COMMUNITY CONNECTORS
CommunityConnectors.Ohio.gov

Application Template

Application Section I: Community Connectors Program Description

1. The target population is students grades 5-12. Identify the grade level or levels at each school that your program will be targeting. Programs may serve students in one or more grade levels.

The Tomorrow Project at Bradfield Center will target students in grades 9-12 attending Lima Senior High School in Lima, Ohio. Lima Senior High School serves almost 925 students annually, 99.8% of whom are classified by the school district as economically disadvantaged.

2. Provide the number of youth in each grade level and at each school your program proposes to serve.

The Tomorrow Project at Bradfield Center will recruit 9th and 10th graders for participation in GY1 and will continue services for these students as they progress through high school. Projected service levels assume 20% program attrition annually. Additional 9th and 10th graders will be recruited in GY2 and GY3. Students from 9th through 12 grades will be accepted for the project at any time, however recruitment efforts will focus on 9th and 10th graders to maximize potential longevity in the program.

	GY1	GY2	GY3
9th Grade	50	50	50
10th Grade	50	50	50
11th Grade	0	40	40
12th Grade	0	0	32
Total	**100**	**140**	**172**

3. Select one: Which of the following best describes the proposed project? Select one.
   - A. ☐ Totally new program developed by this organization
   - B. X Replication of an existing model in use by others
   - Please provide the name of this model. – Elements of Effective Practice for Mentoring
   - C. ☐ Expansion of an existing program within the applicant organization
   - D. ☐ Extension of an existing program to a new setting

The Tomorrow Project at Bradfield Center will utilize the evidence-based model Elements of Effective Practice for Mentoring developed by MENTOR: National Mentoring Partnership funded by MetLife Foundation. This model includes standards for recruitment, screening, training, matching, monitoring, supporting, and closing mentor/mentee relationships and is supported by the federal Office of Juvenile Justice and Delinquency Prevention. This model establishes benchmark standards and identifies possible enhancements for each element. The Tomorrow Project at Bradfield Center will implement both the benchmark standards and many enhancements to ensure high quality, effective mentoring relationships.

The Tomorrow Project at Bradfield Center will enhance this evidence based model through the intensive use of sponsored activities for mentors/mentees. This enhancement will provide the participants with high quality activities that support the 5 Community Connectors Core Principles and reduce the burden on mentors to identify and access activities. Activities will be available five days per week to eliminate barriers to access caused by scheduling conflicts. Sample monthly and annual calendars of sponsored activities are included as attachments to this application.

The Tomorrow Project at Bradfield Center will use two mentoring models in order to maximize the reach of the project. Traditional mentoring will be used to establish relationships between one adult and one young person. These matches will participate together in sponsored activities that appeal to their personal interests. Group/team mentoring will be used to extend the reach of limited mentor resources through club and team

activities. In this model, one or more adult mentors will lead a club or coach a team with an adult to youth target ratio of 1:4.

4. Please describe your project. How will it address each of the five Community Connectors core principles and what outcomes will you use to measure success.

The Tomorrow Project at Bradfield Center will connect high school youth with adult mentors in the Lima area. These mentoring relationships will be year-round mentorships and will not be time limited (i.e. multi-year relationships will be encouraged). Administrative activities completed by the applicant will include recruitment, screening, training, matching, monitoring, support, closure, and evaluation. The Tomorrow Project at Bradfield Center will feature a center of activity located in the heart of the service area where a variety of mentoring activities will take place in an organized manner. Most mentor/mentee activities will take place in this location or at locations sponsored by the applicant such as local churches and community colleges. This model will reduce the burden on mentors to identify safe and appropriate activities for interactions, and support the use of group/team mentoring in addition to one-to-one mentoring.

The Tomorrow Project at Bradfield Center will be staffed 5 days per week (Tuesday through Saturday) to maximize access to activities. Tuesday through Friday, activities will be held during the after school hours, and Saturday activities will occur throughout the day. Activities will include a range of staff supervised experiential learning activities including open gym, open learning center, organized sports leagues, special interest clubs, and service learning opportunities as well as more formal academic supports including tutoring and homework assistance. A workshop will be offered one Saturday per month covering specific topics including college and career readiness, high school class scheduling, goal setting, critical thinking, civic engagement, etc. A service learning opportunity will be offered one Saturday per month with a variety of activities such as homeless shelter support, senior citizen odd jobs, and Red Cross blood drives. A field trip will be offered one Saturday per month which will focus on college and career readiness activities including trips to local employers, colleges, and skilled trades programs. Sample monthly and annual calendars of sponsored activities are included as attachments to this application.

