a guide to shape partnerships and investments of resources to insure a healthy, safe, well-educated, thriving and sustainable community.

Details about the Strategic Priorities are available at [THIS LINK](#).

Other Sustainability Goal

### Strategic Priority - Other Sustainability Goal

If you selected "Other Sustainability Goal" from the list of Strategic Priorities, please list it here.

Details about the Sustainability Goals are available at [THIS LINK](#).

Quality Education--increase percentage of children reading at grade level by end of 3rd grade  
Community--increase volunteerism in Buncombe County

### Shared Vision\*

What critical community problem or challenge are you hoping to improve through this project?

R2S directly addresses the county's education goal: To enable students who are challenged by reading to achieve reading level by 3rd grade. The need for R2S's program is crystal clear: Of the 114 school districts in NC, our districts have the biggest achievement gap. Fewer than 50% black and low-income 3rd graders achieve proficiency by 3rd grade ([www.dpi.state.nc.us](http://www.dpi.state.nc.us)).

Percent of 3rd Grade Students' Passing End-Of-Grade (EOG) Reading Test by Race and Economic Status

	Black	Multi-Racial	White	Low Income
Asheville	21.5%	61.8%	86.4%	42.9%
Buncombe	43.2%	68.0%	67.5%	49.1%

Reading is a crucial foundation skill for a successful life. Students leaving 3rd grade below level in reading are up to 4 times more likely to drop out than their peers, and 10 times more likely if they are black. Lack of education will lead to less employment and income as well as increased rates of other social ills (Annie E. Casey Foundation, 2016).

### Key Steps\*

How will the project work? What are specific activities and milestones that your project entails?

If awarded, Buncombe County Strategic funds will be used to strengthen the R2S infrastructure, grow the organization, maintain the high quality of our program, and expand the number of Buncombe elementary schools that we serve from 3 to 6. (We currently have volunteer tutors at Johnston, Candler and Estes Schools.) We will definitely serve Haw Creek elementary and would be able to add two more schools. The cost

of training our volunteers is the largest single expense to the R2S program and is the reason we can maintain a high-quality program.

Key steps in entering a new school:

- \*planning-meeting with principals and school staff
- \*recruiting volunteers
- \*training volunteer coaches & buddies—prep and training
- \*matching volunteers and students
- \*supervision 1st year

The program cost of entering a new school is approximately \$10,00 for the first year because of the necessary planning time. The cost per school in future years is lower and will vary depending on number of students served.

## People Served\*

Who are the members of our community this project will serve? How many people will be served? Include demographics, including age, area median income, race, neighborhood and/or school.

R2S serves students in K-3rd referred to our program by school principals or by his/her designees. In 2016-2017 we served 134 students, including 98 who completed their grade and 36 who left R2S because they moved or were transferred to another program

Student Demographics:

Gender	Race	Grade
15% male	51% Black	17% K
49% female	26% White	28% 1st
	12% Hispanic	32% 2nd
	10% Multi-Racial	13% 3rd

All R2S students are on free/reduced lunch and approximately 40% live in public housing. Currently, 85% of students are in Asheville schools but that percentage will change as we expand to Buncombe schools.

## Partners\*

Which other organizations are you working with to reach your goals? What other local organizations provide similar services or serve similar beneficiaries, and how do you work together?

R2S has collaborative relationships with many organizations:

\*Asheville Housing Authority (AHA) provides us with office and meeting space as well as opportunities to provide summer programs for AHA children.

\*We have cross referral arrangements with the Literacy County, Big Brothers/Big Sisters, and OpenDoors (with whom we are developing a “continuum of care”).

\*We have collaborative relationships with Children First, public libraries, Smart Start, YWCA, and UNCA Women’s basketball team (whose players serve as reading buddies in the Pre-K program at Isaac Dickson).

Several other programs work with students in K-12th by providing homework help in after-school hours. However, R2S is the only volunteer organization that matches tutors who (1) are highly trained in a research-based multi-sensory phonics approach, (2) work in-school with only K-3rd graders, and, (3) make

commitments to continue working with their students until they reach grade level in reading or they complete 3rd grade.

### Personnel\*

Who is responsible for the project? Briefly describe project leaders and the role each will play in the project. How do these leaders reflect the population or community that you serve?

