Nevada Department of Health and Human Services
Grants Management Unit
4126 Technology Way, Room 100
Carson City, NV 89706
775 684-3470
Fund for a Healthy Nevada
NOTICE of GRANT AWARD

| | |
|---|---|
| Grantee: East Valley Family Services<br>1830 East Sahara, Suite 101<br>Las Vegas, NV 89104 | Tax ID: 900183363<br>Request ID: 1334 |
| Contact: Ms Ileana Delfaus | Telephone: 702-369-9433 |
| Project: Chance, Choice, Change-"You must take a CHANCE to make a CHOICE to CHANGE your life." | Email: Ileana@evfs.org |
| Grant Period: 7/1/2015 to 6/30/2016 | Vendor #: T81095752 |

Project Description: Chance, Choice, Change (CCC) is a Family Resource Center collaborative in Clark County designed to help participants end their personal food insecurity through comprehensive nutrition education, weekly menus and nutritious food, application assistance and employment training and job referrals.

Counties to be served: Urban

| Approved Budget: | $323,381 | | |
|---|---|---|---|
| Personnel | $19,013 | Occupancy | $17,630 |
| Contract/Consult | $90,660 | Communications | $5,840 |
| Staff Travel/Per diem | $0 | Public Information | $0 |
| Equipment | $0 | Other Expenses | $5,820 |
| Supplies | $163,690 | Indirect Costs | $20,728 |
| | | **TOTAL** | **$323,381** |

**Approved Measures for Quarterly Progress Reports**

| Outcome 1 | | Outcome 2 | | Outcome 3 | |
|---|---|---|---|---|---|
| a. 600 individuals or 200 families will receive food assistance in SFY16.<br>b. 200 families will be surveyed after services are rendered.<br>c. 200 families will report they did not need to skip meals after receiving food assistance and supportive services.<br>d. Of the 200 families surveyed, 100% will report that they did not need to skip meals. | | a. 200 families (600 individuals) will be referred to one or more federal food assistance programs in SFY16.<br>b. 185 families will be successfully linked.<br>c. 185/200 = 93% will be successfully linked to one or more federal food assistance programs. | | a. 8,000 meals were provided during SFY14.<br>b. 10,000 meals were projected for SFY15.<br>c. The amount of meals will not change in SFY16.<br>d. Meals increased by 25% (additional 2000 meals) from SFY14 to SFY15. No further increase is projected for SFY16. | |
| **Serve#** | **Achieve%** | **Serve#** | **Achieve%** | **Serve#** | **Achieve%** |
| 600 | 100 | 200 | 93 | 10,000 | 0 |

This grant has been approved for the first year of a two-year cycle. The budget detail is based on the grant period identified above. Future funding is dependent upon grantee performance and availability of funds.

Disbursement of funds: Total reimbursement will not exceed $323,381 during the grant period. Funds will be disbursed primarily on a reimbursement basis, with allowance for advances, in accordance with grant instructions in Attachment B.

Source of Funds: FHN - Wellness

Terms and Conditions: In accepting these grant funds, the recipient understands and agrees to the following:

1. This award is subject to the availability of appropriate funds.
1. Expenditures must comply with any statutory guidelines, DHHS Grant Instructions and Requirements, and the State Administrative Manual.
2. Expenditures must be consistent with the narrative, goals and objectives, and budget as approved and documented in Attachment A.
3. Grantee must comply with the DHHS Grant Conditions and Assurances, and the DHHS Grant Instructions and Requirements in Attachment B.
4. Grantee must comply with all applicable Federal regulations including but not limited to:
   - Audit requirements for grantees that expend more than $750,000 in Federal awards during the grantee's fiscal year;
   - Title 2 of the Code of Federal Regulations (CFR) including , but not limited to, 2 CFR 200 (replacing OMB Circular A-21 for colleges and universities), 2 CFR 225 (replacing OMB Circular A-87 for state and local governments, and 2 CFR 230 (replacing OMB Circular A-122 for non-profit organizations); and
   - 45 CFR 92.35 requiring that neither the grantee nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
5. Quarterly progress reports are due by the 30th of the month following the end of the quarter, unless specific exceptions are provided in writing by the grant administrator.
6. Financial Status Reports and Requests for Funds must be submitted monthly, unless specific exceptions are provided in writing by the grant administrator.

