

W. 4.a.

AGENDA COVER MEMO

Date: March 16, 2011

To: Board of County Commissioners

Department: Health & Human Services

Presented by: Karen Gaffney, Debbie Heeszal & Steve Manela

Agenda Title: ORDER _____ / IN THE MATTER OF RECONSIDERING A PROTEST AND AWARDING CONTRACTS TO PROVIDE HUMAN SERVICES TO LOW-INCOME, DISADVANTAGED, AND DISABLED LANE COUNTY RESIDENTS AFTER REMAND .



I. MOTION

In the Matter of Reconsidering a Protest and Awarding Contracts to Provide Human Services to Low-Income, Disadvantaged, and Disabled Lane County Residents After Remand.

II. AGENDA ITEM SUMMARY

The Board is being asked to review a protest that had been remanded back to the screening committee, to deny the protest and to award annual contracts to the list of agencies attached in Appendix B in the amount of \$171,727 for the dates specified.

III. BACKGROUND/IMPLICATION OF ACTION

On October 4, 2010, a Request for Proposals (RFP) for a total of \$4,000,000 was released by the Department of Health & Human Services (H&HS) seeking respondents interested in providing services to low-income, disadvantaged, and disabled Lane County residents that contribute to a continuum of care and were consistent with approved Human Services Commission's jurisdictional priorities and strategies. Twenty-eight local agencies responded to the RFP by submitting 66 proposals. The proposals totaled \$6,499,577, which is approximately \$2.5 million more than available for award.

Thirty-seven proposals were recommended for contract award totaling \$3,730,367. Four appeals were brought before the Board. Three of those appeals were denied and one appeal, Centro LatinoAmericano's, was remanded back to the screening committee for re-review.

A. Remand. After the Board of Commissioner's remand, each member of the screening committee reviewed their scores on each of the criteria for each of the twelve proposals,

and was asked to make sure they were giving the scores they thought appropriate to the original proposals with the opportunity to make adjustments. Prior to this review, Department staff also advised reviewers that Centro LatinoAmericano did not have a formal partnership with White Bird, and that the statement in White Bird's proposal to referring some Spanish speaking homeless people to "our partner, El Centro" meant only there were some referrals. (There were no changes to White Bird's scores on this issue). The scores given after the separate individual reviews remained the same after the opportunity for group discussion. After this re-review, the screening committee's recommendation for contract awards was the same as before the remand: Looking Glass, White Bird and ShelterCare.

B. Process. At its December 15, 2010 meeting and initial consideration of this matter, the Board followed the process outlined in Lane Manual 21.107(13). There is no specific procedure set forth in Lane Manual for oral presentations when the matter returns to the Board after remand, so there is some flexibility for the Board to decide whether and how it wishes to proceed. An option for the Board is to again follow the process outlined in Lane Manual 21.107(13). The appellant is Centro LatinoAmericano and the recommended proposers are White Bird, Looking Glass, and ShelterCare.

"...(e) If the decision maker is the Board, the department which issued the RFP shall present the issues orally or in writing at a public meeting. The appellant shall then have 10 minutes to specifically address the protest criteria, and the evaluation committee's recommendation and the recommended proposer(s) shall have a total of 10 minutes to respond, divided between them as they wish.....

(f) If a protest is timely filed, the Board..., shall consider the evaluation committee's recommendation and the allegations of the protest before rendering a final decision. The decision maker may grant or deny the protest, reject proposals, or cancel the solicitation pursuant to LM 21.107(12) or remand to the department or evaluation committee for further information or consideration. In the event of remand, the department will report back to the decision maker as soon as reasonably possible if the protest remains pending.....If the Board is the decision maker, it shall evaluate any protest before rendering a decision and shall state reasons and conclusions reached either in writing or on the record in a public meeting, with a Board Order referencing reasons for its decision on the protest. Any decision to overturn the recommendation shall be based on a finding that one of the criteria of LM 21.107(14)(d) occurred to the substantial prejudice of the protestor. The protestor must be eligible and next in line to be awarded the contract if the protest was successful."

C. Protest Parameters. Anyone responding to an RFP who is not recommended for award by the evaluation committee may protest the recommendation to Board of County Commissioners pursuant to LM 21.107(14). When a protest is filed, the department responsible for preparing the RFP shall prepare a written analysis of the protest and make a recommendation to the Board as to appropriate action to be taken. This rule lists the potential grounds for a protest, and Centro LatinoAmericano argues that (ii), (iii), and (ix) below applies:

- (i) The evaluation committee has failed to conduct the evaluation of proposals in accordance with the criteria or processes described in the solicitation materials.
- * (ii) Different criteria were used to evaluate different proposals.
- * (iii) The evaluation committee unfairly applied the evaluation criteria to a proposal.
- (iv) A member or members of the evaluation committee had a relationship with a proposer that represented a conflict of interest.
- (v) The criteria used to evaluate the proposals did not pertain to the services or products requested.
- (vi) A member or members of the evaluation committee demonstrated bias toward a proposal or a proposer.
- (vii) The County abused its discretion in rejecting the protestor's proposal as nonresponsive.
- (viii) The evaluation of the proposals is otherwise in violation of any provisions of ORS 279A or ORS 279B.
- * (ix) All higher ranked proposals are nonresponsive.

In order for all higher ranking proposals to be nonresponsive (ix. above), the Board would need to find that the Looking Glass, White Bird and ShelterCare proposals did not address some requirement(s) in the RFP, and should have been rejected as nonresponsive.

The basis for Centro LatinoAmericano's protest regarding the other two grounds (ii. and iii. above) is that points should not have been deducted by reviewers when considering various evaluation criteria. The screening committee has certain discretion to deduct and award points when scoring proposals in order to recommend awards that most closely meet the County's requirements. In considering a protest, the Board should focus on protection of public interests and appropriate exercise of discretion in determining contract awards. There is a reasonable range of scoring variance among reviewers. In order for the screening committee to have "unfairly" applied the evaluation criteria to a proposal, the protestor needs to show that the scoring was outside a reasonable range of variance based on the proposal responses, was without justification, or arbitrary or capricious. Where there are reasons for a deduction in score based on applying the same criteria to each proposal, there has not been a showing that different criteria were used to evaluate different proposals.

IV. Analysis

The evaluation committee unfairly applied the evaluation criteria to a proposal

Centro LatinoAmericano used evaluation committee scores as the basis for their appeal on these grounds. With the exception of a .5 deduction on one criteria, each question in which a screening committee member scored less than 100% of the available score was argued by Centro LatinoAmericano to demonstrate that one or more committee members either unfairly applied evaluation criteria or that differing criteria were used to evaluate different proposals. This includes challenges to scores for 9 of 13 criteria (counting subparts), 19 individual reviewer's scores, and each reviewer is claimed to have improperly deducted points on one or more criteria. Centro LatinoAmericano received perfect scores on 3 criteria (all 4 reviewers gave top scores) while this occurred for two of the other proposals recommended for award only twice.

Scoring on questions A.1, B.2, C.1, C.2 and F.1 was used by Centro LatinoAmericano to indicate that the evaluation committee unfairly applied the evaluation criteria to a proposal.

A.1 – Centro LatinoAmericano states that one reviewer gave Centro LatinoAmericano 3.5 out of 5 points (70%), indicating that the criteria was unfairly applied. This reviewer gave a score of 70% or lower on at least one question to eight out of the twelve proposals submitted. Consistent use of a 70% or lower score across 67% of the proposals submitted does not appear to indicate unfairly applied criteria on a single question of a single proposal. This reviewer gave the highest ranking proposal a score of 70% on two of the proposal questions.

Points were deducted because the information presented in A.1 by Centro LatinoAmericano did not quantitatively address their experience in providing the service. Two of the three proposals recommended for funding received point deductions each by a different reviewer on this criteria. Based on the record, there is no evidence that a deduction of 1.5 from a potential of 5 points on protestor's proposal exceeded the reasonable range of the screening committee's discretion to give and deduct points in applying criteria to the proposal, or that fairness was compromised.

B.2 – Centro LatinoAmericano states that they "lost 5 points on this section from three different reviewers and we believe this was unfairly applied." In the original scoring, two reviewers gave a score of 8 out of 10 (80%) and one reviewer gave a score of 9 out of 10 (90%). One reviewer changed their score from an 8 out of 10 (80%) to a 9 out of 10 (90%) in the second review.

The reviewer who gave a score of 8 out of 10 (80%) in both the original and re-review gave a score of 80% on at least one question to nine of the twelve proposals submitted in both the original review the re-review. This reviewer also gave a score of 80% on this question to 6 out of 12 proposals in both the original scoring and the re-review. Consistent use of a score of 80% across 75% of the proposals submitted does not appear to indicate that the reviewer unfairly applied the evaluation criteria on a single proposal.

The reviewer who gave a score of 9 out of 10 (90%) in both the original and re-review gave a score of 90% or below to at least one question on each proposal submitted in both the original review and the re-review and gave a score of 90% or below on this question to 8 of the twelve proposals in both the original review and re-review.

The reviewer who gave a score of 8 out of 10 (80%) in the original review gave 9 out of 10 (90%) in the re-review. This reviewer gave a score of 80% or lower on at least one question of ten of the twelve proposals submitted in the first review. The score was changed to 9 out of 10 (90%) upon the second review. Eleven out of the twelve proposals received a score of 90% or lower on at least one of the questions.

In addition, only one proposal received a perfect score (40) for this criteria, multiple proposals tied in scoring, protestor's proposal tied for 5th, and 5 proposals scored lower than protestor's. All three of the proposals recommended for funding received point deductions with one receiving fewer points than protestor's proposal, and each reviewer was involved in deducting some points. Based on the record, there is no evidence that a total 4 point deduction from 3 different reviewers given to the protestor's proposal exceeded the reasonable range of the screening committee's discretion to give and deduct points in evaluating proposals, or that fairness in scoring protestor's proposal was compromised.

C.1. – Centro LatinoAmericano states that they lost 6 points from two different reviewers on this section. In the original scoring, one reviewer gave Centro LatinoAmericano a score of 16 out of 20 (80%) and one reviewer gave them a score of 18 out of 20 (90%). These scores remained constant after the second review.

The reviewer who gave a score of 16 out 20 (80%) in both the original and re-review gave a score of 80% on at least one question to nine of the twelve proposals submitted in both the original review the re-review. Consistent use of a score of 80% across 75% of the proposals submitted does not appear to indicate that the reviewer unfairly applied the evaluation criteria on a single proposal.

The reviewer who gave Centro a score of 18 out of 20 (90%) gave a score of 90% to at least one question in 11 out of the twelve proposals reviewed. Again, consistent use of a score of 90% across 92% of the proposals does not appear to indicate that the reviewer unfairly applied the evaluation criteria on a single proposal.

There was an 8 point range differential between the top (80 points awarded) and lowest scoring proposal on this criteria, and multiple proposals tied for scores except one proposal received the lowest score given. Protestor's proposal tied for 4th. Based on the record, there is no evidence that the point deductions assigned to protestor's proposal exceeded the reasonable range of the screening committee's discretion to give and deduct points in evaluating proposals, or that protestor was singled out for unfair treatment, or others shown favoritism, or that fairness was otherwise compromised.

C2. – Centro LatinoAmericano states that they "lost a combined 2 points from two different reviewers and believe that this was unfairly applied."

Two reviewers gave Centro LatinoAmericano a score of 4 out of 5 (80%) on this question in the initial review. One of the reviewers changed their score to 5 out of 5 on the second review.

The reviewer who gave a score of 4 out of 5 (80%) in both the original and re-review gave a score of 80% on at least one question to nine of the twelve proposals submitted in both the

original review the re-review. Consistent use of a score of 80% across 75% of the proposals submitted does not appear to indicate that the reviewer unfairly applied the evaluation criteria on a single proposal.

The reviewer who gave a score of 4 out of 5 on the first review (90%) and 5 out of 5 on the second review gave a score of 90% to at least one question in 11 out of the twelve proposals reviewed.

There was a 2.5 point range differential between the top (20 points awarded) and lowest scoring proposals, with multiple proposals tied for scores. Only 2 proposals received a higher score than protestor's. In addition, all three of the proposals recommended for funding received point deductions with one receiving fewer points than protestor's proposal, and deductions came from each reviewer. Based on the record, there is no evidence that the point deductions to the protestor's proposal exceeded the reasonable range of the screening committee's discretion to give and deduct points in evaluating proposals, or that protestor was singled out for unfair treatment, or others shown favoritism, or that fairness was otherwise compromised.

F.1 – Centro LatinoAmericano states that three reviewers gave perfect scores on this question, but a single reviewer deducted 3 points. Centro LatinoAmericano believes that this reviewer applied different criteria to evaluate different proposals.

One reviewer gave Centro LatinoAmericano a score of 12 out of 15 (80%) in both the original scoring and the re-review. On this particular question, the reviewer gave a score of 12 out of 15 (80%) to eight of the twelve proposals submitted.

One reviewer lowered their score from the first review to the second review, giving 15 out of 15 (100%) on the original review and 9 out of 15 (60%) on the second review. Two of the three proposals recommended for funding received point deductions from three different reviewers on this criteria along with perfect scores, and one proposal recommended for award received several lower scores on other criteria. This reviewer stated that at the time of his first review, he did not understand that Centro LatinoAmericano provided services only to Spanish speaking clients. He states that although he believed the proposal to be weak in the area of access, the provision of services to all community members, including a substantial ability to provide culturally specific services was important enough to offset what he saw as a weak proposal and grant full points on this item.

When the committee was asked to do a second review, he scored the area of access based on the knowledge that service would be provided only to Spanish speaking clients. Although Centro LatinoAmericano's two mandatory measures were: (1) Increased Access to Services for Spanish Speaking Populations – Translation, Interpretation Provided and (2) Increased Access to Services for Spanish Speaking Populations – Receives Information, Advocacy and Culturally Appropriate Services, they also included measures on Increased Access to Mainstream Non-Wage income and/or Non-Cash Benefits – Attains SNAP, OHP Other Non-Cash Benefits; Increased Access to Mainstream Non-Wage and/or Non-Cash Benefits – Attains Permanent Supportive Housing; and these services would also only be provided to Spanish speaking clients.

Scores of less than 100% do not necessarily indicate that the evaluation committee unfairly applied the evaluation criteria to a proposal and may represent reasonable decisions to deduct points.

No proposal received a score of 100 points from all four committee members and only two proposals received a score of 100 from any of the committee members. The overall average of all proposals scored in both the initial and second review was 92.8, almost four points lower than the average score Centro LatinoAmericano received in both the initial and secondary review. Screening committee overall averages ranged from 90.8 to 96.5 in the first review and 89.5 to 93.6 in the second review. In both reviews, individual question scores ranged from a low of 20% of the points allocated to a high of 100% of the points allocated. Analysis of the scoring data indicates that scorers regularly scored questions at less than 100%. Centro LatinoAmericano's appeal identifies each committee member of unfairly applying the evaluation criteria in at least one instance across five different questions. There is no proof of criteria being unfairly applied. Instead, analysis of the data indicates that the allocation of 70%, 80% or 90% of the points available was a common practice of each of the committee members. It is a reasonable determination to make as a scorer that there are instances where 100% allocation of points is not warranted due to the proposal material not fully providing all of the information requested.

Differing Criteria were used to evaluate different proposals

Scoring on questions D.1, E.1, G.1 and G.3 were used by Centro LatinoAmericano to argue that differing criteria were used to evaluate different proposals. Specifically, they argue that different criteria were used to evaluate their proposal than proposals which were recommended for award

D.1 – Centro LatinoAmericano's appeal states that they lost a combined total of 8 points (4 from a single reviewer). This reviewer changed their score from a 6 out of 10 (60%) to an 8 out of 10 (80%) on the second review.

The RFP criteria states: "Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model. Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration."

Centro LatinoAmericano's response to this question described their use of the OPUS management information system, intake documents and included a statement that they "collect data through client feedback forms." There was no description of how the data was used to "...review the quality and effectiveness of program services as described in your Logic Model."

Other respondents described how client files document progress toward program goals and files are reviewed semi-annually to verify outcomes and fidelity features are being met; clients feedback regarding what is and isn't working is gathered and how that information is used to

modify program operations; and that agency quality assurance staff analyze data to make program adjustments.

Centro LatinoAmericano's proposal did not indicate how the quality and effectiveness of the program would be reviewed, which resulted in a loss of points from review committee members.

E.1. – Centro LatinoAmericano stated that they lost a total of three points in this section from two reviewers, including a score of 3 out of 5 (60%) from one reviewer. This reviewer's score changed to 4 out of 5 (80%) on the second review.

The scoring criteria states "The proposal describes how program actively engages in assisting clients obtaining mainstream benefits. Proposal provides detailed descriptions of activities related to securing benefits. Program demonstrates that partnerships with public and private agencies result in clients accessing mainstream benefits."

Centro LatinoAmericano's response to this question stated that Centro's staff connects clients with mainstream services and resources and caseworkers do outreach for SNAP (food stamps) and OHP Health Kids Program. Centro LatinoAmericano also stated that they have formal partnerships with St. Vincent de Paul for transitional housing and with Womenspace.

There was no description of program activities related to securing benefits. This does not mean that Centro LatinoAmericano does not perform program activities related to securing benefits, but instead that they did not indicated those activities in their proposal response.

Other respondents described steps taken by program to staff assist in securing benefits including compilation of necessary documents, provision of transportation, client advocacy, and follow-up with providers. All higher scoring proposals also demonstrated partnerships with public and/or private agencies.

Centro LatinoAmericano's proposal did not provide sufficient descriptions of activities related to securing benefits, which resulted in a loss of points from review committee members.

G.1 & G.3. – Centro LatinoAmericano stated that they lost a total of 5 points on two of the budget sections, which they believe is due to different criteria being applied to review different proposals. This represents a score 35 of 40 available points or 87.5% of the possible points. On re-review the 5 point deduction was reduced to a 2.5 point deduction or 93% of the possible points.

The scoring criteria for section G.1 states "The cost per client or cost per contact is cost effective given the type of service provided. The method used to determine the cost per is clear and reasonable and includes all costs to operate the program."

As part of their appeal, Centro LatinoAmericano questioned the scoring of the higher ranked proposals based on their budget analysis and cost per client. The cost per contact per client for Centro LatinoAmericano is \$52.05.

Centro LatinoAmericano states that Looking Glass incorrectly presented their cost per client and cost per contact. Using the total program cost of \$88,700 and the anticipated number served of 2,000, the cost per client would be \$44.35 and the cost per client per contact would be \$7.39.

ShelterCare reported a cost per client per year of \$1,154 and a cost per client per day of \$3.16.

WhiteBird estimated a cost per contact of \$3.83. Centro LatinoAmericano questioned this cost as it included mail/messaging services which, in their opinion, does not necessarily require staff resources. If Centro LatinoAmericano's assertion were applied, and half of those contacts are assumed to be mail/messaging, needing no staff involvement and are removed, the cost per contact becomes \$7.65.

Centro LatinoAmericano's appeal states that they believe differing criteria was used to evaluate them on question G.1. Analysis of the data provided by Centro LatinoAmericano and the proposals recommended for funding indicate that Centro LatinoAmericano's cost per client contact is substantially above the three proposals recommended for funding. This remains true even if the numbers are recalculated taking into account the concerns laid out in Centro LatinoAmericano's appeal.

The scoring criteria for G.3 state "Proposed budget is reasonable and clearly describes all costs for the program design in Section C. Proposal included additional resources that will significantly support the program and sustain the program during funding period including the use of volunteers, in-kind contributions, goods and supplies. Proposed budget includes a significant amount of committed non-County cash to leverage the proposed program's costs. The percent of HSC funds applied to administration does not exceed 15% of the HSC funds requested. The agency contribution is equal to or greater than 85% of the total budget."

Centro LatinoAmericano lost a total of 2.5 points on G.3, receiving 17.5 out of 20 available points (87.5% of the available points) from all reviewers. In the re-review, Centro LatinoAmericano lost a total of .5 points from all reviewers, (19.5 out of 20 points or 97.5% of the available points). Centro LatinoAmericano's appeal did not lay out reasons for their belief that differing criteria were used to evaluate different proposals other than one higher scoring proposal did not list each position separately.

The combined scores for all reviewers on Centro LatinoAmericano's proposal and proposals recommended for funding on G.3 was as follows:

WhiteBird: 19 out of 20 (95%) in both reviews

Looking Glass: 17 out of 20 (85%) in both reviews

ShelterCare: 19 out of 20 (95%) in both reviews

Centro LatinoAmericano: 17.5 out of 20 (87.5%) in the first review and 19.5 out of 20 (97.5%) in the second review.

Centro LatinoAmericano received the highest score on criteria G.3 when comparing the proposals recommended for award. The lack of justification combined with the score analysis does not indicate differing criteria was used to evaluate different proposals.

In summary, based on the application of the same criteria to protestor's and the higher ranking proposals, there was a reason that protestor's proposal received a deduction in points when the other higher ranking proposals received higher scores, and that reason was within the range of scoring discretion of the screening committee.

All Higher Ranked Proposals Were Non-Responsive

Centro LatinoAmericano states that the proposal places considerable emphasis on outcome measures, particularly mandatory measures. As indicated in the Centro LatinoAmericano appeal, six mandatory measures are included as part of the RFP. Two of those measures applied to access to services for Spanish speaking populations. The appeal from Centro LatinoAmericano states that "None of the three awarding proposals include these measures as part of their logic model."

Proposers had the option of choosing from the six measures developed for Outcome 12 - Increased access to services or developing their own measure if none of the listed measures were applicable. Outcome measures also included increased access to mainstream benefits, both cash and non-cash; increased access to supportive housing; increased access to community resources; and other increased access, which was to be identified by the proposer.

As proposers were able to choose from the listed measures and were not required to increase access for Spanish speaking populations, they were not non-responsive to an RFP requirement.

Additionally, the RFP provided bonus points for special populations. The Evaluation of Proposals RFP section states, "If funding permits the award of more than one proposal per outcome area, five (5) points will be added to each proposal serving target populations of chronically homeless individuals or culturally specific populations. Centro LatinoAmericano received a target population bonus of five points in both the original review and the re-review which elevated their proposal from ninth out of thirteen to fifth out of thirteen in the original review and from ninth out of thirteen to fourth out of thirteen in the second review.

Alternatives/Options

1. Deny the Centro LatinoAmericano appeal and award contracts as indicated in Attachment 1.
2. Uphold the Centro LatinoAmericano appeal and direct Health & Human Services staff to administer a new competitive process for these funds.

V. RECOMMENDATION

Staff recommends Option 1 listed above.

VI. TIMING/IMPLEMENTATION

Upon award of contracts by the Board, staff will begin developing contracts with subcontractors. Contracts will begin July 1, 2011.

VII ATTACHMENTS

Board Order with Appendixes

Proposals

1. White Bird Proposal for Access to Services
2. Looking Glass Proposal for Access to Services
3. ShelterCare Proposal for Access to Services
4. LCOG Proposal for Access to Services
5. Centro LatinoAmericano Proposal for Access to Services

Review Committee Scores – Top 5 Ranking Proposals

Proposal Rankings –Screening Committee

THE BOARD OF COUNTY COMMISSIONERS, LANE COUNTY, OREGON

RESOLUTION AND ORDER:) IN THE MATTER OF RECONSIDERING A PROTEST AND
) AWARDING CONTRACTS TO PROVIDE HUMAN SERVICES
) TO LOW-INCOME, DISADVANTAGED, AND DISABLED LANE
) COUNTY RESIDENTS.

WHEREAS, Request for Proposal evaluation committees recommended award of contracts to providers of human services totaling \$3,730,367; and

WHEREAS, four protests were filed in response to the recommendation; and

WHEREAS, one of those appeals was remanded back to the screening committee for further review; and

WHEREAS, the screening committee once again recommended contracts be awarded to the top three scoring agencies, which does not include the protestor;

NOW THEREFORE, IT IS HEREBY ORDERED that the protest be denied per reasons cited in Appendix A;

IT IS FURTHER ORDERED that the Board of County Commissioners award the contracts as detailed in Appendix B in the amount of \$171,727, and delegate signature authority to the County Administrator to execute the contracts for the services listed in Appendix B.

Effective this _____ day of March, 2011.

Chair
Lane County Board of County Commissioners

APPROVED AS TO FORM
Date _____ Lane County
OFFICE OF LEGAL COUNSEL

APPENDIX A

APPENDIX B

New Contracts

Contractor Name	Contract Title	Type	Amount	Begin Date	End Date
White Bird	Improve Access to Services	E	\$70,069	7/1/2012	6/30/2013
Looking Glass Youth & Family Services	Safe Crisis Intervention and Outreach	E	\$61,248	7/1/2012	6/30/2013
ShelterCare	SSI/SSDI Outreach, Access & Recovery	E	\$40,410	7/1/2012	6/30/2013

Proposals

ORIGINAL

FORM 1 - RFP COVERSHEET

Name of Program: WHITE BIRD IMPROVED ACCESS TO SERVICES

Physical Address of Program: 509 East 13th and 341 East 12th, Eugene, Oregon 97401

Brief, one sentence, description of program:

This program will provide Chronic/Disabled Homeless Benefits Assistance Advocacy, Homeless Case Management assistance in securing benefits, and support of those seeking information/referral, including mail and messages.

