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.

   Columbus Connecting Mentorship Experiences (Connecting ME) will serve multiple grade levels at South High School and Lincoln Park Elementary School. A detailed view of grades served is provided in the table below.

	Grade Levels Served			
School	**Year 1**	**Year 2**	**Year 3**	**Post Grant**
Lincoln Park Elementary	5,6	5,6	5,6	5,6
South High	7,8,9	7,8,9,10	7,8,9,10,11	7,8,9,10,11,12

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

   Connecting ME will primarily serve students identified as Tier 2 by the Ohio Integrated Systems Model for Academic and Behavior Support Pyramid. Tier 2 students require targeted early intervention including selective programs and services for specific populations with identifiable needs and risk factors. It is estimated that 5 to 10% of students in Ohio are Tier 2. Using these estimates and currently available enrollment data for the target population at South High and Lincoln Park Elementary, Connecting ME proposes serving 60 youth in year one, 72 in year two and 100 in year three as detailed below.

		Youth Served			
School	**Grade Level**	**Year 1**	**Year 2**	**Year 3**	**Year 4 (Post Grant)**
Lincoln Park Elementary	5	12	12	16	16
Lincoln Park Elementary	6	12	12	16	16
South High	7	12	12	14	14
South High	8	12	12	14	14
South High	9	12	12	14	14
South High	10	-	12	14	14
South High	11	-	-	12	12
South High	12	-	-	-	12
Total Youth Served Per Year		60	72	100	112

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

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.

   Nationwide Children's Hospital (NCH), Community Development for All People (CD4AP), two Columbus City Schools (South High and Lincoln Park Elementary), Boys & Girls Club of Columbus (BGCC), and Franklin International manufacturing have formed a partnership to establish, implement, and ensure a positive path for the adolescents growing up in their mutual community. The State of Ohio's Community Connectors program has provided a platform from which these six partners have designed a replicable and measurable mentorship program, Connecting ME.

   Adolescents living in high-risk communities such as Columbus' South Side are positioned to receive some of the greatest benefits from meaningful mentorship programs. And, at-risk adolescents are also among those most desiring mentorship. In fact, adolescents with two or more risk factors are nearly twice as likely to desire a mentor compared to their peers with no risk factors. Regrettably this desire for a

mentor is often unmet as trained mentors are lacking in the most challenging communities. More than 1 in every 3 at-risk adolescents navigates the transition to adulthood without ever having a mentor.

To overcome these issues and optimize a child centric mentorship experience, Connecting ME aims to establish a comprehensive, sustainable and replicable local mentorship infrastructure. Connecting ME will increase the number of students served through mentorship programs by enhancing the effectiveness of existing mentorship programs at the partner schools and by adding new programs.

Connecting ME will be the cornerstone from which all existing and new mentorship programs serving these schools will build collective impact and a universal culture of opportunity. To achieve this objective and meet the Community Connectors Five Core Principles, Connecting ME will employ three key strategies: 1) prerequisite mentorship training; 2) connect mentorship programs to community and relevant career opportunities; and, 3) nurture innovation and connections across existing and new programs. These strategies, described in detail below, will enhance existing mentorship programs at the target schools including the following at South High: the **Sigma Beta Club** mentorship program which emphasizes culture, athletics, social and educational needs and members complete community service projects, tour college campuses, and teach etiquette to adolescent males; **CMax Advisors** delivers a year-long curriculum to Juniors to develop skills in taking initiatives, building a personal brand, and improving interpersonal skills; **PEARLS** (Phenomenal, Educated, Ambitious, and Responsible Ladies aims to instill wisdom, originality, motivation, elegance and nobility in adolescent females; and **Diplomas Now** provides "near peer" mentors, school curriculum and instruction improvements and case management for the most at-risk students.

Connecting ME Strategies

1) Prerequisite Mentorship Training: Mentor screening, orientation, training and on-going support are among the most critical components to successful mentorship programs. Building upon the evidence-based training programs of BGCC, a standard mentorship training program will be developed and tailored to the target population. The mandatory training will include modules for mentors, school staff, and mentor program staff to ensure a common approach among all mentors.

2) Connect Mentorship Programs to Community and Relevant Career Opportunities: Even the most successful mentorship programs cannot undue the cumulative effects of multiple risk factors and must be supported by high levels of social cohesion, civic engagement, and affirmed expectations of future achievement. Connecting ME will employ strategies to connect mentees to community assets that encourage development of Community Connectors core principles in a real world setting and create new physical and virtual spaces for mentees to build bridging social capital. (Bridging social capital is building connections between heterogeneous individuals and groups resulting in greater social inclusion.)

3) Nurture Innovation and Connections Across Programs: Continuous improvement and innovation are benchmarks of the most successful mentorship programs. Mentorship programs must have processes in place allowing the program to adapt to emerging evidence, adolescents needs, and changes in the knowledge and skills required for the future workforce. To that end, Connecting ME will utilize evidence-based methodology to nurture local innovation across programs serving the targeted schools. Connecting ME also proposes to work cooperatively with the State to convene all Community Connector grantees annually to share local innovations that can be scaled across all grantees.

Community Connectors Five Core Principles

1) Setting Goals to be Prepared for the 21st Century Careers: Goal setting is one of the most critical practices for personal and professional success. The **Prerequisite Mentorship Training** will equip mentors with the skills and process to guide mentees through short-term and long-term goal setting for personal, academic and professional success.

   Nurture Innovation and Connections Across Programs will create a forum for identifying common individual mentee goals across statewide programs and implementing or developing best practice services and programs for universal support and encouragement of common goals.

2) Building Character: **Prerequisite Mentorship Training** will train mentors to assist mentees in self-reflection regarding their existing strengths, how to leverage those strengths, and additional character traits to develop. **Connect Mentorship Programs to Community and Relevant Career Opportunities** will provide a platform for mentees to practice character building in real world settings.

3) Developing Pathways to Achievement: **Prerequisite Mentorship Training** provides mentors with the knowledge, skills and abilities to teach mentees a variety of strategies to make positive decisions. The active development of goals will play an important role in mentee's developing pathways to achievement on personal, academic and, eventually, professional levels. Through the **Connect Mentorship Programs to Community and Relevant Career Opportunities** strategy an individualized pathway will be developed for each student to help them overcome life obstacles. In addition, this strategy will provide opportunities for adolescents whose prior decision making has resulted in the most challenging barriers to achievement including high school drop-out or failure to graduate. This strategy provides resources for adolescents to take advantage of opportunities to overcome those barriers and secure gainful employment and become productive contributors to society.

4) Building a Sense of Resiliency: Equipping adolescents with the tools to build and practice resiliency skills are critical to their immediate and long-term well-being and achievement. Equally important is effectively and consistently training mentors so they can support their mentees in utilizing these skills in a real world setting. **Prerequisite Mentorship Training** provides the foundation for a common approach to resiliency skill building and practice. Through activities introduced in the **Connect Mentorship Programs to Community and Relevant Career Opportunities** strategy, each student will have the opportunity to practice resiliency skills in an setting allowing for immediate feedback and support from a mentor.

5) Believing in a Positive Future: Among the most harmful factors impacting an adolescent's well-being and achievement is lack of opportunity and awareness of opportunity. Using needs based approaches when engaging adolescents from both an individual and community basis fosters their viewing themselves as damaged and a "client of services" rather than a productive contributor of society. **Connect Mentorship Programs to Community and Relevant Career Opportunities** shifts the focus to an asset-based approach in which the capabilities, hopes, dreams, aspirations and opportunities of individuals, organizations and communities are exposed and leveraged ensuring that all adolescents, despite their current circumstances, have tangible career opportunities to aspire to and achieve.

Outcomes

Connecting ME outcomes fall within four broad categories: 1) academic performance; 2) engagement in academic and career enrichment activities; 2) social and personal well-being; and, 3) match quality and satisfaction. Each strategy contains key performance metrics described below. A more detailed discussion of the evaluation plan, measurement tools and indicators of success are provided in section 13.

1) Academic Performance: Connecting ME will impact student's academic performance through enhancements in student's **self-perception of academic abilities** and **prevention of summer learning loss.** Research has linked self-perception of academic abilities to youth's self-concept, academic achievement and ability to vision what they would to become in the future. Summer learning loss is among the most salient barriers to academic achievement. During the summer months most students lose about two months of grade level equivalency in mathematical computation skills. Low-income students also lose more than two months of reading achievement.

2) Engagement in Academic and Career Enrichment Activities: The fundamental purpose of Connecting ME is not just connecting at-risk adolescents to opportunities but to support active engagement in those opportunities. To that end, Connecting ME strategies will **improve school attendance, increase enrollment and participation in extracurricular activities,** and increase **attainment of summer employment**.

3) Social and Personal Well-Being: Connecting ME strategies provide a strong foundation from which adolescents can develop social and personal well-being, a foundational element to achieving the Community Connectors Five Core Principles. Specifically, adolescents will demonstrate increased **community service and civic engagement, improved coping and resiliency skills, increased connectedness to adults,** and **increased future connectedness** which will illustrate how much adolescents consider their future and how current activities will help them prepare for their future**.**

4) Mentorship Experience: Mentorship outcomes are optimized when matches are sustained and mutually rewarding for the mentee and mentor. In fact, frequent turnover of mentors can be more harmful for an adolescent than never having had a mentor. Connecting ME will use **match satisfaction** and **match status,** including match length and number of re-matches, as measures of success.

