


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

- A. Name of Organization: South Lane Family Nursery dba Family Relief Nursery
1. Contact Person: Heather Murphy
2. Address: 720 N. 14th St. P.O. Box 1207
Cottage Grove, OR 97424
3. Phone: (541) 942-4835 Email: heathermurphy@oip.net
- B. Name of Proposed Services: Child Abuse Prevention Services
- C. Amount of Funding Requested for a 12 month period: \$17,500 (\$35,000 over 2 years)

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

 3/3/10
Signature: Agency Director Date

 3/2/10
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)

- 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.*)

Our services are designed to specifically address both of the strategies listed under the Education Strategic/Preventive Goals and Funding Strategies of United Way of Lane County.

- **Research-Based strategies to increase the early literacy/language and social/emotional development of high-risk children.**
- **Research-Based Parent Education, Support & Coaching to increase target populations' parental involvement and ability to support children's early literacy/language and social/emotional development.**

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.

Family Relief Nursery programs and mission, align directly with the Education Goals of UWLC. We address the above listed strategies through a comprehensive set of services aimed at promoting the cognitive, social, physical and emotional growth of children while working with their parents/guardians to overcome risk factors known to lead to instances of child abuse and neglect. Those services include center and home based programs that incorporate research based, proven practices.

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.

Our agency was opened 16 years ago in response to two highly publicized cases of child

abuse. It was recognized by community leaders and concerned citizens that our community had a child abuse problem and needed a program aimed at prevention. They wanted a program that focused on supporting families at high-risk for instances of child abuse and neglect. Since 1994, we have served over 1,100 families in South Lane County. In 2009, we served 123 children from 98 families. The trends that South Lane County faces in 2010 resemble those that precipitated the opening of our Nursery in 1994: High unemployment (8.3%), high levels of substance abuse, high instances of domestic violence and a high number of teen parents.

We offer a comprehensive set of services that include, therapeutic early childhood classes, home visiting, parent education classes, crisis response, substance abuse recovery support services, Latino outreach services and center-based respite childcare. In addition to these, we partner with other agencies to provide services such as special education and mental health counseling and consulting at our facility. We provide services to families with children 0 – 6, who are proven to be at high risk for instances of child abuse and neglect.

We serve clients that fall into each of the categories listed by UWLC in the targeted population of underserved, underrepresented families. Our service area is comprised of several rural and isolated communities in South Lane and North Douglas Counties.

Our direct service staff assesses 46 risk factors for families that we serve. Below is a snapshot of the risks present in the families that we served over the past six months:

100%	Social Isolation
100%	Rural
85%	Unemployment/Lack of reliable income
60%	Substance Abuse
48%	History of abuse or trauma
44%	Single Parents
44%	DHS Involvement
34%	Domestic Violence
22%	Mental Health Diagnosis

Each year our entire staff convenes for a retreat. At that time we look at current trends within our community and amongst our clientele. We set program goals accordingly. These goals are shared with our Board of Directors and incorporated into fundraising and budgetary goals. This year, we identified significant growth in our Latino population and the need for more bi-lingual support across all programs. In addition, we set a goal around more parent educational offerings to address the rising average of risk factors present in the lives of the families that we serve. We targeted the adoption of a proven parent education curriculum focused on high risk families. Additionally, we planned to continue to offer Circle of Security groups as we had graduated two successful classes with terrific outcomes. We strategized around potential partnerships in these goals and planned for further research of parent education curricula.

Both of these goals are in line with the Education goals and strategies identified by United Way of Lane County. Bi-lingual/Bi-cultural services directly prepare Latino children for life and school. Children coming from homes that speak only Spanish are often identified as speech delayed in English which can create delays in school if not identified. Access to early supports is essential to preparing them for school and life in an English speaking culture. In addition to speaking both languages in all programs, we provide bi-lingual materials and assist parents in accessing English as a Second Language services. Our Latino services are embedded in and enhance our core prevention programs. They contribute to the overall reduction of child maltreatment and high level outcome of healthy and thriving children that are overarching goals of Family Relief Nursery.

