

**United Way of Lane County
2010/2011 Strategic/Preventive Proposal**

- A.** Name of Organization: Centro LatinoAmericano
1. Contact Person: Marcela Mendoza
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B. Name of Proposed Services: Support underserved, underrepresented Latino families with young children with disabilities to participate in a bilingual and bicultural program (*Grupo de apoyo para familias especiales*), while offering them tools to prepare the children for success in life and school all in one convenient location.

C. Amount of Funding Requested for a 12 month period: \$ 15,999.00

The undersigned confirm that the information provided in this application is true and accurate and that the application has received / will receive Board approval.



03/03/10

Signature: Agency Director

Date



03/03/10

Signature: President, Board of Directors

Date

SECTION I: Strategic/Preventive Action Area

Which Community Investment Strategic Action Area do the proposed services primarily address? (Please see **Appendix A UWLC 2010 Strategic/Preventive Goals and Funding Strategies for EDUCATION, INCOME and HEALTH.**)

1. Action Area: (select one)

- X Education:** Preparing children to succeed in school and life.
- Income:** Moving families from poverty to financial stability.
- Health:** Ensuring people have basic access to healthcare.

2. Strategies: Based on your selection above, list the specific strategy or strategies the proposed services are designed to address. (*Note: Strategy or strategies listed must come from Appendix A referred to above.*)

Underserved, underrepresented Latino families with young children with disabilities will participate in a bilingual and bicultural program (*Grupo de apoyo para familias especiales*) to increase parental involvement and mutual support, while offering them tools to prepare the children for success in life and school.

3. Provide a *brief* (no more than one paragraph) executive summary of how you will address the strategies you listed in Question 2, above. Details will be expanded in Section II, questions 1-3.

This multi-year program brings together the services of Centro LatinoAmericano (Centro), the Eugene clinic of OHSU Child Development and Rehabilitation Center (CDRC), and EC Cares early intervention center. During the first year, Centro staff work with Latino parents and caregivers served by CDRC and EC Cares to develop a series of meetings and group discussions with the objective of creating opportunity for Spanish-speaking immigrant families with children with Special Health Care needs to form a self-sustainable culturally appropriate bilingual support group. The parents and caregivers learn more about caring for children with developmental disabilities from healthcare professionals and other parents who face similar challenges. Centro provides space for monthly meetings, logistic support, and webpage development through bilingual and bicultural staff dedicated to this program. Professional staff at CDRC and EC Cares also participates in the meetings and support the families. Additionally, Centro's caseworkers provide human service referrals to parents and caregivers as needed. The caseworkers also refer the children to Centro's weekly play group, and the adults to English classes, computer literacy classes, and citizenship classes that are taught by volunteers on an on-going basis. During the second year, our collaborative partnership supports the Latino parents to organize and convene a conference. During the third year, Centro continues to provide part-time support and webpage assistance.

SECTION II: SERVICE IMPACT

1. Need, Target Population and Program Description

A. Need/Target Population

Identify the community problem/need the strategies described in Section I address, including the number of Lane County residents affected. Clearly link the need to the Community Investment

Strategic Action Area goals and strategies selected in 1 and 2 above. *Also, include local trend information over the last five years as available/appropriate.* Describe how the proposed service(s) reach the intended target population for your Action Area (see Appendix A) and is appropriate to the need.

In 2005-2007, Lane County was home to about 20,000 Latinos. Some 15,000 of them resided in Eugene-Springfield metropolitan area; however, economic hardship, civic disengagement and social and linguistic isolation make many families invisible and hard to reach. Additionally, Latino families who are recent immigrants are disproportionately represented among the poor in Lane County. The American Community Survey, U.S. Bureau of the Census (Table S 1702) estimated that 4,026 Latino families resided in Lane County in 2005-2007. Of these Latino families 1,131 (28.1 percent) had an income below 100 percent poverty level. In comparison, 74,936 non-Hispanic white families resided in the county in the same period, and 8.5 percent (6,369) of them lived in poverty.

When Latino parents, as any other parents, learn that they have a child or family member with a disability—for example, a newborn with Down syndrome or a second grader with a newly diagnosed learning disability—parents become aware of their child's special educational needs, identify services which could help support them and their child, and gain access to those services.¹ Children with developmental disabilities undeniably have higher needs for attention, time, and dedication. Many factors intervene to help or hinder these parents' efforts to care for their children², such as the characteristics of the family (e.g., level of English proficiency of parents), availability of resources, attitude of professionals, and interagency collaboration.

Parents of children with developmental disabilities have increased levels of stress. Multiple studies have shown that these parents tend to have lower income, more financial burden, decreased social activities, and more isolation. Some studies showed that caregivers have increased risk for medical problems and less medical care. Latino immigrant families, and particularly Latino women who care for children with special needs tend to be more isolated and have higher levels of mental and emotional problems. There is limited information about the scale of adaptation and stress of immigrant parents of children with disabilities, but there is no reason to believe that their problems are not similar or even more pronounced than those experienced by other families. There are many Latino families with children with developmental disabilities in Lane County. In the last year, at the OHSU Child Development and Rehabilitation Center (CDRC) in Eugene, one of the physicians saw at least 65 Latino children in this clinic. EC CARES serves all the children less than 5 years of age with developmental disabilities or developmental delay in Lane County. EC Cares is currently serving about 171 children listed by ethnicity as Latinos.

Centro LatinoAmericano— in partnership with OHSU CDRC and EC Cares—is requesting strategic investment funds to assist Latino parents and/or caregivers of young children with disabilities through a collaborative support program called “*grupo de apoyo para familias especiales*,” so they can prepare their children for success in school and life. These families would prefer to be served by bilingual and bicultural staff at Centro. We provide assistance to the parents and generally connect them with other parents and professionals at CDRC and EC Cares, while they access other human services, and participate in educational opportunities at our agency.