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

Prerequisite Mentorship Training

NCH Behavioral Health experts will adapt existing BGCC **Coping and Resiliency Training** to address the specific contexts and challenges encountered by adolescents on Columbus' South Side. The Coping and Resiliency Training will provide the basic skills to better handle stress reactions and development strategies to enhance self-regulation improving mentee outcomes. The benefits of Coping and Resiliency Training are optimized which the mentee, mentor and other supporting adults are trained in similar strategies. Thus mentees, mentors, program staff and parents will be provided training modules tailored to their individual perspectives. Online Coping and Resiliency Training modules will be developed to provide quarterly training boosters and serve as a repository of resources accessible to all stakeholders. Completion of the relevant initial and booster training modules will be mandatory for all program participants. The modules are one hour in length and will be held at locations and times that fit each audience's schedule.

To further enhance the mentorship experience and satisfaction, mentors will complete a **Cultural Competency and Social Empathy Training** offered by the United Methodist Church for All People and CD4AP. With their long standing history of successful cultural competency and social empathy training for secular professionals and those in ministry, the two organizations are expertly situated to deliver this training. Their robust training programs equip local agencies and individuals with the knowledge, skills and abilities to implement culturally appropriate community development and establish genuine and sustained relationships. The Cultural Competency and Social Empathy Training will improve mentors' and staff's ability to understand, accept and value the perspectives of the mentees whose life circumstances are likely very different from their own. The training will further strengthen the relationship and ability of the mentor to provide contextually relevant support with input from community leaders, residents and future mentees. CD4AP will tailor its existing trainings to augment relevancy to Columbus' South Side. Mentors and key school and mentorship program staff will complete a one-half day Cultural Competency and Social Empathy Training annually and self-directed training opportunities will be available quarterly.

Mentors will also complete the BGCC's online evidence-based mentor matching assessment. The assessment identifies key behaviors and mentor competencies to ensure mentee matches that provide the best opportunity for sustained, meaningful and child focused mentorship experiences.

Connect Mentorship Programs to Relevant Community Engagement and Career Pathways

BGCC **Career Launch** will serve as a starting point for mentees initiating career planning. Career Launch encourages adolescents to assess their individual assets and interests, explore careers, make sound educational decisions and prepare for 21st Century careers. Small group discussions led by career development professionals and recruiters will build adolescents' job-search skills and job readiness. Career Launch will be bolstered through the development of an online **Pathways Portal** in which students can access information about the multiple programs to establish pathways to college or career that are continually being developed in the target schools and surrounding neighborhoods. Career Launch and the Pathways Portal will arm adolescents with a career plan and menu of opportunities to progress towards their career goals. For example, students interested in earning a college degree in pursuit of employment in healthcare may be guided towards the CreditsCount program at South High School. CreditsCount allows students to simultaneously earn high school and college credit while pursuing careers in healthcare occupations. Students who wish to pursue a career in healthcare but are not yet ready to pursue a college degree may be guided into the Columbus State Community College FastPath program providing an opportunity to earn the nationally recognized State Tested Nursing Aide credential with a high school diploma or GED.

A consistent and predictable **Mentor Pipeline** is critical to the success of Connecting ME. Outcomes are contingent upon mentor relationships that are productive, sustained, and supported by environments and programs that share common values and mission. The pipeline must also take into consideration mentor attrition and increased opportunity resulting from newly identified high-risk adolescents. Program partners, NCH, CD4AP and Franklin International commit to providing a continuous combined pool of 60

mentors with particular emphasis on recruiting individuals living and/or working in the immediate community. BGCC will provide staff to manage the supportive programs and opportunities.

To further enhance the development of Community Connectors Five Core Principles, Connecting ME will leverage and create third places. Third places are anywhere other than home, work, or school that have demonstrated effectiveness in developing and bridging social capital.

The emerging Technology Loft in the developing Reeb Community Center near South High School is an example of an innovative approach to third places. BGCC in partnership with Microsoft is currently in the design phase of the Technology Loft which will provide access to technology and Wi-Fi to complete homework, search for jobs and internships, and engage with peers and mentors in a casual, modern and welcoming space designed to inspire creative thinking and innovation.

Connecting ME will also employ **Rocket21** as a virtual third place. Rocket21 is an innovative social media platform that provides ongoing virtual contact with mentors and connects adolescents with assets within their community (http://www.rocket21.com/about). A private Connecting ME Rocket21 community will be created to establish a single, coordinated and perpetual point of informal contact and communication among teachers, program staff, mentors and mentees. Rocket21 also extends the boundaries of the community empowering middle and high school students to discover their futures by exploring interests and passions through virtual collaborations with world-class organizations and industry leading experts. In partnership with families, schools, and local, state and worldwide organizations, the Connecting ME Rocket21 community will develop competitions, challenges, projects and experiences that foster aspirational thinking and encourage adolescents to dream, create and innovate as they explore pathways to 21st Century careers.

Nurture Innovation and Connections Across Programs

The **Breakthrough Series: Institute for Healthcare Improvement's Collaborative Model for Achieving Breakthrough Improvement** will be employed to create a structure among the co-located mentorship programs, the schools, and Connecting ME partners to improve quality and collaboration. This model has achieved robust service delivery improvements in the healthcare setting and has been successfully replicated in other settings including afterschool programs. The Breakthrough Series is an iterative process of Learning Sessions and Action Periods.

An inventory of program curriculum, skill and character development goals, and activities will be conducted to determine if additional programs are needed to ensure programs and mentors are in place to keep adolescents are on the correct pathway. Twice annually mentors, school staff and mentor program staff will come together in face-to-face Learning Sessions to share information about mentee progress and program outcomes. The team will collectively strategize about how to better serve the mentees and fill gaps in service. During the period between Learning Sessions, or the Action Period, mentorship programs will deploy strategies identified in the Learning Session through quality improvement initiatives and monthly reporting.

To further nurture innovation and maximize the impact of Community Connectors programs across Ohio, Connecting ME proposes to engage all Community Connector grantees in an annual Connecting ME Innovation Conference in collaboration with the State of Ohio. The one day event will foster learning and sharing of best practices from experts and peers. To support the implementation of lessons learned the BGCC will train staff located within the region of Community Connectors grantees to provide ongoing quality improvement support and technical assistance.

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.

Existing best practice programs at the target schools have individually achieved positive outcomes. Yet, research indicates inconsistent service delivery among multiple providers has an equally strong relationship with reduced outcomes as do negative service experiences. Guided by this knowledge, Connecting ME aims to create a coordinated approach to enhance consistency and improve youth outcomes. To do this Connecting ME brings together core competencies and best practices of each partner organization.

Prerequisite Mentorship training has been associated with many positive outcomes including mentor/mentee match satisfaction, mentor confidence, time spent with the mentee and overall mentorship outcomes. Evidence suggests that outcomes are further enhanced when training is tailored to the specific cultural and social norms of the target population. Connecting ME enhances BGCC best practice

mentorship training with local cultural competency and social empathy training developed by CD4AP and adapted resiliency training supported by NCH's Behavioral Health Experts.

Connecting Mentorship Programs to Community and Relevant Career Opportunities has also been associated with positive youth outcomes. The development of hope for a positive future in at-risk adolescents is associated with resilient development adaptations and greater sense of control. Further evidence, however, suggests that building hope is insufficient absent the ability to engage resources and opportunities in the youth's context. Connecting ME will coordinate existing programs and connect the programs and youth to meaningful opportunities such as summer employment and job training.

The **Nurture Innovation and Connections Across Programs** strategy is grounded in strong evidence. The Breakthrough Series format described earlier has been associated with increased effectiveness for improved access to services and enhanced quality of service delivery. NCH is experienced in the Breakthrough Series format and has participated in local, regional and national collaborations using the Breakthrough Series format.

Connecting ME enhances the mentorship experience through addition of best practice programs like Rocket21. The partners will continually seek out innovative approaches to mentoring such as online mentoring which has demonstrated to improve mentor/mentee contact frequency resulting positive outcomes.

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.

The vision which underpins the strategic direction and daily work of NCH is to create optimal health for every child in our community. To deliver upon this commitment NCH has led the development of many successful programs of similar mission and scale as that of Connecting ME. One such program is the NCH Fitness and Nutrition (F.A.N.) Club, a collaborative program aiming to improve childhood physical fitness.

In 2008, NCH, in partnership with Columbus City Schools, deployed and began evaluating the F.A.N. Club in the afterschool setting. In its first year the F.A.N. Club served 30 at-risk children in one Columbus City School. Within two years the program expanded to serve more than 100 children in four separate Columbus City elementary schools. Using the Breakthrough Series improvement model described earlier, F.A.N. Club was able to leverage existing resources and expertise expanding its reach to more than 170 children annually by 2012. Throughout this time the F.A.N. Club has achieved impressive results. On average, F.A.N. Club participants improve their cardiorespiratory fitness by more than 40% during their participation in the program. The success of the F.A.N. Club has attracted local and national attention. In 2013, the Centers for Disease Control and Prevention (CDC) highlight the F.A.N. Club has a promising practice as part of CDC's Healthy Hospital Practice to Practice Series.

