



City of Lawrence

2011 Outside Agency Funding – Special Alcohol Funds

Applications for 2011 funding must be complete and submitted electronically to the City Manager's Office at ctoomay@ci.lawrence.ks.us by the deadline of 5:00 pm on Monday, May 31, 2010.

General Information: Each year, the City Commission considers requests for the allocation of dollars to a number of agencies that provide services benefiting the Lawrence community. The decision on funding a request will be made during the City's annual budgeting process. The decision will be based upon the availability of funds, the need demonstrated through the agency's application, the stated objectives of the applicant's program, past performance by the agency in adhering to funding guidelines (as appropriate), and the ability to measure progress toward the program objectives.

Below are descriptions of descriptions of the categories of programs that may be funded with Special Alcohol Tax. An organization may apply in as many categories as it chooses.

Prevention. Activities related to prevention are described below.

Universal Prevention: A universal prevention strategy is one that is desirable for all members of a given population. The goal of the universal prevention is to deter the onset of substance abuse by providing all individuals with information and skills needed to prevent the problem.

Selective Prevention: Selective prevention strategies target subgroups that are believed to be at greater risk than others. Risk groups may be identified on the basis of biological, psychological, social or environment risk factors known to be associated with substance abuse.

Indicated Prevention: The purpose of indicated prevention is to identify individuals who exhibit early signs of substance abuse and associated behavior and to target them with special programs. In the field of substance abuse, an example of an indicated prevention strategy might be for high school students who experience truancy, failing grades and depression.

Treatment & Recovery. Treatment and recovery related activities are described below:

Assessment/Evaluations: Assessment and Evaluation is the process of identifying the extent of a substance abuse problem through the process of background assessments and interviews. The assessment and evaluation stage allows a clinician to make an appropriate diagnosis and treatment placement.

Therapy: This section of the continuum includes inpatient, outpatient or educational processes to assist the client in addressing substance abuse issues.

Aftercare: Aftercare includes efforts to reintegrate clients into a normal living situation and support a substance free existence. Aftercare may also include on-going therapy with clinical, family support and self-help programs.

Intervention. Activities related to intervention include initial assessment of individuals who have problems with substances and making appropriate referrals. Intervention also includes efforts to interrupt the use of substances in order to connect the client with proper treatment resources.

Coordination. Comprehensive and coordinated efforts provide multiple benefits when communities address alcohol and other drug problems. A community-wide approach is effective because:

- 1) It affects the entire social environment, which allows communities to have strategic approach to addressing norms, values, and policies as well as changing conditions that place children at risk.
- 2) It develops broad base of support and teamwork which allows all agencies involved to fully understand their contribution to the overall single strategy to address issues.

- 3) It brings results that are long lasting by integrating programs, services, and activities through existing organizations and extends the influence of all programs.

Other. Programs, policies or practices deemed appropriate according to Charter Ordinance 33.

Collaboration and/or coordination between organizations is highly recommended and multi-agency proposals to address an identified community problem are encouraged. Programs should have research based effective strategies or “promising approaches.” All programs must have goals with measurable outcomes.

PLEASE NOTE THAT FUNDS WILL BE DISBURSED ACCORDING TO THE FOLLOWING SCHEDULE UNLESS OTHERWISE AGREED TO IN WRITING:

- o FIRST HALF OF FUNDS WILL NOT BE DISBURSED BEFORE APRIL 1
- o SECOND HALF OF FUNDS WILL NOT BE DISBURSED BEFORE OCTOBER 1

The budget picture from the Kansas Legislature creates uncertainty as to the status of the local portion of the alcohol liquor tax. If the Legislature decides to eliminate or reduce the local portion of this tax, it will impact the City’s ability to fund programs. The City of Lawrence is proceeding with the Request for Proposal process and accepting applications for the alcohol tax revenues, with the understanding that funding levels, if any, are unknown and potentially subject to reductions by the State Legislature.

Questions? Contact Casey Toomay, Budget Manager at ctoomay@ci.lawrence.ks.us or 785.832.3409 .

APPLICATION

Please give your answers in the gray text fields below:

SECTION 1. APPLICANT INFORMATION

Legal Name of Agency: Headquarters, Inc., commonly known as Headquarters Counseling Center

Name of Program for Which Funding is Requested: Substance Abuse Intervention Services (including information and referral services formerly First Call For Help)

Primary Contact Person: Marcia Epstein, LMSW, Director

Address: 211 E.8th, Suite C; P. O. Box 999; Lawrence, KS 66044

Phone Number: 785.841.2345 for services; 785.841.9900 for administration

Fax Number: none

Email Address: Director’s email is <me@hqcc.lawrence.ks.us>

SECTION 2. REQUEST INFORMATION

The criteria for each application questions are explained below.

