



Shepherd's House Ministries
Grant Proposal for the

Bend Emergency Shelter 2022

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Introduction

- **Our Mission:** Our mission is to love people well, without judgment while helping them address life threatening issues of:
 - Homelessness
 - Hunger
 - Physical and mental illness
 - Substance abuse
 - Domestic violence and violence of the streets
 - Trauma
- **What We Do:** SHM is a non-profit currently serving our community by providing the following services, free of charge:
 - (2) Residential Recovery Centers for men, women and their children housing for up to 40 residents
 - Emergency Shelter in Bend for up to 90 + men, women and families (with COVID distancing)
 - Winter Shelter in Redmond for up to 30 men, women and families
 - Project SHARE mobile outreach to camps and others living on the streets
 - (2) Graduate Homes for up to 18 men
 - Developing facility in Redmond for community kitchen, long term programs and overnight shelter

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Project Summary

The Project: Maintain the Bend Emergency Shelter for the year 2022

We are seeking \$75,000/month to cover funding for the Bend Emergency Shelter for the year 2022. This will shelter as many as 90+ men, women and families each night. (We have assumed social distancing and other COVID 19 guidelines will still apply.) Additionally, the shelter will provide day warming, day cooling, smoke shelter and other types of shelter as emergency conditions arise.

The Benefit: Our goal is to save lives of those who would have no shelter from adverse weather and other life-threatening conditions on the streets. We will provide such persons with other vital support such as food, clothing and hygiene; provide support to community services such as police, EMT's, treatment providers, and other social agencies which engage homeless persons; connect homeless persons to these community services as they need them; and also create a positive connection between the shelter and the Bend community it serves, including neighboring businesses. Our overall aim is to develop long term trust and mutual respect among our guests, the shelter and the Bend community. We believe this will lead to more enduring, improved life conditions for those who need and use the shelter.

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Objectives

- Save lives
- Provide a safe place to shelter and sleep
- Provide two meals a day
- Provide clothing, toiletries, COVID PPE and first aid products
- Provide ability to care for companion animals
- Partner with other providers and community members to assist with life issues:
 - Case Management
 - Substance Abuse
 - Medical & Mental Health including improved access to the Stabilization Center
 - Housing
 - Employment
 - Emergency response from law enforcement and medical care

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This Year's Bend Emergency Shelter Continues to Affirm the Need

- Shepherd's House operates the only low barrier shelter in Bend. The following are statistics for the current year as of Dec. 27, 2021

Nights Open: 210

Guest Sign Ins: 13,460

Nightly Average: 65 since June 1 (high of 95 on Dec. 27)

Meals Served: 26,920

Unique Individuals Served: 561 (422 men, 139 women)

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Key Personnel

- **John Lodise**, Director of Homeless Services
- **Ryan Smith**, Emergency Services Associate
- **John Ryan**, Director of Operations
- **Yolanda Saporito**, Controller
- **Ryan Olufson**, Volunteer Coordinator
- **Curt Floski**, Executive Director

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Community Support

- **We have letters of support from the following individuals and organizations**

- City of Bend
- St. Charles Health System
- NeighborImpact
- Mosaic Medical Mobile Outreach
- Homeless Leadership Coalition
- REACH
- Bethlehem Inn
- Dr. Randy Jacobs, M.D. Retired, Board Member
- Deschutes County Stabilization Center

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Questions

- Thank you for the opportunity to share our project proposal with you today

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A. Applicant Information

Completed by johnr@shministries.org on 10/15/2021 8:44 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

A. Applicant Information

Please provide the following information.

ORGANIZATION INFORMATION

A.1. Organization Name

The Shepherd's House

A.2. Address

1854 NE Division St Bend, OR 97701

PROJECT INFORMATION

A.3. Project Name

Low-Barrier Shelter

A.4. Project Location

275 NE 2nd St Bend, OR 97701-9770

CONTACT PERSON INFORMATION

A.5. First Name

John

A.6. Last Name

Ryan

A.7. Address

1854 NE Division St Bend, OR 97701

A.8. Phone Number

(360) 326-5714

A.9. Email Address

johnr@shministries.org

B. Organization Information

Completed by johnnr@shministries.org on 10/15/2021 10:05 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

B. Organization Information

Please provide the following information.

B.1. What is the organization's background, mission, and service history:

Our mission is to feed the hungry and shelter those struggling with houselessness. We have been serving in Bend since 2007, and we are actively expanding services into Redmond. We provide low barrier-shelter in Bend and Redmond, as well as long-term recovery programs for the addicted and abused in Bend. We also provide over 60,000 meals a year for the hungry in Central Oregon. We launched a new program in 2020 in response to the COVID pandemic called S.H.A.R.E. (Shepherd's House Aid & Relief Efforts) where our mission goes mobile taking teams out to aid people living in their cars, in tents or in camps. We bring food, water, winter gear and hygiene supplies, and we engage directly with the houseless to build relationships and help people access needed services. Our goal through S.H.A.R.E is to engage with those who are hard to reach, save lives and help people safely transition to programs, safe housing, and other services. In 2021, we took over a mobile shower program where we partner with churches and other local agencies to provide showers, clean clothes, connection and a meal with the houseless. This is a mobile shower trailer that serves in 5 locations where the houseless frequent.

B.2. Provide a brief description of the organization's financial stability as it pertains to the organization's capacity to successfully complete the project, including a brief financial history and primary funding sources. The City may request copies of the organization's financial audit or review for the last two years.

We are strong financially. We have exceeded budget goals over the past 3 years and have built up a reserve fund. In 2019 we raised \$1.43M and last year we raised over \$3M in total income. We have a diversified fundraising plan where we raise fund from private donors, private foundations and public sources. This diversified approach has helped grow income by over 30% per year over the past 3 years, and we are able to sustain programs and services, and expand programs and services. We have added fundraising and administrative staff to support our core mission and to help focus on major gifts. Our budget forecasts continue to show solid support and growth. Some key funders have been: The Murdock Trust--over \$400,000 in pending and recent giving. The Maybelle Clark Macdonald fund, over \$150,000 in pending and recent gifts. The Oregon Community Foundation, The United Way, Central Oregon Health, the Bend Foundation, the Autzen Foundation and Neighborlmapct have also given. We have a significant grant of \$750,000 pending to the Federal Bank to help us open a low barrier shelter and provide long-term recovery beds for the houseless in Redmond. We have also been past recipients of CDBGs.

B.3. Key Personnel Assigned to Project:

Name	Job Title	Qualifications	FTE Hours
John Lodise	Director of Emergency Services	B.A., J.D. , 6 years with Shepherd's House	40

C. Project Description

Completed by johnr@shministries.org on 10/15/2021 10:06 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

C. Project Description

Please provide a brief description of the following:

C.1. Describe the need or problem your project will address.

The low-barrier shelter is offered in partnership with the city to provide shelter for the houseless. According the recent Point-in-Time count Houselessness continues to be a growing problem in Central Oregon and there is no dedicated shelter spaces in Bend, other than this space.

We lease the space from the city and we manage the overnight shelter for about 75 people per night. We provide the administration, staffing, security, medical screenings, and we provide clean clothes, showers and food for the guests.

C.2. Describe how your project will address the identified need or problem, including project background, project objectives, services to be provided by the project, the populations or areas to be served, and how the funds will be used.

We have been providing low-barrier shelter and a long-term recovery community in Bend since 2007, and in this space for the past three months. Our objectives for the low-barrier shelter are to: 1. Provide safe shelter for 75 to 80 people daily. 2. Provide food, clean clothes, showers and hygiene supplies to each guest. 3. Provide relational case management to each guest to help them identify needs and access resources and other services. 4. To see 10 to 20% of our guest safely transition to programs such as mental health support, safe housing, educational programs and other services. The Affordable Housing Development assistance will provide funds to operate the daily shelter and pay the costs for low-barrier shelter for about 75 people per day.

C.3. Describe how your project will address the identified need or problem in a way or to a degree not already being achieved in the community. Please identify any other similar programs or projects and how your project will add to or improve upon existing services.

This is the only dedicated low-barrier shelter in Bend that provides a bed each night, food, clean clothes, supplies, showers and access to other services. Those struggling with houselessness have a secure place each night to get out of the cold and meals for daily nutrition. We partner with other groups who provide long-term recovery and limited shelter beds in Central Oregon, and we partner with those offering food or supplies, but this is the only low-barrier shelter that provides space for up to 80 people per night along with these other services.

C.4. Describe the ways in which your project will have a long-term impact on the need or problem being addressed.

The primary impact is in providing a safe low-barrier shelter for up to 80 people per night. These people are not out sleeping in parks or in camps which is a benefit to the homeless person and the local community. They will have a warm, safe place off the streets each night which will impact personal health and well-being. Another long-term impact is that the houseless have proper nutrition for a day which promotes better health. These guests will have access to showers, hygiene supplies and warm, clean clothes which will also impact personal health and well-being. Having a bed each night also promotes personal security and provides opportunity for each guest to engage in needed resources. 10 to 20% of these guests will access other programs including secure housing and the Oregon Health Plan. One key outcome is that houseless people will not freeze to death on cold nights.

C.5. Describe your organization's plan for evaluating the progress of the project toward addressing the identified need or problem.

We will measure and evaluate these things: 1. The number of people accessing the low-barrier shelter. 2. The numbers and types of services people access. 3. We will ask guests for input and feedback regarding services. 4. We will compare our programs and services to budget to maintain effective programs and cost controls. 5. We will measure the number of people who safely transition to other services or into safe housing.

D. Work Program

Completed by johnr@shministries.org on 10/15/2021 10:18 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

D. Work Program

Please provide the following information.

D.1. Anticipated Start Date:

07/01/2022

D.2. Anticipated Completion Date:

07/31/2023

D.3. List of Task(s) Needed for Project

Task	Start Date	End Date
Secure Agreement with City	10/30/2021	03/31/2022
Upgrade Showers, Kitchen and Misc	03/01/2022	06/30/2022

NOTE: If funded, staff will work with you to set benchmarks for your project. Failure to meet these benchmarks could mean a reduction in funding during current or future years.

E. Project Benefit

Completed by johnr@shministries.org on 10/15/2021 10:07 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

E. Project Benefit

Please provide a brief description of the following:

E.1. Estimates of the total number of persons to be served by the project and the number of low- and moderate-income persons to be served by the project.

The total number of unique individuals will be about 500 to 600 annually.
100% will be low income

E.2. The population and characteristics of the slum or blighted area that will be served (if applicable).

This is not a slum area

E.3. How the project will ensure that moderate-income persons do not benefit to the exclusion of low-income persons.

All of our guests are houseless and have no income or are low-income.

E.4. The methods used to determine the project benefit and documentation of the sources used.

We serve a population that does not have a lot of documentation. We interview people to determine need. Most report no or very low income.

F. Financial Information

Completed by johnr@shministries.org on 10/15/2021 9:49 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

F. Financial Information

Please also provide the following financial information:

F.1. A detailed line-item budget describing the total project cost and operating income and expenses, including consideration of inflationary factors, maintenance costs, potential relocation costs, and increased insurance costs associated with the project.



Budget Form *Required

SHM Low Barrier Shelter Budget 2021-2022.xlsx

F.2. A description of the assumptions used to determine the total project cost and the operating budget, including the sources consulted and how costs were determined.

Our assumptions are based on the hard data from operating a low-barrier shelter in this location for the past 3 months. We totaled all costs and divided by 3 months' time to get an average monthly cost, then created an annual budget using the average monthly amount. We also compared these costs to similar programs we have operated over the past decade to get good budget numbers.

F.3. A brief description of your organization's plan for funding the project after the first year, if applicable.

We would like to continue being a partner with the city to provide low-barrier shelter in Bend.

F.4. A statement regarding your organization's ability to proceed with the project without your requested CDBG or CET funds, or with an award less than your requested amount.

We cannot operate this low-barrier shelter without this funding. A reduced amount would result in reduced services which might include reduced days of operation or not operating the low-barrier shelter at all.

F.5. CDBG Funds Requested

\$825,000.00

F.6. CET Funds Requested

\$0.00

F.7. Leveraged Funds

\$0.00

G. Budget

Completed by rbaker@bendoregon.gov on 11/21/2021 7:02 PM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

G. Budget

Please provide the following information.

G.1. Project Budget

Project Activities	CDBG Funds Requests	CET Funds Requested	Other Public Funds	Private Funds	Activity Total
Personnel	\$574,406.33	\$0.00	\$0.00	\$0.00	\$0.00
Administration	\$6,393.07	\$0.00	\$0.00	\$0.00	\$0.00
Office Supplies & Equipment	\$5,249.52	\$0.00	\$0.00	\$0.00	\$0.00
Food & Kitchen Supplies	\$18,786.48	\$0.00	\$0.00	\$0.00	\$0.00
Janitorial & Cleaning	\$6,826.32	\$0.00	\$0.00	\$0.00	\$0.00
Lease	\$12,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Utilities	\$19,763.28	\$0.00	\$0.00	\$0.00	\$0.00
Maintenance	\$23,672.40	\$0.00	\$0.00	\$0.00	\$0.00
Insurance	\$2,114.28	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$272.04	\$0.00	\$0.00	\$0.00	\$0.00
Security	\$135,360.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL	\$804,843.72	\$0.00	\$0.00	\$0.00	\$0.00

G.2. Other Public Funds

Source	Use of Funds	Amount of Funding	Funding Status
NA		\$0.00	
		\$0.00	
TOTAL		\$0.00	

G.3. Private Funds

Source	Use of Funds	Amount of Funding	Funding Status
NA		\$0.00	
		\$0.00	
TOTAL		\$0.00	

G.4. Funding Documentation



Funding Documentation - Letters of funding commitment from sources

***No files uploaded*

H. Project Feasibility and Readiness

Completed by johnr@shministries.org on 10/15/2021 9:58 AM

Case Id: 30081

Name: The Shepherd's House - 2021

Address: 1854 NE Division St

H. Project Feasibility and Readiness

Please provide the following information regarding project feasibility and readiness:

H.1. A description of the organization's administrative capacity to complete the project, including its experience in implementing and managing activities similar to the proposed project. If capacity is achieved through partnerships with or utilization of other organizations or agencies, describe the nature and status of these partnerships.

We are currently operating, in partnership with the city, a low-barrier shelter for up to 80 people per night in this location. We supply the administration, staffing, security and food, and we are ready to continue this effective program. We partner with other organizations and businesses where possible to acquire food and supplies.

H.2. A description of neighborhood and/or community support for the project. Attach letters of support or other evidence of neighborhood/community support.

The greater community highly values the low-barrier shelter, and we have worked diligently with local neighbors to operate a clean, safe program.



Letters of Support

LOS SHM-Mosaic.pdf

LOS SHM Homeless Lea Coa.pdf

LOS SHM - Reach.pdf

LOS SHM - Bethlehem Inn.pdf

H.3. A description of the organization's readiness to proceed with the project. For example, is staff currently available to work on the project, or is the organization ready to proceed with hiring staff?

We are currently operating the low-barrier shelter and we are ready to sign the agreement and continue operations.

H.4. For CDBG applicants, a description of the organization's familiarity with meeting the federal requirements listed in the [City of Bend Public Services Program Rules and Requirements](#), and/or the organization's plan for ensuring that these requirements are satisfied.

We are familiar with the federal requirements and work to ensure proper record keeping and meeting all other requirements.

Submit

Completed by johnr@shministries.org on 10/15/2021 1:49 PM

Case Id: 30081

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Address: 1854 NE Division St

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator. Also note: please check your Spam email folder if you have not received any emails from Neighborly.

☒ The applicant certifies that all information in this application, and all information furnished in support of this application, is given for the purpose of obtaining funding under the City's Affordable Housing Development Program.

☒ I understand that U.S.C. Title 18, Sec. 1001, provides: "Whoever, in any matter within the jurisdiction of any department or agency of the United States knowingly and willfully falsifies...or makes any false, fictitious or fraudulent statements or representation, or makes or uses any false writing or document knowing the same to contain any false, fictitious or fraudulent statement or entry, shall be fined not more than \$10,000 or imprisoned not more than five years, or both."

☒ I certify that the application information provided is true and complete to the best of my/our knowledge.

☒ I agree to provide any documentation needed to assist in determining eligibility and are aware that all information and documents provided, except as exempted pursuant to law, are a matter of public record.

☒ I further grant permission and authorize any bank, employer, or other public or private organization to disclose information deemed necessary to complete this application.

Signature

John Ryan

Electronically signed by johnr@shministries.org on 10/15/2021 1:49 PM

Shepherd's House Ministries
Statement of Activity- Bend Shelter
FY 2021 - 2022

		Annual
Revenue		
Total Revenue		825,000.00
GROSS REVENUE		825,000.00
Expenditures		
7200 Payroll, Taxes and Benefits	Monthly	Annual
7210 Salaries & Wages	42,960.61	515,527.32
7220 Payroll Taxes	3,910.31	46,923.72
7230 Workers Comp Insurance	317.91	3,814.92
7240 Medical Insurance	1,211.12	14,533.44
Total 7200 Payroll, Taxes and Benefits	48,399.95	580,799.40
7700 Non Personnel Expenses	0.00	-
7710 Office Supplies	103.62	1,243.44
7720 Office Equip - Maint & Repair	155.18	1,862.16
7730 Computer Hardware	18.33	219.96
7760 Postage	4.33	51.96
7770 Printing	156.00	1,872.00
Total 7700 Non Personnel Expenses	437.46	5,249.52
7800 Supplies	0.00	-
7810 Food	1,422.43	17,069.16
7820 Kitchen Supplies	143.11	1,717.32
7830 Janitorial Supplies	365.89	4,390.68
7850 Other Supplies	84.05	1,008.60
Total 7800 Supplies	2,015.48	24,185.76
8200 Facilities & Equipment	0.00	-
8210 Rent	1,000	12,000.00
8215 Laundry/Cleaning	118.92	1,427.04
8220 Security/Alarm	11,280	135,360.00
8230 Utilities	0.00	-
8231 Electric	771	9,254.40
8232 Garbage/Recycling	481.53	5,778.36
8233 Gas	78	933.84
8234 Telephone/Internet	99.63	1,195.56
8235 Water	217	2,601.12
Total 8230 Utilities	1,646.93	19,763.16
8240 Building Repair & Maintenance	775	9,294.36
8245 Minor Equipment	1,198.17	14,378.04
8260 Property & Liability Insurance	176	2,114.28
Total 8200 Facilities & Equipment	17,841.68	214,100.16
8500 Other Expense	0	-
8595 Miscellaneous Expenses	22.67	272.04
Total 8500 Other Expense	22.67	272.04
Total Expenditures	68,717.24	824,606.88
NET OPERATING REVENUE OVER EXPENSES		393.12
NET REVENUE OVER EXPENSES		393.12

May 7, 2020

Racheal Baker
Affordable Housing Coordinator
City of Bend
O.O. Box 431
710 NW Wall St.
Bend, OR 97701

Dear Racheal and Affordable Housing Committee members,

We ask that you please consider Shepherd's House Winter Shelter program to be awarded the requested funds to expand and provide the much needed services to improve outcomes for men and women in crisis during the bitter cold months of winter. The operation of a winter shelter in Bend has been a collaborative partnership with Shepherd's House playing an important role.