1. Setting Goals to be Prepared for the 21st Century Careers

- Project Elements: The Tomorrow Project at Bradfield Center will assist youth in setting goals to be prepared for 21st Century careers through a variety of tools. First, mentors will receive training on college readiness for first generation college students and career readiness for 21st century careers. This training will include techniques used by the TRIO programs sponsored by the U.S. Department of Education and will be designed to provide mentors with sufficient knowledge to help guide mentees and their parents/care givers through high school course selection, financial aid process, and admission process. Mentors will also receive training on Motivational Interviewing. Motivational Interviewing is a form of collaborative conversation designed to strengthen a person's motivation and commitment to change. This evidence based practice is effective in engaging an individual in pursuit of a goal. The Tomorrow Project at Bradfield Center will offer sponsored activities to support mentor's work in this area. These activities will include monthly workshops such as goal setting using the SMART model, college financial planning, high school curriculum planning, and career fairs as well as monthly field trips to local colleges, skilled trades programs, and workplace visits.
- Outcome Measurements: The Tomorrow Project at Bradfield Center will utilize the 40 Developmental Assets for Adolescents as the key outcome measures for the project. The Developmental Assets Profile will be used to measure the overall effectiveness of the Tomorrow Project at Bradfield Center as well as individual mentee progress. This survey will be administered to all mentees at intake to the program and annually thereafter. This will allow The Tomorrow Project at Bradfield Center to track changes related to both external and internal assets as mentees progress through the project. Key developmental assets that are most closely related to each of the five Community Connectors principles are included as an attachment to this application. For 21st Century careers, those include adult role models, school engagement, bonding to school, planning and decision making, personal power, self-esteem, sense of purpose, and positive view of personal future. In addition, the Tomorrow Project at Bradfield Center will use pre-post tests and surveys for all mentor trainings and mentor/mentee workshops and field trips. These tests will be used to measure each individual's learning as a result of the activity and to guide

process improvement activities.

2. Building Character

- Project Elements: Service learning sponsored activities offered in collaboration with faith based partners will be the heart of the Tomorrow Project at Bradfield Center's efforts to build character in mentees. These service learning opportunities will follow the evidence based K-12 Service-Learning Standards for Quality Practice issued by the National Youth Leadership Council. These standards guide the provision of meaningful and personally relevant service activities and include planning tools, checklists, model projects, and research summaries. Examples of service activities include senior citizen help days, neighborhood spring clean up, work with homeless shelters and foodbanks, and mentoring 8th grade students as they transition to high school. The Tomorrow Project at Bradfield Center will offer one service learning activity each month.
- Outcome Measurements: Specific elements of the Developmental Assets Profile that address building character include community values youth, youth as resources, service to others, adult role models, religious community, caring, equality and social justice, integrity, honesty, responsibility, interpersonal competence, and cultural competence. The Tomorrow Project at Bradfield Center will also use pre-post activity surveys to measure the relevance and impact of service learning opportunities and to guide process improvement activities.

3. Developing Pathways to Achievement

- Project Elements: The Tomorrow Project at Bradfield Center will offer a critical thinking and problem solving workshop as well as the earlier mentioned goal setting workshop to support youth as they develop pathways to achievement. These workshops will be strengthened by an overall philosophy of placing youth in positions of responsibility within the Tomorrow Project at Bradfield Center programs to provide a safe, supported environment to practice critical thinking and problem solving skills. This will include structuring service learning activities as teams to allow mentees to serve as team leaders, workshops on sports officiating, and peer coaching and tutoring opportunities at open gym and open learning centers. The Tomorrow Project at Bradfield Center will screen mentees at intake for risky behaviors and refer youth to behavioral health and primary care services as appropriate. These screenings will include screening for underlying mental health and substance abuse issues.
- Outcome Measurements: Specific elements of the Developmental Asset Profile that address developing pathways to achievement include family boundaries, adult role models, positive peer influence, achievement motivation, integrity, responsibility, restraint, planning and decision making, resistance skills, personal power, self-esteem, sense of purpose, and positive view of personal future. The Tomorrow Project at Bradfield Center will also administer the Rapid Assessment for Adolescent Prevention Service risk screening tool at intake to the Tomorrow Project at Bradfield center and annually thereafter. This tool is an evidence based questionnaire that provides both individual and population level data. Individual data will be used to guide referrals for treatment services and population level data will be used to inform workshop and training planning. Longitudinal data will be used to measure the effectiveness of the Tomorrow Project at Bradfield Center. The Tomorrow Project at Bradfield Center will also use pre-post activity surveys to measure the effectiveness of individual workshops and activities.

4. Building a Sense of Resiliency

- Project Elements: Rapid Assessment for Adolescent Prevention Service screening conducted at Lima Senior High School indicates a high level of youth in the target population who have been exposed to adverse childhood events. This early exposure to traumatic events negatively impacts a young person's ability to develop resiliency. The Tomorrow Project at Bradfield Center will provide mentors with training on Trauma Informed Care to provide them with tools to effectively work with youth who have experienced an adverse childhood event. Trauma Informed Care is an evidence based model that involves understanding, recognizing, and responding to the effects of all types of trauma. This tool emphasizes physical, psychological, and emotional safety to help individuals build a sense of control and empowerment. In addition, the Tomorrow Project at Bradfield Center will sponsor a wide range of group of activities to promote self-mastery, self-esteem, and sense of belonging in participants. These activities will range from sporting events and physical activity to special interest clubs such as poetry slams, dance, art, cooking, gardening, and photography to offer a menu of activities that will appeal to different personalities and interests. These activities will teach skills and support youth as they develop and master these interests.
- Outcome Measurements: Specific elements of the Developmental Asset Profile that address resiliency

include family support, positive family communication, other adult relationships, caring neighborhood, caring school climate, safety, family boundaries, school boundaries, neighborhood boundaries, adult role models, adult high expectation, creative activities, youth programs, religious communities, homework, reading for pleasure, peaceful conflict resolution, personal power, self esteem, sense of purpose, and positive view of personal future. The Rapid Assessment for Adolescent Prevention Service tool will measure changes in risky behavioral that reflect improvement in resiliency.

