

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

- A. Name of Organization: American Red Cross – Oregon Pacific Chapter
1. Contact Person: Chris Pryor
 2. Address: 862 Bethel Drive
Eugene, OR 97402
 3. Phone: 541-344-5244 Email: pryorc@oregonpacific.redcross.org
- B. Name of Proposed Services: Youth Ready for Work, Ready for Life
- C. Amount of Funding Requested for a 12 month period: \$15,000

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

B. K. Seese, COO 3-5-10
Signature: Agency Director Date

James B. M. 3/5/2010
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.

Preventative Strategies: Programs to promote career and post secondary training and education for high risk youth

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.

The “Youth Ready for Work, Ready for Life” will provide targeted assistance to 50 youth at risk of adult poverty with substantial pre-employment skills, direct experience, and connections to local health professionals in order to excite and prepare them for post secondary education and health occupation employment that can move them to self-sufficiency.

SECTION II: SERVICE IMPACT

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

A. Need/Target Population

Identify the community problem/need the strategies described in Section I address, including the number of Lane County residents affected. Clearly link the need to the Community Investment Strategic Action Area goals and strategies selected in 1 and 2 above. *Also, include local trend information over the last five years as available/appropriate.* Describe how the proposed service(s) reach the intended target population for your Action Area (see Appendix A) and is appropriate to the need.

In Lane County in 2008, 12.8% of all families with children under age 18 lived below the poverty level (US Census Bureau American Fact Finder). Moreover, 24,759 youth in Lane County under the age of 18 were in families whose incomes were at or below 200% of the federal poverty level, and 10,074 youth in Lane County were in families whose incomes were at or below 100% of the poverty level (Children First for Oregon 2008 County Data Book). Too often, high school-aged youth who live at or below the federal poverty level have few opportunities to receive training and hands-on experience in a high-demand, high-wage occupation. Moreover, youth are often expected to first demonstrate academic success or promise in order to access specialized programs for youth.

“Youth Ready for Work, Ready for Life” is a targeted project within OPC’s current First Aid Service Team (FAST) program. In FY09, FAST provided 80 local high school youth

with current professional-rescuer skills and direct work experience for future health employment. “Youth Ready for Work, Ready for Life” will specifically emphasize recruitment and participation of low-income youth.

The target project population is youth ages 14 to 19 who have family incomes at or below 200% of the federal poverty level. United Way funding will support 50 youth in the target group (approximately 40% of FAST’s 125 total anticipated participants for FY10).

OPC Youth Services has been very successful in recruiting, training, and engaging at-risk youth. Participants include youth from rural and lower-income school districts (Fern Ridge, South Lane, Creswell, Bethel, McKenzie, and more), youth from Serbu Center, youth referred from Teen Court, and youth at risk of dropping out of school.

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.

FAST is an established program with a 20-year history at the Oregon Pacific Chapter. It has consistently provided youth from all economic and social backgrounds with a stable, constructive environment and a means to develop both technical and social skills valuable for employment and post-secondary education. “Youth Ready for Work, Ready for Life” will specifically serve 50 youth from low-income households (defined as below 200% of the federal poverty level) who are at high risk for adult poverty. To ensure that the targeted youth are able to participate in FAST, United Way funding will underwrite staffing, training costs, and all other associated expenses over the course of each youth’s involvement.

FAST youth members complete an initial 12 hours of Red Cross training in Standard First Aid, CPR/AED for the Professional Rescuer, and Universal Precautions for Bloodborne Pathogens. After the initial training is complete, youth are able to work over 50 community events each year at first aid stations. Perennial events include University of Oregon football games at Autzen Stadium, the Eugene Marathon, the Oregon Asian Celebration, the Eugene Celebration, and many other athletic and cultural events. FAST has also provided first aid at noteworthy events such as the Olympic Trials and U.S. Track and Field Championships, both at Hayward Field. Youth have the opportunity to work between 4 and 40 hours each month at a first aid station staffed by fellow youth volunteers and supervised by trained adult mentors. Youth respond to emergencies at community events and provide medical care as needed. FAST members have treated incidents including minor cuts and scrapes, sprained and strained joints, broken legs and collarbones, head trauma, heat-related emergencies, strokes, and sudden cardiac arrest. FAST members also work in conjunction with local emergency medical service (EMS) personnel for serious medical emergencies. In FY09, FAST members responded to 25 instances that resulted in EMS transport, and worked alongside EMS personnel responding to more than 50 additional emergencies. Overall, they provided care in over 500 incidents.