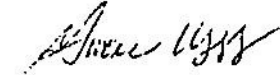
Shepherd's House serves as a respected and active partner in the community and has done so for many years. They are dedicated to providing a safe respite for individuals and families experiencing homelessness in their Bend shelters. Additionally, every winter they work to expand assistance for those experiencing critical need in the community through coordinating cold weather shelters. They have done this in Redmond for over six years, were instrumental in helping with past years in Sisters, Jefferson County and most recently here in Bend; Additionally, they accommodate as many as they can in their existing local shelter, though this is limited compared to the demand. Identifying and running a specific winter shelter is a something that Shepherd's House understands and are willing to step up to take on this challenge.

At this time, Shepherd's House is actively working to take a leadership role to identify and provide this vital service in an accessible and accommodating location here in Bend. They have a proven track record and strong reputation of doing this important work and will ensure that any investment is leveraged and well spent. Providing funding for this program will help to direct resources and services to help those in crisis.

We would like to thank the Affordable Housing Committee for your consideration and widespread community support for organizations like Shepherd's House. If you have any

questions feel free to contact me by phone at 541-322-8768 or by email at gwenn@bethleheminn.org.

Sincerely,



Gwenn Wysling
Executive Director



P.O. Box 8540 • Bend, OR 97708 • ph 541.322.8768 • fax 541.318.7336 • bethleheminn.org





**H O M E L E S S
LEADERSHIP
COALITION**

May 6, 2020

We are writing in support of the Shepherd's House application for CDBG grant funding for staffing of the Bend Winter Shelter for 2020-2021.

A winter shelter for Bend is critical to our efforts to serve our unhoused neighbors. A warm and safe place to spend the night not only serves a basic human need, it allows guests to access supportive services and make contacts that help them begin the journey out of homelessness.

We believe Shepherd's House, with its experience running its own facility and the Redmond winter shelter and assisting other area communities in establishing winter shelter programs is the ideal agency to take over administration of the Bend shelter.

The HLC, our standing Shelter Committee, the Bend Winter Shelter Committee and our service provider partners (including this year's shelter administrator, NeighborImpact) are prepared to support Shepherd's House through:

- **Shelter monitor training and support**
- **Administration of meal service**
- **Case management**

This grant will help ensure that we have an experienced and capable management team in place when we are able to secure a location (the Sheriff's Office location will not be available next season and COVID-19 guidelines will require a larger, more flexible space).

Reflecting upon last year, our community of services providers came together as never before to ensure our neighbors had a safe and warm place to sleep. In spite of a late start, the Bend shelter provided the following services:

- **121 continuous open nights**
- **330 unique guests – 97 women and 233 men – served**
- **3,498 overnight stays**
- **An additional 256 non-overnight warming stays**
- **Meals, showers, supplies and other services**

To build upon these successes, the HLC and the Bend Winter Shelter Committee are working now to prepare for next winter and coordinating with Deschutes County and the City of Bend to identify a shelter location.

With Shepherd's House taking the lead and unprecedented collaboration among service providers, this grant will help make possible a shelter that will benefit our homeless neighbors and be a good neighbor to our community.

Sincerely on behalf of the Homeless Leadership Coalition and community partners,



Colleen Thomas
Cochair
Homeless Leadership Coalition



James M. Cook
Cochair
Homeless Leadership Coalition

To: Wendy Aikln, Shepherds House Ministries

Re: Bend Cold Weather Shelter Proposal for 2020-2021

Grantor: CARES ACT, Community Development Block Grant, City of Bend

Location: TB

Grantee: Shepherd's House Ministries (Non profit)

Proposed Services: administration, operations

Proposed Number of Beds: 100

Partners: Bethlehem Inn, HLC, Neighbor Impact, DCBH, DC EOC

I am a family practice PA and my primary role is on the Mosaic Medical Mobile Outreach Van, which serves the unhoused and other at-risk populations in Central Oregon with on-site primary care, preventive care, urgent care and care-coordination. I am writing in support of Shepherd's House receiving this grant, as I believe it would allow us to be appropriately equipped to meet the needs of our unhoused population next winter. Our winters can be quite severe, and exposure injuries such as frostbite, as well as burn injuries from unsafe heating elements are common. With close proximity to National Forest land, we have a sizeable population of folks who camp on a permanent and transient basis. Unfortunately, these areas do not have access to running water, showers or bathrooms. When we consider the particular needs during the winter in the setting of the Covid-19 pandemic, this poses significant challenges for our patients. From a medical perspective, having an appropriate cold-weather shelter with enough beds would provide significant benefits including but not limited to the following: the opportunity to potentially safely quarantine folks who are ill or have been exposed to Covid-19 for close medical monitoring, provide a safe place for folks to stay rather than crowd in tents where they could expose each other to illness, prevent winter related exposure injuries and deaths, provide access to services which can help patients access substance abuse treatment, mental health, housing, and more. Many cities are utilizing Mass Congregate Shelters as a strategy for providing safe shelter and quarantine for the unhoused during the Covid-19 Pandemic. This grant would allow us the option of addressing both the exposure risks from winter as well as mitigating Covid-19 risk depending on the prevalence/needs at the time. With that, I give my whole hearted support for this grant.

Respectfully,

Kerry Gillette PA-C



REACH

**Relationship Empowerment Action Compassion Heart
Mobile Case Management and Outreach**

May 6, 2020

To Whom It May Concern:

REACH is honored to be associated and collaborating with Shepherd's House Ministries, a service that delivers guidance and support to men and women dedicated to making impactful changes in their lives. In addition to the women's and men's programs, they offer much needed shelter during the winter months and a safe place for our community's most vulnerable to share a meal and shower throughout the year.

Over the past several years as a community partner, I have seen up close how the staff and volunteers treat everyone with compassion, patience, respect and dignity. Grace is a critical cornerstone of the programs they offer and is imbedded in their philosophy towards and interactions with clients, partner agencies, volunteers and the community at large. Shepherd's House models positive behaviors for growth and meaningful change within an environment that promotes strong relationships through building trust.

As the number of people experiencing homelessness increases each year in Deschutes County, it is vital to have agencies like Shepherd's House that are willing to extend their reach and support the growing needs of our most vulnerable community members.

We are grateful to partner with Shepherd's House and look forward to continuing together to make a measurable difference in the lives of those we serve.

Sincerely yours,

Stacey Witte
Executive Director
(425) 765-1782
reachoutcentraloregon@gmail.com



2500 NE Neff Road
Bend, Oregon 97701
541.382.4321
www.stcharleshealthcare.org

Dec. 28, 2021

Dear Rachael:

St. Charles Health System supports the application of Shepherd's House Ministries for continued CDBG funding of the Bend Emergency Shelter in 2022. Shepherd's House has been providing low-barrier shelter at 275 NE Second Street every night since June 1, 2021, giving hundreds of individuals a safe, warm place to sleep, meals, hygiene and valuable connection to wrap-around services. Shepherd's House has a successful track record in providing such low-barrier shelter, both at the Bend Shelter since November 2021 and at the Redmond Winter Shelter since November 2014.

The availability of low-barrier shelter to the unhoused and vulnerable in Bend and throughout Central Oregon is an important part of saving lives, protecting health and safety and offering hope to those who often experience hopelessness. Regular access to a safe bed out of the elements, nutrition and hygiene have obvious health and safety benefits. The Shepherd's House Bend Shelter also provides a known location in which its guests can connect with vital physical and behavioral health providers, including at times response to emergency situations. This regular access combined with support from Shepherd's House staff also saves lives and improves the health and safety of the shelter's guests.

St. Charles Health System joins with other service providers in requesting that the city of Bend give favorable consideration to continued funding of Shepherd's House Bend Shelter.

Best Regards,

A handwritten signature in black ink that reads 'Angelo Turner'. The signature is fluid and cursive, with the first name 'Angelo' being more prominent than the last name 'Turner'.

Angelo Turner
Executive Director, Community Engagement and Philanthropy
St. Charles Health System

The Shepherd's House

Equity and Inclusion Statement

2021

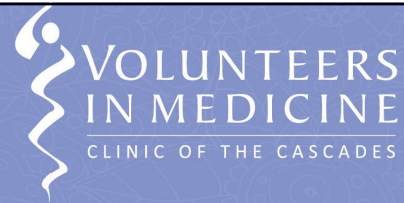
Our goal is to treat every individual with respect and dignity as we would want to be treated. We listen well. Love well. We extend grace where it is most needed to each other and to those we serve. We strive to live transparent, authentic lives that make us accessible and approachable to each other and the people we care for.

Diversity: Each person is unique and brings diversity to our community. Our residents, the homeless we serve, our volunteers and our staff and donors bring with them their unique views of the world and their differences in race, gender, ethnicity, religion, nationality and sexual orientation. It is our belief that diversity allows us to craft programs and policies that are more inclusive, farther reaching and more creative. We strive to listen to each other and meet each person without judgement.

Equity: Shepherd's House gives us a unique view of the world. Each day we are faced with equity issues. Equity recognizes that we don't all start from the same place in the world. Advantages and barriers exist, especially for the people we serve. We strive to ensure that people with marginalized identities have the opportunity to engage with us and take advantage of the services and programs we offer. We serve without judgement and seek to correct the imbalances that are inherent in our culture.

Inclusion: Educator, Verna Myers said, "Diversity is asked to the party. Inclusion is being asked to dance." It is our goal at the Shepherd's House that everyone be asked to dance. We embrace the differences in our work culture and in the people we serve. One of the things that makes culture so unique at the Shepherd's House is that everyone, at every level (whether the executive director or an addicted resident) is valued and is in an environment that encourages input and the exchange of ideas. Our strength is in our authenticity and on the value we place on each human being.

Shepherd's House is guided by our basic core values. We are here to love people well. It is our calling to treat each person with kindness, dignity, understanding, grace, non-judgmentally, without regard for their ethnicity, religious beliefs, gender identity, culture or physical or mental differences.



Presentation to the City of Bend

Community Development Block Grant Program

Kat Mastrangelo, MPA, Executive Director

December 12, 2022

General Eligibility Requirements

Uninsured

Patients are not offered insurance through their employer, and are not eligible for OHP, Medicare, or ACA Subsidies.

Low Income

250% of FPL or below. This corresponds roughly to Moderate or Low, or Extremely Low income levels using HUD guidelines

Working

Someone in the household is working to support the family. Typical jobs are housekeeping, construction, hospitality, and caregiving.
Many patients have their own small businesses and work 2 or 3 jobs.

Live in Central Oregon

VIM provides care for patients in Deschutes, Crook, and Jefferson Counties.

CDBG Specific Requirement

The patient must live in the City of Bend

Services Provided by VIM

- Primary Care including regular checkups
- Chronic Disease support (top diagnoses Diabetes, High Blood Pressure, Anxiety, Depression)
- Referrals to pro-bono specialists
- Lab and Imaging referrals
- Vision care
- Mental Health Counseling
- Prescription Medications
- Dental Care (Limited)

In 2021 VIM's pharmacy dispensed close to \$2M in medications donated from pharmaceutical companies and St. Charles.

Typical Patients

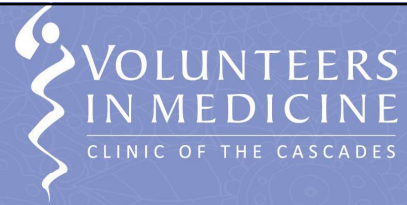
- Maria is 42 years old, is married and has 2 school age children. She works as a housekeeper, and her husband works as a painter. Maria has had 4 doctor visits over the last year with a chief complaint of fatigue. She was diagnosed with low thyroid, and is now receiving medication and follow up to help manage her care. She has been referred to the counselor for anxiety. Now that her medications are stabilized, she can receive them through the mail. Maria speaks Spanish and requires an interpreter for her care.
- Oscar is 35 and is single. He shares a house with his cousin and her family. He works as a landscaper in the summer, and manages snow removal in the winter. He first came to VIM to help with some joint pain. His first visit at VIM included routine blood testing that indicated elevated blood sugars, and he was referred to the bi-lingual VIM Diabetes RN Care Coordinator to learn how to manage his diet to avoid developing diabetes. He was seen by a volunteer orthopedic specialist who was able to evaluate the joint pain and referred him to Physical Therapy. Some exercises and postural changes while working have alleviated the joint pain. He is not currently on any medications. He will hopefully be able to avoid developing diabetes by working closely with our nurse and avoid further joint deterioration with the help from the physical therapist. Oscar speaks English well enough to make appointments, but prefers to have the help of an interpreter at his visits to make sure he understands what the doctor is saying.
- Marcus and Josephine both tested positive for COVID last fall despite being vaccinated. They live with her parents and two pre-school aged children in a two-bedroom apartment. Working with the VIM nurse manager and the bi-lingual referral coordinator, they were able to obtain both their vaccinations and covid testing free of charge. VIM provided a pulse oximeter, thermometer, and BP cuff so that they could monitor their condition with the support of daily calls from the RN manager. They were referred to community agencies to help with food delivery, as well as rental and utility assistance and were able to return to work within 3 weeks. Marcus and Josephine only understand Spanish and require interpreters for all of their care.

Community Building Partnerships

- Medical Specialists across Central Oregon
- COCC Medical Interpretation and Dental Assisting program
- St. Charles Health System
- Central Oregon Radiology
- Direct Relief and Americares
- Pacific Source
- Central Oregon Health Council
- Deschutes County Public Health
- Sunrise Lions Club

How CDBG Funds are Used at VIM

- We use the support provided by the CDBG program to underwrite the annual direct care of specific patients who live in Bend.
- On average our patients have 3-5 visits to the VIM clinic, have at least one outside referral, and receive 1-2 prescription medications. Their care indirectly impacts families of 3-6 people on average including spouses, children, and parents.
- Some patients have 10+visits in a year and may be diagnosed with Cancer, Rheumatoid Arthritis, or Diabetes and receive very expensive care and medications at no cost to themselves.
- Others may be relatively healthy and not require any care for a year, but we are there for them if needed.
- We only include the actual *pro rata* cost of programmatic care in our request. All overhead and indirect costs are funded through private donations.
- We report back to you with specific information on the patients underwritten by this support, including demographics, occupation, and detailed reporting on the actual care received by patient.
- Our proposal is to cover the **DIRECT CARE COSTS of 20 patients at \$938 each, for a total of \$15,397.**



Thank you.

A. Applicant Information

Completed by grants@vim-cascades.org on 11/5/2021 12:48 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

A. Applicant Information

Please provide the following information.

ORGANIZATION INFORMATION

A.1. Organization Name

Volunteers In Medicine Clinic Of The Cascades

A.2. Address

2300 NE Neff Rd. Bend, OR 97701

PROJECT INFORMATION

A.3. Project Name

VIM – Medical Care for Low-Income, Uninsured Adults
from Working Families

A.4. Project Location

2300 NE Neff Rd. Bend, OR 97701

CONTACT PERSON INFORMATION

A.5. First Name

Kat

A.6. Last Name

Mastrangelo

A.7. Address

2300 NE Neff Rd. Bend, OR 97701

A.8. Phone Number

(541) 585-9005

A.9. Email Address

grants@vim-cascades.org

B. Organization Information

Completed by grants@vim-cascades.org on 11/5/2021 12:53 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

B. Organization Information

Please provide the following information.

B.1. What is the organization's background, mission, and service history:

Volunteers In Medicine Clinic Of The Cascades (VIM) is a nonprofit clinic in Bend that provides free medical care to low-income, uninsured adults from working families in Central Oregon. Our mission is "to improve the health and wellness of the medically uninsured or critically underserved through the engagement of professionals, community partners, and dedicated volunteers." Since 2004, VIM has cared for the health of more than 10,000 patients with a value to the community of \$139 million.

All care is provided without charge.

VIM creates an important impact for healthcare access and substantially reduces the burden on Bend's healthcare systems:

*VIM volunteers provided 7,923 patient visits and consultations last year through their donation of 8,353 service hours valued at \$448,582.

*VIM's charitable pharmacy—which is the only one in Central Oregon—dispensed \$1,346,321 in prescription medications, without charge, to VIM patients last year.

*We prevented 1,014 visits to the St. Charles emergency room, saving St. Charles Health System about \$1,408,446 according to data from the Health Care Cost Institute.

* VIM leverages every \$1 raised into \$6 in healthcare services and community benefits. This means that a CDBG grant of \$15,432 (when combined with VIM's cash contribution of \$7,970 for indirect expenses and \$3,364 of other funding) will have a final community impact of \$160,596 (based on research from the Oregon Health Policy & Research Methodology on Community Investment Report, Feb. 2010).

VIM is the only medical clinic in Central Oregon that is focused exclusively on serving the uninsured at no charge. Our patients are 96% Latinx and predominantly from working families. Most patients do not have access to other safety net services in Bend, so CDBG funds will help fill an important gap for this underserved community.

B.2. Provide a brief description of the organization's financial stability as it pertains to the organization's capacity to successfully complete the project, including a brief financial history and primary funding sources. The City may request copies of the organization's financial audit or review for the last two years.

VIM owns the clinic building, has no debt, and offers a strong balance sheet. We maintain low operating expenses by leveraging a paid staff of 12.18 FTE with over 200 medical and medical support volunteers to serve over 1,100 patients annually.

VIM is powered by community support, and philanthropic donations comprise 93% of our cash budget. We do not

receive insurance reimbursements. We have an endowment, but we draw down five percent annually for our medical director's salary, so larger withdrawals would curtail sustainability.

While the pandemic caused a drop in financial contributions from medical partners, such as St. Charles Health System, we secured new government support, COVID-19 response grants, and new and existing foundation funders increases. Tykeson Family Foundation recently provided a new challenge grant of \$125,000/year for three years to match medical community donations, and we expect a rise in medical provider gifts post-pandemic.