5. Believing in a Positive Future

- Project Elements: The Tomorrow Project at Bradfield Center will recruit mentors that share cultural, racial, and ethnic backgrounds with the target population to provide youth with living proof of a positive future from within their community. An emphasis will be placed on recruiting mentors who are graduates of Lima Senior High School whose lives have not been defined by poverty and negative circumstances. Mentoring relationships will not be time-limited, and matches will be encouraged to continue throughout high school and after graduation outside the Tomorrow Project at Bradfield Center. This long-term commitment will promote the youth's sense of personal worth and value. Sponsored activities will be structured to provide exposure to other individuals with a common background who are leading positive lives. For example, field trips to colleges will be structured to include round tables with current students who are Lima Senior High graduates to promote peer-to-peer interactions and role models.
- Outcome Measures: Specific elements of the Developmental Asset Profile that address belief in a positive future include family support, positive family communication, other adult relationships, caring neighborhood, caring school climate, parent involvement in schooling, community values youth, youth as resources, and adult role models.

5. Please describe the specific activities your program will conduct.

- Recruitment: The Tomorrow Project at Bradfield Center will recruit both mentors and mentees using a variety of recruitment strategies. Because unfulfilled expectations contribute to early termination of mentoring relationships, all recruiting activities will include realistic descriptions of the project's goals and objectives to ensure participant's expectations meet project goals and objectives. A written statement outlining eligibility requirements will be developed to ensure potential participants have a clear understanding of program requirements. Mentors will be recruited through faith based, non-profit, and business partners. Mentees will be recruited through the school, faith based, and business partnerships as well as through self-referral and referral by medical, mental health, and social service professionals.
- Screening: Both mentors and mentees will complete a written application for participation in the project. These applications will include agreements for duration and frequency of the mentoring relationship. Mentors will be asked to commit to at least one calendar year with at least one hour of contact weekly as minimum program requirements. The Tomorrow Project at Bradfield Center will conduct at least one face-to-face interview with prospective mentors and conduct a reference check of personal and/or professional references. A comprehensive criminal background check will be completed on all prospective mentors including a national criminal records database, sex offender, and child abuse registries. The SafetyNET system will be used for background checks as recommended by MENTOR: National Mentoring Partnership. The face-to-face interview will be used to measure the mentor's potential attunement towards a mentoring relationship through observation of active listening and eye contact and other verbal and non-verbal cues. Mentee screening will include informed parental consent for participation.
- Training: All mentors will receive at least two hours of pre-match, in-person training. Topics covered in this training will include program rules, goals and expectations, obligations, appropriate roles, tools for relationship development and maintenance, potential ethical issues, effective closure tools, and resources for mentors. Training will include discussions on youth development and developmental assets, cultural, gender, and economic issues, and challenges associated with sub-populations such as children of prisoners. Mentors will also be provided with opportunities for specialized training during the course of the project including skills that support attunement such as active listening, verbal and non-verbal cues, and Motivational Interviewing as well as topic specific training. For example, training on college and career readiness issues will be held for mentors to provide information to assist potential first generation college students prepare for college admission, and training on Motivational Interviewing will be held to teach mentors techniques used by mental health professionals to engage an individual and motivate behavior change. All mentees will receive at least two hours of pre-match, in-person training that will include the

option of parent/caregiver participation. This training will include education on program guidelines, mentor's obligations and roles, mentee's obligations and roles, and parent's obligations and roles.