Youth also participate in bi-weekly skill building and career development sessions led by various health professionals. Overall, FAST members complete 12 hours of initial training, a minimum of 12 additional hours of skill building, and a minimum of 50 hours of first aid service per year.

Youth also complete a resume appropriate for health and medical occupations. Youth can seek letters of reference from OPC staff and adult volunteers for submission with job, college, and scholarship applications.

As members of FAST, youth develop and demonstrate critical leadership, teamwork, and communication skills. Elections for six FAST youth executive positions occur annually and any youth with FAST experience is eligible to run. All youth demonstrate leadership during FAST meetings—where they help direct the program—and while working at first aid stations. Moreover, teamwork and clear communication are critical elements in providing quality emergency response care. In any situation, youth responders are cooperating with

each other, adult supervisors, EMS personnel, and victims of emergencies. Youth also need to clearly convey each step they take in providing care so other responders can effectively provide assistance, and so the victims of emergencies feel comforted. After utilizing effective teamwork and communication in high-stress situations like providing emergency care, youth are easily able to utilize those skills in work and academic settings, thus making them employees and students that are more successful.

“Youth Ready to Work, Ready for Life” works directly with youth at risk of adult poverty and provides them with substantial professional-level training and experience toward a high-wage, high-demand occupational field. In February 2009, Chuck Forster, Executive Director of Lane Workforce Partnership, listed a number of economic stimulus plans for Lane County in a Register-Guard Op-Ed piece. Forster listed a summer youth jobs program targeting low-income people aged 16 to 24 as his number one recommendation for economic stimulus for Lane County. “Youth Ready for Work, Ready for Life” will provide Lane County with youth with a minimum of 50 hours of in-demand employment skills and work experience. By participating in FAST, youth aged 14 to 19 gain the skills and experience needed to help them obtain and keep health and medical employment and help distinguish them on applications, resumes, and college scholarships.

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:

1. Youth at high risk for adult poverty (50 targeted youth) will complete emergency rescue training
2. Targeted youth will provide skill-building emergency response service at community events
3. Targeted youth will connect with health and medical professionals and positive adult mentors
4. Targeted youth will be more confident and prepared for health or medical employment
5. Targeted youth will have valuable roles in Lane County
6. Targeted youth will possess a resume suitable for a medical or health career

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):

<i>Outcomes</i>	<i>Measures</i>
Targeted youth complete emergency rescue training	100% of target group completes 12 hours of initial training and a minimum of 12 hours of monthly skill building sessions
Targeted youth develop skills and hands-on experience	100% of target group perform an annual minimum of 50 hours of service with FAST
Targeted youth develop meaningful connections with positive adult role models and health/medical professionals	60% of target group report connections with positive adult role models and health/medical professionals
Targeted youth are more confident and prepared to find and keep health or medical employment	100% of target group report feeling more confident and prepared to find and keep health or medical employment
Targeted youth have a significant positive impact in Lane County	80% of target group report having a greater or better positive role in their community
Targeted youth are prepared to apply for employment in the health or medical workforce	100% of target group create and maintain a health/medical resume

Note: Please see attached Logic Model.

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.