For the 2021-22 fiscal year, we have secured funding from sources including the Central Oregon Health Council, Oregon Health Authority, United Way of Central Oregon, American Academy of Family Physicians (AAFP) Foundation, and Crevier Family Foundation to help support our COVID-19 response and general operations. We also benefit from \$341,000 in carry-over funds raised in the last fiscal year.

Donated services and goods are a key factor in VIM's financial sustainability. Highly qualified medical professionals and trained support volunteers provide \$662,000 in donated, in-clinic services each year. We supply prescription medications through more than \$1,346,000 in donated products and Prescription Assistance Programs, maintaining a complete pharmacy for our patients. Finally, we leverage referral networks to provide millions of dollars in specialty care and surgery for our patients at no cost or at very low cost.

B.3. Key Personnel Assigned to Project:

Name	Job Title	Qualifications	FTE Hours
John Letovsky, MD	Medical Director	More than 22 years experience as an Internal Medicine specialist. Prior practice includes Internal Medicine at GreenField Health Systems and Medical Director, Home Health and Home Infusion at PeaceHealth. Doctor of Medicine and Bachelors in Molecular Biology from The University of Colorado; internship at the University of California, San Diego.	1
Kat Mastrangelo	Executive Director	VIM's executive director for 14 years. Serves on the board of VIM America and on the board of the National Association of Free and Charitable Clinics (NAFCC) where she co-chairs the Roadmap to Health Equity Committee. Member of the Central Oregon Health Council (COHC) Operations	0.6

		Committee and the Central Oregon Diversity, Equity & Inclusion Committee (CODIE). MPA in Comparative Administration, Health Care Administration from Indiana University Bloomington and BS in International Relations and African Studies from Georgetown University.	
Jennifer Fuller, RN, BSN	Nurse Manager	Started at VIM as a volunteer and has been the nurse manager for 15 years. She earned her nursing degree at the University of Washington School of Nursing in 1991 and worked as a labor and delivery nurse before moving to Bend.	1
Kimberly Rojas, RN, BSN	Diabetes RN Care Coordinator	Started at VIM at age 18 as a volunteer interpreter. Previously worked at two Federally Qualified Health Clinics, but wanted to find an environment where she could provide more leadership in the community. Bilingual/bicultural. (funded through COHC)	1
Alex Hinkle	Volunteer Coordinator		0.9
Lidia Vasquez	Bilingual Front Office Manager		1
Cynthia Hunt	Operations Manager/Development Coordinator		0.2
Salome Chauncey	Referral Coordinator/Lead Interpreter		0.875
Alex Winn, PharmD	Consulting Pharmacist		0.175
Breanne Hutchens, PharmD	Staff Pharmacist		0.12
TBD	Staff Interpreter		0.58
Chuck Jordan, PharmD	Staff Pharmacist		0.12
Stella Busse	Pharmacy Tech		0.75
Mary Overman	Marketing and		0.15

	Communications Manager		
Lourdes Reyes	Eligibility Liaison		0.5
Yannely Nonato	Eligibility and COVID Outreach Specialist	(funded through OHA)	0.75

C. Project Description

Completed by grants@vim-cascades.org on 11/5/2021 12:58 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

C. Project Description

Please provide a brief description of the following:

C.1. Describe the need or problem your project will address.

While the Affordable Care Act (ACA) greatly expanded healthcare coverage, many Oregonians were left behind. The State of Oregon reports that 277,000 residents lack health insurance, and the percentage enrolled has stagnated. Over 15,000 residents of Deschutes, Crook, and Jefferson Counties do not have healthcare coverage. Moreover, a report by the nonprofit group Families USA estimates that 50,000 Oregon adults ages 19 to 64 lost their health insurance between February and May 2020. Numerous studies show that low-income individuals are sicker, with poorer health outcomes and earlier mortality than other community members.

Many of those lacking health coverage are low, very low, or extremely low-income Latinx immigrants, with very few healthcare options. VIM's patients face increased adversity due to COVID-19. Most work in industries like hospitality or housekeeping where they quickly lost their jobs. Most have multiple underlying conditions (high blood pressure, diabetes, obesity) and families to care for. They face language and cultural barriers in healthcare which VIM addresses. Oregon Health Authority (OHA) reports that in 2020 Latinos were uninsured at a rate of 18.4% as compared to 6.8% for Whites.

Without insurance, most low-income people cannot afford to seek medical attention. Consequently, they wait until they are terribly ill and then end up in the emergency room (ER). But ERs don't provide ongoing or non-urgent care. VIM does. VIM's work strengthens the physical health of low-wage earners, allowing them to stay employed, care for their families, and giving spend hard-earned income on basic necessities instead of healthcare expenses. All of this translates into a stronger community.

C.2. Describe how your project will address the identified need or problem, including project background, project objectives, services to be provided by the project, the populations or areas to be served, and how the funds will be used.

PROJECT DESCRIPTION

VIM respectfully requests \$15,432 to provide one year of comprehensive medical care to 20 low, very low or extremely low-income, uninsured Bend adults who are not eligible for healthcare insurance or services through ACA programs. Patients will receive primary and specialty medical care, prescription medications, mental health care, surgery, physical therapy, lab work, imaging and medical tests, and targeted patient education programs at no charge.

VIM provides care through medical and support volunteers. We manage over 200 clinic volunteers each year. Volunteer medical providers are predominantly medical doctors and doctors of osteopathic, but also include registered nurses, nurse practitioners, and physician's assistants. For patients whose primary language is not English, we provide over 40 trained volunteer interpreters. Volunteers are managed by a staff of medical and nonprofit professionals. We offer a high level of individual attention, with care providers seeing only one to two patients per hour.

We additionally maintain referral networks to provide millions of dollars in specialty care and surgery at no cost to patients. Bend's specialty providers donate services including cancer treatment, urgent surgeries like appendectomies, and emergency dental. Last year, 300 providers representing 46 specialties provided no-fee visits to 321 patients outside the clinic.

VIM serves patients who are 100% low-income, 96% Latinx, ineligible for medical coverage, and over 19 years of age. Potential patients are screened for healthcare coverage eligibility and income. If a person is eligible for medical care elsewhere, we want them to have it. Thus, VIM's first priority is to enroll people into ACA programs. Everyone seeking care at VIM must complete the ACA enrollment process and apply for the Oregon Health Plan (OHP).

COVID-19 RESPONSE

VIM acted quickly to maintain critical medical services during the pandemic. We moved to telehealth in March 2020 through volunteer nurses and interpreters with doctors available to advise in real time. We began virtual doctors' visits in April. We added free-of-charge medications mail delivery. St. Charles Health System provided urgent care at no charge. In May, we began proactively calling patients with chronic conditions (e.g., hypertension, diabetes) who comprise the majority of patients. We are also calling every patient who visits the ER. In July, we secured a \$52,000 OHA grant to provide COVID-19 outreach, education, and engagement for our patients. In September—in partnership with Deschutes County—we secured \$50,000 for COVID-19 testing for a provider with a mobile van. In October, we moved our diabetes education and support to telehealth with a \$50,000 Eli Lilly grant. These steps have been important because VIM patients have tested 45.2% positive for COVID-19 (compared to 5.4% statewide over the past year).

As patients are diagnosed with COVID-19, volunteer nurse teams call as frequently as daily. One patient, for example, was improving until day 12. Because nurses called daily, they knew sudden changes indicated a need for hospitalization. We sent the patient to the ER, where he was admitted to ICU and survived. The patient said he would not otherwise have visited the hospital. Without the intervention, he would have died.

We resumed clinic visits in July 2020, but we are retaining telehealth and prescription delivery to reduce financial barriers and limit virus contacts. The telehealth program has allowed us to expand services from four to five days per week and after hours.

USE OF CDBG FUNDS

CDBG funds of \$15,432 will allow VIM to provide all primary and specialty medical care, prescription medication, mental health care, and targeted health education programs to 20 low, very-low, or extremely low-income Bend adults for one year.

CDBG funding of \$772 per patient represents 24% of the cost of care. The remaining 76% will be provided through volunteer medical practitioners, donated prescription drugs, grants, and cash contributions from VIM supporters for indirect costs.

The total value of care per patient is \$3,187:

- *Direct services (CDBG): \$772
- * Direct services (other funders): \$168
- *Admin and overhead (philanthropic support): \$398
- * In-kind medical and support services: \$590

* In-kind prescriptions: \$1,197

* In-kind Epic support: \$62

The total project value is \$63,746 (20 patients at \$3,187.30 each). CBDG grant funds of \$15,432 will pay only for direct program costs.

C.3. Describe how your project will address the identified need or problem in a way or to a degree not already being achieved in the community. Please identify any other similar programs or projects and how your project will add to or improve upon existing services.

VIM is the only clinic in Central Oregon that cares exclusively for the uninsured without charge. We do this by providing all care through medical and support volunteers. There are two other clinics in Central Oregon for the uninsured—Mosaic Medical and St. Charles Family Care. Both have paid staff, and thus charge patients on a sliding scale, writing off uncollectable amounts. Since the ACA was enacted, we've worked with both clinics to take more of their uninsured patients. The uninsured generally have high rates of chronic illness due to an inability to access care. This puts a large burden on local clinics, but especially Mosaic Medical, which lacks free or affordable specialty care for the uninsured. In contrast, this is where VIM excels.

For 2021, Deschutes County selected VIM to manage all volunteers for the county-wide vaccination drive. VIM helps verify medical credentials, conduct background checks, provide orientation, and track the volunteer corps in our database. VIM was selected due to our expertise in managing medical volunteers and in providing medical services to underserved populations. VIM is coordinating volunteers to administer COVID-19 vaccinations for 138,000 people in Deschutes County in partnership with the Deschutes Unified Incident Command. VIM also began offering onsite vaccinations in April 2021.

C.4. Describe the ways in which your project will have a long-term impact on the need or problem being addressed.

VIM provides care to primary wage-earners in a family. From a financial perspective, unmanageable medical costs are the number one reason people file for personal bankruptcy. Those who are uninsured often let a small ailment go without care for so long that it becomes chronic and even life-threatening. Often this is due to the overwhelming fear of debt that can't be repaid on a low-income salary.

A large number of VIM patients have been without healthcare for years. By the time they come to us, many of them are quite sick. Most of VIM's patients have at least one chronic condition, with mental health, diabetes, high cholesterol, and high blood pressure being our top four diagnoses. These complicated conditions take more time to diagnose and treat, but by using our integrated approach to care, VIM's patients are able to make great strides in a shorter amount of time, without incurring any debt.

When the family breadwinner is healthy and able to manage chronic conditions with regular monitoring and medication, families are stronger. Income can go toward housing and basic needs, which alleviates the strain on social services and the community as a whole.

C.5. Describe your organization's plan for evaluating the progress of the project toward addressing the identified need or problem.

We will measure our success by the number of patients receiving care and by the services provided to them. Specifically, over the course of one year, we will collect the following data on all 20 CDBG sponsored patients:

- 1) Number of visits to the clinic
- 2) Number of medical problems per patient

- 3) Number of prescription medications per patient
- 4) Number of tests and procedures received by each patient
- 5) Number of referrals to outside, pro-bono providers for specialty care and surgery

VIM additionally undertakes continuous program improvement through four approaches: (1) Year-over-year metrics to help us evaluate program efficiency, performance, progress, and quality; (2) Patient feedback – in 2018, for example, we conducted detailed phone interviews with 150 patients on patient needs and clinic services; (3) A six-question survey in the clinic for every patient with Spanish language on one side and English on the other; and (4) A patient advisory committee for diabetic patients that provides feedback on services, evaluates bilingual educational materials, and addresses barriers to service for all VIM patients.

D. Work Program

Completed by grants@vim-cascades.org on 11/5/2021 12:58 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

D. Work Program

Please provide the following information.

D.1. Anticipated Start Date:

07/01/2022

D.2. Anticipated Completion Date:

06/30/2023

D.3. List of Task(s) Needed for Project

Task	Start Date	End Date
Provide healthcare services for 20 patients	07/01/2022	06/30/2023

NOTE: If funded, staff will work with you to set benchmarks for your project. Failure to meet these benchmarks could mean a reduction in funding during current or future years.

E. Project Benefit

Completed by grants@vim-cascades.org on 11/5/2021 12:59 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

E. Project Benefit

Please provide a brief description of the following:

E.1. Estimates of the total number of persons to be served by the project and the number of low- and moderate-income persons to be served by the project.

A \$15,432 grant will provide one-year of comprehensive healthcare to 20 medically uninsured patients. All 20 patients will fall below Bend's 80% AMI limit category, meaning they will be low, very low, or extremely low on the AMI scale.

E.2. The population and characteristics of the slum or blighted area that will be served (if applicable).

N/A

E.3. How the project will ensure that moderate-income persons do not benefit to the exclusion of low-income persons.

VIM only serves households up to 250% of Federal Poverty Level (FPL).

E.4. The methods used to determine the project benefit and documentation of the sources used.

VIM uses the Epic electronic medical records (EMR) system to track all healthcare services delivered to our patients. This is the system used by virtually all major healthcare providers in Central Oregon and it is a standard for the best private-sector clinics nationally. Implementing Epic was a major accomplishment for VIM.

Epic immediately alerts physicians and nurses when lab work is complete or when patients visit other medical providers, receive third-party prescriptions, or visit the ER. It was only with Epic that we could implement our COVID-19 telehealth response; our old EMR could not support the medical professionals in volunteering from home.

We also ask all patients to complete ACA, OHP, and VIM eligibility screening each year. This data also ensures that patients continue to fall within our guidelines.

F. Financial Information

Completed by grants@vim-cascades.org on 11/5/2021 1:00 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

F. Financial Information

Please also provide the following financial information:

F.1. A detailed line-item budget describing the total project cost and operating income and expenses, including consideration of inflationary factors, maintenance costs, potential relocation costs, and increased insurance costs associated with the project.



Budget Form *Required

Detailed Line Item Budget VIM CDBG 2022-23.pdf

F.2. A description of the assumptions used to determine the total project cost and the operating budget, including the sources consulted and how costs were determined.

We used historical records of what it costs for patient services in the clinic to determine the budget for this grant. These included our 2021-22 annual budget of \$1,506,091, along with \$2,078,059 in in-kind contributions from our in-clinic volunteers, charitable pharmacy, and Epic EMR support.

All care at VIM is provided by volunteers, but there is still a need for supervision and coordination to ensure that the care being received by patients is appropriate and necessary. Direct program funds are used for this purpose. This means that CDBG funds will be used to recruit, manage and oversee the work of the medical and non-medical volunteers, provide nurse coordination and patient triage, manage patient intake, and supervise the prescription assistance and pharmacy programs. Our budget assumes that the need for care will remain constant or increase and that we will continue to train and supervise a steady stream of volunteers. If one of the patients supported by this grant moves on to private or federal healthcare programs, we will substitute another patient for the remaining grant period.

The budget also assumes that all line item costs will be allocated equally among patients. For example the cost of the diabetic registered nurse care coordinator is allocated equally across all patients, although not all patients are diabetic.

This proposal requests only direct patient care costs for 24% of the value of care. The remaining 76% includes:

(1) Fundraising, General & Administrative, and Indirect: These include costs like bookkeeping, grant writing, occupancy, dues, and licenses, and printing and copying.

(2) In-Kind Volunteer Services: Volunteer medical professionals provide all the medical care in the clinic. Assisting them are trained volunteers (and support staff) who handle vital positions such as patient scheduling, medical records and eligibility screening. Finally, this includes interpreters. Volunteers are valued at the standard rate for their profession (e.g. doctor, nurse, interpreter, medical front desk). This does not include the value of care provided by VIM's 300+ community medical partners, which would increase this contribution substantially. These are the providers who see patients in their own offices and facilities upon referral.

(3) In-Kind Prescriptions: Our charitable pharmacy provides prescription medications to patients at no charge, thanks to Prescription Assistance Programs with pharmaceutical companies and donated medications. The value of these medications is based on the standard retail price.

One change for this year is that we are expanding our interpreter services. Last year, 48 volunteer Spanish interpreters donated 2,921 hours. We are expanding interpreter services with contract and staff time so that we can leverage additional volunteer medical providers who cannot yet contribute due to the limited number of interpreters. This will allow us to expand interpreter services by 40%. CDBG funding will help make this possible.

F.3. A brief description of your organization's plan for funding the project after the first year, if applicable.

Since 2004, VIM has raised the funds needed to provide healthcare to the uninsured. The number of people we are able to serve varies each year, but we plan to continue this work until we are no longer needed.

F.4. A statement regarding your organization's ability to proceed with the project without your requested CDBG or CET funds, or with an award less than your requested amount.

As stated above, our mission will continue. Since we are asking for per-patient support, this is a scalable request.

F.5. CDBG Funds Requested

\$15,432.00

F.6. CET Funds Requested

\$0.00

F.7. Leveraged Funds

\$48,314.00

G. Budget

Completed by grants@vim-cascades.org on 11/5/2021 1:02 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

G. Budget

Please provide the following information.

G.1. Project Budget

Project Activities	CDBG Funds Requests	CET Funds Requested	Other Public Funds	Private Funds	Activity Total
Direct medical care & oversight	\$15,432.00	\$0.00	\$0.00	\$3,364.00	\$18,796.00
Indirect costs	\$0.00	\$0.00	\$0.00	\$7,970.00	\$7,970.00
Volunteer care provided in the VIM clinic (in-kind)	\$0.00	\$0.00	\$0.00	\$11,800.00	\$11,800.00
Prescription medications (in-kind)	\$0.00	\$0.00	\$0.00	\$23,940.00	\$23,940.00
Medical records management	\$0.00	\$0.00	\$0.00	\$1,240.00	\$1,240.00
TOTAL	\$15,432.00	\$0.00	\$0.00	\$48,314.00	\$63,746.00

G.2. Other Public Funds

Source	Use of Funds	Amount of Funding	Funding Status
Oregon Health Authority	Eligibility & COVID Outreach	\$532.00	Secured
TOTAL		\$532.00	

G.3. Private Funds

Source	Use of Funds	Amount of Funding	Funding Status
Central Oregon Health Council	Diabetes Registered Nurse Care Coordinator, Diabetic Patient Counseling	\$2,832.00	Secured
VIM general operating funds	Indirect costs for 20 patients	\$7,970.00	Committed
Volunteer care provided in-clinic only	Donated patient care	\$11,800.00	Committed
Prescription medication from VIM's charitable pharmacy	Prescription medication for CDBG sponsored patients	\$23,940.00	Committed
St. Charles Health System	In-kind database	\$1,240.00	Secured
TOTAL		\$47,782.00	

G.4. Funding Documentation



Funding Documentation - Letters of funding commitment from sources

***No files uploaded*

H. Project Feasibility and Readiness

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

Completed by grants@vim-cascades.org on 11/5/2021 1:05 PM

H. Project Feasibility and Readiness

Please provide the following information regarding project feasibility and readiness:

H.1. A description of the organization's administrative capacity to complete the project, including its experience in implementing and managing activities similar to the proposed project. If capacity is achieved through partnerships with or utilization of other organizations or agencies, describe the nature and status of these partnerships.