Nationwide Children's has demonstrated considerable success in community-based initiatives serving as an anchor institution bringing together multi-sector partners to develop and implement comprehensive solutions to health and well-being. The greatest example of this is the Healthy Neighborhoods, Healthy Families (HNHF) initiative. Modeled after successful neighborhood revitalization programs across the country, HNHF seeks to leverage existing assets to remove barriers to the health and well-being of thousands of families on Columbus' South Side. HNHF is an ambitious undertaking seeking improvements in the areas of: 1) affordable housing; 2) education, 3) health and wellness; 4) neighborhood safety; and 5) workforce and economic development. Through convening partners like CD4AP, Columbus City Schools, Columbus State Community College, and others, HNHF has experienced impressive results such as increased compliance with well-child checks, with more than 100 homes being rehabilitated and repaired in a single census tract, and increased employment opportunities for neighborhood residents.

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

Connecting ME is built upon a history of successful collaboration among the partner organizations. The collective vision of providing opportunities for youth on Columbus' South Side has guided our work to date. Years of collaboration have provided the partner organizations knowledge of each other's core competencies and resources amplifying our individual and collective impact. Community Connectors provides the structure and initial resources enhance youth mentorship opportunities, an area in which we have aligned missions, organizational readiness, and leadership commitment.

To further enhance collaboration and sustainability of effort Connecting ME partners will complete the Wilder Collaboration Factors Inventory twice annually. The Wilder Collaboration Factors Inventory is an evidence-based online tool used to measure collaboration including but not limited to effectiveness of leadership, decision-making ability, ability to achieve goals, and credibility of the collaboration in the

community.

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

The Connecting Me Leadership Team listed below will convene monthly.

NCH: Kelly Kelleher, MD, MPH, Vice President for Community Health and Services Research, will provide primary oversight of the Connecting ME program ensuring all partners are performing agreed upon roles and responsibilities and work with NCH research staff in ongoing program evaluation. Dr. Kelleher has been continuously funded by NIH since shortly after completing his training in 1990. He is comfortable managing grant funded programs involving multiple partners as he has been principal investigator or project director for numerous multi-site projects.

He is honored to serve as Program Director for Connecting ME for several reasons. First, an outstanding team committed and prepared to make a difference in the lives of young people on Columbus' South Side has been assembled. The organizations enjoined have longstanding and growing relationships with the neighborhood and each other (e.g. Columbus City Schools, NCH and CD4AP) with the addition of new industry partner (Franklin, International).

Secondly, as a researcher at the National Institutes of Health and Institutes of Medicine for the past 25 years, he knows the evidence base around mentoring underscores the critical nature of adult relationships in promoting resiliency and success for our highest risk students. Connecting ME is a natural outgrowth of his job as VP for Community Health as NCH included wellness and Southside community development as a core part of its 5 year strategic plan.

Lastly, Kelly is personally committed to Connecting ME and the neighborhood children. He volunteers at the South Parsons library in the Homework Help Center as well as at South High School. They are both inspiring places because of the good work that is starting but even more so because of the children and adolescents and families who are committed to improving their outcomes.

Doug Wolf, Manager Community Engagement, will facilitate the work of other NCH departments/staff including the adaption and offering of the Coping and Resiliency Training program and the recruitment of mentors. He will also support Dr. Kelleher in coordinating the overall partnership. Doug's formal education and professional career qualify him to lead a program focused on nurturing the development of young people into productive citizens. Over the past 7 years, Doug has been working within Columbus' South Side to develop pathways to strengthen the future of the children and families NCH serves. The Community Connectors program provides the needed resources and endorsement to aid Doug and his colleagues in encouraging and strengthening established partnerships and to increase the pool of resources available to these children through a mentorship program. He has seen firsthand the difference a mentor can have in the life of a child. Doug is committed to facilitating Connecting ME so that our team can provide a stronger base of citizens for our State and city. His qualifications to manage this initiative include: BS in Athletic Training/Sports Management, concentration Wellness; MS in Allied Health, Emphasis Health Promotion; MBA, concentration Healthcare Administration; a decade of progressive leadership experience in community wellness and youth development programming at NCH. Programs Doug has led which coincide with Connecting Me include the development and implementation of F.A.N. Club and the development of a local multi-sector collaborative as part of the National Initiative for Children's Healthcare Quality Healthy Weight Collaborative. He serves as a member of the Health Occupations Students of American National Advisory Council and mentor with multiple organizations.

CD4AP: David Cofer, BS, MA, Managing Director, will provide senior leadership to the project on behalf of CD4AP to include supervision of involved staff and facilitation and connections to CD4AP thought leadership, technical expertise and capabilities that will emerge as part of mentor training and other development experiences; facilitate relationships with participating employers to include Franklin International; and, further contribute to efforts to connect the broader community in this effort as opportunities arise including mentor recruitment. As a native of Columbus and graduate of Columbus City

Schools, Dave continuously seeks opportunities to commit his gifts and graces to efforts that prepare future graduates for success in the workplace, higher education, and the military, and/or entrepreneurial pursuits. Personally, he was the benefactor of many formal programs, 1:1 and group mentoring relationships and opportunities that provided the foundation upon which his personal and professional achievements have been built. He views the Connecting ME initiative as a wonderful example of collaboration between the local schools, community-based organizations and anchors, and an area employer. He believes strongly in the direct impact Connecting ME can have on the lives of the young people afforded the opportunity to participate. Dave has nearly 20 years of experience in private sector and non-profit program management, talent development, performance management and continuous improvement. Youth development volunteer experiences include: Project Mentor; Junior Achievement Classroom Consultant; and, Trained Leader Boy Scouts of America (Cub Scouts.

Darlene Scheid, BS, BA, Youth Development Director, will facilitate the development of the Cultural Competency trainings; recruit program mentors; assist in family and community engagement strategies; and facilitate the development of Rocket21. Darlene has over 10 years experience in youth development and summer education programming. She led program efforts for 8 elementary and middle school-based mentoring programs over a 4 year period, including curriculum development, mentor recruitment and sustainability, and program implementation. Darlene's involvement in national and state based programing surrounding youth development is extensive as illustrated through the following sampling: served as facilitator & keynote speaker in youth development professional development series "Next Is Now "in San Francisco, CA; member for the Mentoring Center of Central Ohio Advisory Council; workshop presenter and member of the Off To A Great Start Conference Planning Committee, a dynamic state-wide professional development conference for out-of-school-time professionals; a workshop professional for youth development organizations around the state of Ohio, specializing in project-based learning experiences, leadership, and teambuilding; active child advocate and youth development policy advisor, serving as an Ohio Afterschool Network Statewide After School Ambassador. During the past 6 years, Darlene has been working within Central Ohio to implement premium out-of-school time experiences for youth grades K-12, including meaningful mentoring relationships. Currently, she directs afterschool and summer programming for students on the South Side of Columbus. The Connecting ME program provides an important support structure for her students in encouraging next level accomplishments and paving the pathway to continued success as they grow. As a former mentoring coordinator, she has experienced the difference one caring adult can make in the life of a child and has a personal passion for mentoring youth. This resource-rich program will grow with our students, even after they leave the traditional after school program model. She is dedicated to lending her expertise in the Connecting ME program to ensure great achievements for our children and community on the South Side of Columbus.

BGCC: Rebecca Asmo, BA, Executive Director, will provide direct supervision of BGCC program staff affiliated with Connecting ME. BGCC program staff will oversee volunteer screening, placement, onboarding and management. Her team will also be responsible for collecting program measurements and communicating with key stakeholder groups. In addition, BGCC will offer meeting locations and activities for mentors/ mentees. Rebecca became Executive Director of BGCC in 2010, overseeing the growth of the organization's footprint and impact capacity including the opening 5 new sites in high need Columbus neighborhoods. She has grown service and revenue capacity to meet the needs of 3,500 Club members served annually. She oversaw the implementation of the CareerLaunch Teen Program Model and the implementation of Summer Learning Loss Prevention Programming. BGCC's implementation of summer learning loss prevention programs and teen career development programs in the Columbus community has helped her understand that every child is capable of achieving a great future, provided they are given the highest quality of program tools. Since BGCC is affiliated with our nation's leading youth development organization, they have the capacity, resources and expertise to support community-based mentors in their efforts to give young people in need a vision of what is possible for their future. In addition to supporting mentors, BGCC has the capacity to support wrap around youth development services for youth, leverage additional program funding and support a scaled program implementation in the future. This capacity, combined with the community partners for Connecting ME, gives her confidence that this program can achieve great results in the short and long term. Rebecca serves as a member of the Board of Directors of the Ohio Alliance of BGCCs and the Human Service Chamber of Franklin County, as a member of Boys & Girls Club of America's (BGC) National Child Safety Committee. Prior to joining the BGCCs of Columbus,

Rebecca served on the staff of the Ohio Historical Society and the National Museum of Women in the Arts, focusing on raising funds for special projects.

South High School: Edmund Baker, Principal, is an administrator in the Columbus City Schools district with seventeen years of experience and accomplishments in middle-level education. He is currently in his first year as the head principal at South High School. He has been widely recognized for his expertise and invited to present throughout the district on best practices. Mr. Baker has demonstrated commitment to ensuring quality education for all students based on their unique social, emotional, physical and intellectual characteristics. He earned a Bachelor's degree from Central State University in Education and a Master's degree in Administrative Education from The Ohio State University. He strongly believes in the collaboration between school and community and works tirelessly to build a positive relationship between South High School and the surrounding community. He has served on the Poindexter History Advisory Committee and the Partners Achieving Community Transformation (PACT) Educational Subcommittee. He has been the recipient of the Ingram Principal's award, the Sheila Moore Community Service Award, After School All-stars Service and Appreciation Award, and most recently the Champions of Youth Award.

