



## **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:**

**Education:** Preparing children to succeed in school and life.

**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.*)

Research-Based strategies to increase the early literacy/language and social/emotional development of high-risk children.

Specifically, Womenspace provides ongoing, weekly Support Groups to children impacted by domestic violence using research based curriculum to teach safety planning and increase resiliency. Support Groups are delivered by experienced, trained and supervised Youth Program staff and volunteers who are grounded in firm understanding of the dynamics of domestic violence and the impacts it has on families and children.

**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.**

If we are to break the cycle of violence in families, it is imperative to begin with the children. The National Clearinghouse of Child Abuse and Neglect estimates that between 3 and 10 million children a year witness intimate partner violence. They define this as including a child's seeing, hearing, or living with the aftermath of domestic violence, including becoming homeless, leaving home, going to shelter, or suffering the psychological effects of a parent's injury. This risk of harm is physical, psychological, pervasive and far reaching. Even after the awareness of this impact has become more widely known with years of work to highlight this group of vulnerable children, they are still largely hidden victims (Boston Medical Center Child Witness to Violence Project, 2007). This project will enhance our services to children in order to mitigate the impact of exposure to domestic violence and increase the opportunity for these children to lead healthy, non-violent, and safe lives. Our service strategy is to provide a safe, supportive environment in our ongoing Youth Support Group to reach children impacted by domestic violence in order to teach safety planning and increase resiliency. The curriculum and methods used are research based and supported by the Federal Administration for Children and Families.

1. Sandra Bloom, M.D.'s, *Creating Sanctuary: Research based strategies to increase social/emotional development of high risk children.*
2. *Safe Havens Training Project: Helping Teachers and Child Care Providers Support Children and Families, Family Communication, 1994.*

## **SECTION II: SERVICE IMPACT**

### **1. Need, Target Population and Program Description**

#### **A. Need/Target Population**

*Clearly link the need to the Community Investment Strategic Action Area goals and strategies selected in 1 and 2 above.*

The co-occurrence of child maltreatment and domestic violence is estimated between 30% and 60% nationally. In Oregon domestic violence was present in 41% of the families experiencing critical injuries or deaths due to child abuse and neglect (Boston Medical Center Child Witness to Violence Project, 2007). Lane County incidents occur at a higher rate than the State. Domestic violence is a pervasive societal problem that impacts approximately 7,000 women in Lane County each year<sup>1</sup> and often co-occurs with child abuse. According to the 1998 Oregon DV Needs Assessment, at least one out of six Oregon children witnessed DV during 1997. In addition to these statistics, a more recent development is the impact of the economic downturn in the past two years on the face of domestic violence. Across the state, an emerging trend appears to be the incidence of increased severity and lethality is increasing. There is no research yet on this recent occurrence but the observations from program directors across the state and the testimony from the survivors supports it. With the unemployment rate so high in our state and county, there are fewer jobs to be had. After leaving a domestic violence situation, without a job, there is little hope a making a permanent break from an abuser and starting over. As a result, at Womenspace we are seeing women waiting longer to get out, using the Helpline or Support Groups, but seeing fewer options to start a new life. As a result, the Support Groups for the children become even more critical.

At Womenspace we provide advocacy, crisis intervention, shelter, long term support and case managed transitional services and community education in the Eugene/Springfield metro area and rural areas of Oakridge, Cottage Grove, Junction City, Florence and Blue River. In 2008 Womenspace provided services to over 5,000 women, men, and children of various ages, ethnicities, and income levels (85%+ of our clients are moderate and low-income). Our target population for this project is children ages 0-6 years old impacted by domestic violence in Lane County. Last year Womenspace served 295 unduplicated children through our Youth Support Groups, 186 of which were 0-6 years old.

Our service strategy is to provide ongoing, weekly Support Groups to children impacted by domestic violence using research based curriculum to teach safety planning and increase resiliency. Support Groups are delivered by experienced, trained and supervised Youth Program staff and volunteers who are grounded in firm understanding of the dynamics of domestic violence and the impacts it has on family dynamics and children. The curriculum and methods used are research based and supported by the Federal Administration for Children and Families.