Researchers report that first generation immigrants are more inclined to seek services from organizations that are familiar with their culture, language and background; and that there is no “one size fits all” approach to adequately addressing their educational and human service needs. Culturally specific community-based organizations such as Centro LatinoAmericano are more likely to understand the complex multi-layered challenges and obstacles that immigrant

¹ Bailey, Donald B. Jr. Et al. 1999. Needs and Support by Latino Families of Young Children with Disabilities. *American Journal of Mental Retardation* 104(5):437-451.

² Arcia, Emily, Maria E. Reyes-Blanes, and Elia Vazquez-Montilla. 2000. Constructions and Reconstructions: Latino Parents' Values for Children. *Journal of Child and Family Studies* 9(3):1062-1024.

families face when attempting to access services. Culturally specific community-based organizations are also better equipped to form essential relationships and engage their communities in the implementation and provision of services relevant to the unique needs of recent immigrants.

With the support of strategic investment from United Way, our community-based organization will contribute to increase the number of Latino children with developmental disabilities entering public school in Lane County with adequate social/emotional development. Our approach to this **education goal** is tri-folded: (1) Latino families develop formal and informal social networks that foster getting together and sharing information among parents and caregivers; (2) Latino families create a self-sustained group to support other immigrant families and their children with developmental disabilities; and (3) Latino immigrant families acquire a better understanding of the local, state, and national resources available to them and their children with developmental disabilities.

Moreover, we combine these education strategies with **human service strategies** (Centro caseworkers provide crisis intervention and active human service referrals to each family as needed); and **income strategies** (Centro caseworkers assist Spanish-speaking adult immigrants with financial literacy services, and employment assistance for the unemployed or underemployed). We also refer children to a play group and parents to English classes, computer literacy classes, and citizenship classes that are taught at Centro LatinoAmericano throughout the year. In sum, our agency will perform as a culturally appropriate “prosperity center” for Latino families, providing them with tools to integrate our society.

B. Service Description

Describe the proposed services for which you are requesting funds. Be very specific. The description should be a clear and logical response to needs outlined in Section 2, question 1A. Describe how your proposed services are designed to effectively meet the Community Investment Strategic Action Area goals and strategies selected in Section 1. Describe the research or evidence based methods which justify the proposed approach.

We are requesting funds for the following key components of this program:

- Communication:* From personal experience and other sources of information, we know that Latino immigrant families may not have easy access to certain types of communication, so we are going to use redundant systems to reach them, including e-mail, websites, telephone calls, and postal mail.
- Creation of a webpage at Centro Latino Americano website with information, news and events. This webpage will link to other sites with more specific information relevant to Latino families.
 - Development of a participants’ list with multiple ways of communication based on the family preferences, i.e., mail, e-mail, or telephone.

Language: Since language is often the main barrier for communication with immigrant families, we are going to utilize primarily Spanish, with appropriate accommodations for the families who prefer to have the information in English.

Organizational Support: Centro was established in 1972 to meet the needs of the growing Latino Community in Lane County. Our mission is “We are a bilingual, multicultural agency dedicated to the empowerment of the Latino community of Lane County by offering social services, access to community resources, and advocating for fair treatment.” Today Centro is meeting this challenge by addressing the linguistic, educational, and economic development needs Latino families as it continues to provide vital human services such as referrals to housing, employment advocacy, crisis intervention services, and support for families. Centro is the primary access point for the Latino community, especially those with limited English proficiency. Our programs are divided into three main areas of service: support for children and families, Substance Abuse Treatment Services, and educational opportunities.

Centro will provide logistic support with staff dedicated to this program. We anticipate that most of the initial organization will be carried out in the first year by the organizations participating in this

proposal (Centro Latino Americano, CDRC, and EC CARES). Since our objective is to foster the creation of a self-organized group, in the second year we plan to continue providing logistical support to the group of special Latino families and contribute to a conference centered on raising bilingual and bicultural children with developmental disabilities. The activities proposed for the second year are contingent on the success of the activities planned for the first year. During the third year, Centro LatinoAmericano will continue providing webpage and in-kind assistance, and advising the group organized by the parents.

Family support: During the meetings, we offer child care provided by bilingual assistants with experience in the care of children with disabilities

- *Focus groups:* In order to have a better understanding of the primary needs and preferences of the families, during the second month we will conduct three focus groups with at least five families each. The goal of these focus groups is to gather information on families' preferences and what topics they feel are more appropriate to address.
- *Monthly meetings:* Starting on the third month, we are going to organize monthly meeting (2.30 hours each) for the families. Each meeting will be centered on a theme. See below for examples of topics that could be covered. We anticipate that these monthly meetings will have at least two parts.
 - a. Presentation: Local or regional experts will be invited to do a presentation about a topic previously selected by the parents.
 - b. Social time: The specific format will be developed after analyzing focus group results, but it could take the format of small group sharing of experiences, sharing a meal, games, music etc.

Issues that could be addressed in the meetings

Community

- Community services and opportunities
- Community support systems
- Funding resources
- Making relationships and networking

Family

- Impact of developmental disabilities in the family
- Impact of developmental disabilities in the siblings
- Planning family activities with a child with developmental disabilities

Daily Life Activities

- Frequent activities of daily life issues in children with developmental disabilities
- Sleep
- Feeding
- Toilet training
- Dental care
- Mobility
- Transportation
- Use of wheelchair/orthosis
- Communication systems
- Hygiene, dressing and hygiene in children with developmental disabilities

Behavior

- Behavior problems in children with developmental disabilities
- Behavioral strategies
- Tantrums
- Self-injury behavior

Education

- Understanding education system
- IEP, IFSP, 504, ESL etc
- Negotiating with the school
- Education strategies for children with learning disabilities
- Specific treatment issues for autism, speech-language disorder, ADHD