- Matching: All mentor/mentee matches will be made along common dimensions and interests in order to increase the odds of a successful match. These characteristics include hobbies, proximity, availability, age, gender, race, ethnicity, and expressed preferences. Program applications will include sufficient details to allow identification of these common dimensions and interests. A mentor's interpersonal skills including attunement will be considered during the match process. Once matched, all mentor/mentee pairs will be introduced at a formal meeting facilitated by program staff. This meeting and initial impressions will be documented in the mentor/mentee files.
- Monitoring: All mentor/mentee matches will be contacted by program staff at least twice during the first month and at least monthly thereafter to assess the status of the relationship. These contacts will be individualized (i.e. mentors and mentees contacted separately) and documented in the mentor/mentee files including the date of contact, and topics discussed. Mentor/mentee contact at sponsored events and staff observations will be documented in the mentor/mentee files. The Tomorrow Project at Bradfield Center will make at least quarterly contact with a key person in the mentee's life (i.e. parent, guardian, teacher) to assess the match. This contact will be documented in the mentor/mentee files. Relationships that last beyond the first year will include annual updates to the mentor background check to ensure continued compliance with program requirements for participation as a mentor.
- Support: The Tomorrow Project at Bradfield Center will vary from the evidence based model Elements of Effective Practice for Mentoring by providing significantly more sponsored activities for the mentor/mentees than is typical in the model. This enhancement will provide the participants with high quality activities that support the 5 Community Connectors Core Principles and reduce the burden on mentors to identify and access activities. Activities will be available five days per week to eliminate barriers to access caused by scheduling conflicts. Activities will include sporting activities (i.e. basketball leagues, biking groups etc.), academic activities (i.e. reading lab and group tutoring), service activities (i.e. volunteer opportunities at the local foodbank), college and career readiness activities (i.e. job coaching, college tours etc.) and special interest clubs (i.e. poetry slam, cooking, dance, art, music). The project will also collect information on low cost community events that are appropriate for mentor/mentee activities and provide this information to mentors on a monthly basis. Transportation to group events will be provided. Mentors will receive periodic emails and written materials on mentoring related topics to help mentors negotiate challenges in their relationships and improve their skills. At least one support activity of this nature will be provided to mentors monthly. Mentors will be provided with the opportunity for ongoing training throughout the project with one formal training event held each month. At the end of each year, the program will acknowledge and celebrate successful mentor/mentee relationships. The local radio, television, and print media will receive press releases about these events to publicize the project and recruit additional participants.
- Closure: The Tomorrow Project at Bradfield Center will use a structured closure process to affirm the mentoring relationship and acknowledge the contribution of both individuals. This closure process will include the opportunity to assess the experience through a structure questionnaire as well as an in-person, individual exit interview. Information from the questionnaire and exit interview will be documented in the mentor/mentee file. Early closures will also be handled through a structured process and will include a system for mentor or mentee rematch as appropriate and will emphasize ending the relationship on a positive note.
- Evaluation: Staff will use final questionnaires and exit interviews as well as activity and other documentation to evaluate the program and the quality of the matches for the purposes of quality improvement. An analysis of process measures (i.e. numbers of matches, numbers of sponsored activities, participation in sponsored activities) and outcome measures (Developmental Assets Profile and Rapid Assessment for Adolescent Prevention Service) will be included in the evaluation and used to support process improvement activities.

6. Discuss how the program will utilize best practices to ensure program success. Are there successful mentor programs after which you will model your program? Please name the program and describe what makes it successful.

The Tomorrow Project at Bradfield Center will utilized the evidence-based model Elements of Effective Practice for Mentoring developed by MENTOR: National Mentoring Partnership funded by MetLife Foundation. MENTOR has produced a series of Research in Action publications that provide peer reviewed articles

summarizing the latest research available on various topics related to mentoring. These publications also provide tools, activities templates, and resources that incorporate this research into the Elements of Effective Practice for Mentoring model. Research in Action publications can be found at: http://www.mentoring.org/program_resources/library/.

The Mentoring Resource Center provides free training to assist organizations with implementation of this evidence based program. The Tomorrow Project at Bradfield has made initial contact with the Mentoring Resource Center to take advantage of this technical assistance which will include the development of and revision of mentoring training materials, guidance and consultation on mentor recruitment plans and strategies, analysis of mentor screening processes, analysis of match support processes, and consultation on strategies for improvement. This technical assistance is funded through the federal Office of Juvenile Justice and Delinquency Prevention.

7. Describe your organization's previous experience with this type of program OR a program of a similar scale, including previous evaluations, size and duration of previously implemented programs, goals, and outcomes.

Health Partners of Western Ohio is the grant applicant for the Community Connectors project. Health Partners was organized in 2002, and is supported by federal, state, and local grant funding as well as program income. In 2014, Health Partners received $4.9 million in federal, state, and local grant project funding, and has developed internal capacity to manage, implement, and evaluate these projects. The key management staff at Health Partners is stable, with an average tenure of 8.6 years. Health Partners provides services to over 21,000 unduplicated individuals annually at seven sites in five counties. Services include primary medical, dental, behavioral health, clinical pharmacy, dispensing pharmacy, and chiropractic services as well as enabling services including transportation, translation, education, and enrollment assistance. Grant funded projects have addressed a wide range of issues and include funding to support primary care services for uninsured and underinsured individuals, demonstration projects to engage minority women in physical activity and healthy eating, and insurance enrollment assistance. Funding for primary care services is a three year grant project period with ongoing competitive funding competitions. Health Partners has held this grant funding for over ten years, and recently received supplemental funding based on quality outcome measures. Other projects range from 1 year to 5 year grant periods. Health Partners conducts a comprehensive evaluation of all grant funded projects using both process and outcome measures and uses this information in process improvement activities.