Curriculum:

1. *Creating Sanctuary*. Research based strategies to increase social/emotional development of high risk children
2. *Safe Havens Training Project (1994)*

Our services for Latino parents and children are delivered by bilingual/bicultural staff and volunteers with materials not only translated into Spanish, but curriculum designed with the awareness of the

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<sup>1</sup> Lane County Population 2005 was 333,350 for rural and urban areas. Approximately 91% of our population is Caucasian, 5% is Latino, 2% Asian, 1% Native American, 1% African American.

<sup>2</sup> Edleson, J.L. (1999b). The overlap between child maltreatment and woman battering. *Violence Against Women*, 5(2), 134-154.

culturally specific needs of the clients. Womenspace is continuing to expand services in this area, as our Latino client numbers climbed to 20% last year and we expect that to be a continuing trend.

## **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.

The purpose of Womenspace's Youth Program is to prevent and help heal the trauma to children impacted by domestic violence and stop the cycle of domestic violence and co-occurring child abuse. The program is based on Sandra Bloom, M.D.'s research model *Creating Sanctuary*. The Sanctuary Model® refers to a research based, trauma-informed whole system approach to treatment programs for adults, children and adolescents suffering from the effects of maltreatment and exposure to family or community violence. The intervention is based in social psychiatry, trauma theories, therapeutic community philosophy, and cognitive-behavioral approaches. Within the context of safe, supportive, stable, and socially responsible therapeutic communities, a trauma recovery treatment framework is used to teach clients effective adaptation and coping skills to replace non-adaptive cognitive, social, and behavioral strategies that may have emerged earlier as means of coping with traumatic life experiences. This model is supported by the Federal Administration for Children and Families. Families and children at Womenspace make substantial long-term, positive changes most readily when there are integrated safety networks to support them in meeting their essential basic needs while working through domestic violence issues. By working in conjunction with the local child welfare and self-sufficiency offices, and with Lane County child abuse prevention agencies, we can help children recover from the trauma of abuse. Services for children impacted by domestic violence are interwoven throughout our agency and we have placed Womenspace Advocates with our partner agencies at their facilities.

Children are directed to structured Support Groups to help them develop the pro-social skills of communication, impulse control, alternatives to violent behaviors, and problem-solving. Facilitators ensure that parents are aware of the resources available for mental health counseling for themselves and their children, and help them to follow through with their choices to find additional help. There are six separate Support Groups for the children that meet Monday- Thursday. Groups meet weekly for two hours and occur in both English and Spanish. The *Creating Sanctuary* curriculum, based on Sandra Bloom, M.D.'s research based approach focuses on four main modules: SELF, which stands for Safety, Emotions, Loss/Change and Future.

The curriculum introduces a theme/week with group facilitation of the related activity. For example, for the Safety theme: Group Brainstorm about Safety as it relates to: (Witnessing parental assault, bullying, safe touches)

### Safety

- Safety: Ask youth how they keep themselves safe (examples of situations)
- Activity: Create a safety plan
- Art Projects: Draw a safe place
- Free Play: A time for youth to play

### Loss/Grief

- Loss/Grief: Feelings surrounding grief/loss brainstorm. Preface with "Sometimes kids tell us that they have left behind school, friends, pets, toys etc...what feelings do you think kids might have when that happens?"
- Activity: Read book (e.g. If I were in charge of the world and other worries – poems for children)
- Art Projects: Make a worry doll kids can tell their worries to (out of pipe cleaners and beads)

- Free Play: A time for youth to play

**Positive Behavior Support**

- Staff do not take on a parenting role while working with youth
- Redirect youth’s actions rather than chastising (“Let’s finish cleaning up the paint and then we’ll do the puzzle.” rather than “You can’t paint until you clean up.”)
- Any sort of violent behavior is interrupted and is addressed immediately.
- Pay attention to the youth at all times (play, read, do art projects, talk with them)
- Give positive feed back more then negative feed back (5:1 ratio)

