

**Runfar Community Foundation
Application Guidelines/Instructions
Due Date: July 1st at 5pm ET**

Project Narrative: In a maximum of 6 single spaced pages with 12-point font or larger, address the following questions:

- **Profile of Applicant:** Include organizational history, mission statement, programs and services, and impact.
- **Needs Addressed and Population Served:** Describe your community and the specific needs your project addresses.
- **Goals and Measurable Objectives:** Describe the anticipated change in the population served and how you will measure that change.
- **Approach:** What is your action plan to address the needs? Define the role of key staff. Who are your partners and what roles do they play in your project? Include a timeline.
- **Evaluation:** Describe how your project will be evaluated. Who will evaluate the project? How will the results be used?

Budget Documents (no page limits)

- **Project Budget:** Provide a line item budget with all project expenses, funding request, and 35% matching funds (cash or in-kind) to support the project. No administrative or overhead costs are allowed.
- **Budget Narrative:** Explain each line item in the project budget and how each item was calculated. Identify if the match is secured. What are the long-term strategies to fund the project?

Required Attachments (no page limits)

- List of board members, including officers' titles
- Copy of IRS 501(c)(3) letter
- Most recent audit
- Current organizational budget
- Resumes of key staff

Applications are due in the office via mail by 5pm ET on July 1st of each year. If July 1st falls on a Saturday or Sunday, applications are due the following Monday. No late or incomplete applications will be accepted.

**Runfar Community Foundation
Lynn Community Center Steps to Success Program
Project Narrative**

PROFILE OF APPLICANT

Organizational History and Mission Statement

Lynn Community Center (LCC), established in 2009, is a 501(c)(3) nonprofit organization located in Runfar, USA. LCC serves low-income youth and families in Runfar with a special emphasis on youth at-risk of dropping out of high school. The mission of the organization is to enrich lives, promote education, and foster strong family relationships through high quality activities and programs.

Programs and Services

In 2016, LCC served 120 individuals in 95 households through three core programs designed to enrich the lives of children and families in Runfar:

- **Steps to Success Program:** The Steps to Success Program provides one-on-one and group tutoring for high school students five days per week for two hours per day. All students are assessed for preferred learning modalities that are used by program tutors to meet individual learning needs. Motivational speakers are brought in every two weeks to help youth connect academic learning to success in life after high school.
- **Youth Gardening Program:** The Youth Gardening Program teaches high school youth how to grow healthy fruits and vegetables. Youth plant seeds; water, fertilize, prune, and care for plants; and harvest the product as it ripens. Youth take the harvest home and participate in cooking classes that use the products grown
- **Healthy Lifestyles Program:** The Healthy Lifestyles Program targets both youth and adults in Runfar and provides a smoking cessation and tobacco prevention initiative; group fitness activities five days per week; monthly healthy cooking classes; and a diabetes education program that meets for two hours every two weeks.

Impact

Since its inception in 2009, the Steps to Success Program has been successful in improving educational outcomes for 400 at-risk high school students. 80% of participants who attended at least 10 weeks increased their grade point averages, and 95% of participants who attended for at least one academic semester graduated high school. This impact is significant, as the current graduation rate for Runfar High School is only 75% and the lowest in the state. Morris enrolled in the program in 2011 as a 10th grade student after struggling with school for nearly his entire life. He said of the Steps to Success Program: "I never thought I would be able to graduate high school. School was always hard for me and I failed a lot of classes. The tutors in the Steps to Success Program helped me understand my school work and taught me how to study so that I could improve my grades." Morris improved his GPA by 1.4 points, graduated from Runfar High School in 2014, and is currently a part-time student at Runfar Community College.

Since its inception in 2012, 100 youth have participated in the Youth Gardening Program. The Healthy Lifestyles Program has served over 200 individuals since it began in 2013, with 25% participating in two or more initiatives.