Health Partners regularly assesses the need in the communities it serves, and was recently struck by one significant health disparity impacting adolescents in the City of Lima: the teen birth rate is 135 per 1,000 females age 15-19. This rate is over five times higher than the national rate of 26 births per 1,000. This dramatic health disparity led Health Partners to additional research, and in 2014 an Adolescent Needs Assessment was completed which identified significant health disparities impacting adolescents in the Lima area. Strategic planning was conducted with the Lima City School District to identify services to alleviate these health disparities and to support the development of youth in the community. As a result of this strategic planning, Health Partners opened a school based health center, Spartan Health Center, at Lima Senior High School in August 2014. This health center provides medical, dental, and behavioral health services to students, their families, and school staff in an integrated service delivery model. As part of the services provided in this health center, students are screened for a variety of risk using the Rapid Assessment for Adolescent Prevention Service screening tool. Data from this screening shows a high level of risk among students including high levels of sexual activity (over 70%), depression symptoms (over 43%), tobacco use (over 36%), use of a weapon for protection (over 26%), self-harm (over 23%), and marijuana and alcohol use (23% and 15%). As a result of these findings, Health Partners has concluded that additional interventions are needed to improve the lives of the youth in Lima.

This application represents a transition into a new area for Health Partners as a result of strategic planning, and in order to quickly add expertise in culturally grounded work with the target population, a collaboration with Bradfield Community Association was formed. Bradfield Community Association was dedicated in 1938 and has served the African American community since that time providing a variety of programming including after-school and summer programs for youth, sports leagues, fitness classes, adult chronic disease self-management classes, and community events. These programs are funded primarily through local funding from organizations such as the United Way. Bradfield Community Association operates the Bradfield Center in the

heart of the African American Community. This recreation center includes a full size gymnasium, computer learning center, meeting and activity rooms, kitchen, and administrative office space. Most sponsored activities will take place in Bradfield Center, and all project staff will be housed in this building.

The collaboration between Health Partners and the Bradfield Community Association results in strength in all areas needed for successful implementation of this grant proposal. Health Partners will be responsible for grant management, evaluation and reporting as well as oversight and process improvement activities. Bradfield Community Association will be responsible for day-to-day project activities and will participate in oversight and quality improvement activities. This separation of duties will play to each organization's expertise, and Health Partners will hold ultimate responsibility for the project. Both organizations are trusted members of the community and share common cultural, racial, and ethnic traits with the target population.

8. What will make this collaboration successful? What will the indicator(s) of success be for this collaboration?

The collaboration between Health Partners of Western Ohio, Bradfield Community Association, Lima City School District, Black Ministerial Association of Lima, Rhodes State College, University of Northwestern Ohio, and American Electric Power brings together organizations and individuals with different areas of expertise that complement each other around a common goal to ensure a brighter, more productive future for the youth of Lima. The majority of the individuals participating in this partnership live, work, and worship in the Lima area. A key element that will contribute to the success of this collaboration is the long standing relationships among these organizations and their history of collaboration on other projects. Health Partners, Bradfield Community Association, Lima City School District, and Rhodes State College are all members of Activate Allen County, a collaborative funded by the Centers for Disease Control and Prevention to reduce health disparities in the Lima area. Health Partners and Lima City School District have worked collaboratively on many projects including the recent opening of Spartan Health Center in Lima Senior High School. Health Partners has sponsored Lima Senior High football games, allowing students to attend the game at no cost to increase school connectedness and promote a sense of belonging in the student body. Reverend Earnest Stephens from the Black Ministerial Association of Lima is a former Board Member of Health Partners of Western Ohio . American Electric Power has worked with Bradfield Community Association to outreach the community in efforts to diversify its workforce. Health Partners and Rhodes State College collaborate on clinical placement of allied health professional students. These ties outside the Tomorrow Project at Bradfield Center will support a cohesive and successful leadership team for this project.

Indicators of success of the collaboration will include attendance at monthly partnership meetings, attendance at monthly process improvement meetings, individual organization commitments (i.e. sponsorship of service learning activities, attendance at workshops, participation in field trips), and quantity of mentors recruited. These process measures will be collected as part of the project evaluation, reported to the leadership team at least quarterly, and used in process improvement.

Application Section II: Program Management

9. Leadership Team: The leadership team should be comprised of no less than one member of each partnering organization. Please provide a brief bio of each leadership team member, including a brief description of the team member's passion for the program and interest in working with young people. Bios should also include:
    - Name and title
    - Responsibilities for this grant project. (Percent of time should be included in the budget document.)
    - Qualifications
    - Prior relevant experience

- Health Partners of Western Ohio: Janis Sunderhaus is the CEO of Health Partners and will serve on the leadership team of the Tomorrow Project at Bradfield Center. Ms. Sunderhaus will chair the leadership team and will be responsible for project oversight including implementation, monitoring, evaluation, and reporting. Ms. Sunderhaus has been a registered nurse for over thirty years and is the founding CEO of Health Partners. Ms. Sunderhaus has initiated a number of programs directed at youth, particularly the development of the Spartan Health Center at Lima Senior High School. This health center was opened

without outside funding in order to address the significant health disparities, particularly teen pregnancy rate, found in the youth in Lima. Ms. Sunderhaus is a life-long resident of Lima and is committed to improving conditions that contribute to the cycle of poverty and hopelessness in so many of Lima residents.