These topics are broken out into age appropriate lesson plans and the groups are split into developmental age groupings. While the older children might make masks or do role plays, the younger children (3-6 year olds) participate in activities that look like play or artwork in order to access and talk about (in age appropriate ways) the feelings or thoughts they have about the violence in their lives, grief and loss, assessing safety and dreams for the future. One child was playing with the doll house and dolls and he was having the father lead the children to the roof and have them jump off. The staff person used that as a point of entry for conversation about safety and feelings about their father. Many of the younger children in this project (2-4 years old) may have language or learning delays as a result of trauma and so be even less able to share verbally than their peers about their feelings or experiences. This is where it is important to have the training and expertise that we have in the Womenspace staff and volunteers. Our Youth Program staff have worked with hundreds of young people in various stages of healing from domestic violence and have learned positive techniques to work with the behaviors the children often display such as: acting out, nervousness, detachment, crying, separation anxiety, bullying and aggression, hypersensitivity and fearfulness.

**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: 07/01 / 2010 through 06/30/2011/**

**Proposed Service Objectives:**

1. Work with 190 youth ages 0-6, providing an immediate, comprehensive, and seamless response to children as we encounter them in six Youth Support Groups in English and Spanish.
2. Generate age appropriate safety plans for at least 90% of children
3. Foster increased self esteem and resiliency in youth clients

**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: 07/01/ 2010 through 06/30/2011**

**Proposed Outcomes and Performance Measures for each proposed service**

<i>Outcomes</i>	<i>Measures</i>
Age appropriate safety plan in place	Target: 90% of youth served
Child’s ability to perceive safe vs. unsafe situations enhanced	Target: 90% of youth served

Increased understanding of healthy relationships.	<i>Target: 90% of youth served</i>
Increased resiliency and self esteem	<i>Target: 90% of youth served</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? Please note if a tracking system is already in use, or if it will be developed to support the program.

Due to the nature of domestic violence and the confidentiality and safety issues involved, Womenspace, like most other domestic violence agencies, takes extreme care in what information is tracked in client records. For example, while many youth programs could keep detailed records on challenges with youth, behavioral issues, problems with parents, etc if Womenspace staff documented that information and stored it, the information could be required with a subpoena and used by the abuser as documentation against the mother or as a way to track her whereabouts. Therefore, the tracking that we do at Womenspace needs to be different than most agencies serving young people. The statistics we track are those required for state and federal grant reporting: unduplicated youth count, type and quantity of services provided and demographics of youth served. Additionally, staff track parent feedback and staff observation.

**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 experience of growing up in a violent and out of control family creates profound confusion in the areas of empowerment and choices for young people. While the Youth staff are keenly aware of the need to have clear and consistent boundaries in running the groups, that knowledge is grounded in an understanding of the systematic loss of power and control our youth have experienced through domestic violence. We give them every possible opportunity to shape the groups to meet their needs, to decide what they want to talk or learn about and to listen and incorporate their ideas. This includes paying attention to physical space, consensual touch, choice and the right to not participate in activities.

Youth and their parents share feedback with Youth Program staff that is incorporated into the program to tailor services to meet specific needs of clients. As the demographics of the groups change, the curriculum is adjusted accordingly. We also use age appropriate feedback tools, such as asking youth 3-6 years old to choose a sticker to match how they are feeling (mad, sad, glad, neutral) about a topic, their day or the previous two hour Support Group. We also use a “vote with your body” tracking system, to show a range of feelings or thoughts. In this method, instead of the four feeling choices, youth would be directed to “line up on the tape on the floor from *GREAT* to *TERRIBLE* or anywhere in between.” In this way we can begin to talk about gradations of feelings or choices, rather than the binary, either/or kinds of choices.