- Language development in the bilingual child
- Law
 - Right of individuals with disabilities (ADA, IDEA)
 - Parents as advocates
 - Policy issues and the role of parents
- Economy
 - Funding resources (SSI, specific resources for housing, transportation)
 - Tax issues in families with a child with developmental disabilities or medical expenses.
- Health
 - Prevention in children with developmental disabilities
 - Specific medical disorders like cerebral palsy, autism, mental retardation, ADHD
 - Medication
 - Nutrition in children with developmental disabilities
 - Gastro intestinal disorders in children with developmental disabilities
 - Orthopedic issues in children with developmental disabilities
 - Seizures and brain function

Researchers justify the proposed approach:

Latino parents' conceptualize community leadership as doing things for each other. Studies of leadership development among immigrant parents of children with disabilities³ show that connections with other parents, balancing personal and group interests, sharing an immigrant experience⁴ are frequently identified as key to these parents' leadership development. The findings highlight the need among Latino parents of children with disabilities to be more informed about the culturally appropriate services, how to access services, and strategies for navigating systems that they do not understand.

2. 2010/2011 Service Objectives and Outcomes

A. Service Objectives (# people to be served and/or services provided):

You may choose the 12-month reporting period that best matches your data collection system as long as the period begins in calendar year 2010.

12-Month Service Objectives:	July/1/ 2010	through	June/ 30/2011
	(Month/Day/Year)		(Month/Day/Year)

Proposed Service Objectives:

- *Plan year-long collaborative program among Centro, CDRC, and EC Cares staff, prepare contact list, mail invitations (July and August 2010):* Centro Latino Americano provides the core logistic support and project management and administration, as well as space for monthly meetings. Oregon Health Sciences University Child Development and Rehabilitation Center (CDRC) provides professional advice and participates in the meetings as needed. Both CDRC and EC Cares provide the initial contact with the families, as well as professional advice and participation in the meetings as needed. However, due to confidentiality these organizations cannot provide the names and contact information without the families' consent. The *Grupo de Apoyo para Familias Especiales* will supply CDRC and EC CARES with invitation letters to be mailed by both organizations.

³ Adames, Sandra Bibiana. 2000. *An Analysis of Leadership Development among Immigrant Latino Parents of Children with Disabilities*. Master's Thesis, University of Illinois at Chicago.

⁴ Skinner, Debra, Patricia Rodriguez, and Donald B. Bailey Jr. 1999. Qualitative Analysis of Latino Parents' Religious Interpretations of Their Child's Disability. *Journal of Early Intervention* 22(4):271-285

- *Focus groups with Latino parents and/or caregivers, develop list of themes, contact speaker, and coordinate childcare and snacks (August and September 2010):* In order to have a better understanding of the primary needs and preferences of the families, we conduct three focus groups with at least five families each.
- *Web page preparation, design, and maintenance (August 2010 through June 2011):* Centro includes a link to a webpage dedicated to this program. The parents have direct involvement with preparation, design, and maintenance of this webpage.
- *Monthly meetings (September 2010 through June 2011):* We are going to organize monthly meetings (2.30 hours each) for the families. Each meeting is centered on a theme, and consists of two parts: a presentation by a healthcare professional or a parent/caregiver of children with disabilities, and a social activity.
- *Planning for formation of self-organized group of Latino parents/caregivers of children with disabilities (January through June 2011):* The parents and/or caregivers are encouraged to develop leadership and self-organize as a group with common interests.
- *Planning for a future conference (May to June 2011):* Centro staff recommends to start planning for a conference centered on raising bilingual and bicultural children with developmental disabilities. The activities proposed for the second year are contingent of the success of the activities planned for the first year.
- *Human service referrals (September 2010 to June 2011):* Centro caseworkers refer parents to other social service agencies for their human and social service needs, offer crisis intervention to qualifying families (rental assistance, food boxes, clothing, transitional housing), interpret to make appointments, and translate documents for clients.
- *Continuing education (September 2010 to June 2011):* The caseworkers refer clients to Centro's English classes, computer literacy classes, citizenship classes, and other educational opportunities.

B. Proposed Services Outcomes (measurable statement of intended effect on target population.)

Dates should match the service objective dates you specified in question 2 A.

12-Month Outcomes: July /1/ 2010 through June/30/2011
 (Month/Day/Year) (Month/Day/Year)

Proposed Outcomes and Performance Measures for each proposed service (provide in table format, correlating measures to proposed outcomes):

<i>Outcomes</i>	<i>Measures</i>
Coordination of a partnership between Centro LatinoAmericano, OHSU CDRC, and EC Cares to support Latino families with children with developmental disabilities.	100 % of partners have clear roles and expectations.
Centro staff writes letters in Spanish and partners compile a list of Latino families using their services. Due to confidentiality issues, we can not anticipate how many families will be contacted by our partners.	100% of the families in the partner's list are contacted.
Centro staff begin coordinating a group for Latino parents/caregivers	50% or more of the families reply to the first contact.
Centro staff conducts three focus groups with parents/caregivers of children with developmental disabilities. At least 5 parents participate in each group.	75% of all the individuals interested in participating in this group also agree to participate in focus groups.
Centro staff begins planning a webpage with relevant information	The webpage is complete and available at Centro's website
A group of 20 to 25 parents meets regularly at Centro LatinoAmericano	90% of those families interested actually participate in this group and attend monthly meetings.

15 Latino immigrants receive active human service referrals (the clients actually receive services)	50% of all the families who participate in this support group also receive human services at Centro LatinoAmericano, and referrals as well.
5 to 10 Latino immigrants are placed in English classes, computer literacy classes, and citizenship classes.	50% of clients who receive active human service referrals also benefit from educational opportunities.

Note: Please include a copy of your Logic Model if one was developed. It is excluded from the 15 page limit.