VIM has been successfully caring for the medically uninsured using volunteers since 2004. Our paid employees include 17 staff (12.18 full-time equivalent), who oversee all of the care that volunteers provide to patients, handle volunteer recruitment and scheduling, administrative duties, and fundraising. Several of our staff members were volunteers before being hired. VIM's books are reviewed annually by Jones & Roth, CPA.

VIM is governed by an eleven-person Board of Directors, which includes members with expertise in medicine, insurance, hospital administration, data and analytics, banking, law, education, accounting, and non-profit and business management. All VIM board members are engaged in fundraising.

VIM was awarded CDBG grants in eleven of the last thirteen years. All funds were properly administered and tracked, and all related objectives and outcomes were met.

H.2. A description of neighborhood and/or community support for the project. Attach letters of support or other evidence of neighborhood/community support.

Since VIM is powered by volunteers, we wouldn't exist without strong community support, as mentioned above. St. Charles Health System provides substantial support including a pharmacy allowance, direct grants, and a land lease for \$1 per year. We receive imaging and lab work support from St. Charles Hospital and other providers.



Letters of Support

St. Charles Letter of Support VIM CDBG.pdf

H.3. A description of the organization's readiness to proceed with the project. For example, is staff currently available to work on the project, or is the organization ready to proceed with hiring staff?

The project is already in process. VIM currently serves more than 1,100 low-income, uninsured patients each year.

H.4. For CDBG applicants, a description of the organization's familiarity with meeting the federal requirements listed in the [City of Bend Public Services Program Rules and Requirements](#), and/or the organization's plan for ensuring that these requirements are satisfied.

We have been awarded multiple CDBG grants between 2009 and 2021, and we are familiar with the federal requirements, including record-keeping and reporting. We are also familiar with, and abide by, requirements of other

federal and state programs such as HIPPA (Health Information Privacy and Portability Act), Medicare, Medicaid, OSHA, ADA, and SSI Disability documentation and the other federal requirements in the City of Bend Public Services Program Rules and Requirements.

Submit

Completed by grants@vim-cascades.org on 11/5/2021 1:08 PM

Case Id: 30073

Name: Volunteers in Medicine Clinic of the Cascades -

Address: 2300 NE Neff Rd.

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator. Also note: please check your Spam email folder if you have not received any emails from Neighborly.

☒ The applicant certifies that all information in this application, and all information furnished in support of this application, is given for the purpose of obtaining funding under the City's Affordable Housing Development Program.

☒ I understand that U.S.C. Title 18, Sec. 1001, provides: "Whoever, in any matter within the jurisdiction of any department or agency of the United States knowingly and willfully falsifies...or makes any false, fictitious or fraudulent statements or representation, or makes or uses any false writing or document knowing the same to contain any false, fictitious or fraudulent statement or entry, shall be fined not more than \$10,000 or imprisoned not more than five years, or both."

☒ I certify that the application information provided is true and complete to the best of my/our knowledge.

☒ I agree to provide any documentation needed to assist in determining eligibility and are aware that all information and documents provided, except as exempted pursuant to law, are a matter of public record.

☒ I further grant permission and authorize any bank, employer, or other public or private organization to disclose information deemed necessary to complete this application.

Signature

Kat Mastrangelo

Electronically signed by grants@vim-cascades.org on 11/5/2021 1:08 PM

Volunteers in Medicine
Ordinary Income/Expense Income

INCOME

Grants and foundations	781,519
Individual and Community Fundraising	350,000
Patient Contribution	10,000
Endowment Draw of 5%	96,827

Sub-total Income **1,238,346**

IN-KIND

<i>Volunteer Services</i>	662,979
<i>Medications</i>	1,346,321
<i>Epic Support</i>	68,759

Sub-total In-kind Income **2,078,059**

TOTAL INCOME **3,316,405**

EXPENSE	Annual Expense	Services for 20 Patients	CDBG	Other Cash Fundors
60000 - Personnel				
60450 - Unemployment Insurance	0.00	0.00	0.00	0.00
60100 - Salaries and Wages	881,584.00	0.00	0.00	
60105 - Bonuses		0.00	0.00	0.00
60100 - Salaries and Wages - Other	881,584.00	15,672.60	10,728.75	1,652.60
Total 60100 - Salaries and Wages	881,584.00	15,672.60	10,728.75	1,652.60
60200 - Payroll Taxes	61,369.00	1,091.00	746.85	115.04
60300 - Employee Benefits	92,938.00	1,652.23	1,131.04	174.22
60310 - Med. Deductible Reimb		0.00	0.00	0.00
60300 - Employee Benefits - Other		0.00	0.00	0.00
Total 60300 - Employee Benefits	154,307.00	1,652.23	1,131.04	174.22
60400 - Workers Comp	700.00	12.44	9.83	0.00
60500 - Contract Labor	0.00	0.00	0.00	0.00
60600 - Staff Training and Development	2,500.00	44.44	35.11	0.00
60700 - Personnel Other	200.00	3.56	2.81	0.00
Total 60000 Personnel	1,039,291.00	18,476.28	12,654.40	1,941.87
61000 - Program				
61100 - Dues and Licenses	3,000.00	53.33	0.00	0.00
61150 - Medical Liability Insurance	7,000.00	124.44	124.44	0.00
61160 - Medical Software	65,000.00	1,155.56	1,155.56	0.00
61200 - Lab Services	1,200.00	21.33	21.33	0.00
61255 - Pt COVID Expense	2,000.00	35.56	35.56	0.00
61300 - Pharmaceuticals	4000.00	71.11	71.11	0.00
61350 - Pharma Mail Order	7000.00	124.44	124.44	0.00
61400 - Medical Supplies	16,000.00	284.44	284.44	0.00
61500 - Recognition	6,000.00	106.67	0.00	0.00
61600 - Food and Beverage	13000.00	231.11	0.00	0.00
61700 - Program Other (Patient Revolving Fund)	1,000.00	17.78	17.78	0.00
61800 - Dental	0.00	0.00	0.00	0.00
61825 - Professional Fees (Counseling)	80,000.00	1,422.22	0.00	1,422.22
61900 - Patient Fund Expense	5,000.00	88.89	88.89	0.00
Total 61000 - Program	210,200.00	3,736.89	1,923.56	1,422.22
62000 - Facilities				

62100 - Maintenance and Repair	32,000.00	568.89	0.00	0.00
62150 - Janitorial and Cleaning	10,500.00	186.67	0.00	0.00
62200 - Telephone and Internet	8,500.00	151.11	0.00	0.00
62300 - Utilities	6,500.00	115.56	0.00	0.00
62400 - Facilities Other		0.00	0.00	0.00
Total 62000 - Facilities	<u>57,500.00</u>	<u>1,022.22</u>	<u>0.00</u>	<u>0.00</u>
63000 - Management and Administration				
63100 - Advertising and Marketing				
63110 - Website	9,000.00	160.00	0.00	0.00
63100 - Advertising and Marketing - Other	20,000.00	355.56	0.00	0.00
Total 63100 - Advertising and Marketing	<u>29,000.00</u>	<u>515.56</u>	<u>0.00</u>	<u>0.00</u>
63200 - Bank Charges	2,500.00	44.44	0.00	0.00
63300 - Board Expenses	1,300.00	23.11	0.00	0.00
63400 - Bookkeeping	4,600.00	81.78	0.00	0.00
63500 - Dues and subscriptions	700.00	12.44	0.00	0.00
63600 - Equipment Repair	0.00	0.00	0.00	0.00
63700 - IT		0.00	0.00	0.00
63720 - Software	6,000.00	106.67	106.67	0.00
63740 - IT Equipment	12,000.00	213.33	213.33	0.00
63760 - IT Services	30,000.00	533.33	533.33	0.00
Total 63700 - Information Technology	<u>48,000.00</u>	<u>853.33</u>	<u>853.33</u>	<u>0.00</u>
63800 - Insurance	8,000.00	142.22	0.00	0.00
63820 - Legal and Accounting	7,500.00	133.33	0.00	0.00
63850 - Investment Counsel	10,000.00	177.78	0.00	0.00
63880 - Materials and Supplies	7,000.00	124.44	0.00	0.00
63900 - Postage and Delivery	1,000.00	17.78	0.00	0.00
63920 - Printing/Copying	4,000.00	71.11	0.00	0.00
63940 - Fund Raising Exp	40,000.00	711.11	0.00	0.00
Contingency	0.00	0.00	0.00	0.00
Professional Fees	33,000.00	586.67	0.00	0.00
63980 - Travel and Entertainment	2,000.00	35.56	0.00	0.00
Total 63000 - Management and Administration	<u>198,600.00</u>	<u>3,530.67</u>	<u>853.33</u>	<u>0.00</u>
Sub-total Expense	<u>1,505,591.00</u>	<u>26,766.06</u>	<u>15,432.00</u>	<u>3,364.00</u>
IN-KIND				
<i>Volunteer Services</i>	662,979.00	11,800.00	0.00	0.00
<i>Medications</i>	1,346,321.00	23,940.00	0.00	0.00
<i>Epic Support</i>	68,759.00	1,240.00	0.00	0.00
Sub-total In-kind Expense	<u>2,078,059.00</u>	<u>\$36,980.00</u>	<u>\$0.00</u>	<u>\$0.00</u>
TOTAL EXPENSE	<u>3,583,650.00</u>	<u>\$63,746.06</u>	<u>\$15,432.00</u>	<u>\$3,364.00</u>



2500 NE Neff Road
Bend, Oregon 97701
541.382.4321
www.stcharleshealthcare.org

January 9, 2109

Racheal Baker
City of Bend
Economic Development Department
709 NW Wall Street Suite 100
P.O. Box 431 Bend, OR 97709

Dear Ms. Baker and CDBG Review Committee:

I am writing today in support of continued funding for Volunteer in Medicine Clinic of the Cascades' (VIM) free-of-charge healthcare program for low-income, uninsured city residents. VIM is a critical safety net organization for Bend and a trusted, valued partner for St. Charles Health System. St. Charles provides funding toward operations, reduced costs prescriptions, access to providers and their medical malpractice insurance. VIM's clinic is located on St. Charles property and VIM is charged \$1 per year in rent.

VIM is a *community* organization and depends on community support from individuals, businesses, foundations and the public sector. City of Bend CDBG dollars are a part of community support and I urge you to invest in VIM and in the health of uninsured residents of Bend and Central Oregon.

Sincerely,



Lisa Dobey
Executive Director, Community and Philanthropy



Diversity, Equity & Inclusion Statement

At VIM, the terms *equity* and *inclusion* apply to *all* individuals, regardless of race, color, age, national origin, socio-economic status, sex (including transgender status, gender identity, sexual orientation and pregnancy), religion, disability, genetic information, marital status, political affiliation, or any other label that divides or segments individuals.*

Our Why / Our Purpose

VIM was founded to advance human equality through our belief that all people have the right to access healthcare. At VIM, staff, Board, volunteers, and patients work together to build a system of healthcare that is inclusive and equitable to all.

Vision

We envision a Central Oregon where disparities are eliminated, so that the health and well-being of all people can be optimized.

Commitment

We acknowledge that Central Oregon faces inequities in healthcare. These are perpetuated by deep roots in racism and oppression, along with historical and current trauma.

We commit to working against these inequities.

We commit to being a place for health and transformational healing. Our equity work will have a direct and positive influence on the health outcomes of our patients.

We will thoughtfully examine our policies, programs and procedures to transform the structural, institutional and individual biases that negatively impact our patients.

We will create policies, programs, and procedures to reverse any disparities, using the practices of trauma informed care, compassion, common sense, and research-based structural and procedural changes that lead to equity.

**Definition from U. S. Department of Education*

Approved by VIM's DEI Workgroup on March 21, 2018

Diversity, Equity & Inclusion Policy

In this document, the term “we,” means Board, staff and volunteers.

Welcoming Environment

- The physical and emotional environment that we create communicates our beliefs about the people we serve. Our environment will reflect and support the respect that we have for all patients, staff, volunteers, community members and partners.

Improving Health Outcomes

- VIM will work to raise the health outcomes of all patients. We will maintain an awareness of the relationship that exists between inequities and emotional trauma as we move toward these increased outcomes. Our work will also narrow the gaps between patients with the lowest and highest measures of disease and good health throughout Central Oregon.

Responsive & Accessible Communication

- VIM will promote and encourage equitable and responsive communications in all patient interactions. All informational, educational and feedback tools and exchanges will meet the literacy and cultural needs of our patients.

Engaging Multiple Perspectives

- VIM will welcome and empower patients as essential partners. We will plan, make decisions, and deliver and monitor policies and services to enhance the patient experience at VIM in the most equitable and inclusive manner.

Cultural Humility

- We will explore our own racial and social equity identities to examine personal bias and our individual participation in structural racism and systems of social oppression. We also commit to the ongoing work of building and implementing the skills necessary to dismantle these inequities.

Accountability & Compassion

- We recognize that inclusion and equity work will challenge us as individuals, and as a team. We agree to treat ourselves, and each other, with support, respect and compassion as we evolve, while maintaining a level of personal and professional accountability.

Interrupting Racism & Social Oppression

- To build a culture of shared learning and growth, we will support and encourage the naming and interrupting of racism and socially oppressive language, actions, systems and processes.

Organizational Accountability

- VIM's Diversity, Inclusion & Equity Workgroup will track implementation of policies, procedures and activities throughout the clinic and make adjustments where needed to align with our commitment to equity. The Workgroup will also ensure that the appropriate resources, staffing, and time are allocated to move this work into action.

Workforce Equity

- We will model the change we wish to see in the world. VIM will actively recruit, employ, support and retain staff, Board and volunteers that are racially and socially diverse. Support of VIM's Diversity, Equity & Inclusion Policies will be a component of staff performance standards.

Approved by VIM's DEI Workgroup on March 21, 2018

Cascade Youth & Family Center's The LOFT Program



What Causes Youth Homelessness?

Youth homelessness is often rooted in family conflict.

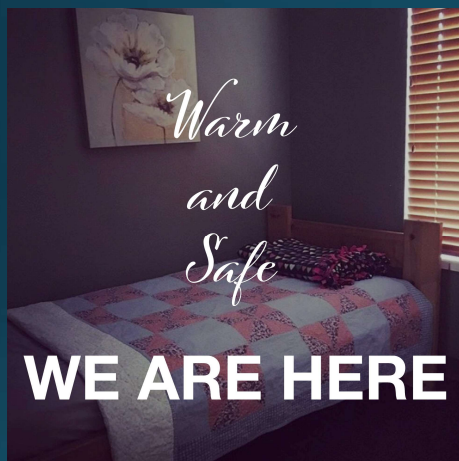
Other contributing factors include:

- Economic circumstances like poverty and housing insecurity
- Racial disparities
- Mental health disorders
- Involvement with the child welfare and juvenile justice systems are also more likely to become homeless.



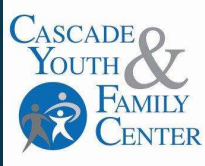
Many homeless youth and young adults have experienced significant trauma before and after becoming homeless and are particularly vulnerable, including victims of sex trafficking and exploitation.

Youth who identify as LGBTQ; pregnant and parenting youth; youth with special needs or disabilities, and youth of color, particularly African-American and Native American youth, are also more likely to become homeless.



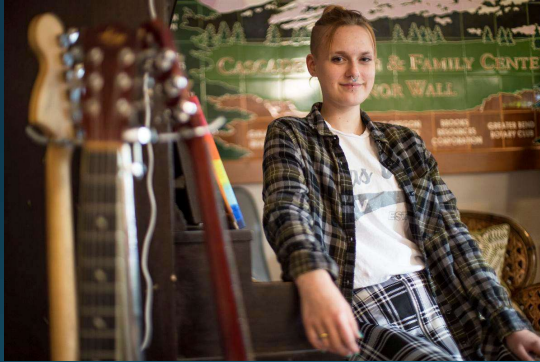
At The LOFT:

- 25% of the youth are transgender
- 60% are LGBTQIA
- 30% are survivors of human trafficking
- Almost every youth served by our program reports having experienced abuse



The LOFT (Living Options for Teens)

Program Serves youth ages 16-24yo



- Shelter (25 youth/3,000 shelter nights)
 - Emergency shelter (21 days)
 - Long term shelter program (24months)
- Basic Needs
- Daily case management support
 - Over 2,000 hours of case management will be provided
- Weekly life skills groups
- Daily skills training
- Medical and dental screenings within the first 30 days
- Connections to resources
- Education and employment support
- Individual goal setting
- CSEC, D&A and Mental Health Screenings

Supporting youth experiencing homelessness prevents:



- Trauma
- Abuse
- Trafficking
- Adult Homelessness
- Mental Health Crisis
- Health disparities



A. Applicant Information

Completed by deirdrek@jbarj.org on 11/5/2021 11:52 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

A. Applicant Information

Please provide the following information.

ORGANIZATION INFORMATION

A.1. Organization Name

J Bar J Youth Services (JBJYS)

A.2. Address

62895 Hamby Road Bend, OR 97701-9575

PROJECT INFORMATION

A.3. Project Name

Cascade Youth & Family Center (CYFC) - The LOFT (Living Options for Teens)

A.4. Project Location

19 S.W. Century Drive Bend, OR 97702-1048

CONTACT PERSON INFORMATION

A.5. First Name

Deirdre

A.6. Last Name

Kasberger

A.7. Address

62895 Hamby Road Bend, OR 97701-9575

A.8. Phone Number

(541) 389-1409

A.9. Email Address

deirdrek@jbarj.org

B. Organization Information

Completed by deirdrek@jbarj.org on 11/5/2021 11:56 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

B. Organization Information

Please provide the following information.