## **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.)

Womenspace actively networks with dozens of community agencies to provide all manner of basic needs and services to our clients. Needs and partnerships include:

1. Housing: Section 8 vouchers, St. Vincent's, the mission, Family Shelter House
2. Transportation: LTD bus passes
3. Clothing: vouchers from St. Vincent's and Goodwill
4. Food: Food For Lane County Food Bank, DHS/Self Sufficiency Program - OR Trail Card food stamps
5. Assistance with heating: EWEB and SUB
6. Legal problems and assistance: Legal Aid, Eugene Police, District Attorney, and KidsFIRST
7. Child welfare: DHS Child Welfare and Self Sufficiency Program. The State Department of Human Services assists us with the dissemination of our materials and information through the entire DHS system, including the Self Sufficiency programs.
8. Employment support: University of Oregon
9. Immigration issues and language access: Centro Latino Americano (MOU)
10. Counseling services: Looking Glass (MOU) and Options Counseling (referrals)
11. Childcare and parent support: Headstart, Birth to Three and Relief Nursery (referrals)
12. Schools: Womenspace continues to collaborate with local schools, providing in-service trainings for teachers and presenting information to hundreds of young people on domestic and dating violence.
13. Domestic Violence Council

The Lane County Domestic Violence Council is an essential community forum run by a Womenspace staff person that works to prevent domestic violence through the creation of a coordinated response in Lane County. Through ongoing communication, reporting, and collaborative projects, the Council serves as an educational and networking opportunity for service providers and creates a cohesive inter-agency process in order to provide the most effective services. Membership of the Council is broad and includes a variety of service professionals, law enforcement, court officials, elected leaders, healthcare professionals, mental health providers, educators, and other human service professionals. The Council not only addresses domestic violence at the direct-service level, but it engages law and policy-makers as well. Council membership, for example, includes Eugene Mayor Kitty Piercy, a number of Lane County Commissioners, and, historically, has included state legislators. It is an opportunity for individuals who have the power and influence to drastically alter the way in which our community addresses, responds to, and prevents domestic violence.

The subcommittees address particular issues as they relate to domestic violence. The Child and Family Violence Committee trains local public and private school employees regarding their obligations as mandatory reporters of child abuse, emphasizing the witnessing of domestic abuse as a serious and dangerous form of child abuse. The committee has also written and produced literature for teens on the importance of healthy dating relationships, and continues to explore a positive parenting campaign with goal of preventing domestic violence. The CFV Committee seeks to gain endorsement and disbursement of its healthy relationships literature, as well as implement Mandatory Reporter Training in at least 50% (8 out of 16) of Lane County school districts. The VALID Committee will spend the majority of the year planning and organizing a Disabilities Conference it plans to host in October of 2010 for 100 participants. The Steering Committee serves as the governing body of the Council and makes decisions regarding policy and procedure of the Council. The Steering Committee actively recruits membership from underrepresented populations. Additionally, the Steering Committee recruits members for a Faith Leaders Committee and a Criminal

### **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.

Womenspace builds informed relationships with other providers from culturally specific agencies in our community. We provide individual and all-staff training on cultural competency, anti-oppression and anti-racism. We have a group of staff that meet monthly to discuss how our services can be improved regarding race and ethnicity. Also by hiring, retaining and promoting staff that are cultural “specialists”—or “insiders”—we achieve our greatest levels of cultural competence.

Latinos comprised 20% of our unduplicated clients last fiscal year. In serving Latinas, we employ nine Spanish speaking (44% of direct service staff) regular, direct service staff, eight of which are both bilingual and bi-cultural who regularly assists other service providers throughout the community. A total of 46% of all regular staff (more than 20 hours/week) identify as members of culturally marginalized communities, including LGBTQ, Jewish, people of color, and people with disabilities. Staff members that are also cultural “insiders” oversee our Lesbian Alliance, Jewish outreach, and rural programs. For this reason, we recruit rural community members as staff to deliver services in their communities. Developing effective services for these underserved populations requires knowledge of the experiences particular to those groups. Our outreach is effective because it is provided in culturally specific ways by staff who are constituents of those communities.