Outcome Area from which you are requesting funds and the amount.

(Please submit a separate proposal for each Outcome Area. A single proposal which requests funds from more than one of the twelve Outcome areas will be rejected.)

1. Emergency Shelter/Services and Other Assistance	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
2. Emergency Food & Assistance.....	\$0
3. Integrated Health Care/Care Coordination.....	\$0
4. HUD Amazon Transitions.....	\$0
5. HUD McKenzie Transitions.....	\$0
6. HUD Emerald Options (DD).....	\$0
7. HUD Emerald Options (HIV).....	\$0
8. HUD Emerald Options (Youth).....	\$0
9. HUD Safe Haven.....	\$0
10. Increase Self-Reliance Other	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
11. Build A Safer Community.....	\$0
12. Improve Access to Services.....	\$83,900

Total Program Cost (including HSC and non HSC funding): \$175,710

Agency Name: White Bird Clinic

Contact Person: Chuck Gerard

Contact Telephone: 541-342-8255

Contact Email: chuckg@whitebirdclinic.org

FORM 2 – RFP CHECKLIST

Applications must include all required documentation listed below to be eligible for this selection process and/or receive a contract for services.

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FUNDING

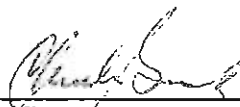
Program Funding Proposal

(One original plus four hard copies and electronically by email, USB Storage Drive or CD)

- Form 1. RFP Coversheet
- Form 2. RFP Checklist (Signed)
- Form 3. Statement of Assurances and Proposal (Notarized)
- Form 4. Letter indicating a current management qualification is on file at Lane County H&HS/DCF or a complete Management Qualification Packet (one original and three copies).
- Form 5. Agency Qualification Questionnaire
- Form 6. Program Qualification Questionnaire
- Form 7. Budget Spreadsheet
- Form 8. Logic Model

I acknowledge that all of the required items listed above are included in the proposal and understand proposals will be disqualified from consideration for the following reasons:

- Not submitting the proposal by the due date / time of Thursday, November 4, 2010 by 4:00 pm
- Any item listed above is missing from the proposal
- Request for proposal is less than \$25,000 or more than \$175,000 *(HUD SHP programs are allowed exception to maximum limit, see RFP Instructions #7)*
- Requesting funding from more than one Outcome Area in a single proposal
- Statement of Assurances and Proposal submitted without being notarized
- Unable to answer affirmative to all items listed on the Agency Qualification Questionnaire
- Program Funding Proposal or Management Qualification Packet received a score of less than 70%



Authorized Signature

White Bird Clinic Coordinator

Title

10/18/10

Date

FORM 3 - STATEMENT OF ASSURANCES AND PROPOSAL

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests the he/she has the authority and/or responsibility to represent his/her organization in all phases of this Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any further contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf or his/her organization that the organization will comply with the General Conditions and Special Conditions in its subcontract with Lane County. The organization will also comply with all applicable federal, state, county and local statues, rules and funding criteria governing service, facilities and operations. Finally, the organization will submit all required reports, documents and forms within the allotted time for their submission.

The undersigned, as proposer, declares that he/she has carefully examined the specifications and requirements of the Lane County Request for Proposal packet and that proposer agrees, if the proposal is accepted, that proposer will contract with Lane County to furnish the services as specified, in accordance with the proposal offered here.

The proposer hereby certifies that he/she is a resident bidder as defined in ORS 279A.120, of the state of OREGON

By initialing this space CG proposer hereby certifies that he/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space CG proposer hereby certifies that to the best of proposers knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 305.380(4).

The proposer represents that the proposal is in all respects fair and without collusion.

Chuck Gerard
Authorized Signature

10/18/10
Date

Chuck Gerard, Clinic Coordinator
Printed or Typed Name and Title

White Bird Clinic
Printed or Typed Agency Name

Subscribed and sworn to before me this 18th, day of October 2010.

by Brenda Kobaydar

Notary Public for the state of Oregon

My commission expires 6/28/12



FORM 4 - MANAGEMENT QUALIFICATIONS LETTER

A Management Qualification Packet has been submitted and approved for the 2009/2011 biennium and is on file at Lane County Department of Health and Human Services or Lane County Department of Children and Families for:

Agency Name: White Bird Clinic

Although the approved 2009/2011 Management Qualification is sufficient for continuing this Request For Proposal process, I understand contractors are required to have a current biennium Management Qualifications approved and on file with Health and Human Services (H&HS) or Children and Families (DCF) prior to contracting for fiscal year 2011/2012.



Authorized Signature

Clinic Coordinator

Title

10/18/10

Date

FORM 5 - AGENCY QUALIFICATION QUESTIONNAIRE

Lane County through the Department of Health & Human Services, Human Services Commission applies certain requirements and expectations to subgrantees receiving funds. In order to qualify to administer HSC funds through this process the organization must be able to answer affirmative to the following questions. Please check yes or no to the following questions.

- YES NO Agency has the financial capacity to administer funds.
- YES NO Agency has not had funds recaptured from a funding source in the past year due to non-performance of contract provisions.
- YES NO Agency staff will be able to accurately and completely input client and program data into the Lane County designated client Management Information System database, as required by Lane County, at the time of service or within 72 hours.
- YES NO Agency can provide detailed activity reports after the end of each quarter and after the end of each program year, as required by Lane County.
- YES NO Agency is in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.
- YES NO Agency has personnel policies and procedures that are in compliance with applicable state and federal administrative rules including those outlined in OAR chapter 839 – Bureau of Labor and Industries.

FORM 6 - PROGRAM QUALIFICATION QUESTIONNAIRE

A. ORGANIZATIONAL CAPACITY

Maximum Points 10

- 1) Describe your agency's mission or purpose. Provide a brief description of your agency's experience in the proposals program area.

MISSION STATEMENT: White Bird is a collective environment organized to enable people to achieve their social, emotional and physical well-being through education, direct service and community.

In support of this mission, White Bird proposes to provide INCREASED ACCESS TO SERVICES, through three established program that assist chronic/homeless clients in attaining mainstream income, non-cash benefits and community services access. The current programs are: Homeless Benefits Assistance, Homeless Case Management, and Info Line.

The Homeless Benefits Assistance program has been part of White Bird since 2003. Both Homeless Case Management and Info Line have operated since 1987. We are currently contracted with HSC for services in all 3 programs and have regularly met and exceeded the contracting requirements.

- 2) Describe the qualifications required for staff delivering the services. Include a brief job description and titles. Do not include information on agency management staff if they will not be directly involved in the implementation of the program.

Provision of the proposed services will utilize the following remarkable staff:

HOMELESS BENEFITS ASSISTANCE ADVOCATE: manages eligibility screening, application assistance, appeals advocacy, planning and case management assistance with access to health care, transportation, etc. This position requires experience in benefits assistance, knowledge of the local human service network, experience working with homeless and disabled people and basic computer skills. It also requires an open heart, attention to detail and determination. Our Homeless Benefits Assistance Advocate has been helping folks with benefits since 2003, with recent SOAR training.

HOMELESS CASE MANAGER: provides planning with each client, referral to needed services and advocacy with service providers throughout the entire system; assist with application for other entitlements; transport/advocacy/accompaniment; counseling and follow-up support of the client to receive benefits and end their homelessness. Our three Homeless Case Managers have a total of 45.8 years experience. They also have a sweet combination of toughness and caring support. The position requires two years of social work or counseling background, familiarity with Lane County's human service system, and experience working with homeless, street and/or indigent people.

INFO LINE WORKER: enrolls homeless people into mail and message database, receives and distributes mail and messages, manages the screening, wait list and appointments for Vision Screening program. The workers provide information and referral regarding services, eligibility, hours plus advocacy support, to telephone callers and walk-in clients seeking community services. Collects, verifies and corrects referral information for 211Lane/state Info Line database and HELP Directory. Info Line Workers must also be observant of the homeless they see daily in order to recognize emergent problems then work with Case managers/Crisis Workers. Position requires computer and clients skills, written and oral communication skills, experience in human services and in giving information and referrals. Info Line staff have an average of two+ years in their positions.

B. DEMONSTRATION OF NEED

Maximum Points 15

- 1) What are the problems faced by your target population? Identify and describe the target population and geographical area to be served in your program. (Lane County geographical areas include West, Eugene & North Central, Springfield & East, and South. See Resource Manual for geographic service areas). If providing data or documented facts to confirm the situation, cite all data sources with the year of publication. Please do not describe how your program will address these problems.

The target population will be the chronic homeless/homeless and disabled chronic homeless people living in Lane County with an emphasis on those in the Eugene/Springfield Metro Area.

INCREASED ACCESS TO PERMANENT BENEFITS: Chronic/disabled homeless people have enormous difficulty in negotiating the bureaucracy that controls benefits. This was recognized at the Federal level when the HOPE program was tested to provide advocates that could assist applicants through the federal snowstorm of paperwork requirements.

MAIL AND MESSAGE ACCESS: Chronic/Homeless, and especially the newly homeless, need access to service but if they lack a mailing address, they cannot sign up for services and/or stay in touch with their service providers. The 2010 Homeless One Night Count shows the number of single individuals more than doubled from the 2008 survey, and overall homeless population increased by 255%.

ASSISTANCE IN SECURING AND ACTING ON REFERRALS: Chronic/Homeless, those at risk of becoming homeless, need to access accurate information about local resources quickly and often need assistance in following through on referrals. With an unemployment rate that has more than doubled in the past three years, our county has an increasing number of households that lack financial stability.

PHYSICAL ACCESS: Our homeless services, located at 509 East 13th, are 2.5 blocks from Info Line at 341 East 12th. Both locations are near bus lines and are handicap accessible.

- 2) Describe existing services (other than your own program), that addresses the problem of your target population, and if applicable, the geographic area as listed in Demonstration of Need #1. Which needs are left unmet by these other services? How does your service differ in its approach to service delivery and/or the people you serve from what is offered by others?

OTHER HOMELESS BENEFITS ASSISTANCE AND ADVOCACY: - Social Security Administration provides some Benefits Assistance but not advocacy. - Advocacy is provided by 25 different agencies in Lane County; of these who work specifically with homeless: Veterans Administration works with homeless veterans, Pearl Buck Center works with homeless people in vocational training, SOAR partners help but limited to their agency's clients. - For a fee or portion of any assistance awarded, some lawyers will advocate for a benefits request. **WHITE BIRD UNIQUELY PROVIDES:** - free screening and benefits analysis, free benefits application assistance, and free benefits advocacy, but not limited to our agency's clients. - case management while waiting for determination. **OTHER HOMELESS CASE MANAGEMENT SERVICES:** - Case manager services are listed for 34 different agencies in Lane County, Homeless Case Managers work from ShelterCare, Catholic Community Services and St. Vincent de Paul in particular service areas. **WHITE BIRD UNIQUELY PROVIDES:** - free non-cash benefits application and filing assistance. -problem solving appointments within 24 hours. - accompaniment to medical, dental, counseling and substance abuse services. **OTHER INFORMATION AND REFERRAL SERVICES (I&R):** - 211Lane and the statewide call center, refers callers to Lane County resources based on the database which we designed, established and continue to update. -individual service providers offer I&R in their particular areas, i.e.. Direction Services, SASS, etc. **WHITE BIRD UNIQUELY PROVIDES:** - mail and message services for homeless people living in Lane County. - walk-in/face to face I&R for folks without phones/computers. - Client telephone for immediate follow-up on referrals. -Staff support in accessing resources. -Vision screening and exam appointments. - On-site Crisis intervention team for client support. - publishes HELP Book.

C. PROGRAM DESIGN

Maximum Points 25

- 1) Describe the program for which you are requesting funding. Be very specific. Include the following:
 - a) If this is a new or existing program.
 - b) The goal of your program.
 - c) Target population and how program staff determine individuals/ household served.
 - d) The number unduplicated individuals and households you plan to serve annually. Include how the projected numbers were derived.
 - e) How your program plans to address the problems identified in question B1. Demonstration of Need, and how your target population will benefit from your project.
 - f) Services your program plans to provide.
 - g) Services to target population, other than those listed in this proposal provided by applicant agency, which will operate in cooperation with the proposed program and/or at the same location.
 - h) If the proposal is an expansion or enhancement, fully describe the current program and then describe the enhancement or expansion requested in this proposal.
 - i) Describe how the proposed program meets one or more of the Human Services Fund priorities and name the priority (ies)

a. The proposed services emanate from two distinct and established programs, Homeless and Info Line. The Homeless Program has two components; Case Management and Benefits Assistance.

b. The goal is to reduce homelessness and the effects of homelessness on individuals by increasing access to permanent and non-cash benefits and to community resources through benefits assistance, case management and information and referral support.

c. The target population for Homeless Benefits Assistance is chronically homeless people with disabilities. Eligibility is determined through intake paperwork and interview, to evaluate whether the client meets the Social Security criteria for benefits and is able to deal with this complex system, even with a lot of support.

The Homeless Case Managers will support chronic/homeless seeking non-cash benefits and community services; eligibility is determined in screening interviews and documented in casework logs.

Info Line Workers will screen chronic/homeless people accessing mail and message services, vision screening and/or support in seeking services.

d. Homeless Benefits Assistance and Advocacy will perform preliminary screening of 50 people to determine their suitability to become part of the ongoing caseload of 25, consistent with the SOAR guidelines. Homeless Case Managers will assist 90 chronic/homeless people, plan and attempt to secure both non-wage income and non-cash benefits and services. Info Line will manage the mail and message services for over 2,400 chronic/homeless clients. These figures are based on our experience of the demand for services over the past several years.

Continue on Next Page ->

Describe the program for which you are requesting funding... (Continued)

e. To help disabled chronically homeless people ATTAIN MAISTREAM BENEFITS such as SSI/SSDI, we will assist and support them in the gathering complete documentation, completion of applications, attend and advocate at benefit case hearings, and track the process through culmination. As a result, 50% of the persons whom we screen and enroll will receive permanent benefit awards. We will provide comparable assistance for applying for and the obtaining of NON-CASH, NON-WAGE BENEFITS.

To help homeless qualify for benefits and stay in touch with their service provider(s), we will receive and distribute MAIL AND MESSAGES, logging more than 50,000 contacts.

To support chronic/homeless people without telephones/computers who wish to SECURE AND ACT ON REFERRALS, Info Line Workers will provide face-to-face information and referral, provide a free telephone for immediate follow-up and offer support and advocacy with other service providers. Homeless Case Managers will also provide chronic/homeless people with information and referral, support and advocacy in securing needed resources.

To provide PHYSICAL ACCESS we will maintain regular and flexible hours in our handicap accessible facility. Our homeless services, located at 509 East 13th, are 2.5 blocks from Info Line at 341 East 12th. Both locations are near bus lines.

f. We will assist disabled chronically homeless people receive their benefits by helping them get their qualifying papers in order, assisting them in the completion of application, attend case hearings, and advocate with benefit agency personnel. We will also provide case management services.

To help chronic/homeless/newly homeless people attain non-wage income and/or non-cash benefits, we will provide one-on-one case management services including planning, counseling, support and follow-up including application assistance. We will further support their access to services with transportation, accompaniment, and advocacy. These services will enhance their survival of this period in their lives and will also help them end their homelessness.

We will further assist all homeless, including chronic and those at risk, with face-to-face walk-in access for resource information, providing a free client phone for immediately follow-up on referrals for 14 hours a day with staff support and advocacy as requested. We will provide mail and message services so that they can qualify for community services with an address and message phone, taking and delivering appointment messages and other information from service providers. We will provide screening, enrollment and appointments for the Vision program which provides free exams and glasses.

g. Other service for homeless will include Crisis Intervention - telephone, walk-in and mobile, Counseling, Substance Abuse Treatment, Dental and Medical care, CAHOOTS and Homeless Care Coordination.

h. This application proposes to continue current services without enhancements or expansion included.

i. We address HSC Priority #1 - Meet Community Basic Needs, Care Coordination and Access to Integrated Health Care with this medley of services which provides integrated case management support, assistance and advocacy for access to benefits and resources for high service level users

We address HSC Priority #3 - Build a Safer Community, by improving access to permanent benefits which allow individuals to improve their overall well-being.

We address HSC Priority #4 - Improve Access to Services with increased access to public benefits for disabled and chronic homeless, and helping them with increased level of services through extensive knowledge and use of community resources.

C. PROGRAM DESIGN (Continued)

- 2) Describe how the proposed program is consistent with an evidence based best practices, standards in the field, and/or other rationales upon which the program design is based. Please reference relevant research that validates the practices or standards upon which the program design is based. If no research is available on some design elements of your program, discuss your rationale for the particular design element.

Our model for Homeless Benefits Assistance and Advocacy grew out of HOPE - a federal demonstration project in which we participated and ultimately excelled. Our subsequent participation in SOAR training and integration of SOAR principles in service delivery has us working on the cutting edge of benefits assistance delivery.

Our Homeless Case Management project is an evolving work in progress, incorporating best practices as learned from other programs in regional and national conferences and from our 23 years of experience.

The Info Line program has grown in response to client needs, most recently by setting up a system for receiving and disbursing mail and messages for those without a permanent address (and also serves as an opportunity to check in with people who are homeless to see how they are doing, what they need). In addition, we organize vision screening and appointments for volunteer opticians and ophthalmologists, plus maintain and update a database of over 600 Lane County services and resources.

Experience has taught what absolutely cannot work, as well as what is most appreciated.

D. PROGRAM IMPACT

Maximum Points 10 (points total includes Form 8-Logic Model)

- 1) Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model (Form 8). Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration.

In Case Management sessions, clients readily report what works and doesn't work in helping them access the support and benefits which they require, this is documented in client case notes and contact logs.

In addition to the data collected noted on Form 8 - Logic Model, the Homeless Program holds a Homeless Focus Group twice yearly at which the Homeless people are asked to evaluate and give suggestions to each of our programs to assure that we make these as accessible and responsive as possible.

The staff of each program meet weekly to discuss client needs and program operations. At these meetings, progress toward goals and funders' expectations is also discussed. These regular meetings allow us to keep an eye on the quality and effectiveness of our program services.

Information about those who access information and referral is not always available/verifiable, therefore we limit our report to the number of homeless mail and message clients and the number of total contacts.

E. LINKAGES

Maximum Points 10

- 1) Describe how this program will connect participant with access to enrollment in mainstream services and resources (SSI, SSDI, Social Security, TANF, Veterans Benefits, Unemployment Benefits, Veterans Health Care, Medicaid, Food Stamps etc). Explain the extent of the program's role in the process. (referral only, systematic follow-up, transportation for appointments, specialize staff with primary responsibilities etc). If involvement is more than referral, describe the FTE commitment to this role and provide detailed related job descriptions including tasks related to completing the application process. Describe formal partnerships between this program and other public and private programs within and/or outside of the agency. Do not include partnerships that are linked by simple referrals.

The Homeless Benefits Assistance Advocate provides referral, systematic follow-up, transportation for appointments, and advocacy with SSA personnel. The tasks also include developing the client's identification documents, collecting medical and employment history, assistance in completing forms, booking and attending the hearings, developing and maintaining working relationships with benefits determination personnel, judges and adjudicators, as well as Oregon Department of Human Services - Welfare/Self Sufficiency, Oregon State Hospital, Disability Presumption Medicaid program, Pre-SSI Program. This position is full time and represents significant training and experience.

The Homeless Case Managers provide referral, systematic follow-up, transportation for appointments and advocacy with service provider personnel. The tasks also include developing the clients identification documents, collecting medical and employment history, assistance in completing forms, as well as developing and maintaining working relationships with a variety of local service providers. We have assigned 3.15 FTE to these tasks, some paid by this grant.

The Info Line Workers provides mail and messages, information and referral, support and advocacy, screening and appointments for Vision Clinic. They are in annual contact with over 600 local service providers to update referral information, assist with scheduling volunteer opticians and ophthalmologists, and check in with Crisis Team and Homeless Case Managers about clients with specific needs. This is covered with 1.2 FTE.

- 2) Describe how the program collaborates or otherwise connects with other human service providers, schools, hospitals, public safety to achieve the desired program outcomes for the population(s) to be served.

Inter-agency relationships are developed by each Case manager as the opportunity arises. Work on behalf of clients that has recently benefited from these relationships include: Buckley House, Royal Avenue Program, Eugene Mission, Egan Warming Center, Sacred Heart, Community Health Clinics of Lane County, Senior and Disabled Services, Lane County Mental Health, St. Vincent de Paul, Chamber Edmonds, Shelter Care.

Referral and accompaniment between White Bird Homeless Case Management/Info Line and White Bird Medical, Dental, Counseling, Crisis, Chrysalis Outpatient Alcohol and Drug Treatment, Homeless Case Coordination and CAHOOTS is frequent.

More formal collaboration occurs with the City of Eugene Public Safety in the maintenance and planned expansion of the CAHOOTS program which is a resource for many homeless people.

F. ACCESS TO SERVICES

Maximum Points 15

- 1) Describe efforts and methods that will be used to ensure that your program is accessible. Are there gaps in accessibility or cultural competence you have identified for this program and plans for implementing improvements?

Include in your answer accessible in terms of:

- a) Affordability: Free services, fee for service, sliding scale fee, scholarships, etc.
- b) Physical accessibility and communication capability for persons with disabilities
- c) Transportation (proximity to public transportation, special transportation programs, vouchers, etc)
- d) Immediacy of services including equitable access (wait lists, prioritization of client need, hours of operation)
- e) Service to clients when language, literacy or cultural barriers are present. For language interpretation or translation, specifically describe resources available or the number of staff/volunteers onsite working for, or available to, proposed program.

- a. All Benefits Assistance Advocacy, Case management and Info Line services are free for all homeless including those who are chronic or at risk of becoming homeless.
- b. The Homeless Program is located at 509 East 13th and the Info Line program is located 2.5 blocks away at 341 East 12th. Both facilities are handicapped accessible. Info Line maintains an 800 number which is accessible for free from anywhere in Lane County. Info Line is also available by email. Crisis Workers can accept and forward calls 24/7.
- c. Both facilities are near multiple bus lines and within 5 blocks of the main downtown bus station. In addition, the Homeless program maintains a van for client transport. Each Homeless Case manager has a monthly supply of bus tokens and bus passes that are distributed to Homeless clients who need to get to and from appointments.
- d. Homeless Benefits Assistance is available by appointment between 8AM and 5PM Monday through Friday or by arrangement at other times. Due to limited resources, the program keeps its enrollments below 51 persons annually. There is currently about 15 chronic homeless disabled persons waiting to be enrolled.
The Homeless Case Managers are available by appointment, officially Monday through Friday, 8AM - 5PM, but we have caught them working evenings and weekends when client needs arise. There is no waiting list for case management services and anyone can be seen within 24 hours.
Info Line is open 45 hours weekly to receive and distribute mail and messages, meet face-to-face and answer information and referral inquiries, assist and advocate for clients. There is no waiting list for mail and messages which are accessible between 8AM and 10 PM seven days per week. Emergency I&R is available 24/7. There is a waiting list for the Vision Clinic which is about 107 clients long and requires client update efforts every month. We can serve 20 people monthly.
- e. Both staffs are small and not bi-lingual although other staff at 1400 Mill and at 341 East 12th are bi-lingual in Spanish and able to assist. Some Spanish speaking homeless people are referred to our partner, El Centro. Since White Bird cannot cover all eventualities we also contract with Certified Languages International for interpretation services in over 40 languages. White Bird has been long sensitive to the barriers facing cultural or linguistic minorities when they seek help, which when added to the problems facing the homeless, become insurmountable. Our staff training emphasizes awareness and sensitivity - listening, asking and checking responses. We support training in cultural competence and will continue to do so. One Homeless Case Manager is Native American.

G. BUDGET AND FINANCIAL CAPABILITY

Maximum Points 15 (points total include Form 7 - Budget)

- 1) Provide an estimate of your cost per client and/or cost per contact for your program. Describe how this information was determined. Include in your calculation all funds required, including administrative funds, to operate this project not just those requested in this proposal.

During the past year and with similar funding, we provided information and referral assistance, plus mail and message services for 2,393 homeless people, benefits advocacy for 25 chronic/disabled homeless, and case management for 108 homeless folks. This year we are proposing to provide information and referral assistance, plus mail and message services for 2,400 homeless people, benefits advocacy for 25 chronic/disabled homeless and case management for 200 homeless, in 45,925 visits.

The cost of this proposed project is \$175,710. These combined services will result in a cost of \$3.83 per contact. (Total project cost divided by number of visits.)

