



City of Lawrence

## 2013 Social Service Funding Application - Special Alcohol Funds

**Applications for 2013 funding must be complete and submitted electronically to the City Manager's Office at [ctoomay@lawrenceks.org](mailto:ctoomay@lawrenceks.org) by 5:00 pm on Friday, May 4, 2012.**

**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. These funds are to be used pursuant to the goals of the City Commission, which can be found below:

- **ECONOMIC DEVELOPMENT:** Promoting the economic development of Lawrence to provide varied work and business opportunities.
- **PLANNED GROWTH:** Encouraging growth that protects our environment, neighborhoods, and cultural features while benefiting all of our citizens.
- **COMMUNITY BUILDING:** Creating social capital and celebrating our heritage.
- **ENVIRONMENT ISSUES:** Integrating the environment into our decisions as we work towards a sustainable city.
- **NEIGHBORHOOD QUALITY:** Improving the livability of all Lawrence neighborhoods.
- **TRANSPORTATION:** Improving access for all citizens.
- **DOWNTOWN DEVELOPMENT:** Enhance the vitality of downtown while maintaining it as a unique community treasure.
- **SERVICE DELIVERY:** Provide excellent city services consistent with resources available.

**Applications will be reviewed by the Social Service Funding Advisory Board at meetings held from 2:00 to 6:00 p.m. on May 16 and May 23. Applicants are asked to make a contact person available by phone in case questions arise.** Following their review, the Advisory Board will forward recommendations for funding to the City Commission.

Recommendations will be based upon the following criteria:

- availability of city funds
- the need demonstrated through the agency's application
- the stated objectives of the applicant's program
- alignment of the program with the City Commission Goals
- the efforts to collaborate and avoid duplication of service demonstrated through the application
- outcomes that move program participants from total dependency toward measurable levels of independence
- ability to measure progress toward the program objectives and the City Commission Goals
- past performance by the agency in adhering to funding guidelines (as appropriate)

The final decision regarding funding will be made by the City Commission when they adopt the Annual Operating and Capital Improvement Budget in August.

**Special Alcohol Tax Information.** 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.

**Other Information.** 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:**

- **FIRST HALF OF FUNDS WILL NOT BE DISBURSED BEFORE APRIL 1**
- **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](mailto:ctoomay@ci.lawrence.ks.us) or 785.832.3409.



City of Lawrence

## 2013 SOCIAL SERVICE FUNDING APPLICATION – SPECIAL ALCOHOL

### SECTION 1. APPLICANT INFORMATION

Legal Name of Agency: Big Brothers Big Sisters of Douglas County

Name of Program for Which Funding is Requested: Community Based Mentoring

Primary Contact Information (must be available by phone 5/16 and 5/23 from 2 p.m. to 6 p.m.)

Contact Name and Title: Cathy Brashler, Executive Director

Address: 536 Fireside Ct. Suite D., Lawrence, KS 66049

Telephone: 785-843-7359 Fax: 785-331-2893

Email: cbrashler@ksbbbs.org

### SECTION 2. REQUEST INFORMATION

The criteria for each application questions are explained below.

#### A. Amount of funds requested from the City for calendar year 2013.

Program should fit within one of the established categories.

Prevention	\$29,500	Intervention	\$	Other	\$
Treatment	\$	Coordination	\$		

**B. Provide a brief description of the program.** Summary of program should be clear and concise. Is Program related to one or more of the City Commission Goals? 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.

#### Program Description:

Big Brothers Big Sisters of Douglas County (BBBS) was established in 1989 by community members who wanted to provide mentoring services to Douglas County children from single parent homes. Over the years, the definition of children at risk has expanded to include not only those living in single parent homes but those living at or below the poverty level, living with abusive situations, non-violent juvenile offenders and their at-risk siblings, as well as children who have a family member residing in prison. BBBS’ Case Management staff matches carefully screened adult volunteer mentors (Bigs) with a cross-section of these at-risk children (Littles). This relationship is called a “match.” Two program options for matches are available. Of the two programs, our Community-based program is the focus for Special Alcohol Tax Funding.