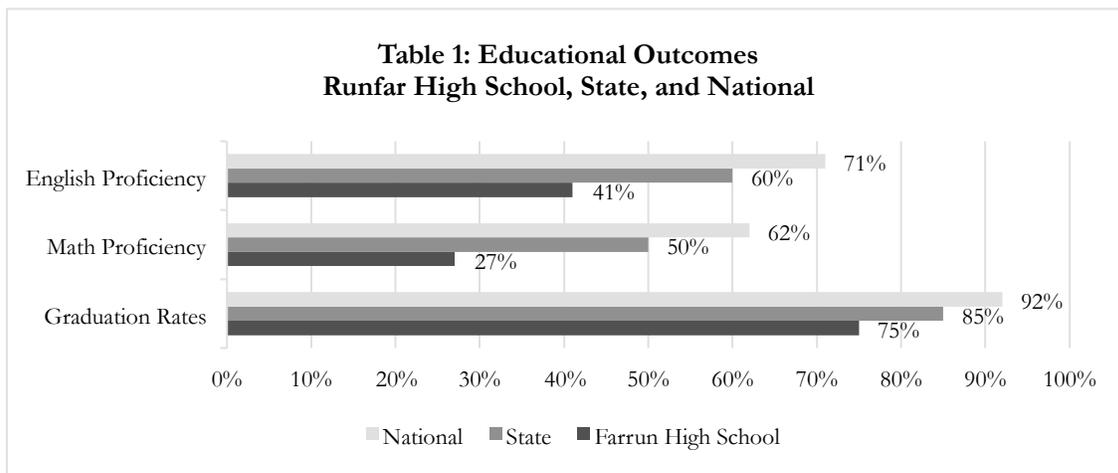
NEEDS ADDRESSED AND POPULATION SERVED

The Community of Runfar

Runfar, USA is located in the central part of the state and is a rural community that has been negatively impacted by changes in the coal economy. Data from the United States Census Bureau (2016) reveals the following economic and demographic characteristics of the community. Runfar is home to approximately 12,000 individuals. The median household income is \$32,498—10% below the state average and nearly 25% lower than the national average. 22% of individuals in Runfar live below the poverty level and 36% of children under the age of 18 live in poverty. The racial composition is 77% white, 18% black or African American, 3% two or more races, 1% Asian, and less than 1% American Indian and Alaska Native. The median age is 42.3 years and 20.7% of Runfar’s population is under the age of 18. Runfar has one public high school with an enrollment of 800 students during the 2015-16 academic year.

Specific Needs the Project Addresses

The Steps to Success Program serves low-income and at-risk high school students and parents in Runfar, USA. As Table 1 demonstrates, high school students in Runfar have poor educational outcomes. Runfar High School has a lower high school graduation rate than the state and nation at 75%. Only 41% of Runfar High School students scored proficient in English on the Standardized Education Exam compared to 60% in the state and 71% in the nation. Further, only 27% of Runfar High School students were proficient in Math based on the Standardized Education Exam compared to 50% of students in the state and 62% in the nation.



Source: Runfar Department of Education

Across the nation, students who struggle academically are more likely to drop out of high school before graduating (United States Educational Alliance, 2015). The Runfar Department of Education annually conducts a Student Input Survey and found that in 2016 47% of Runfar High School students indicated that they were struggling in one or more core classes. Further, only 46% of high school students in Runfar agreed with the statement “My grades in high school are important.” Finally, 23% of high school students in Runfar have grade point averages below 2.0.

In 2016, Runfar High School and Lynn Community Center conducted a focus group that convened students who were struggling academically and their parents in order to identify gaps in services and develop strategies to increase student success. They identified the need for ongoing tutoring in the service area and support to help youth connect academic work with life goals. Lynn Community

Center's Steps to Success Program will continue to provide intensive tutoring and motivational sessions to address this need. Further, they will work with partners to increase the literacy levels of parents and enhance the technology skills of students.

GOALS AND MEASURABLE OBJECTIVES

Lynn Community Center's Steps to Success Program will serve 50 at-risk high school students per year. Program Goals and Measurable Objectives include:

Goal 1: Students will demonstrate improved attitudes toward school.

Objective 1: After 3 months of participating in the Steps to Success Program, 48 students (96%) will indicate that they: (1) understand the value of daily preparation; (2) can identify at least one strategy that matches their preferred learning modality; and (3) can appreciate the role of school performance in their future goals.

Goal 2: Students will increase their study hours outside of school hours.

Objective 2: After 6 months of participating in the Steps to Success Program, 45 students (90%) will achieve or maintain their targeted weekly hours of reading and homework time.

Goal 3: Students will improve their academic performance.

Objective 3: After 12 months of participating in the Steps to Success Program:
75% of students with GPAs below 2.0 will increase their GPAs by at least 1.0
90% of students with GPAs above 2.0 will increase or maintain their GPAs

The Evaluation section outlines the process for assessing these goals and objectives.