Ann Flynn is the Exec. Dir. of R2S and, along with the 11 member working board, is responsible for the overall successful operations of the organization. Ann is a proven leader with 30+ years in nonprofit leadership and development. Julie Thomas, Program and Training Dir., and Michele Luther, Program Coordinator, both have strong backgrounds in tutor training and elementary classroom teaching. Julie has trained in the Orton-Gillingham Multisensory Language Arts Education and Wilson Reading System and 30 years of working with children who have educational delays in reading. Both of these staff focus full time on tutor training, supervision, support of our volunteer tutors, and curricula development. Board receives program and financial reports monthly and reviews staff performance once a year. 14% of our board, staff and volunteers are people of color. We honor the differences and dignity of the community we serve, and we pledge to create and maintain an environment of respect of all.

### Success\*

How will you measure results? What will success look like? How will you document the impact of your project? Include whether there is a model that serves as basis for project design.

R2S has a rigorous system of measuring results. With parental permission, schools share students' teacher-administered standardized test results (mClass 3 times a year and End-of-Grade at end of 3rd). In addition, our own assessment system is completed by our tutors three times a year. Both data sets are analyzed by our program evaluator and success is determined by the number of our students who reach grade level in reading.

The impact of the R2S program is assessed by two methods. R2S staff meet with school principals several times a year to obtain their views on the effectiveness of the program. In addition, classroom teachers are surveyed each year for ideas on improvements and the overall impact of our program. The analysis of both data sets are included in our annual report.

R2S board and staff work from a logic model that is reviewed at the end of each school year during our annual retreat and adjusted for the next year if necessary. It is available upon request.

### Funding\*

What is your plan for finding the balance of the project budget? What is your funding timeline and what are your other sources of support?

The R2S board has an outstanding record of finding financial support for our organization; ex., our budget the 1st year was \$6,000; last year it was \$87,724. We fund our budget with a balance of funds from private, corporate and government sources. Currently, a partial list of funding sources includes, but is not limited to, foundation grants such as the Max & Victoria Dyrfus Fund, City of Asheville Strategic Partnership grant, United Way, Rotary, area churches and 3rd party fundraisers held on our behalf. Our budget's overall income

breakdown is individual donor contributions (42%), grants (33%), student sponsorships (10%), plus other sources including fundraisers (5%) and miscellaneous sources (5%). We are already on budget for our FY19 income goal of \$138,500. This FY19 budget is a significant increase but will be necessary if we are to serve more Buncombe County Schools.

## Sustainability\*

How will this project be maintained? Please describe funding sources and how you plan to sustain the project in future years.

R2S board and staff are working hard to increase all funding streams including grants, corporate sponsorships and individual donors. In the first 6 months of FY 17-18, individual contributions are up by 42% over FY 16/17 (\$35,916 to \$50,000) and we have implemented a popular coach-student sponsorship which is bringing in new donors. 100% of board members donate to R2S and we are provided free office space in the Pisgah View housing community. We have recently worked with WNC Nonprofit Pathways to identify strategic organizational needs and we are putting in place a strong fund development, marketing and outreach plan. We have over 130 highly trained/motivated volunteers who are committed to decreasing the achievement gap. R2S has a strong working board, diverse funding streams, committed experienced staff and internal systems in place to support smooth operations. The Board and staff are dedicated to ensuring the long term financial health of the organization.

## ATTACHMENTS

### Project Budget\*

Download the budget form at [THIS LINK](#).

Complete the budget form for this project and the overall organization.

Save it to your computer, then upload it.

FY19 R2S Budget.xlsx

### Financial Statements\*

Upload a copy of the most recently completed financial statements.

All financial statements must be audited, reviewed or compiled by a certified public accountant and include a full balance sheet, income statement, and cash flow statement.

If your organization does not have financial statements, briefly state the reason.

FY18 Financial Report.pdf

FY19 will be the first year that the R2S budget has exceeded \$100,000. To date, United Way has not required a CPA prepared audit but will perhaps next year. However, our treasurer, Rick Hebert, has a BS in accounting and he prepares monthly, quarterly and annual financial statements including income, expense and balance sheets. All financial records are on file for inspection in the R2S office.

### **IRS Form 990\***

Upload a copy of the 990 nonprofit tax reporting form that you most recently completed.

If your organization does not have a 990, briefly state the reason.

2016 Form 990EZ Copy.pdf

### **Board of Directors List\***

Upload a current list of your organization's Board of Directors.

If your organization does not have a board of directors, briefly state the reason.

2017-2018 BOD.xlsx

### **Authorized Signatory**

By typing in below the name of the authorized signatory and date of submittal, you acknowledge that your governing body has authorized this application, that it is true and current to your knowledge. As a condition of any grant awarded, this organization will provide all information in the manner described in the contract to be executed between the organization and Buncombe County or its designee, including program and financial reporting.

Name & Date

Ann Flynn 2/7/2018