We have adopted The Incredible Years parent education curriculum which is a research-

based program that is proven to be highly effective with at-risk populations. We are also continuing with the Circle of Security program, also research-based. Both of these address the second UWLC goal under Education which seeks to increase parent involvement and coaching through research-based programs. As mentioned, this was a goal set forth by FRN staff aimed at diversifying our offerings to parents struggling with multiple stressors.

Our proposal is directly aimed at the population and strategies set forth by UWLC. We feel that our proven program stability and outcomes would be an asset to the efforts of UWLC as they strive to reach the ambitious goals they have outlined.

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.

Family Relief Nursery is applying for funding to support our core prevention services that include our Therapeutic Early Program, Respite Childcare, Parent Education and Home Based Services. Specifically, this funding will be used to dedicate additional hours for our Latino Bi-lingual/Bi-cultural worker to support each of these programs as our Latino population has grown significantly at Family Relief Nursery over the past year. This position currently wears many hats and we will be supplanting her current time in the classroom by augmenting that of another part-time teacher. This shift will allow for more time in outreach and bilingual support over all programs.

Additionally, we will be funding two pieces of our Parent Education Program. We have recently adopted The Incredible Years Parent Education curriculum. This program is a well known, research-based curriculum that is focused on promoting emotional and social competence as well as the prevention, reduction and treatment of emotional problems in young children. We will also be funding two Circle of Security classes. Circle of Security is an intensive 20-week evidence and research-based series that focuses on attachment and bonding theory. We partner with South Lane Mental Health in this venture and have successfully graduated two classes in the past two years with phenomenal outcomes.

Currently, our Bi-lingual/Bi-Cultural Latino Outreach worker has many duties at Family Relief Nursery. Over the years, this population has fluctuated in its access of our services. As a result, we have utilized the skills of this worker in our Therapeutic Early Childhood classes as well as our Respite Childcare Program. The balance of her time has been spent on translation, home visiting, outreach and paperwork. With the recent spike in Latino families accessing services, we have noticed a rising demand for her time across all programs. When she is tied up in a classroom schedule, there is not adequate flexibility to provide support at home visits or in other classes where a Spanish speaking child is in attendance. This position has been in place for more than ten years and we know that both outreach to this community and ongoing support correlate directly to its access of our services. As many of these families are facing unemployment and other risk factors, they are seeking support and we are hoping to respond to this by taking our worker out of the classroom and dedicating that time to outreach and support.

Beginning in April, we will be conducting our first ten week session of The Incredible Years. We have purchased the curriculum and hired a Parent Educator certified in this program. We are planning to offer ongoing sessions and are applying for funding to cover her time as well as the cost of two childcare providers and a minimal budget for snacks and supplies. Currently we offer monthly parent education classes which cover a variety of topics. We have recognized the need to offer a menu of parent education opportunities to address the plethora of issues that they face.

The Circle of Security Program is an intensive, highly revered series that focuses on Parent-Child Attachment and Bonding. Trained facilitators work with families in the context of their homes and in a group setting to identify and work through issues that affect the relationship between a parent and their child. Parents are required to commit to a twenty week session. The two certified facilitators are Qualified Mental Health Providers and can bill for their time, keeping the costs of running this program to a minimum. We are asking for funding for the childcare component over the twenty weeks of the class.

Our Nursery offers both center and home based services in order to address a child's development and the safety of their home environment. It is our mission to prevent child abuse and neglect by strengthening families under stress. We accomplish this by working with children both individually and in the context of their family, in order to provide them with a solid foundation as they grow.

As the families that we serve are incredibly diverse, we have added facets to our programs over the years to provide additional supports. This proposal is focused on that goal. We are applying to UWLC for \$35,000 over two years, to fund these elements of our Child Abuse Prevention Services. We feel that our mission and goals fit solidly within those set forth by UWLC.