Youth Services uses or will use a number of methods to track program progress and impact. Current systems include:

- Scholarship applications to track the number of youth demonstrating financial need
- Tracking free/reduced lunch students
- Attendance course records for all emergency response courses
- Volunteer service records to track service hours and skill building hours for each participant
- Resume appropriate for a health or medical field
- Monthly FAST meetings to track individual progress and update resume as needed
- Entry and exit surveys to assess the following for each participant:
 - Readiness and confidence to find health or medical employment
 - Quality and importance of adult role models
 - Role in the community
 - Post-secondary education or career goals or choices

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 First Aid Service Team (FAST) is a youth-led program. As such, participants have a significant role in program planning. All youth participate in the decision-making process, including the selection of skill-building trainings, scheduling upcoming events, serving as FAST executive officers, electing officers, and helping to guide the mission of the program. Monthly meetings provide a consistent venue for youth to contribute their ideas; youth also receive weekly email updates from Youth Coordinator that provide them with the most recent news and developments in the program and ask for suggestions and feedback. Newly developed Event Evaluation Forms seek the youth participants' feedback after each event they participate in, and

the Youth Coordinator uses these responses to continually improve the program.

Parents and adult Red Cross volunteers are present at every meeting (and adult volunteers are present at every event) and are encouraged to provide their own feedback to the Youth Coordinator. Incorporating the ideas of the participants' parents and adult role models allows the program to be developed in accordance with the youths' best interests.

Finally, exit surveys are administered when a youth leaves the program. The survey allows youth participants have a final chance to reflect on the program and provide constructive feedback.

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.)

Youth Services collaborates with a large number of agencies and organizations to increase youth participation in the FAST program. To maximize the number of low-income youth participants in Lane County, OPC Youth Services has worked with Eugene, Bethel, Springfield, South Lane, Creswell, Fern Ridge and McKenzie school district staff, counselors, and administrators. As well, OPC collaborates with Eugene International High School programs, Serbu Center and Looking Glass Youth & Family Services employees to promote FAST to their students. FAST also has a strong presence at local health fairs and youth career fairs. In February 2010 alone, Youth Services provided over 250 Lane County youth with information about FAST.

FAST has contracts with over 50 community events that are organized by other social service agencies, and are staffed—at low or no cost—with competent FAST youth and supervised by positive adult mentors. Moreover, the youth receive the benefit of knowing that their community cares that they are involved and engaged in providing emergency response services.

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.

“Youth Ready for Work, Ready for Life” specifically targets youth at high risk for adult poverty. OPC Youth Services actively promotes FAST in Lane County high schools with over 50% of students on reduced/free lunch programs. The program actively encourages participants from a variety of backgrounds, cultures, and languages. The Youth Coordinator is bi-lingual (Spanish) and course materials are available in Spanish. The current FAST group is comprised of approximately 30% youth of diverse backgrounds, including Hispanic, Asian – Pacific Islander, and African American.

The Mission of the American Red Cross is guided by the Fundamental Principles of the International Red Cross: humanity, impartiality, neutrality, independence, voluntary service, unity, and universality. The American Red Cross is committed and mandated to serving all persons in need with impartiality and neutrality. The Red Cross facility fully complies with the Americans with Disability Act. Having our facility in the Bethel/Trainsong neighborhood has allowed us to provide services to an area of Lane County that has been historically underserved by service and governmental organizations.

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.

The American Red Cross is a volunteer-led organization. Volunteers participate in all activities and programs as instructors, clerical assistants, fundraisers, public speakers, and board and committee members. FAST is a program led by youth volunteers and supported by volunteer adults. During FY09, 80 youth and 30 adult volunteers contributed 1,900 hours of volunteer service providing First Aid services at community events, teaching health and safety skills, and working at information booths at health and youth career fairs. Youth volunteers (many of whom participate in the FAST program as well) contribute as health and safety instructors, elementary program instructors, and babysitting instructors.

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.

OPC Youth Services will leverage 1,900 hours annually from volunteers (nearly 1 FTE), cost-recovery revenue (approximately \$38,500) and contribute community grant revenue (approximately \$18,000) to help fund the FAST program. The requested United Way grant of \$15,000 will fund 50 youth from the target group for the duration of their participation in the FAST program.

Cost per participant averages \$300 per year. This amount covers youth training, required attire and identification, transportation, program resources and equipment, and program staffing. This cost per participant will provide each of the targeted youth with 12 hours of professional-rescuer training; a minimum of 50 hours of direct work-experience providing leadership, first-aid and patient services; a completed resume with substantial health occupation experience; and a minimum of 75 hours of mentoring from adults in the health occupation fields.