Volunteer mentors in the Community-based program provide Littles with non-judgmental adult friendship, time and attention through weekly one-to-one outings, tailored to Bigs’ and Littles’ unique interests. Through this friendship, Bigs help children discover a world of possibilities and opportunities, and from those experiences the children learn values and behaviors that help them avoid negative life choices. Throughout the life of the match, BBBS supports and supervises the volunteers, youths, and parents with monthly follow-up phone calls, formal evaluations at six month and yearly anniversaries, and occasional activities for the matches to attend.

#### Program Model

Big Brothers Big Sisters, emphasizing a youth-development approach to prevention through long-term personal relationships, strives to mitigate some of the negative effects that arise from growing up in an at-risk environment. The Communities That Care model for youth development defines three factors that protect youth exposed to multiple risk factors. The first protective factor, “individual characteristics,” is inherent to the child and considered difficult to change. Big Brothers Big Sisters focuses on the other two protective factors, either reducing the impact of the risks or by changing the way a person responds to the risks, through the relationships of carefully screened mentors to their matched youth. Those two factors are:

- Bonding – Positive, protective, warm relationships with family members, teachers, and other adults encourage a young person’s competence. Studies of children who live in high-risk situations indicate that positive bonding makes up for many other disadvantages caused by other risk factors or environmental characteristics.
- Healthy Beliefs and Clear Standards - Schools, families, and/or peer groups that teach their children healthy beliefs and set clear standards for behavior can reduce the negative effects of risk factors. For instance, opposition to youth alcohol and drug use is a standard that has been shown to protect youth from the damaging effects of substance abuse risk factors.

Big Brothers Big Sisters is the only mentoring program that has demonstrated clear scientifically proven results. The US Department of Justice’ Office of Juvenile Justice and Delinquency Prevention selected BBBS as one of only a few model programs that effectively addresses substance abuse among young people. Similarly, The Center for the Study and Prevention of Violence selected BBBS for its effectiveness as one of its ten “Blueprint Model Programs” out of 450 programs studied. BBBS was the only mentoring program included.

Additionally, a four-year independent nationwide study of the impact of Big Brother Big Sisters programs by Public/Private Ventures (P/PV) showed that providing youth with consistent adult support through a well supervised, frequently meeting, long-term mentoring relationship improved grades and family relationships, and helped prevent initiation of drug and alcohol use.

Program-based evaluations conducted by P/PV found that compared to their peers, boys and girls matched to a Big Brother or Big Sister were, for example:

- 46% less likely to start using illegal drugs (minority mentees were 70% less likely)
- 27% less likely to start drinking underage (minority mentees were 50% less likely)
- 33% less likely to behave violently
- 52% less likely to skip a day of school

Beyond the immediate impact on a youth, mentoring by Big Brothers Big Sisters has a long-term life changing impact. Harris Interactive reported in “Adult Little Research,” (2009), that “the majority of Adult Littles (alumni of the program) believe that having been a Little contributes significantly to the person they are today. 62% consider themselves to be more successful than their peers who weren’t involved in the program. Alumni were more likely than non-alumni to receive a four year degree. They are 50% more likely to have a household income of \$75,000 or more. And two in three (64%) are very satisfied with life which is significantly more than the one-third of non-alumni who say the same.”

The community based program includes the family and community in every mentoring match created. The intake process for children includes in-depth interviews with the child and parent. The Case Managers work closely with the family to educate them about the program expectations and provisions. Case Managers closely document the family situation to appropriately match their child with an adult mentor that will be compatible and sensitive to each family’s situation and needs. Through this process the parents become involved in the relationship that is created between their child and his/her mentor. Involvement of the family improves the quality of the mentoring relationship and can help to increase the length of the mentoring relationship. The Lawrence community is also invested in supporting the program. We receive referrals of children who would benefit from a mentoring match from many social service agencies and local schools. Many local businesses provide discounts for our matches to participate in their services at an affordable cost, allowing our matches to include local businesses in their activities. The community is also very supportive of the fundraising efforts needed to sustain the agency outside of city allocations.