B.1. What is the organization's background, mission, and service history:

Background, mission and service history: This request for funding is submitted on behalf of Cascade Youth & Family Center (CYFC), a program of J Bar J Youth Services (JBYS), a 501 © (3) nonprofit corporation founded in 1967. The organization's mission is "to promote innovate options for children, youth and families toward self-sufficiency and personal responsibility". JBYS is the largest regional provider of services for at-risk youth, with 8 programs and a budget of \$12.1 million. The agency employs over 150 staff and served over 2,000 youth last year through residential and community based programs in Central Oregon. The programs of JBYS include:

- J Bar J Boys Ranch (Ranch) and J5
- The Learning Center
- The Academy at Sisters
- Kindred Connections
- Big Brothers Big Sisters of Central Oregon
- Cascade Youth & Family Center (CYFC) – see below
- Anti-Trafficking Project (at:project)
- Grandma's House of Central Oregon (GHCO)

CYFC was founded in 1989 and serves 400 youth (duplicated), ages 12-24, annually from throughout Central Oregon. Programs include:

- Transitional Living for homeless youth – The LOFT (ages 16-24)
- Runaway Services – Emergency Shelter and Family Mediation (ages 14-22)
- Street Outreach – Drop-in Services and Street Based Services (ages 14-22)
- Tag it Forward Coffee – Employment project for homeless youth
- Independent Living Program – ILP services for youth in DHS custody (ages 16-20)

CYFC was the recipient of CDBG funds through the City of Bend in 2003. These funds helped JBYS purchase the facility where the transitional living program is housed (The LOFT – Living Options for Teens – 19 S.W. Century Drive, Bend). Since 2003, CYFC has provided transitional living services to more than 1,000 youth. An additional 750 have received short term shelter services through the LOFT. (See C – Project Description and H - Project Feasibility & Readiness)

B.2. Provide a brief description of the organization's financial stability as it pertains to the organization's capacity to successfully complete the project, including a brief financial history and primary funding sources. The City may request copies of the organization's financial audit or review for the last two years.

Financial Stability and Capacity to Complete Project: JBYS is a well-funded organization that has the financial stability to ensure program success. Below is a breakdown of revenue sources for 2020-2021 (last completed fiscal year). Revenue from fundraising was down this fiscal year due to the COVID-19 pandemic. JBYS was unable to have the Oregon High Desert Classics Horseshow in July 2020. This combined with other fundraisers that had to be canceled resulted in the loss of significant revenue for the organization. Donations from businesses and individuals, as well as foundations and trusts were also down due to COVID-19. (See H – Project Feasibility & Readiness and F – Financial Information)

Financial history and sources of funding – 2019-2020 Revenue Sources – All JBJYS – TOTAL: \$10,292,814:

- Direct Public Grants – Foundations and Trusts: \$131,851
- Direct Public Support – Businesses and Individuals: \$552,320
- Government Contracts – Federal, State and County: \$5,765,968
- Government Grants – Federal, State and County: \$1,603,375
- Indirect Public Support – United Way and Affiliated Organizations: \$92,285
- Program Income – Residential Services and Enrollment Fees (Academy at Sisters): \$2,053,435
- Special Event Income – High Desert Classics; Comedy Benefit; Bowl for Kids' Sake: \$74,740
- Other: \$18,840

Funding for The LOFT is provided through the following sources: Federal grants – Department of Health and Human Services; State grants – Department of Human Services – Runaway and Homeless Youth Program; County grant – Deschutes County; Emergency Food and Shelter Program; United Way; Emergency Solutions Grant; Foundations; Donors and Fundraising.

B.3. Key Personnel Assigned to Project:

Name	Job Title	Qualifications	FTE Hours
Stephanie Alvstad	CEO	BA/Social Work; 34 yrs. experience	1
Deirdre Kasberger	Chief Operating Officer	BS/Sociology; 28 yrs. experience	1
Elizabeth Langmas	Community Programs Director	24 years experience	1
Maggie Wells	Program Manager/Shelter Manager	12 years experience	1
Tomeiko-Spencer Givens	Case Manager - The LOFT	5 years experience	1

C. Project Description

Completed by deirdrek@jbarj.org on 11/5/2021 11:57 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

C. Project Description

Please provide a brief description of the following:

C.1. Describe the need or problem your project will address.

This project meets the National Objective to benefit low and moderate income persons by providing benefits to a specific population-homeless youth. All youth to be served are residents of The LOFT, an emergency shelter for homeless youth. (16-24 yrs.; males & females; 25% transgender; 30% victims of human trafficking)

This project meets the City of Bend's criteria for "Higher Priority", addressing needs to include:

- Support services for those that provide public services, such as food pantries, victim counseling, counseling services, assistance in finding housing, financial and legal counseling and other services. The LOFT provides support services to homeless youth, including a food pantry, counseling, Coordinated Entry/Rapid Rehousing program to include case management of youth while they search for housing and skill building related to finances.
- Create new homeless shelter units and preserve existing units to serve this population. This proposal will help ensure that all existing shelter units at The LOFT remain fully funded and staffed.

The number of unaccompanied homeless youth (UHY) living in Central Oregon increased by 252% in 2021 (PIT Count - 48 in 2020; 169 in 2021). This number only reflects survey respondents who meet the HUD definition of "literally homeless." Unfortunately, this means that many who are living in poverty and not considered "literally homeless" are not counted. In addition, it is estimated that this yearly count misses roughly 30% – 40% of UHY, who are harder to count. Additionally, housing is incredibly difficult for an UHY to secure. Many runaway, homeless, pregnant/parenting and trafficked youth have multiple and complex problems relating to family conflict, drug and/or alcohol abuse/dependency, poor physical/mental health, contact with the criminal justice system, and histories of institutional care and traumatic life events. UHY are at higher risk for sexual exploitation. It is estimated that 5,000 UHY nationally die annually.

C.2. Describe how your project will address the identified need or problem, including project background, project objectives, services to be provided by the project, the populations or areas to be served, and how the funds will be used.

Project Background: The specific program for which we are seeking funding is The LOFT (Living Options for Teens) shelter facility, a program of Cascade Youth & Family Center (CYFC). CYFC was founded in 1989 and is the largest regional provider of services for runaway, homeless and street youth, including victims of human trafficking, serving 400 youth annually from throughout Central Oregon. There are a total of 24 employees (17 FT; 7 PT; 19 FTE). Combined management staff experience is over 100 years.

Services to be Provided - The LOFT: In 2003, CYFC began providing shelter services for homeless and runaway youth through The LOFT. Youth served include runaway, homeless and street youth, many who are victims of human trafficking. The LOFT provides emergency shelter beds, as well as longer term transitional living in a structured, life skills modeling environment. Each youth receives intensive case management services and a goal-oriented service plan designed to develop strong life and interpersonal skills. The overall goal for each client is successful transition into

independent, self-sufficient living. The following services are provided through the LOFT:

- 24-Hour Crisis Hotline/Crisis Intervention
- Direct Entry Emergency Shelter
- Family Mediation
- Case Management and Advocacy
- Substance Abuse Assessment
- Mental Health Assessment
- Drop-in Services: laundry/food/shower
- Job Search Assistance
- Educational Engagement
- Basic Needs: food/clothing/hygiene
- Life Skills Training
- Transportation
- Referral Navigation

CYFC believes that safe shelter is a human right and provides direct 24-hour access off the street. Once sheltered, CYFC begins to assess the overall needs and well-being of each individual. The LOFT is the only reduced barrier (substance abuse), housing first youth shelter east of the Cascade Mountains.

Project Objectives:

Objectives for the LOFT program include:

Safe & Stable Living Situations - Improved Safety and Structure: Youth will transition to safe & appropriate living situations: All clients receiving emergency or transitional shelter are tracked based on the stability of their living condition when exiting the program. 90% of youth will move on to stable living conditions within 24 months of entering the program.

Educational Success - Improve Self Sufficiency: Youth will demonstrate academic progress or re-engage in their education process. All clients are assessed pre and post service for academic status, re-engagement in education and/or academic progress. All youth accessing shelter will be referred to the McKinney Vento Services Homeless Youth Liaison through Project HELP in the Bend, Redmond and Sisters School Districts. 75% of youth served will demonstrate academic progress and/or re-engage in their educational process. 95% of youth referred to McKinney Vento Services will have expedited enrollment, IEP evaluation, transportation and basic school needs within a week of being placed in shelter services.

Employment Success – Improved Self-Sufficiency: Youth will live independently and be able to manage a budget. All clients are assessed pre and post service for employment status and ability to maintain employment and increase related skills. 90% of youth receiving employment services will successfully gain employment.

Positive Relationships – Increase Permanent Connections: Youth will have a positive relationship with a caring adult. All clients are assessed pre and post service for healthy relationships. 100% of youth served will be able to identify healthy permanent connections.

Health - Address Trauma and Improve Well Being: Youth will have access to services for general health, mental health, and dental health. All clients are assessed pre and post service for health (mental health and physical health) indicators. 100% of youth served will report having improved access to physical and mental health services.

Populations to be served: CYFC shelters the most vulnerable youth to reduce risk and end chronic homelessness. The population served through this project includes homeless youth engaged in services through CYFC and living at The LOFT, an emergency youth shelter. The youth are 16-24 year of age and include both males and females (25% are transgender and 30% report being trafficked). All youth served meet the criteria for homeless and are therefore extremely low, low or moderate income.

Areas to be served: The service area for this project is the City of Bend. In 2020, 90% of youth served identified as being from the City of Bend. Many migrate to the city from throughout the region as CYFC is the only shelter in Central and Eastern Oregon. CYFC offers outreach and services at three locations located in Bend including:

- 19 S.W. Century Drive (LOFT Shelter and drop in services)
- 2125 N.E. Daggett Lane (shelter access, family mediation, case management services)
- 2330 N.E. Division Street (anti-trafficking services, street outreach services)

C.3. Describe how your project will address the identified need or problem in a way or to a degree not already being achieved in the community. Please identify any other similar programs or projects and how your project will add to or improve upon existing services.

How project addresses identified need in a way not already being achieved: As indicated above, CYFC is the only direct entry, housing first, reduced barrier shelter in Central and Eastern Oregon. Although there are many programs offering food, clothing, referral services and advocacy, there are no other programs in the area where services are provided 24 hours a day and without restrictions related to drug and alcohol use at entry (CYFC assesses youth at entry and offers comprehensive services to address substance use). Additionally, CYFC is the only program providing emergency and transitional shelter services to youth under the age of 18. CYFC is the only program offering a 24-Hour crisis hotline for direct entry to services and the only program providing street based services for youth. The program provides the only comprehensive case management services for youth who are runaway, homeless, street dependent or victims of human trafficking.

Similar programs or projects:

There are no other local providers that are trained and specialize in runaway and homeless youth needs, which are dramatically different from the needs of the adult homeless. There are other providers who act as referral sources for homeless youth, however CYFC is the only youth shelter in the region, licensed by the State of Oregon to serve youth under the age of 18 (licensing is required for shelters serving youth under 18).

How project will add to or improve upon existing services:

This project improves long term outcomes for youth by providing additional staff coverage for the LOFT. Current staffing is limited, due to reduced federal funding, state and local funding. For youth to be successful long term, staff must engage youth individually and provide comprehensive Case Management services with a focus on education and employment. Funds through the City of Bend CDBG grant will enable CYFC to add an additional FTE in order to meet the required staff to youth ratios required by law.

C.4. Describe the ways in which your project will have a long-term impact on the need or problem being addressed.

Anticipated outcomes for this project include:

- Improved Safety and Structure
- Improved Self Sufficiency
- Increased Permanent Connections; Belonging and Membership; Closeness in Interpersonal Relationships
- Improved Well Being and
- Trauma Addressed

All will impact and have a lasting effect on the youth served. CYFC's goal is to shelter the most vulnerable youth to

reduce risk and end chronic homelessness. CYFC believes that safe shelter is a human right.

C.5. Describe your organization's plan for evaluating the progress of the project toward addressing the identified need or problem.

Progress towards meeting the identified needs and achieving the desired objectives will be measured quarterly and reported to the City of Bend as required by the CDBG Grant. CYFC is a current recipient of federal funds through the Department of Health and Human Services and as such reports semi-annually using the Homeless Management Information System (HIMS), as mandated by the Department of Housing and Urban Development's (HUD). In addition, CYFC has its own database where outcome based data is tracked monthly.

D. Work Program

Completed by deirdrek@jbarj.org on 11/5/2021 10:29 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

D. Work Program

Please provide the following information.

D.1. Anticipated Start Date:

07/01/2022

D.2. Anticipated Completion Date:

06/30/2023

D.3. List of Task(s) Needed for Project

Task	Start Date	End Date
OUTREACH TO IMPROVE SAFETY: Outreach to LGBTQIA+; street dependent; minority and trafficking youth. Shelter for 25 youth annually	07/01/2022	06/30/2023
INTAKE & ASSESSMENT TO IMPROVE WELL-BEING: Crisis Intervention; Coordinated Entry; Assessment (D&A; mental health; life skills; human trafficking)	07/01/2022	06/30/2023
CASE MANAGEMENT & LIFE SKILLS TO IMPROVE WELL-BEING: Weekly Case Management (goal setting; interpersonal skill building; referral to over 40 community partners and services linkages); Weekly Groups (life skills; addiction/recovery; youth advisory; house meeting; recreational; community service/service learning and employment); Positive Youth Development	07/01/2022	06/30/2023
EDUCATION TO IMPROVE SELF-SUFFICIENCY: Enrollment Assistance; Tutoring; FAFSA; Goal Setting; College/Vocational School Exploration	07/01/2022	06/30/2023
JOB READINESS TO IMPROVE SELF-SUFFICIENCY: Resume Building; Employment Assistance; Job	07/01/2022	06/30/2023

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8 of 19

Search/Placement; Employment Sills; Job Coaching; Interview Skill Building		
MEDICAL & MENTAL HEALTH - TO ADDRESS TRAUMA: Medical Van; Dental Van; Connection to Deschutes County Behavioral Health; Trauma Informed Care practices/policies/procedures	07/01/2022	06/30/2023
AFTERCARE TO INCREASE PERMANENT CONNECTIONS: Ongoing coaching and mentoring (weekly and monthly); Referral Services; Basic Needs (food, clothing, hygiene supplies); Drop-in services; Food Bank	07/01/2022	06/30/2023

NOTE: If funded, staff will work with you to set benchmarks for your project. Failure to meet these benchmarks could mean a reduction in funding during current or future years.

E. Project Benefit

Completed by deirdrek@jbarj.org on 11/5/2021 11:58 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

E. Project Benefit

Please provide a brief description of the following:

E.1. Estimates of the total number of persons to be served by the project and the number of low- and moderate-income persons to be served by the project.

Total to be served: Funding from the City of Bend's Community Development Block Grant will help support a total of 25 youth for 3,000 nights (based on annual occupancy). Over the course of the past 18 months, The LOFT has had limited bed space, due to the COVID-19 pandemic. The Deschutes County Health Department (Sanitarian) limited the number of youth who could be housed in order to prevent the spread of COVID in the event of an outbreak. The program has been required to limit the number of individuals housed at The LOFT so that social distancing was possible and so that youth were not housed in bedrooms in close proximity (youth share rooms). In the event of an outbreak The LOFT would need to quarantine a confirmed positive youth on one side of the building in isolation from other youth. To date The LOFT has had two outbreaks of COVID requiring quarantine. The program has had many ill staff requiring quarantine pending the outcome of COVID testing. Some staff have been quarantined multiple times. This affects staffing levels for The LOFT and has greatly impacted all programs of JBJYS as programs are required to maintain staff-to-youth supervision ratios that comply with state licensing standards. COVID has affected the ability for youth in residence to move to independent living and has impacted income for youth. The LOFT has started to ease restrictions and increase numbers. Most LOFT staff have now been vaccinated. The LOFT hopes to be able to use the full bed capacity in the near future.

Number of extremely low, low and moderate income persons: 100% of youth served meet the criteria for homeless and as such will be extremely low, low or moderate income. All youth participating in the program will be identified as Category 3 Homeless using the HUD definition.

E.2. The population and characteristics of the slum or blighted area that will be served (if applicable).

Population served: The population to be served through this project will include homeless and unaccompanied youth, ages 16-24 who qualify as extremely low, low income. The youth include both males and females (30% are transgender).

Characteristics of persons to be served: Included in this population are youth who are struggling with issues related to trauma and addiction. Many are victims of human trafficking.

E.3. How the project will ensure that moderate-income persons do not benefit to the exclusion of low-income persons.

THIS BOX NOT WORKING - SEE ANSWER BELOW

E.4. The methods used to determine the project benefit and documentation of the sources used.

Methods used to determine benefit: Project benefit is determined through the ongoing collection of outcome based data. As mentioned before, currently CYFC reports semi-annually using HIMS and has its own database where outcome based data is tracked monthly.

E.3. How project ensures extremely low, low income persons prioritized: JBJYS is committed to providing long-term

stability to runaway and homeless youth in our region. The priority is focused on the most vulnerable youth, including those who are chronically homeless. The program accepts referrals from the local Coordinated Entry System, partnering agency referrals and walk-ins. All youth participating in the program will be identified as Category 3 Homeless using the HUD definition. This project will guarantee a permanent place for youth to live while they work towards becoming stable and self-sufficient. All youth served through this project are extremely low, low income. The facility was purchased by JBJYS so there would be shelter resources available for runaway and homeless youth as long as the resource is needed. JBJYS guarantees this project will serve extremely low, low income youth as long as options are needed. CYFC tracks income sources for all youth in residence and keeps a tracking spreadsheet for each youth to record all sources monthly for reporting purposes.

F. Financial Information

Completed by deirdrek@jbarj.org on 11/5/2021 11:59 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

F. Financial Information

Please also provide the following financial information:

F.1. A detailed line-item budget describing the total project cost and operating income and expenses, including consideration of inflationary factors, maintenance costs, potential relocation costs, and increased insurance costs associated with the project.



Budget Form *Required

Budget - The LOFT 2022-2023.pdf

F.2. A description of the assumptions used to determine the total project cost and the operating budget, including the sources consulted and how costs were determined.

Total project cost based on actual financials for past years. See attached budget for assumptions (detail and justification) used to determine costs.

All current funding for fiscal year 2021-2022 is secured. Funding for 2022-2023 is projected as it is too soon to apply for grants. Projections are based on previous awards over 10+ years.

F.3. A brief description of your organization's plan for funding the project after the first year, if applicable.

JBJS has a formal Sustainability Plan in place. The Sustainability Plan consists of three primary components: Community Sustainability; Financial Sustainability and Organizational Sustainability. All components of the plan work together to ensure JBJS will be around in the future to provide critical services for high risk youth and families in Central and Eastern Oregon.

Community sustainability is an indication of how well JBJS is rooted in the community. It represents how the organization will support the project if there is no future funding and is an indicator of community ownership of the project or program.

