

ONE HOPE UNITED MENTORING PROGRAM

Preliminary Report: The Challenges of Program Startup

COMMISSIONED AND PUBLISHED BY



By Vincent Hyman

In consultation with Timothy Snowden, senior vice president, Chicago Home-Based Services, One Hope United

the 1990s, the number of people in the world who are under 15 years of age has increased by 1.2 billion (United Nations 2002). The number of children in the world is projected to increase to 2.5 billion by the year 2025 (United Nations 2002). The United Nations (2002) also predicts that the number of children in the world will increase to 3.5 billion by the year 2050.

There are a number of factors that are likely to contribute to the increase in the number of children in the world. One of the main factors is the increase in the number of people who are under 15 years of age in the developing countries. This is due to a number of factors, including the increase in the number of people who are under 15 years of age in the developing countries, the increase in the number of people who are under 15 years of age in the developing countries, and the increase in the number of people who are under 15 years of age in the developing countries.

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Table of Contents

Executive summary	1
About One Hope United	4
Program description	6
Program operation	11
Challenges and successes	15
Conclusion	17

Executive Summary

One Hope United, headquartered in Chicago, is a federation of agencies with forty sites across Illinois, Wisconsin, Missouri, and Florida. The federation provides advocacy, support, and treatment for vulnerable children and families. Its services include prevention, child development, counseling, family preservation, youth services, and placement.

In March 2010, One Hope United received a seed grant from First Nonprofit Foundation to develop a mentoring program for high school freshmen on Chicago's South Side. The goal is to serve fifteen young people each year using volunteer mentors, with outcomes that include improved school performance and social skills and the accomplishment of community service and personal goals.

One Hope United seeks to operate an efficient program on a limited budget, aligning it with broad organizational strategies to increase afterschool programming for clients and improve its connection to communities in which it has offices.

First Nonprofit Foundation hired a writer to interview Tim Snowden, vice president of One Hope United, about the progress and challenges in developing this program. One year after the first interview was conducted, Snowden was interviewed a second time to learn how the mentoring program had progressed.

First Nonprofit Foundation hopes that the information on the barriers and successes of this startup will help other organizations seeking to start youth programs. Four challenges were identified through the first interview and confirmed in the second interview:

1. **Funding.** Budget constraints played a major role in the design of the program and in its startup.
 2. **Location.** The on-site mentoring services are provided in a neighborhood noted for high crime. This has reduced accessibility for young people, who may need to cross gang territories. It has also increased the difficulty of recruiting volunteer mentors.
 3. **Time commitment.** The program requires mentors to commit to the program for a minimum of one year. This limits the pool of volunteer mentors.
 4. **Community visibility.** The agency has been in the community only two years and has fewer connections to sources of potential volunteers.
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The interviews also uncovered four successes:

1. **Creative response.** One Hope United has responded creatively to the barriers by using staff as mentors and by developing a flexible program model. It will continue to keep costs (and risks) down by using volunteers.
2. **Fundraising.** One Hope United was able to raise funds from two grantmakers for a startup during a recessionary period in which startup funding is limited.
3. **Alignment.** The program efficiently aligns multiple goals that serve client needs as well as internal goals.
4. **Perception of mentees.** Young people who have been involved with the mentoring program have stated that they see the program as a support and do not attach a stigma to attendance.

One Hope United reported several lessons from this startup, also confirmed at the second interview. These may also benefit other organizations. They include the following:

1. **A startup requires dedicated staff and time.** A startup is complex and requires constant oversight. Dedicated time can increase the pace of success.
 2. **Marketing is essential.** Outreach is essential for a program relying on external participants and volunteers, and face-to-face meetings were most effective.
 3. **Social media and web-based resources are essential communication tools.** One Hope United found these methods were more effective than direct mail for reaching volunteers and mentees.
 4. **A startup needs a seamless environment for potential mentors and mentees.** A consistent message, reinforced repeatedly, can raise visibility and improve the efficiency of marketing activities.
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About One Hope United¹

One Hope United was founded as Chicago Baptist Orphanage (1895) and Hudelson Baptist Children's Home (1903). Today, it is a federation of agencies whose seven hundred staff members deliver services in forty sites across Illinois, Wisconsin, Missouri, and Florida. The federation served more than 10,600 children and families in 2012 via advocacy, support, and treatment for vulnerable children and families.