A. Amount of funds requested from the City for calendar year 2011.

Program should fit within one of the established categories.

Prevention	\$
Treatment	\$
Intervention	\$ 22,500.00 (same as current year)
Coordination	\$
Other	\$ for

A. Provide a brief description of the program. Summary of program should be clear and concise. Is Program based on proven effective strategies or “promising approaches?” Description should address how program is designed to have long-term effects on a person’s decisions about alcohol and other drug use. When appropriate, program design takes into account the person’s family and/or community.

Headquarters Counseling Center Mission: “Our trained volunteer and paid staff improve the emotional well-being and safety of adults and children through readily available counseling, education, and information services.” The director is a social work professional and the agency follows the Code of Ethics of the National Association of Social Work. Social work emphasizes working with the individual and her/his natural supports - family, friends, faith community, and more. Our center is accredited by the American Association of Suicidology, meets the research-based standards of the National Suicide Prevention Lifeline, and uses a counseling model based on research on what makes counseling effective.

Headquarters Counseling Center is the only counseling service in Lawrence that is available 24 hours daily with counselors on-site available for any personal concern of people of any age. Use of our services is free, confidential, and does not require an appointment. We can be reached by phone, email, or in person. (We will be adding computer-text-messaging and live internet chat, when additional technology funding is secured.) Appointments are not required, and time limits are not imposed. We strive to be easy to use, so people can get help whenever needed, with no financial barriers.

Our information and referral service (formerly called First Call For Help) is the most comprehensive health and human services information and referral service for Lawrence, far surpassing the state 2-1-1 service in Wichita. Our Information Specialist regularly updates our in-house database. We also periodically create the Douglas County CAIRS Resource Directory for local schools, churches, agencies, etc. Our counselors are trained to help each individual accurately identify her/his needs, to provide emotional support, and to provide helpful information and referrals.

Our substance abuse intervention services include:

1. For a person wondering if s/he has a problem with the use of alcohol or other drugs, we are a non-threatening place to reach out to, when a more traditional center would require a great deal of identifying information, and appointments. We are often the first step in getting help.
2. For the person who admits s/he is abusing alcohol/other drugs and is seeking help, we provide immediate counseling as well as referrals to support groups and treatment programs. In addition, we encourage her/him to contact us at times when s/he is tempted to use, as an alternative.
3. For the person concerned about, and affected by, someone else’s alcohol/other drug abuse we provide immediate counseling, emotional support, and referrals. This service is used by family members, relationship partners, and co-workers.
4. For any person affected by substance abuse - her/his own or someone else's - we provide on-going emotional support.

Headquarters Counseling Center is an essential component of the substance abuse intervention network for residents of Lawrence.

B. Provide a brief description of how the need for this program was determined.

The need for the program should be clearly established and outlined. When appropriate, the context of other services available, or the lack thereof, should be provided. Statistical data that supports community need should be provided. Headquarters opened in 1969 to provide counseling to young people using street drugs. Within the first few years, the center’s services expanded to meet additional counseling and referral needs. Helping people affected by alcohol or other drugs remains part of our service.

This area's last comprehensive needs assessment, the 1995 Douglas County Area Health and Human Services Needs Assessment, which was funded in part by the City of Lawrence, identified the lack of accessible community information about health and human services as a top priority. In February 1997 Headquarters Counseling Center, the Lawrence Public Library, and the United Way of Douglas County created the Douglas County CAIRS, Community Access to Information and Referral Services, partnership to meet the need for such information services. Since 1998 Headquarters has been solely responsible for the Douglas County CAIRS Resource Directory and database.

Any person in Lawrence could need our counseling or information service, to help her-/him-self or a friend, family member, or co-worker. During 2009 we were used 18,127 times for counseling and information services. Of those times, 554 times were primarily for assistance with alcohol or other drug abuse concerns. Substance abuse was also a factor in many other contacts, with concerns including depression and suicide risk, where alcohol or other substance use or abuse is a very significant factor; and inter-personal violence, where again alcohol or other substance use or abuse is a very significant factor. In 2009, we were used 4,110 times for crises related to depression and suicide. Such use is increasing, and as noted below use of services is reported to be beneficial. These data demonstrate the importance of keeping our services available.