| Signatures | Dates |
|---|---|
| Authorized Grantee Official: | 8/3/2015 |
| Laurie Olson, Chief, Grants Management Unit<br>Laurie Olson | 8/5/15 |
| Richard Whitley, Director, DHHS:<br>Bonnie Long for Richard Whitley | 8/7/15 |

## Organization Information

### Confirm the program area that your proposal addresses.
Wellness-Hunger - One Stop Shop

### Request Amount
Enter the total amount of funding requested in this proposal for SFY16 only (no decimals, round numbers only).
323,381

### Organization Name
East Valley Family Services

### Legal Name
East Valley Family Services

### Also Known As

### Address
1830 East Sahara, Suite 109

### City
Las Vegas

### State
Nevada

### Postal Code
89104

### Phone
702-369-9433

### Extension

### Fax
702-733-6144

### E-mail Address
alicia@evfs.org

WWW Address
http://eastvalleyfamilyservices.org

Tax ID
900183363

Organization Type
(e.g., state agency, university, private non-profit organization)
Non-profit

**Organization Primary Contact**

First Name
Alicia

Last Name
Davisson

Title
Executive Director

E-mail
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Office Phone
701-369-9433

Extension

Mobile Phone

**Project Primary Contact**

First Name
Leah

Last Name
Guevara

Title
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E-mail

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Office Phone
702-696-1554

Extension

Mobile Phone

## Introduction

### What is your organization's primary mission statement?

The mission of East Valley Family Services is to help families, children and seniors to become and remain self-sufficient, healthy and socially responsible.

### Project Title

Chance, Choice, Change-"You must take a CHANCE to make a CHOICE to CHANGE your life."

### Describe your project in one or two sentences.

Chance, Choice, Change (CCC) is a Family Resource Center collaborative in Clark County designed to help participants end their personal food insecurity through comprehensive nutrition education, weekly menus and nutritious food, application assistance and employment training and job referrals.

### Provide a brief overview of the proposed program or project.

The motto of the Chance program is that," You must make a Choice to take a Chance to CHANGE your life." The program idea was developed from the CCC program of the Great Depression which if you remember put young men to work so they could take care of their families. The modern day program combines the work component with the primary goal of ending hunger through nutrition and health education as well as application assistance, employment education, job referrals, placement and retention. Chance Choice Change is a ten week program meeting weekly where the education component is presented very often with practical applications such as cooking demonstrations, mock interviews and sharing of ideas among the participants. Direct food assistance is provided at the end of each class that is based on a menu developed by the nutrition department of UNLV. This weekly food distribution is designed to feed a family of four for four days. Because of the strong partnership that is the Family Resource Center coalition, the program provides this unique service to the east, west, south and central areas of Clark County/Greater Las Vegas.

## Population to be Served

### Define your community/service area. Is it a district within a city, a county, a group of counties or region, or the state as a whole? Be specific. Name the area or areas you consider to be your community.

The community/service areas that participates in the Chance program are located in urban southern Clark County. Because of the Family Resource Centers designated areas of service, the central, west, east, south and north areas of Clark County are able to participate in the Chance, Choice, Change program. This has been highly successful because of accessibility and ease of transportation. Each specific site is in an area where participants live and feel at home. Because of the Family Resource Center's familiarity with the area the participants are taught respectfully with their unique ethnic and cultural values in mind. The families also have a high level of trust in their neighborhood workers.

## Geographical Area Served

Choose Up to 5

Urban-Clark County-Las Vegas Central
Urban-Clark County-Las Vegas North
Urban-Clark County-Las Vegas East
Urban-Clark County-Las Vegas South
Urban-Clark County-Las Vegas West

## Identify any special populations you plan to target.

Choose Up to 3

At Risk
Low Income
Physically Disabled

## Does the program for which your organization is requesting funds have a waiting list? If so, how many unduplicated individuals are currently on the list? How long do they typically have to wait to receive services? Do you have a plan to address the waiting list?

Chance Choice Change as a rule does have a waiting list but that is because families are referred for the next 10 week session while one session is currently in progress. The waiting list varies but on the average may range from 10 to 15 unduplicated families. Staff make every effort to interview the families and provide program orientation so that each family is ready to begin in the new session. The wait time is usually four weeks or less.