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: 7/1 / 2010 through 6/30 /2011
 (Month/Day/Year) (Month/Day/Year)

Proposed Service Objectives:

Increased Latino Bi-lingual/Bi-cultural support over all FRN programs: 33% more time dedicated to support of and outreach to our growing Latino clientele will yield higher levels of access over all of our programs.

Implementation/continuation of targeted Parent Education curricula: Increased Parent Educational offerings will allow for increased attendance, frequency and saturation of themes. Diversity in curricular offerings will address a greater number of risk factors.

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: 7/1 / 2010 through 6/30 / 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):

Example: Note: Table can be expanded as needed to include all information.

Outcomes	Measures
Typical cognitive, physical, social and emotional development of children and/or early identification and additional support for Atypically developing children	Testing for typical development Early identification of Atypical development Linkage to additional support systems for Atypically developing children
Reduction of Risk Factors	Reduction of risk factors present in families
Quality of parent-child interactions	Parent enjoys the child and expresses love and warmth Parent uses effective, firm but loving guidance Engages in reciprocal interactions, conversations, or play involving turn-taking

<i>Adequacy of social support resources</i>	<i>Stress coping skills Conflict resolution and anger management skills Referral/linkage to community resources</i>

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 have aligned the outcomes and measurement of this proposal with the outcomes, strategies and statewide reporting that we have in place for the Oregon Commission on Children and Families. We have an online data collection system that uses standardized forms to report client statistical information. This information has been evaluated by NPC Research who has reported to OCCF and the Oregon State Legislature. The system is now being fine-tuned to incorporate individual site reports and it is our hope to utilize that for reporting to UWLC as well as other funding sources.

The following tools and paperwork will be used to evaluate progress toward outcomes:

- **Ages and Stages Questionnaire (ASQ) – Child Developmental Assessment**
- **Ages and Stages Questionnaire Social/Emotional (ASQSE) – Child Developmental Assessment**
- **Relief Nursery Risk Factor Checklist – Family Risk Assessment**
- **Family Update Form – Family Risk Assessment**
- **Client files, case notes, telephone logs – Parent-Child Interaction, Child Development, Family Risk, Progress**
- **Program Attendance Records – Utilization of services (across all programs)**

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.

Client involvement is integral to the Relief Nursery model. All of our services are tailored to the individual needs of each child and their family. We have a system in place to gauge client satisfaction and/or dissatisfaction with our programs and strive to improve this system as our

agency grows and changes. In addition to the constant dialogue that clients have with our direct service staff through home visitation, phone calls, etc., we have a couple of tools that provide a discreet channel for feedback. We have developed a Parent Satisfaction Survey that is distributed annually and reviewed by our Management Team. We are currently reviewing and updating the questionnaire to include some of our more recent program additions. Families also complete the Family Support Scale every six months which is reviewed by direct service staff to measure individual family needs.

Staff reviews are discussed in team meetings. Client suggestions and improvements are considered and if appropriate and/or possible, they are implemented. A powerful example of this happened several years ago at our Nursery. We were struggling to find a different transportation service for our clients. The necessary changes were discussed with families by direct service staff. A mother called our Executive Director to explain how both of her boys were eligible for subsidized transportation with their identified special needs and she detailed how the billing worked. We researched the possibility of this for eligible children at our Nursery and were able to incorporate this into our new transportation partnership.

Individual programs also garner parent suggestions and feedback in a variety of ways. Our Parent Educators regularly poll parents on topics of interest, class formatting, etc. This polling has been conducted both verbally and via written questionnaire. The Parent Educator typically reviews this with the Program Manager and plans/implements offerings accordingly.

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.)

Our agency thrives on community partnerships. Clients overwhelmingly report that it is the breadth and variety of services available to them at Family Relief Nursery that help them achieve their goals. We constantly seek out new partnerships and work hard to maintain longstanding relationships.

Currently we have a contract with Early Childhood Cares to provide classroom space for a special needs class that they conduct four days a week at our facility. In addition, EC Cares provides special education services to clients in our Therapeutic Early Childhood and Respite programs and have since our Nursery was founded.