C. Describe the desired outcomes of this program (see Logic Model). At least one Process, one Behavioral and one Impact outcome must be included and clearly outlined on Logic Model. Outcomes must be measured by an identified evaluation tool. Does **agencies show adequate progress towards achieving their targeted outcomes if previously funded.**

Crisis services such as ours need be evaluated differently than longer-term strategies. Our outcomes evaluation process has developed since 1999 when we completed training in United Way's Measuring Program Outcomes: A Practical Approach, and researched evaluations of counseling and crisis programs conducted during the previous twenty-five years. A significant influence in our project is the client-centered work of the Institute for the Study of Therapeutic Change www.talkingcure.com Our outcomes evaluation model is in line with recent national studies on the impact of suicide crisis hotlines, research funded by the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

We measure the immediate impact of our 24 hour counseling and information phone service for adults during 2-3 two-week periods each year. Adult callers are asked to respond to 11 statements with ratings of 1-5 or "not applicable." On the scale, 1 indicates strongly disagree and 5 indicates strongly agree. We target having means of 4 on all items. Through the years, we have consistently surpassed this benchmark.

- Variable 1 "more calm"
- Variable 2 "less alone"
- Variable 3 "more hopeful"
- Variable 4 "gained useful knowledge about the concern"
- Variable 5 "gained information about available resources that s/he will use"
- Variable 6 "was more prepared to manage the concern"
- Variable 7 "more likely to take actions for safety"
- Variable 8 "perceived counselor as knowledgeable"
- Variable 9 "perceived counselor as understanding the concern"
- Variable 10 "perceived counselor as caring"
- Variable 11 "believed talking was helpful"

Eligible calls are counseling and information calls from adults where:

The call is an appropriate use of our service, not a prank or other mis-use, and not an administrative call.

The call is not from a frequent caller with high anxiety who has “opted out” for that reason. (Any caller can decline the offer to provide feedback on her/his call.)

The call must have ended before the counselor receives another call, as we will not keep a new call waiting to administer the survey. In fact the biggest challenge to our outcomes administration is the high call volume relative to the number of counselors available

iAdministration	Mar-08	Nov-08	Mar-09	Oct-09	Feb-10
total calls	823	735	700	637	655
eligible calls	324	273	305	298	265
surveys offered	140	66	94	53	104
% offered	43.2	24.2	30.1	17.8	40.4
number surveyed	93	47	60	42	72
% eligible calls surveyed	28.7	17.2	19.7	14.1	27.2
Average (mean) rating:					
1. More calm	4.56	4.68	4.54	4.68	4.53
2. Less alone	4.32	4.43	4.30	4.46	4.54
3. More hopeful	4.40	4.30	4.44	4.45	4.46
4. Gained useful info	4.52	4.54	4.64	4.50	4.51
5. Gained referrals s/he will use	4.64	4.86	4.88	4.80	5.00
6. More prepared	4.33	4.26	4.54	4.43	4.40
7. Increased safety	4.33	4.75	4.00	4.67	4.57
8. Knowledgeable	4.53	4.89	4.79	4.73	4.76
9. Understanding	4.64	4.98	4.82	4.88	4.88
10. Caring	4.89	5.00	4.95	4.95	4.89
11. Helpful	4.68	4.91	4.78	4.88	4.82

D. Describe any coordination efforts your agency has made. Program strategy should involve a coordinated approach. Description should address how this particular program or service fits with other existing efforts to reduce fragmentation and duplication.

Headquarters Counseling Center collaborated with other agencies in determining substance abuse related services to offer, even before a coordinator was funded through the Special Alcohol Tax Fund. During all the years that DCCCA was funded for a coordinator, we actively participated in their activities.

As an agency, Headquarters is a model of coordination and collaboration. Our growth over the years results from careful work with other community groups, meeting needs which match our strengths, and supporting other services in their work. We are careful to avoid unnecessary duplication in our work. Our substance abuse intervention services complement those provided by other agencies, including RADAC, DCCCA, and 12 step groups. Our information service is an excellent example of coordination to efficiently meet people’s needs.

E. Describe how your agency is capable of implanting the proposed program. Based on agency history, management structure, and staffing pattern, does organization have capacity to implement the proposed program and achieve the desired outcomes?