### **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 vital in successful service delivery for Womenspace. Our 24 hour Helpline is primarily staffed by volunteers. Our front desk is entirely volunteer run and we depend on them heavily in the Advocacy Center and the Safe House. Volunteers are instrumental in successful service delivery in the Youth Program, both in our School Outreach and in our Youth Support Groups.

Each Youth Support Group is staffed with one paid Youth Advocate and two paid assistants. On average, a Youth Group also include four Volunteer Youth Workers as well. Volunteers begin work before the youth arrive, preparing the room and activities for the day, getting food from the Food for Lane County Food Bank, preparing the food and assisting the Youth Advocate. When the young people arrive for Support Group, they are split up by ages (teens, children and young children, 0-7, 8-13, 14-18) and volunteers are divided up accordingly as well. During the groups, the volunteers engage actively with the young people, talking, playing, and teaching. Most importantly, volunteers are

additional role models and provide extra ears to listen and extra arms for hugs. Studies have found one of the most significant factors in increasing resiliency in children is one-on-one time with a caring, safe adult, as little as 15 minutes/week has been shown to be significant. For this reason alone, we maintain a low youth to adult ratio, usually 4:1 or better.

In 2009, 11 volunteers donated their time and energy to the Youth Support Groups, for a total of 657 volunteer hours over the course of the year.

## 5. **Budget**

A. Budget form 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.

Child welfare statistics for 2007 show that nearly 24% of child protective cases with founded abuse had domestic violence as a “family stress indicator.” The State DHS advises that children who witness violence are at risk of developing a wide variety of physical, emotional, and behavioral problems. In Lane County, approximately 70% of youth in detention and more than 70% of children in foster care have witnessed violence in their homes. This project will enhance our services to children in order to mitigate the impact of exposure to domestic violence and increase the opportunity for these children to lead healthy, non-violent, and safe lives. The cost to the community in dollars to incarcerate young people or care for them in the foster care system is exorbitant in dollars, and devastating to families and communities. It has long been shown that the best treatment for juvenile offenders is prevention and early intervention. Providing research based, expert support for youth impacted by domestic violence is cost effective and benefits the whole community, not only for the individual youth and families, but also toward long term solutions of interrupting familial patterns of intergenerational violence.

The Lane County Domestic Violence Council is an essential community forum run by a Womenspace staff person that works to prevent domestic violence through the creation of a coordinated response in Lane County. Through ongoing communication, reporting, and collaborative projects, the Council serves as an educational and networking opportunity for service providers and creates a cohesive inter-agency process in order to provide the most effective services. The Youth Support Groups, like all other Womenspace Programs, are connected to the networking and advocacy work done by the Domestic Violence Council.

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. NA

## 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.

Youth Support Groups are a fundamental service of the Youth Program and vital to a survivor's success in healing and recovery. Youth Support Groups take place concurrently with the Adult Support Groups. Parents know that while they are receiving support their children are well cared for and receiving their own healing and services. It is directly supervised by the Youth Program Director under the supervision of the Assistant Executive Director. Youth Support Group staff work closely with staff from all program areas within Womenspace and outside agencies to provide successful wraparound services.

The project's longevity will be achieved and its intended populations reached with ongoing outreach. Womenspace will continue to outreach with presentations about the project to schools, service groups, and community agencies to garner their collaboration and support. The Lane County Domestic Violence Council, a coalition of community members that meets regularly to share information and plan for solutions to domestic violence, will engage stakeholders. The Council will ensure that information about the project is widely promoted.

**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<sup>®</sup>'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 B  
BUDGET**

Attached separately as an Excel spreadsheet.