APPROACH

Action Plan

Lynn Community Center's Steps to Success Program improves educational outcomes for at-risk high school students in Runfar through evidence-based tutoring, personalized learning assessments, motivational speakers, and activities that promote parental involvement. Together, these activities form a strong system of support for students and parents.

The program operates Monday through Friday from 3-5 pm at the Lynn Community Center. Each day, 10 tutors will provide one-on-one and group tutoring sessions for 50 students. The program has used, and will continue to use, intensive tutoring rooted in the evidence-based SMART Tutoring approach. SMART Tutoring was developed by the National Education Alliance (NEA) and has proven success for use with high school students who are struggling academically. By recruiting five tutors from Runfar State University, the program promotes higher education and exposes participants to life beyond high school. The program also pays five tutors from Runfar High School to ensure the program targets learning standards established by the school system, in addition to consistency in tutoring and established course work. The program will provide 360 hours of one-on-one or group tutoring over one year.

The Program Coordinator will recruit and train all tutors in adherence with guidelines and requirements outlined by the NEA in its SMART Tutoring Implementation Handbook. Each tutor will be provided 10 hours of training as part of their orientation and receive ongoing support as needed throughout the academic year. Adult Basic Education will provide four hours of training to teach tutors to conduct individualized learning assessments. Each student (50 students total) will be

assessed for preferred learning modalities within the first two weeks of program enrollment. These assessments will then be used to develop individualized academic plans for each student. Academic Counseling is provided to assist students with setting goals, addressing barriers to success, choosing classes, and other academic and support services. Academic Counseling is provided through a team of tutors, high school counselors, and the Program Coordinator.

Motivational speakers will be recruited from the community. These community leaders will conduct one-hour interactive sessions with students two times per month to discuss career paths, life goals, and connect achievement in high school to success in life. 18 one-hour motivational speaker sessions will be held over the program period.

Parent Workshops are, and will continue to be offered at Lynn Community Center every other Tuesday evening. This component is designed to increase meaningful parent engagement and provide connections to community services to help them with their family’s needs. The workshops teach parents about the importance of their child’s academic development, reasons for struggles the parent or child may be having, and fun exercises and strategies to communicate with teenagers. It is also an opportunity for parents in the community to develop relationships and support each other and receive referrals to other community-based organizations that can provide support to families. At least 30 parents will participate in Parent Workshops over the program period, and at least 20 families will be referred to additional supportive community services. The Parent Workshops are conducted by the Program Coordinator.

To recruit students for participation in the Steps to Success Program, the Program Coordinator will work with counselors and teachers at Runfar High School to identify and reach out to students in grades 9-12 who have failed one or more classes in the last academic year. Posters will also be displayed at the school to promote the program, and any interested student may enroll. Participation in the program is optional. To reach parents for participation in Parent Workshops, the program will conduct outreach through Runfar High School’s newsletter and website, and word of mouth. Records are kept on enrollment and attendance for each activity.

Steps to Success Program Timeline		
Activity	Person Responsible	Timeframe
Recruit 5 tutors from Runfar State University	Program Coordinator	Month 1
Recruit 5 tutors from Runfar High School	Program Coordinator	Month 1
Conduct outreach (flyers, newsletters, website)	Program Coordinator	Month 1; Ongoing
Identify 9 th -12 th grade students who have failed one or more classes in the last academic year	Program Coordinator, High School Counselors, Teachers	Month 1; Ongoing
Train tutors using NEA curriculum	Program Coordinator Adult Basic Education	Months 1-2; Ongoing
Recruit motivational speakers	Program Coordinator	Ongoing
Conduct Parent Workshops	Program Coordinator	Months 1-9
Obtain textbooks and studying supplies for tutoring	Program Coordinator	Month 1; Ongoing
Hold monthly meeting with Runfar High School counselors to evaluate participant progress and address barriers to success	Program Coordinator; High School Counselors	Once a month for 9 months
Conduct individualized learning assessments on participants	Tutors	Months 1-2; Ongoing
Provide group tutoring sessions	Tutors	Months 1-9
Provide individual tutoring sessions	Tutors	Months 1-9
Evaluate Program	Executive Director	Ongoing
Submit financial and programmatic reports	Executive Director	Month 12

Key Staff Qualifications

Lynn Community Center has attached the resumes of the Lynn Community Center Executive Director, Luke Michaels, and the Steps to Success Program Coordinator, Timothy Ross, who will share the majority of responsibilities pertaining to oversight and management of the Steps to Success Program. They each contribute extensive experience and expertise to the program.