#### City Commission Goals:

Providing mentoring to at-risk children from single family homes does not directly impact economic growth, neighborhood development, city services or the environment. The Community-Based Mentoring program does have a direct impact on the growth and development of our community in the present and future. By investing in our most vulnerable populations of youth we are building collateral in our future community. Every child that is matched with a positive role model and as a result is able to make smart decisions about alcohol and drugs is adding strength to our community. Strong mentoring matches now will reduce the need for intervention services for adults that come at an even higher cost to the city agencies and law enforcement services. Investing in our high risk demographics while they are young will indirectly impact many of the city commission goals in the long run by helping our citizens to be healthier and more productive adults.

#### **C. 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.

The Lawrence / Douglas County area, using recent census estimates, has approximately 15,300 children in the 5-17 year age group. Approximately 20%, or 3,000 children in that population are considered to be in at-risk environments. Big Brothers Big Sisters of Douglas County has a long-term goal to serve at least 20% of the at-risk group, or more than

600 children annually. BBBS served 458 children during 2011, with an active match count of more than 350 at any one time.

Based on data from local BBBS client profiles, we have identified that, of the children we serve annually, 49% have been exposed to at least one form of abuse, be it drug abuse, alcohol abuse, physical abuse and/or emotional abuse. In addition to that, 83% have been identified as living at or below the poverty level, with an average of 80% living in other than traditional two-parent homes. At least 10% of the children - often more - have one or more family members incarcerated, which creates a disproportionately high chance of delinquency, drug or alcohol abuse, school problems, and eventually being in prison themselves. These at-risk factors extend beyond the current client base into the general youth population as a whole.

The number of at-risk children will remain relatively proportional to the local population, and the negative impact of at-risk environments will remain. Likewise, even as matches are made, more families continue to request mentors for their children, perpetuating a persistent wait list of 60-100 children at any one time. Adequate community support to maintain a full staff allows BBBS to continue to provide mentors to these waiting children.

Prevention of problems through effective mentoring programs is a cost-effective way to minimize local government expenses in remediation of the social impact related to early use of alcohol, drug abuse, delinquency and related issues. According to Kansas Action for Children ([www.kac.org](http://www.kac.org)) in 2010, 11.7% of youth (grades 6<sup>th</sup> through 12<sup>th</sup>) engage in binge drinking and 8.5% use tobacco. Big Brothers Big Sisters, as the only Lawrence agency providing one-to-one mentoring programs for at-risk youth with proven long-term results, can significantly impact the prevention needs in Lawrence.

BBBS provides mentoring services with a Case Management staff of four, who are fully invested in making matches and providing continuing supervision based on state standards. To meet the continuing and growing need for mentors for at-risk children, BBBS seeks to maintain its current program staff levels in order to properly screen potential volunteers and supervise the matches that are made. For several years, the Alcohol Tax Funds allocated to BBBS have supported the payroll expense of at least one Case Manager. For CY 2013, Big Brothers Big Sisters asks the City of Lawrence to extend that support for that full-time Case Manager, so that BBBS can continue to serve more than 500 children annually, thus maintaining the preventative services that mentoring provides our community.

**D. 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 agency show adequate progress towards achieving their targeted outcomes if previously funded.

The desired long range outcome of the program expects that children matched with Bigs for an extended period will grow to be more productive citizens, with lower school drop-out rates, reduced likelihood of early alcohol use or drug abuse, and a reduced likelihood of involvement with the law. For high risk children who have an incarcerated family member, mentoring often breaks the predictable cycle and particularly helps those children avoid detention and/or incarceration and dropping out of school.

The first Process Outcome is to support current mentoring matches to extend the life of the match and insure quality of the relationship. Supporting data show that longer term matches are associated with more positive outcomes (DuBois et al., 2002; Grossman & Rhodes, 2002; Rhodes, 2002). Currently the average match length of the BBBS agency in Douglas County is 22.9 months, higher than the national BBBS average of 21.4 months. The primary program goal for 2012 is to promote longer matches and reduce the number of match closures. This is done by focusing on the first year of the mentoring match through the consistent communication and support of the Case Managers with the volunteers and families. Our statistics show that matches that make it through the first year are more likely to continue for multiple years thus increasing the positive impact of the relationship. Our length of match is monitored through our supervision process and the strength of relationship is monitored through surveys taken at the three month and one year mark of every new match. The second process outcome is to create and serve 500 children annually in 2012.