Franklin International (FI): Holly Driggs, Board Member and Mike Seifert, VP Human Resources, will jointly serve as primary points of contact for FI and all interactions related to the Connecting ME program. Responsibilities will include: engaging FI employees interested in serving as Mentors, engaging with overall project team, facilitating on-site presentations to FI employees for the purpose of promoting mentor opportunities as well as raising overall community awareness related to the Connecting ME program. FI has a presence spanning many decades on Columbus' South Side. This continued presence coupled with their commitment to corporate responsibility and the opportunity to engage with the Connecting ME program and its collaborators (NCH, CD4AP, Columbus City Schools, and BGCC) is an ideal opportunity to engage with the local community and help in facilitating the contributions of their local employee base. South High School and Lincoln Park Elementary School are located within a 2 mile-radius of the FI south Columbus operations. They very much look forward to the opportunity to actively engage with the students of these schools located within such close proximity to their business operations.

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.

The below timeline provides an overview of major activities and milestones. Activities in **BOLD** are planning activities in year one. The remainder of activities will repeat in a similar timeline each year.

Activity	Projected Start	Projected Finish
Leadership team begins meeting monthly	**May 1, 2015**	**----**
Hire project staff	**May 1, 2015**	**May 29, 2015**
Adapt existing training	**May 1, 2105**	**July 3, 2015**
Design cultural competency and social empathy training	**May 1, 2015**	**July 3, 2015**
Create pathways portal/Rocket 21	**June 1, 2015**	**July 31, 2105**
Recruit mentors	June 1, 2015	July 31, 2015
Train mentors	August 3, 2015	August 28, 2015
Initial mentor/mentee matching	August 31, 2015	September 7, 2015
Baseline assessment	August 31, 2015	September 7, 2015
First partnership Breakthrough Series meeting	September 7, 2015	September 18, 2015
Recruit parent for Neighborhood Leadership Academy	January 4, 2016	April 1, 2106
Post Assessment	May 2, 2016	May 13, 2016
Parent completes Neighborhood Leadership Academy	May 4, 2016	November 20, 2016
Second partnership Breakthrough Series meeting	May 16, 2016	May 27, 2016
Annual Statewide Community Connectors meeting	June 1, 2016	June 19, 2016

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;

Screening: Connecting ME will use the BGCCs of Columbus three step mentor screening process. 1) Prospective mentors will completing an application form which will include their

motivations for wanting to mentor a young person, an interest listing, past work and volunteer experiences, and professional and personal references; 2) Prospective mentors who successfully complete an application will undergo a criminal background screening that will identify any past criminal activity using BGC of America's preferred background check provider; 3) Mentors will complete an online Guardian behavior screening, which will allow staff to make appropriate mentor/mentee matches and also identify any behaviors that could be a barrier to a successful mentor/mentee relationship.

Onboarding: All approved mentors will undergo an onboarding process including distance learning and in person learning. The Distance Learning Courses available through BGCCs' Spillett Leadership include courses in building resiliency in youth, child safety, developmental characteristics of youth, providing informal guidance and discipline, and recruiting and retaining teens. The in person learning seminar will be led by staff from NCH and BGCCs of Columbus. The four to six hour training will provide mentors with practical training designed to support their relationships with mentees as well as in depth training about child safety and appropriate boundaries for mentor/mentee relationships.

Ongoing Training: Quarterly trainings will be provided by staff at the BGCCs. All trainings will include at least one module dedicated to a child safety topic. Other training modules will be selected based on the needs of mentors.

Supporting: Outside of school based activities, mentors will be strongly encouraged to meet with their mentees at the BGCCs of Columbus, or another approved community site. This will allow for mentors and mentees to interact in a setting that is safe and supervised and also give mentors a variety of activities to engage in during their visits. Meeting in a Club environment will also support the development of mentor/mentee relationships for youth and adults who do not immediately "click." Finally, meeting in an approved location will ensure that youth are surrounded by a variety of mentors and supports (in addition to their assigned mentor) that will build a network of opportunities around any particular young person regardless of the success of their individual mentor/mentee relationship.

Monitoring: Mentor/Mentee meetings at the BGCC will also allow the Clubs to track participation using the KidTrax Member Database. This database will allow for easy recording of attendance and maintenance of mentor and mentee contact information. Additionally, Program Directors at the BGCC will collect weekly tracking forms from mentors and monthly feedback surveys from youth. These forms will be assessed to ensure that mentors and mentees are having a positive experience. If a mentor/mentee relationship is not successful, youth will be temporarily assigned to meet one on one with program staff at the BGCC, until another permanent mentor can be assigned. School based activity participation will be tracked by posted sign-in sheets. Mentors and mentees will both sign-in upon arriving and departing the mentor/mentee meeting. The sign-in sheets will be collected weekly by the Connecting ME Project Coordinator.

b. Identification and intake process for mentees;

Mentees will be recommended by school administrators. Once selected, mentees will complete an interest form. These interest forms will be used (along with all mentor screening materials) to help make successful mentor/mentee matches. Once youth are enrolled as Connecting ME participants, BGCC will host a family orientation session. Parents/guardians will be required to attend this session with their Club members, during which time all partner organizations will orient them to the program, its expectations and the incentives for participating.

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;

Connecting ME will recruit one parent champion each year to participate in the South Side Neighborhood Leadership Academy (NLA). The South Side NLA is a unique neighborhood-

based leadership program designed to equip residents with the knowledge and tools to become agents of change in Columbus' South Side. Upon completing the South Side NLA the parent champion will support the implementation of Connecting ME family engagement strategies. Initial strategies include monthly family nights hosted at Reeb Community Center, parent of the week recognition at the BGCC, and parent newsletters and social media.

d. Assessing fiscal accountability and faithful implementation of project plans; and

The Research Institute at NCH has fiscal responsibility for all public sector grant funds secured by NCH which would include the Community Connectors grant. A team of specialists including a lead accountant housed within the Research Institute oversees all requested disbursements from the program staff and ensures the expenditures fulfill the program intent and adhere to the program guidelines. This team will also track the in-kind support provided by staff.

The Connecting ME Leadership Team will jointly monitor the program progress toward adhering to and meeting the program goals. As he has successfully done on many State and Federal grant funded programs, Dr. Kelleher takes primary responsibility for the program implementation. The Research Institute will put in place a schedule for reporting and program monitoring.

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;

BGCC will use its KidTrax database. This database allows for mentees (and mentors) to scan in and out of the program using an electronic barcode. The system will automatically aggregate program data based on mentee and mentor scans. Program participants will be given a special membership code so that their reports can be easily pulled on a regular basis, or when requested. When activities occur at locations without KidTrax accessibility the Connecting ME Project Coordinator, Youth Development Specialists or mentorship program staff will collect attendance sheets. Information from KidTrax and the manually collected attendance data will be combined into a comprehensive weekly report. BGCC will also collect weekly reports from mentors (these are simple forms, one page only) that document progress or challenges for mentees and any support needed by the mentor. Giving mentors and opportunity to meet at the BGCC will also allow them the opportunity to form relationships with our staff, which will assure more open communication about the needs of the child.

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

In addition to participation data captured by KidTrax (this data system is used by all BGCCs), BGCC will regularly collect the following information:

- Academic, behavior and course work information will be collected from Columbus City Schools using the Learning Circle Education System. This data will be collected on a weekly basis and shared with mentors. This information will also be used to assess academic progress or improvements in the areas of attendance or behavior.
- National Youth Outcomes Initiative survey, which was created by BGC of America, will be administered at the beginning and end of the school year and the beginning and end of the summer. This survey measures youth program satisfaction, the young person's feelings about safety (both in the Club and in the community) and their relationships with adults. In addition, the survey assesses indicators related to academic success, good character and citizenship and healthy lifestyles. Because academic data will be collected directly from Columbus City Schools,

this survey will mostly be used to assess youth safety and satisfaction and indicators related to character development and wellness.

c. Projected indicators of success;

- 90% of participants will improve school attendance
- 75% of participants will enroll in BGCC Summer Brain Gain Program
- 80% of Summer Brain Gain Program participants will experience no academic loss over the summer
- 90% of participants will be enrolled in an extracurricular enrichment activity
- 90% of participants will attend the BGCCs' South Side Club a minimum of one day per week during the school year.
- 95% participants will realize improvements in perceptions of academic abilities, feelings of safety, connectedness to adults, character indicators and wellness indicators

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

Connecting ME anticipates few barriers to successful evaluation of this program, provided mentors and mentees remain engaged and continue to participate in the program. If mentees fail to attend the program, this will make evaluation using the National Youth Outcomes Initiative survey a challenge but not collection of Learning Circle Data from Columbus City Schools. The addition of the BGCCs program to the overall mentor/mentee relationship will mitigate the challenges regularly seen in evaluating these types of programs.

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.

The partner organizations assembled to establish the Connecting ME mentorship program have a history of working together. Their collective commitment to encouraging and fostering the future of children in the South Side community has brought them together for project specific programs in the past. The trust and confidence needed for a strong and sustainable future is in place.

The three year Community Connectors grant will provide resources to establish the Connecting ME program developing needed tools and the proposed model. The majority of program costs outside of staff time and those which can be absorbed by operating budgets will occur in the first three years of the program. Each of the partner organizations have the capacity to absorb ongoing expenses within their annual budgets past the first three years of the program.

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 Request Form

By clicking this box, ☒ I (Insert Name) Jeannette Holmes 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.