- Bradfield Center: Kesha Drake is the Executive Director of Bradfield Community Association. Ms. Drake holds a Master of Organization Management from Ashford University. She will be responsible for on-site supervision of the project, participation on the leadership team and chair the process improvement team. Day-to-day operations will fall under her responsibility including recruitment, screening, training, matching, monitoring, support, closure, and evaluation activities. As the Executive Director of Bradfield Community Association, Ms. Drake is involved on a daily basis with Lima youth through programming. This experience has led to a deep commitment to provide access to high quality programming for youth of all ages.
- Lima Senior High School: Jill Ackerman is the Superintendent of Lima City School District. Ms. Ackerman has worked for the Lima City School District for her entire career. She taught at both the elementary and middle school level, and was an administrator at Lima North Middle School. She became the Assistant Superintendent in 2003, and the Superintendent in 2012. Her long service to Lima City Schools stands as a testament to her commitment to the youth of Lima. Ms. Ackerman will serve as a member of the leadership team and provide assistance in recruiting mentees for the project.
- Lima Alliance of Black Ministries: Reverend B. LaMont Monford is the President of the Black Ministerial Association of Lima and represents fifteen congregations in the Lima area. Reverend Monford's ministry is involved in a variety of social justice issues and operates the Bridge Builders of Phillippian organization to provide men and young men with positive activities and interactions to promote intergenerational connections. This organization conducts service and entertainment activities to promote bonds and provide young men with positive adult male role models. Reverend Monford will serve as a member of the leadership team and provide assistance in recruiting mentors and mentees for the project.
- American Electric Power: Greg Steger is the Human Resources Manager for American Electric Power Ohio. Mr. Steger is involved in a variety of outreach efforts to increase career readiness and promote workplace diversity. As a leader in the power industry, American Electric Power is committed to the development of a 21st Century workforce that reflects the local community and promotes training through partnerships with community colleges and skilled trades apprentice programs. American Electric Power will participate in a minimum of two career readiness events annually, provide assistance in recruiting mentors for the project, and will meet with local officials to discuss collaboration on post secondary curriculum in electric power related employment.
- Rhodes State College: Richard N. Woodfield, Jr., DM, Vice President Academic Affairs. Rhodes State College is a public, state assisted institution of higher learning that is charted to provide degree granting career education programs and non-credit workforce development. Academic programs include allied health, arts and sciences, business and public service, information and engineering technology, and nursing. As a community college, Rhodes is dedicated to meeting the needs of first generation college students and preparing them for 21st Century employment. Rhodes State College will participate in the leadership team, participate in college and career readiness events, sponsor field trip tours, and provide assistance in recruiting mentors for the project. Rhodes will participate in meetings with American Electric Power to discuss post high school curriculum to support electric power industry related employment.
- University of Northwestern Ohio: Tracy Coffman, Head Softball Coach. The University of Northwestern Ohio is a private, not-for-profit university founded in 1920 that includes programs in business, applied technologies, health professions, occupational professions, and graduate degrees. The College of Applied Technologies is nationally recognized for its programs in automotive technology, diesel technology, high performance motorsports, alternate fuels technology, agricultural equipment technology, and HVAC/R technology. These programs support 21st Century employment, and the University of Northwestern Ohio is dedicated to providing young people with a quality education to ensure a successful career path. The University of Northwestern Ohio will participate in the leadership team, participate in college and career

readiness events, sponsor field trip tours, sponsor club activities, and provide assistance in recruiting mentors for the project.

10. A timeline of all major activities must be provided. Assessment, planning and initial training must be completed by September 7, 2015. Services must begin by September 7, 2015.

A detailed timeline of all major activities with responsibilities is included at the end of this narrative. The Tomorrow Project at Bradfield Center will kick-off within 7 days of grant award and the project will be fully staffed within 12 weeks of grant award. Service provision begins no later than September 7, 2015.

11. Describe the implementation process for reaching the following milestones:

    a. Screening, orientation, supporting, and monitoring process for mentors and other personnel working directly with youth;
    b. Identification and intake process for mentees;
    c. The means by which you will involve families of youth in your program; ongoing training of mentors throughout the life of the program, including topics and frequency;
    d. Assessing fiscal accountability and faithful implementation of project plans; and
    e. Any other critical information you would want the Community Connectors team to know.