The Behavioral Outcomes of the program are consistent year to year, showing at least 25% or higher improvement in ability to avoid delinquency, substance abuse, self confidence and school attitudes and performance. These outcomes are measured and evaluated by our Program Outcome Evaluation survey (POE) conducted on the annual anniversary of every match. The POE survey is a standard of Big Brothers Big Sisters of America and is a casework-management survey and database approach to measuring outcomes in mentoring programs.

The Impact Outcomes representing long term benefits to participation in the program come as a result in gradual improvements in the areas mentioned in the Behavioral Outcome section such as ability to avoid drug and alcohol use, delinquency and improvement in self confidence and school performance. Improvements in these areas translate into expectations that a higher percentage of children with an incarcerated parent will be able to avoid detention or incarceration, and that almost 90% of all children, will avoid dropping out of school and drug and alcohol abuse.

These expectations are in line with the POE data gathered from CY2011. Children matched for at least one year showed 38% improved ability to avoid substance abuse and 48.8% felt better able to avoid delinquency. 68.1% of Parents reported an improvement in academic performance, 62.5% reported improvement in attitudes about school, and 83.8% reported improvement in self confidence. The outcomes for 2012 and 2013 should be similar as long as sufficient funding is available to support our Case Management staff.

**E. 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.

Big Brothers Big Sisters cooperates with a diverse group of community organizations and services to identify children who can benefit from the program and to reinforce the positive messages delivered in the mentoring process.

A. The Lawrence public schools partner with BBBS to coordinate our Bigs in Schools program. We interact also with Success by Six, School Resource Officers, Family Resource Specialists, After School Programs and Parents As Teachers.

B. The Douglas County Sheriff, the Lawrence Police, the KU Public Safety Office and the KU Athletic Department partner each year with BBBS to offer a Safety Training camp to more than 100 of the children currently being served by BBBS.

C. DCCCA offers educational materials for our agency's clients and staff, and refers children through the Family Preservation Program.

D. Bert Nash, SRS, Kaw Valley Center, The Shelter, Douglas County Department of Youth Services, Ballard Community Center, and Willow Domestic Violence Services refer children to our agency and provide our clients with needed services.

E. The KU Work Study program consistently provides two or three employees each semester.

F. Kansas University and Baker University classes, fraternities and sororities provide activities each year for our Littles. The Center For Community Outreach has referred numerous volunteers.

G. As a United Way of Douglas County agency, BBBS networks with other agency directors through the UW agency directors' meetings.

H. The Roger Hill Volunteer Center directs new volunteers to the agency, and refers parents and children.

I. We work with Lawrence Education Achievement Partners (LEAP) which encourages businesses and organizations to become more involved with partner schools.

J. As a member of the Lawrence Chamber of Commerce BBBS develops business relationships as well as recruits new volunteers for Big Brothers Big Sisters.

K. We work with the Boys & Girls Club to place mentors at their after-school sites. Additionally, staff members refer children to BBBS programs.

L. We collaborate with CASA to share volunteer resources and training facilities. Many of our Littles attend summer camps free of charge on CASA scholarships.

**F. Describe how your agency is capable of implementing 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?

Big Brothers Big Sisters of Douglas County is a member agency of Kansas Big Brothers Big Sisters, an affiliate of Big Brothers Big Sisters of America (BBBSA), and follows all the quality and safety standards and procedures required of affiliated agencies. BBBSA is a respected 100-year old organization with proven success. The Douglas County agency is guided by a dedicated local Board of Directors, an Executive Director, and a collaborative community of local BBBS agencies in the Northeast region of the state of Kansas. A program staff of Case Managers is responsible for processing volunteers and clients, and making and supervising matches.