- 2) It is possible that the HSC may not be able to fund your program fully.
 - a) Describe the impact if this project is funded at 80% of the requested amount.
 - b) What is the threshold level amount to ensure program viability? If you are requesting funding from multiple geographic areas in the Emergency Shelter/Services & Other Assistance or Increase Self Reliance Other outcome areas, please provide the threshold level amount for each region. Describe the impact if the program is funded at the threshold level.

a) If this project were funded at 80% of the requested amount, we would want to continue support at roughly 95% for those requesting information and referral assistance, including the provision of mail and message services. We know that having a permanent address is required for accessing many services which are needed by homeless people. We also prioritized this service because we believe that access to information and referral for those without computers/telephones, is an important step to retaining stability and/or reducing homelessness.

In order to accommodate this continued support we would expect to decrease the FTE of the Homeless Benefits Assistance Advocate to .7FTE and the number of chronic/disabled homeless receiving benefits assistance and advocacy to 18 (from 25). We would also need to reduce the homeless case management assistance in securing benefits to homeless clients by almost 75%.

With less funding, this particular configuration of services will retain a low cost per encounter.

b) The threshold for operation of this particular combination of access services is 80%. If the funder prefers a different configuration of services, the project cost will be newly negotiable.

Each aspect of this project answers a different problem for the community. In Benefits Assistance and Advocacy, we can assist in the access to permanent benefits for chronic/disabled homeless folks. We screen for those clients who are unable to complete the application without help. With Homeless Case Management, we support homeless clients in their climb from homelessness, including assisting them with access to benefits which will stabilize their futures. As noted above, the information and referral assistance with mail and messages create options for those in need. Without providing these increases in service access, we fail to support the most vulnerable among us.

FORM 7 - BUDGET

PROGRAM NAME: White Bird Clinic Increased Access to Services

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind	
HSC Proposal (this request)	\$83,900.00		\$83,900.00	<input type="checkbox"/>	<input type="checkbox"/>	
Client fees		\$10,590.00	\$10,590.00	<input type="checkbox"/>	<input type="checkbox"/>	
Fundraising		\$13,913.00	\$13,913.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
In-kind contributions				<input type="checkbox"/>	<input checked="" type="checkbox"/>	
United Way		\$9,939.00	\$9,939.00	<input type="checkbox"/>	<input type="checkbox"/>	
Federal		\$10,560.00	\$10,560.00	<input type="checkbox"/>	<input type="checkbox"/>	
State		\$8,728.00	\$8,728.00	<input type="checkbox"/>	<input type="checkbox"/>	
City				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) LTD		\$9,120.00	\$9,120.00	<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) Other HSC funding		\$28,960.00	\$28,960.00	<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL REVENUE:	\$83,900.00	\$91,810.00	\$175,710.00			
POSITIONS (list each position separately. Include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	In-Kind
Position #1 Homeless Benefits Assistance Adv	1	\$30,550.00		\$30,550.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Homeless Care Coordinator	0.75		\$22,655.00	\$22,655.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #3 Homeless Outreach	0.75		\$22,655.00	\$22,655.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #4 Homeless Case Manager	0.65	\$10,800.00	\$9,000.00	\$19,800.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #5 Info Line Worker	1.2	\$30,600.00		\$30,600.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #6 Administrative Team	0.5	\$6,450.00	\$7,500.00	\$13,950.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Position #7					<input type="checkbox"/>	<input type="checkbox"/>
Position #8					<input type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$78,400.00	\$61,810.00	\$140,210.00		

MATERIALS AND SERVICES	PROPOSAL	OTHER	TOTAL		
	FUNDS REQUESTED	FUNDING	PROGRAM BUDGET	Admin	In-Kind
Administration				<input type="checkbox"/>	<input type="checkbox"/>
Copy/printing	\$2,000.00	\$6,000.00	\$8,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Direct service/Client assistance funds		\$9,000.00	\$9,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Equipment				<input type="checkbox"/>	<input type="checkbox"/>
Facility				<input type="checkbox"/>	<input type="checkbox"/>
Food (client)				<input type="checkbox"/>	<input type="checkbox"/>
Fundraising		\$500.00	\$500.00	<input type="checkbox"/>	<input type="checkbox"/>
Insurance		\$2,100.00	\$2,100.00	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance and repair		\$1,200.00	\$1,200.00	<input type="checkbox"/>	<input type="checkbox"/>
Mileage	\$500.00		\$500.00	<input type="checkbox"/>	<input type="checkbox"/>
Supplies		\$2,700.00	\$2,700.00	<input type="checkbox"/>	<input type="checkbox"/>
Telephone	\$3,000.00	\$2,000.00	\$5,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Training		\$700.00	\$700.00	<input type="checkbox"/>	<input type="checkbox"/>
Travel		\$900.00	\$900.00	<input type="checkbox"/>	<input type="checkbox"/>
Utilities		\$3,200.00	\$3,200.00	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle expenses				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Contract Services	\$0.00	\$700.00	\$700.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Computer maintenance		\$1,000.00	\$1,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
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Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
TOTAL MATERIALS AND SERVICES:	\$5,500.00	\$30,000.00	\$35,500.00		
REV-EXP TOTAL	\$0.00	\$0.00	\$0.00		

REVENUE NARRATIVE:

Due to the seven months time between this application and the beginning of the project, other grant funding sources for the project are not committed, in fact, the Request for Proposals haven't yet been issued. Because these are long-standing funding sources, we believe we can count on them for this project.

White Bird's success in fund-raising allows us to reasonably anticipate this income and commit it to the project.

EXPENSE NARRATIVE:

For ease in tracking and reporting we have assigned much of the project's staff time to HSC.

In the Materials and Supplies section, the line item for "mileage" will cover gas/maintenance for the Homeless van so the Homeless Case Manager can visit clients and/or accompany and advocate for clients seeking benefits.

TOTAL FUNDS REQUESTED THIS PROPOSAL \$83,900.00
 TOTAL ADMINISTRATION REQUESTED FROM HSC \$6,450.00
 PERCENT OF HSC FUNDS APPLIED TO ADMINISTRATION 8% (must not exceed 15%)

TOTAL FUNDS REQUESTED THIS PROPOSAL \$83,900.00
 TOTAL BUDGET \$175,710.00
 % OF AGENCY CONTRIBUTION 52% (must equal or exceed 15%)

FORM 8 – LOGIC MODEL

A.) Select Outcome Area from dropdown list:

OUTCOME 12- Improve Access to Services

B.) Describe the activities or services that this program will provide to participants.

Through benefits assistance, homeless case management and information and referral assistance with mail and message services, White Bird will support clients in accessing mainstream benefits as well as knowledge of and access to local community services and resources.

C.) Use measure #1 and #2 for the two mandatory measures. Use measures #3 to #6 for additional measures (optional).

Measures must be from the same Outcome area as Step A. (reference: measures listed by outcome area are on page 36 of the RFP Resource Manual.)

Outcome / Indicator Measure #1

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran be

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Homeless Benefits Assistance and Advocacy records will report those chronic/disabled homeless able to qualify for and receive permanent SSI/SSDI benefits.

Outcome / Indicator Measure #2

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains SNAP (Food Stamps), OHP, other non-cash benefit

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Homeless Case Management case files/contact logs will report those supported, applying for and able to attain benefits.

Outcome / Indicator Measure #3

OUTCOME 12- *Knowledge and use of community resources- Info line callers receive increased level of services

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

I & R workers can electronically record/report the number of homeless receiving mail and messages, contacts and support in accessing community resources.

Outcome / Indicator Measure #4

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #5

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #6

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

FORM 1 - RFP COVERSHEET

Name of Program: Looking Glass Safe Crisls Intervention and Outreach Program

Physical Address of Program: 2485 Roosevelt Blvd, Eugene, OR 97401

Brief, one sentence, description of program:
 Through street outreach services and the 24-hour crisis line, the Crisis Intervention and Outreach Program will provide crisis intervention and referrals/information to improve access to services to youth and families in Lane County.

Outcome Area from which you are requesting funds and the amount.
(Please submit a separate proposal for each Outcome Area. A single proposal which requests funds from more than one of the twelve Outcome areas will be rejected.)

1. Emergency Shelter/Services and Other Assistance	\$0
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
2. Emergency Food & Assistance.....	\$0
3. Integrated Health Care/Care Coordination.....	\$0
4. HUD Amazon Transltions.....	\$0
5. HUD McKenzie Transitions.....	\$0
6. HUD Emerald Optlons (DD).....	\$0
7. HUD Emerald Optlons (HIV).....	\$0
8. HUD Emerald Optlons (Youth).....	\$0
9. HUD Safe Haven.....	\$0
10. Increase Self-Reliance Other	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
11. Build A Safer Community.....	\$0
12. Improve Access to Services.....	\$73,338

Total Program Cost (including HSC and non HSC funding): \$88,700

Agency Name: Looking Glass Youth and Family Services

Contact Person: Elizabeth Schwarz

Contact Telephone: 541-686-4310

Contact Email: elizabeth.schwarz@lookingglass.us

FORM 2 – RFP CHECKLIST

Applications must include all required documentation listed below to be eligible for this selection process and/or receive a contract for services.

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FUNDING

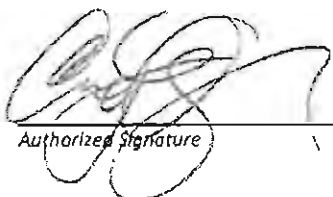
Program Funding Proposal

(One original plus four hard copies and electronically by email, USB Storage Drive or CD)

- Form 1. RFP Coversheet
- Form 2. RFP Checklist (Signed)
- Form 3. Statement of Assurances and Proposal (Notarized)
- Form 4. Letter indicating a current management qualification is on file at Lane County H&HS/DCF or a complete Management Qualification Packet (one original and three copies).
- Form 5. Agency Qualification Questionnaire
- Form 6. Program Qualification Questionnaire
- Form 7. Budget Spreadsheet
- Form 8. Logic Model

I acknowledge that all of the required items listed above are included in the proposal and understand proposals will be disqualified from consideration for the following reasons:

- Not submitting the proposal by the due date / time of Thursday, November 4, 2010 by 4:00 pm
- Any item listed above is missing from the proposal
- Request for proposal is less than \$25,000 or more than \$175,000 (*HUD SHP programs are allowed exception to maximum limit, see RFP Instructions #7*)
- Requesting funding from more than one Outcome Area in a single proposal
- Statement of Assurances and Proposal submitted without being notarized
- Unable to answer affirmative to all items listed on the Agency Qualification Questionnaire
- Program Funding Proposal or Management Qualification Packet received a score of less than 70%


Authorized Signature

Chief Executive Officer
Title

11/3/10
Date

FORM 3 - STATEMENT OF ASSURANCES AND PROPOSAL

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests the he/she has the authority and/or responsibility to represent his/her organization in all phases of this Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any further contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf or his/her organization that the organization will comply with the General Conditions and Special Conditions in its subcontract with Lane County. The organization will also comply with all applicable federal, state, county and local statues, rules and funding criteria governing service, facilities and operations. Finally, the organization will submit all required reports, documents and forms wltin the allotted time for their submission.

The undersigned, as proposer, declares that he/she has carefully examlned the specifications and requirements of the Lane County Request for Proposal packet and that proposer agrees, if the proposal is accepted, that proposer will contract with Lane County to furnish the services as specified, in accordance with the proposal offered here.

The proposer hereby certifies that he/she is a resident bidder as defined in ORS 279A.120, of the state of Oregon

By initialing this space (e) proposer hereby certifies that he/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space (e) proposer hereby certifies that to the best of proposers knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 305.380(4).

The proposer represents that the proposal is in all respects fair and without collusion.

[Signature]
Authorized Signature

11/3/10
Date

Craig Opperman, Looking Glass CEO
Printed or Typed Name and Title

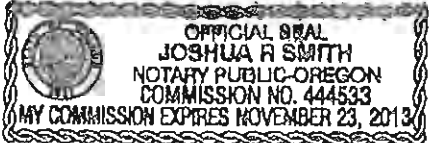
Looking Glass Youth and Family Services
Printed or Typed Agency Name

Subscribed and sworn to before me this 3, day of November 2010.

by [Signature]

Notary Public for the state of OR

My commission expires 11-23 2013

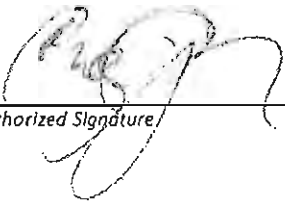


FORM 4 - MANAGEMENT QUALIFICATIONS LETTER

A Management Qualification Packet has been submitted and approved for the 2009/2011 biennium and is on file at Lane County Department of Health and Human Services or Lane County Department of Children and Families for:

Agency Name: Looking Glass Youth and Family Services, Inc.

Although the approved 2009/2011 Management Qualification is sufficient for continuing this Request For Proposal process, I understand contractors are required to have a current biennium Management Qualifications approved and on file with Health and Human Services (H&HS) or Children and Families (DCF) prior to contracting for fiscal year 2011/2012.



Authorized Signature

CEO, Looking Glass

Title

11/3/10

Date

FORM 5 - AGENCY QUALIFICATION QUESTIONNAIRE

Lane County through the Department of Health & Human Services, Human Services Commission applies certain requirements and expectations to subgrantees receiving funds. In order to qualify to administer HSC funds through this process the organization must be able to answer affirmative to the following questions.

Please answer YES or NO to the following questions:

- YES NO Agency has the financial capacity to administer funds.
- YES NO Agency has not had funding recaptured from a funding source in the past year due to non-performance of contract provisions.
- YES NO Agency staff can, or will be able to, accurately and completely input client and program data into the Lane County designated client Management Information System database, as required by Lane County, at the time of service or within 72 hours.
- YES NO Agency can provide detailed activity reports after the end of each quarter and after the end of each program year, as required by Lane County.
- YES NO Agency is in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.
- YES NO Agency has personnel policies and procedures that are in compliance with applicable state and federal administrative rules including those outlined in OAR chapter 839 – Bureau of Labor and Industries.

FORM 6 - PROGRAM QUALIFICATION QUESTIONNAIRE

A. ORGANIZATIONAL CAPACITY

Maximum Points 10

- 1) Describe your agency's mission or purpose. Provide a brief description of your agency's experience in the proposals program area.

Looking Glass is a private, nonprofit organization whose mission is to build a better future for youth and families by helping them navigate the challenges of childhood, adolescence, and young adulthood. We serve over 8,000 at-risk youth and families annually, primarily in Lane County. We were founded in 1970 specifically to address the needs of runaway and homeless youth, and have since expanded these services to include emergency shelter, drop-in center, transitional living program, street outreach, 24/7 crisis line, mental health treatment, sexual assault support advocacy, vocational training, and case management. We are nationally accredited through the Council on Accreditation (COA) in New York and utilize best practices in our standard of care. Our values include: providing quality services to all clients, without discrimination for any reason; showing sensitivity and caring; and being accountable to youth and family needs. We have been providing crisis and outreach services to improve access to services since 1970.

- 2) Describe the qualifications required for staff delivering the services. Include a brief job description and titles. Do not include information on agency management staff if they will not be directly involved in the implementation of the program.

Job titles, qualifications, and descriptions for the Outreach and Crisis Response program for Runaway and Homeless Youth (RHY) include:

- (1) Program Director: Licensed Clinical Social Worker (LCSW); Master's degree in psychology, social work, closely related field, or the equivalent in work/experience; 4 years of relevant program experience, with at least 1 year at the department or program supervisor level. Responsible for the overall operations and effectiveness of the RHY programs.
- (2) Program Supervisor: Master's degree in a related social service field, or equivalent in work/experience; 4 years of relevant program experience, with at least 1 year of personnel supervision experience. Responsible for clinical aspects, quality control functions, and continuous quality improvement of the program. Supervises direct service staff.
- (3) Program Assistant: Bachelor's degree in a related social service field; previous experience working with youth; certified in Applied Suicide Intervention Skills Training (ASIST). Provides crisis intervention, information, and referrals to crisis line callers. Responsible for data tracking and generating monthly reports.
- (4) Service Coordinator: Bachelor's degree in a related social service field; previous experience working with youth; ASIST certified. Provides crisis intervention, information, and referrals to crisis line callers. Responsible for some follow-up when caller is involved in other RHY program services.
- (5) Youth Development Advocate: Bachelor's degree or the equivalent in a social service field; prior experience working with youth and families; ASIST certified. Provides crisis intervention, information, and referrals to crisis line callers.
- (6) Relief Staff: Bachelor's degree or the equivalent experience in a social service field. On-call staff, fills in when the Youth Development Advocate is unavailable.
- (7) Street Outreach: Bachelor's degree or the equivalent in social services; prior experience working with youth. Outreach with RHY on the street. Provides information, referrals, and hygiene items; connect youth to services.

B. DEMONSTRATION OF NEED

Maximum Points 15

- 1) What are the problems faced by your target population? Identify and describe the target population and geographical area to be served in your program. (Lane County geographical areas include West, Eugene & North Central, Springfield & East, and South. See Resource Manual for geographic service areas). If providing data or documented facts to confirm the situation, cite all data sources with the year of publication. Please do not describe how your program will address these problems.

It is difficult to determine the numbers of youth in crisis in Lane County. It is estimated that there are more than 24,000 homeless youth in Oregon, and approximately 2500 in Lane County (Out of the Shadows: Shedding Light on Oregon's Homeless and Runaway Youth, 2005; Stronger Youth, Smarter Communities: An Analysis of Oregon's Investment in RHY Programs, 2009). There are more youth who are at-risk or in crisis in our community than there are runaway or homeless youth, who can be assumed to be in crisis. Although it is difficult to determine socioeconomic information for this population, many at-risk youth have a history of foster care, unstable home environments, and abusive home environments. While we don't collect income information on our outreach and crisis contacts, we believe them to be representative of other Looking Glass clientele; only 5% of our clients report family incomes of over \$35,000 a year, and 59% report incomes of less than \$5,000 a year. Without supportive services, at-risk youth are at greater risk of experiencing violence, sexual victimization, exploitation, substance abuse, physical or mental illness, and suicide (National Alliance to End Homelessness, 2007). The Outreach and Crisis program is located in Eugene and will serve youth and families in crisis in all of Lane County.

- 2) Describe existing services (other than your own program), that addresses the problem of your target population, and if applicable, the geographic area as listed in Demonstration of Need #1. Which needs are left unmet by these other services? How does your service differ in its approach to service delivery and/or the people you serve from what is offered by others?

Whitebird provides a crisis hot line for Lane County, and some outreach services through the CAHOOTS program. However, these services are adult-focused. Looking Glass RHY Outreach and Crisis Response Program is the only youth-focused outreach and crisis program in the community. Two distinct program components are designed to support youth and families in crisis. The first component is the 24-hour crisis line allows youth and their families to receive services, information, and referrals any time. Crisis line staff are experts on working with the RHY populations, and provide specialized services and in-depth knowledge of various resources and service agencies in Lane County. There is also direct access to a range of Looking Glass programs that specialize in working with at-risk youth. Program staff follow-up with youth and families after crisis line contact, to ensure that the services provided were helpful. The second component of the program is street outreach. Outreach workers find youth where they congregate in the community, and strive to build relationships, offer information and referrals, and connect youth with appropriate community services. Our street outreach services are a gateway to a range of other services. After outreach contact, youth are more likely to follow up with agency services. Looking Glass program service delivery is tailored specifically to youth. For instance, we often provide supportive services in an informal manner, with youth input, and we have expertise in motivating at-risk or vulnerable youth to examine their lives and set personal life goals. We seek youth input at all levels of program decision making, including staff hiring processes and program planning. Outreach services are at the root of this evidenced-based practice through introducing the program where the youth are, rather than having the expectation that they will come to us.

C. PROGRAM DESIGN

Maximum Points 25

- 1) Describe the program for which you are requesting funding. Be very specific. Include the following:
 - a) If this is a new or existing program.
 - b) The goal of your program.
 - c) Target population and how program staff determine individuals/ household served.
 - d) The number unduplicated individuals and households you plan to serve annually. Include how the projected numbers were derived.
 - e) How your program plans to address the problems identified in question B1. Demonstration of Need, and how your target population will benefit from your project.
 - f) Services your program plans to provide.
 - g) Services to target population, other than those listed in this proposal provided by applicant agency, which will operate in cooperation with the proposed program and/or at the same location.
 - h) If the proposal is an expansion or enhancement, fully describe the current program and then describe the enhancement or expansion requested in this proposal.
 - i) Describe how the proposed program meets one or more of the Human Services Fund priorities and name the priority (ies)

(a) Looking Glass has been providing outreach and crisis services to at-risk youth and families since 1970. This proposal unifies and formalizes programming currently being offered.

(b) The goal of the Crisis Intervention and Outreach program is to increase access to services and resources for youth and families in crisis, through a 24-hour crisis line, providing access to information and referral to any caller, as well as targeted street outreach services to homeless and runaway youth.

(c) This program targets any youth or family in crisis in Lane County. Families may be experiencing conflict, homelessness, or other crisis situations. Street youth may have been abandoned or kicked out by their families, or they may have runaway or be homeless.

(d) The Crisis Intervention and Outreach program will increase access to services for 2,000 youth and families. The crisis line will provide assistance to 1600 unduplicated callers (with 9500 total calls). Street outreach will make 400 unduplicated street contacts (with 2500 total contacts), and will make 500 referrals to services. These program numbers are derived from the numbers of clients and contacts made last year.

Continue on Next Page ->

Describe the program for which you are requesting funding... (Continued)

(e) The program addresses the problems identified in B.1 in two ways. First, we provide early intervention services via a 24-hour crisis line, connecting youth and their families with resources that may help them resolve a family crisis. By providing information and referrals, youth and families can more easily access public benefits, physical and mental health providers, education and employment opportunities, and receive interventions to reduce family conflict. With early intervention, a crisis that could result in youth becoming a runaway or homeless may be prevented.

Second, if youth are currently homeless, the outreach component of the program provides access to services, to reduce the length of time youth are without a safe, stable home. These services improve the chance of permanent stability, decrease runaway behavior, and reduce episodes of homelessness over the lifetime. By reducing the numbers of homeless individuals in our community, the cost for various services provided by the community is reduced. By finding street youth where they are living in the community, and offering education and services where they are comfortable, they are more likely to access other community services and ultimately obtain safe, stable housing.

(f) This program increases access to services by providing outreach and crisis intervention, using two approaches that target at-risk youth. First, we increase access to services for youth and families in crisis via the 24-hour crisis line. This element of the program provides crisis intervention, suicide assessments, and information and referrals when families are in crisis. Meeting this immediate need often results in the youth and family feeling supported and willing to use additional services. Crisis line staff begin building trust over the phone, during the first contact. This legitimizes the services discussed, and increases follow-through by the caller. The second program component is street outreach, through Looking Glass New Roads, targeted directly to RHY where they camp, socialize, or access other services. Staff engage youth in conversations, assess needs, and provide appropriate referrals. Staff and youth plan for ways that staff can support access to services, and staff plan follow-up contact with the caller. This approach allows outreach staff, who also spend time in the New Roads Day Access Center for RHY, to develop relationships with youth. The relationships developed increase the trust youth have in the information and referrals they are receiving.

(g) Looking Glass RHY programs work as an integrated team. Therapists, case managers, educators, and the street outreach workers meet weekly. These weekly consultations inform staff of youth and families seeking services and needing follow-up. Both New Roads and the Looking Glass Station 7 emergency youth shelter provide a range of services at each site, so often a referral to services can be as simple as an invitation to visit the program site. Mental health treatment, a 4J alternative school, case management, and basic needs services like laundry, showers, meals and internet access area all available at the New Roads program site. There are also service collaborations at New Roads, so youth have easy access to other service providers. For example, HIV testing is provided weekly by HIV Alliance, and reproductive health information and trainings are provided regularly by Planned Parenthood. The Community Health Centers of Lane County also provide outreach to assist youth with registration and appointments at their downtown health clinic. Looking Glass also operates 9 programs outside of the RHY programs, including formal outpatient treatment services, alternative schools, an independent living program, and residential treatment services. Looking Glass programs work in collaboration to ensure ease of referral from one program to another.

(h) This is not a proposal to enhance or expand current services. Looking Glass is attempting to maintain our current service levels. At this time, the current levels of service can absorb the increasing level of need.

(i) This proposal addresses the Human Service Fund's Priority Area IV: Increase Access to Services, by providing information on resources and services with the 24-hour crisis line and with street outreach. Crisis situations do not always occur during normal business hours, yet information and referrals are most effective at the time of crisis. This program also addresses Lane County's 10 Year Plan to Reduce Chronic Homelessness goal, "Increase services to homeless youth to prepare them for independent living" by implementing the county action step "increase outreach activity to engage youth to access housing services."