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.

Not Applicable.

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.***

Youth Services works under Oregon Pacific Chapter's Health and Safety Services department. The program is managed by a full-time Youth Services Coordinator and benefits from contribution and oversight of the Health and Safety/Youth Services Director, and a Health and Safety Specialist. Adult FAST volunteers provide additional supervision and oversight.

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.

The First Aid Service Team (FAST) has a successful 20-year history at OPC. The Health & Safety/Youth Services Director has been involved with FAST for 14 years, and the new Youth Services Coordinator has five years of professional experience in youth programs and is currently increasing Youth Service's visibility and recruitment throughout the county, especially in rural and low-income schools.

Our Board of Directors is a blend of long-term and new members. Twenty percent represent diverse ethnic and cultural backgrounds, one is a student, two are local non-profit consultants, and three have extensive professional financial backgrounds. The Board of Directors meets monthly, reviews financial and fundraising goals and reports, participates in community outreach, and meets annually with the Red Cross Regional Executive Director from Portland's Oregon Trail Chapter.

The local Red Cross chapter participates in all national Red Cross management and fiscal reporting, evaluations, and initiatives. Annually, we provide National with data regarding client, volunteer, staff, and Board information as well as fiscal reporting and participation in an annual independent Audit.

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.

**Oregon Pacific Chapter – American Red Cross
Youth Ready to Work, Ready for Life – INCOME STRATEGY LOGIC MODEL**

IMPACT

Lane County gains youth with in-demand employment skills and work experience who find and keep careers with living-wage employment, are financially self-sufficient, and are less likely to suffer from adult poverty.

OUTCOME

Youth ages 14 to 20 at high risk for adult poverty develop skills and gain experience to help them obtain and keep health or medical employment; help distinguish them on applications, résumés, and college scholarships; and provide meaningful connections with medical professionals and positive adult mentors.

MILESTONE

Not Applicable – Long-term outcomes not identified at this time.

EVALUATION

- Spreadsheet to log training and service hours for each individual (Metrics 1 & 2—In use)
- Participant Entry & Exit Survey (In use)
 - Assesses quantity and importance of adult mentors in participant's life (Metric 3)
 - Assesses participant's role in his/her community (Metric 4)
 - Asks for participant's career or post-secondary education choices and goals (Metric 5)
 - Assesses participant's personal readiness for health occupations employment (Metric 6)
- Creating and updating a résumé suitable for health and medical occupations (Metric 7—To be developed)

METRIC

1. Number of service hours (Target: 50 hours / year)
2. Number of training hours (Target: 24 hours / year)
3. Number of youth who have an increased number of positive adult mentors (Target: 60%)
4. Number of youth who express a greater or better role in their community (Target: 80%)
5. Number of youth who will join workforce or continue with post-secondary education (Target: 100%)
6. Number of youth who feel more confident in their ability to work in health or medical occupations (Target: 100%)
7. Number of youth who will have a résumé suitable for health and medical occupations (Target: 100%)

OUTPUT

50 youth at high risk for adult poverty complete all required First Aid and professional CPR/AED training and complete a minimum of 50 hours per year of hands-on experience providing community First Aid service. All participating youth complete a health occupations-related résumé and participate in career discovery field trips.

ACTIVITY

-Red Cross First Aid Service Team (FAST) provides opportunities to do between 4 and 40 hours of community service per month (Multiple events per month chosen by participants)

- Monthly retraining, skill building, and/or career development sessions (2x/month: 4 hours total)
- Résumé creation and update sessions (1x/month: 1 hour total)
- Completion of initial professional rescuer training (1x: 12 hours total)

INPUT

Existing:

- 1.0 FTE Youth Services Coordinator
- 15 adult mentors
- Training courses: Standard First Aid, CPR/AED for the Professional Rescuer, and Universal Precautions: Bloodborne Pathogens
- Eight 200-piece First Aid kits
- FAST service contracts
- Recruiting partnerships with Looking Glass Youth & Family Services, Serbu Youth Center, Eugene School District high school health occupations teachers

Needed:

- Recruiting connections with health occupations teachers in additional school districts

STRATEGY

Implement Youth Ready to Work, Ready for Life to promote career and post-secondary training and education for high risk youth. This program incorporates the following best practices as identified by Positive Youth Development as keys to effective youth programs.