Financial stability and sustainability ensures JBJS programs have sufficient sources of funding from both internal and external sources. Additionally, financial sustainability means an organization has operational reserves sufficient to sustain programming for an extended period of time. Through fundraising efforts, JBJS has invested over \$850,000 in the past decade into services for youth in the region. Funding for future years will continue to be provided through a variety of sources including:

- Federal grants – Department of Health and Human Services
- State grants – Department of Human Services – Runaway and Homeless Youth Program
- County grants – Deschutes County
- Emergency Food and Shelter Program and United Way
- Emergency Services Grant
- Foundations

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- Donors
- Fundraising

Organizational sustainability includes understanding that results matter. JBJYS must be able to prove that activities and services provided to youth make meaningful and lasting changes. JBJYS uses data to prove outcomes and results are shared at the staff, board and community level through annual reports, media/public awareness campaigns and community partnerships. JBJYS also works each year to expand its community presence and donor resources through an improved strategic plan. Board and volunteer training and resource development are major areas of focus. JBJYS has a formal grants program in place to assist in sustaining programming by continuing to identify and develop new potential funding partners.

To improve sustainability for the future JBJYS received accreditation through the Council on Accreditation in January 2021. This process involves surveying stakeholders to ensure their feedback is heard and incorporated into future planning. JBJYS has also made recruitment and retention of staff a major focus over the past 18 months, understanding that turnover is an ongoing issue that must be addressed in order to improve outcomes for youth and improve long term sustainability. The process has emphasized improvements in: recruitment; onboarding; engagement; training and compensation. In 2020, JBJYS contracted with Cascade Employers Association to complete a salary and wage study to ensure staff compensation was fair and equitable. Although this study found JBJYS to be highly competitive, the decision was made to focus on increasing hourly wages for those in entry levels positions. This study will be updated annually. All of these efforts combined will ensure JBJYS is around for another 50+ years.

F.4. A statement regarding your organization's ability to proceed with the project without your requested CDBG or CET funds, or with an award less than your requested amount.

In the event CDBG funds are not awarded, or a reduced amount is awarded, CYFC would continue to operate the LOFT, however capacity within the shelter may be reduced. JBJYS would continue to explore other options for funding.

The need for services in our region continues to grow. CYFC is the only provider in the region of services targeting runaway, homeless and street youth and is the only direct entry, reduced barrier shelter for youth (regardless of substance abuse) in Central and Eastern Oregon. RHY services are largely funded through federal and state grants and donations. However, grant funds require that 10-25% of the project cost be provided through matching funds. CDBG funds help JBJYS to meet this match goal. If funds are not secured, JBJYS must secure an alternative, otherwise federal funding is in jeopardy. Total match currently required for existing grants is over \$225,000. Any deficit at the end of each year is made up for through JBJYS fundraising, which has been reduced to due COVID-19. Additionally, there is a cap on the amount of federal funding JBJYS can receive for services. Each year program expenses increase. JBJYS strives to employ and retain quality staff and has been successful in doing so. The cost to retain quality, experienced staff, along with the cost for benefits and insurance increases annually. Additional revenue is needed to ensure the LOFT is able to continue sheltering homeless youth. Although the organization is large – the support is needed now more than ever.

In 2019, JBJYS initiated accreditation through the Council on Accreditation (COA), to ensure compliance with the new Family First Prevention Act. The new law requires JBJYS to achieve national accreditation in order to receive federal funds and to continue current programming for youth. JBJYS received accreditation from COA in January 2021. This formal evaluation of JBJYS is an in-depth self-review of the organization and programs against currently accepted best practice standards. The process builds strong leadership, empowers employees to address problems, and regularly monitors progress. The process has increased staff to youth ratios for all programs. Personnel expenses have increased by over \$150,000 for the LOFT alone. Personnel expenses have increased by over \$750,000 agency wide.

F.5. CDBG Funds Requested

\$25,000.00

F.6. CET Funds Requested

\$0.00

F.7. Leveraged Funds

\$465,684.00

G. Budget

Completed by deirdrek@jbarj.org on 11/5/2021 10:27 AM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

G. Budget

Please provide the following information.

G.1. Project Budget

Project Activities	CDBG Funds Requests	CET Funds Requested	Other Public Funds	Private Funds	Activity Total
Personnel	\$25,000.00	\$0.00	\$233,364.00	\$75,684.00	\$334,048.00
Fringe Benefits and Taxes	\$0.00	\$0.00	\$69,916.00	\$0.00	\$69,916.00
Occupancy - Utilities & Phone	\$0.00	\$0.00	\$9,720.00	\$0.00	\$9,720.00
Property, Plant and Equipment	\$0.00	\$0.00	\$12,500.00	\$0.00	\$12,500.00
Operations & Youth Assistance	\$0.00	\$0.00	\$17,220.00	\$0.00	\$17,220.00
Business - Training & Travel	\$0.00	\$0.00	\$4,300.00	\$0.00	\$4,300.00
Administrative Overhead (9.6%)	\$0.00	\$0.00	\$42,980.00	\$0.00	\$42,980.00
TOTAL	\$25,000.00	\$0.00	\$390,000.00	\$75,684.00	\$490,684.00

G.2. Other Public Funds

Source	Use of Funds	Amount of Funding	Funding Status
State of Oregon	personnel; fringe; occupancy; PPE; operations; business; admin. overhead	\$100,000.00	Secured
DHHS - Transitional Living Program	personnel; fringe; occupancy; PPE; operations; business; admin. overhead	\$250,000.00	Secured
Emergency Solutions Grant	personnel; fringe	\$15,000.00	Secured
Emergency Food and Shelter Program	personnel; fringe; operations; occupancy	\$25,000.00	Secured
TOTAL		\$390,000.00	

G.3. Private Funds

Source	Use of Funds	Amount of Funding	Funding Status
Donations	personnel; fringe; occupancy; PPE; operations; business; admin. overhead	\$60,000.00	Committed
Fundraising	personnel; fringe; occupancy; PPE; operations; business; admin. overhead	\$15,684.00	Committed

TOTAL		\$75,684.00	
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G.4. Funding Documentation

☒ **Funding Documentation - Letters of funding commitment from sources**

TLP Funding letter.pdf

H. Project Feasibility and Readiness

Completed by deirdrek@jbarj.org on 11/5/2021 12:01 PM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

H. Project Feasibility and Readiness

Please provide the following information regarding project feasibility and readiness:

H.1. A description of the organization's administrative capacity to complete the project, including its experience in implementing and managing activities similar to the proposed project. If capacity is achieved through partnerships with or utilization of other organizations or agencies, describe the nature and status of these partnerships.

Administrative capacity: The JBJYS's Board of Directors (BOD) meets six times a year and is responsible for fiscal oversight. Policies and procedures ensure accountability and fidelity to federal regulations. The organization contributes a high level of management expertise to the project, providing: oversight; technical assistance; fiscal procedures (accounting, bookkeeping, payroll); policy direction; and fundraising. JBJYS uses the accrual basis of accounting and maintains monthly year-to-date financial reports, profit and loss balance sheets, statements of cash flow, and budget comparisons (budget vs. actual). JBJYS keeps separate accounts for each programmatic division and each grant stream and has an annual audit completed by a CPA that includes a single audit for federal grants. Accounting controls are in place to achieve five basic objectives: validation; accuracy; completeness; maintenance, and physical security. The Chief Financial Officer and BOD review financial documents. The organization is audited by the State of Oregon for programs and contracts (OYA; DHS; ODE) and has regular reviews for all federally funded programs.

Experience: Feedback from a recent review of federally funded RHY programs by the Department of Health and Human Services (DHHS) was incredibly positive (October 2021). DHHS reported that JBJYS's operates model programs for RHY and is often used as an example for others in the nation. Reviewers found staff to be dedicated, knowledgeable and highly regarded by the community. JBJYS staff often present at national trainings and are subject matter experts in the field.

Partnerships: JBJYS is an engaged community partner, participating in over 20 community wide work groups. Key partnerships that contribute to CYFC stem from a 30+ year working relationship. Capacity for this project will not be achieved through partnerships, however collaboration with over 40 community providers improves outcomes for youth.

H.2. A description of neighborhood and/or community support for the project. Attach letters of support or other evidence of neighborhood/community support.

CYFC has a long standing history (35+ years) of cooperation and collaboration with other local agencies, organizations and businesses. Additionally, CYFC receives tremendous support from the community. The LOFT receives donations daily that include food, clothing, office supplies and supplies for youth in shelter. CYFC received \$50,000 in individual donations last fiscal year, ranging from \$25 to \$3,000. Attached are recent letters of support received from community partners in support of CYFC's federal funding applications.



Letters of Support

Letters of support - JBJYS.pdf

H.3. A description of the organization's readiness to proceed with the project. For example, is staff currently available to work on the project, or is the organization ready to proceed with hiring staff?

Description of readiness to proceed: The LOFT has been in operation since first receiving funding through the Department of Health and Human Services in 2001. This is an ongoing program. Funds will expand services and increase staff, improving outcomes for youth. Staff are currently in place and ready to focus on this project if funded.

H.4. For CDBG applicants, a description of the organization's familiarity with meeting the federal requirements listed in the [City of Bend Public Services Program Rules and Requirements](#), and/or the organization's plan for ensuring that these requirements are satisfied.

JBYS is a previous recipient of federal CDBG Funds, to include:

- 2003 - City of Bend (funding to assist with purchasing The LOFT)
- 2016 – City of Redmond
- 2019 – City of Bend (funding supported The LOFT)

JBYS is familiar with meeting the federal requirements listed in the rules and requirements. JBYS is also a current recipient of other federal funding and has had no instances of irregularity or concern.

Submit

Completed by deirdrek@jbarj.org on 11/5/2021 12:03 PM

Case Id: 30100

Name: J Bar J Youth Services - 2021

Address: 62895 Hamby Road

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator. Also note: please check your Spam email folder if you have not received any emails from Neighborly.

☒ The applicant certifies that all information in this application, and all information furnished in support of this application, is given for the purpose of obtaining funding under the City's Affordable Housing Development Program.

☒ I understand that U.S.C. Title 18, Sec. 1001, provides: "Whoever, in any matter within the jurisdiction of any department or agency of the United States knowingly and willfully falsifies...or makes any false, fictitious or fraudulent statements or representation, or makes or uses any false writing or document knowing the same to contain any false, fictitious or fraudulent statement or entry, shall be fined not more than \$10,000 or imprisoned not more than five years, or both."

☒ I certify that the application information provided is true and complete to the best of my/our knowledge.

☒ I agree to provide any documentation needed to assist in determining eligibility and are aware that all information and documents provided, except as exempted pursuant to law, are a matter of public record.

☒ I further grant permission and authorize any bank, employer, or other public or private organization to disclose information deemed necessary to complete this application.

Signature

Deirdre Kasberger

Electronically signed by deirdrek@jbarj.org on 11/5/2021 12:03 PM

J Bar J Youth Services
Cascade Youth & Family Center – The LOFT (Living Options for Teens)
LINE ITEM BUDGET 2022-2023

Category	Amount		
REVENUE: 2022-2023 Status (secured; estimated; pending)	City of Bend CDBG	Matching Funds	TOTAL
Requested Grant Amount: City of Bend – Community Development Block Grant	\$25,000		\$25,000
Matching Resources:			
State of Oregon - Department of Human Services – Employment Services and Runaway and Homeless Youth Funding (secured through 2022)		\$100,000	\$100,000
DHHS – Transitional Living Program (secured until 10/22 – See Attached)		\$250,000	\$250,000
Emergency Solutions Grant (ESG) (secured through 2022)		\$15,000	\$15,000
Emergency Food and Shelter Program (secured through 2022)		\$25,000	\$25,000
Donations (estimated)		\$60,000	\$60,000
Fundraising (J Bar J – Oregon High Desert Classics Horseshow) (estimated – based on past fundraising)		\$15,684	\$15,684
Total Matching Resources		\$465,684	
TOTAL REVENUE:	\$25,000	\$465,684	\$490,684

Category	Detail and Justification for Expense		Amount
EXPENSE:			
Personnel	.10 Chief Operating Officer (subsumed under admin overhead)	Chief Operating Officer is responsible for data, reporting, grants management and program compliance.	\$0
	.10 FTE Community Programs Director (annual salary \$64,480)	The Community Programs Director provides supervision and oversight of all Programs Managers.	\$6,448
	.50 FTE Shelter Manager (annual salary \$58,240)	Shelter Manager is responsible for supervision of the youth shelter. This position will monitor day to day activities, and report to the J Bar J Chief Operating Officer.	\$29,120
	2.0 FTE Case Managers (annual salary \$43,680)	Case Manager will provide direct case management to youth in the shelter. CDBG FUNDS WILL PAY FOR PART OF A CASE MANAGER	\$87,360
	.25 Data & Training Coordinator (annual salary (\$54,080)	The Data & Training Coordinator schedules and manages all trainings for staff and provides data collection assistance to the Chief Operating Officer.	\$13,520

LINE ITEM BUDGET

	3.0 FTE Resident Monitors (annual salary \$39,520)	Resident Monitors supervise youth in the program and support the daily activities of youth.	\$118,560
	2.0 FTE Night Monitors (annual salary \$39,520)	Night Monitors provide supervision of youth during overnight hours.	\$79,040
Total Personnel			\$334,048
Fringe Benefits	TOTAL: 20.93% to include: TAXES = 8.14% • Social Security-6.2%; • Medicare-1.45%; • Workers Benefit Fund -.20%; • Oregon Transit Tax-.10%; • State Unemployment Insurance-.19% BENEFITS = 12.79% • Life Insurance-.54%; • Dental Insurance-.62%; • Health Insurance-9.75%; • 401K-.85%; • Gym membership-.06%; Workers Compensation Insurance-.97%		\$69,916
Occupancy - Utilities and Phone	Utilities: power; gas; garbage; and water @ \$525/month (\$6,300)		\$9,720
	Phones and internet: 3 cell phones for emergency response @ \$30/month (\$1,080); internet service @ \$195/month (\$2,340)		
Property, Plant and Equipment	Automotive and fuel: auto repair and maintenance @ \$2,000; 500 miles/month at \$.50/mile for transportation of shelter youth to and from shelter and appointments. (\$5,000)		\$12,500
	Small Equipment and furniture: shelter appliances and equipment and equipment rental and repair (\$2,500)		
	Computers: maintenance and repair; IT services (\$2,000)		
	Repair Maintenance: general maintenance and repair of property (\$3,000)		
Operations & Youth Assistance	Supplies include: awards and recognition; food service; operations supplies; office supplies; clothing; hygiene supplies; vocational supplies; vital documents; medical aid; youth activities. Based on 25 youth served annually.		\$17,220
Business - Training & Travel	Annual National Grantee Conferences; other conferences, trainings and meetings; legal fees; business meals		\$4,300
Subtotal			\$447,704
Administrative Overhead	The federally approved indirect rate for J Bar J Youth Services is 9.6%		\$42,980
TOTAL EXPENSE:			\$490,684

**DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR CHILDREN AND FAMILIES
NOTICE OF AWARD**

SAI NUMBER:

PMS DOCUMENT NUMBER:

1. AWARDING OFFICE: ACYF - Family and Youth Services Bureau	2. ASSISTANCE TYPE: Discretionary Grant	3. AWARD NO.: 90CX7307-01-00	3a. AMEND. NO.: 0
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4. FAIN: 90CX7307

5. TYPE OF AWARD: Other	6. TYPE OF ACTION: New	7. AWARD AUTHORITY: 34 U.S.C. 11221
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8. BUDGET PERIOD: 09/30/2019 THRU 09/29/2020	9. PROJECT PERIOD: 09/30/2019 THRU 09/29/2022	10. CFDA NO.: 93.550 - Transitional Living for Homeless Youth
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11. RECIPIENT ORGANIZATION: J Bar J Youth Services, Inc. 62895 Hamby Rd Bend, OR 97701-9575 Grantee Authorizing Official: Deirdre Kasberger, Chief Operations Officer	12. PROJECT / PROGRAM TITLE: Transitional Living Program - The LOFT (Living Options for Teens)
--	--

13. COUNTY: Deschutes	14. CONGR. DIST: 02	15. PRINCIPAL INVESTIGATOR OR PROGRAM DIRECTOR: Elizabeth Langmas
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16. APPROVED BUDGET:		17. AWARD COMPUTATION:	
Personnel.....	\$ 216,500.00	A. NON-FEDERAL SHARE.....	\$ 59,056.00 19.11%
Fringe Benefits.....	\$ 45,314.00	B. FEDERAL SHARE.....	\$ 250,000.00 80.89%
Travel.....	\$ 2,075.00	18. FEDERAL SHARE COMPUTATION:	
Equipment.....	\$ 248.00	A. TOTAL FEDERAL SHARE.....	\$ 250,000.00
Supplies.....	\$ 6,660.00	B. UNOBLIGATED BALANCE FEDERAL SHARE.....	\$ 0.00
Contractual.....	\$ 0.00	C. FED. SHARE AWARDED THIS BUDGET PERIOD...	\$ 0.00
Facilities/Construction.....	\$ 0.00	19. AMOUNT AWARDED THIS ACTION:	\$ 250,000.00
Other.....	\$ 16,661.00	20. FEDERAL \$ AWARDED THIS PROJECT PERIOD:	\$ 250,000.00
Direct Costs.....	\$ 287,458.00	21. AUTHORIZED TREATMENT OF PROGRAM INCOME:	
Indirect Costs.....	\$ 21,598.00	Additional Costs	
In Kind Contributions.....	\$ 0.00	22. APPLICANT EIN:	23. PAYEE EIN:
Total Approved Budget.....	\$ 309,058.00	930677650	1930677650A1
		24. OBJECT CLASS:	
		41.51	

25. FINANCIAL INFORMATION:				DUNS	049717366
ORGN	DOCUMENT NO.	APPROPRIATION	CAN NO.	NEW AMT.	UNOBLIG. NONFED %
	90CX730701	75-19-1536	9-G998050	\$250,000.00	

26. REMARKS: (Continued on separate sheets)

See next page

27. SIGNATURE - ACF GRANTS OFFICER Ms. Katrina Morgan Office of Grants Management 370 L'Enfant Promenade, SW Washington, DC 20447 Phone: N/A	ISSUE DATE: 09/27/2019	28. SIGNATURE(S) CERTIFYING FUND AVAILABILITY Catherine Wade 09/27/2019
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29. SIGNATURE AND TITLE - PROGRAM OFFICIAL(S) Mr. Jerry Milner - Associate Commissioner	DATE: 09/27/2019
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**DEPARTMENT OF HEALTH AND HUMAN SERVICES
ADMINISTRATION FOR CHILDREN AND FAMILIES
NOTICE OF AWARD**

SAI NUMBER:

PMS DOCUMENT NUMBER:

1. AWARDING OFFICE: ACYF - Family and Youth Services Bureau		2. ASSISTANCE TYPE: Discretionary Grant	3. AWARD NO.: 90CX7307-01-00	3a. AMEND. NO.: 0
4. FAIN: 90CX7307				
5. TYPE OF AWARD: Other		6. TYPE OF ACTION: New	7. AWARD AUTHORITY: 34 U.S.C. 11221	
8. BUDGET PERIOD: 09/30/2019 THRU 09/29/2020	9. PROJECT PERIOD: 09/30/2019 THRU 09/29/2022	10. CFDA NO.: 93.550 - Transitional Living for Homeless Youth		
11. RECIPIENT ORGANIZATION: J Bar J Youth Services, Inc.				