C. PROGRAM DESIGN (Continued)

- 2) Describe how the proposed program is consistent with an evidence based best practices, standards in the field, and/or other rationales upon which the program design is based. Please reference relevant research that validates the practices or standards upon which the program design is based. If no research is available on some design elements of your program, discuss your rationale for the particular design element.

Looking Glass is nationally certified by the COA, and maintains the highest standards of services. We are the only agency in the Lane County to have nationally accredited runaway and homeless youth programs. Our programs are routinely evaluated and receive exemplary reports. We are accountable for our work in the community, track measurable outcomes, set high goals, and routinely achieve them.

Each of the RHY programs utilizes the Positive Youth Development Model endorsed by the federal Family and Youth Services Bureau, in the U.S. Department of Health and Human Services. The model emphasizes strengths, rather than problems, in interventions for at-risk youth. We identify and offer youth a complement of services, opportunities, and positive interactions to help them find a positive next step in their lives. A large part of this process is the youth-driven program. We solicit youth input at all levels of program decision making, including staff hiring processes and program planning. This promotes leadership opportunities, youth engagement, and ultimately the success of the program. Outreach services are at the root of this evidenced-based practice through introducing the program where they are, rather than having the expectation that youth will come to us.

Each crisis line worker is certified in crisis intervention, including Applied Suicide Intervention Skills Training (ASIST) and has thorough training in area resources to make appropriate referrals.

D. PROGRAM IMPACT

Maximum Points 10 (points total includes Form 8-Logic Model)

- 1) Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model (Form 8). Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration.

All Looking Glass programs are involved in a Program Quality Improvement process, in compliance with COA standards. This includes oversight by the agency's Quality Assurance Director to ensure continued compliance with State, Federal, and accreditation standards. The following processes also track outcomes and maintain contractual obligations:

- (1) Homeless Management Information System (HMIS): Statewide database for agencies working with low income households, to track service interventions and outcomes. Reports are analyzed monthly to make program adjustments.
- (2) Runaway Homeless Youth Management Information System. This is a national database for all agencies funded by the federal Family Youth Services Bureau. Data is collected and submitted to a web-based tracking system on a semi-annual basis.
- (3) Program Quality Assurance: Quarterly reports are generated on program outputs and outcomes, as related to contract requirements, and are reviewed by an agency committee.
- (4) Contact Tracking: Each contact with youth and families is documented, including referrals provided. Follow-up is also tracked here.
- (5) Weekly supervision and team meetings: Street and crisis line trends and clients are discussed to ensure a holistic, wrap-around approach. Program adjustments are made as needed.

E. LINKAGES

Maximum Points 10

- 1) Describe how this program will connect participant with access to enrollment in mainstream services and resources (SSI, SSDI, Social Security, TANF, Veterans Benefits, Unemployment Benefits, Veterans Health Care, Medicaid, Food Stamps etc). Explain the extent of the program's role in the process. (referral only, systematic follow-up, transportation for appointments, specialize staff with primary responsibilities etc). If Involvement is more than referral, describe the FTE commitment to this role and provide detailed related job descriptions including tasks related to completing the application process. Describe formal partnerships between this program and other public and private programs within and/or outside of the agency. Do not include partnerships that are linked by simple referrals.

This program has direct access to the Looking Glass RHY program's on-site Oregon Health Plan Specialist (0.5 FTE at each program), to ensure that each eligible client is quickly able to access these benefits. This staff member is trained in filling OHP applications, to ensure higher success rates on the first application attempt. The program also works directly with RHY case management teams. Case managers provide supportive services to youth, ensuring that youth are accessing all benefits for which they are eligible. Transportation and systematic follow-up is provided to assist youth to receive all eligible benefits, such as Supplemental Nutrition Assistance Program (SNAP), SSDI, and TANF. Looking Glass is receiving formal SSI/SSDI Outreach, Access, and Recovery (SOAR) training so this process will be thoroughly completed on site. Looking Glass RHY programs have an agreement with the Community Health Centers of Lane County, helping youth obtain immediate health care if necessary. On-site, outside agency collaborations include weekly HIV testing provided by HIV Alliance, and regular reproductive health education (youth groups and staff trainings) provided by Planned Parenthood.

- 2) Describe how the program collaborates or otherwise connects with other human service providers, schools, hospitals, public safety to achieve the desired program outcomes for the population(s) to be served.

Looking Glass RHY programs utilize community connections in almost every aspect of service provision. Outreach services are provided at a variety of agencies that offer services to adolescents and young adults. Outreach staff do presentations to other agency staff members on available RHY services, and attend activities that are frequented by youth. For example, outreach staff attend weekly "Teen Night" hosted by Springfield's Family Resource Center. Looking Glass has a strong relationship with the Lane County McKinney-Vento School Liaisons. RHY programs also collaborate with a variety of agencies to enhance program services to youth. For example, Womenspace provides staff training on domestic violence issues, Food for Lane County provides food for program meals, St. Vincent De Paul provides clothing, and the Community Health Centers of Lane County provide streamlined medical care for youth. Looking Glass also has a partnership with Planned Parenthood and HIV Alliance around harm reduction issues and specific needs of runaway and homeless youth. By being intricately involved in a continuum of care model and having a direct line to prevention services, Looking Glass Crisis Intervention and Outreach program is able to effectively reduce community costs of uninsured medical visits to the emergency room, chronic health issues such as HIV, homelessness, incarceration, and victimization. Service delivery at RHY program sites is extremely effective, with integrated services from community collaborators, volunteers, and other Looking Glass programs.

F. ACCESS TO SERVICES

Maximum Points 15

- 1) Describe efforts and methods that will be used to ensure that your program is accessible. Are there gaps in accessibility or cultural competence you have identified for this program and plans for implementing improvements?

Include in your answer accessible in terms of:

- a) Affordability: Free services, fee for service, sliding scale fee, scholarships, etc.
- b) Physical accessibility and communication capability for persons with disabilities
- c) Transportation (proximity to public transportation, special transportation programs, vouchers, etc)
- d) Immediacy of services including equitable access (wait lists, prioritization of client need, hours of operation)
- e) Service to clients when language, literacy or cultural barriers are present. For language interpretation or translation, specifically describe resources available or the number of staff/volunteers onsite working for, or available to, proposed program.

(a) Crisis Intervention and Outreach program services are free to youth and their families.

(b) All Looking Glass RHY programs are ADA compliant and wheel chair accessible. Communication accommodations are made for youth with limited literacy or language skills. American Sign Language translation services are available through Looking Glass, and other translation services are accessible through other community services if necessary.

(c) Program sites (Station 7 and New Roads) are located on major LTD bus routes, and are easily accessible from downtown. Outreach services reduce transportation and access barriers, since staff provide services where youth are spending time. The crisis line reduces transportation barriers by having information available any time youth and families have access to a phone. As youth begin to engage in services, RHY staff can provide bus passes so youth can attend appointments.

(d) This program's services are provided immediately.

(e) Looking Glass is constantly improving the cultural competency of all programs. Staff are representative of the cultural demographics of the youth served. This includes hiring individuals who participated in Looking Glass programs as youth. This has been influential in the motivation of current clients. There are three staff members who are conversational in Spanish, to meet immediate needs, and program materials are available in Spanish. Other translation services available from staff at Looking Glass include further Spanish support, American Sign Language, and French, and procedures are in place to access translation service beyond the capacity of agency staff. The crisis line is equipped to provide immediate translation services for many languages.

G. BUDGET AND FINANCIAL CAPABILITY

Maximum Points 15 (points total include Form 7 - Budget)

- 1) Provide an estimate of your cost per client and/or cost per contact for your program. Describe how this information was determined. Include in your calculation all funds required, including administrative funds, to operate this project not just those requested in this proposal.

Looking Glass is requesting \$73,338 of the total \$88,700 budget of this program. The agency is contributing 17% of the estimated costs. The approximate cost per client is \$31, and the average cost per contact is \$5. This information is based on last year's services and costs. Looking Glass runs extremely cost effective programs. Internal evaluations are conducted to ensure that funds are used in the most efficient way possible, and programs are regularly audited for financial responsibility.

- 2) It is possible that the HSC may not be able to fund your program fully.
 - a) Describe the impact if this project is funded at 80% of the requested amount.
 - b) What is the threshold level amount to ensure program viability? If you are requesting funding from multiple geographic areas in the Emergency Shelter/Services & Other Assistance or Increase Self Reliance Other outcome areas, please provide the threshold level amount for each region. Describe the impact if the program is funded at the threshold level.

(a) Funding the Crisis Intervention and Outreach program at 80% would result in a significant loss of services. The majority of the funds requested go to direct service personnel, staffing the crisis line and the outreach team. If we received 80% of requested funds, we would operate at reduced capacity while we searched for additional funding to restore lost services, although we would still be able to staff the crisis line around the clock. Thus, the primary impact would be on the street outreach services, targeting runaway and homeless youth. We would do everything we could to restore services to current levels, but may not be able to restore capacity given the current economic climate. Ultimately, any reduction in funding would directly impact the number of youth we are able to serve. In an economic downturn we see an increased demand for our services. Our services benefit the community by both saving money long-term, and by encouraging people to become productive, positive community members. We are committed to providing the best possible services to the highest numbers of clients possible given our funding.

(b) Reasonably, the crisis could not maintain 24-hour availability or provide adequate services if funded below 80%. The program would need to strategize the hours the crisis line was open to meet the most need. This would drastically alter our operations and overall services. This reduction in services may directly impact individual's willingness to access the crisis line, other services and overall outcomes.

FORM 7 - BUDGET

PROGRAM NAME: Looking Glass Crisis Intervention and Outreach

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In Kind
HSC Proposal (this request)	\$73,338.00		\$73,338.00	<input type="checkbox"/>	<input type="checkbox"/>
Client fees				<input type="checkbox"/>	<input type="checkbox"/>
Fundraising		\$7,000.00	\$7,000.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
In-kind contributions				<input type="checkbox"/>	<input checked="" type="checkbox"/>
United Way				<input type="checkbox"/>	<input type="checkbox"/>
Federal		\$8,362.00	\$8,362.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
State				<input type="checkbox"/>	<input type="checkbox"/>
City				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
TOTAL REVENUE:	\$73,338.00	\$8,362.00	\$88,700.00		

POSITIONS (list each position separately include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	In-kind
Position #1 Program Director	.025	\$1,538.00		\$1,538.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Program Supervisor	.2	\$8,897.00		\$8,897.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #3 Program Assistant	.05	\$1,725.00		\$1,725.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #4 Service Coordinator	.3	\$5,901.00	\$11,802.00	\$17,703.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #5 Youth Development Advocate	.55	\$14,487.00		\$14,487.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #6 Relief	.15	\$3,649.00		\$3,649.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #7 Street Outreach	.5	\$14,933.00		\$14,933.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #8					<input type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$51,130.00	\$11,802.00	\$87,932.00		

MATERIALS AND SERVICES	PROPOSAL		TOTAL	
	FUNDS REQUESTED	OTHER FUNDING	PROGRAM BUDGET	Admin In-Kind
Administration	\$7,446.00	\$1,560.00	\$9,006.00	<input checked="" type="checkbox"/>
Copy/printing	\$334.00		\$334.00	<input type="checkbox"/>
Direct service/Client assistance funds				<input type="checkbox"/>
Equipment	\$944.00		\$944.00	<input type="checkbox"/>
Facility	\$2,469.00		\$2,469.00	<input type="checkbox"/>
Food (client)				<input type="checkbox"/>
Fundraising				<input type="checkbox"/>
Insurance	\$288.00		\$288.00	<input type="checkbox"/>
Maintenance and repair	\$606.00		\$606.00	<input type="checkbox"/>
Mileage				<input type="checkbox"/>
Supplies	\$1,420.00		\$1,420.00	<input type="checkbox"/>
Telephone	\$1,765.00	\$2,000.00	\$3,765.00	<input type="checkbox"/>
Training	\$252.00		\$252.00	<input type="checkbox"/>
Travel	\$462.00		\$462.00	<input type="checkbox"/>
Utilities	\$2,343.00		\$2,343.00	<input type="checkbox"/>
Vehicle expenses				<input type="checkbox"/>
Other (be specific) Dues and Memberships	\$195.00		\$195.00	<input type="checkbox"/>
Other (be specific) Fees, Advertising	\$174.00		\$174.00	<input type="checkbox"/>
Other (be specific) Meeting	\$301.00		\$301.00	<input type="checkbox"/>
Other (be specific) Staff Recruiting	\$315.00		\$315.00	<input type="checkbox"/>
Other (be specific) Depreciation (Facility)	\$2,894.00		\$2,894.00	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>
TOTAL MATERIALS AND SERVICES:	\$22,208.00	\$9,560.00	\$25,768.00	
REV:EXP:TOTAL	\$0.00	\$0.00	\$0.00	

REVENUE NARRATIVE:

EXPENSE NARRATIVE:

TOTAL FUNDS REQUESTED THIS PROPOSAL \$73,338.00
TOTAL ADMINISTRATION REQUESTED FROM HSC \$7,446.00
PERCENT OF HSC FUNDS APPLIED TO ADMINISTRATION 10% (must not exceed 15%)

TOTAL FUNDS REQUESTED THIS PROPOSAL \$73,338.00
TOTAL BUDGET \$88,700.00
% OF AGENCY CONTRIBUTION 17% (must equal or exceed 15%)

FORM 8 – LOGIC MODEL

A.) Select Outcome Area from dropdown list:

OUTCOME 12- Improve Access to Services

B.) Describe the activities or services that this program will provide to participants.

The Runaway and Homeless Youth (RHY) Crisis Intervention and Outreach Program will provide information through street outreach services and the 24-hour crisis line to youth and families in Lane County. The referrals/information provided will allow a stream-lined access to services to those in need.

C.) Use measure #1 and #2 for the two mandatory measures. Use measures #3 to #6 for additional measures (optional).

Measures must be from the same Outcome area as Step A. (reference: measures listed by outcome area are on page 36 of the RFP Resource Manual.)

Outcome / Indicator Measure #1

OUTCOME 3- *Recognized and referred to services by street outreach worker- Establishes relationship with outreach worker and receives appropriate service referral

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outreach worker tracks each youth contact, information and referral provided. Follows-up in future contacts. Outcomes reported semi-annually in RHYMIS.

Outcome / Indicator Measure #2

OUTCOME 11- Increased knowledge/use of community resources- Aware of community resources

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outreach worker assesses each contact's knowledge/provides new information accordingly. Records contact, info/referral provided. Generates monthly report.

Outcome / Indicator Measure #3

OUTCOME 12- *Knowledge and use of community resources- Info line callers receive increased level of services

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Crisis staff provides access to 24-hour crisis line. Assess callers and offer education, intervention/direct referral. Records each contact and info/referral provided.

Outcome / Indicator Measure #4

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran benefit)

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Crisis and outreach workers provide direct referral to on-site RHY SOAR provider. Follows-up in repeat contact. Tracks contacts and generates monthly report.

Outcome / Indicator Measure #5

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains SNAP (Food Stamps), OHP, other non-cash benefit

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Crisis and outreach workers provide direct referral to on-site RHY SOAR provider. Follows-up in repeat contact. Tracks contacts and generates monthly report.

Outcome / Indicator Measure #6

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

FORM 1 - RFP COVERSHEET

Name of Program: SSI/SSDI, Outreach, Access, and Recovery (SOAR)

Physical Address of Program: 149 5th street, Sulte A, Spfd, Oregon 97477/1545 S. Brooklyn Ave, Eug 97403

Brief, one sentence, description of program:

SOAR assists clients with the acquisition of Social Security benefits (SSI/SSDI) and Medicaid/OHP benefits.

Outcome Area from which you are requesting funds and the amount.

(Please submit a separate proposal for each Outcome Area. A single praposal which requests funds from more than one of the twelve Outcome areas will be rejected.)

1. Emergency Shelter/Services and Other Assistance	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
2. Emergency Food & Assistance.....	\$0
3. Integrated Health Care/Care Coordination.....	\$0
4. HUD Amazon Transitions.....	\$0
5. HUD McKenzie Transltions.....	\$0
6. HUD Emerald Options (DD).....	\$0
7. HUD Emerald Options (HIV).....	\$0
8. HUD Emerald Optlons (Youth).....	\$0
9. HUD Safe Haven.....	\$0
10. Increase Self-Rellance Other	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
11. Build A Safer Community.....	\$0
12. Improve Access to Services.....	\$48,386

Total Program Cost (Including HSC and non HSC funding): \$57,675

Agency Name: ShelterCare

Contact Person: Susan Ban

Contact Telephone: (541) 686-1262

Contact Email: SBan@sheltercare.org

FORM 2 – RFP CHECKLIST

Applications must include all required documentation listed below to be eligible for this selection process and/or receive a contract for services.

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FUNDING

Program Funding Proposal

(One original plus four hard copies and electronically by email, USB Storage Drive or CD)

- Form 1. RFP Coversheet
- Form 2. RFP Checklist (Signed)
- Form 3. Statement of Assurances and Proposal (Notarized)
- Form 4. Letter indicating a current management qualification is on file at Lane County H&HS/DCF or a complete Management Qualification Packet (one original and three copies).
- Form 5. Agency Qualification Questionnaire
- Form 6. Program Qualification Questionnaire
- Form 7. Budget Spreadsheet
- Form 8. Logic Model

I acknowledge that all of the required items listed above are included in the proposal and understand proposals will be disqualified from consideration for the following reasons:

- Not submitting the proposal by the due date / time of Thursday, November 4, 2010 by 4:00 pm
- Any item listed above is missing from the proposal
- Request for proposal is less than \$25,000 or more than \$175,000 *(HUD SHP programs are allowed exception to maximum limit, see RFP Instructions #7)*
- Requesting funding from more than one Outcome Area in a single proposal
- Statement of Assurances and Proposal submitted without being notarized
- Unable to answer affirmative to all items listed on the Agency Qualification Questionnaire
- Program Funding Proposal or Management Qualification Packet received a score of less than 70%



Authorized Signature

Executive Director

Title

11-2-10

Date

FORM 3 - STATEMENT OF ASSURANCES AND PROPOSAL

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests the he/she has the authority and/or responsibility to represent his/her organization in all phases of this Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any further contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf or his/her organization that the organization will comply with the General Conditions and Special Conditions in its subcontract with Lane County. The organization will also comply with all applicable federal, state, county and local statues, rules and funding criteria governing service, facilities and operations. Finally, the organization will submit all required reports, documents and forms within the allotted time for their submission.

The undersigned, as proposer, declares that he/she has carefully examined the specifications and requirements of the Lane County Request for Proposal packet and that proposer agrees, if the proposal is accepted, that proposer will contract with Lane County to furnish the services as specified, in accordance with the proposal offered here.

The proposer hereby certifies that ~~he~~/she is a resident bidder as defined in ORS 279A.120, of the state of OREGON

By initialing this space SB proposer hereby certifies that ~~he~~/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space SB proposer hereby certifies that to the best of proposers knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 305.380(4).

The proposer represents that the proposal is in all respects fair and without collusion.

Susan Ban
Authorized Signature

11-1-10
Date

Susan A. Ban, Executive Director
Printed or Typed Name and Title

ShelterCare
Printed or Typed Agency Name

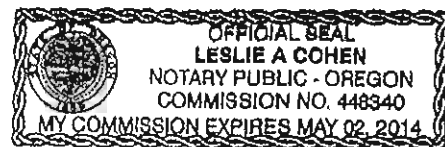
Subscribed and sworn to before me this 1st, day of November 2010.

by SUSAN BAN

Notary Public for the state of OREGON
County of LANE

My commission expires 5.2.2014

Leslie Cohen
NOTARY PUBLIC - STATE OF OREGON

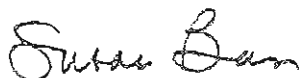


FORM 4 - MANAGEMENT QUALIFICATIONS LETTER

A Management Qualification Packet has been submitted and approved for the 2009/2011 biennium and is on file at Lane County Department of Health and Human Services or Lane County Department of Children and Families for:

Agency Name: ShelterCare

Although the approved 2009/2011 Management Qualification is sufficient for continuing this Request For Proposal process, I understand contractors are required to have a current biennium Management Qualifications approved and on file with Health and Human Services (H&HS) or Children and Families (DCF) prior to contracting for fiscal year 2011/2012.



Authorized Signature

Executive Director

Title

11-2-10

Date

FORM 5 - AGENCY QUALIFICATION QUESTIONNAIRE

Lane County through the Department of Health & Human Services, Human Services Commission applies certain requirements and expectations to subgrantees receiving funds. In order to qualify to administer HSC funds through this process the organization must be able to answer affirmative to the following questions. Please check yes or no to the following questions.

- YES NO Agency has the financial capacity to administer funds.
- YES NO Agency has not had funds recaptured from a funding source in the past year due to non-performance of contract provisions.
- YES NO Agency staff will be able to accurately and completely input client and program data into the Lane County designated client Management Information System database, as required by Lane County, at the time of service or within 72 hours.
- YES NO Agency can provide detailed activity reports after the end of each quarter and after the end of each program year, as required by Lane County.
- YES NO Agency is in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.
- YES NO Agency has personnel policies and procedures that are in compliance with applicable state and federal administrative rules including those outlined in OAR chapter 839 – Bureau of Labor and Industries.

FORM 6 - PROGRAM QUALIFICATION QUESTIONNAIRE

A. ORGANIZATIONAL CAPACITY

Maximum Points 10

- 1) Describe your agency's mission or purpose. Provide a brief description of your agency's experience in the proposals program area.

Mission: "ShelterCare shelters and supports families and individuals providing each an opportunity to live the fullest possible life in an environment that fosters well-being and success." The agency began services to households that are homeless or at risk of homelessness in 1970. In the forty years since, ShelterCare addressed emerging social conditions that cause homelessness by developing effective interventions to serve populations with special needs - adults with psychiatric disabilities or brain injuries, households with histories of chronic homelessness and prevention services for families at risk of situational homelessness. ShelterCare runs nine programs designed to prevent homelessness and provide housing stability for program participants. All services are governed by agency values - to be collaborative, participant-centered, compassionate and results-focused. In 2009-2010, ShelterCare served 1849 individuals. The SSI/SSDI, Outreach, Access, and Recovery (SOAR) Program began in September 2010 and will assist 30 people to acquire benefits.

- 2) Describe the qualifications required for staff delivering the services. Include a brief job description and titles. Do not include information on agency management staff if they will not be directly involved in the implementation of the program.

SOAR Benefit Specialists are stationed at two locations, one in Glenwood at the Shankle Safe Haven Program (SAF) for .5 FTE and the other in Springfield at The Inside Program (TIP) at .5 FTE.

BENEFITS AND ENTITLEMENT SPECIALISTS: assist clients with the acquisition of Social Security benefits (SSI/SSDI) and Medicaid/OHP benefits. This includes meeting with clients, obtaining and reviewing medical records and lay evidence, and filing Social Security claims using the Social Security Administration's on-line application system. Major duties include:

- (1) Interview clients about their eligibility and possible application for disability, SSI/SSDI/Medicaid/OHP benefits.
- (2) File clients' Social Security Disability (SSD) and Supplemental Security Income (SSI) applications and appeals.
- (3) Establish a list of case needs for disability claimants.
- (4) Obtain all pertinent medical records and lay evidence for review and submission to the legal record.
- (5) Provide outreach and transportation assistance to disabled clients experiencing homelessness and mental illness.
- (6) Attend disability-related appointments with doctors, the Social Security Administration and Senior & Disabled Services offices.
- (7) Assist clients with the entire application process for OHP/Medicaid, including possible representation at an occasional telephone hearing.
- (8) Remain up-to-date with changes in OHP/Medicaid and Social Security Disability benefits.
- (9) Attend all scheduled staff meetings and staff training as applicable.
- (10) Assist clients to ensure all insurance and enrollment forms are completed accurately and timely.
- (11) Represent clients until their benefits are fully implemented before closing the file.
- (12) Be available for after-hours on-call response via pager as needed and/or assigned and respond within a reasonable time period as determined by supervisor.

SOAR specialists are supported by PROGRAM MANAGERS for The Inside Program and Shankle Safe Haven who provide supervision, back-up, problem-solving and support. SOAR is also supported by OFFICE MANAGER/RECEPTION personnel at each program who help with phone and walk-in reception, copying, filing, mail and other administrative support duties.

B. DEMONSTRATION OF NEED

Maximum Points 15

- 1) What are the problems faced by your target population? Identify and describe the target population and geographical area to be served in your program. (Lane County geographical areas include West, Eugene & North Central, Springfield & East, and South. See Resource Manual for geographic service areas). If providing data or documented facts to confirm the situation, cite all data sources with the year of publication. Please do not describe how your program will address these problems.