Best Practices of Youth Development Programs for Ages 6 to 19 include the following components:

1. Maintains a safe and orderly climate
2. Establishes clear goals and maintains high standards
3. Maintains a diverse staff who are consistent and supportive
4. Promotes self-efficacy and autonomy
5. Utilizes strength-based approach to skill building
6. Creates supportive networks
7. Promotes positive social norms
8. Promotes family and community collaboration across different settings
9. Maintains high level of youth and parent participation

Source: Dotterweich, J. (2006). Positive Youth Development Resource Manual. Ithaca, NY: Cornell University, ACT for Youth.

INDICATOR

- Current youth participation in the work force has not been this low since World War II (Register-Guard op-ed article by Chuck Forster, Executive Director of Lane Workforce Partnership, Feb. 1, 2009)
- Numerous research studies have demonstrated that high school youth whose parents did not complete or attend post-secondary education are at higher risk for not attending college or post-secondary education programs. As adults, youth who do not attend or complete post-secondary education are much less likely than their college graduate peers to earn a live-able wage.

CONDITION

- In 2008, 15% of youth in Lane County under the age of 18 live below the federal poverty level (US Census Bureau American Fact Finder)

- In 2008, 24,759 youth in Lane County were in families whose incomes were below 200% of the federal poverty level (Children First for Oregon 2008 County Data Book)
- In 2008, 10,074 youth in Lane County were in families whose incomes were below 100% of the federal poverty level (Children First for Oregon 2008 County Data Book)

Basic Needs Application

Proposed Services BUDGET

(fill in the green cells)

Agency Name:

American Red Cross - Oregon Pacific Chapter

Proposed Services:

Youth / FAST

	Prior 12 Months	Future 12 Months
REVENUE/SUPPORT		
United Way Funding/Request (do NOT include Donor Designations)	\$12,480.00	\$15,000.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$12,500.00	\$0.00
Government Funding	\$0.00	\$0.00
Foundation/Corporation/Other Grants or Major Gifts	\$0.00	\$18,000.00
Program Service Fees or Membership Dues	\$36,413.00	\$38,500.00
Other Revenue		
Total Revenue	\$61,393.00	\$71,500.00
	Actual	Estimated
EXPENSES		
Personnel Related	\$35,756.00	\$44,032.00
Client Assistance	\$0.00	\$0.00
Other Direct Program Expenses	\$21,167.50	\$21,083.36
Administrative Overhead	\$4,469.50	\$6,384.64
Total Expenses	\$61,393.00	\$71,500.00
NET (should be zero)	\$0.00	\$0.00

What percent of your agency budget do these proposed services represent?	1%	1%
What percent of your agency revenue is the United Way request?	0%	0%
Number of employee FTE's (full-time equivalents) in proposed services?	1.40	1.40
Percentage United Way request to overall proposed services revenue	20%	21%
Administrative overhead percentage applied to proposed services	8%	10%

Completed by:

Brian Leeper, COO



DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE
WASHINGTON, D.C. 20224

NOV 18 1998

American National Red Cross
c/o John D. Campbell,
Chief Financial Officer
8111 Gatehouse Rd.
Falls Church VA 22042

Dear Mr. Campbell:

This is to confirm that the American National Red Cross continues to hold exemption under subsection 501(c)(3) of the Internal Revenue Code. We do apologize for the omission from Publication 78, the Cumulative List of Exempt Organizations, which resulted from an administrative error. Our computer file has been corrected, and your name will be listed in the next hardcopy issuance of the publication, revised September 30, 1998.

Additionally, the American National Red Cross has been added to the 'Publication 78 Special Notice' section of the electronic version of the publication found on our Internet website at www.irs.ustreas.gov, so that potential donors may immediately confirm contribution deductibility.

If you have any questions regarding this matter, please call Betty Crawford at (202) 622-8001.