We have a contract with Willamette Family Treatment Services to provide Peer Recovery Support services to their clients who have children under the age of six and are involved with Child Welfare. We recently signed two Memorandums of Understanding with United Way of Lane County for ARRA funding.

We have a contract with the Lane County Commission on Children and Families to provide Relief Nursery services in South Lane and North Douglas counties. We are currently certified by the USDA Food Program, the Oregon State Childcare Division and the Oregon Department of Education.

We are members of the Oregon Association of Relief Nurseries, the Lane County Early Childhood Planning Team and the Cottage Grove, Creswell and Drain Chambers of Commerce. Our Nursery has collaborated with many other agencies on private and government grants. We were a lead agency in a State Incentive Grant focused on Early Childhood Mental Health Systems. We were also a partner agency in a SAMSHA Grant to replicate Substance Abuse

Recovery Support Services in Cottage Grove.

We enjoy strong relationships with all three local libraries in our service area. We have just worked with our local library to bring a Children's literacy program to families at the Nursery. We partner with South Lane Mental Health to provide mental health services and Circle of Security classes. We coordinate with our local Head Start around scheduling and transition for students. We enjoy partnerships with South Lane School District for food services and transportation.

We have terrific support from local government, healthcare providers, service clubs such as Rotary and Kiwanis and private businesses.

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.

Family Relief Nursery strives to adequately respond to the incredibly diverse needs of our clientele. We are located in rural South Lane County and serve several scattered and isolated communities. We hire for diversity that addresses and invest in a variety of diversity trainings. Currently, we do employ a culturally diverse staff that is additionally diverse in age, background, familial status, gender, etc. We have diversity policies in place and work hard to identify and break down any accessibility barriers for clients. We have many examples of this one being that we do not have income eligibility requirements at our Nursery.

Programmatically, we offer bi-lingual/bi-cultural services to the Latino population and are currently working to expand those hours to meet rising demand. We have access to other bi-lingual service providers if the need should ever arise.

We provide materials to address and educate around diverse populations in all of our programs. Our facility is equipped to accommodate clients with disabilities. We also offer on-site special education services to children with disabilities.

Our staff works to provide clients with opportunities to learn about other cultures, ethnicities, abilities, family structures, etc., through social functions, curricular activities and educational offerings. Diversity is inherent in our model as services are individualized.

Our Board of Directors identifies diversity as a value and works to recruit members from diverse backgrounds. We additionally enjoy a diverse volunteer pool.

Diversity is a dynamic goal at Family Relief Nursery and expands as our services grow and become more sophisticated.

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.

Volunteers are a required component of any Relief Nursery. Our volunteers allow us to deliver our services in the best possible manner. We have a wonderful volunteer pool some of whom have volunteered with us for as many as ten years. Our ongoing program volunteers usually total around fifteen. Additionally, we enjoy the service of another fifty or more volunteers for special events and projects.

Typically, volunteers gravitate toward our Therapeutic Early Childhood classes. We also have an active volunteer Board and committees. People volunteer for special projects such as Day of Caring, facility improvements and maintenance. We utilize many volunteers in our fundraising efforts such as our annual Sigh of Relief Luncheon and we have a newly formed Auxiliary that focuses on special events for families. We have a volunteer who comes in each week to organize our clothes closet and another who brings her trained therapy dog in for the children to enjoy.

Our volunteers are often our most passionate ambassadors in the community. They donate funding and goods in addition to their time. They offer resources through their community connections and recruit new volunteers and in-kind support.

We logged 4,600 volunteer hours last year. We do some recruitment through university programs, local schools, businesses and local media.

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.

Relief Nurseries are widely recognized as a cost effective prevention model and Family Relief Nursery is no exception. Statewide, services in our core Therapeutic Early Childhood Programs, average \$5,000 per year per child. In comparison, Special Education services cost \$11,615 per year per child, Foster Care placements begin at \$23,692 per year and Juvenile Corrections tops \$79,488 per year. Prevention, by nature, is cost effective.