U. S. TREASURY DEPARTMENT
INTERNAL REVENUE SERVICE
WASHINGTON, D. C. 20224

OCT 12 1965

IN REPLY REFER TO
Form M-4280
T:EP:EO:R:L-JCW

PURPOSE	
Charitable, Scientific, and Educational	
ADDRESS INQUIRIES & FILE RETURNS WIT DISTRICT OF INTERNAL REVENUE	
Cincinnati, Ohio	
FORM 990-A REQUIRED	ACCOUNTING PERIOD ENDING
[x] YES [ ] NO	December 31

The Childrens Hospital
17th Street and Livingston Park
Columbus, Ohio 43205

Gentlemen:

On the basis of your stated purposes and the understanding that your operations will continue as evidenced to date or will conform to those proposed in your ruling application, we have concluded that you are exempt from Federal income tax as an organization described in section 501(c)(3) of the Internal Revenue Code. Any changes in operation from those described, or in your character or purposes, must be reported immediately to your District Director for consideration of their effect upon your exempt status. You must also report any change in your name and address.

You are not required to file Federal income tax returns so long as you retain an exempt status, unless you are subject to the tax on unrelated business income imposed by section 511 of the Code, in which event you are required to file Form 990-T. Our determination as to your liability for filing the annual information return, Form 990-A, is set forth above. That return, if required, must be filed on or before the 15th day of the fifth month after the close of your annual accounting period indicated above.

Contributions made to you are deductible by donors as provided in section 170 of the Code. Bequests, legacies, devises, transfers or gifts to or for your use are deductible for Federal estate and gift tax purposes under the provisions of section 2055, 2106 and 2522 of the Code.

You are not liable for the taxes imposed under the Federal Insurance Contributions Act (social security taxes) unless you file a waiver of exemption certificate as provided in such act. You are not liable for the tax imposed under the Federal Unemployment Tax Act. Inquiries about the waiver of exemption certificate for social security taxes should be addressed to your District Director, as should any questions concerning excise, employment or other Federal taxes.

Your District Director is being advised of this action.
Our ruling letter of January 17, 1937 is hereby affirmed.

Very truly yours,

W. B. Geele

Acting Chief, Rulings Section
Exempt Organizations Branch

FORM M-4280 (5-64)

GPO 860-946

Internal Revenue Service

Department of the Treasury

RECEIVED JUN - 7 1982

Washington, DC 20224

The Children's Hospital, Inc.
700 Children's Drive
Columbus, OH 43205
Attn: Stuart W. Williams

Person to Contact:
Mr. Barrett
Telephone Number:
202-566-3673
Refer Reply to:
OP:E:EO:T:R:1
Date:
27 MAY 1982

Legend:

J = The Children's Hospital
K = Children's Hospital Research Foundation
L = Children's Hospital, Inc.
M = The Children's Hospital Foundation
N = Columbus, Ohio

Dear Applicant:

We have considered your submission of April 28, 1982 requesting rulings relating to the proposed transactions described below.

J is a nonprofit hospital exempt under section 501(c)(3) of the Internal Revenue Code, and located in N. J was organized to provide, among other things, medical and nursing care for children and to conduct research activities. J has been determined by the Internal Revenue Service to be an organization other than a private foundation because it is described in section 509(a)(1) and section 170(b)(1)(A)(iii) of the Code.

K is an organization engaged in and fostering basic and applied research into various diseases and ailments afflicting children. K's sole member is J. The Internal Revenue Service has determined that K is an organization described in section 501(c)(3) and section 509(a) of the Code.

L is a new organization that has filed for exemption from federal income tax under section 501(c)(3) of the Code, and exclusion from private foundation status as an organization described in section 509(a)(1) or, alternatively, section 509(a)(2) of the Code.

M is also a new organization that has filed for exemption from federal income tax under section 501(c)(3) of the Code. M seeks exclusion from private foundation status under section 509(a)(1) or, alternatively, sections 509(a)(2) or 509(a)(3) of the Code. M's sole member is L. M was formed to manage the endowment assets of J, K, and L, and to perform fund-raising activities for these organizations.

Contingent upon the recognition of L and M as tax-exempt organizations under section 501(c)(3) of the Code, J, K, L, and M propose to reorganize. Specifically, J's Code of Regulations will be amended to provide that J's sole member will become L and to make administrative changes in the number and composition of J's Board of Trustees. Likewise, K's Code of Regulations will be amended to change the designation of the sole member from J to L

and to make administrative changes in the number and composition of K's Board of Trustees.

The result of these changes will be to restructure the relationship of these entities so that L will be the parent corporation with voting control over the subsidiaries J, K, and M. Following the establishment of this structure, certain endowment assets currently held by J will be transferred to L and to M. Because J has previously financed certain operations and buildings through county revenue bonds, L and M must sign certain documentation with the trustee for the bondholder confirming the pledge of assets under the trust indenture, in connection with the receipt of such assets from J and K.

Following the transfer, L will oversee the operations of, and will perform certain services for, its subsidiaries. L will coordinate expansion of group programs and assets and will determine if additional entities will be needed within the group. J will continue to function as an operating hospital, but it is anticipated that substantially all of J's research functions will be transferred to K, and a large part of J's fund raising activities will be handled by M. K will continue its current research activities while substantially all of its endowment management and solicitation activities will be transferred to M. M will receive substantially all of the group's endowment assets and will initiate fund-raising activities on behalf of the group.

The group anticipates that this reorganization will result in improved management efficiency, will better focus the expertise of the group in response to problems arising in the various subsidiaries, will facilitate reporting requirements, and will insulate endowment assets from third-party claims.

Section 501(c)(3) of the Internal Revenue Code provides for exemption for organizations organized and operated exclusively for charitable, educational, religious, and scientific purposes, no part of the net earnings of which inures to the benefit of any private shareholder or individual.

Section 511 of the Code imposes a tax on the unrelated business taxable income (as defined in section 512) of organizations described in section 501 (c).

Section 512 of the Code defines "unrelated business taxable income" as the gross income derived by any organization from any unrelated trade or business (as defined in section 513) regularly carried on by it less allowable deductions.

Section 513 of the Code defines "unrelated trade or business", for organizations subject to tax under section 511, as any trade or business the conduct of which is not substantially related (aside from the need of the organization for income or funds or the use it makes of the profits derived) to the exercise or performance by such organization of its charitable, educational, or other purpose or function constituting the basis for its exemption under section 501. Section 513(a)(2) of the Code provides that the term

"unrelated trade or business" does not include any trade or business carried on by an organization described in section 501(c)(3) primarily for the convenience of its members, students, patients, officers, or employees.

Section 1.513-1(d)(2) of the Income Tax Regulations provides that a trade or business is "related" to exempt purposes only where the conduct of the business activity has a causal relationship to the achievement of an exempt purpose, and is "substantially related" for purposes of section 513, only if the causal relationship is a substantial one.

Rev. Rul. 78-41, 1978-1 C.B. 148, described a trust whose sole purpose was to accumulate and hold funds for use in satisfying malpractice claims against a hospital. The trust was determined to be an integral part of the hospital because it was controlled by the hospital and because it was performing a function that the hospital could do directly. The organization was ruled to be exempt under section 501(c)(3) of the Code.

The information submitted indicates that following the proposed reorganization each entity within the group will be performing a health care function consistent with exemption under section 501(c)(3) of the Code.

Accordingly, assuming that the operations of the entities will be as stated in their submissions, and upon the condition that L and M are recognized as exempt organizations under section 501(c)(3) of the Code and are classified as entities other than private foundations under section 509(a), we rule as follows:

1. After the proposed reorganization, J will continue to qualify as an organization described in sections 501(c)(3), 509(a)(1), and 170(b)(1)(a)(iii) of the Code.

2. Following the proposed reorganization, K will continue to qualify as an organization described in sections 501(c)(3) and 509 (a) of the Code.

3. After the proposed reorganization, L will qualify as an organization described in section 501(c)(3) of the Code and as a public charity under section 509(a) of the Code, subject to the conditions and reporting requirements of any advance ruling period set forth in L's determination letter under section 501(c)(3).

4. After the proposed reorganization, M will qualify as an organization described in section 501(c)(3) of the Code, and as an organization other than a private foundation under section 509(a) of the Code, subject to the conditions and reporting requirements of any advance ruling period set forth in M's determination letter under section 501(c)(3).

5. After the proposed reorganization, the transfers of property by and between J, K, L, and M as described herein will not result in unrelated business taxable income under section 511 through 514 of the Code.

The Children's Hospital, Inc.

6. After the proposed reorganization, the providing and sharing of services, facilities and expenses by and between J, K, L, and M will not result in unrelated business taxable income to any of these organizations under sections 511 through 514 of the Code.

7. After the proposed reorganization, contributions to each of J, K, L, and M will remain deductible to donors as provided in section 170.

This ruling is directed only to the organization that requested it. Section 6110(j)(3) of the Internal Revenue Code provides that it may not be used or cited as precedent.

Sincerely yours,

J. E. Griffith

J. E. Griffith
Chief, Rulings Section
Exempt Organizations
Technical Branch

Children's

700 Children's Drive
Columbus, Ohio 43205-2696
(614-722-2000)
www.childrenscolumbus.org

MEMORANDUM

TO: Philip R. Johnson, MD
Grant Morrow, MD
Dan Mann
Dick Smith

FROM: Martha D. Johnson (x-3940) Marty

DATE: May 4, 1999

RE: Official Name Change

Attached for your information and files is the official Certificate of Amendment changing the name of Children's Hospital Research Foundation to Children's Research Institute. Therefore henceforth, the official name should be Children's Research Institute rather than Children's Hospital Research Foundation.