Lack of income is a major barrier for adults with severe mental illness who are chronically homeless. People with mental illness have difficulty with personal relationships, develop unusual behaviors, lead unstable lives, are crime victims while homeless, are unable to acquire housing and keep it, and have no income or employment. According to the Eugene Blue Ribbon Task force, chronically homeless people make up 16% of the local homeless population. The Lane County One Night Count in January 2010 counted 1,215 individuals who were chronically homeless. Most have challenges including physical impairment, psychiatric disability, and substance abuse which prevents them from earning enough money to afford housing. Many have multiple diagnoses. Access to SSI/SSDI is challenging for people who are homeless with mental health problems that impair cognition, or who are returning to the community from institutions. Nationally, only about 37% of those who apply for SSI/SSDI benefits are approved on initial application. Appeals take an average of 2 years to complete. Accessing benefits is often critical for recovery. [Policy Research Associates Inc, March 2010] SOAR locations: TIP is in Springfield & East and SAF is located in the Eugene & North Central Area. According to the Policy Research Associates, Inc. 2007 study, "The reasons why eligible people do not apply for benefits include: being unaware of SSA programs; difficulty in completing applications; factors related to homelessness (no address, etc.); factors related to mental illness (lack of follow through, no advocate, etc.)"

- 2) Describe existing services (other than your own program), that addresses the problem of your target population, and if applicable, the geographic area as listed in Demonstration of Need #1. Which needs are left unmet by these other services? How does your service differ in its approach to service delivery and/or the people you serve from what is offered by others?

The SOAR model is specifically designed to increase the incidence of benefit awards for first time SSI/SSDI claims. SOAR is a strategy that helps to increase access to mainstream benefits for people who are homeless or at risk of homelessness through training, technical assistance, and strategic planning.

WHITE BIRD - Jill Phillips at White Bird is a SOAR Benefits Specialist and also provides services to chronically homeless individuals with mental health disabilities.

OTHER PROVIDERS - Several other homeless providers provide assistance to people with their application for SSI/SSDI benefits. They include: St. Vincent DePaul, Laurel Hill Center, and South Lane Mental Health. However, they do not have dedicated staff assigned to provide assistance nor do they operate using the SOAR model.

C. PROGRAM DESIGN

Maximum Points 25

- 1) Describe the program for which you are requesting funding. Be very specific. Include the following:
 - a) If this is a new or existing program.
 - b) The goal of your program.
 - c) Target population and how program staff determine individuals/household served.
 - d) The number unduplicated individuals and households you plan to serve annually. Include how the projected numbers were derived.
 - e) How your program plans to address the problems identified in question B1. Demonstration of Need, and how your target population will benefit from your project.
 - f) Services your program plans to provide.
 - g) Services to target population, other than those listed in this proposal provided by applicant agency, which will operate in cooperation with the proposed program and/or at the same location.
 - h) If the proposal is an expansion or enhancement, fully describe the current program and then describe the enhancement or expansion requested in this proposal.
 - i) Describe how the proposed program meets one or more of the Human Services Fund priorities and name the priority (ies)

The SOAR model is specifically designed to increase the allowance of first time SSI/SSDI claims. SOAR is a strategy that helps to increase access to mainstream benefits for people who are homeless or at risk of homelessness through training, technical assistance, and strategic planning.

- a.) This program is existing. Services began in 2010 through a "pilot", underwritten by ShelterCare.
- b.) Goal: To increase access to mainstream benefits through having the SOAR Benefits & Entitlement Specialist assist clients with the acquisition of Social Security benefits (SSI/SSDI) and Medicaid/OHP benefits. The SOAR specialist helps the client to obtain the medical and legal evidence and to file claims that increase the likelihood of securing mainstream, non-wage income and/or non-cash benefits or permanent benefits (SSI, SSDI, SS, or on-going Veteran benefits).
- c.) The target population are those adults who are homeless, have a psychiatric disability and receive services at The Inside Program(TIP) and Safe Haven (SAF). At intake, TIP/SAF are assessed for benefits eligibility and referred to SOAR Specialist. In addition to TIP/SAF, referrals of potential eligible applicants are received from other ShelterCare programs, White Bird, Laurel Hill Center, South Lane Mental Health, Lane County Mental Health, and the Lane County Transition Team.
- d.) The number of people served annually is expected to be 50. SOAR expects that 30 will receive benefit allowance during the grant period. This number is derived from the SOAR fidelity model.
- e.) Adults with psychiatric disabilities and histories of homelessness are served by TIP and SAF. A key strategy to end homelessness, support success at permanent housing, and recovery from mental illness is to access income and mainstream benefits. SOAR helps clients navigate the complex steps involved in the SSI/SSDI application process as well as other benefits that make permanent housing, physical and mental health care and other sustaining supports accessible for the individual.
- f.) There are 7 steps to reach fidelity for the SOAR model. First, the Benefit Specialist identifies an individual as a potential SSI/SSDI applicant. Service steps include:
 - 1.) FOCUS ON DOCUMENTATION AND PREPARATION OF THE INITIAL APPLICATION - On average, only 37% of initial determinations for applicants are favorable. With appeals it is 52%. However, the

Continue on Next Page ->

Describe the program for which you are requesting funding... (Continued)

appeals process can take years. By focusing on documentation for the initial application submission, SOAR is able to assist people in a more effective and timely way.

2. BECOME AN APPLICANT'S REPRESENTATIVE - One common reason that applicants are denied disability benefits is that Social Security Administration (SSA) and Developmental Disability Services (DDS) cannot reach the applicant to request more information. To avoid these types of denials, the Benefits Specialist becomes the applicant's representative.

3. AVOID THE NEED FOR CONSULTIVE EXAMS (CE'S) AND COLLABORATE WITH DISABILITY DETERMINATION SPECIALIST (DDS) - DDS may request a CE when information submitted to them does not fit the disability criteria and they need an additional exam to make their determination. To save time and reduce the risk of denial, SOAR will contact local providers willing to complete the examination prior to application. SOAR Benefit Specialists cultivate relationships with DDS staff, facilitating communication, and in cases where additional CE's are needed the SOAR specialist will arrange to have the exam conducted at a place (like TIP or SAF) where the client is more comfortable. The Consumer also may be picked up and taken to the appointment or they are seen on site at TIP or SAF to ensure they make appointments.

4. WORK CLOSELY WITH HOSPITALS AND OTHER HEALTH CARE (HOH) PROVIDERS - Hospitals and other health care providers are important allies. HOH develop strong medical evidence of the applicant's disability, making a solid connection between the person's impairment and the ability to work.

5. REACH OUT TO MEDICAL RECORDS DEPARTMENTS - Medical records departments can be very helpful. To obtain the most useful information, staff need to be very specific about the information requested. Solid relationships with medical records department staff make it easier to obtain this information.

6. ESTABLISH ONGOING COMMUNICATION WITH SSA AND DDS - Developing relationships with SSA and DDS staff open the door to help staff try new ideas and create efficiencies in the system. SSA and DDS have designated particular staff to work with SOAR clients. This helps to expedite claims.

7. CREATE A SUMMARY REPORT - In a summary report, the SOAR Benefits Specialist outlines the applicant's personal, medical, and employment histories in a single document, relating the diagnosis and resulting impairment to the person's ability to work.

g.) OTHER SERVICES - SOAR consumers also receive services from TIP and SAF. Both programs provide housing and intensive wrap around services specializing in one-to-one services, case management, advocacy, medication management, symptom management, socialization, and skill development. The goals of both programs are to assist people to acquire permanent housing. In addition, Supported Employment services are available. An employment specialist works with consumers who have a desire to work. A range of employment services are provided including; job development, job preparation, vocational rehabilitation services, and job placement.

h.) This program is an expansion. The program will expand from a part-time specialist to a full time position. This will allow the program to serve 12 more individuals and gain benefits for an additional 8 people. It will also allow the program to better meet fidelity standards with one full time specialist dedicated to SOAR activities. This will optimize the potential benefits of the SOAR program for applicants.

i.) The program meets HSC Priority #4 - Improve Access to Services. The SOAR program will increase access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran benefits) through assisting 50 applicants annually to acquire benefits. SOAR program participants will be linked to case management and housing resources through the SOAR-sponsor programs (TIP and SAF).

C. PROGRAM DESIGN (Continued)

- 2) Describe how the proposed program is consistent with an evidence based best practices, standards in the field, and/or other rationales upon which the program design is based. Please reference relevant research that validates the practices or standards upon which the program design is based. If no research is available on some design elements of your program, discuss your rationale for the particular design element.

The SOAR model is specifically designed to increase the allowance of first time SSI/SSDI claims. SOAR is a strategy that helps to increase access to mainstream benefits for people who are homeless or at risk of homelessness through training, technical assistance, and strategic planning. SOAR is identified as a promising practice. (NY: Policy Research Associates, Inc. 2007) The project design is consistent with research providing the features and services listed as:

- (1) Focus on Initial Applications
- (2) Become an Applicant's Representative
- (3) Avoid the need for Consultive Examinations
- (4) Work Closely with Health Care Providers
- (5) Reach Out to Medical Records Departments
- (6) Establish ongoing relationships with SSA and DDS
- (7) Create a Summary Report

Please see C.1. for greater detail.

Although there is no current data from the ShelterCare SOAR program, two SOAR programs in Oregon listed in the National SOAR outcomes 2009 data shows that Josephine County had a 54% first application allowance rate and the BEST program in Portland had an allowance rate of 87%.

D. PROGRAM IMPACT

Maximum Points 10 (points total includes Form 8-Logic Model)

- 1) Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model (Form 8). Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration.

The program is designed to Improve Access to Services. The Indicator #1 is "Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran benefits)." Indicator #2 is to increase access for SOAR participants to case management and housing resources that will support recovery and housing stability for the long-term. Program successes will be measured by the number of participants and the percent of successful first time claims within each six month reporting period.

PROCESSES: Detailed case files are developed for each SOAR participant. Client files document progress toward developing, full application materials, submission, and subsequent steps and outcome of the application. Files are reviewed semi-annually to verify that program outcome impacts are met. Quarterly, work processes will be reviewed to assure that SOAR fidelity features are being adhered to for the most effective outcomes. The SOAR specialists work as part of a treatment team within the context of the TIP and SAF programs. Weekly team meetings and weekly consultation with Clinical Supervisor and team cohorts provide opportunities for quality review, systems checks, and quality improvement actions.

E. LINKAGES

Maximum Points 10

- 1) Describe how this program will connect participant with access to enrollment in mainstream services and resources (SSI, SSDI, Social Security, TANF, Veterans Benefits, Unemployment Benefits, Veterans Health Care, Medicaid, Food Stamps etc). Explain the extent of the program's role in the process. (referral only, systematic follow-up, transportation for appointments, specialize staff with primary responsibilities etc). If involvement is more than referral, describe the FTE commitment to this role and provide detailed related job descriptions including tasks related to completing the application process. Describe formal partnerships between this program and other public and private programs within and/or outside of the agency. Do not include partnerships that are linked by simple referrals.

This program provides direct connection of participants to enrollment in mainstream services and resources, specifically SSI and SSDI benefits. SOAR Benefit Specialists are stationed at two locations, one in Glenwood at the Shankle Safe Haven Program (SAF) for and the other in Springfield at The Inside Program (TIP).

Benefits & Entitlement Specialist - assists clients with the acquisition of Social Security benefits (SSI/SSDI) and Medicaid/OHP benefits. This includes meeting with clients, obtaining and reviewing medical records and lay evidence, and filing Social Security claims using the Social Security Administration's on-line application system. Formal relationships exist between SOAR and the Social Security Administration and Developmental Disability Services. Designated contact people have been identified to take the lead in each agency to facilitate applications.

ShelterCare is a participating member in the Lane County SOAR network and anticipates participating in the state-wide SOAR coordinating council that will be formed in 2011.

- 2) Describe how the program collaborates or otherwise connects with other human service providers, schools, hospitals, public safety to achieve the desired program outcomes for the population(s) to be served.

Lane County has a network of services and service providers that work collaboratively and, as a whole, complete the service continuum. SOAR specialists are actively connected to local hospitals, medical clinics, and medical practitioners who work in coordination to complete a thorough application for the SOAR participant. Staff reaches out to any and all community providers who have had contact with applicants to complete the comprehensive documentation needed. In addition to what SOAR provides, referrals of potential eligible applicants are received from other ShelterCare programs, White Bird, Laurel Hill Center, South Lane Mental Health, Lane County Mental Health, and Lane County Transition Team. If not already receiving services, consumers are connected with basic needs programs for food, shelter, and clothing. Specialized services are also available to respond to domestic violence, drug and alcohol treatment, health care concerns, outpatient mental health treatment, and sexual assault counseling, etc. In addition, consumers are connected to consumer advocacy groups that provide socialization, community connection, and empowerment needed for recovery. Through the identification of barriers to permanent housing, community partners can be called upon to help SOAR participants meet their goals.

F. ACCESS TO SERVICES

Maximum Points 15

- 1) Describe efforts and methods that will be used to ensure that your program is accessible. Are there gaps in accessibility or cultural competence you have identified for this program and plans for implementing improvements?

Include in your answer accessible in terms of:

- a) Affordability: Free services, fee for service, sliding scale fee, scholarships, etc.
- b) Physical accessibility and communication capability for persons with disabilities
- c) Transportation (proximity to public transportation, special transportation programs, vouchers, etc)
- d) Immediacy of services including equitable access (wait lists, prioritization of client need, hours of operation)
- e) Service to clients when language, literacy or cultural barriers are present. For language interpretation or translation, specifically describe resources available or the number of staff/volunteers onsite working for, or available to, proposed program.

(a) There are no costs to program participants for SOAR.

(b) SOAR offices are accessible and meet ADA accessibility mobility standards. The program has access to a system with TDD/TTY capability owned by ShelterCare. The agency owns amplification equipment for use when hearing impairment is identified as an obstacle.

(c) The SOAR location at the TIP office is 3 blocks from the Springfield LTD bus station. The SOAR location at the SAF office is 1 block from a Eugene LTD bus line. Transportation is a key component to SOAR. Applicants are transported to appointments. Also, the office site is easily accessible by car or bicycle. SOAR staff assist program participants to secure special transportation usually through Ride Source.

(d) SOAR operates Monday through Friday during regular business hours. Potential participants contact the program by phone or in person. A waiting list is maintained and is updated by the SOAR Benefits specialists. Currently there are 2 people on the waiting list but the list is expected to grow rapidly once programs and agencies become more aware of the availability of SOAR.

(e) All SOAR employees are equipped to assist applicants with literacy challenges. ShelterCare has TDD/TTY capability available for SOAR if needed. Literacy is not an obstacle: SOAR team members will read aloud all information, interview applicants and complete forms on the applicants' behalf. Staff is trained annually in topics relating to cultural sensitivity and ethnic diversity. Spanish, Japanese, French, and German language interpretation/translation is available through staff at other ShelterCare Programs.

G. BUDGET AND FINANCIAL CAPABILITY

Maximum Points 15 (points total include Form 7 - Budget)

- 1) Provide an estimate of your cost per client and/or cost per contact for your program. Describe how this information was determined. Include in your calculation all funds required, including administrative funds, to operate this project not just those requested in this proposal.

SOAR: The total cost of the program is \$57,675 for a year of programming. The program will serve 50 clients in that period. Dividing total cost by number of clients served: \$1154 per client per year or \$96 per client per month (for 12 months of service) or \$3.16 per client per day (for 365 days of support).

- 2) It is possible that the HSC may not be able to fund your program fully.
 - a) Describe the impact if this project is funded at 80% of the requested amount.
 - b) What is the threshold level amount to ensure program viability? If you are requesting funding from multiple geographic areas in the Emergency Shelter/Services & Other Assistance or Increase Self Reliance Other outcome areas, please provide the threshold level amount for each region. Describe the impact if the program is funded at the threshold level.

a) Program personnel are the largest portion of the SOAR expense budget. If funded at 80% of the requested amount, SOAR would reduce the FTE available for staffing by about \$10,000 - or a loss of one-fourth of the FTE available for Benefit Specialist services. This would correlate with a reduction in the number of people served (12-13 fewer individuals served).

b) There are no other dedicated revenue streams underwriting the SOAR program expense. ShelterCare is covering the personnel costs of this "pilot project" for Lane County. Without some committed funding for SOAR, the ShelterCare agency would need to evaluate whether to continue this pilot expense. ShelterCare would need to have at least 80% of the requested amount to continue the program.

The "return on investment" for the SOAR program is significant for our community. When SOAR successfully connects an eligible applicant to benefits, the individual is able to establish access to income, housing, health insurance and support services. Homelessness, lack of income and lack of health insurance are expensive for a community, measured by high impact on expensive services such as public safety, corrections and emergency departments. When benefits are established through SOAR, federal dollars come into the community through SSI, SSDI and Medicaid: rents are paid, health insurance reimburses providers for costs, and individuals have the supports they need to make a positive community contribution.

FORM 7 - BUDGET

PROGRAM NAME: SOAR

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind	
HSC Proposal (this request)	\$48,386.00		\$48,386.00	<input type="checkbox"/>	<input type="checkbox"/>	
Client fees				<input type="checkbox"/>	<input type="checkbox"/>	
Fundraising		\$9,289.00	\$9,289.00	<input type="checkbox"/>	<input type="checkbox"/>	
In-kind contributions				<input type="checkbox"/>	<input checked="" type="checkbox"/>	
United Way				<input type="checkbox"/>	<input type="checkbox"/>	
Federal				<input type="checkbox"/>	<input type="checkbox"/>	
State				<input type="checkbox"/>	<input type="checkbox"/>	
City				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL REVENUE:	\$48,386.00	\$9,289.00	\$57,675.00			
POSITIONS (list each position separately include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind
Position #1					<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Program Manager	.05		\$2,577.00	\$2,577.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Position #3 CA II/SOAR Specialist	1.0	\$39,827.00		\$39,827.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #4 Office Manager/Receptionist	.05		\$1,602.00	\$1,602.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Position #5					<input type="checkbox"/>	<input type="checkbox"/>
Position #6					<input type="checkbox"/>	<input type="checkbox"/>
Position #7					<input type="checkbox"/>	<input type="checkbox"/>
Position #8					<input type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$39,827.00	\$4,379.00	\$44,006.00		

MATERIALS AND SERVICES	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	Is Kind
Administration	\$6,339.00		\$6,339.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Copy/printing	\$600.00	\$1,200.00	\$1,800.00	<input type="checkbox"/>	<input type="checkbox"/>
Direct service/Client assistance funds				<input type="checkbox"/>	<input type="checkbox"/>
Equipment		\$1,000.00	\$1,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Facility		\$600.00	\$600.00	<input type="checkbox"/>	<input type="checkbox"/>
Food (client)				<input type="checkbox"/>	<input type="checkbox"/>
Fundraising				<input type="checkbox"/>	<input type="checkbox"/>
Insurance		\$810.00	\$810.00	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance and repair				<input type="checkbox"/>	<input type="checkbox"/>
Mileage				<input type="checkbox"/>	<input type="checkbox"/>
Supplies		\$1,200.00	\$1,200.00	<input type="checkbox"/>	<input type="checkbox"/>
Telephone	\$420.00		\$420.00	<input type="checkbox"/>	<input type="checkbox"/>
Training		\$300.00	\$300.00	<input type="checkbox"/>	<input type="checkbox"/>
Travel				<input type="checkbox"/>	<input type="checkbox"/>
Utilities				<input type="checkbox"/>	<input type="checkbox"/>
Vehicle expenses	\$1,200.00		\$1,200.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
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Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
TOTAL MATERIALS AND SERVICES	\$8,559.00	\$5,110.00	\$13,669.00		
REV-EXP TOTAL	\$0.00	\$0.00	\$0.00		

REVENUE NARRATIVE:

This is a new program geared toward improving the success of getting benefits for clients with psychiatric disabilities, therefore leading to financial stability. The majority of the revenue is requested from the HSC, with ShelterCare providing grants and donations from the community to fully fund the program.

EXPENSE NARRATIVE:

The expense of this program is for a case manager to work directly with clients to obtain benefits to which they are entitled. In addition, staff frequently need to travel to client apartment and other government offices to obtain the needed documentation to accompany an application for benefits. A lot of printing and copying is required for the applications to Social Security.

TOTAL FUNDS REQUESTED THIS PROPOSAL	\$48,386.00	
TOTAL ADMINISTRATION REQUESTED FROM HSC	\$6,339.00	
PERCENT OF HSC FUNDS APPLIED TO ADMINISTRATION	13%	(must not exceed 15%)

TOTAL FUNDS REQUESTED THIS PROPOSAL	\$48,386.00	
TOTAL BUDGET	\$57,675.00	
% OF AGENCY CONTRIBUTION	16%	(must equal or exceed 15%)

FORM 8 – LOGIC MODEL

A.) Select Outcome Area from dropdown list:

OUTCOME 12- Improve Access to Services

B.) Describe the activities or services that this program will provide to participants.

SOAR Benefits & Entitlement Specialist assists clients with the acquisition of Social Security benefits (SSI/SSDI) and Medicaid/OHP benefits through obtaining medical and law evidence and filing claims.

C.) Use measure #1 and #2 for the two mandatory measures. Use measures #3 to #6 for additional measures (optional).
Measures must be from the same Outcome area as Step A. (reference: measures listed by outcome area are on page 36 of the RFP Resource Manual.)

Outcome / Indicator Measure #1

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran be

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Data collected at intake, tracked in detailed SOAR files; SOAR specialist documents progress in client files; SOAR outcomes reported quarterly

Outcome / Indicator Measure #2

OUTCOME 12- Increased access: Other (specify)

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

SOAR participants are linked to case management and housing resources through SAF & TIP offices. Client files, documentation & reports by case managers.

Outcome / Indicator Measure #3

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #4

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #5

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #6

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

FORM 1 - RFP COVERSHEET

Name of Program: Senior Connections

Physical Address of Program: 1015 Willamette Street Eugene Oregon 97401 and other county offices

Brief, one sentence, description of program:

Senior Connection provides case management & supportive services to low income adults (age 60+) with moderate levels of Impairments to stabilize and Improve functioning and promote self-sufficiency by enabling individuals to remain independent in their own home rather than In a more costly Institutions.

Outcome Area from which you are requesting funds and the amount.

(Please submit a separate proposal for each Outcome Area. A single proposal which requests funds from more than one of the twelve Outcome areas will be rejected.)

1. Emergency Shelter/Services and Other Assistance	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
2. Emergency Food & Assistance.....	\$0
3. Integrated Health Care/Care Coordination.....	\$0
4. HUD Amazon Transitions.....	\$0
5. HUD McKenzie Transitions.....	\$0
6. HUD Emerald Options (DD).....	\$0
7. HUD Emerald Options (HIV).....	\$0
8. HUD Emerald Options (Youth).....	\$0
9. HUD Safe Haven.....	\$0
10. Increase Self-Reliance Other	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
11. Build A Safer Community.....	\$0
12. Improve Access to Services.....	\$60,000

Total Program Cost (including HSC and non HSC funding): \$473,856

Agency Name: Lane Council of Governments/Senior Connections

Contact Person: Patti Little

Contact Telephone: 541-682-4374

Contact Email: plittle@lcog.org

FORM 2 – RFP CHECKLIST

Applications must include all required documentation listed below to be eligible for this selection process and/or receive a contract for services.

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FUNDING

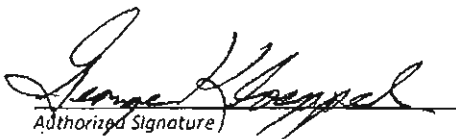
Program Funding Proposal

(One original plus four hard copies and electronically by email, USB Storage Drive or CD)

- Form 1. RFP Coversheet
- Form 2. RFP Checklist (Signed)
- Form 3. Statement of Assurances and Proposal (Notarized)
- Form 4. Letter indicating a current management qualification is on file at Lane County H&HS/DCF or a complete Management Qualification Packet (one original and three copies). *NOT REQUIRED of public agencies see attached e-mail*
- Form 5. Agency Qualification Questionnaire
- Form 6. Program Qualification Questionnaire
- Form 7. Budget Spreadsheet
- Form 8. Logic Model

I acknowledge that all of the required items listed above are included in the proposal and understand proposals will be disqualified from consideration for the following reasons:

- Not submitting the proposal by the due date / time of Thursday, November 4, 2010 by 4:00 pm
- Any item listed above is missing from the proposal
- Request for proposal is less than \$25,000 or more than \$175,000 (*HUD SHP programs are allowed exception to maximum limit, see RFP Instructions #7*)
- Requesting funding from more than one Outcome Area in a single proposal
- Statement of Assurances and Proposal submitted without being notarized
- Unable to answer affirmative to all items listed on the Agency Qualification Questionnaire
- Program Funding Proposal or Management Qualification Packet received a score of less than 70%


Authorized Signature


Title


Date

FORM 3 - STATEMENT OF ASSURANCES AND PROPOSAL

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests the he/she has the authority and/or responsibility to represent his/her organization in all phases of this Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any further contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf of his/her organization that the organization will comply with the General Conditions and Special Conditions in its subcontract with Lane County. The organization will also comply with all applicable federal, state, county and local statutes, rules and funding criteria governing service, facilities and operations. Finally, the organization will submit all required reports, documents and forms within the allotted time for their submission.