Our Nursery is fiscally conservative and we have grown responsibly. We are always cognizant of ongoing absorption costs. We proceed carefully with adding staff time and programs and never begin something that we do not feel we can support long term. As described previously,

the proposal that we are submitting is a cost effective response to an ongoing need that we have in this agency. We have diligently devised a budget to maximize additional staff time and program elements at a minimal cost.

We have a proven history of phenomenal community support. We have successfully diversified our funding streams over the years and continue to grow our donor base parallel to our program growth. Since the year 2000, we have doubled our budget while tripling our program offerings, staff size and most importantly, the number of clients served. Our funding 'pie' is comprised of government contracts, private and public grants and private donations.

Family Relief Nursery does not charge for any services that we provide. As we are applying to UWLC for funding to augment our core services, there are a variety of resources in place that are dedicated to funding these as well. United Way funding will be leveraged by other revenue streams and will in turn help us to leverage additional funding.

As previously described, the additional hours for Latino Outreach/Support and implementation of The Incredible Years and continuation of Circle of Security groups will greatly enhance our ability to reach our high level outcomes of reduced child maltreatment and the support of healthy, thriving children. Our Nursery has provided quality services for sixteen years in South Lane County and is a cornerstone in the network of social services here. We intensively serve at-risk families and ongoing evaluations have clearly shown how we prevent those families from entering into very expensive government systems.

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.

N/A

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.

We have carefully crafted this proposal to fit into our existing organizational structure. Relief Nurseries have an established reporting system with outcomes and goals that are exhibited in our Logic Model and we have aligned this proposal with that system in order to minimize reporting impacts on staff. We have done this for financial reporting as well. We are strategically shifting hours to existing positions in order to meet program demands.

Our longtime Latino Outreach worker is currently supervised by our Program Manager and this will continue. Our Parent Education program is overseen by the Program Manager as well and we have hired a seasoned Parent Educator who is certified in The Incredible Years to conduct these classes. Circle of Security is a partnership with South Lane Mental Health. Both of the facilitators of this are fully certified in COS and are now supervised at South Lane Mental Health.

Family Relief Nursery has built its management infrastructure in direct relation to its program growth. We adhere to proven guidelines in terms of supervision, management and governance. We are well positioned to absorb these changes both in terms of organizational structure and financial projection.

This proposal is designed to open more doors for our growing Latino population as well as diversify parent educational offerings in order to further tailor services for our diverse clientele. These are identified programmatic goals set by our staff and the awarding of United Way funding coupled with our cost effective approach will surely help us reach these goals.

8. Policy Adherence

UWLC requires all service partner organizations 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**

Read and sign Exhibit B, United Way of Lane County Policies and Certification Documents, included in Appendix C.

Appendix A
UWLC 2010 Strategic/Preventive Goals and Funding Strategies for
Education, Income & Health

EDUCATION

Vision: All children in Lane County are safe, healthy, cherished and enter school ready to learn

Action: Preparing children for success in school and life.

GOAL:

By 2020, the majority of children entering public school in Lane County demonstrate basic literacy proficiency and adequate social/emotional development.

Target Population(s)*:

Underserved, underrepresented families with children ages 0 to 6 years and expectant parents, including but not limited to:

- Low income, homeless and families living in poverty
- Ethnic minority communities (including English Language Learners)
- Single parents
- Teen parents
- Children with disabilities
- Families dealing with Mental Illness/Substance Abuse/Domestic Violence
- Foster Children
- Foster Parents

** Special consideration will be given to services provided in rural communities and in the Fairfield/Malabon and Brattain/Maple neighborhoods as part of Success By 6[®]'s neighborhood projects.*

Note: Proposals may be for individual strategies or any combination of strategies.

Education Strategies:

- Research-Based strategies to increase the early literacy/language and social/emotional development of high-risk children.
- Research-Based Parent Education, Support & Coaching to increase target populations' parental involvement and ability to support children's early literacy/language and social/emotional development.

Agency Capacity Building:

- Open to consideration

Note: Proposals that have the potential to impact multiple action areas (Education, Income and Health) will receive extra points in the scoring process.