# Strategic/Preventive Investment Application

## Proposed Services BUDGET

(fill in the yellow cells)



Agency Name:

**WOMENSPACE, INC.**

Proposed Services:

**YOUTH SUPPORT GROUPS**

	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)	\$471.81	\$303.33
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$10,476.37	\$20,284.61
Government Funding	\$16,260.89	\$0.00
Foundation/Corporation/Other Grants or Major Gifts	\$47,459.97	\$55,456.51
Program Service Fees or Membership Dues	\$0.00	\$0.00
Other Revenue	\$0.00	\$0.00
<b>Total Revenue</b>	<b>\$74,669.04</b>	<b>\$76,044.45</b>

	Actual	Estimated
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### EXPENSES

	Actual	Estimated
Personnel Related	\$55,441.69	\$65,177.33
Client Assistance	\$1,589.73	\$552.80
Other Direct Program Expenses	\$9,100.48	\$4,052.89
Administrative Overhead	\$8,537.14	\$6,261.43
<b>Total Expenses</b>	<b>\$74,669.04</b>	<b>\$76,044.45</b>

<b>NET</b> (should be zero)	<b>\$0.00</b>	<b>\$0.00</b>
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What percent of your <b>agency</b> budget do these proposed services represent?	4.50%	5.10%
What percent of your <b>agency</b> revenue is the United Way request?	0.70%	0.70%
Number of employee FTE's (full-time equivalents) in proposed services?	1.81	2.32
Percentage United Way request to overall proposed services revenue	13.4%	13%
Administrative overhead percentage applied to proposed services	11.4%	8%

Completed by:

**Jacqueline McDonald, WS Fiscal Mgr**

## **Womenspace Youth Services Logic Model**

### **IMPACT**

Intergenerational patterns of violence are interrupted and families stabilize through Womenspace Youth Program support.

### **OUTCOME**

90% of youth ages 0-6 years old impacted by domestic violence served by Womenspace demonstrate resilience and gain and apply age appropriate safety plans.

### **MILESTONE**

Generate age appropriate safety plans for at least 90% of children

Foster increased self esteem and resiliency in youth clients

### **EVALUATION**

Staff observed age appropriate safety plans

Parent feedback and staff observation on youth resiliency

### **METRIC**

Percentage of youth creating age appropriate safety plans (Target 90 %)

Percentage of youth demonstrating age appropriate resilience (Target 90 %)

### **OUTPUT**

190 unduplicated youth (0-6 years old) receive education and safety planning training through youth support groups

### **ACTIVITY**

- Youth Support Groups: Six separate groups meet weekly for 2 hours/weekly in English and Spanish. Curriculum includes: safety planning, emotions, loss and grief, dynamics of domestic violence: 600 hours of group time.
- Emergency 30 day shelter in Womenspace Safe House for families as needed and appropriate
- Parenting one-on-one support and advocacy as needed
- Long term support through Turning Point Program as needed and appropriate
- Referrals as needed

### **INPUT**

#### Existing:

87 % of Youth Support Groups Budget

#### Needed:

13 % of Youth Support Groups Budget

### **STRATEGY:**

Provide ongoing, weekly Support Groups to children impacted by domestic violence using research based curriculum to teach safety planning and increase resiliency.

**INDICATOR:**

The National Clearinghouse of Child Abuse and Neglect estimates that between 3 and 10 million children a year witness intimate partner violence. According to the 1998 *Oregon DV Needs Assessment*, at least one out of six Oregon children witnessed DV during 1997

**CONDITION**

In Oregon domestic violence was present in 41% of the families experiencing critical injuries or deaths due to child abuse and neglect (Boston Medical Center Child Witness to Violence Project, 2007). Domestic violence is a pervasive societal problem that impacts approximately 7,000 women in Lane County each year (a higher rate than the statewide statistics) and often co-occurs with child abuse.

# Attachment A

## United Way of Lane County Best Organizational Practices and Management

**Agency Name:** Womenspace, Inc.

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.)