One Hope United's mission is to protect children and strengthen families. Its vision is a safe home for every child. Its guiding values include bold change for lasting results, partnership, stewardship, respect, faith, cultural competence, continuous learning, excellence, being child- and family-centered, and having a community focus. Services include prevention, child development, counseling, family preservation, youth services, and placement.

Prevention services are provided to children and families at risk of abuse and neglect, helping parents improve their ability to meet their children's needs in a positive, healthy, and nurturing way. One Hope United served 1,300 families at risk through prevention services in fiscal year 2012. During the past year, there have been no reports of abuse and neglect in 95 percent of families served.

One Hope United operates eleven state-licensed child development centers in northern Illinois that offer accessible, affordable, high-quality day care to children. One Hope United served more than 2,100 children through Child Development Services in fiscal year 2012, and its centers surpassed all goals for social and emotional, cognitive, language, and physical development.

Counseling services are provided both on-site and via outreach to families in their homes. Counseling is aimed at preserving families, strengthening family functioning, and preventing family breakdown. Issues covered include a broad range of mental health, sexual abuse, and sex offender treatment. One Hope United

¹Adapted from *One Hope United Agency 2012 Annual Report*,
<http://onehopeunited.org/downloads/pdfs/One%20Hope%20United%20Annual%20Report.pdf>

served more than 1,300 families through counseling services in fiscal year 2012. Ninety-one percent of families served were able to remain together safely.

Family preservation services provide intensive support to children and families with histories of abuse or neglect, monitoring the well-being of children while addressing factors that place children at risk of being placed out of the home. One Hope United served 1,400 families through family preservation services in fiscal year 2012. Ninety-seven percent of families served were able to remain safely together.

Youth services provide outreach to troubled and delinquent adolescents and their families. One Hope United served more than 1,000 youth through youth services in fiscal year 2012. Eighty-three percent of youth served were deflected from further involvement in the juvenile justice system. The mentoring program profiled in this report is part of the youth services division.

Placement services provide out-of-home placement when the risk to a child from abuse and neglect is so great and the family situation is so deteriorated that the child must be removed from his or her home. Services are provided via foster care, residences, adoption, diagnostic placement, independent living, and community-based corrections. One Hope United served more than 2,600 clients through placement services in fiscal year 2012. Eighty-nine percent of children in the foster care program remained stable with their placement, and 166 were placed in adoptive homes.

Program description

The One Hope United mentoring program is a new service for the organization and is still in development. It is provided at the organization's office at 707 E. 47th Street, Chicago (also known as the "Kenwood office"), located on Chicago's South Side.

One Hope United seeks the following outcomes for mentees:

1. Maintain or increase school performance, as verified by data from the mentee's school.
2. Improve social and life skills, as measured through a survey instrument.
3. Identify and achieve one community-service goal, such as volunteering to serve four evening meals at a homeless shelter.
4. Select one to four personal goals and achieve 75 percent of those during the year of the program.

One Hope United aims to provide mentoring relationships to fifteen young people each year by creating small clusters of mentoring relationships in which two or three young people will be mentored by two adults over a minimum one-year commitment (a model the program refers to as two-on-two). The organization settled on this model after reviewing a number of mentoring program models. It developed this model so that if one mentor is unavailable, the mentees would continue to have access to a mentor with whom they have established a relationship. In addition, One Hope United believes the model will help mentees develop mutually beneficial bonds. The model also may be modified so that two mentors may see three mentees at a time, allowing One Hope United to serve more youth with the same number of mentors. This alleviates some of the pressure of mentor recruitment, a key challenge for the agency.

Mentoring models often involve the mentor meeting with the mentee at various locations in the community. One Hope United has chosen a different approach. Mentoring is provided largely at its Kenwood office. One Hope United believes there are several benefits to this site-based approach. First, it allows the organization to closely supervise the mentors and mentees. The agency desires this supervision, especially during the program's startup period, as a way to monitor quality and manage liability. Second, the approach modestly reduces One Hope United's costs, which fits within the agency's limited budget. Third, most mentees will already be involved with the organization, and the on-site mentoring allows participants to continue this involvement. One Hope

United states that it values maintaining a lifelong commitment to its clients and sees the on-site aspect of the program as consistent with that value.