Please call me with any questions.

MDJ:ts

Prescribed by
J. Kenneth Blackwell, Secretary of State
30 East Broad Street, 14th Floor
Columbus, Ohio 43266-0418
Form C-114

Charter No.	
Approved	
Date	
Fee	

RECEIVED
APR 16 1999
J. KENNETH BLACKWELL
SECRETARY OF STATE

CERTIFICATE OF AMENDMENT
OF
ARTICLES OF INCORPORATION OF CHILDREN'S HOSPITAL RESEARCH FOUNDATION

CHILDREN'S HOSPITAL
APR 27 1999
LEGAL D.

Donald P. McConnell, who is:

☒ Chairman of the ☐ President ☐ Vice President (check one)

RECEIVED
APR 15 1999
J. KENNETH BLACKWELL
SECRETARY OF STATE

and

John E. Foster, who is: ☒ Secretary ☐ Assistant Secretary (Check One)

of the above named Ohio corporation organized not for profit do hereby certify that: (check the appropriate box and complete the appropriate statements)

☒ at a meeting of the members of said corporation was duly called and held on the 16th day of February, 19 99 at which meeting a quorum of such members were present, and by the affirmative vote of 100% of the members present thereat,

☐ in a writing signed by all of the members who would be entitled to notice of a meeting or such other proportion not less than a majority as the articles of regulations permit,

the following resolution of amendment was adopted:

RESOLVED, that ARTICLE FIRST of the Articles of Incorporation of Children's Hospital Research Foundation shall be amended as follows:

FIRST. The name of the corporation shall be Children's Research Institute.

IN WITNESS WHEREOF, the above named officers, acting for and on the behalf of the corporation, have hereto subscribed their names this 14th day of April, 19 99.

By Donald P. McConnell
(Chairman, President, Vice President)
Donald P. McConnell, President

By John E. Foster
(Secretary, Assistant Secretary)
John E. Foster, Secretary

NOTE: Ohio law does not permit one officer to sign in two capacities. Two separate signatures are required, even if this necessitates the election of a second officer before the filing can be made.

Department of the Treasury
Internal Revenue Service
Cincinnati, OH 45999

In reply refer to: 0241555515
Oct 25, 2007 LTR 147C
31-4379441

NATIONWIDE CHILDRENS HOSPITAL
700 CHILDRENS DR
COLUMBUS OH 43205-2664 008

Taxpayer Identification Number: 31-4379441

Form(s):

Dear Taxpayer:

This letter is in response to your telephone inquiry of October 25th, 2007.

Your Employer Identification Number (EIN) is 31-4379441. Please keep this number in your permanent records. You should enter your name and your EIN, exactly as shown above, on all business federal tax forms that require its use, and on any related correspondence documents.

If you have any questions regarding this letter, please call our Practitioner Priority Services Department at 1-866-860-4259 between the hours of 8:00 AM and 8:00 PM local time. If you prefer, you may write to us at the address shown at the top of the first page of this letter. When you write, please include a telephone number where you may be reached and the best time to call.

Sincerely,

Bonar

Mrs. Bonar
17-50759
Customer Service Representative

Prescribed by:

The Ohio Secretary of State
Central Ohio: (614) 466-3910
Toll Free: 1-877-SOS-FILE (1-877-767-3453)

www.sos.state.oh.us
e-mail: busserv@sos.state.oh.us

Expedite this Form: (Select One)	
Mail Form to one of the Following:	
⊙ Yes	PO Box 1380 Columbus, OH 43216 *** Requires an additional fee of $100 ***
○ No	PO Box 1028 Columbus, OH 43216

Certificate of Amendment by Shareholders or Members

(Domestic)

Filing Fee $50.00

(CHECK ONLY ONE (1) BOX)

(1) Domestic for Profit	PLEASE READ INSTRUCTIONS	(2) Domestic Nonprofit	
☐ Amended (122-AMAP)	☐ Amendment (125-AMDS)	☐ Amended (126-AMAN)	☑ Amendment (126-AMD)

RECEIVED
SECRETARY OF STATE
2007 SEP 24 AM 9:07
CORPORATE SERVICE CENTER

Complete the general information in this section for the box checked above.

Name of Corporation: The Children's Hospital

Charter Number: 8977

Name of Officer: Steven J. Allen, M.D.

Title: Chief Executive Officer

☐ Please check if additional provisions attached.

The above named Ohio corporation, does hereby certify that:

☐ A meeting of the ☐ shareholders ☐ directors (*nonprofit amended articles only)*

☐ members was duly called and held on _____ (Date)

at which meeting a quorum was present in person or by proxy, based upon the quorum present, an affirmative vote was cast which entitled them to exercise _____ % as the voting power of the corporation.

☑ In a writing signed by all of the ☐ shareholders ☐ directors *(non-profit amended articles only)*
☑ members who would be entitled to the notice of a meeting or such other proportion not less than a majority as the articles of regulations or bylaws permit.

Clause applies if amended box is checked.

Resolved, that the following amended articles of incorporations be and the same are hereby adopted to supercede and take the place of the existing articles of incorporation and all amendments thereto.

All of the following information must be completed if an amended box is checked.
If an amendment box is checked, complete the areas that apply.

FIRST: The name of the corporation is: Nationwide Children's Hospital

SECOND: The place in the State of Ohio where its principal office is located is in the City of:

(city, village or township) (county)

THIRD: The purposes of the corporation are as follows:

FOURTH: The number of shares which the corporation is authorized to have outstanding is:
(Does not apply to box (2))

REQUIRED
Must be authenticated (signed) by an authorized representative
(See Instructions)

Authorized Representative

Steven J. Allen, M.D.
(Print Name)
Chief Executive Officer

September 24, 2007
Date

Authorized Representative

(Print Name)

Date

Department of the Treasury
Internal Revenue Service
Cincinnati, OH 45999

In reply refer to: 0241555515
Oct 25, 2007 LTR 147C
31-1036372

NATIONWIDE CHILDRENS HOSPITAL INC
700 CHILDRENS DR
COLUMBUS OH 43205-2664 008

Taxpayer Identification Number: 31-1036372

Form(s):

Dear Taxpayer:

This letter is in response to your telephone inquiry of October 25th, 2007.

Your Employer Identification Number (EIN) is 31-1036372. Please keep this number in your permanent records. You should enter your name and your EIN, exactly as shown above, on all business federal tax forms that require its use, and on any related correspondence documents.

If you have any questions regarding this letter, please call our Practitioner Priority Services Department at 1-866-860-4259 between the hours of 8:00 AM and 8:00 PM local time. If you prefer, you may write to us at the address shown at the top of the first page of this letter. When you write, please include a telephone number where you may be reached and the best time to call.

Sincerely,

J Bonar

Mrs. Bonar
17-50759
Customer Service Representative

Prescribed by:

The Ohio Secretary of State
Central Ohio: (614) 466-3910
Toll Free: 1-877-SOS-FILE (1-877-767-3453)

www.sos.state.oh.us
e-mail: busserv@sos.state.oh.us

Expedite this Form: (Select One)	
Mail Form to one of the Following:	
◉ Yes	PO Box 1390 Columbus, OH 43216 ** Requires an additional fee of $100 **
○ No	PO Box 1028 Columbus, OH 43216

Certificate of Amendment by Shareholders or Members

(Domestic)

Filing Fee $50.00

(CHECK ONLY ONE (1) BOX)

(1) Domestic for Profit	PLEASE READ INSTRUCTIONS	(2) Domestic Nonprofit	
☐ Amended (122-AMAP)	☐ Amendment (125-AMDS)	☐ Amended (126-AMAN)	☑ Amendment (128-AMD)

RECEIVED
SECRETARY OF STATE
2007 SEP 24 AM 9:07
CLIENT SERVICE CENTER

Complete the general information in this section for the box checked above.

Name of Corporation: Children's Hospital, Inc.

Charter Number: 593488

Name of Officer: Steven J. Allen, M.D.

Title: Chief Executive Officer

☐ Please check if additional provisions attached.

The above named Ohio corporation, does hereby certify that:

☐ A meeting of the ☐ shareholders ☐ directors (*nonprofit amended articles only)*

☐ members was duly called and held on _____ (Date)

at which meeting a quorum was present in person or by proxy, based upon the quorum present, an affirmative vote was cast which entitled them to exercise _____ % as the voting power of the corporation.

☐ In a writing signed by all of the ☐ shareholders ☐ directors *(non-profit amended articles only)* members who would be entitled to the notice of a meeting or such other proportion not less than a majority as the articles of regulations or bylaws permit.

Clause applies if amended box is checked.

Resolved, that the following amended articles of incorporations be and the same are hereby adopted to supercede and take the place of the existing articles of incorporation and all amendments thereto.

All of the following information must be completed if an amended box is checked.
If an amendment box is checked, complete the areas that apply.

FIRST: The name of the corporation is: Nationwide Children's Hospital, Inc.