3. **Tracking Systems**

What systems will be used to track the impacts and outcomes of the services provided and support continuous improvement? (e.g., telephone logs, client files, client satisfaction survey, pre-test/post-test, software systems, etc.) Please note if a tracking system is already in use, or if it will be developed to support the program.

We keep a *participant log* to track the number of individuals and families who are contacted and the number of these who actually responded to our invitation. Family members are identified by gender, estimated age range, and nationality in the case of non-citizens. They are asked for how long they lived in the U.S. Our log also indicates how many meetings each family attends.

Those parents or caregivers who receive services at Centro and become clients are recorded as clients. Centro caseworkers routinely report client information on OPUS, the Lane County *software* for human service providers, and also keep *client files*. To track the performance of our one-stop prosperity center, we will add new boxes on the client's intake form to record the following: (a) which parents of children with disabilities have become clients; (b) which clients in this particular set of clients have received human service referrals or crisis intervention; and (c) which clients further participate in educational activities. This information will be kept in the client files.

Centro LatinoAmericano caseworkers routinely implement a client *feedback form*. We will add boxes to the feedback forms to identify the following: (a) which ones have been answered by clients who participate in the support group for parents of children with disabilities; (b) which ones in this set were answered by clients who received human service referrals; and (c) which ones in this set were answered by clients who participated in educational activities.

SECTION III: SERVICE MANAGEMENT

1. **Client Involvement**

Describe your client involvement systems and how they lead to more efficient and effective services. For example: How are clients involved in service planning, offering feedback or making suggestions about your services? How do you measure client satisfaction? How do your feedback systems lead to more effective services? Please provide examples.

The parents and/or caregivers who participate in this support program are involved in the planning of the meetings, the content and development of the webpage, and the planning of monthly meetings. They develop leadership and work towards a self-sustained group with common interests.

Centro LatinoAmericano mission is to empower the Latino community in Lane County. We are a community-based client-centered agency. We only provide services that our fellow immigrants need and ask for. Our more immediate measure of client satisfaction is the number of community members who come to Centro LatinoAmericano for services, and the number of individuals who participate in our educational activities. When individuals feel dissatisfied, we immediately know it. Someone would let us know, and we have the opportunity to produce adjustments and/or changes in the manner in which we offer services—for example, when clients call requesting information that is not locally available, we call consulates, embassies, and also make long-distance calls to Latin American countries to find out about

the right answer. Similarly, when community members feel that we have been helpful to them, we are rewarded with further community referrals. We have client feedback forms, and also use participant's feedback forms for our educational activities. We track the effectiveness of our Substance Abuse Treatment Service by frequency of recidivism among clients.

2. Coordination/Collaboration

Describe specifically how you work with others in the community to maximize service to the people you serve. List any formal relationships, the nature of the partnership and the type of agreement (i.e. Memorandum of Understanding, Service Agreement, Contract or other documentation.)

Centro LatinoAmericano is a partner with Saint Vincent de Paul to provide bilingual and bicultural case management for SVdP transitional housing program (contract). We have also a partnership with Womenspace to assist Spanish-speaking victims of domestic violence (service agreement). We have a work relationship with Lane Workforce Partnership, sharing information about weekly job openings and referring clients to their Job Seekers' services. Additionally, our case workers are well connected to other human service providers in Lane County, and refer clients to them. Centro has applied for a contract with DHS to enroll children in the Healthy Kids Program. Our clients receive food boxes thanks to the support of Food for Lane County (Service Agreement). We also have an agreement with the UO Linguistics Department, Language Teaching Specialization in the Master of Arts (M.A.) program. Students in this program teach English as second language for adults on an on-going basis, and also offer tutoring to adults. This type of instruction and tutoring improves immigrant worker's communication skills and job readiness. We have agreements with instructors and volunteers who teach Spanish, Portuguese, Computer Literacy, guitar lessons, and other educational classes at Centro. We supervise numerous unpaid interns from the University of Oregon, LCC, and students from local high schools. Our interns help out with numerous tasks, from office aid to filling job applications for clients.

3. Diversity / Accessibility

"United Way of Lane County believes that respect for and understanding of all cultures, peoples, and lifestyles are central to our mission of helping people care for one another. To that end, United Way will demonstrate that it values diversity in its funding of programs in Lane County. We will attempt to promote and recognize programs and organizations which provide culturally appropriate services, ensure access for people needing those services, and show a valuing of diversity in volunteer, staff, and service systems." --United Way of Lane County's Diversity Statement

Describe how diverse segments of the community have access to the proposed services. Describe your efforts to continuously improve services to underserved populations. Diversity can include but is not limited to: race, gender, ethnicity, physical ability, sexual orientation, age, familial status, economic status, rural/urban location.

Centro LatinoAmericano is a community-based organization with the mission of empowering the Latino community in Lane County. All the members of our staff are first-, second-, or third- generation immigrants. Our clients self-identify as Latinos. In particular, we serve those Latinos who have a household income at or below 200 FPL.

4. Use of Volunteer and Partnership Resources

Describe how you use volunteers. Include type of positions they hold, number of volunteers, and total volunteer hours per year. Describe your capacity to mobilize additional community partners and/or in-kind resources in conjunction with the proposed services.