Luke Michaels, Founder and Executive Director, will oversee the entire program and provide financial management and oversight of evaluation, partnerships, and reporting. Michaels worked with an advisory board to establish Lynn Community Center in 2009 to respond to needs in the community. He has a master's degree from Concord University in Nonprofit Management and serves on the Board of Directors of the Runfar Youth Alliance.

Timothy Ross will manage day-to-day operations for the program, work with project partners, monitor timelines, meet with counselors, oversee Parent Workshops, manage recruiting activities, maintain records, oversee tutor training, and other tasks. Ross joined LCC in 2012 as the Youth Gardening Program Coordinator and has contributed notably to the program's success.

Partners

Lynn Community Center has many strong and long-lasting partnerships that enable the organization to move forward and thrive. Key partners that provide support and collaboration to strengthen the Steps to Success Program include the National Education Alliance (NEA), Runfar High School, Runfar State University, Runfar Adult Basic Education Program, and Runfar Food Bank. A brief description of key partners and their roles is provided below.

National Education Alliance (NEA)

The NEA provides expertise and guidance on the implementation of SMART Tutoring, including training protocols, materials, and program measures. The NEA will provide technical assistance as needed.

Runfar High School (RHS)

Runfar High School has had a strong role in the success of the program thus far, and will contribute extensively to the program's implementation. RHS will provide support for outreach and recruitment activities, and expertise to ensure program goals and objectives are met. RHS will contribute tutoring materials, including textbooks, workbooks, iPads, online materials, and other supplemental learning supplies.

Runfar Adult Basic Education Program

The Adult Basic Education Program will contribute learning assessments to the program so that tutors may conduct an individualized assessment of each participant to identify their preferred learning modalities. The organization will also provide training to all tutors in administering the assessments.

Runfar State University (RSU)

RSU works with the Steps to Success Program to provide an opportunity for education majors to gain critical experience working with students in a classroom setting as volunteer student teachers.

Runfar Food Bank

The Runfar Food Bank will provide healthy snacks, water, and juice for participants during each

session.

EVALUATION

How the project will be evaluated and who will evaluate the project

Lynn Community Center has designed a data collection and evaluation process that will ensure that the Steps to Success Program achieves its targeted goals and objectives. The Executive Director and Program Coordinator will work with students, tutors, and Runfar High School counselors to collect data corresponding to each of the program goals.

Process Evaluation

The Program Coordinator will manage all participant enrollment data and will gather data that is collected by program staff. To track attendance at group and one-on-one tutoring sessions, tutors will maintain sign-in sheets. To track participation in Parent Workshops, the Program Coordinator will maintain sign-in sheets and track referrals to other community-based services.

Outcome Evaluation

Goal/Objective 1: The Program Coordinator will administer a pre-program questionnaire and a post-program questionnaire to all tutoring participants to measure their skills and knowledge before and after program participation.

Goal/Objective 2: To track participants' study time outside of school hours, tutors will provide individualized reading logs to students who will complete them and turn them in weekly. Tutoring sign in sheets will document the time spent tutoring.

Goal/Objective 3: To determine if the targeted number of participants increased and/or maintained their GPAs, the Program Coordinator will obtain participant grade reports from Runfar High School at the beginning of participation, at intervals throughout the program, and at the end of the academic year.

All records and evaluation tools will be stored in a locked file cabinet in the Executive Director's office. All students and parents will sign a consent form acknowledging their understanding of the evaluation process.

How results will be used

The data collected will be used to determine if the Steps to Success Program achieves the target goals and objectives and to identify and address any barriers to success. The Executive Director, Program Coordinator, and Runfar High School counselors will meet monthly to evaluate the progress of program participants. If it is determined that there is room for improvement, the Executive Director, Program Coordinator, and counselors will make necessary adjustments to address any areas of weak performance. Program partners will be involved in this data-driven quality improvement process as necessary, and will be informed of any changes to the program.

ATTACHMENTS

Lynn Community Center has enclosed the following documents with this application: List of board members; IRS 501(c)(3) letter; Most recent financial audit; Current organizational budget; and Resumes of key staff.