SECOND: The place in the State of Ohio where its principal office is located is in the City of:

(city, village or township) (county)

THIRD: The purposes of the corporation are as follows:

FOURTH: The number of shares which the corporation is authorized to have outstanding is:
(Does not apply to box (2))

REQUIRED
Must be authenticated (signed) by an authorized representative
(See Instructions)

Authorized Representative — September 24, 2007 Date

Steven J. Allen, M.D.
(Print Name)
Chief Executive Officer

Authorized Representative — Date

(Print Name)

Department of the Treasury
Internal Revenue Service
Cincinnati, OH 45999

In reply refer to: 0241555515
Oct 25, 2007 LTR 147C
31-6056230

RESEARCH INSTITUTE AT NATIONWIDE
CHILDRENS HOSPITAL
700 CHILDRENS DR
COLUMBUS OH 43205-2664 008

Taxpayer Identification Number: 31-6056230

Form(s):

Dear Taxpayer:

This letter is in response to your telephone inquiry of October 25th, 2007.

Your Employer Identification Number (EIN) is 31-6056230. Please keep this number in your permanent records. You should enter your name and your EIN, exactly as shown above, on all business federal tax forms that require its use, and on any related correspondence documents.

If you have any questions regarding this letter, please call our Practitioner Priority Services Department at 1-866-860-4259 between the hours of 8:00 AM and 8:00 PM local time. If you prefer, you may write to us at the address shown at the top of the first page of this letter. When you write, please include a telephone number where you may be reached and the best time to call.

Sincerely,

J Bonar

Mrs. Bonar
17-50759
Customer Service Representative

Prescribed by:

The Ohio Secretary of State
Central Ohio: (614) 466-3910
Toll Free: 1-877-SOS-FILE (1-877-767-3453)

www.sos.state.oh.us
e-mail: busserv@sos.state.oh.us

Expedite this Form: (Select One)	
Mail Form to one of the Following:	
⊙ Yes	PO Box 1390 Columbus, OH 43216 *** Requires an additional fee of $100 ***
○ No	PO Box 1028 Columbus, OH 43216

Certificate of Amendment by Shareholders or Members

(Domestic)

Filing Fee $50.00

(CHECK ONLY ONE (1) BOX)

(1) Domestic for Profit	PLEASE READ INSTRUCTIONS	(2) Domestic Nonprofit	
☐ Amended (122-AMAP)	☐ Amendment (125-AMDS)	☐ Amended (126-AMAN)	☑ Amendment (128-AMD)

Complete the general information in this section for the box checked above.

Name of Corporation: Children's Research Institute

Charter Number: 330199

Name of Officer: Steven J. Allen, M.D.

Title: Chief Executive Officer

☐ Please check if additional provisions attached.

The above named Ohio corporation, does hereby certify that:

☐ A meeting of the ☐ shareholders ☐ directors (*nonprofit amended articles only*)

☐ members was duly called and held on _____ (Date)

at which meeting a quorum was present in person or by proxy, based upon the quorum present, an affirmative vote was cast which entitled them to exercise _____ % as the voting power of the corporation.

☑ In a writing signed by all of the ☐ shareholders ☐ directors *(non-profit amended articles only)*
☑ members who would be entitled to the notice of a meeting or such other proportion not less than a majority as the articles of regulations or bylaws permit.

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Clause applies if amended box is checked.

Resolved, that the following amended articles of incorporations be and the same are hereby adopted to supercede and take the place of the existing articles of incorporation and all amendments thereto.

All of the following information must be completed if an amended box is checked.
If an amendment box is checked, complete the areas that apply.

FIRST: The name of the corporation is: Research Institute at Nationwide Children's Hospital

SECOND: The place in the State of Ohio where its principal office is located is in the City of:

(city, village or township) (county)

THIRD: The purposes of the corporation are as follows:

FOURTH: The number of shares which the corporation is authorized to have outstanding is:
(Does not apply to box (2))

REQUIRED
Must be authenticated (signed) by an authorized representative
(See Instructions)

Authorized Representative — September 24, 2007 Date

Steven J. Allen, M.D.
(Print Name)
Chief Executive Officer

Authorized Representative — Date

(Print Name)

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Description of Nature of Partnership

In order to ensure the effective implementation of the Community Connectors program throughout the state, applicants are required to partner with education stakeholders from the faith, business, and nonprofit communities. Each applicant must identify its partners and include description of each respective partner's roles and responsibilities in question 12 of the grant application.

A partner agrees to provide human and material assets or access to academic and administrative resources to the grant applicant to develop or execute a Community Connectors grant application. However, in partnership, only the grant applicant is responsible for ensuring the grant is developed and executed according to the terms of the grant agreement.

Each member of the partnership is responsible for the following assurances:

1) Be knowledgeable about the applicant's Community Connectors grant proposal and application, including advocacy of the Community Connectors program.
2) Maintain a familiarity with the partner's services to enhance the proposal, including specific goals and practices.
3) Demonstrate a commitment to clear roles and responsibilities of each partner as it relates to the grant proposal and application.
4) Sustain consistent communication among partners and stakeholders with a shared vision of the goals of the grant proposal. This includes participating in regularly scheduled meetings for project management and identifying areas for improvement.
5) Ensure partners have appropriate access to data for purposes of grant program improvement and evaluation in accordance with state and federal law.

Lead Applicant
Name: Kelly J. Kelleher, MD, MPH
Title: VP of Health Services Research
Organization: Nationwide Children's Hospital
Sign: Kelly J Kelleher

Partner
Name: John Edgar
Title: executive director
Organization: Community Development for All People
Sign: John Edgar

Partner
Name: Holly Driggs
Title: Board Member / Community Liaison
Organization: Franklin International
Sign: Holly Driggs

Partner
Name: J. Daniel Good
Title: Superintendent / CEO
Organization: Columbus School District
Sign: D Good

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Additional Partner (Optional)

Name: Rebecca Asmo

Title: Executive Director

Organization: Boys and Girls Club Columbus

Sign:

Additional Partner (Optional)

Name: _____

Title: _____

Organization: _____

Sign: _____

Roles and Responsibilities Worksheet (Required)

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.

1. Faith-based organization: Community Development for All People

- Time contribution
  10 hours/week

- Personnel contribution
  Darlene Scheid, Youth Development Director, will facilitate the development of the Cultural Competency trainings; recruit program mentors; assist in family and community engagement strategies; and facilitate the development of Rocket21; and serve on the Connecting ME leadership team.

  Dave Cofer, Manager Director, will assist with partnership development with an emphasis on additional faith based partners and small businesses on Columbus' South Side and serve on the Connecting ME leadership team.

- Monetary contribution
  Staff salaries/benefits ($100,000); Administrative support ($50,500); Training development and mentor recruitment ($57,800); Building usage/occupancy ($48,000)

- Shared responsibilities
  Recruit and provide mentors; host training/informational meetings as needed; provide program critique and oversight through the leadership team; identify and recruit community partners/business to provide networking/career opportunities for students; and assist with family and community engagement strategies

- Additional roles and responsibilities
  Develop cultural competency training and facilitate participation of other South Side faith-based organizations and small business in Connecting ME.

2. School district partner: Columbus City Schools

- Time contribution
  5 hours/week

- Personnel contribution
  South High School Principal Edmund Baker, Lincoln Park Elementary Principal Karla Case, respective school counselors, and teacher as needed

- Monetary contribution
  In-kind through staff salary/benefits

- Shared responsibilities
  Represent Columbus City Schools on the Connecting Me leadership team, provide space for Connecting ME activities

- Additional roles and responsibilities
  Identification and recruitment of students to participate in Connecting ME; ensure school located programs adhere to the training and implementation standards of Connecting ME; maintain an inventory of existing programs provided at the school; assist with partnership development for student experiences and career opportunities

3. Business partner: Franklin International

- Time contribution
  6 hours/week

- Personnel contribution
  Employees as mentors

- Monetary contribution
  In-kind support through staff salary/benefits

- Shared responsibilities
  Represent Franklin International on the Connecting ME leadership team; provide mentors for the program; assist with partnership development to recruit additional business partners

- Additional roles and responsibilities
  Serve as a career visit site

4. Community nonprofit (if applicable): Boys & Girls Club of Columbus

- Time contribution:
  70 hours/week

- Personnel contribution
  Rebecca Asmo, Executive Director, will provide direct supervision of program staff and serve on the Connecting ME leadership team.

  1 FTE program coordinator will lead daily operations and project management for Connecting ME including coordinating meetings, monitoring the collection of data and support Nationwide Children's Hospital in managing the program budget.

  0.75 FTE youth development professional staff will provide ongoing support and training to the mentors and mentees including leading activities, troubleshooting, and connecting youth to additional resources.

- Monetary contribution
  Youth summer employment salary ($90,000); summer programming ($60,000)

- Shared responsibilities
  Recruitment, screening, and training of mentors; collection and analysis of data; coordinate family events

- Additional roles and responsibilities
  Provide space for Connecting ME activities; support Connecting ME strategies with relevant existing programs; supervise project coordinator and staff hired through Boys & Girls Club

5. Community nonprofit (if applicable): Nationwide Children's Hospital

- Time contribution
  30 hours/week

- Personnel contribution
  Doug Wolf, Manager of Community Engagement, will support Dr. Kelleher in general oversight of the Connecting ME program ensuring all partners are performing agreed upon roles and responsibilities; facilitate the work of other NCH departments/staff including recruitment of mentors, working with Nationwide Children's Hospital research staff in ongoing program evaluation and serve on the leadership team.

  Kelly Kelleher, MD, Vice President for community Health and Services Research will convene the Connecting ME leadership team; ensure financial and in-kind resources are made available as agreed upon at the time of program development; serve as a community spokesperson for the program as needed including in recruitment of mentors and community/business partners; develop the program for and facilitate the statewide sharing of Community Connectors program outcomes and challenges.

  Kris West, Ph.D., will lead the team adapting and offering the Coping and Resiliency Training program.