Mentee selection criteria

To participate, mentees must meet the following criteria:

1. They must be high school freshmen or of that age group. Candidates who have dropped out of school may be accepted if they commit to returning to school. Candidates who are expelled from school must make a commitment to return to some form of education. For example, they must plan to attend another school, an alternative education program, Job Corps, or some other suitable educational program.
2. They must be able to get to the Kenwood office. The office is served by two bus lines and is not far from the train.
3. Candidates must clearly state that they are committed to participating, and they must demonstrate their sincere desire to participate for a minimum of one year. Candidates must come to the Kenwood site and participate actively in screening interviews.
4. Candidates must be able to explain their goals for participating in the program.
5. Candidates' parents or caregivers must demonstrate support and be willing to participate in caregiver events.

Mentor recruitment and training

The director of the mentoring program recruits mentors at community meetings, by meeting with people who have expressed an interest in helping One Hope United and who seem appropriate as mentor candidates, by mailing recruitment flyers to local organizations and schools, and through posters in its office window. The most successful recruiting strategy has been face-to-face meetings with people who have expressed interest in helping One Hope United in some way, according to One Hope United's director. Online networking has also helped. By October, 2012, the program had recruited eight mentors. They have come from the staff of OHU, from the internet, by walking in to the office, and from fund development meetings.

One Hope United faces several barriers to recruiting mentors: the mentoring program is located in a high-crime neighborhood, it has little budget to help mentors, One Hope United is relatively unknown in the community, and mentors need to commit to the mentee and the agency for a minimum of one year. (These barriers are discussed in the section titled Challenges and Successes on page 15.) There are two categories of mentors: staff members and community members.

Mentor recruitment and training occurs in three phases. First, mentor candidates and One Hope United explore a mutual “fit.” During this phase, candidates receive an orientation to One Hope United’s mission and programs as well as to the mentoring program itself. At the end of this initial recruitment, they receive literature and then leave with time to consider whether they want to apply to become mentors.

If the candidates wish to continue, in the next phase they visit One Hope United’s Kenwood office to see how it works and understand how mentoring complements the comprehensive services offered by One Hope United. During this visit, they have the opportunity to ask questions. A One Hope United staff member will interview the applicant to understand the applicant’s goals and motives, explain the mentoring program’s requirements and the need for a background check, and discuss possible start dates before the applicant makes a commitment. When a candidate agrees to volunteer, he or she fills out an application form and survey and undergoes a background check. Once fully accepted by Timothy Snowden, senior vice president of Home-Based Services, candidates are oriented to the mentoring process and expectations and the final phase, training, begins.

Mentors are selected in part for their capacity to understand the struggles that young people have. Mentors enter the program with different levels of skill, however, so training is individualized to each mentor’s needs. For example, a college student may need different preparation than someone who has social work experience. Mentors receive training in the following areas:

- The program model and how it works.
- Expectations regarding the mentor’s relationship with the mentee, including topics such as boundaries, appropriate contact, limitations to communications, and involvement of caregivers.
- How to work with young people.
- The needs of specific mentees with which the mentor may be teamed.
- The reporting structure and expectations, including how the mentor-mentee relationship will be monitored by One Hope United.
- How to recognize and report unusual incidents such as school expulsions, interactions with law enforcement, concerns of caregivers, and so forth.

The mentor-mentee relationship

One Hope United expects the mentor and mentee to develop a relationship that emphasizes the mentee’s strengths, not deficits. This approach is consistent with the agency’s guiding values concerning services for youth. According to the program,

being “strength-based” means that the mentee’s skills, strengths, assets, desires, and goals are reinforced and used to help address any deficits. The mentor is expected to “stay positive,” understand and remind the mentee of his or her strengths, and build the young person’s confidence, even when corrective efforts are needed. The agency notes that many of the young people it sees are accustomed to encounters that emphasize the negative aspects of the young person’s behavior, so it consciously seeks to counteract that by being positive, encouraging, and supportive.

The mentoring program requires that the mentor and mentee demonstrate respect to each other and that the mentor help the mentee practice respect toward other individuals and groups. The mentor is expected to be supportive of the mentee’s parents or caregivers and to support their goals for the mentee. Caregivers are asked to state goals for their child, and the mentor attends to the goals during the course of the partnership. For example, if a caregiver wishes to see improved social skills in his or her child, the mentor will help the mentee with those goals. The mentor also helps the mentee achieve his or her personal goals and, when possible, may seek to combine lessons. For example, the mentor may help with social skill development (a caregiver goal) and help the mentee locate and participate in an ACT preparatory program (a mentee goal) by teaching the mentee social skills needed to seek out and enroll in such a program.