a. The Tomorrow Project at Bradfield Center will follow best practices for screening, orienting, supporting and monitoring mentors and other personnel working directly with youth as defined by Elements of Effective Practice for Mentoring. Details on each of these activities are included in response to question #5.
b. Mentees will be recruited through the school, faith based, and business partnerships as well as through self-referral and referral by medical, mental health, and social service professionals. Details on the recruiting, screening, orientation and intake processes for mentees are included in response to question #5.
c. All mentee parents/caregivers will be required to sign an informed consent describing the program. Families of mentees will be encouraged to attend group and team activities such as basketball games and will be welcome at all workshops. Family members will be asked to complete a satisfaction survey at least annually to gather feedback to support process improvement activities. Mentors will receive orientation training at intake to the program and at least one mentor training session will be offered monthly throughout the program. Topics are included on the sample annual calendar as an attachment to this application.
d. Health Partners of Western Ohio undergoes an annual financial audit in compliance with Office of Budget and Management Circular A-133. Health Partners selects an independent auditor through competitive bid and changes auditors periodically to ensure objective review of finances. Health Partners is considered a low risk organization for the purposes of the financial audit as a result of past performance. The Partnership Advisory Team will use the Elements of Effective Practice for Mentoring standards to evaluate fidelity to the model, and the project timeline will be used to benchmark implementation activities.
e. Health Partners of Western Ohio has a history of rapid response to grant award, and is poised to begin implementation upon award. Key staff has been identified and plans for distribution of existing responsibilities are in place.

12. Describe how each applicant partner plans to contribute to the overall program plan including, but not limited to, time contribution, personnel contribution, monetary contribution, shared responsibilities, use of facilities, etc. Complete the Roles and Responsibilities worksheet attachment.

See attached Roles and Responsibilities worksheet.

Application Section III: Evaluation Plan

13. The evaluation plan is intended to provide lead organizations with a framework that will ensure the program is on track to positively impact the lives of students and identify needs for additional support when challenges arise. Each evaluation plan must list the scope of work and describe the following:
    a. Plans for keeping records of mentor contact hours, unduplicated count of students

served each month, mentor training hours, etc. for ongoing reporting;

b. Gathering of data to measure progress of program towards meeting the selected goals;

c. Projected indicators of success; and

d. Anticipated barriers to successful evaluation including data collection and measurement of progress toward outcomes.

a. The Tomorrow Project at Bradfield Center will use the MentorCore software system to manage day-to-day operations and support evaluation activities. This software was developed in partnership with MENTOR/The National Mentoring Partnership and is structured to support the evidence based Elements of Effective Practice for Mentoring model that will be employed by The Tomorrow Project at Bradfield Center. MentorCore supports the collection of mentor and mentee demographic information, screening and match information, activity participation, goals, notes, reminders, and family relationship data. The system also captures documents that may be relevant to the mentoring program such as school documents, letters of reference etc. Information on each match is tracked including supervision and case notes. Sponsored activities are tracked within the system including activities conducted, enrollment, and actual participation. MentorCore includes a screening module that is customizable and supports management of the screening workflow. MentorCore supports day-to-day operations, process improvement activities, and project evaluation through a series of reporting mechanisms. A dashboard format allows real time, at-a-glance access to project data in a customizable format. Pre-formatted reports allow access to program data in tabular and graphic format covering a selected time period. An ad-hoc reporting feature allows the user to build and save custom reports to access information not included in pre-formatted reports.

b. In addition to the process measures tracked through the use of the MentorCore software system, the Tomorrow Project at Bradfield Center will use several tools to measure outcomes. The Developmental Asset Profile will be administered at intake and annually thereafter to provide data on improvements in the 40 Developmental Assets. Details on these outcome measures are included as an attachment to this application. The Rapid Assessment for Adolescent Prevention Service screening tool will also be administered at intake and annually thereafter to provide data on improvements in risk factors. Pre-post event surveys will be used to measure workshop, training, and field trip effectiveness. Satisfaction surveys will be used to gather feedback from mentors, mentees, and family members.

c) Key indicators of project success will measured by both process and outcome measurements. Process indicators of success will include meeting goals for youth participation (see response to question #2), and retention of 80% of participants each year. Outcome indicators of success will include individual and group improvement on the Developmental Assets Profile and Rapid Assessment for Adolescent Prevention Service screening.

d)Anticipated barriers to successful evaluation and data collection include staff commitment to data collection and survey burn-out. Staff commitment to data collection will be strengthened though the use of electronic monitoring and data collection tools to reduce the time and paperwork associated with these tasks. MentorCore will simplify tracking of participants and activities and will be used to gather most process measures. Both the Developmental Assets Profile and Rapid Assessment for Adolescent Prevention Service screening tools are on-line assessments and purchase of these proprietary surveys includes analysis and reporting of outcome measures. Pre-post surveys of workshops and activities will be limited to 5 key questions or less to reduce the burden on participants. Satisfaction surveys will use SurveyMonkey as the collection tool. This system offers HIPAA compliant security and includes analytics and reports.

14. Applicants are to complete the program model.

See attached program model.

Application Section IV: Sustainability

15. Describe how you plan to maintain the program after the grant funding period. Include a discussion about financial sustainability and sustainability of the partnership commitment. Applicants are not required to include cash as part of their local contributions; however, funding sustainability is critical to the Community Connectors

program. Applicants that show the potential for funding sustainability will be given preference in application scoring.