Headquarters Counseling Center has served this community for over 40 years. For the past 9 years we have also served Kansas on the national suicide prevention hotline network, which requires meeting research-based standards in suicide crisis intervention with changes in those standards as new research identifies effective strategies.

We are incorporated as a not for profit agency in the state of Kansas, and have status as a 501 (c) 3 organization, exempt from federal income tax. Headquarters Counseling Center has a 10-15 member

Board of Directors, representing diverse personal and professional backgrounds. Board duties include monitoring finances, participating in annual planning processes, and advising staff on agency operations. We have a strategic plan and establish yearly goals each January. Our financial records are audited each year.

F. Provide a detailed budget for the proposed program using the categories provided. The budget request for the program described should be reasonable and spelled out according to the categories below. Does the organization use funding creatively to get the most for the money, i.e. use of students, volunteers, in kind donations, leveraging of this funding to get other funding, etc.? Are long-term plans for program funding discussed – will this be an annual request for alcohol tax, is it expected to increase, decrease, etc.? Are other sources of funds used for the program? If so, are they described.

- Personnel (list each staff position individually and note if new or existing)
- Fringe Benefits
- Travel
- Office Space
- Supplies: office
- Supplies: other
- Equipment

Our budget is attached.

As in previous years, the requested funding will support on-going substance abuse intervention services by providing funding for the general operations of the agency, including the Information Specialist position. Keeping these services available 24/7 requires keeping our entire counseling and information center available 24/7.

Our center's full-time staff and Board of Directors are very actively involved in securing funding from a variety of sources to support needed services: private and governmental grant sources, fund-raising events, donation drives for individuals and businesses. As evident from our budget, we are very frugal. Training volunteers to provide counseling services is another way of stretching limited resources to keep services available. Each week approximately 30 volunteer paraprofessional counselors provide services.

Maintaining the current level of funding is critical. Our previous level of funding \$23,750 per year was reduced to \$22,500 in 2009. Use of services and costs of providing services continue to increase. Knowing that purchases of alcohol that generate this tax remains high, we hope to avoid any additional cut.

SECTION 3. LOGIC MODEL

Please complete the Logic Model below.

ASSESSMENT DATA	GOALS/ OBJECTIVES	TARGET GROUP	STRATEGIES	PROCESS OUTCOMES	BEHAVIORAL OUTCOMES	IMPACT OUTCOMES
<p>The assessment is your baseline data (the behavior with current risk and protective factor data).</p> <p>See Needs Assessment section for data on use of 24 hour center during 2009.</p> <p>See Outcomes and Evaluation section for data from 2008-10 administrations.</p>	<p>The Goals and Objectives are statements of what you're wanting to accomplish.</p> <p>Caller shows improvement from start to end of call.</p>	<p>Your target group is who you're working with.</p> <p>Adults who call our 24 hour counseling and information center.</p> <p>Note: This could include any adult in Lawrence due to the range of our services for the person her-/him-self and those s/he is concerned about.</p>	<p>Strategies are the program, policy, procedure, etc. you will implement to address your goals.</p> <p>Counseling by telephone, using reflective listening skills, clarifying questions, and assessments for danger to self or other, and directive counseling to establish safety plans.</p>	<p>Process outcomes measure what intervention was conducted with what group of people (I.e., how much money was spent, number of people served, client satisfaction)</p> <p>Example: Fourteen lessons were taught to fourth graders during January 2006.</p> <p>*All outcome statements are concrete with numbers of change over an amount of time</p> <p>Offer 11-item questionnaire* at the end of all talks with adult callers during three 10-14 day intervals during the year.</p> <p>Compile data from administration.</p>	<p>Behavioral outcomes measure the impacts, benefits or change in behavior during and after participation in the system/intervention.</p> <p>Example: The grade point average of all matched students raised by .5% during first semester of 2006.</p> <p>*All outcome statements are concrete with numbers of change over an amount of time</p> <p>Each item is prefaced by: after/through talking with the Headquarters Counselor, client rates self on 1-5 scale...</p> <p>1. I feel more</p>	<p>The impact outcome will be your "pie in the sky" statement of how things will be down the road for your target population if all your outcomes are met and everything goes perfectly.</p> <p>All adult callers experience benefits from the service, as demonstrated by (mean) average ratings of at least 4 on all items.</p>