We expect to have volunteers who are going to cooperate in the childcare and entertaining older children; our volunteers also help in setting up the place for the meetings and cleaning after. We have professionals who will volunteer their time to give some of the lectures and in the preparation for the meetings. For example, Dr. Mario Petersen and Dr Randy Phelps, Developmental Pediatricians at CHDR have already expressed interest in volunteering for Centro to give presentations to Latino parents of children with disabilities

Generally we use volunteers to help out with the following activities: (a) to collect food from Food for Lane County and arrange food boxes (once a week); (b) to assist during the children's play group, serving snack, reading books, and also making special presentations to the parents (once a week); (c) to assist staff with filing, faxing, copying, and shredding documents; (d) to fill out job applications for clients; (e) to distribute flyers and brochures in the community; (f) to teach English as second language and tutor adult students (two or three times per week); (g) to teach citizenship workshops (once a week); (h) to sort out clothing and other donated goods; (i) to help out with building improvements; (j) to help out in community events; and so forth. During the last fiscal year, 160 volunteers contributed 1544 hours of work. Most likely, one volunteer is on task in any given day at the agency. We feel confident that we will be able to recruit a knowledgeable bilingual trainer, and six to eight bilingual volunteers to assist immigrants with tax returns. We also feel certain that when Latino immigrants seek our services, Centro caseworkers are able to assist them not only with direct assistance and financial education, but they are also refer clients to educational activities that improve their ability to communicate in English, and to perform better on the job. In sum, clients will be assisted to attain financial stability, while achieving civic and social integration.

5. **Budget**

A. Complete the budget form (Appendix B) included separately.

B. Describe the return on the UWLC investment. Include such factors as demonstrated cost effectiveness and efficiency of service delivery, how you will leverage other financial investments to support the work and the sources of other financial investment for this work. Describe how the work improves the effectiveness of the human services network in Lane County.

Our agency has a long record on being able to offer culturally appropriate bilingual services to immigrants. Primarily Centro LatinoAmericano is efficient and effective in serving the needs of foreign-born Latinos who wouldn't seek assistance from other agencies due to linguistic and cultural barriers. We understand the complex multi-layered challenges and obstacles that immigrant families face when attempting to access services. Our agency will leverage funding and programming that is already in place to assist immigrant families with children with developmental disabilities. We are committed to enabling all children in Lane County to be safe, healthy, cherished, and enter school ready to learn. By providing further assistance to Latino parents, so they can prepare their children for success in school and life, and generally connect with the mainstream society—while receiving other human services, and participating in educational opportunities—we are actually improving the efficiency of the human services network in Lane County. We are reaching out to residents who are otherwise difficult to reach. By helping this particular sector of the local population, we are producing a genuine cost-effective return for a strategic investment, and are contributing to the goal that by 2020, the majority of children entering public school in Lane County demonstrate adequate social/emotional development.

C. If you are requesting funding for Capital investment, including funding for physical space or renovation, you must include the full cost of the capital project and how you will fund the balance outside the UWLC amount.

6. **Follow-Up**

If you received a United Way Allocation in 2009, the United Way volunteer-led review panel will receive copies of your most recent panel summary report. Were there any concerns or conditions for continued funding identified by the United Way review panel during the last review?

Yes No

If yes, how have these been addressed by your agency?

7. Governance, Management & Organizational Capacity

Briefly describe how this program fits into your organizational structure, how it will be managed, and how oversight will be provided. ***Complete Appendix C, Required Compliance Documentation, Exhibit A – Best Organizational Practices and Management.***

Describe the ability of the organization to carry out the proposed services successfully and efficiently based on current resources, i.e. expertise of staff, diversity of funding sources, board composition and involvement, fiscal and governance systems and facilities.

Centro LatinoAmericano staff is bilingual and bicultural. Our caseworkers routinely provide culturally appropriate case management to the working poor who are Latino. Their connections to other local human service agencies allow Centro to offer wrap-around services to the clients who seek our assistance. Our current funding only allows us to operate at less than full capacity. Our fiscal and governance systems are in place (Exhibit A is attached to our United Way Basic Needs application). Generous donors (University of Oregon and Lane County) have enabled us to install a computer lab. Volunteers teach computer literacy, and other educational evening classes to help our clients improve their English proficiency, while increasing their marketability on the job market.

Some Board members are men and women of Latino descent intrinsically committed to the advance of our community, and other members are equally committed to Centro's mission of empowering the Latino community in Lane County. With the support of a strategic investment, we are confident that will be able to assist at least 25 Latino families with children with developmental disabilities, while assisting at least 15 them in many other ways as needed, all in one convenient location.

8. Policy Adherence

UWLC requires all service partner organizations to follow and adhere to the following UWLC Policies and Certification Documents (Exhibit B is attached to our United Way Basic Needs application):

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

**APPENDIX B
BUDGET**

Budget for Year One

PERSONNEL EXPENSES		Time (hours/week)	Salary (\$/hour)	Weeks	
Exec Dir		3	\$22.60	52	\$ 3,526
Exec Dir Fringe		25%			\$ 881
Project Coordinator		7	\$14.00	52	\$ 5,096
Project Coordinator Fringe		25%			\$ 1,274
					<u>\$ 10,777</u>
TOTAL PERSONNEL					\$10,777
Program Direct Expenses		Hours/month	Salary (\$/hour)	Monthly meeting	
Childcare:	Lead	1	4	11	\$ 418
	Assistants	3	3	11	\$ 842
Webpage designer & maintenance		1	6	12	\$ 1,296
					<u>\$ 2,556</u>
					\$2,556
Non-Personnel Expenses			Individuals	Monthly meeting	
Food (for meeting with parents)		\$4	20	11	\$ 880
Food (for childcare)		\$2	20	11	\$ 440
Mailing		\$300 /yr			\$ 300
Copying		\$600 /yr			\$ 600
					<u>\$ 2,220</u>
Contract					
Child Development & Rehabilitation Center					<u>\$ 300</u>
					\$2,520
TOTAL DIRECT EXPENSES					\$13,333
ADMIN EXPENSES		20%			<u>\$2,667</u>
TOTAL PROGRAM EXPENSES					\$15,999

Strategic/Preventive Investment Proposal Logic Model

Coordination of a support group for Latino families with children with developmental disabilities/ *Grupo de apoyo para familias especiales* with the goal of empowering the parents to form a self-sustained group, while offering them active human service referrals, direct assistance, and educational opportunities as needed in one convenient location.