The undersigned, as proposer, declares that he/she has carefully examined the specifications and requirements of the Lane County Request for Proposal packet and that proposer agrees, if the proposal is accepted, that proposer will contract with Lane County to furnish the services as specified, in accordance with the proposal offered here.

The proposer hereby certifies that he/she is a resident bidder as defined in ORS 279A.120, of the state of Oregon

By initialing this space GH proposer hereby certifies that he/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space GH proposer hereby certifies that to the best of proposers knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 305.380(4).

The proposer represents that the proposal is in all respects fair and without collusion.

George Kloeppe
Authorized Signature

11-2-10
Date

George Kloeppe
Printed or Typed Name and Title

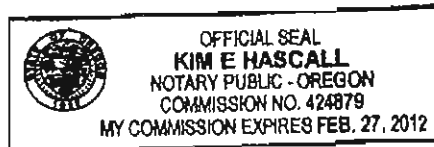
Lane Council of Governments
Printed or Typed Agency Name

Subscribed and sworn to before me this 2nd day of Nov. 2010.

by Kim E. Hascall

Notary Public for the state of Oregon
County of Lane

My commission expires Feb. 27, 2012



FORM 4 - MANAGEMENT QUALIFICATIONS LETTER

A Management Qualification Packet has been submitted and approved for the 2009/2011 biennium and is on file at Lane County Department of Health and Human Services or Lane County Department of Children and Families for:

Agency Name: Lane Council of Governments/SDS/Senior Connection

Although the approved 2009/2011 Management Qualification is sufficient for continuing this Request For Proposal process, I understand contractors are required to have a current biennium Management Qualifications approved and on file with Health and Human Services (H&HS) or Children and Families (DCF) prior to contracting for fiscal year 2011/2012.

NOT Required by public agencies

Authorized Signature

Title

Date

See attached e-mail



LITTLE Patti L

From: OLIVER Lyn E
Sent: Thursday, October 07, 2010 11:33 AM
To: KARSTEN Sandy J
Cc: LITTLE Patti L; METZGER Kay M
Subject: RE: HSC RFP Question

Hello Sandy,

That is a very good question. Public agencies were not required to complete management qualifications prior to contracting in 09/11. That is likely to change in 11/13. I think for this process we should revert to the policy of 09/11 and not require MQ for the RFP. I will issue an addendum which includes that fact. Thanks for bringing it to my attention.

L

Lyn Oliver
Phone (541) 682-4607
Fax (541) 682-3760
125 E 8th Avenue | Eugene, OR 97401

From: KARSTEN Sandy J
Sent: Thursday, October 07, 2010 10:48 AM
To: OLIVER Lyn E
Cc: LITTLE Patti L; METZGER Kay M
Subject: HSC RFP Question

Hi Lyn,
Sorry about the telephone tag.
Lane Council of Governments' Senior & Disabled Services has had an Intergovernmental Agreement for HSC funds for Senior Outreach and for Hunger Relief/Meals on Wheels for many years. We plan to submit proposals in the new RFP process.

How do we determine if we have an approved 2009-2011 Management Qualifications on file with Lane County? As I understand it, if we have one on file, we do not need to complete this step and would only need to send the one page Agency Qualification Questionnaire. Please advise.

Thank you,
Sandy Karsten, Program Manager
Senior Meals & Meals on Wheels
1015 Willamette St.
Eugene OR 97401
541-682-4378
skarsten@lcog.org

FORM 5 - AGENCY QUALIFICATION QUESTIONNAIRE

Lane County through the Department of Health & Human Services, Human Services Commission applies certain requirements and expectations to subgrantees receiving funds. In order to qualify to administer HSC funds through this process the organization must be able to answer affirmative to the following questions.

Please answer YES or NO to the following questions:

- YES NO Agency has the financial capacity to administer funds.
- YES NO Agency has not had funding recaptured from a funding source in the past year due to non-performance of contract provisions.
- YES NO Agency staff can, or will be able to, accurately and completely input client and program data into the Lane County designated client Management Information System database, as required by Lane County, at the time of service or within 72 hours.
- YES NO Agency can provide detailed activity reports after the end of each quarter and after the end of each program year, as required by Lane County.
- YES NO Agency is in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.
- YES NO Agency has personnel policies and procedures that are in compliance with applicable state and federal administrative rules including those outlined in OAR chapter 839 – Bureau of Labor and Industries.

FORM 6 - PROGRAM QUALIFICATION QUESTIONNAIRE

A. ORGANIZATIONAL CAPACITY

Maximum Points 10

- 1) Describe your agency's mission or purpose. Provide a brief description of your agency's experience in the proposals program area.

"To advocate for seniors and adults with disabilities and provide to them quality services and information that promote dignity, independency, and choice". In 1971 LCOG became the Area Agency on Aging for Lane County; in 1981, Lane County transferred its Senior Outreach program, now called Senior Connections, to Senior Services a division of Lane Council of Governments (LCOG). The program offers individualized, person-centered solutions to problems faced by vulnerable, frail, older adults. The program's Area Coordinators, located in eight Lane County communities, provide case management and supportive services to seniors (60+) and determine eligibility for a variety of programs, thus serving as a conduit for seniors to many vital services. Face to face home visits are conducted with home bound individuals with physical and cognitive disabilities who don't have the ability to navigate the human services network and are therefore at risk of losing their independence and becoming institutionalized.

- 2) Describe the qualifications required for staff delivering the services. Include a brief job description and titles. Do not include information on agency management staff if they will not be directly involved in the implementation of the program.

The Senior Connection Area Coordinators are overseen by a Program Supervisor who holds the following qualifications: BA in Sociology/Anthropology; master's Social Work training; 25 plus years of experience working with vulnerable, frail, elderly; extensive knowledge of community resources; successful completion of criminal background check and certification by DHS in criminal history rules training. The Area Coordinators have a: minimum of high school diploma, three years of progressive experience working with persons over the age of 60--- one with over thirty years experience; successful completion of criminal background check; extensive knowledge of community resources & services; and an Oregon driver's license. Staff work with at risk seniors and family caregivers to keep home bound individuals in their own homes, living independently. They conduct in-home screenings to determine client needs and service eligibility. Over the 29 year history of the program, many collaborative relationships have been established between the program and other agency resources. The Area Coordinators determine program eligibility thru their face to face, in-home assessments with frail, vulnerable, older adults for much needed programs, including: Food Stamps, LIEAP; RideSource & South Lane Wheels (specialized transportation); Meals on Wheels; Senior Companion; Elderhelp; and Family Caregiver services (respite, support groups, training). In addition, individuals are linked and referred to community resources including: Senior Law Services, Money Management, food boxes, Senior Meals Dining programs, SHIBA, HACSA, St. Vincent de Paul, Salvation Army, hospitals, Aging and Disability Resource Center (ADRC) and FireMed. During home visits, staff complete the SNAP Food Benefit Filing form for food stamps; conduct welfare checks for individuals at risk of eviction, utility shut off, harming themselves or others, aren't able to pay for needed medications or food, are a health and safety problem for the community due to animal infestations, or who allege that property or money has been stolen. The Area Coordinators determine Special Transportation eligibility for the Department of Transportation Medicaid Brokerage and for American's with Disabilities (ADA) for Lane Transit District.

B. DEMONSTRATION OF NEED

Maximum Points 15

- 1) What are the problems faced by your target population? Identify and describe the target population and geographical area to be served in your program. (Lane County geographical areas include West, Eugene & North Central, Springfield & East, and South. See Resource Manual for geographic service areas). If providing data or documented facts to confirm the situation, cite all data sources with the year of publication. Please do not describe how your program will address these problems.

The target population for Senior Connection services follows Older American Act standards & include persons who are aged 60+, isolated, vulnerable, and unable to navigate the human service net work on their own. Services are prioritized for those who are at extreme risk of losing their housing, transportation, and other services; over the age of 60; low-income (125% of federal poverty level or below); possess cognitive or mental health problems, including dementia; frail; home-bound; chronic health problems; financial and budgeting inabilities; inadequate family & social support systems; social and physical isolation --- live alone or in a rural area; need assistance with and other activities of daily living; at risk of institutionalization due to their inability to live independently without intervention and supportive services. The areas served by the Senior Connection program include: Eugene, Springfield, Cottage Grove, Creswell, Junction City, Veneta, Oakridge, and Florence. **Sample client: A Coordinator assisted an elderly, woman residing in a rural area who was forced to sell her home some years back to pay for back taxes. She and her disabled son (both receiving SSI), rented the home back from the buyer and had been making ends meet until her son's recent passing which cut the household income in half. When the Coordinator met the woman, the utilities had been shut off, the landlord was starting eviction, the woman was depressed and unable to make plans. The Coordinator was able to restore the power, locate a neighbor to provide support and a search for affordable housing is underway.**

- 2) Describe existing services (other than your own program), that addresses the problem of your target population, and if applicable, the geographic area as listed in Demonstration of Need #1. Which needs are left unmet by these other services? How does your service differ in its approach to service delivery and/or the people you serve from what is offered by others?

The Senior Connection (SC) Program stands alone in meeting the needs of the vulnerable, frail, home bound elderly population in Lane County. There are no other services similar to those provided by the Senior Connection staff. The SC program is the only provider in Lane County that offers no cost access to services including: case management, information and assistance which address the basic in-home needs of moderately impaired, elderly persons over the age of 60. No State funding is available & limited Federal funding does not meet the need of the growing population. Funding from HSC is critical to the continuation of the program operations and to the preservation of adequate service choices for older low-income, socially and physically isolated adults living in Lane County. All the HSC geographic areas are served by the program. Program staff are based in Florence, Veneta, Junction City, Cottage Grove, Creswell, Eugene, Springfield and Oakridge. SC staff conduct face to face visits in the clients home. This unique service delivery method allows home bound, older adults to access eligible benefits. Area Coordinators determine eligibility for a variety of community services including: RidesSource & South Lane Wheels (specialized transportation); Food Stamps, LIEAP, Meals on Wheels, Senior Companions, Elderhelp; Money Management; and Family Caregiver services (respite, support groups, training). Coordinators are a vital conduit between the elderly and many community services and resources such as: Senior Law Services, food boxes, Senior Meals Dining programs, SHIBA, HACSA, St. Vincent de Paul, Hospitals, Salvation Army, Fire Med, and the Aging and Disability Center. Without the outreach and assistance of the Senior Connection staff, the vulnerable, frail senior population would not be linked to much needed services, nor would they receive ongoing follow up services.

C. PROGRAM DESIGN

Maximum Points 25

- 1) Describe the program for which you are requesting funding. Be very specific. Include the following:
 - a) If this is a new or existing program.
 - b) The goal of your program.
 - c) Target population and how program staff determine individuals/ household served.
 - d) The number unduplicated individuals and households you plan to serve annually. Include how the projected numbers were derived.
 - e) How your program plans to address the problems identified in question B1. Demonstration of Need, and how your target population will benefit from your project.
 - f) Services your program plans to provide.
 - g) Services to target population, other than those listed in this proposal provided by applicant agency, which will operate in cooperation with the proposed program and/or at the same location.
 - h) If the proposal is an expansion or enhancement, fully describe the current program and then describe the enhancement or expansion requested in this proposal.
 - i) Describe how the proposed program meets one or more of the Human Services Fund priorities and name the priority (ies)

a) The Senior Connection program, formerly called Senior Outreach, was transferred from Lane County to LCOG in 1981 and has operated continually since that time.

b) The program's goal is to increase access to services for vulnerable, frail, home bound elderly who are socially and physically isolated; to help seniors connect to appropriate programs that meet their needs; help them to remain independent and safe in the community; and to prevent premature institutionalization.

c) The target population includes adults aged 60 plus who do not possess the physical and cognitive ability to navigate the human services and business networks without intervention. These individuals face the possibility of becoming homeless, prematurely institutionalized, hospitalized and/or death without the assistance from the Senior Connection program. The target population is vulnerable, frail, socially and physically isolated, at risk of victimization and of losing their independence. Referrals come from a variety of sources including: the public at large, Senior Centers, hospitals, Aging and Disability Centers, partner agencies such as Senior Law, Money Management, Senior Meals, Food Banks, Banks, Postal Service, food stamp workers, family caregivers, churches, and transportation programs such as RideSource and South Lane Wheels. **In September of 2010, a DJ from a major county radio station, called in a referral based on a note she had received written in shaky handwritten from an elderly women in need of assistance**there is no limit to our referral sources.** Each referral receives a telephone screening and an in-home visit if appropriate. Ongoing support and consultation is provided to elderly persons when needed.

d) The program will serve 2,550 unduplicated individuals annually. These figures are based on the FY 2009-10 Senior Connection program statistics collected by the SC Area Coordinator and entered into the DHS client tracking system and/or the LTD transportation tracking system.

Continue on Next Page ->

Describe the program for which you are requesting funding... (Continued)

e) 9 Area Coordinators in 8 Lane County communities will conduct individual, face-to-face, home visit consultations to help vulnerable adults remove barriers that threaten their independence and ability to live alone in the community. Program staff also assist family caregivers with the planning of long term care for loved ones. The Coordinators cover the entire county including unincorporated areas such as Notli, Deadwood, and Vida. Senior Connections Area Coordinators work under contract with several partner agencies with the goal to streamline access to service for seniors in Lane County. The Senior Connections program specifically funds 5.4 FTE for outreach, information, assistance in accessing services, and care consultation.

f) Program services include case management, information and assistance, linkages and care coordination, transportation for rural clients to medical appointments, assessments for Medicaid and ADA transportation, welfare checks, complete the filing form for SNAP (food stamps filing form completed), Meals on Wheel assessments, Senior Companions & Elder Help volunteers placement and supervision, in addition, the program interfaces with the following community services: Senior Law, SHIBA, Money Management, Senior Meals Dining program, Medicaid Waivered service, hospitals, Aging and Disability Resource Centers, Adult Protective Services and other services provided by S&DS Eligible staff.

g) Other services include: SNAP (food stamps), Meals on Wheels, Medicaid Long Term Care system, Adult Protective Services, Oregon Health Plan, Medicare Premiums, long term care case management, and volunteer in-home services.

h) The proposal funding will help the Senior Connection program meet the growing program demands for services for persons age 60 and over. In recent years the number of referrals to the program has increased in part due to the increase number of baby boomers turning 60 and the down turn of the economy.

i) The SC program will address the HSC fund priority #4 Improved Access to Service. The program effectively links vulnerable, frail, older individuals to health & human services, housing, and transportation options in Lane County by offering individualized, person centered problem solving assistance. Face to face home visits are conducted with home bound, elderly who don't have the physical or cognitive ability to navigate the HSN and or business networks (utilities, rental assistance etc.). Without this care coordination these individuals face the possibility of homelessness, premature institutionalization and loss of benefits and services to which they are entitled. In Oct. 2010, an Area Coordinator met with a 61 year old woman with a mental health diagnosis whose 62 year old husband had passed away unexpectedly while at the hospital. The woman was estranged from the rest of her family, had no friends, was distraught and unable to accept his passing or to function. She was also faced with a large hospital and medical bill. Her husband, also mentally ill, was higher functioning than she and was the breadwinner of the family. He also took care of the household daily tasks such as bill paying, shopping, cooking, cleaning and maintenance tasks as changing light bulbs. The Coordinator has been working all month with this woman and facilitated "Bridge" hospital paper work to assist with the hospital and medical bills, is helping the woman come to terms with the passing of her spouse and is working with family members to facilitate reconciliation, hopefully to result in increased natural supports for her.

C. PROGRAM DESIGN (Continued)

- 2) Describe how the proposed program is consistent with an evidence based best practices, standards in the field, and/or other rationales upon which the program design is based. Please reference relevant research that validates the practices or standards upon which the program design is based. If no research is available on some design elements of your program, discuss your rationale for the particular design element.

The Senior Connection operates in conformance with the Older American Act standards and regulations. These include targeting individual services to low-income minority individuals, age 60+ in the area served, including attempting to provide services to low-income minority older people at least in proportion to the number of low-income minority older persons in the population served by the Contractor 45 CFR 1321.65; Provide recipients with an opportunity to contribute to the cost of the service as provided in 45CF; target the delivery of services to older persons with the greatest economic and social needs (45 CFR 1321.17 (f) (2)), including services to older individuals residing in rural areas.

Staff are trained in models of "Person Centered Direction" which is consistent with Health Care Reform.

Staff will follow the "Option Counseling" standard which is part of the Administration on Aging's Aging and Disability Resource Center best practices recommendation. Based on over 45 years of experience working with this population, this model shows us that without intervention, frail, vulnerable, older individuals may: have increased health care needs; become homeless; lose their independence and ability to live in the community; become prematurely institutionalized.

The program follows Oregon State Best Practices Family Caregiver Network standards in the support of families thus allowing family members to continue to work and provide support while caring for loved ones.

D. PROGRAM IMPACT

Maximum Points 10 (points total includes Form 8-Logic Model)

- 1) Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model (Form 8). Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration.

The Senior Connection client tracking system uses the DHS Oregon Access and National Aging Programs Information System which is able to report on client demographics including number of unduplicated persons served, number of units of service, age, race, ethnicity, home status (rural, urban, lives alone or with others), income and type of service.

The transportation tracking system tracks the number of transportation assessments Senior Connection staff have completed.

The Senior Connection and Family Caregiver client registration forms, as well as, the RideSource/LTD transportation assessment tool, collect client data which is then entered into the Senior Connection client tracking system. Data is gathered by the Senior Connection Area Coordinators during each home visit and updated annually. Information from the client registration forms and transportation assessments is entered into the DHS Oregon Access data base monthly. Reports on this data can be viewed as needed in real time and include cumulative totals.

E. LINKAGES

Maximum Points 10

- 1) Describe how this program will connect participant with access to enrollment in mainstream services and resources (SSI, SSDI, Social Security, TANF, Veterans Benefits, Unemployment Benefits, Veterans Health Care, Medicaid, Food Stamps etc). Explain the extent of the program's role in the process. (referral only, systematic follow-up, transportation for appointments, specialize staff with primary responsibilities etc). If involvement is more than referral, describe the FTE commitment to this role and provide detailed related job descriptions including tasks related to completing the application process. Describe formal partnerships between this program and other public and private programs within and/or outside of the agency. Do not include partnerships that are linked by simple referrals.

The program offers active advocacy and intervention to assist and maintain independence for seniors in all aspects of independent living. Following a comprehensive, face to face in home assessment, Coordinators connect recipients to needed services. Formal partnerships exist with the following programs: a) The Senior Connection program is housed in the same building as the Senior & Disabled Services Medicaid, Oregon Health Plan and Food Stamp programs. Program Coordinators assist home bound seniors to complete the SNAP (food stamp) filing form and return it to Eligibility workers who are then able to waive the in person office visit for the frail senior; make appropriate referrals to the intake unit for Medicaid, Oregon Project Independent or the Oregon Health Plan. b) The program determines eligibility for the S&DS Meals on Wheels programs throughout the county except in the American Red Cross area. c) The LIEAP program eligibility is determined for seniors residing in the rural areas of the county (Florence, Mapleton, Deadwood, Cottage Grove, Creswell, Oakridge, West Fir, Veneta, Notl, Junction City, Chishire, Blachley and Triangle Lake) by Area Coordinators. d) Formalized partnerships also exist with two Friendly Visitor Programs for Frail older adults (Elderhelp and Senior Companions). e) Coordinators have a contract with LTD/RideSource to determine eligibility for LTD and RideSource special transportation services. f) The staff determine eligibility for and link vulnerable seniors who have troubles with finances to the Lane County Easter Seals Money Management program.

- 2) Describe how the program collaborates or otherwise connects with other human service providers, schools, hospitals, public safety to achieve the desired program outcomes for the population(s) to be served.

Vital linkages and collaboration exist between the Senior Connection program and other human services programs, hospitals, and public safety agencies thru formal and informal agreements. Referrals come from a variety of sources including: hospital discharge planners, Aging & Disability Resource Center, Senior Companions, ElderHelp, Adult Protective Service workers, United Way Volunteer Connection, SHIBA, Medicaid case manager, SNAP Eligibility workers. Referrals result in face to face home visits, care coordination and linkages to important services which assist the frail, 60+ senior to remain in their home. Staff assist the clients by helping them fill out forms needed for benefits, making calls to businesses to resolve issues, transporting or arranging transportation to secure needed services such as meals, housing, and shopping.

Program staff attends the many committee meetings and networking activities including: Human Services Network, UWADO, LTD transportation, South Lane Wheels Board member, Money Management Board member, Senior & Disabled Services management and all staff, Age Knows No Limits (Senior Coalition in Lane County), State Family Caregiver, Native American Caregiver State meeting, Governors Task Force on Public Guardianship, and Senior Companion. In addition, Area Coordinators are linked to local community organizations and churches which enable them to find individualized local resources for vulnerable seniors in outlying communities.

F. ACCESS TO SERVICES

Maximum Points 15

- 1) Describe efforts and methods that will be used to ensure that your program is accessible. Are there gaps in accessibility or cultural competence you have identified for this program and plans for implementing improvements?

Include in your answer accessible in terms of:

- a) Affordability: Free services, fee for service, sliding scale fee, scholarships, etc.
- b) Physical accessibility and communication capability for persons with disabilities
- c) Transportation (proximity to public transportation, special transportation programs, vouchers, etc)
- d) Immediacy of services including equitable access (wait lists, prioritization of client need, hours of operation)
- e) Service to clients when language, literacy or cultural barriers are present. For language interpretation or translation, specifically describe resources available or the number of staff/volunteers onsite working for, or available to, proposed program.

The Senior Connection Program is accessible. Staff have been trained in cultural competency. At this time there are no identified gaps in accessibility or cultural competency.

a) The services provided by the Senior Connection staff is available at no cost to persons over the age of 60. The opportunity to donate to the program is available to clients but is not a prerequisite of the program.

b) All of the Senior Connection offices are physically accessible for persons with disabilities. Staff have access to in person and telephonic language and sign interpreters. Each office also has TTY capabilities. Much of the interaction between Coordinators and clients is conducted face to face in the clients own home. Alternative formats are available on request.

c) Generally, transportation isn't an issue as most interactions are conducted in the clients home and over the telephone. Eugene and Springfield Coordinators are housed at Senior & Disabled Services which is across the street (Willamette) from the LTD bus station. The Cottage Grove, Junction City and Veneta offices are on bus routes. The Oakridge and Florence office are served by local feeder services. Coordinators certify eligibility for special and ADA transportation in each of their communities, as well as, certify individuals for medical and volunteer transportation.

d) Senior Connections is not an emergency-response program. However, many clients are in imminent crisis without intervention. Generally, clients are seen on a first come first served bases however, risk assessments are completed on Meals on Wheels and Family Caregiver clients and prioritization is based on the outcome of these tools when and if services are limited and or a wait list has been established. In these case, the client identified with the greatest need is served before others. Routine home visits can usually be scheduled within 3 days. The program operates Monday thru Friday between the hours of 8:00 am to 5:00 p.m.

e) Staff have access to in-person and telephonic interpreters. S&DS provides the following in person interpreters: 3 sign, 4 Spanish speaking. In addition, there is a contract with Language Link to provide telephonic and in-person interpreters. Another contract with DHS provides additional interpreters for the deaf should it be needed including close caption.

G. BUDGET AND FINANCIAL CAPABILITY

Maximum Points 15 (points total include Form 7 - Budget)

- 1) Provide an estimate of your cost per client and/or cost per contact for your program. Describe how this information was determined. Include in your calculation all funds required, including administrative funds, to operate this project not just those requested in this proposal.

2,550 clients were served by the Senior Connections program in 2009-10. This was determined using client registration forms required by the Older Americans Act. The annual budget for the Senior Connections program is \$473,856. This calculates to an annual cost per client of \$185.90. For that minimal amount, clients were connected with the following services:

- a total of 93 volunteers were matched with clients needing assistance and unable to pay with private funds.
- a total of 30,569 hours of volunteer assistance were provided for tasks such as transportation, shopping, errand running and friendly visiting. This translates into a marketplace value of \$546,879.
- Staff disseminated 36,102 pieces of information to clients and families
- 317 clients received assisted transportation with a total of 22,595 one way rides.
- Staff worked with partners in Veneta to help plan and secure funding for a new service center, designed to house local community services such as the senior center, meal site, food and clothing bank.