Appendix A (Cont.)
UWLC 2010 Strategic/Preventive Goals and Funding Strategies for
Education, Income & Health

INCOME

Vision: Working families and individuals between 100% and 200% of Federal Poverty Level (FPL) become self sufficient.

Action: Moving families from poverty to financial stability.

GOALS:

- ***By 2020 an increase in the % of households between 100 – 200% of FPL that can pay their bills for two months or more after losing their main source of income.**
- ***By 2020 an increase in the % of households over 200% of FPL.**

Target populations:

Families and individuals with incomes between 100 – 250% of FPL (primarily low income working families) and youth at high risk of a life of poverty.

Income Strategies

- **Improved Financial Literacy** for target population, may be imbedded in or combined with debt management, credit repair, foreclosure prevention, or renter-rehabilitation type programs, and should include connecting with the financial mainstream.
- **Strategic expansion of free Tax Sites** that promote the use of EITC and Childcare Tax Credits. Prefer that sites emphasize linking tax preparation with related financial services. Funds may support site-development, site infrastructure needs and/or expanded and specialized volunteer recruitment.
- **Pilot a one-stop “prosperity center”** for the adult target population that combines employment, training, banking and financial literacy services, income supports and social service referrals as needed in one convenient/logical location.
- **Building Assets** of target youth or adults by Individual Development Account use or other savings strategies.

Preventive Strategies:

- Services and supports that **increase high school graduation rates** among high risk youth.
- **Youth pregnancy prevention.**
- Programs to **promote career and post secondary training and education for high risk youth.**

Agency Capacity Building:

- **Prosperity Planner training** for agency staff – Workforce Partnership is the preferred strategic partner to manage this training.
- **Poverty 101 training** for agency staff and community – A Financial Stability Partnership (FSP) member organization would be the preferred strategic partner to manage these trainings.

Notes:

1. Proposals that have the potential to impact multiple funding strategies (Education, Income and Health) may receive extra points in the scoring process.
2. Proposals will be welcomed for individual strategies or any combination of strategies. Recommend that applicants incorporate the use of the Prosperity Planner as a complement to most strategies (available at www.prosperityplanner.org, log in as “guest”). Training for staff on the use of this tool will be available.
3. Community Outcomes are focused on 200% of poverty as a measure that can be reliably tracked over time. It is our intention, however, to serve individuals and families who are under 250% of poverty.

Appendix A (Cont.)
UWLC 2010 Strategic/Preventive Goals and Funding Strategies for
Education, Income & Health

HEALTH

Vision: Increase access and reduce barriers to health care for people below 200% of FPL

Action: Ensuring people have basic access to healthcare

GOAL: **By 2020, connect an additional 15,000 uninsured or underinsured Lane County residents to a community-based system of healthcare**

Target Population:

Families and individuals with incomes below 200% of FPL who are uninsured or underinsured

Scope:

Funding for patient direct care services will be provided through the Basic Needs Investments funding mechanism (*not* the Strategic Investments). Healthcare for the purposes of United Way Community Investments is defined as Physical Health, Mental Health, Substance Abuse, Dental Services, and Prescription Support

Health Strategy:

- Any strategies that are designed to increase the number of patients existing safety net clinics can serve will be considered.
- Individual agency proposals and/or joint proposals will be welcomed.

Preventive Strategies:

- Evidence based approach to patient directed chronic disease self-management

Agency Capacity Building:

- As above and/or including systems reform

Note: Proposals that have the potential to impact multiple funding strategies (Education, Income and Health) may receive extra points in the scoring process.

**APPENDIX B
BUDGET**

Attached separately as an Excel spreadsheet.