Impact

Immigrant families with children with disabilities develop formal and informal social networks that foster getting together and sharing information among parents and caregivers.

Latino families create a self-sustained group to support other immigrant families and their children with developmental disabilities.

Latino immigrant families acquire a better understanding of the local, state, and national resources available to them and their children.

Families are equipped to prepare their young children for success in school and life, consistent with the vision that all children in Lane County are safe, healthy, cherished, and enter school ready to learn.

Outcome

90% of participants (Latino immigrants) demonstrate confidence and skills necessary to organize a self-sustained support group, plan for a future conference, maintain an updated webpage hosted at Centro LatinoAmericano website, and find themselves firmly set on the road to civic and social integration.

Milestone

Short-term goal: Within 12 months of this strategic investment:

Three partners, Centro LatinoAmericano, OHSU CDRC, and EC Cares establish a collaboration to support Latino families with children with developmental disabilities who meet at Centro.

Three focus groups are conducted with Latino parents

A group of 20 to 25 Latino families meet regularly at Centro to discuss issues of common interest, learn about relevant information from presenters, and socialize to strengthen informal networks.

The children receive culturally appropriate childcare at Centro while their parents participate in the meetings.

15 low-income Latino immigrants receive active human service referrals and direct assistance

5 to 10 low-income Latino immigrants improve their English proficiency, learn skills marketable on the job market, and/or receive coaching to pass the naturalization test to obtain citizenship.

Long-term goal: By 2020, the majority of children entering public school in Lane County demonstrate adequate social and emotional development.

Evaluation

Self-administered feedback form documents the participant's growth in personal ability to develop formal and informal social networks that foster getting together and sharing information

Self-administered feedback form documents the client's progress toward objective of creating a self-sustained group to support other immigrant families and their children with developmental disabilities

Self-administered feedback form documents the participant's newly acquired understanding of the local, state, and national resources available to parents/caregivers and their children with developmental disabilities.

Client intake form (OPUS software) and self-administered client feedback form:
The client intake form determines current financial situation (when further verification is needed to offer direct assistance, the caseworkers request the last two paystubs or records of unemployment benefits); and the feedback form documents client satisfaction with Centro's services.

Metric

1. 100% of the partnering organizations have clear roles and expectations about this collaboration.
2. 100% of the Latino families in the partners' list are contacted.
3. 50% or more of the families reply to the first contact.
4. 75% of all the individuals interested in participating in this group also agree to participate in focus groups.
5. 90% of those families interested actually participate in the support group and attend monthly meetings.
6. 50% of all the families who participate in this support group also receive human services and referrals at Centro LatinoAmericano.
7. 50% of clients who receive active human service referrals also benefit from educational opportunities.

Output

20 immigrant families with children with disabilities receive bilingual and bicultural support at Centro LatinoAmericano. 15 unduplicated Latino families in low-income households receive human service referrals and direct assistance; 5 to 10 individuals in those households also benefit from educational opportunities.

Activity

Outreach to Latino families with children with developmental disabilities (7 h/per week, 8 weeks)
Three focus groups with at least 5 participants each (8 h/per week, 4 weeks)
Coordinate and support monthly groups of Latino parents (8 h/per week, 32 weeks).
Coordinate child care for those parents at Centro (8 h/per week, 32 weeks).
Case management administered, referral assistance provided as needed, from mid-April to late June 2010 (3 caseworkers, 5 h/per week each, 11 weeks = 165 hours)

Input

Existing:

FTE Caseworker
FTE Caseworker
FTE Receptionist to schedule appointments
Administrative personnel
Web developer and webmaster consultant
Meeting space
Wheel chair accessible childcare room

Needed:

FTE Caseworker, Project Coordinator
FTE Executive Director, Project Supervisor
Printing materials
Outreach materials
Administrative support
Snacks for childcare sessions

Strategy

Support Latino immigrant families with children with developmental disabilities

Culturally specific community-based organizations such as Centro LatinoAmericano are more likely to understand the complex multi-layered challenges and obstacles that immigrant families face when attempting to access services or fulfill their tax-paying contributions. Culturally specific organizations are also better equipped to form essential relationships and engage their communities in the implementation and provision of services relevant to the unique needs of recent immigrants. Our strategic approach includes (1) education strategies, (2) human service strategies, and (3) income strategies.

Indicator

1. From 1990 to 2000, the Latino population in the Eugene-Springfield Metropolitan Statistical Area experienced more than 100% increase (Eugene-Springfield Consolidated Plan 2005).
2. In 2005-2007, 28.1% of the Latino families in Lane County had an income below 100% poverty level (American Community Survey, U.S. Bureau of the Census). Statewide, 37.6% of Latinos live in poverty in 2008 (American Community Survey, U.S. Bureau of the Census, tabulated by StateHealthFacts.org).
3. There are many Latino families with children with developmental disabilities in Lane County. In the last year, at the OHSU Child Development and Rehabilitation Center (CDRC) in Eugene, one of the physicians saw at least 65 Latino children in this clinic. EC CARES serves all the children less than 5 years of age with developmental disabilities or developmental delay in Lane County. EC Cares is currently serving about 171 children listed by ethnicity as Latinos.

Condition

1. When Latino parents learn that they have a child or family member with a disability, they become aware of their child's special educational needs, identify services which could help support them and their child, and gain access to those services.
2. Children with developmental disabilities have higher needs for attention, time, and dedication.
3. Many factors intervene to help or hinder these parents' efforts to care for their children, such as the characteristics of the family (e.g., level of English proficiency of parents), availability of resources, attitude of professionals, and interagency collaboration.
4. Parents of children with developmental disabilities have increased levels of stress. Multiple studies have shown that these parents tend to have lower income, more financial burden, decreased social activities, and more isolation.
5. Some studies showed that caregivers have increased risk for medical problems and less medical care.
6. Latino immigrant families, and particularly Latino women who care for children with special needs tend to be more isolated and have higher levels of mental and emotional problems.
7. There is limited information about the scale of adaptation and stress of immigrant parents of children with disabilities, but there is no reason to believe that their problems are not similar or even more pronounced than those experienced by other families.
8. Centro LatinoAmericano is better equipped to understand the complex multi-layered challenges and obstacles that immigrant families face when attempting to access services, and is better equipped to engage Latino families so they are able to prepare their children for success in school and life, and achieve civic and social integration.