26.REMARKS: (Continued from previous page)

Grantee will contribute \$59,056 in matching funds towards this project, which is higher than the 10% match requirement. The additional contribution is accepted by ACF by inclusion in the approved budget. The grantee will be held accountable for the voluntary contribution of these additional funds.

Calculation of Indirect Costs: $9.60\% \times \$228,102 = \$21,898$ (prorated for 9 months).

Excess Indirect Costs above rate agreement (\$5,473) moved to 'Other'.

Line item identified as 'Equipment' (\$1,048) moved to 'Other'.

Questions regarding this NOA should be submitted to Beth Watzman, Grants Management Specialist, at 202-401-5693 or Beth.Watzman@acf.hhs.gov.



June 24, 2020

J Bar J Youth Services
Stephanie Alvstad
62895 Hamby Road
Bend OR 97701

Dear Stephanie,

The Bend-LaPine School District, Project HELP (Homeless Education Learning Programs), offers strong support to your federal grant application for Basic Center Program services.

Project HELP, the local McKinney-Vento support regularly makes referrals to Cascade Youth & Family Center for emergency shelter, mediation, outreach, and crisis intervention. Our community relies on the program as the fundamental comprehensive resource for runaway and homeless youth.

The number of runaway, homeless and unaccompanied youth in our community is growing as reported in this year's Point in Time Count. It is crucial that services expand to meet the needs of our youth. J Bar J's Basic Center program- Cascade Youth & Family Center provides services that give this population access to safe shelter while continuing their education. A strong collaborative partnership has been formed between our agencies to remove the barriers to education that runaway and homeless youth face. The partnership allows us to better serve these youth and to be able to identify those in need of services.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mara Stephens', is written over a light gray rectangular background.

Mara Stephens
Project HELP Coordinator – Homeless Liaison

June 25, 2020

J Bar J Youth Services
Stephanie Alvstad
Executive Director
62895 Hamby Road
Bend OR 97701



Dear Ms. Alvstad,

The Deschutes County CSEC Response Team strongly supports the work of J Bar J Youth Services' Basic Center Program (BCP). This program provides vital services to vulnerable youth in our community, thereby strengthening our ability to effectively respond to and serve victims of exploitation.

Central Oregon's coordinated efforts to address the commercial sexual exploitation of children (CSEC) are only possible through the collaboration of agencies and programs that serve the most at-risk youth for CSEC. Research demonstrates that youth who have a history of running away or experiencing homelessness are among the most vulnerable to becoming victims of exploitation. The Basic Center Program is one of the primary partners for serving these youth in our community, and has been an important resource not only for services, but also for early identification and disruption of potential exploitation of vulnerable youth.

The Deschutes County Commercially Sexually Exploited Children (CSEC) Response Team is a multidisciplinary team of agencies working together to coordinate and leverage resources to provide a comprehensive approach to child sex trafficking, as well as victim-centered services that enable healing for those impacted by child sexual exploitation.

The CSEC Response Team is comprised of:

- Deschutes County District Attorney's Office
- Bend Police Department, Redmond Police Department, Deschutes County Sheriff's Office
- Federal Bureau of Investigation (FBI) – Victims Services
- Deschutes County Juvenile Community Justice
- Oregon Department of Human Services – Child Welfare
- Deschutes County Behavioral Health
- High Desert Education Services District
- J Bar J Youth Services' **at: project** (Anti-Trafficking Project)
- KIDS Center (Child Abuse Intervention Center)
- Oregon Department of Justice – Human Trafficking Intervention

We strongly value the work of J Bar J's Basic Center Program, which is an essential resource for youth who are fleeing, avoiding, and recovering from exploitation and trafficking. In line with our CSEC Response Team's mission, the basic center programs are designed to address trauma and support the healing process. Their partnership is a vital link in our community's response to CSEC.

Sincerely,

A handwritten signature in cursive script that reads "Monica Desmond".

Monica Desmond
Deschutes County CSEC Response Team Coordinator
www.werespond.org



June 25, 2020

J Bar J Youth Services
Stephanie Alvstad
62895 Hamby Road
Bend OR 97701

Letter of Support: J Bar J Youth Services – Federal RHY Basic Center Proposal

Dear Ms. Alvstad,

The Homeless Leadership Coalition (HLC), the HUD recognized Continuum of Care for Deschutes, Crook and Jefferson counties and the Confederated Tribes of Warm Springs, appreciates the opportunity to express our support for J Bar J Youth Services' federal RHY Basic Center proposal.

Homeless youth are extremely vulnerable in Central Oregon. No other youth service providers in our area offer a full spectrum of crisis youth services; from runaway and homeless response to long term housing. We enthusiastically support your work and your federal RHY Basic Center proposal.

The HLC has long recognized the need for more coordinated and informed response to the homelessness and people living in poverty. Since the late 1900's, The HLC has been tackling this challenging problem.

Our membership includes a diverse group of agencies and individuals from throughout Central Oregon united by our common goal to serve our most vulnerable neighbors and reduce homelessness. We include members of the unhoused community, shelter providers, public health and emergency services, veterans' outreach, public safety, mental health, housing services and many others. Youth issues are represented within the HLC and board of directors by J Bar J Youth Services as a voting member.

To continue this important work, the HLC strongly supports this application as it targets a recognized need and service gap in our community. As we strive toward an informed response to homelessness and people living in poverty, J Bar J's youth services are critical to serving the unhoused youth in our community.

We look forward to continuing our work together to ensure local youth are protected, healthy and successful.

Sincerely on behalf of the Homeless Leadership Coalition and community partners,

A handwritten signature in black ink, appearing to read 'Colleen Thomas'.

Colleen Thomas
Cochair
Homeless Leadership Coalition

A handwritten signature in black ink, appearing to read 'James M. Cook'.

James M. Cook
Cochair
Homeless Leadership Coalition



NeighborImpact

Supporting People, Strengthening Communities.

July 1, 2020

Stephanie Alvstad

J Bar J Youth Services
62895 Hamby Road
Bend, OR 97701

Dear Stephanie,

NeighborImpact is pleased to support your application for federal funding to support Cascade Youth & Family Center's Basic Center program. The need for these services is vital for Central Oregon youth. As the lead agency for Central Oregon's Continuum of Care (CoC) NeighborImpact and the Homeless Leadership Coalition (the CoC's governing body) are responsible for carrying out recommendations in the Ten-Year Plan to End Homelessness. Providing services to prevent and end youth homelessness is a top priority in the Ten-Year Plan.

NeighborImpact will continue to coordinate our community services and housing programs with J Bar J Youth Services through the Coordinated Entry System. Agency staff will also work with you to provide access and linkages for youth to other community services through the efforts of the Homeless Leadership Coalition's Youth emergency planning committee. We appreciate that J Bar J is an active participant in the Central Oregon CoC and holds a voting membership on the Homeless Leadership Coalition. Additionally, we appreciate the J Bar J has shown mastery of the Service Point system with successful RHYMIS report uploads.

NeighborImpact thanks you for your efforts and fully endorses your proposal.

Sincerely,

Scott Cooper
Executive Director

2303 SW First Street Redmond, OR 97756 • tel 541.548.2380 • fax 541.548.6013 • www.neighborimpact.org.



Department of Human Services

Self Sufficiency Programs

500 Summer Street NE

Salem, OR 97301

Voice: 503-602-1087

June 16, 2020

To Whom It May Concern:



I, Matthew Rasmussen, am the Runaway & Homeless Youth (RHY) Program Coordinator at Oregon's Department of Human Services (DHS) and am writing this letter in support of *J Bar J Youth Services* application for the Health & Human Services Basic Center Program RFP.

DHS is responsible for coordinating statewide planning for delivery of services to RHY and their families. One significant way this is accomplished is via local grants to homeless youth providers serving at-risk youth in the community. J Bar J has been a grant recipient of the RHY Program since the State program began in DHS in 2014.

J Bar J is, and will continue to be, a critical resource for youth in Central Oregon. Access to emergency housing placement, screening & assessment, and case management are all essential to enhance safety and stability for youth and prevent long-term homelessness. DHS specifically values the expansive service array that J Bar J is able to provide to youth in need, including specialization in host home programming.

Funding to expand services for mediation and family counseling, as well as the provision of shelter in multiple placement settings would have significant impact in supporting unaccompanied minor youth. With the diverse urban/rural landscape in the Central Oregon counties they serve, DHS' RHY is in support of *J Bar J's* application and for their commitment to increasing accessibility for the State's vulnerable youth population.

Sincerely,

Matthew Rasmussen

Runaway and Homeless Youth Program Coordinator

Policy Name:	Equity, Diversity and Inclusion Policy
Domain:	Human Resources Management
Applies to:	Board, all staff
Policy Location:	Employee Handbook, Board Manual
Effective Date:	
Date(s) of Revision:	
References:	
<p>J Bar J Youth Services (J Bar J) celebrates equity, diversity, and inclusiveness. We embrace these pillars of excellence as crucial to healthy people and healthy communities.</p> <p>J Bar J believes that:</p> <ul style="list-style-type: none"> • Its core values are strengthened when all employees have voice and are encouraged to contribute. • Every member of humanity has a contribution to make to the whole. It is our duty to encourage and promote that contribution. • Equity, diversity, and inclusion are an active process that requires continuous commitment to promote healthy people, healthy communities and the overall success of present and future generations. <p>Our values are realized through or by:</p> <ul style="list-style-type: none"> • Fostering a culture of open-mindedness, compassion, and inclusiveness among individuals and groups. • Actively building a community whose members have diverse cultures, backgrounds, and life experiences. • Providing effective leadership in the development, coordination, implementation and assessment of a comprehensive array of programs and services to promote diversity and understanding of differences. • Creating and maintaining opportunities for engagement, education, and discourse related to issues of equity, diversity, and inclusion. <p>Identifying competencies that are essential to creating environments enriched with diverse views and people.</p> <ul style="list-style-type: none"> • Providing educational opportunities toward the development of socially responsible leaders who are willing to engage in the discourse and decision-making that can lead to transformational change toward learning, achievement, healthy people and healthy communities. 	

- Honoring freedom of expression, ideals of citizenry, and civility of discourse as fundamental to personal, professional, and organizational growth.
- Challenging and dismantling systemic oppression.
- Establishing and maintaining this Equity, Diversity, and Inclusion Policy to promote social justice and diversity in all activities; address issues related, but not limited to, race, ethnicity, culture, age, gender, sexual orientation, gender identity, ability, national origin, veteran status, social economic class, religion, and professional status; and coordinate educational resources and opportunities for its' members.



THRIVE CENTRAL OREGON

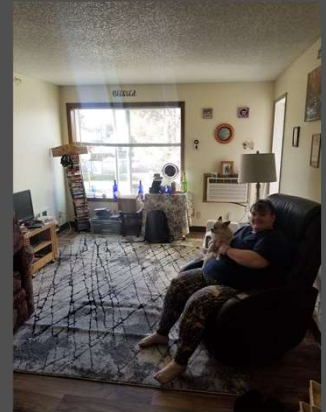
Thrive Central Oregon helps overcome housing and financial insecurity in our community through a holistic approach that connects families and individuals to the resources they need

- Last service year reflected:
 - Remote options: phone & email
 - In-person options: across Central Oregon
 - Bend sites include
 - Downtown and East Bend Libraries
 - Canal Commons
 - TCO office
 - Expansion to rent and mortgage assistance
 - Covid support and vaccine outreach
 - Increased service connection to BIPOC households (20%-40%)
 - 75 families HOUSED across Central Oregon



PROPOSAL

- Requesting \$35,760 to support staffing needs in Bend
- Wrap around support to enhance financial assistance
- Increasing number of calls = increasing need for staff
- Upstream approach to help families stay housed
- Charlene's story
- Match funding (1:1) is secured through the Central Oregon Health Council. Together providing funds needed for 1 FTE.
- Thrive resource information and coordination to support households and agencies across Central Oregon



Questions?

- Learn more
 - www.thrivecentraloregon.org
- Rent and utility assistance
- COVID-19 resource support
- Resource information to see, print & share
- Facebook & Instagram: @thrivecentraloregon
- Sarah Mahnke
Executive Director
 - sarah@thrivecentraloregon.org
- 541-527-9871



Thrive values diversity and is an equal opportunity provider.
Everyone is **welcome** here!

A. Applicant Information

Completed by sarah@thrivecentraloregon.org on 10/21/2021 1:39 PM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

A. Applicant Information

Please provide the following information.

ORGANIZATION INFORMATION

A.1. Organization Name

Thrive Central Oregon

A.2. Address

405 SW 6th street "A" Redmond, OR 97756

PROJECT INFORMATION

A.3. Project Name

Thrive Central Oregon- Services in Bend

A.4. Project Location

231 NW Idaho Ave Bend, OR 97703

CONTACT PERSON INFORMATION

A.5. First Name

Sarah

A.6. Last Name

Mahnke

A.7. Address

405 SW 6th street "A" Redmond, OR 97756

A.8. Phone Number

(541) 527-9871

A.9. Email Address

sarah@thrivecentraloregon.org

B. Organization Information

Completed by sarah@thrivecentraloregon.org on 10/31/2021 1:31 PM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

B. Organization Information

Please provide the following information.

B.1. What is the organization's background, mission, and service history:

Thrive Central Oregon (Thrive) helps overcome housing and financial insecurity in our community through a holistic approach that connects families and individuals to the private and public resources they need. Individuals and families who are living in poverty are often in need of social services and support. A lack of knowledge of what the community has to offer, transportation and access barriers, and difficulty in navigating systems are primary reasons individuals and families are unable to access these community service supports.

Thrive bridges the gap for community members, currently providing remote support, as well as on-site meetings to connect with individuals where they are in public spaces, providing vital connection to services and support that for many would otherwise not happen. Thrive Central Oregon has offered a community-based social worker to meet with individuals one-on-one, to offer assessment and hands-on assistance to link to permanent housing, health care, mental health support, employment, benefits and basic needs assistance in central Oregon since 2014.

Thrive has grown to a staff of 10 individuals, navigating over 500 phone calls, walk-ins and in-person appointments on a monthly basis. Current outreach sites are available in Redmond, Bend, Prineville and La Pine, with efforts to add Madras and Warm Springs as soon as partnerships and appropriate spaces are available.

Thrive has received and is quickly dispersing approximately 1 million dollars across Central Oregon. These funds are assisting rent-burdened and Covid-impacted households with rent, mortgage and utility assistance.

B.2. Provide a brief description of the organization's financial stability as it pertains to the organization's capacity to successfully complete the project, including a brief financial history and primary funding sources. The City may request copies of the organization's financial audit or review for the last two years.

Thrive was piloted in 2014, incorporated and established a Board of Directors in 2016, and received Nonprofit status from the Internal Revenue Service in 2017.

Thrive has appreciated generous support from the cities of Bend and Redmond, Meyer Memorial Trust, Oregon Community Foundation, Brooke's Resources, Central Oregon Health Council, Cow Creek Umpqua Indian Foundation, NeighborImpact, the Templeton Foundation and United Way of Deschutes County. Thrive holds fee-for-service contracts with Housing Works, COCC, Deschutes County District Attorney's office, Wishcamper Developers and Pacific Crest Affordable Housing. These contracts allow for Thrive's case management services to be directly connected to the populations served by these programs.

In the last year and a half Thrive has partnered with the Oregon Health Authority and Oregon Housing and Community Services to greatly increase the ability to support Central Oregonians through rent, mortgage and utility support. Additionally, we are obtaining Community Health Worker certifications for our staff to be able to bill Medicaid as that

funding stream opens to us in the future.

B.3. Key Personnel Assigned to Project:

Name	Job Title	Qualifications	FTE Hours
Beth Taylor	Community Outreach Advocate	BS- Health Studies	1
Sarah Mahnke	Executive Director	MSW	0.11

C. Project Description

Completed by sarah@thrivecentraloregon.org on 10/31/2021 1:45 PM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

C. Project Description

Please provide a brief description of the following:

C.1. Describe the need or problem your project will address.

Thrive services target individuals and families living in poverty. Recognizing that access to services is a primary reason individuals are unable to connect to resources, Thrive is located where people already are, utilizing meal sites and public spaces, like libraries, to come in from the outdoors. This approach not only increases access to those needing supports, but creates a program with very little overhead as most offices and community meeting spaces are provided in-kind through our partners.

The type of services provided through Thrive are generally only accessible to those enrolled in mental health, medical, or shelter systems. Many community members in need do not qualify or seek the services of mental health, medical, or shelter systems and therefore do not have access to this intensive case management support. Thrive Central Oregon provides a no-strings attached service which is accessible and open to every person seeking assistance. Additionally, Thrive serves as a first responder for people in downtown Bend needing assistance.

C.2. Describe how your project will address the identified need or problem, including project background, project objectives, services to be provided by the project, the populations or areas to be served, and how the funds will be used.

Individuals who seek support from Thrive are greeted with respect and assistance in connecting them to the services they seek. Affordable and accessible housing is a primary need that is addressed as 94% of those seen by Thrive have low or extremely low income, with only 6% reporting moderate income. Of the individuals that seek Thrive's services, 26% are literally homeless, while 45% were at risk of homelessness during the service year 2020/21.

Thrive provides respectful engagement and hands-on case management services which include the following:

- Housing: permanent and affordable housing search, completing applications, filing appeals and addressing Fair Housing law and Eviction Moratorium needs
- Health: completing OHP applications, connection and coordination with physical and mental health providers, including local Health Departments for quarantine support
- Employment: unemployment support, job search, referral and connection to employment supports and resume assistance
- Social Security: submitting applications for benefits for those unable to work due to a disability
- Basic needs: connection to utility assistance, food and clothing resources

Funding from the City of Bend will secure outreach services and increase access to households in Bend. Our data reflects that 1 FTE can provide services to 500 unduplicated individuals, literally housing 10-20 families per year and keeping another 12 households from eviction.