Appendix C Required Compliance Documentation

UWLC policy requires all applicants to provide copies of the following documents along with their full proposal:

- **Documentation of Tax Exempt Status – Commonly IRS Determination of 501 (c) 3**
 - **Audited Financial Statements** for the most recently completed fiscal year.
If no audit exists, submit a complete set of statements reviewed or compiled by a third party.
 - **Management Letter/Auditor Recommendations**
When a management letter has been issued, submit the formal response from your Board of Directors. If a management letter was not issued, a letter from the auditor stating that no management letter was issued should be submitted.
 - **Current Year Organization Budget**
 - **Prior Year Organization Budget Compared to Actual Results**
 - **Board of Directors’ Roster**
- **UWLC Best Organizational Practices and Management Inventory**– Exhibit A
A completed and signed copy of Best Organizational Practices and Management Inventory.
- **UWLC Policies and Certification Documents** – Exhibit B
Agency signed agreement to adhere to the following:
 - **Non-Discrimination Certification**
 - **USA Patriot Act Anti-Terrorism Compliance Measures**
 - **Agency Direct Fundraising Policy**
 - **Donor Designation Policy**

Funded Organizations

Once funding has been awarded, the organization must:

1. **Sign an Agreement for United Way Service Providers**
2. **Annually submit the following:**
 - **Board of Directors’ Roster**
 - **Budget-to-actual comparison report for current year**
3. **As requested by UWLC on an interim basis:**
 - **Program Specific demographic information**
 - **Progress on output or outcome measures as listed in application and proposal**

Exhibit A

United Way of Lane County Best Organizational Practices and Management

Agency Name: Family Relief Nursery

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.	X		
2. The board regularly reviews our agency's mission statement.	X		
3. Our agency engages in annual planning that helps define organizational and divisional goals.	X		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	X		
2. Our agency strives to reflect the diversity of the community we serve.	X		
3. Our agency has a written policy and practice of non-discrimination in the following areas:			
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	X		
b. Board and committee participation			
c. Volunteer selection			
d. Service delivery	X		

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.	X		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	X		
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.		X	We only require a single signature. The primary signer is our Board Treasurer or approved back-up. We have several

			protective controls in place.
C. Money & Investments	Yes	No	Other/Explain
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	X		
2. The board has adopted an investment policy that is regularly reviewed.	X		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	X		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	X		
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	X		
E. Accounts Payable	Yes	No	Other/Explain
1. The board has approved a written purchasing policy.	X		
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	X		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.	X		
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	X		
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.	X		
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.		X	Our Board discusses/reviews travel and per diems for staff. There is no policy governing this and there are no salary advances.
2. There is a travel and employee expense reimbursement policy approved by our board.	X		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		X	It is typically within 60 days but there is not a requirement for that.
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.	X		
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.	X		
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.		X	The E.D., Finance Mgr. work with the Board Finance Committee to prepare and present annual budget to the full Board.

3. Substantial changes in the budget are presented to the board for approval.	X		
4. Our board, or the financial committee:			
a. Reviews the financial statements (statement of activities, statement of position) on a quarterly basis	X		
b. Receives explanations of major variances.	X		
c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.	X		
d. Reviews source and amounts of funding by function.	X		
GOVERNANCE	Yes	No	Other/Explain
A. Board of Directors			
1. Our agency has a governing board of citizen leaders.	X		
2. Our board is a volunteer group serving without compensation.	X		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	X		
4. Our board ensures the creation of and approves agency policies and procedures.	X		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	X		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	X		
7. Our board meets at least quarterly. Indicate how often: ___ Monthly ___	X		
8. Our agency creates and maintains permanent board minutes.	X		
9. Our agency ensures continuity by having overlapping board member terms.	X		
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.	X		
11. Our board has a process for handling urgent matters between meetings.	X		
12. Each board member has contact information for the entire board.	X		
13. Our board evaluates the executive director on an annual basis.		X	The E.D. is evaluated every two years.
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage ___?___			
B. Bylaws and Policies	Yes	No	Other/Explain
1. Our agency has written bylaws.	X		
2. Our agency provides each board member a copy of	X		

the bylaws.			
3. Our bylaws state the requirements for a board quorum.	X		
4. Our board regularly reviews the bylaws.	X		
5. Our agency has written operational policies and procedures.	X		
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.	X		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	X		
8. Our board ensures that the agency has personnel policies and written job descriptions.	X		
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.	X		
2. Our agency's board members serve on at least one board committee.	X		
3. Our agency committees meet on a regular basis (monthly or quarterly).	X		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.	X		
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.	X		
2. We have been the subject of a governmental investigation in the last 24 months.		X	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	X		
2. We have general liability coverage.	X		

Agency Name: _____

Prepared By (Name): _____

Title: _____

Date: _____

Exhibit B

**United Way of Lane County
Policies and Certification Documents**

“I hereby certify that

(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: _____

Date: _____

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.