The mentoring program requires that mentoring activities are targeted toward academic success. Mentors are expected to check in on how school is going, to help the mentee identify challenges, and to help the mentee develop strategies to overcome challenges and reach mentee goals. The mentor may check on the mentee’s schoolwork, but the program is not a “homework helper” program. The mentor is expected to become a resource for the mentee. This means that the mentor is a source to assist the child by having conversations about problem solving, by conducting role-playing activities, and by researching programs that will help the mentee reach his or her goals. For example, the mentee may spend time researching college prep programs, vocational training academic requirements, communication skills, or other information and resources that will help the mentee reach her or his goals. Mentors are expected to be flexible and creative in finding ways to be a resource to mentees, within the boundaries and limits set by the program.

One Hope United plans to offer tutoring support for mentors as the program reaches maturity; however, such support is not currently offered. The heart of the mentor-mentee relationship is maintenance or improvement of current school performance, and some mentors may need assistance in helping young people make the desired school progress.



Program operation

One Hope United has a number of divisions. The mentoring program is housed in the division of Youth Services. Timothy Snowden oversees the Chicago Home-Based Services program, recruits mentors, and serves as one of the mentors.

The program was intended from the start to operate on a limited budget. It was initiated with seed funding from First Nonprofit Foundation. Its financial goal is to create a sustainable mentoring program that remains low-cost to the organization. Expenses occur through volunteer recruitment and training, insurance, mentor materials, transportation, curricula, food for mentees, staff time, and group activity costs. One Hope United anticipates that in the future it will fund the program primarily through grants and private donations.

Quality will be maintained through the consistent application of internal program controls. One Hope United created a set of documents used to monitor ongoing mentor-mentee interactions and for use during recruitment of both mentors and mentees to ensure a good fit, quality mentor volunteers, and safety for participants. These controls will also help One Hope United monitor its exposure to liability. Currently, the organization has created the following internal control forms:

- **Mentee referral form.** This form captures why a mentee is being referred into the program, as well as an assessment from the referent of various mentee capacities and effective strategies for working with the mentee.
 - **Mentee interview form.** This form, used by an interviewer, collects information about the potential mentee, guides the interviewer's process, and facilitates the interviewer's assessment of the potential mentee.
 - **Mentee assessment summary.** This internal control form is used by One Hope United to ascertain that the potential mentee meets all criteria and that all relevant forms have been completed. It also captures the final yes or no recommendation for participation.
 - **Mentee interest survey.** This form, to be filled out by the mentee, captures information about the mentee's interests, goals, language skills, hobbies, and availability to meet with a mentor.
 - **Mentee contract.** This form captures the mentee's consent to the terms, expectations, and conditions of the mentoring relationship and sets limits on contact with mentors.
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- **Mentee exit survey.** This form, used as a mentee leaves the program, captures the mentee's assessment of the mentoring relationship, reasons for the match ending, satisfaction or dissatisfaction, impact, and whether the mentee would like a new mentor.
- **Mentee application.** This form, to be completed by a parent, guardian, case manager, or foster parent, collects detail on the mentee's contact information, schooling, ethnicity, household, school issues, medical issues, mental health, social relationships, and other attributes that help ensure a good fit with the program. It gains the caregiver's informed consent for the mentee's participation and logistics relative to that.
- **Parent or guardian contract.** One Hope United expects involvement of the mentee's parent or guardian. This form obtains permission for the mentee's participation as well as the caregiver's commitment to the minimum participation requirements.
- **Parent or guardian exit survey.** Used at the time of the mentee's exit from the program, this form collects the caregiver's assessment of the mentoring process and outcomes for the mentee.
- **Mentor interest survey.** This form, used with potential mentors, captures their interests, goals, and availability.
- **Mentor application questions.** These questions collect information on the potential mentor's reasons for volunteering, experience with youth, skills, qualities, goals, availability, arrest or conviction background, and so forth.
- **Mentor assessment summary.** This internal control form ensures that a detailed assessment has been made of the mentor, including relevant background checks, eligibility requirements, and final recommendation to approve or reject the individual as a mentor.
- **Mentor contract.** This form states the mentor's commitments and gains the mentor's promise to abide by One Hope United's rules and guidelines.
- **Mentor application.** This form collects personal information, employment history, consent to follow One Hope United rules, and understanding of One Hope United's right to terminate.
- **Mentor contact sheet.** This form documents the activities between a mentor and mentee and is filled out by the mentor after any type of contact (whether sanctioned or not).
- **Incident reporting form.** This form is used to formally document and report any unusual incident that occurs.