**Runfar Community Foundation
Lynn Community Center Steps to Success Program
Project Budget**

Item	Request	Match	Total
Salary			
• Executive Director	\$12,500	\$0	\$12,500
• Program Coordinator	\$20,000	\$0	\$20,000
Fringe Benefits			
• FICA, Unemployment, Health Insurance	\$4,875	\$0	\$4,875
Program Materials and Supplies			
• Outreach Materials	\$400	\$0	\$400
• Learning Assessments	\$0	\$400	\$400
• Tutoring Materials	\$1,000	\$1,500	\$2,500
• Snacks	\$0	\$18,000	\$18,000
Facilities			
• Tutoring and Activity Space	\$0	\$1,575	\$1,575
Contractual			
• Tutors	\$9,000	\$9,000	\$18,000
• Motivational Speakers	\$0	\$848	\$848
• Tutor Assessment Training	\$0	\$160	\$160
• Bookkeeping	\$5,400	\$0	\$5,400
Total	\$53,175	\$31,483	\$84,658

**Runfar Community Foundation
Lynn Community Center Steps to Success Program
Budget Narrative**

The total project budget is \$84,658. Lynn Community Center has secured 37% to support the project (\$31,483) and is requesting \$53,175 from the Runfar Community Foundation. Specific calculations and justification for each line item is below.

Executive Director - \$50,000 x 25% FTE = \$12,500 (requested funds)

The Executive Director will spend 25% of his time to oversee the implementation of the project, work with project partners to recruit students and support the project, and supervise the Program Coordinator and Tutors.

Program Coordinator - \$40,000 x 50% FTE = \$20,000 (requested funds)

The Program Coordinator will spend 50% of his time recruiting students into the program, overseeing the day-to-day operations of the program, working with and scheduling tutors and motivational speakers, securing supplies, conducting Parent Workshops, and tutoring students.

Fringe Benefits - \$32,500 x 15% = \$4,875 (requested funds)

Fringe benefits for the Executive Director and Program Coordinator are 15% of staff time working on the project. This includes the cost of FICA, unemployment insurance, and health insurance.

Outreach Materials - \$400/year (requested funds)

Outreach materials include the flyers, brochures, and social media sites to recruit students into the program.

Assessment Materials - \$8/participant x 50 = \$400 (secured match)

Learning assessments will be conducted on each participant by tutors to discover their preferred learning modalities. The Runfar Adult Basic Education Program will provide these assessments.

Tutoring Materials - \$50/participant x 50 = \$2,500 (requested funds and secured match)

Tutoring materials include books, online supportive material, guides, and supplemental learning supplies. Runfar Public Schools will provide all of the needed textbooks and workbooks (\$30/participant x 50 = \$1,500), in addition to supplying iPads for all students. The additional material costs are requested from the Runfar Community Foundation to cover supplemental books and individualized tutoring supportive materials (\$20/participant x 50 = \$1,000).

Snacks - \$2/day x 180 days x 50 participants = \$18,000 (secured match)

The Runfar Food Bank will provide healthy snacks, water, and juice for participants during each session. This match is secured.

Facilities - \$700/month x 25% usage x 9 months = \$1,575 (secured match)

Lynn Community Center will provide the space needed for tutoring and activities. These rent and utility costs are covered by individual and corporate donations.

Tutors - \$10/hour x 180 days x 10 tutors = \$18,000 (requested funds and secured match)

10 tutors are required each day to provide individual and group tutoring. Runfar State University will provide 5 student teachers who will donate their time and the other 5 tutors will be secured from Runfar High School at a cost of \$10/hour x 180 days x 5 = \$9,000.

Motivational Speakers - 18 speakers x 2 hours x \$23.56/hour = \$848.16 (secured match)

Every month, 2 community/business leaders will work with participants to help them connect their academic work to life after high school. The rate of \$23.56/hour was calculated using the value of a volunteer hour using the calculation from the Independent Sector. Each speaker will spend one hour preparing for the session and one hour conducting the session.

Tutor Assessment Training - \$40/hour x 4 hours = \$160 (secured match)

Adult Basic Education staff will train the tutors to conduct individualized learning assessments on each participant.

Bookkeeping - \$40/hour x 15 hours/month x 9 months = \$5,400 (requested)

The Lynn Community Center Bookkeeper will spend 15 hours per month paying bills and monitoring financial documents for the Steps to Success Program.

Long-term strategies to fund the project

Lynn Community Center has decreased the cost of this project 10% every year since its inception by increasing partnerships, volunteers, and in-kind donations. In 2018, the organization will be hosting its first fundraiser to specifically support the Steps to Success Program with a goal of raising \$20,000. The organization will also continue to seek grants and donations to support the program.