Strategic/Preventive Investment Application
Proposed Services BUDGET



Agency Name:

Centro LatinoAmericano

Proposed Services:

Support for Latino Families w/Children with Developmental Disabilities

	Prior 12 Months	Future 12 Months
REVENUE/SUPPORT		
United Way Funding/Request (do NOT include Donor Designations)	\$36,769.00	\$15,999.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$3,263.00	\$4,000.00
Government Funding	\$1,117.00	\$2,000.00
Foundation/Corporation/Other Grants or Major Gifts	\$38,292.00	\$79,550.00
Program Service Fees or Membership Dues	\$7,254.00	\$8,000.00
Other Revenue	\$1,760.00	\$2,000.00
Total Revenue	\$88,455.00	\$111,549.00
	Actual	Estimated
EXPENSES		
Personnel Related	\$46,895.00	\$55,646.00
Client Assistance	\$10,797.00	\$13,661.00
Other Direct Program Expenses	\$13,162.00	\$22,352.00
Administrative Overhead	\$17,601.00	\$19,890.00
Total Expenses	\$88,455.00	\$111,549.00
NET (should be zero)	\$0.00	\$0.00

What percent of your agency budget do these proposed services represent?	29%	33%
What percent of your agency revenue is the United Way request?	15%	7%
Number of employee FTE's (full-time equivalents) in proposed services?	1.10	1.60
Percentage United Way request to overall proposed services revenue	42%	14%
Administrative overhead percentage applied to proposed services	25%	22%

Completed by:

Heather Crippen

Attachment A

United Way of Lane County Best Organizational Practices and Management

Agency Name: Centro LatinoAmericano

The following questions represent generally accepted best practices for the management and governance of non-profit organizations. Please respond with **Yes** or **No**. If **No**, provide a brief explanation. (Note: These are not required and some policies and activities may not be appropriate for your agency.)

ORGANIZATIONAL MISSION AND DIVERSITY	Yes	No	Other/Explain
A. Mission			
1. Our agency has a written mission statement that reflects our purposes and values.	✓		
2. The board regularly reviews our agency's mission statement.		✓	Our agency's mission statement has not been reviewed in more than three years
3. Our agency engages in annual planning that helps define organizational and divisional goals.	✓		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	✓		
2. Our agency strives to reflect the diversity of the community we serve.	✓		
3. Our agency has a written policy and practice of non-discrimination in the following areas:			
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	✓		
b. Board and committee participation	✓		
c. Volunteer selection	✓		
d. Service delivery	✓		

FINANCIAL MANAGEMENT	Yes	No	Other/Explain
A. Audit			
1. Our agency has an annual audit or review done by an independent certified public accounting firm.	✓		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	✓		
B. Financial Transactions and Controls	Yes	No	Other/Explain
1. Our board has approved a policy specifying that dual signatures are required on checks over a certain amount.	✓		
2. Our board has approved a delegation of authority to specified levels of management that shows types and limits of spending or approval authority.	✓		

C. Money & Investments	Yes	No	Other/Explain
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	<input checked="" type="checkbox"/>		
2. The board has adopted an investment policy that is regularly reviewed.	<input checked="" type="checkbox"/>		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	<input checked="" type="checkbox"/>		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	<input checked="" type="checkbox"/>		
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.		<input checked="" type="checkbox"/>	N/A
E. Accounts Payable	Yes	No	Other/Explain
1. The board has approved a written purchasing policy.	<input checked="" type="checkbox"/>		
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	<input checked="" type="checkbox"/>		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.			Not permitted
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.		<input checked="" type="checkbox"/>	No credit cards
5. Credit card usage by employees is limited to use specified by board policy and is periodically reviewed by supervisors or, in the case of the executive director, the budget or finance committee.		<input checked="" type="checkbox"/>	N/A
F. Employees Expense/Reimbursement	Yes	No	Other/Explain
1. We have a board-approved policy governing if and when salary advances (draw), travel advances, and per diems are provided to staff.	<input checked="" type="checkbox"/>		
2. There is a travel and employee expense reimbursement policy approved by our board.	<input checked="" type="checkbox"/>		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		<input checked="" type="checkbox"/>	Policy not in writing
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.		<input checked="" type="checkbox"/>	Receipts are required
G. Budgeting and periodic financial reports	Yes	No	Other/Explain
1. Our agency forecasts financial requirements for proposed program activity and optimum use of funds.		<input checked="" type="checkbox"/>	
2. The executive director prepares an annual comprehensive operating budget and capital budget, presents the budget to the board for approval, and establishes controls to assure that budgetary objectives are achieved.	<input checked="" type="checkbox"/>		
3. Substantial changes in the budget are presented to the board for approval.	<input checked="" type="checkbox"/>		
4. Our board, or the financial committee: <ul style="list-style-type: none"> a. Reviews the financial statements (statement of activities, statement of position) on a quarterly 		<input checked="" type="checkbox"/>	