Sincerely yours,

A handwritten signature in cursive script that reads "Dan Williams".

for Daniel A. Rosa
Chief, Field Systems Branch
(Employee Plans and Exempt
Organizations)

Oregon Pacific Chapter Tax ID # is 93-0391545

**Oregon Pacific Chapter
FY10 Organizational Budget**

	Annual Budget
Contributions, Revenues and Gains	
Contributions	
Federated	\$137,000.00
Monetary Contributions	\$640,800.00
Special Events Gross	\$184,000.00
Legacies and Bequests	\$50,000.00
Grants	\$123,711.00
Total Contributions	\$1,135,511.00
Investment Income	\$500.00
Contracts	\$1,988,112.00
Products and Services	\$503,088.00
Other Revenues, Gains and Losses	\$5,479.00
Total Contributions, Revenues and Gains	\$3,632,690.00
Expenses	
Compensation	\$771,678.00
Employee Benefits	\$273,925.00
Travel	\$25,360.00
Financial and Material Assistance	\$123,600.00
Supplies & Materials	\$438,935.00
Equipment-Maintenance & Rental	\$37,650.00
Contractual Services	\$1,646,611.00
Depreciation and Amortization	\$46,881.00
Inter-Red Cross Expense less Assessment	\$63,800.00
Chapter Assessment	\$204,198.00
Total Expenses	\$3,632,638.00
NET SURPLUS/(DEFICIT)	\$52.00

**American Red Cross - Oregon Pacific
Income Statement Actual vs Budget
FY 09**

	YTD Actual	YTD Budget	Variance
Contributions, Revenues and Gains			
Contributions			
Federated	\$83,573	\$77,401	\$6,172
Monetary Contributions	\$395,523	\$782,000	(\$386,477)
Special Events Gross	\$58,211	\$155,000	(\$96,788)
Legacies and Bequests	\$9,973	\$60,000	(\$50,027)
In-Kind Contributions	\$22,301	\$0	\$22,301
Grants	\$27,333	\$98,773	\$473,921
Total Contributions	\$596,914	\$1,173,174	(\$30,898)
Investment Income	\$5,117	\$40,000	(\$278,016)
Contracts	\$2,121,357	\$2,081,239	\$40,118
Products and Services	\$497,365	\$597,500	(\$100,135)
Inter-Red Cross Revenues	\$556,961	\$23,651	(\$12,051)
Other Revenues, Gains and Losses	\$20,814	\$31,261	(\$10,597)
Total Contributions, Revenues and Gains	\$3,798,528	\$3,946,825	(\$391,579)
Expenses			
Compensation	\$901,876	\$960,521	(\$58,645)
Employee Benefits	\$236,095	\$178,937	\$57,158
Travel	\$47,357	\$43,883	\$3,474
Financial and Material Assistance	\$97,256	\$133,002	(\$35,746)
Supplies & Materials	\$497,877	\$549,016	(\$51,139)
Equipment-Maintenance & Rental	\$49,546	\$32,527	\$17,019
Contractual Services	\$1,766,952	\$1,682,065	\$84,887
Depreciation and Amortization	\$48,100	\$55,676	(\$7,576)
Inter-Red Cross Expense less Assessment	\$31,500	\$0	\$31,500
Chapter Assessment	\$228,032	\$239,043	(\$11,011)
Total Expenses	\$3,904,591	\$3,874,670	\$29,921
Net realized and unrealized loss on investments	\$ 243,283		
NET SURPLUS/(DEFICIT)	(\$349,347)	\$72,155	(\$361,658)

**FY2010 Oregon Pacific Chapter
 Board of Directors**

Executive Committee:

Jan Bohman Chair
 Erik Jorgensen Treasurer/Finance Chair
 Mendy Tippetts Development Chair
 Cathryn Stephens Secretary