Strategic/Preventive Investment Application

Proposed Services BUDGET - Year One

(fill in the yellow cells)



Agency Name:

Family Relief Nursery

Proposed Services:

Child Abuse Prevention - Latino Outreach/Support, Parent Education

	Prior 12 Months	Future 12 Months
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REVENUE/SUPPORT

	Prior 12 Months	Future 12 Months
United Way Funding/Request (do NOT include Donor Designations)	\$0.00	\$17,500.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$64,510.71	\$76,400.00
Government Funding	\$232,518.01	\$191,088.00
Foundation/Corporation/Other Grants or Major Gifts	\$68,670.98	\$191,500.00
Program Service Fees or Membership Dues	\$0.00	\$0.00
Other Revenue	\$17,281.98	\$13,250.00
Total Revenue	\$382,981.68	\$489,738.00

	Actual	Estimated
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EXPENSES

	Actual	Estimated
Personnel Related		\$16,544.00
Client Assistance		
Other Direct Program Expenses		\$956.00
Administrative Overhead		
Total Expenses	\$0.00	\$17,500.00

NET (should be zero)	\$382,981.68	\$472,238.00
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What percent of your agency budget do these proposed services represent?		4%
What percent of your agency revenue is the United Way request?		4%
Number of employee FTE's (full-time equivalents) in proposed services?		1.04
Percentage United Way request to overall proposed services revenue	0%	100%
Administrative overhead percentage applied to proposed services	0%	0%

Completed by:

Heather Murphy, Executive Director

LOGIC MODEL FRAMEWORK TEMPLATE

IMPACT	Reduction of Child Maltreatment Healthy, Thriving Children
OUTCOME	Typical cognitive, physical, social and emotional development of children Reduction of Risk Factors Quality of parent-child interactions Adequacy of social support resources
MILESTONE[^]	Testing for typical development / Early identification/additional support for Atypically developing children Enjoys the child and expresses warmth and love Uses effective, firm but loving guidance Linkage to community resources Engages in reciprocal interactions, conversations, or play involving turn-taking Reduction of familial risk factors
EVALUATION*	Ages and Stages Questionnaire/Ages and Stages Questionnaire/Social Emotional Tool - Child Assessment Relief Nursery Risk Factor Checklist Family Update Form Parent-Child Interaction Data (Casenotes, etc.) Program Attendance Records
METRIC*	
OUTPUT	
ACTIVITY	Expanded outreach and support over all programs for Latino population Expanded Parent Education offerings specific to High Risk population
INPUT	Existing: 5 hours/wk. dedicated Latino Bi-lingual/Bi-cultural Outreach/Support (Outside of classroom/respice duties)
	Circle of Security
	Monthly Parent Education Meetings
	Needed: An additional 10 hours/wk. of Latino Bi-lingual/Bi-cultural Outreach/Support
	Implementation of Incredible Years Parent Education Curriculum
	Continuation of Circle of Security Groups
STRATEGY	Therapeutic Early Childhood Programs (Classes) Respite Childcare Home Visiting Parent Education
INDICATOR	
CONDITION	

Metric and evaluation (*) sections required, but will not contribute significantly to overall score during this funding cycle. Demonstration of outcome measurement will be required in future funding cycles (e.g., data results, copies of survey instruments). If the agency currently does not conduct data collection to measure outcomes, document this as "In Development" in the metric and evaluation section of the Logic Model.

Milestone (^) section required only if short-term and long-term outcomes are measured.