A snapshot of the community members we work with:

Printed By: Racheal Baker on 1/5/2022

- 56 years is the average age
- 55% female-identifying, 45% male-identifying, <1% gender non-conforming • 30% of who we see are families
- 54% report physical or mental health disability
- 41% are living on a fixed income
- 76% of the services we provided are directly connected to housing
- 18% are Latinx

The need is great and the efficacy of Thrive's approach is evident in the numbers. We have current in-kind support from the Deschutes Public Library (\$11,950 committed), and match 1:1 funding through the Central Oregon Health Council available for this project.

C.3. Describe how your project will address the identified need or problem in a way or to a degree not already being achieved in the community. Please identify any other similar programs or projects and how your project will add to or improve upon existing services.

Thrive Central Oregon is unique in the Central Oregon community. We are the only organization in Central Oregon that provides the following combination of client-focused services to vulnerable individuals and families:

- Our clients face no eligibility requirements
- We meet clients where they are, at designated sites across Central Oregon
- We provide connections to a full spectrum of social services including permanent housing and healthcare
- We provide comprehensive and professional case management to anyone seeking it

Thrive specializes in linking individuals and families to permanent housing and community resources. Our internal network of services, applications, guidelines and connection strategies are constantly under development. As such, we are able to provide a level of case management that other primary organizations in Central Oregon are not. Agencies such as NeighborImpact, Bethlehem Inn, Housing Works, and Department of Human Services provide the bulk of our referrals. It is outside of the scope of these agencies to provide the knowledgeable and intensive case management services that Thrive specializes in.

We are currently offering 7 walk-in sites across Central Oregon, and look forward to doubling that number as space and safety guidelines allow. Thrive disseminates information about our ongoing programs and support through community partners, posting notices around Central Oregon at grocery stores, bus stations, churches, and food box distribution locations. We are continuing to provide all of our services over the phone and have found that to be an incredibly effective and accessible way to work with many individuals, particularly those that are home bound or in more rural areas.

C.4. Describe the ways in which your project will have a long-term impact on the need or problem being addressed.

Thrive Central Oregon has a long-term impact on those served, linking individuals and families to affordable and permanent housing and other resources by offering knowledgeable, client-led services. In some instances, providing timely connection to available housing and support services will prevent people from becoming homeless, which is more effective and efficient than trying to re-house individuals after they have become houseless. Thrive provides hands-on coordination to social and medical services to improve individuals' health and well-being, providing resource assistance and directly connecting individuals to employment and basic needs support.

An emphasis of our work is to educate those who seek our services as to what their housing rights are, utilizing Fair Housing guidelines together, as we work to assist individuals to develop advocacy skills to better understand their rights and meet their own housing needs. This work has been particularly important these past several months as we work to

help households navigate, and landlords understand, changing and confusing eviction moratorium, unemployment and benefit guidelines.

Thrive services have a long-term impact on those served as individuals are not only connected to supports in the present, but are educated and empowered to access community resources independently in the future. Thrive is continuing to develop our website as an online tool for those seeking services as well as partner agencies seeking resource information for their own agency and client needs.

C.5. Describe your organization's plan for evaluating the progress of the project toward addressing the identified need or problem.

Thrive has proven itself as a viable model that provides critical services to a previously unrecognized and underserved population throughout Central Oregon. Utilizing the tools of HMIS (Homeless Management Information System), we track the number of people served; their gender, age, income level and housing status. We also track services sought and provided. Thrive staff follow up with clients through phone calls, email and an online survey option to evaluate our interactions and level of assistance with individuals. To date those surveys have reflected an overwhelmingly positive response of both respectful interactions as well as connection to needed services and improved outcomes due to the support of Thrive staff. Additional follow up surveys are completed for those that Thrive has permanently housed. In the last fiscal year, those results reflect that 96% of households linked to permanent housing through Thrive's services successfully maintained their housing.

D. Work Program

Completed by sarah@thrivecentraloregon.org on 10/31/2021
11:29 AM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

D. Work Program

Please provide the following information.

D.1. Anticipated Start Date:

07/01/2022

D.2. Anticipated Completion Date:

06/30/2023

D.3. List of Task(s) Needed for Project

Task	Start Date	End Date
Provide outreach and phone support services to 500 unduplicated individuals	07/01/2022	06/30/2023
Literally house 10-20 families	07/01/2022	06/30/2023
Keep 12 households per year away from eviction	07/01/2022	06/30/2023

NOTE: If funded, staff will work with you to set benchmarks for your project. Failure to meet these benchmarks could mean a reduction in funding during current or future years.

E. Project Benefit

Completed by sarah@thrivecentraloregon.org on 10/31/2021 1:45 PM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

E. Project Benefit

Please provide a brief description of the following:

E.1. Estimates of the total number of persons to be served by the project and the number of low- and moderate-income persons to be served by the project.

This project is intended to benefit individuals and families who are marginalized, homeless, or at-risk of becoming homeless. With a fully funded 1 FTE, we expect to serve 500 unduplicated individuals, through 1,000 meetings. 94% of those seen by our staff report low to extremely low income.

E.2. The population and characteristics of the slum or blighted area that will be served (if applicable).

N/A

E.3. How the project will ensure that moderate-income persons do not benefit to the exclusion of low-income persons.

While Thrive services are open to all individuals that wish to access them, 79% of those we see are at the extremely-low income level, with 15% at the low income level and 6% reporting moderate income levels.

E.4. The methods used to determine the project benefit and documentation of the sources used.

Utilizing the HMIS system, we track the number of people served; their gender, age, ethnicity, COVID-19 impact, income level and housing status. We also track services sought and referral connections made. Thrive staff and volunteers follow up with clients through phone calls, email and an online survey option to evaluate our interactions and level of assistance with individuals. To date those surveys have reflected an overwhelmingly positive response of both respectful interactions as well as connection to needed services and improved outcomes due to the support of Thrive staff. This project will be considered successful if individuals' specific information needs relating to social services are met promptly with connection and referral to correct resources and assistance.

F. Financial Information

Completed by rbaker@bendoregon.gov on 1/5/2022 11:33 AM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

F. Financial Information

Please also provide the following financial information:

F.1. A detailed line-item budget describing the total project cost and operating income and expenses, including consideration of inflationary factors, maintenance costs, potential relocation costs, and increased insurance costs associated with the project.



Budget Form *Required

TCO-Bend CDBG 2022-23 Budget.pdf

F.2. A description of the assumptions used to determine the total project cost and the operating budget, including the sources consulted and how costs were determined.

Assumptions were made based on our annual budget and costs associated with it. This is a program we have run since 2016.

F.3. A brief description of your organization's plan for funding the project after the first year, if applicable.

It is crucial that Thrive continue on its path to financial sustainability and reach a point at which it is a stable long-term resource for our growing Central Oregon community.

Specifically we are actively pursuing the following to supplement requested Bend CDBG funding:

- Develop a much larger donor base with a focus on major donors and business support
- Increase the number of fundraising events to increase community awareness and diversify our funding base
- Develop as many ongoing fee for service programs that fit our mission
- Apply for ongoing stable federal funding grants that provide services for people with disabilities
- Continue to apply for state and local yearly grants that provide services to the population we work with
- Apply for private foundation grants that provide one to three year start-up funds for new programs and services
- Utilize Community Health Worker certifications to bill Medicaid directly, (currently in the pilot stage with Pacific Source)

F.4. A statement regarding your organization's ability to proceed with the project without your requested CDBG or CET funds, or with an award less than your requested amount.

This project is scalable. If we are not able to secure the total funding required for this project from CDBG and other potential resources, we will, as needed, adjust the number of hours, locations and services provided to the City of Bend. The Central Oregon Health Council is offering a 1:1 match. If funding is needed beyond this, we will leverage funds from OHA in an effort to continue meeting this need.

F.5. CDBG Funds Requested

\$35,760.00

F.6. CET Funds Requested

Printed By: Racheal Baker on 1/5/2022

\$0.00

F.7. Leveraged Funds

\$35,760.00

G. Budget

Completed by rbaker@bendoregon.gov on 1/5/2022 11:34 AM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

G. Budget

Please provide the following information.

G.1. Project Budget

Project Activities	CDBG Funds Requests	CET Funds Requested	Other Public Funds	Private Funds	Activity Total
TCO-Bend Services	\$35,760.00	\$0.00	\$0.00	\$47,710.00	\$83,470.00
TOTAL	\$35,760.00	\$0.00	\$0.00	\$47,710.00	\$83,470.00

G.2. Other Public Funds

Source	Use of Funds	Amount of Funding	Funding Status
TOTAL		\$0.00	

G.3. Private Funds

Source	Use of Funds	Amount of Funding	Funding Status
COHC- Impact Incentive Fund	TCO-Bend Services	\$35,760.00	Applied For
Deschutes Public Library	in-kind support for services	\$11,950.00	Secured
TOTAL		\$47,710.00	

G.4. Funding Documentation



Funding Documentation - Letters of funding commitment from sources

***No files uploaded*

H. Project Feasibility and Readiness

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

Completed by rbaker@bendoregon.gov on 1/5/2022 11:35 AM

H. Project Feasibility and Readiness

Please provide the following information regarding project feasibility and readiness:

H.1. A description of the organization's administrative capacity to complete the project, including its experience in implementing and managing activities similar to the proposed project. If capacity is achieved through partnerships with or utilization of other organizations or agencies, describe the nature and status of these partnerships.

Thrive Central Oregon is in its seventh funded year of providing outreach services in Central Oregon. In that time, and with the support of United Way of Deschutes County, Housing Works and Deschutes Public Library, Thrive has shown itself to be responsible and effective at managing its program development and activities.

From October 2015- March 2018, Thrive Central Oregon was incubated through United Way of Deschutes County as a board was developed and non-profit status was obtained. With those developments complete, Thrive transitioned to an independent non-profit in April 2018, having hired a bookkeeper, developed an Executive Board and a Funding and Sustainability workgroup that oversee a balanced budget in coordination with the Executive Director.

Primary annual revenue sources include dramatically growing government funds and fee-for-service contracts, as well as foundation grants and a developing donor base. We are happy to provide The City of Bend with a copy of our financial audit, if requested.

H.2. A description of neighborhood and/or community support for the project. Attach letters of support or other evidence of neighborhood/community support.

We have strong support from the many agencies that utilize us for resource information, including but not limited to, Department of Human Services, Bethlehem Inn, NeighborImpact, Saving Grace, Family Access Network, Latino Community Association, Housing Works, Deschutes and Crook Public Libraries, St Charles, and many more.



Letters of Support

2_DPL Letter of Community Support.pdf

H.3. A description of the organization's readiness to proceed with the project. For example, is staff currently available to work on the project, or is the organization ready to proceed with hiring staff?

We are ready to move forward with this project. As the numbers of those seeking our services continues to increase we are consistently open to hiring and onboarding new staff as funding allows.

H.4. For CDBG applicants, a description of the organization's familiarity with meeting the federal requirements listed in the [City of Bend Public Services Program Rules and Requirements](#), and/or the organization's plan for ensuring that these requirements are satisfied.

Thrive Central Oregon is familiar with, will comply with, and will ensure that these federal requirements are met, and will obtain any additional information needed to satisfy these requirements. Thrive has had funding through the Bend CDBG and Redmond CDBG and has efficiently complied with the reporting guidelines.

Submit

Completed by sarah@thrivecentraloregon.org on 10/31/2021 1:58 PM

Case Id: 30090

Name: Thrive Central Oregon- Bend services - 2021

Address: 405 SW 6th street "A"

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator. Also note: please check your Spam email folder if you have not received any emails from Neighborly.

☒ The applicant certifies that all information in this application, and all information furnished in support of this application, is given for the purpose of obtaining funding under the City's Affordable Housing Development Program.

☒ I understand that U.S.C. Title 18, Sec. 1001, provides: "Whoever, in any matter within the jurisdiction of any department or agency of the United States knowingly and willfully falsifies...or makes any false, fictitious or fraudulent statements or representation, or makes or uses any false writing or document knowing the same to contain any false, fictitious or fraudulent statement or entry, shall be fined not more than \$10,000 or imprisoned not more than five years, or both."

☒ I certify that the application information provided is true and complete to the best of my/our knowledge.

☒ I agree to provide any documentation needed to assist in determining eligibility and are aware that all information and documents provided, except as exempted pursuant to law, are a matter of public record.

☒ I further grant permission and authorize any bank, employer, or other public or private organization to disclose information deemed necessary to complete this application.

Signature

Sarah Mahnke

Electronically signed by sarah@thrivecentraloregon.org on 10/31/2021 1:57 PM

Thrive Central Oregon- Bend CDBG Program						
Annual budget for FY 2022-23						
Expenses	Expense	In-Kind	Total	Central Oregon Health Council- 1:1 match funding	Bend CDBG request	Provided by
<i>Personnel</i>						
Community Outreach Advocate (1FTE)	46,738		46,738	20,331	26,407	
Benefits and taxes on the above @ 22%	10,282		10,282	4,473	5,809	
Program Administration (Executive Director coordination, staff support and oversight @ 11%)	5,141		5,141	2,236	2,905	
Benefits and taxes on the above @ 22%	1,131		1,131	492	639	
Subtotal personnel	63,292		63,292	27,532	35,760	
<i>Non-personnel</i>						
Occupancy costs (office space, computer and printing @ DPL and Downtown Bend office)	13,750	11,950	1,800	1,800		Deschutes Public Library (in-kind)
Travel	1,100		1,100	1,100		
Insurance & Bookkeeping	1,650		1,650	1,650		
Equipment, supplies & technology	1,978		1,978	1,978		
Staffing Support: professional development, DEI,	1,400		1,400	1,400		
Client Support: Bus tickets and gas cards	300		300	300		
Subtotal non-personnel	20,178	11,950	8,228	8,228	0	
Total Annual Expenses	83,470		71,520			
Total Match Supports		11,950		35,760		
Total request for Bend CDBG 2022/23					\$35,760	

Memorandum of Understanding Programming Partnerships

Deschutes Public Library Programming Agreement

The Deschutes Public Library works with many community partners to develop enriching programs and services for our communities throughout Deschutes County. The intent of this agreement is that both agencies benefit from their partnership without imposing on their respective constituencies and programs.

- 1) **PARTIES:** The parties to this Agreement are:

Thrive Central Oregon
Deschutes Public Library (Library)

- 2) **DURATION:** This Agreement shall begin on July 1st, 2021 and continue through July 1st, 2023. It may be terminated by either partner with a minimum of 30 days' written notice.

- 3) **MODIFICATION:** This Agreement may be modified at any time by written agreement of the partners. Any modifications will require the signatures of both parties.

- 4) **THRIVE CENTRAL OREGON OBLIGATIONS**

- Thrive Central Oregon agrees to be a positive ambassador for the Library and the drop-in counseling sessions with which they are associated.
- Thrive Central Oregon agrees to submit press materials regarding drop-in counseling sessions to the Library for review one (1) week prior to release.
- Thrive Central Oregon agrees to apprise the Library in advance of any media interactions and/or releases regarding Thrive Central Oregon services at the Library.
- Thrive Central Oregon agrees to communicate in writing to designated Library staff in regard to changes to Thrive Central Oregon hours of operations and locations as related to drop-in counseling sessions at the Library.
- Thrive Central Oregon agrees that all requests for additional hours at the Library will be submitted to the Library Director for approval.
- Thrive Central Oregon agrees to consistently staff all advertised drop-in counseling sessions per mutually established hours and as promoted in the Library's digital and/or print releases.
- Thrive Central Oregon agrees to collect and maintain participation statistics and report these statistics to designated Library staff on a monthly basis.

- 5) **DESCHUTES PUBLIC LIBRARY OBLIGATIONS**

- The Library agrees to review media materials from Thrive Central Oregon prior to their media release.
- The Library agrees to promote Thrive Central Oregon counseling sessions through the online events calendar, in-house electronic signage, and/or electronic newsletter.
- The Library agrees to provide timely responses within one (1) week to Thrive Central Oregon when information is needed regarding the drop-in counseling sessions
- The Library agrees to provide internet access and equipment to print or copy, at no charge, handouts provided by Thrive Central Oregon for use at Library locations: releases / waivers, signup sheets, exit surveys, and/or intake sheets for reference and/or statistical purposes.
- The Library agrees to provide, based on availability, limited storage space for Thrive Central Oregon materials used with drop-in counseling sessions.
- The Library agrees to provide a meeting space for regularly scheduled Thrive Central Oregon drop-in sessions.

- 6.) **NONEXCLUSIVITY:** This agreement does not preclude the Library from forming other partnerships with "like" businesses and organization as the stated PARTNER in this agreement.
- 7.) **AUTHORITY AND SIGNATURES:** The individuals signing below have the authority to commit the organization they represent to the terms of this Agreement, and do so commit by signing below.

Todd Dunkelberg, Library Director
DESCHUTES PUBLIC LIBRARY

Todd Dunkelberg

6/24/21

Signature

Date

Sarah Mahnke, Executive Director
Thrive Central Oregon

Sarah Mahnke 06/22/2021

Signature

Date

Thrive Central Oregon

Equity Statement



We will promote equity throughout our organization by valuing the richness of the Central Oregon community and connecting individual needs to community resources.

We recognize people have varying degrees of access to opportunities based on current and historical inequities. These inequities are based on race, gender, socio-economic status, national origin, ethnicity, culture, disability, age, faith, gender identity and sexual orientation.

We serve individuals and families living in poverty in Central Oregon by striving to break down barriers and reduce stigma when accessing social services. We aim to bridge the gap for community members, meeting them where they are in public spaces and providing vital connection to resources and support.

When provided opportunities, people have the power to make positive movement in their lives. In order to fulfill our role of navigating barriers and bridging the gap, we believe that we must work toward and champion equity on both an individual and institutional level. We strive to promote a spirit of inclusivity from within our organization and to work in collaboration with others to dismantle structural barriers to personal fulfillment.

We commit ourselves to:

- Honor the dignity and worth of all people, and provide services that meet the unique needs of every individual.
- Build deep, collaborative relationships rooted in respect, following the lead of the people we serve, and seek active feedback from our community stakeholders

- Center equity, diversity, and inclusion in the foundation of our practices, policies and procedures.
- Provide ongoing opportunities for staff and board to engage in meaningful dialogue around diversity, equity, and inclusion to deepen understanding and promote growth
- Learn as we venture on this journey to become a more inclusive and equitable organization.

We recognize that this work takes time, energy, and financial resources. We acknowledge that we will make mistakes along the way. However, our commitment to uphold equity, hold ourselves accountable to our values, and serve our community remains steadfast and strong.