<b>ORGANIZATIONAL MISSION AND DIVERSITY</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
<b>A. Mission</b>			
1. Our agency has a written mission statement that reflects our purposes and values.	Yes		
2. The board regularly reviews our agency's mission statement.	Yes		
3. Our agency engages in annual planning that helps define organizational and divisional goals.	Yes		
<b>B. Diversity</b>			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	Yes		
2. Our agency strives to reflect the diversity of the community we serve.	Yes		
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	Yes		

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

<b>C. Money &amp; Investments</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	Yes		
2. The board has adopted an investment policy that is regularly reviewed.	Yes		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	Yes		
<b>D. Capital Equipment</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	Yes		
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	Yes		
<b>E. Accounts Payable</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. The board has approved a written purchasing policy.		No	We have an internal purchasing policy.
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	Yes		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.	Yes		
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	Yes		
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.	Yes		
<b>F. Employees Expense/Reimbursement</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. We have a board-approved policy governing if and when salary advances (draw), travel advances, and per diems are provided to staff.	Yes		
2. There is a travel and employee expense reimbursement policy approved by our board.	Yes		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		No	Not required. Submissions generally in a timely fashion.
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.	Yes		
<b>G. Budgeting and periodic financial reports</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. Our agency forecasts financial requirements for proposed program activity and optimum use of funds.	Yes		
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.	Yes		
3. Substantial changes in the budget are presented to the board for approval.	Yes		
4. Our board, or the financial committee:	Yes		

<p>a. Reviews the financial statements (statement of activities, statement of position) on a quarterly basis</p> <p>b. Receives explanations of major variances.</p> <p>c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.</p> <p>d. Reviews source and amounts of funding by function.</p>			
<b>GOVERNANCE</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
<b>A. Board of Directors</b>			
1. Our agency has a governing board of citizen leaders.	Yes		
2. Our board is a volunteer group serving without compensation.	Yes		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	Yes		
4. Our board ensures the creation of and approves agency policies and procedures.	Yes		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	Yes		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	Yes		
7. Our board meets at least quarterly. Indicate how often: <u>monthly</u>	Yes		
8. Our agency creates and maintains permanent board minutes.	Yes		
9. Our agency ensures continuity by having overlapping board member terms.	Yes		
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.	Yes		
11. Our board has a process for handling urgent matters between meetings.	Yes		
12. Each board member has contact information for the entire board.	Yes		
13. Our board evaluates the executive director on an annual basis.	Yes		
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage <u>100%</u>	Yes		
<b>B. Bylaws and Policies</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. Our agency has written bylaws.	Yes		
2. Our agency provides each board member a copy of the bylaws.	Yes		

3. Our bylaws state the requirements for a board quorum.	Yes		
4. Our board regularly reviews the bylaws.	Yes		
5. Our agency has written operational policies and procedures.	Yes		
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.	Yes		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	Yes		
8. Our board ensures that the agency has personnel policies and written job descriptions.	Yes		
<b>C. Board Committees</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. Our agency has standing and special committees that have been established to achieve efficiency of operations and share responsibility for decision-making.	Yes		
2. Our agency's board members serve on at least one board committee.	Yes		
3. Our agency committees meet on a regular basis (monthly or quarterly).	Yes		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.	Yes		
<b>D. Compliance with legal requirements</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	Yes		
2. We have been the subject of a governmental investigation in the last 24 months.		No	
<b>E. Insurance</b>	<b>Yes</b>	<b>No</b>	<b>Other/Explain</b>
1. We have liability insurance covering volunteers, staff and board of directors.	Yes		
2. We have general liability coverage.	Yes		

**Agency Name:** Womenspace Inc.

**Prepared By (Name):** Peggy A. Whalen

**Title:** Executive Director

**Date:** January 15, 2010

## Attachment B

### United Way of Lane County UWLC Policies and Certification Documents

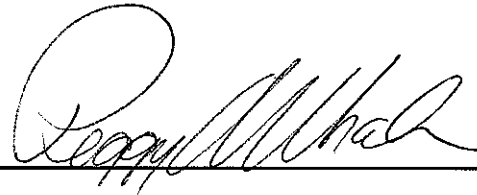
"I hereby certify that

**Womenspace, Inc.**  
(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: Peggy A. Whalen

Date: January 15, 2010