Current status and initial outcomes

By October, 2012, there had been a total of twelve mentees, two of which had been in the program more than a year. Some mentees have participated in other programs

offered by One Hope United, including a summer program called After School Matters and a monthly program called Leadership Academy.

Snowden reported on some of the mentee activities. Mentees have participated in programs that covered topics such as conflict resolution, character, and goals, and they have attended programs that have facilitated individual problem solving. Mentees who attended the Leadership Academy have discussed issues including the election of 2012 and stress. One participant sought help with ACT preparation. One mentee was expelled from school during the program and sought help preparing to be successful in a new school. One mentee was involved in several fights and has been moved to a more appropriate form of care.

There are no measurements yet on the outcomes of mentee participation. Assessments are planned and will include use of a self-reporting form as well as data from the mentee's school. Items to be assessed include the following:

- Changes in academic performance
- Whether the mentee's community goal was accomplished
- Whether the mentee's individual goals were accomplished

Development, community need, and organizational drivers

In March 2010, One Hope United received a capacity-building grant from Youth Network Council, an advocacy organization that focuses on community-based youth services. This grant provided funds to assess community needs and to send Snowden to a mentoring conference. Working with DePaul University, One Hope United assessed community needs by talking to officials at schools and sister social service agencies and by conducting a focus group of community residents. This assessment revealed the need for mentoring services, echoing what One Hope United had suspected needed to be done. In addition, the assessment affirmed One Hope United's other reasons for exploring the development of a mentoring program.

The mentoring program is consistent with One Hope United's goals to provide more after-school programming for its clients, to be more community-based, and to change the ongoing culture of the agency to be more directly involved with the communities in which it has facilities. The agency decided that a mentoring program that used volunteer mentors to deliver mentoring services to youth from the local community at its community site was consistent with these desired changes. One Hope United views itself as providing a continuum of services for youth. It believes the mentoring program

helps to fill out the continuum in a way that also helps the community recognize One Hope United as a resource.

The structure and goals of the mentoring program efficiently align with other organizational constraints on liability, quality, and budget. Keeping the program on-site in the community from which One Hope United recruits mentees and mentors helps reduce costs and liability while raising the organization's profile in the community. Requiring community service for every mentee also aligns with the agency's push to increase its own community involvement. Developing and delivering a program that has been acknowledged as needed by residents of the community also helps move the culture of the organization toward one that is more closely connected to local community needs.

Challenges and successes

Four challenges have required creative responses. These are lack of funding, high-crime location, length of time mentors must commit, and One Hope United's recency in the community. These factors have made startup challenging.

Funding: One Hope United has a limited budget for this program. Budget constraints have shaped the program design, the pace of development, and the pace of recruitment. Snowden has noted that the limited funding means that involved staff members are essentially adding to their workload. He felt that for optimal function, a one-half to three-quarter-time program director is essential. Lack of staff time has limited the timeliness of response to and from potential mentors, potential mentees, and caregivers of potential mentees. This problem, present during the initial interview for this report, had persisted. The program continues to be a duty extra to other job requirements, and this has slowed implementation.

Location: One Hope United's office is located in a high-crime neighborhood. This creates problems both for mentors and mentees. Snowden noted that several potential mentors had withdrawn their candidacy immediately on hearing of the office location. For mentees, access to the location is threatening. The mentees must walk across several different gang territories on their way to the One Hope United site. For this reason, some mentee guardians have refused to allow their children to participate; it simply is not safe getting to the One Hope United site.

Mentor time commitment: Mentors must commit to a full year. This limits the number of volunteers, complicating the recruitment process. One of One Hope United's first responses to this challenge has been to use staff as mentors; three have served in this capacity. Meanwhile, One Hope United has aggressively pursued new relationships that may lead to additional mentoring, including with nearby university programs whose students may have an interest in mentoring. Currently, One Hope United has one volunteer applicant who has completed the application process and is in the interview and background check phase of development.

Community visibility: As One Hope United has been in the community just over two years, it has fewer connections that might yield potential volunteer mentors. It has sought to remedy this by contacting local sister agencies, by using flyers, and by making

community presentations about its mentoring service. At each of these contacts, it attempts to recruit mentor candidates. In October, 2012, One Hope United began to work with a community resident who had volunteered to help publicize the mentoring program within the community.