The BBBS staff and Board of Directors work hard to maintain the funding necessary for a stable on-going operation. Aggressive fundraisers are held, an annual giving program is in place, and the staff continues to research and identify grant funding opportunities, with approximately 10 grants applied for each year.

Big Brothers Big Sisters of Douglas County has been a stable operation for many years, showing consistent numbers and steady maintenance of the number of annual matches made and the number of children served. Average match tenure has been increasing, indicating quality matching and good supervision. Adherence to state and national standards has resulted in positive local POE results year after year.

**G. 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

Budget Requirements: Total Budget Request = \$29,500.

Program Staff Personnel = \$30,457

Case Manager (Existing Position), \$24,500.00. Standard scale full- time entry level compensation for Case Managers within BBBS.

Fringe Benefits = \$5,957

\$1,805 - payroll taxes for one position at 7.65%, plus \$4,152 - health insurance at \$346/month for 12 months

Travel, Office Space, Supplies/Office, Supplies/Other, Equipment = \$0.00

The balance of salary and ancillary expenses required for this position will be supported by budgeted private and corporate donations.



City of Lawrence

### SECTION 3. LOGIC MODEL

Please complete the Logic Model below.

ASSESSMENT DATA	CITY COMMISSION GOAL(S)	PROGRAM GOALS/ OBJECTIVES	TARGET GROUP	STRATEGIES	PROCESS OUTCOMES	BEHAVIORAL OUTCOMES	IMPACT OUTCOMES
<p>20% of community children are considered at risk</p> <p>80% of at-risk children are in single parent homes</p> <p>49% of at-risk children report exposure to drugs, alcohol and other forms of abuse.</p> <p>+10% of BBBS matched children have incarcerated family members</p>	<p>Community Development:</p> <p>Investment in vulnerable populations of youth builds collateral in future community members.</p> <p>Every child that is matched with a positive role model and is able to make smart decisions about alcohol and drugs reduces the need for intervention services for adults that come at an even higher cost to the city agencies and law enforcement services.</p>	<p>Reduce negative behaviors such as:</p> <ul style="list-style-type: none"> <li>- Delinquency</li> <li>- Truancy</li> <li>- Resorting to violent behavior</li> <li>- Anti-social behaviors</li> </ul> <p>Delay or avoid</p> <ul style="list-style-type: none"> <li>- drug abuse</li> <li>- early use of alcohol</li> </ul> <p>Improve</p> <ul style="list-style-type: none"> <li>- academic performance</li> <li>- school attendance</li> </ul> <p>Promote bonding with caring adults</p> <p>Improve self-esteem.</p>	<p>Children ages 5-17 from one or more of the following groups:</p> <ul style="list-style-type: none"> <li>- single parent homes,</li> <li>- incarcerated family member,</li> <li>- juvenile offenders or siblings of juvenile offenders</li> <li>- other high risk environmental factors such as poverty, poor school performance, etc.</li> </ul>	<p>Maintain program staff to support target numbers of matches and conduct monthly supervision.</p> <p>Match children to carefully screened adult mentors</p> <p>Mentors to meet weekly with their Littles.</p> <p>Conduct Program Outcomes Evaluation (POE) at one year anniversary of all matches</p>	<p>Support current matches to increase length of match and quality of relationship. Current length of average match is 22.9 months which is already higher than the national average of 21.4 months. This high level of service will be maintained and attained by more matches in the program.</p> <p>Reach a service level of more than 575 children served by end of 2012.</p>	<p>Maintain consistently positive results for areas of risk. Children and parents will report:</p> <ul style="list-style-type: none"> <li>+25% better able to avoid substance abuse</li> <li>+25% more likely to avoid delinquency</li> <li>+25% will have improved self-confidence</li> <li>+25% with improved attitude toward school</li> <li>+25% with better school performance</li> </ul>	<p>Children matched for one year or more will:</p> <ul style="list-style-type: none"> <li>+70% of children with an incarcerated parent will avoid detention and/or incarceration</li> <li>- 90% of children will avoid dropping out of school</li> <li>- 90% of children will avoid drug abuse and early use of alcohol</li> </ul>