- 2) It is possible that the HSC may not be able to fund your program fully.
- a) Describe the impact if this project is funded at 80% of the requested amount.
 - b) What is the threshold level amount to ensure program viability? If you are requesting funding from multiple geographic areas in the Emergency Shelter/Services & Other Assistance or Increase Self Reliance Other outcome areas, please provide the threshold level amount for each region. Describe the impact if the program is funded at the threshold level.

a) The funds requested for the Senior Connections program are critical to our ability to serve the growing population of seniors. The impact of funding the program at 80% of the request (which is \$48,000) would essentially be static funding, reducing our ability to serve the expanding population.

b) The threshold level amount to ensure program viability for the Senior Connections program is \$45,833. It should be noted that HSC funds are used to leverage additional dollars through Medicaid match. Without HSC funding our ability to leverage the Medicaid funds will be compromised. Thus, if HSC funds are not available the impact is compounded by approximately \$15,000 due to the potential loss of Medicaid match. At this threshold level the program will be required to infuse significant fund-raising dollars beyond what has been our annual charitable giving receipt to date.

FORM 7 - BUDGET

PROGRAM NAME: Senior Connections

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind	
HSC Proposal (this request)	\$60,000.00		\$60,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Client fees				<input type="checkbox"/>	<input type="checkbox"/>	
Fundraising		\$48,918.00	\$48,918.00	<input type="checkbox"/>	<input type="checkbox"/>	
In-kind contributions				<input type="checkbox"/>	<input checked="" type="checkbox"/>	
United Way				<input type="checkbox"/>	<input type="checkbox"/>	
Federal Older Americans Act		\$304,938.00	\$304,938.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
State				<input type="checkbox"/>	<input type="checkbox"/>	
City				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) LIHEAP Eligibility: Contract w/lt LC		\$45,000.00	\$45,000.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) Medicaid Match: Fed Portion		\$15,000.00	\$15,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL REVENUE:	\$60,000.00	\$413,856.00	\$473,856.00			
POSITIONS (list each position separately include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	In-Kind
Position #1 Senior Connections Coordinator	4.75	\$60,000.00	\$256,476.00	\$316,476.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Senior Connections supervisor	.65		\$65,480.00	\$65,480.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #3					<input type="checkbox"/>	<input type="checkbox"/>
Position #4					<input type="checkbox"/>	<input type="checkbox"/>
Position #5					<input type="checkbox"/>	<input type="checkbox"/>
Position #6					<input type="checkbox"/>	<input type="checkbox"/>
Position #7					<input type="checkbox"/>	<input type="checkbox"/>
Position #8					<input type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$60,000.00	\$321,956.00	\$381,956.00		

MATERIALS AND SERVICES	PROPOSAL	OTHER	TOTAL		
	FUNDS REQUESTED	FUNDING	PROGRAM BUDGET	Admin	In-Kind
Administration		\$74,200.00	\$74,200.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Copy/printing		\$500.00	\$500.00	<input type="checkbox"/>	<input type="checkbox"/>
Direct service/Client assistance funds				<input type="checkbox"/>	<input type="checkbox"/>
Equipment				<input type="checkbox"/>	<input type="checkbox"/>
Facility		\$1,500.00	\$1,500.00	<input type="checkbox"/>	<input type="checkbox"/>
Food (client)				<input type="checkbox"/>	<input type="checkbox"/>
Fundraising				<input type="checkbox"/>	<input type="checkbox"/>
Insurance				<input type="checkbox"/>	<input type="checkbox"/>
Maintenance and repair				<input type="checkbox"/>	<input type="checkbox"/>
Mileage		\$9,200.00	\$9,200.00	<input type="checkbox"/>	<input type="checkbox"/>
Supplies		\$500.00	\$500.00	<input type="checkbox"/>	<input type="checkbox"/>
Telephone		\$4,000.00	\$4,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Training				<input type="checkbox"/>	<input type="checkbox"/>
Travel				<input type="checkbox"/>	<input type="checkbox"/>
Utilities				<input type="checkbox"/>	<input type="checkbox"/>
Vehicle expenses				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Volunteer retention		\$1,000.00	\$1,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Postage costs		\$1,000.00	\$1,000.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
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Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
TOTAL MATERIALS AND SERVICES:		\$91,000.00	\$91,000.00		
REV/EXP TOTAL	\$0.00	\$0.00	\$0.00		

REVENUE NARRATIVE:

Funds from the HSC grant are used as local matching funds for the Medicaid Match (Federal Portion budgeted at \$15,000). HSC funds are able to leverage these additional funds. Therefore, if HSC funds are not made available the Medicaid Match (Federal Portion) is in jeopardy.

EXPENSE NARRATIVE:

A total of 5.4 positions are funded for the Senior Connections program, which is an outreach program designed to serve seniors and help them remain in their own home and as independent as possible. Volunteers are a key ingredient to expanding limited services, thus the need for an expense item to facilitate volunteer retention.

TOTAL FUNDS REQUESTED THIS PROPOSAL	\$60,000.00	
TOTAL ADMINISTRATION REQUESTED FROM HSC	\$0.00	
PERCENT OF HSC FUNDS APPLIED TO ADMINISTRATION	0%	(must not exceed 15%)
TOTAL FUNDS REQUESTED THIS PROPOSAL	\$60,000.00	
TOTAL BUDGET	\$473,856.00	
% OF AGENCY CONTRIBUTION	87%	(must equal or exceed 15%)

FORM 7 - BUDGET

PROGRAM NAME: Senior Connections

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind	
HSC Proposal (this request)	\$60,000.00		\$60,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Client fees				<input type="checkbox"/>	<input type="checkbox"/>	
Fundraising		\$48,918.00	\$48,918.00	<input type="checkbox"/>	<input type="checkbox"/>	
In-kind contributions				<input type="checkbox"/>	<input checked="" type="checkbox"/>	
United Way				<input type="checkbox"/>	<input type="checkbox"/>	
Federal Older Americans Act		\$304,938.00	\$304,938.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
State				<input type="checkbox"/>	<input type="checkbox"/>	
City				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) LIHEAP Eligibility: Contract with LC		\$45,000.00	\$45,000.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) Medical Match: Fed Portion		\$15,000.00	\$15,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL REVENUE:	\$60,000.00	\$413,856.00	\$473,856.00			
POSITIONS (list each position separately include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	In-Kind
Position #1 Senior Connections Coordinator	4.75	\$60,000.00	\$256,476.00	\$316,476.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Senior Connections supervisor	.65		\$65,480.00	\$65,480.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #3					<input type="checkbox"/>	<input type="checkbox"/>
Position #4					<input type="checkbox"/>	<input type="checkbox"/>
Position #5					<input type="checkbox"/>	<input type="checkbox"/>
Position #6					<input type="checkbox"/>	<input type="checkbox"/>
Position #7					<input type="checkbox"/>	<input type="checkbox"/>
Position #8					<input type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$60,000.00	\$413,856.00	\$473,856.00		

FORM 8 – LOGIC MODEL

A.) Select Outcome Area from dropdown list:

OUTCOME 12- Improve Access to Services

B.) Describe the activities or services that this program will provide to participants.

Senior Connection staff work with at risk seniors age 60+ and family caregivers to keep frail, home bound individuals in their own homes, living independently. In-home, face to face, home visits are conducted with vulnerable, older adults to determine client needs and connect to available services.

C.) Use measure #1 and #2 for the two mandatory measures. Use measures #3 to #6 for additional measures (optional).

Measures must be from the same Outcome area as Step A. (reference: measures listed by outcome area are on page 36 of the RFP Resource Manual.)

Outcome / Indicator Measure #1

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains SNAP (Food Stamps), OHP, other non-cash benefit

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

of Food Stamp filing forms completed during home visit by Senior Connections Area Coordinator will be tracked using S&DS customized system.

Outcome / Indicator Measure #2

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent benefit (SSI, SSDI, SS, or on-going Veteran be

Data collection narrative- include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

of clients receiving transportation, Meals on Wheels, friendly visitors and Money Management will be tracked using DHS Oregon ACCESS system.

Outcome / Indicator Measure #3

OUTCOME 12- *Knowledge and use of community resources- Info line callers receive increased level of services

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

of clients receiving information and assistance accessing other services will be tracked into the DHS Oregon Access client tracking system.

Outcome / Indicator Measure #4

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #5

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Outcome / Indicator Measure #6

<- Select Measure ->

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

FORM 1 - RFP COVERSHEET

Name of Program: Cultural and Linguistically Appropriate Access to Human Services for Immigrant Families

Physical Address of Program: 944 W 5th Ave Eugene, OR 97402

Brief, one sentence, description of program:

Centro LatinoAmericano provides linguistic and culturally appropriate access to health and social services for disadvantaged individuals, children and families in Lane County who self-identify as Latino and live in households at or below 200% Federal Poverty Level. We offer crisis intervention, employment advocacy and other human services

Outcome Area from which you are requesting funds and the amount.

(Please submit a separate proposal for each Outcome Area. A single proposal which requests funds from more than one of the twelve Outcome areas will be rejected.)

1. Emergency Shelter/Services and Other Assistance	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
2. Emergency Food & Assistance.....	\$0
3. Integrated Health Care/Care Coordination.....	\$0
4. HUD Amazon Transitions.....	\$0
5. HUD McKenzie Transitions.....	\$0
6. HUD Emerald Options (DD).....	\$0
7. HUD Emerald Options (HIV).....	\$0
8. HUD Emerald Options (Youth).....	\$0
9. HUD Safe Haven.....	\$0
10. Increase Self-Reliance Other	
Eugene & North Central Lane County.....	\$0
Springfield & East Lane County.....	\$0
South Lane County.....	\$0
West Lane County.....	\$0
11. Build A Safer Community.....	\$0
12. Improve Access to Services.....	\$145,000

FORM 2 – RFP CHECKLIST

Applications must include all required documentation listed below to be eligible for this selection process and/or receive a contract for services.

INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED FOR FUNDING

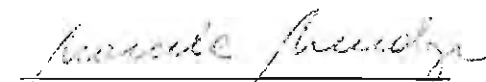
Program Funding Proposal

(One original plus four hard copies and electronically by email, USB Storage Drive or CD)

- Form 1. RFP Coversheet
- Form 2. RFP Checklist (Signed)
- Form 3. Statement of Assurances and Proposal (Notarized)
- Form 4. Letter Indicating a current management qualification is on file at Lane County H&HS/DCF or a complete Management Qualification Packet (one original and three copies).
- Form 5. Agency Qualification Questionnaire
- Form 6. Program Qualification Questionnaire
- Form 7. Budget Spreadsheet
- Form 8. Logic Model

I acknowledge that all of the required items listed above are included in the proposal and understand proposals will be disqualified from consideration for the following reasons:

- Not submitting the proposal by the due date / time of Thursday, November 4, 2010 by 4:00 pm
- Any item listed above is missing from the proposal
- Request for proposal is less than \$25,000 or more than \$175,000 *(HUD SHP programs are allowed exception to maximum limit, see RFP Instructions #7)*
- Requesting funding from more than one Outcome Area in a single proposal
- Statement of Assurances and Proposal submitted without being notarized
- Unable to answer affirmative to all items listed on the Agency Qualification Questionnaire
- Program Funding Proposal or Management Qualification Packet received a score of less than 70%



Authorized Signature

Executive Director

Title

11/04/2010

Date

FORM 3 - STATEMENT OF ASSURANCES AND PROPOSAL

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests the he/she has the authority and/or responsibility to represent his/her organization in all phases of this Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any further contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf of his/her organization that the organization will comply with the General Conditions and Special Conditions in its subcontract with Lane County. The organization will also comply with all applicable federal, state, county and local statutes, rules and funding criteria governing service, facilities and operations. Finally, the organization will submit all required reports, documents and forms within the allotted time for their submission.

The undersigned, as proposer, declares that he/she has carefully examined the specifications and requirements of the Lane County Request for Proposal packet and that proposer agrees, if the proposal is accepted, that proposer will contract with Lane County to furnish the services as specified, in accordance with the proposal offered here.

The proposer hereby certifies that he/she is a resident bidder as defined in ORS 279A.120, of the state of OREGON

By initialing this space MM proposer hereby certifies that he/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space MM proposer hereby certifies that to the best of proposers knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 305.380(4).

The proposer represents that the proposal is in all respects fair and without collusion.

Marcela Mendoza Oct 8, 2010
Authorized Signature Date

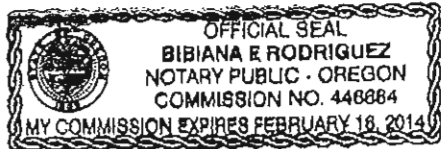
MARCELA MENDOZA, EXEC. DIR. CENTRO LATINO AMERICANO
Printed or Typed Name and Title Printed or Typed Agency Name

Subscribed and sworn to before me this 8th, day of October 2010.

by Marcela Mendoza

Notary Public for the state of Oregon My commission expires February 16, 2014

Bibiana E. Rodriguez



FORM 5 - AGENCY QUALIFICATION QUESTIONNAIRE

Lane County through the Department of Health & Human Services, Human Services Commission applies certain requirements and expectations to subgrantees receiving funds. In order to qualify to administer HSC funds through this process the organization must be able to answer affirmative to the following questions. Please check yes or no to the following questions.

- YES NO Agency has the financial capacity to administer funds.
- YES NO Agency has not had funds recaptured from a funding source in the past year due to non-performance of contract provisions.
- YES NO Agency staff will be able to accurately and completely input client and program data into the Lane County designated client Management Information System database, as required by Lane County, at the time of service or within 72 hours.
- YES NO Agency can provide detailed activity reports after the end of each quarter and after the end of each program year, as required by Lane County.
- YES NO Agency is in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.
- YES NO Agency has personnel policies and procedures that are in compliance with applicable state and federal administrative rules including those outlined in OAR chapter 839 – Bureau of Labor and Industries.

FORM 6 - PROGRAM QUALIFICATION QUESTIONNAIRE

A. ORGANIZATIONAL CAPACITY

Maximum Points 10

- 1) Describe your agency's mission or purpose. Provide a brief description of your agency's experience in the proposals program area.

Centro LatinoAmericano is a bilingual, multicultural agency dedicated to the empowerment of the Latino community of Lane County by offering social services, access to community resources, and advocating for fair treatment. We provide services and case management to immigrant families that enable hard working recent immigrants realize their own dreams, and to give back to the larger community that we now call home. Our vision is one in which Latino immigrants participate fully in the social, economic, and civic life of Lane County. Centro was formed in 1972 by a group of activist students to meet the needs of Mexican families. In 1978, it became a non-profit 501(c)3 organization, and has continued to serve as the main avenue for the social and civic integration of the Latino population. Centro achieves this goal through the contributions of many former clients, employees, and volunteers who now occupy leadership positions throughout the county. We continue extending a welcoming and friendly hand to newcomers, and serving their human needs.

- 2) Describe the qualifications required for staff delivering the services. Include a brief job description and titles. Do not include information on agency management staff if they will not be directly involved in the implementation of the program.

Proficiency in Spanish and experience delivering culturally appropriate services are essential qualifications required by all staff at our agency. The Executive Director provides culturally competent leadership and management for personnel, program development, fund raising, and partnerships; and engages the Board of Directors, community, and other agencies to network, develop services, and increase advocacy for Latino families. Education at the Masters level or higher is required. The Program Development Manager coordinates various services and projects, doubles as caseworker doing case management, maintains program quality, and acts as the content/technical adviser to the operations manager and the director. Education at the Bachelors level or higher is required. The Business Operations Manager coordinates and handles the many components of the agency's business including human resources, payroll, accounts payable, and preparing reports and documents for funding sources, and for our annual audit. Education at the Bachelors level or combined background and experience managing a business are required. Caseworkers concentrate on helping clients deal with problems ranging from health care to family issues, while linking clients with other human services. The children & family caseworker advises parents, makes referrals, works with senior and disabled clients. The employment caseworker works on employment assistance, helps with job searches and resumé preparation, and advises those with job problems that affect their work. This caseworker doubles as Volunteer Coordinator. The substance abuse intake/caseworkers help clients with social issues, provide crisis intervention; also prepare reports and do data entry. Education at the Bachelors level or combined background and experience in human services are required. The transitional housing caseworker meets with clients in their residence, or at other area offices, works with other service providers to discuss a mutual client, and coordinates services at Centro and with Saint Vincent de Paul. The receptionist attends to clients, and deals with inquiries on the phone and face to face, supplying information regarding the organization to the general public, clients, and community members; also helps with fund raising activities. High school diploma and combined experience in client services are required.

B. DEMONSTRATION OF NEED

Maximum Points 15

- 1) What are the problems faced by your target population? Identify and describe the target population and geographical area to be served in your program. (Lane County geographical areas include West, Eugene & North Central, Springfield & East, and South. See Resource Manual for geographic service areas). If providing data or documented facts to confirm the situation, cite all data sources with the year of publication. Please do not describe how your program will address these problems.

Centro's target population is the Spanish-speaking working poor who add language barriers and cultural biases to their integration challenges. The Latino population in Lane doubled in 1990, and increased nearly 42% between 2000-2007 (Eugene-Springfield Consolidated Plan 2010, One-year Action Plan 2010). In 2009, the US Census Bureau estimated that 6.5% (22,822) of the County's population was Latino (total population: 351,109). With this considerable number of Latinos and other minorities becoming local residents, the issues concerning civic integration of immigrants are of growing significance. Also, many Latino families live in poverty. In 2005-2007, 29% of Latinos in Lane County lived in poverty (Table S1701 Poverty Status, US Census Bureau). Despite a hard-working adult population, many Latino children continue to live in low-income families. Latinos are settled all over the county. The Eugene-Springfield metro has the highest concentration, with a combined Latino and minority population of 16.5% in 2007. Spanish is the second most common language in the metro area. Centro serves clients from throughout Lane. In Fiscal Year 2009-10, we had 1,397 active cases, 895 from Eugene & North-Central Lane; 388 from Springfield & East Lane; 62 from Cottage Grove & South Lane; 52 from outside the county (Clients by HSC Service Area by current Zip Code report run on 10/12/10). Centro is located at the core of the Blair Boulevard commercial area serving Whiteaker, Trainsong, and part of West Eugene neighborhoods which includes restaurants, grocery stores, and other ethnic businesses. The other "Latino cultural hub" is the central area of Springfield. We are planning to open a satellite office there.

- 2) Describe existing services (other than your own program), that addresses the problem of your target population, and if applicable, the geographic area as listed in Demonstration of Need #1. Which needs are left unmet by these other services? How does your service differ in its approach to service delivery and/or the people you serve from what is offered by others?

Other human service agencies, such as Catholic Community Services, St. Vincent de Paul, Women-space, Birth to Three, Relief Nursery, and Lane County Department of Human Services have bilingual staff. Many serve clients from across the county. None of them, however, have the kind of culturally and linguistically appropriate approach to service and advocacy that Centro has. We are immigrants assisting other immigrants. Ours is the only culturally specific organization in Lane County operating as a community-based social services agency. Centro's client-oriented flexible case management enhances the scope of our interventions by providing individuals and families with a single point of contact for multiple health and social services systems, and assisting them in advocating for their needs. Our case management interventions assist the individual/families with needs that generally are thought to be outside the realm of mainstream human services agencies, such as phone calls to Consulates, reading a letter to an illiterate person, notarizing the translation of a birth certificate, assisting with day labor requests, advocating with BOLI, advocating with landlords, coordinating a play group, teaching English, and citizenship classes. Also Centro's Substance Abuse Services include assessment, counseling and prevention interventions for youth and adults which are therapeutically necessary and consistent with the needs of bilingual and bicultural individuals. In 2008-09, Centro provided assistance to 1,685 low-income Latinos to meet basic needs--1,355 households served, over 3,600 transactions (Eugene-Springfield 2010 Consolidated Plan, Appendix J, p.203). In FY 2009-10, we served 1,397 unduplicated individuals and had 2,941 transactions (INDs, HHs, and Service Transactions by Service Type Report for Services in 7/1/2009 to 6/30/10 run on 10/11/10). With continuing HSC funding, we plan to serve even more low-income individuals and families in FY 2011-12 in the culturally specific and linguistically appropriate manner that is unique to our agency.

C. PROGRAM DESIGN

Maximum Points 25

- 1) Describe the program for which you are requesting funding. Be very specific. Include the following:
 - a) If this is a new or existing program.
 - b) The goal of your program.
 - c) Target population and how program staff determine individuals/household served.
 - d) The number unduplicated individuals and households you plan to serve annually. Include how the projected numbers were derived.
 - e) How your program plans to address the problems identified in question B1. Demonstration of Need, and how your target population will benefit from your project.
 - f) Services your program plans to provide.
 - g) Services to target population, other than those listed in this proposal provided by applicant agency, which will operate in cooperation with the proposed program and/or at the same location.
 - h) If the proposal is an expansion or enhancement, fully describe the current program and then describe the enhancement or expansion requested in this proposal.
 - i) Describe how the proposed program meets one or more of the Human Services Fund priorities and name the priority (ies)

Centro is requesting HSC funds to continue offering human services through existing subprograms. The ultimate goal of our services is to empower Latino immigrant families so they improve the quality of their lives, and move out of poverty by offering services, access to community resources, and also advocating for fair treatment. Our target population is made of working poor individuals and families who self-identify as Latino, and have a household income at or below 200 Federal Poverty Level. While Latinos generally thrive in Lane County, about 29 percent of all Latino families live in poverty. For many reasons (poverty, discrimination, isolation), these Latinos have a feeling of "not quite belonging." Centro serves this disadvantaged sector to integrate in the larger community. Our clients have distinctive socio-economic and demographic characteristics. The adults are mostly working age (25 to 45 years old) foreign-born immigrants who speak Spanish at home, and have less than 9th grade education. They are employed in low-wage occupations with low prestige or status that offer little job security and no health insurance. Their most common occupations are frequently described as "3D jobs"—that is "dirty, dangerous, or difficult." The average income for Centro's male clients is \$1200 per month, while female clients earn about \$800 per month. They have formed young families with American-born children. Despite predominantly hardworking parents, many Latino second-generation immigrant children continue to live in poor and low-income families. These youngsters—the fastest growing population group by age and ethnicity—face obstacles and inequities that if left unattended, may hinder their integration to the larger community. Moreover, according to U.S. Census estimates, 28% of Latino children in Lane County live in low-income families which is more than three times the proportion of non-Hispanic white children in such families in Lane. Children in low-income families have worse health and educational outcomes, compared to children in more affluent families. Having an immigrant parent can prevent children from accessing important benefits to which they are eligible, including education and health services. In addressing those issues, we can expect that overtime Latinos will integrate just as earlier immigrant groups did, with an accompanying rise in their social and economic status. Our staff determines (a) Latino iden-

Continue on Next Page ->

Describe the program for which you are requesting funding... (Continued)

tity by requesting self-identification and (b) poverty status by requesting information about monthly income of household members (those seeking to qualify for housing or other assistance show proof of income and additional documents). From July 1, 2011 to June 30, 2012 we plan to serve 1,800 unduplicated individuals, which would amount to some 1,400 households. We project these numbers based on the number of individuals and households served in the last two fiscal years, and the current number of active cases (HMIS Clients by HSC Service Area using current zip code report for clients active between 7/1/10 and 9/30/10 run on 10/12/10). Centro addresses our clients' linguistic and cultural barriers, and helps them to move out of poverty and become self-sufficient by offering culturally and linguistically appropriate human services, carried out by competent personnel who are proficient in Spanish. We connect our clients with community resources, helping them navigate through complicated systems and overcoming language barriers. We also help them build relationships with other agencies, and provide them limited non-wage cash assistance to assist the individual in a crisis situation. Centro plans to continue offering the type of services that the HSC has previously funded for this population as follows: (i) services for children and families: we intervene in crisis situations with direct assistance of food boxes, rental/mortgage and utilities assistance, provide referrals to other social service agencies, and do advocacy for our clients; help clients gain access to local health care providers, enroll their children in OHP Healthy Kids Program, and outreach for SNAP (Supplemental Nutrition Assistance Program); coordinate summer activities for children, offer a weekly play group, and teach workshops for bicultural parents; (ii) employment advocacy for men and women: we assist clients with job searches, preparing resumes and filling out job applications, assist them with BOJ claims, offer case management for budgeting assistance and financial literacy, and assist workers who are looking for day labor by connecting employers to workers (without charging service fee); (iii) transitional housing advocacy: we assist clients to apply for TBA, provide referrals, and case management. Other services to Latino families, other than those listed in this proposal, which will operate in cooperation with the proposed program and at the same location are: (iv) enrollment in St. Vincent de Paul's transitional housing program; (v) translation, notarization, and interpreting services (our agency has a pool of interpreters and translators on-call, and we have public notaries on staff); (vi) substance abuse treatment services: Centro's Alcohol and Drug Program serves the needs of youth and adults with assessment and outpatient treatment for individuals and groups, addiction prevention, suicide prevention, and early intervention workshops for youth who have received minor-in-possession charges; certainly when an individual comes to Centro seeking support to overcome substance abuse, our counselors and caseworkers are able to assist the person and his/her family with a wide range of other social services; (vii) educational services: our clients and other community members have access to English as Second Language classes taught by committed volunteers (beginners and intermediate level), English individualized tutoring, Spanish classes, workshops for bicultural parents, citizenship workshops, computer literacy classes, guitar lessons, occasional workshops on financial literacy, and tax preparation assistance during tax season. Centro's request for HSC funds is proposing a continuation and expansion of current services as described before. Our program meets the priority area called "Improve Access to Services," although it also contributes to some extent to "meet community basic needs" and "build a safer community."