Four successes have included creative response to budget constraints, fundraising, alignment of program goals with organizational strategy, and perception of mentees.

Creative response: One Hope United has responded creatively to the barriers noted above. First, it is keeping costs down by allocating current staff to develop the program and allowing them to volunteer as mentors. It will continue to keep costs (and risks) down by using a volunteer mentor approach, by keeping the mentoring services office-based so that they can be monitored for quality and liability, and by adopting a flexible “two-on-two” model that addresses some of the challenges of mentor recruitment and retention. It has developed an advance schedule of mentor orientations so that potential candidates can be slotted into a program immediately, which helps keep people involved.

One Hope United has responded creatively to the problem of attracting volunteer mentors by reducing the expected time commitment to two hours per month or one monthly contact and by supplementing the needs of mentees through the creation of a local leadership program called the *Kenwood Youth Leadership Academy*. This monthly activity will feature specific topics and activities to develop youth, including community projects, communication and public speaking, self-esteem, career topics, and fun activities.

Fundraising: One Hope United was able to raise funds from two grantmakers for a startup during economic conditions in which most funders have been retrenching. This is an initial success.

Alignment: As explained, the program itself successfully aligns multiple goals for One Hope United’s clients with internal goals to begin changes that the organization hopes will help it be more responsive to the communities in which it has facilities.

Perception of mentees: The majority of mentees have experienced abuse and neglect. It is important to One Hope United that participants do not attach a stigma to participation in the program. The youth who have been involved in the mentoring program have stated that they see the program as a support, according to Snowden.

Conclusion

One Hope United's mentoring program is still in startup mode. Vice President Snowden has been primarily responsible for the development, in addition to his regular duties. He reports the following lessons that may benefit other organizations.

Dedicate staff and time to the startup. Startup activities require ongoing effort and follow-through. For example, with limited staff time, it is difficult to respond to the people who want to be in a mentoring program. Each contact requires regular follow-up to remain on track. Dedicated staff time would increase a startup's pace of success.

Market the program assertively. Marketing for the mentoring program is needed, especially to reach potential mentors. The lack of time for marketing has hampered mentor recruitment.

Use social media and web-based resources. Traditional approaches, such as direct mail, did not yield results. However, the use of social media has helped in recruiting mentor candidates, Snowden reported. Face-to-face contacts have been effective as well. Currently, One Hope United is adding an additional information web page regarding the mentoring program and Kenwoovd Leadership Academy.

Create a seamless environment for potential mentors and mentees. Given the scope of One Hope United's activities, it is difficult to create a consistent point-of-contact for the mentoring program, Snowden found. A single message, repeated visibly on the agency website, on office literature, and at every contact, would raise the visibility of the mentoring program and improve the efficiency of recruitment activities, he said.

Initiating a new program is difficult, especially at a time when external resources are constrained. As a strategy, One Hope United's mentoring program effectively aligns its strategies within a program model. The staff has responded creatively to the challenges of a startup in this environment. The program is still in early development. More time is needed to learn if the initial successes can be carried forward into a permanent program.

About First Nonprofit Foundation

First Nonprofit Foundation's mission is to further effective risk management practices and the overall development and advancement of nonprofits through unique, creative initiatives. We seek to create opportunities for nonprofits to develop and advance, improve their risk management skills, and reduce insurance losses and costs. To that end, we:

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- Develop and publish a variety of tools to aid nonprofit organizations, such as our *Ten Things* series for nonprofit board members and white papers on various nonprofit issues.
- Offer an information-rich website featuring articles that benefit nonprofit leaders and self-guided educational programs.

For further information, contact Trish Shanahan, 312-627-7724, pshanahan@firstnonprofit.org.

About this publication

Preliminary Report: The Challenges of Program Startup, describes experiences, challenges, successes, and lessons learned at One Hope United, a nonprofit that serves vulnerable children and families, as it sought to start a mentoring program on a very limited budget. First Nonprofit Foundation provided a seed grant to support this program and also funded the development of this publication with the goal that other nonprofits might benefit from understanding the process and benefits One Hope United experienced with program startup. We wish to thank One Hope United for its participation in the development of this report and for its decades of service to improving the well-being of children and their families.

Mission

Our mission is to foster effective risk management practices and the overall development and advancement of nonprofits through unique, creative initiatives.

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