				<p>Examine that data to determine whether our training and supervision build the needed skills, and improve those processes if needed.</p> <p>*See Outcomes and Evaluation section.</p>	<p>calm.</p> <p>2. I feel less alone.</p> <p>3. I feel more hopeful.</p> <p>4. I gained useful information about my concern.</p> <p>5. If referrals were requested or offered: I gained useful information about resources that I will use.</p> <p>6. I am more prepared to manage this concern.</p> <p>7. If the person was in danger from self or another person: I am more likely to take actions for my safety.*</p> <p>*With this item, if rating is less than 4, we discontinue survey and continue counseling.</p>	
--	--	--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Headquarters Counseling Center Budget - 2011 Special Alcohol Fund
6/1/2014

Agency FY Ending:	<i>FY 09</i> <i>ACTUAL</i> 11/1/2013	<i>FY 10</i> <i>Budgeted</i> 11/1/2014	<i>FY 11</i> <i>Proposed</i> 11/1/2015	<i>from</i> <i>Alcohol Tax</i>
REVENUES				
UWDC	69,534	69,121	69,121	
Grants for operating expense	5,500	3,500	3,500	
Grants for Technology Upgrades		30,000	0	
FEMA for Baldwin	3,000	0	0	
KU Student Activity Fee	36,200	36,200	36,200	
City Alcohol Fund	22,500	22,500	22,500	22,500
Membership	71,647	30,000	35,000	
Business/Org Partnerships	8,333	4,000	10,000	
Other Contributions	6,128	6,000	6,000	
Dg. Co. CAIRS income	25	0	0	
Sales (shirts, mugs)	36	100	0	
Training Materials	1,000	1,200	1,200	
Fundraisers	18,288	21,500	25,000	
Interest Income	1,260	720	500	
Misc.	252	0	0	
Restricted income - LAGSA	x	500	1,000	
REVENUE TOTALS	243,703	225,341	210,021	22,500
EXPENSES				
Bank Charges (incl PayPal fe	0	75	75	
Continuing Ed/ Conferences	1,661	1,000	2,000	
Contractual Services	5,070	5,211	5,500	
Professional Dues	380	500	500	
Insurance	2,559	3,600	3,800	
Mileage	452	500	500	
Volunteer Recognition	2,280	3,000	3,200	
ADMIN. TOTAL	12,402	13,886	15,575	0
Equip Maint	149	450	500	
Library	611	800	1,000	
Office Equip/Furn	676	500	500	
EQUIPMENT TOTAL	1,436	1,750	2,000	0
Maintenance	0	0	0	

Rent	14,112	14,818	14,880	6,000
Telephone	4,064	4,320	5,000	2,500
Utilities	3,506	3,800	4,080	
<i>Water</i>	812	800	800	
<i>Elec</i>	1,482	1,600	1,600	
<i>Internet</i>	1,212	1,400	1,680	
FACILITIES TOTAL	21,682	22,938	28,040	8,500

Salaries	144,559	150,730	157,287	
<i>Director</i>	42,128	42,230	43,497	6,000
<i>Asst Director</i>	32,000	32,000	32,960	
<i>Dir. of Volunteers</i>	25,135	28,000	28,840	
<i>Dir. of Child's Prog's</i>	32,880	33,000	33,990	
<i>Office Assistant</i>	6,029	5,500	6,000	
<i>Information Specialist</i>	6,388	10,000	12,000	6,000
Health	7,050	7,200	7,200	
FICA match of .0765	11,598	12,082	12,583	
Simple IRA 3% match	3,713	4,203	5,000	
PERSONNEL TOTAL	166,920	174,215	182,070	12,000

Advertising	9,968	10,000	10,000	2,000
Copying/printing	3,777	4,000	4,200	
House-Clean.	244	250	250	
Office Supplies	1,979	2,000	2,000	
Postage- P.O. Box	1,061	2,100	2,000	
SUPPLIES TOTAL	17,030	18,350	18,450	2,000

OPERATIONS TOTAL	219,470	231,139	246,135	22,500
-------------------------	----------------	----------------	----------------	---------------

SPECIAL PROJECTS	6,290	35,500	6,000	0
<i>Baldwin FEMA</i>	3,000	0	0	
<i>Survivors of Suicide Group</i>	596	1,000	1,000	
<i>Fund-raising events expens</i>	2,694	4,000	4,000	
<i>Lawrence Area GSA</i>	X	500	1,000	
<i>Technology upgrades</i>	X	30,000	0	

TOTAL EXPENDITURES	225,760	266,639	252,135	22,500
---------------------------	----------------	----------------	----------------	---------------