C. PROGRAM DESIGN (Continued)

- 2) Describe how the proposed program is consistent with an evidence based best practices, standards in the field, and/or other rationales upon which the program design is based. Please reference relevant research that validates the practices or standards upon which the program design is based. If no research is available on some design elements of your program, discuss your rationale for the particular design element.

Centro's program is consistent with evidence-based best practices in the fields of social work and community health that promote culturally-specific interventions. Our program history of effective practice leads us to prioritize service delivery stretching far beyond the framework of "cultural competency." Researchers recommend expanding services that are developed and delivered by and for ethnic communities, in what is known as "culturally-specific services." At our agency, immigrants enter culturally-specific services as insiders instead of outsiders; we work to integrate them to society, not to the service system; we hold the trust of immigrant families (this backs our ability to respond to community needs and address inequities); we are accountable to the specific sector of the Latino population that we serve; we are located in close proximity to the individuals who are being served. Our clients are welcomed and affirmed in their specific cultural context. Given this engagement, they are more likely to have their needs better understood and are more hopeful about prospects for improvement. Research illustrates that a "match" between the identity of workers and clients has a positive impact on client outcomes. It results in fewer clients departing prematurely, making better use of services, and improving well-being and life skills. Robust research shows that clients in culturally specific services stay involved for longer periods of time (see Holley L 2003 Emerging ethnic agencies: Building capacity to build community. *J of Community Practice* 11: 39-57; Utta L 2006 Organizational cultural competency: Shifting programs for Latino immigrants from a client-centered to a community-based orientation, *Am J of Community Psychology* 38:251-26)

D. PROGRAM IMPACT

Maximum Points 10 (points total includes Form 8-Logic Model)

- 1) Provide a description of the processes that the program uses or will use to review the quality and effectiveness of program services as described in your Logic Model (Form 8). Describe any processes and tools the program uses, or plans to use, for assessing whether clients have achieved the intended outcomes. Include a description of any surveys, screening tools, assessment tools, interview protocols, and/or case note forms you currently use or plan to use and specify the frequency of administration.

At the initial point of contact, caseworkers fill out an intake form that mirrors the content of the OPUS/HMIS form recommended for HSC-funded programs. Centro's intake form is offered in Spanish. It includes household member's information (name, age, birth date, gender, language, disabled, veteran status, ethnicity, reason for accessing services, and contact information), and also household type, current housing status, residence status, and client supplemental characteristics, such as non-cash benefits, employment, education/skills. The information on every client who access our services is entered into OPUS database, and hardcopy of the intake form is kept in the client's file along with the client notes, and the confidentiality agreement form in Spanish, which is signed by both the client (or a parent/guardian) and the caseworker at the time of initial contact, also the release of information form is signed when approval is necessary to share information with other agencies. Once the revised Spanish version of the new intake form recommended for HSC-funded programs becomes available, Centro's Spanish-language form will be updated accordingly. The caseworkers use a client-centered interview protocol, update clients' contact log, and enter new data on OPUS every time they provide case management or have a transaction. Clients who are not seen in six months are exited from the system. The Substance Abuse Treatment staff update clients' intake form at mid-program, and at exit. We also collect data through client feedback forms.

E. LINKAGES

Maximum Points 10

- 1) Describe how this program will connect participant with access to enrollment in mainstream services and resources (SSI, SSDI, Social Security, TANF, Veterans Benefits, Unemployment Benefits, Veterans Health Care, Medicaid, Food Stamps etc). Explain the extent of the program's role in the process. (referral only, systematic follow-up, transportation for appointments, specialize staff with primary responsibilities etc). If involvement is more than referral, describe the FTE commitment to this role and provide detailed related job descriptions including tasks related to completing the application process. Describe formal partnerships between this program and other public and private programs within and/or outside of the agency. Do not include partnerships that are linked by simple referrals.

Centro's staff connect clients with mainstream services and resources. The children & family, and employment caseworkers do outreach for SNAP. They dedicate .10 FTE to this outreach. OHP Healthy Kids Program reimburses the caseworkers for each client application that is completed and approved; there is no specific FTE devoted to OHP Healthy Kids' enrollment. The Substance Abuse intake workers do outreach for SNAP, and internal client referrals to OHP Healthy Kids as well. They dedicate .05 FTE to these outreach and referrals. HSC and United Way of Lane County fund .90 FTE of the work done by the children & family and employment caseworkers, .50 FTE of the Program Development Manager's case management for clients, .30 FTE of the Executive Director who provides leadership and oversight for all subprograms, and .20 FTE of the Business Operations Manager who handles financial reports and operations. HSC and United Way also fund .90 FTE of the receptionist to attend to clients served by the subprograms for children, families, and workers. LaneCare funds .05 FTE of the Executive Director to offer workshops for bicultural parents. A LIPA/ Trillium grant currently funds a part-time contracted position to coordinate the weekly play group (we plan to reapply for continuation of this small grant). Centro has a formal partnership with St. Vincent de Paul Transitional Housing Program, the transitional housing caseworker is entirely funded by this program at .50 FTE. We have a formal partnership with Womenspace, .10 FTE of the Program Development Manager's salary is devoted to provide case management for this partnership.

- 2) Describe how the program collaborates or otherwise connects with other human service providers, schools, hospitals, public safety to achieve the desired program outcomes for the population(s) to be served.

The caseworkers readily connect with other human service providers to address the needs of Latino immigrant families in Lane County. We have a working relationship with many other agencies, community health clinics, schools, and Eugene Police Department "Mano a Mano" Program. Particularly, once a week our volunteers collect healthy foods from Food for Lane County to distribute food boxes to 15 to 20 Latino families, and to serve the children who participate in the play group. Also once a week a caseworker receives updated job vacancies forwarded to us by Lane Workforce Development. We print those job openings and distribute the list among job seekers. COSTCO makes weekly donations of baked and other items that we distribute among clients. Our Youth Mentoring receives referrals from schools. Our Substance Abuse Service also receives referrals from schools. Our workshop for bicultural parents receives referrals from Department of Human Services and Department of Youth Services. Our caseworkers refer clients to United Way's Medical Access and Soy Sano Programs. HIV Alliance conducts free testing at Centro. In the summer, we partner with the UO Moss St. Children's Center to offer summer camp experience to Latino children. Faith communities and civic groups donate food and toys that are distributed to our clients during the holiday. Our play group participates in the Eugene Public Library lending program from which we borrow books. Students at the UO Linguistic Department volunteer with us to teach English to adults. We partner with Oregon Toxics Alliance to promote environmental health awareness in West Eugene.

F. ACCESS TO SERVICES

Maximum Points 15

- 1) Describe efforts and methods that will be used to ensure that your program is accessible. Are there gaps in accessibility or cultural competence you have identified for this program and plans for implementing improvements?

Include in your answer accessible in terms of:

- a) Affordability: Free services, fee for service, sliding scale fee, scholarships, etc.
- b) Physical accessibility and communication capability for persons with disabilities
- c) Transportation (proximity to public transportation, special transportation programs, vouchers, etc)
- d) Immediacy of services including equitable access (wait lists, prioritization of client need, hours of operation)
- e) Service to clients when language, literacy or cultural barriers are present. For language interpretation or translation, specifically describe resources available or the number of staff/volunteers onsite working for, or available to, proposed program.

Centro's human services are very much accessible to the working poor in the Latino community. We do not charge for case management, referrals, educational opportunities, tax preparation assistance, youth mentoring, and other social services. Clients pay affordable fees for computer literacy classes, Internet access, translation and notarization of documents. These and all other fees for services -- including Substance Abuse Outpatient Service-- have a sliding scale. Donations are suggested for long-distance phone calls to Consulates and Embassies, faxes, and multiple photocopies. Our building is accessible to persons with disabilities, and we have a wheel-chair accessible computer available to clients on the ground floor. Our agency is located at the core of Whiteaker neighborhood, where about 15% of the population is Latino. Some clients walk or bike to our office. LTD has a bus stop right in front of our door on 5th Avenue. We are exploring the idea of opening a satellite office in downtown Springfield, to serve clients who live there. We do not have a wait lists. Clients are usually scheduled for the same or the next day. Also our caseworkers see walk-ins as time permits. Many of the inquiries made by individuals who call-in or walk-in are resolved by our skillful and knowledgeable receptionist. All our staff is fluent in Spanish, and our services are offered in Spanish. We add to our bilingual capacity a definite culturally appropriate approach to human services that makes of Centro a unique place. Spanish-speaking immigrants feel welcome and safe at Centro. All our forms, brochures, and printed materials are translated into Spanish. Other human service agencies also furnish us with forms, brochures, and translated materials about their own services that we make accessible to clients. Our clients also have access to a variety of Spanish language announcements, ads, publications, and promotions that we post on the agency's bulletin boards. The Whiteaker Neighborhood Association will start posting translated Board minutes at Centro. Additionally, people in the larger community have access to our on-call interpreting and translation services for which we charge a fee. Other non-profit agencies, as well as business use this language service. Centro is opened from Monday to Thursday from 8:00 am to 12:00 noon, and 1:00 to 5:00 pm. On Friday, we are open from 8:00 to 12:00 noon. However, our Substance Abuse Outpatient Service, Youth Mentoring Program, workshops, language classes, tutoring, and other educational opportunities are scheduled in the evening, from 5:00 to 8:00 pm. Tax preparation assistance is scheduled on Saturday afternoon during tax season. We are working on a plan to bring immigration attorneys from Portland to Centro once a month on Saturday afternoon, too.

G. BUDGET AND FINANCIAL CAPABILITY

Maximum Points 15 (points total include Form 7 - Budget)

- 1) Provide an estimate of your cost per client and/or cost per contact for your program. Describe how this information was determined. Include in your calculation all funds required, including administrative funds, to operate this project not just those requested in this proposal.

Based on the number of clients served by the human services program currently funded by HSC, which includes subprograms for children & families, employment assistance for workers, and crisis intervention for individuals and families, we estimate that in 2011-12 FY Centro will provide similar services to 1800 unduplicated clients and have some 3800 contacts with those clients. These estimates are higher than FY 2008-09, when we served 1,685 low-income Latino individuals and handled over 3,600 transactions, and even higher than the same statistics in FY 2009-10, when we served 1,397 unduplicated individuals and had 2,941 transactions (INDs, HHs, and Service Transactions by Service Type Report for Services in 7/1/2009 to 6/30/10 run on 10/11/10). We propose a higher estimate because we know that the need is greater, and we are efficiently outperforming ourselves. In the first quarter of FY 2010-11 alone we already served 989 unduplicated individuals (HMIS Clients by HSC Service Area code report for clients active between 7/1/10 and 9/30/10 run on 10/12/10). The total program budget for Centro's human services program, including funds requested in this proposal, other funding, and administrative costs is \$201,600 which amounts to a cost of \$52.05 per contact per client. The \$145,000 funds requested in this proposal would pay for staff at 3.8 FTE and other expenses (Centro operates with 7.6 FTE staff, and support from many volunteers).

- 2) It is possible that the HSC may not be able to fund your program fully.
 - a) Describe the impact if this project is funded at 80% of the requested amount.
 - b) What is the threshold level amount to ensure program viability? If you are requesting funding from multiple geographic areas in the Emergency Shelter/Services & Other Assistance or Increase Self Reliance Other outcome areas, please provide the threshold level amount for each region. Describe the impact if the program is funded at the threshold level.

If this program is funded at 80% of the requested amount (\$116,000), Centro will have to reduce the number of low-income Latino clients served under the various subprograms included in this program, will conduct less outreach among the immigrant population, drastically reduce the opportunities for training and professional support for the staff, reduce operation's maintenance and repairs, and other necessary expenses. However, we will still be able to operate and provide bilingual and bicultural human services to Latino immigrants. Such a reduction, however, is actually the threshold level amount to ensure program viability. The HSC funds requested in this proposal would pay for 72% of Centro's linguistic and culturally appropriate human services for Latino children & families, employment advocacy for immigrant workers, and crisis intervention for individuals and families. We cover the other 28% of costs of this program with United Way of Lane County grants, FEMA mortgage and rental assistance funds, fundraising, clients fees, and in-kind contributions. These other funds alone wouldn't allow us to efficiently run the program to reach the many low-wage individuals and families in Lane County included in this proposal.

FORM 7 - BUDGET

PROGRAM NAME:

ANNUAL BUDGET

REVENUE SOURCE (list all sources separately)	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Committed	In-Kind	
HSC Proposal (this request)	\$145,000.00		\$145,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Client fees		\$1,235.00	\$1,235.00	<input type="checkbox"/>	<input type="checkbox"/>	
Fundraising		\$3,105.00	\$3,105.00	<input type="checkbox"/>	<input type="checkbox"/>	
In-kind contributions		\$7,560.00	\$7,560.00	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
United Way		\$30,000.00	\$30,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
Federal		\$7,000.00	\$7,000.00	<input type="checkbox"/>	<input type="checkbox"/>	
State				<input type="checkbox"/>	<input type="checkbox"/>	
City				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) Trillium		\$2,500.00	\$2,500.00	<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific) Food for Lane County		\$2,800.00	\$2,800.00	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other (be specific) Costco Food		\$2,400.00	\$2,400.00	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>	
TOTAL REVENUE:	\$145,000.00	\$55,600.00	\$201,600.00			
POSITIONS (list each position separately, include title)	FTE	PROPOSAL FUNDS REQUESTED	OTHER FUNDING	TOTAL PROGRAM BUDGET	Admin	In-Kind
Position #1 Executive Director	.30	\$14,976.00	\$4,840.00	\$19,816.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #2 Program Development Manager	.50	\$15,600.00	\$5,042.00	\$20,642.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #3 Caseworker, Children & Families	.90	\$22,464.00	\$7,261.00	\$29,725.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #4 Caseworker, Employment	.90	\$22,464.00	\$7,261.00	\$29,725.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #5 Receptionist	.90	\$22,464.00	\$7,261.00	\$29,725.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #6 Intake/Caseworker A&D	.05	\$1,248.00	\$403.00	\$1,651.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #7 Intake/Caseworker A&D	.05	\$1,248.00	\$403.00	\$1,651.00	<input type="checkbox"/>	<input type="checkbox"/>
Position #8 Business Operations Manager	.20	\$6,656.00	\$2,152.00	\$8,808.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Position #9					<input type="checkbox"/>	<input type="checkbox"/>
Position #10					<input type="checkbox"/>	<input type="checkbox"/>
Position #11					<input type="checkbox"/>	<input type="checkbox"/>
Position #12					<input type="checkbox"/>	<input type="checkbox"/>
Position #13					<input type="checkbox"/>	<input type="checkbox"/>
Position #14					<input type="checkbox"/>	<input type="checkbox"/>
Position #15					<input type="checkbox"/>	<input type="checkbox"/>
TOTAL POSITIONS:		\$107,120.00	\$34,623.00	\$141,743.00		

MATERIALS AND SERVICES	PROPOSAL		TOTAL PROGRAM BUDGET	TOTAL	
	FUNDS REQUESTED	OTHER FUNDING		Admin	In-Kind
Administration	\$5,106.00	\$2,030.00	\$7,136.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Copy/printing	\$1,066.00	\$416.00	\$1,482.00	<input type="checkbox"/>	<input type="checkbox"/>
Direct service/Client assistance funds	\$4,264.00	\$7,000.00	\$11,264.00	<input type="checkbox"/>	<input type="checkbox"/>
Equipment	\$2,900.00	\$0.00	\$2,900.00	<input type="checkbox"/>	<input type="checkbox"/>
Facility	\$0.00	\$0.00	\$0.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Food (client)	\$1,800.00	\$5,000.00	\$6,800.00	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Fundraising	\$640.00	\$249.00	\$889.00	<input type="checkbox"/>	<input type="checkbox"/>
Insurance	\$2,132.00	\$832.00	\$2,964.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Maintenance and repair	\$2,089.00	\$816.00	\$2,905.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Mileage	\$213.00	\$83.00	\$296.00	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	\$2,600.00	\$416.00	\$3,016.00	<input type="checkbox"/>	<input type="checkbox"/>
Telephone	\$1,961.00	\$173.00	\$2,134.00	<input type="checkbox"/>	<input type="checkbox"/>
Training	\$1,234.00	\$326.00	\$1,560.00	<input type="checkbox"/>	<input type="checkbox"/>
Travel	\$0.00	\$0.00	\$0.00	<input type="checkbox"/>	<input type="checkbox"/>
Utilities	\$2,558.00	\$999.00	\$3,557.00	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle expenses	\$0.00	\$0.00	\$0.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Cleaning/Janitorial	\$384.00	\$150.00	\$534.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Accounting/Bookkeeping	\$2,558.00	\$999.00	\$3,557.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Office Supplies	\$1,066.00	\$416.00	\$1,482.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Security	\$192.00	\$75.00	\$267.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (be specific) Contract Services	\$5,117.00	\$1,997.00	\$7,114.00	<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
Other (be specific)				<input type="checkbox"/>	<input type="checkbox"/>
TOTAL MATERIALS AND SERVICES:	\$37,880.00	\$21,977.00	\$59,857.00		
REV-EXP TOTAL:	\$0.00	\$0.00	\$0.00		

REVENUE NARRATIVE:

EXPENSE NARRATIVE:

TOTAL FUNDS REQUESTED THIS PROPOSAL	\$145,000.00	
TOTAL ADMINISTRATION REQUESTED FROM HSC	\$19,117.00	
PERCENT OF HSC FUNDS APPLIED TO ADMINISTRATION	13%	(must not exceed 15%)
TOTAL FUNDS REQUESTED THIS PROPOSAL	\$145,000.00	
TOTAL BUDGET	\$201,600.00	
% OF AGENCY CONTRIBUTION	28%	(must equal or exceed 15%)

FORM 8 – LOGIC MODEL

A.) Select Outcome Area from dropdown list:

OUTCOME 12- Improve Access to Services

B.) Describe the activities or services that this program will provide to participants.

Bilingual and bicultural staff conduct all service transactions in Spanish, provide translations of forms and other materials, translate documents for clients, provide on the phone interpretation, information and referrals to other human services, employment advocacy, case management & assistance in crisis situations.

C.) Use measure #1 and #2 for the two mandatory measures. Use measures #3 to #6 for additional measures (optional).

Measures must be from the same Outcome area as Step A. (reference: measures listed by outcome area are on page 36 of the RFP Resource Manual.)

Outcome / Indicator Measure #1

OUTCOME 12- *Increased access to services for Spanish speaking populations- Translation, interpretation provided

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input client/program data on OPUS database by service type "general assistance;" service label "interpretation/translation;" they update information

Outcome / Indicator Measure #2

OUTCOME 12- *Increased access to services for Spanish speaking populations- Receives information, advocacy and culturally appropriate services

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input client/program data on OPUS database by various service types (case management, assistance, referrals, employment, etc.) & service labels

Outcome / Indicator Measure #3

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains SNAP (Food Stamps), OHP, other non-cash benefit

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input data on OPUS by service type "assistance" and "health care;" service label "OHP Healthy Kids" and "SNAP application," they update entries.

Outcome / Indicator Measure #4

OUTCOME 12- *Increased access to mainstream non-wage income and/or non-cash benefits- Attains permanent supportive housing

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input client data on OPUS database by service type "housing;" service label "housing referral" and "rental application," they update data entries.

Outcome / Indicator Measure #5

OUTCOME 12- Increased access: Other (specify)

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input client/program data on employment on OPUS by service label job search, job application assistance, day jobs, resume assist., BOLI complain

Outcome / Indicator Measure #6

OUTCOME 12- Increased access: Other (specify)

Data collection narrative- Include Data Source, Collection Procedure, and Personnel (if using "Other" specify here):

Caseworkers input client/program data on emergency assistance and financial assistance on OPUS by service labels "food boxes" and "budgeting assistance."

**Screening Committee Scores
Top 5 Ranking Proposals**

Screening Committee Scores Top 5 Ranking Proposals - November 2010

Program Name	Reviewer	Org Capacity		Dem Need		Prog Design		Impact	Linkages		Access	Budget			TOTAL
		A.1	A.2	B.1	B.2	C.1	C.2		D.1	E.1		E.2	F.1	G.1	
White Bird	Butera	5	5	4.5	10	20	3.5	9	5	3.5	15	4	4.5	4.5	93.5
White Bird	Cosio	5	5	5	10	20	4.5	10	5	5	13.5	5	4.5	4.5	97
White Bird	Massengill	5	5	5	9	20	4.5	9	5	5	15	5	5	5	97.5
White Bird	Spiker	4.5	5	5	10	20	5	8	4	5	12	5	5	5	93.5
Looking Glass	Butera	5	5	5	10	20	5	10	5	5	15	5	5	3.5	98.5
Looking Glass	Cosio	5	5	5	8	20	5	10	5	5	15	5	5	4.5	97.5
Looking Glass	Massengill	5	5	5	10	20	4	10	5	5	15	5	5	4	98
Looking Glass	Spiker	5	5	5	10	20	5	9	5	5	15	5	5	5	99
ShelterCare	Butera	5	5	5	8	20	5	10	5	5	15	5	5	4	97
ShelterCare	Cosio	4	4	4	3	18	4.5	9	4.5	5	12	5	3	5	81
ShelterCare	Massengill	5	5	5	8	20	4	10	5	5	15	5	5	5	97
ShelterCare	Spiker	5	5	5	10	20	5	10	5	5	12	5	5	5	97
LCOG	Butera	5	5	5	10	20	5	9	4.5	5	15	4.5	5	5	98
LCOG	Cosio	5	5	5	10	20	5	10	4.5	5	14.5	5	5	5	99
LCOG	Massengill	5	5	5	10	16	5	10	5	5	15	5	5	5	96
LCOG	Spiker	4	5	5	10	18	5	8	5	5	15	5	4	5	94
Centro LatinoAmericano	Butera	3.5	5	5	10	20	5	8	4	5	15	5	5	3.5	94
Centro LatinoAmericano	Cosio	5	5	5	9	20	5	9	5	5	15	3	5	5	96
Centro LatinoAmericano	Massengill	5	5	5	8	16	4	9	5	5	15	5	5	5	92
Centro LatinoAmericano	Spiker	5	5	5	8	18	4	6	3	4.5	12	4.5	5	4	84

Screening Committee Scores Top 5 Ranking Proposals - February 2011

Program Name	Reviewer	Org Capacity		Dem Need		Prog Design		Impact	Linkages		Access	Budget			TOTAL
		A.1	A.2	B.1	B.2	C.1	C.2		D.1	E.1		E.2	F.1	G.1	
White Bird	Butera	5	5	4.5	10	20	3.5	9	5	3.5	15	4	4.5	4.5	93.5
White Bird	Cosio	5	5	5	10	20	4.5	10	4	5	13.5	5	4.5	4.5	96
White Bird	Massengill	5	5	5	9	20	4.5	9	5	5	15	5	5	5	97.5
White Bird	Spiker	4.5	5	5	10	20	5	8	4	5	12	5	5	5	93.5
Looking Glass	Butera	5	5	5	10	20	5	10	5	5	15	5	5	3.5	98.5
Looking Glass	Cosio	5	5	5	8	20	5	10	5	5	15	5	5	4.5	97.5
Looking Glass	Massengill	5	5	5	10	20	4	10	5	5	15	5	5	4	98
Looking Glass	Spiker	5	5	5	10	20	5	9	5	5	15	5	5	5	99
ShelterCare	Butera	5	5	5	8	20	5	10	5	5	15	5	5	4	97
ShelterCare	Cosio	4	4	4	3	18	4.5	9	4.5	5	12	5	3	5	81
ShelterCare	Massengill	5	5	5	8	20	4	10	5	5	15	5	5	5	97
ShelterCare	Spiker	5	5	5	10	20	5	10	5	5	12	5	5	5	97
Centro LatinoAmericano	Butera	3.5	5	5	10	20	5	8	4	5	15	5	5	4.5	95
Centro LatinoAmericano	Cosio	5	5	5	9	20	5	9	5	5	15	3	5	5	96
Centro LatinoAmericano	Massengill	5	5	5	8	16	4	9	5	5	9	5	5	5	86
Centro LatinoAmericano	Spiker	5	5	5	9	18	5	8	4	5	12	5	4	5	90
LCOG	Butera	5	5	5	10	20	5	9	4.5	5	15	4.5	5	5	98
LCOG	Cosio	5	5	5	10	20	5	10	4.5	5	13.5	5	5	5	98
LCOG	Massengill	5	5	5	10	16	5	10	5	5	15	5	5	5	96
LCOG	Spiker	4	5	5	10	18	5	8	5	5	15	5	4	5	94

Proposal Rankings