Although mentoring programs are a cost-effective means to promote positive youth development due to the use of volunteer mentors, there are no third party revenue streams to support mentoring programming. As a result, mentoring programs must rely on fees, donations, and grants to sustain services. The use of program fees paid by the target population served by the Tomorrow Project at Bradfield Center is unrealistic. Over 99% of students served by the Lima City School District are classified as economically disadvantaged, and families do not have the ability to pay participation fees to support mentoring services. As a result, sustainability efforts must focus on donations and grants.

Health Partners of Western Ohio is committed to long-term support of Tomorrow Project at Bradfield Center. The Board of Directors has approved 24 hours of Paid Time off for each employee to participate as mentors in the program, and this support is not time limited. These mentors will serve as the core of the Tomorrow Project at Bradfield Center during and after the grant period.

The Tomorrow Project at Bradfield Center will follow evidence based models and has proposed a robust evaluation process to measure the impact of the project. Process and outcome measures will be used to support requests for local donations and grant funding as well as for mentor volunteers. This will include solicitation of donations from local businesses and foundations as well as submission of grant applications for local, state, and national competitive funding.

The Tomorrow Project at Bradfield Center will develop a detailed sustainability plan in GY2 that identifies potential sources of funding, and will begin implementation of that sustainability plan in GY3. Health Partners will increase participation of its Director of Community Engagement from .5 FTE to 1.0 FTE in GY3 to lead sustainability plan implementation. Responsibilities will include working with local businesses to develop Paid Time Off strategies similar to that used by Health Partners, solicitation of cash funding and other in-kind funding from a variety of sources including local businesses, individuals, and foundations, identification and application for local, state, and national competitive funding, and cultivation of project support from key community leaders and coalition building.

Application Section V: Program Budget

16. Complete the budget form attachment and justify each of the budget items by creating a budget justification.

See attached budget form and justification

By clicking this box,X I (Insert Name) _Janis Sunderhaus_ agree, on behalf of this applicant, and any or all identified partners, that this application and all supporting documents contain information approved by a relevant executive board or its equivalent.

Detailed Project Timeline

Activity	Responsibility	Timeline
Kick-off meeting	Health Partners: Janis Sunderhaus	Within 1 week of grant award
Initiate Leadership Team meetings	Health Partners: Janis Sunderhaus	Within 4 weeks of grant award and quarterly
Develop policies and procedures	Bradfield Center: Kesha Drake	Within 8 weeks of grant award
Develop Program Assistant job description and recruit candidates	Bradfield Center: Kesha Drake	Within 8 weeks of grant award
Implement MentorCore project tracking database	Bradfield Center: Kesha Drake	Within 10 weeks of grant award
Hire Program Assistant(s)	Bradfield Center: Kesha Drake	Within 12 weeks of grant award
Develop public relations material	Bradfield Center: Kesha Drake	Within 12 weeks of grant award
Establish mentor training schedule	Bradfield Center: Kesha Drake	Within 12 weeks of grant award
Establish mentor selection criteria	Bradfield Center: Kesha Drake	Within 12 weeks of grant award
Initiate mentor recruiting	Bradfield Center: Kesha Drake	Within 12 weeks of grant award
Conduct mentor screening and background checks	Bradfield Center: Kesha Drake	Within 14 weeks of grant award and ongoing
Initiate mentor training	Bradfield Center: Kesha Drake	Within 14 weeks of grant award and ongoing
Establish mentee selection criteria	Bradfield Center: Kesha Drake	Within 16 weeks of grant award and ongoing
Initiate mentee recruiting	Bradfield Center: Kesha Drake	Within 18 weeks of grant award
Conduct mentee orientation	Bradfield Center: Kesha Drake	Within 20 weeks of grant award and ongoing
Establish mentee baselines	Bradfield Center: Kesha Drake	Within 24 weeks of grant award and ongoing
Initiate mentor/mentee matches	Bradfield Center: Kesha Drake	Within 24 weeks of grant award and ongoing
Conduct mentor/mentee kick off meeting	Bradfield Center: Kesha Drake	Within 24 weeks of grant award and ongoing
Distribute annual calendar of sponsored activities	Bradfield Center: Kesha Drake	By September 7, 2015
Distribute monthly updates to calendar of sponsored activities	Bradfield Center: Kesha Drake	On September 7, 2015
Initiate mentor support meetings	Bradfield Center: Kesha Drake	By October 1, 2015 and monthly
Gather mentor and mentee feedback	Bradfield Center: Kesha Drake	By October 15, 2015 and monthly
Initiate quality improvement committee meetings	Bradfield Center: Kesha Drake	By December 15, 2015 and quarterly
Develop program evaluation and dissemination materials	Evaluation Consultant	By December 31, 2015 and quarterly
Conduct recognition event	Bradfield Center: Kesha Drake	By March 15, 2016 and annually
Develop detailed sustainability plan	Health Partners: Byron Seldon	By August 15, 2016 and annually
Implement sustainability plan	Health Partners: Byron Seldon	By April 1, 2017
		Beginning April 1, 2017