basis			
b. Receives explanations of major variances.	✓		
c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.		✓	
d. Reviews source and amounts of funding by function.	✓		
GOVERNANCE	Yes	No	Other/Explain
A. Board of Directors			
1. Our agency has a governing board of citizen leaders.	✓		
2. Our board is a volunteer group serving without compensation.	✓		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	✓		Training sessions are scheduled on a yearly basis
4. Our board ensures the creation of and approves agency policies and procedures.	✓		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	✓		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	✓		
7. Our board meets at least quarterly. Indicate how often: monthly	✓		
8. Our agency creates and maintains permanent board minutes.	✓		
9. Our agency ensures continuity by having overlapping board member terms.		✓	
10. Our board's nominating process ensures that the board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, disabilities, and skills and/or expertise.	✓		Policy not written
11. Our board has a process for handling urgent matters between meetings.	✓		
12. Each board member has contact information for the entire board.	✓		Emails but not full addresses
13. Our board evaluates the executive director on an annual basis.	✓		
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage 85 %			
B. Bylaws and Policies	Yes	No	Other/Explain
1. Our agency has written bylaws.	✓		
2. Our agency provides each board member a copy of the bylaws.	✓		
3. Our bylaws state the requirements for a board quorum.	✓		
4. Our board regularly reviews the bylaws.		✓	

5. Our agency has written operational policies and procedures.	<input checked="" type="checkbox"/>		
6. Our board has approved a code of ethics for both staff and volunteers, which includes provisions for ethical management, client confidentiality, publicity and fundraising practices.	<input checked="" type="checkbox"/>		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	<input checked="" type="checkbox"/>		The mechanism for resolving conflicts of interest is not written
8. Our board ensures that the agency has personnel policies and written job descriptions.	<input checked="" type="checkbox"/>		
C. Board Committees	Yes	No	Other/Explain
1. Our agency has standing and special committees that have been established to achieve efficiency of operations and share responsibility for decision-making.	<input checked="" type="checkbox"/>		
2. Our agency's board members serve on at least one board committee.		<input checked="" type="checkbox"/>	
3. Our agency committees meet on a regular basis (monthly or quarterly).	<input checked="" type="checkbox"/>		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.		<input checked="" type="checkbox"/>	Not all the activities are reported to the board for approval/action
D. Compliance with legal requirements	Yes	No	Other/Explain
1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	<input checked="" type="checkbox"/>		
2. We have been the subject of a governmental investigation in the last 24 months.		<input checked="" type="checkbox"/>	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	<input checked="" type="checkbox"/>		
2. We have general liability coverage.	<input checked="" type="checkbox"/>		

Agency Name: Centro LatinoAmericano

Prepared By (Name): Marcela Mendoza

Title: Interim Executive Director

Date: January 7, 2010

Attachment B

United Way of Lane County UWLC Policies and Certification Documents

“I hereby certify that

Centro LatinoAmericano
(print agency name)

agrees to follow and adhere to the following UWLC Policies and Certification Documents:”

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Signature, Agency Director: 

Print name: Marcela Mendoza

Date: January 7, 2010

United Way of Lane County

NON-DISCRIMINATION CERTIFICATION OF COMPLIANCE

“I hereby certify that our agency/organization is in compliance with all applicable Federal, State, and local laws that may apply to our agency regarding discrimination on the basis of: race, religion, color, sex, national origin, marital status, familial status, age, source of income, disability, sexual orientation, and any other category protected by such laws.”

ANTI-TERRORISM COMPLIANCE MEASURES

“I hereby certify that our agency/organization is in compliance with the USA Patriot Act and other counterterrorism laws, United Way of Lane County requires that each agency certify that all United Way funds and donations will be used in compliance with all applicable anti-terrorist financing and asset control laws, statutes and executive orders.”

AGENCY DIRECT FUNDRAISING POLICY

Intent

The intent of this agreement is to adapt current fundraising agreements to the new community impact model and foster a spirit of cooperation within our current system. United Way does not wish to regulate fund raising that has little impact on workplace giving. It is the position of this agreement that, in good faith, agencies will not engage in any development activities that would interfere with United Way’s workplace efforts.

Agreement

- Member agencies will dedicate as much staff and volunteer effort as possible, in support of each other, to increase community giving from September to November.
- Agencies agree to grant United Way exclusive rights and leadership of the workplace campaigns.
- Member agencies agree to co-market with all fundraising activities as noted in the agency agreement and clearly identify themselves as a United Way agency.

DONOR DESIGNATION POLICY

United Way of Lane County conducts an annual, community-wide campaign for the purpose of raising funds and recruiting volunteers. The objective is to increase good will and public involvement and commitment to community goals by addressing high priority health and human care issues in Lane County, Oregon. Donor designations are offered within that context as a service to our donors.

Accepting Donor Designated Gifts

United Way of Lane County will accept donor designated gifts within the framework of the following choices:

- a designation to the Live United Fund
- a designation to a specific action area (Education, Income, Health)
- a designation to a specific eligible organization or another United Way
- a designation to exclude a specific United Way participating agency from receiving any portion of a donor's gift

A donor may designate all or part of their gift.

Eligibility Criteria

Organizations must meet the following criteria to be eligible for receiving designations through the United Way campaign:

- Contributions to the organization must be fully tax deductible to the donor. Specifically excluded in accord with this policy are political campaigns, political action groups, tuition, dues, or other payment for services.
- The organization must be in compliance with all necessary registration and filing requirements for charitable organizations.

United Way reserves the right to review the status of any organization at any time as it relates to eligibility for designations.

Promotion of the Donor Designation Program

Organizations—both United Way participating, as well as non-United Way—are expected to promote the United Way concept when engaged in activities surrounding the campaign. United Way of Lane County reserves the right to deny eligibility for designated funds to any organization that engages in or encourages activities designed to result in direct designations to their own organization through the annual United Way campaign.

Service Fees

United Way will forward designated gifts to specific agencies on a quarterly basis. Payouts will be based on the actual cash collected from donors less a service fee to help cover the

fundraising and administrative costs. The amount of the fee is dependent on the amount of the donor's total gift or their employer.