Term	Board Member	Business Address	Affiliation	Phone/Fax	Committee
2nd 3yr. Term Ends 2011	Jan Bohman Chair	City of Eugene 777 Pearl Street, RM 105 Eugene, OR 97401	City of Eugene	W-(541) 682-5587	Development Executive Com
1st 3yr term Ends 2011	Erik Jorgensen Treasurer/Finance Chair	Umpqua Bank Commerical Relationship Manager 675 Oak Street, Ste 310 Eugene, OR 97401	Umpqua Bank	W-(541)434-2973	Treasurer Finance Chair Executive Com.
1st 3yr term Ends 2011	Mendy Tippetts Development Chair	Century Bank Senior VP Century Bank 169 W. 6th Eugene, OR 97401	Century Bank	W-(541)684-0515	Development Chair Executive Com.
1st 3yr term Ends 2012	Laura Illig	Corinthian Consulting	Nonprofit Management Consultant	W-(541) 510-4556	tbd
1st 3yr term Ends 2012	Christine Cameron	Inkwell Graphics & Printing	Graphics & Sales	W-(541)517-7875	tbd
1st 3yr term Ends 2012	Patrick Deming	Kernutt, Stokes, Brandtt 1170 Pearl St Eugene, OR 97401	Accounting/CPA	W-(541)687-1170	tbd
1st 3yr term Ends 2012	Mark Molina	None at this time	Student/LBCC	C-(541)954-5956	tbd
1st 3 yr term Ends 2011	Troy M. Reichenberger	Siuslaw Bank 260 Country Club Rd Ste.100 Eugene, OR 97401	Suislaw Bank	W-(541)342-4000	Finance Com. Executive Com.
1st 3yr term Ends 2011	Cathryn Stephens	Eugene Airport Director of Marketing & PR 28855 Lockheed Drive Eugene, OR 97402	Eugene Airport	W-(541)682-5430	Nom Com. Board Secretary
1st 3 yr term Ends 2012	Berenice Villegas	Roman's Tile LLC	Owner	W-541-543-4751	tbd

Attachment A

United Way of Lane County Best Organizational Practices and Management

Agency Name: Oregon Pacific Chapter – American Red Cross

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	X		
c. Volunteer selection	X		
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			
1. Our board has approved a policy specifying that dual signatures are required on checks over a certain amount.	X		
2. Our board has approved a delegation of authority to specified levels of management that shows types and limits of spending or approval authority.		X	This is an operational rather than governance function

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	Policy established by Nat'l ARC
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.		X	These types of investments are not allowed under ARC policy
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.		X	Reviewed and approved by Nat'l
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	Policy adopted and reviewed by Nat'l ARC
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	We do not make purchases on behalf of employees
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		
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		
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		
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	X		

activities, statement of position) on a quarterly basis			
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		Policy approved by National and local board. Procedures by Executive Director
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.		X	This is done collaboratively with Oregon Regional CEO
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:	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	This is done collaboratively with Oregon Regional CEO
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage <u>100%</u>	X		
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 the bylaws.	X		

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: Oregon Pacific Chapter – American Red Cross

Prepared By (Name): Brian Leeper

Title: Chief Operating Officer

Date: January 14, 2010

Attachment B

United Way of Lane County UWLC Policies and Certification Documents

"I hereby certify that

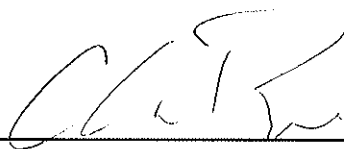
Oregon Pacific Chapter – American Red Cross

(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: Chris Pryor

Date: January 14, 2010

United Way of Lane County

NON-DISCRIMINATION CERTIFICATION OF COMPLIANCE

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

ANTI-TERRORISM COMPLIANCE MEASURES

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

AGENCY DIRECT FUNDRAISING POLICY

Intent

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

Agreement

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

DONOR DESIGNATION POLICY

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

Accepting Donor Designated Gifts

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

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

A donor may designate all or part of their gift.

Eligibility Criteria

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

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

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

Promotion of the Donor Designation Program

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

Service Fees

United Way will forward designated gifts to specific agencies on a quarterly basis. Payouts will be based on the actual cash collected from donors less a service fee to help cover the fundraising and administrative costs. The amount of the fee is dependent on the amount of the donor's total gift or their employer.