  Michelle Welsh, Administrative Coordinator, will support the Nationwide Children's Hospital members in meeting responsibilities.

  Carmen Burton, Research Business Coordinator, will ensure all fiscal guidelines are followed as outlined in the grant agreement including expenditures, matching contributions and reporting.

  Aaron Ufferman, Director, Sponsored Projects will work with Mr. Wolf and Dr. Kelleher to ensure all grant program guidelines and reporting are followed.

- Monetary contribution
  Staff salaries/benefits ($120,364)

- Shared responsibilities
  Provide mentors for the program; provide meeting/gathering space as needed, participate in the leadership team.

- Additional roles and responsibilities
  Provide primary oversight of the Connecting ME program ensuring all partners are performing agreed upon roles and responsibilities; the adaption and offering of the Coping and Resiliency Training program; assist Boys & Girls Club with ongoing evaluation, convene Connecting ME leadership team, ensure financial and in-kind resources are made available as agreed upon at the time of program development;

serve as a community spokesperson for the program including in recruitment of mentors and community/business partners; develop the program for and facilitate the state wide sharing of Community Connectors program outcomes and challenges; ensure al fiscal and programmatic guidelines are followed as outlined in the grant agreement including expenditures, matching contributions and reporting.

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Program Name: Connecting ME

Resources

What resources will be needed to conduct this program?

- Staff (Program Coordinator; Youth Development Specialists; Training Consultant)
- Training curriculum and materials
- Meeting space
- Technology (computers)
- Website development
- Incentives
- Catering
- Mentee/Mentor Recognition Awards
- Transportation/travel
- Printing
- Office supplies

Program Activities

What will we do with the resources?

- Recruit, train and match mentors
- Enhance existing programs with resiliency, cultural competency training
- Develop mentor/mentee activities
- Provide access to web-based education, training, internship applications for mentors, mentees, staff and leadership team
- Expose mentees to career opportunities (field trips/site visits)
- Hold family engagement events

Outputs

Briefly describe the number of students engaged and the number of adults involved.

Students engaged:

- Year 1: 60 (12 students in each grade 5 through 9)
- Year 2: 72 (12 students in each grade 5 through 10)
- Year 3: 100 (16 students in each grade 5 and 6; 14 students in each grade 7 through 10; and 12 students in grade 11)

Adult engaged:

- Year 1: 60 mentors; 4 dedicated staff
- Year 2: 72 mentors; 4 dedicated
- Year 3: 100 mentors; 4 dedicated staff

Outcomes

What are the short or intermediate term results that will be achieved?

1. Setting goals to be prepared for 21st century careers
2. Building character
3. Developing pathways to achievement
4. Building resiliency
5. Believing in a positive future

Goal

What are the long term results that will be achieved?

Strengthen communities, encourage mentoring opportunities, and create new pathways for civic engagement that will result in higher educational achievement, higher levels of well-being, and health and workforce readiness for our state.

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Community Connectors GRANT ASSURANCES

The parties referred to in this document are the Ohio Department of Education, herein referred to as "THE DEPARTMENT," and the applicant, herein referred to as the "GRANTEE," and any partnering entity who is not the lead applicant, herein referred to as the "CO-APPLICANT." THE DEPARTMENT may make funds available to the GRANTEE for programs operated by the GRANTEE in accordance with requirements and regulations applicable to such programs. Consistent with state laws and regulations, the GRANTEE assures, if awarded a grant:

1. That the GRANTEE will accept funds in accordance with applicable state and federal statutes, regulations, program plans, and applications, and administer the programs in compliance with the United States and Ohio Constitutions, all provisions of such statutes, regulations, applications, policies and amendments thereto.
2. That the control of funds provided to the GRANTEE under the Community Connectors and title to property acquired with those funds will be in a designated eligible recipient and that a designated eligible recipient will administer those funds and property.
3. That the GRANTEE has the necessary legal authority to apply for and receive the proposed grant and enter into the contract.
4. That the GRANTEE will keep and maintain the required financial and compliance records in accordance with the Ohio Revised Code Section 117.11, utilizing generally accepted accounting principles (GAAP) unless the GRANTEE has requested and received a waiver from the DEPARTMENT as to the method of accounting practices.
5. That the GRANTEE will make reports to THE DEPARTMENT as required or requested, and that may reasonably be necessary to enable THE DEPARTMENT to perform its duties. The reports shall be completed and submitted in accordance with the standards and procedures designated by THE DEPARTMENT and shall be supported by appropriate documentation.
6. That the GRANTEE will maintain records, and provide access to those records as THE DEPARTMENT and authorized representatives in the conduct of audits authorized by state statute. This cooperation includes access without unreasonable restrictions to its records and personnel for the purpose of obtaining relevant information.
7. That the GRANTEE will provide reasonable opportunities for participation by teachers, parents, and other interested agencies, organizations and individuals in the planning for and operation of the program, as may be necessary according to state law.
8. That any application, evaluation, periodic program plan or report relating to the Community Connectors will be made readily available to parents and to other members of the general public.

9. That no person shall, on the ground of race, color, religious affiliation, national origin, handicap or sex be excluded from participation, be denied the benefits or be otherwise subjected to discrimination under any program or activity for which the GRANTEE receives state financial assistance.
10. That the GRANTEE may not use its state funding to pay for any of the following:
    A. Religious worship, instruction or proselytization.
    B. The salary or compensation of any employee of the GRANTEE or any CO-APPLICANT, whose duties or responsibilities include the activities specified in paragraph 10A, herein. Salary or compensation of an employee paid directly by a faith-based entity or house of worship is permitted to be utilized as an applicant's in-kind contribution to draw down state matching funds, and is not otherwise prohibited by this section.

    B. Equipment or supplies to be used for any of the activities specified in paragraph 10A, herein.

    C. Construction, remodeling, repair, operation or maintenance of any facility or part of a facility to be used for any of the activities specified in paragraph 10A, herein.
11. That the GRANTEE shall continue its coordination with THE DEPARTMENT during the length of the grant period.
12. The GRANTEE shall cooperate in any evaluation by THE DEPARTMENT.
13. That the GRANTEE will comply with all relevant laws relating to privacy and protection of individual rights including 34 C.F.R. Part 99 (Family Educational Rights and Privacy Act of 1974).
14. That the GRANTEE will comply with any applicable federal, state and local health or safety requirements that apply to the facilities used for a project.
15. That it shall maintain records for five years following completion of the activities for which the GRANTEE uses the state funding and which show:
    A. The amount of funds under the grant.
    B. How the GRANTEE uses the funds.
    C. The total cost of the project.
    D. The share of that total cost provided from other sources.
16. That in the event of a sustained audit exception, and upon demand of THE DEPARTMENT, the GRANTEE shall immediately reimburse THE DEPARTMENT for that portion of the audit exception attributable under the audit to the GRANTEE. The GRANTEE agrees to hold THE DEPARTMENT harmless for any audit exception arising from the GRANTEE's failure to comply with applicable regulations.
17. That the GRANTEE is aware all state funds granted to it are conditioned upon the availability and appropriation of such funds by the Ohio General Assembly. These funds are subject to reduction or elimination by the Ohio General Assembly at any time, even following award and disbursement of funds. Except as otherwise provided by law, the GRANTEE shall hold THE DEPARTMENT harmless for any reduction or elimination of state funds granted to it. In the event of non-appropriation or reduction of appropriation and notice, the GRANTEE shall immediately cease further expenditures under the Community Connectors.
18. The GRANTEE will adopt and use the proper methods of administering the grant and any sub grants, including, but not limited to:

A. The enforcement of any obligations imposed by law.
B. The correction of deficiencies in program operations that are identified through program audits, monitoring or evaluation.
C. The adoption of written procedures for the receipt and resolution of complaints alleging violations of law in the administration of such programs.

19. The GRANTEE, by submission of a grant proposal, agrees that THE DEPARTMENT has the authority to take administrative sanctions, including, but not limited to, suspension of cash payments for the project, suspension of program operations and/or, termination of project operations, as necessary to ensure compliance with applicable laws, regulations and assurances for any project. The GRANTEE acknowledges this authority under Ohio Revised Code Section 3301.07 (C), as applicable.
20. . In the purchase of equipment and supplies, the GRANTEE will comply with state ethics laws and Ohio Revised Code Section 2921.42.
21. That the GRANTEE will have effective financial management systems, which includes, but is not limited to, the ability to report financial data verifying compliance with program regulations and maintaining effective internal control over the operations of the approved grant.
22. That the GRANTEE will obligate funds within the approved project period as set forth in the approved application and will liquidate said obligations not later than 90 days after the end of the project period for the grant.

This assurance is given in consideration of and for the purpose of obtaining any and all grants, loans, contracts, property, discounts or other financial assistance extended after the date hereof to the GRANTEE by THE DEPARTMENT, including installment payments, after such date on account of applications for financial assistance which were approved before such date. The GRANTEE recognizes and agrees that such financial assistance will be extended in reliance on the representations and agreements made in this assurance, and that the State of Ohio shall have the right to seek judicial enforcement of this assurance. This assurance is binding on the GRANTEE, its successors, transferees and assigns. The person or persons whose signatures appear below are authorized to sign this assurance on behalf of the GRANTEE.

GRANTEE

Amy Roscoe	3/4/2015	Allison Zang	3/4/2015
Authorized Representative	Date	Fiscal Representative	Date
Amy Roscoe		Allison Zang	
Printed		Printed	