### Organization Strength (Up to 20 Points)

## Refer to Page 4 of the Request for Applications. Describe how your organization's proposed project relates to the mission and long-term goal(s) of the corresponding program area. (For example, hunger projects would focus on the mission and goals of the strategic plan that addresses food security.)

To improve the quality of life and health of Nevadans by increasing food security throughout the state. As a mission this gives a broad action plan for southern Clark County. Living under the umbrella and glitter of the Las Vegas strip creates a false sense that Las Vegas is a consummate wealthy city and that all of its citizens share in its wealth. In many ways this area is blinded by the glitter. Clark County has a population of 1,954,733 persons. Of that number 941,875 are below poverty. 27.7 % are food insecure children. Numbers concerning senior citizens are uncertain. The Chance Choice Change program has chosen the following two principles from the strategic plan as its working plan and has been successful in its implementation these past two years.

2. Use a comprehensive coordinated approach to ending hunger and promoting health and nutrition, rather than just providing emergency short-term assistance.

Each participant in the CCC program is assessed for food security needs, why they have the need and what can be done to strengthen this individual so they are no longer in need. This is not a quick fix or Band-Aid approach to hunger but a comprehensive co-ordinated one that considers the person and their needs as a whole. This program has been an amazing journey for the participant and staff alike and speaks to the powerfulness of exposure to nutritious food, education and resources.

3. Focus on strategic partnerships between all levels of government, communities, nonprofit organizations including foundations private industries, universities and research institutions.

No program should operate in a vacuum-it truly does take a village. The local village that has been a strength to the CCC program has been five Family Resource Centers working toward the same goal, Food Security, Dress for Success, the Bank of Nevada, UNLV School of Nutrition, Clark County School District and Three Square. The participants that are enrolled in the CCC program not only are strengthened by this community involvement during their ten week program but also have ready resources for the program's after life.

## What qualifies your organization to provide the proposed service?

Throughout its existence East Valley Family Services has realized the importance of providing integrated services for its clients and collaborating with others. Food security has always been part of this existence. East Valley worked with the Nevada Department of Education to increase participation in school breakfast programs, recruited summer and after school meal sites, hosted summer food sites and assisted with the planning of the Southern Nevada Food Bank. Another resource from Nevada State Purchasing has been the Senior Commodity program and the TFAP program which supplies nutritious food monthly. Three Square and East Valley have had a long term partnership working together on a pilot project called Senior Share, a weekend food program for medically fragile seniors and mobile home pantry projects.

East Valley has also won awards from the Co-operative Extension program, the City of Las Vegas and Clark County for its work with families and its collaboration with others.

Last, but not least East Valley is composed of dedicated staff who triumph with their clients when they are no longer hungry and have found strength within themselves.

## Provide information about the key staff who will be involved in project leadership. Provide names, titles, a brief description of their duties, and the number of years each person has worked in this program area (both inside and outside your organization). At minimum, include the Executive Director, the Program Manager and the Fiscal Officer.

Key Staff--for the Lead Agency are:

Alicia Davisson- Executive Director-Is responsible for the overall oversight, supervision and program development of East Valley Family Services. Alicia has worked in the State of Nevada for over 30 years and has been involved with the Family Resource Center and the Differential Response Program since their inceptions. Alicia is a firm believer in the concept of helping each family gain self-sufficiency through partnership and planning.

Ileana Delfaus-Chief Financial Officer -Has 16 years experience working with fiscal oversight in a non-profit organization. Ileana is responsible for all grant expenditures, payroll, income and the overall agency budgets. With her expertise East Valley has always been listed as a fiscally sound organization.

The CCC program is managed by the following staff:

Leah Guevara-Family Services Manager-Has worked for East Valley for ten years supervising the programs of the Family Resource Center and developing the family education programs. Both the curriculum for the Bears and Binkies program and the current CCC program have been developed by Ms. Guevera. The educators are Jamie Perez and Lisa Ruehl. The two staff have worked for East Valley for six years. Jamie is in charge of nutrition education and Lisa is in charge of employment education. Both of them assist with application assistance and other self-sufficiency issues. Leah, Jamie and Lisa have been the original educators of the Chance, Choice Change program for the past two years.

## Non-Profit Community Organizations - If yours is a non-profit community organization, provide information about your Board of Directors. How is board composition determined? How are members selected? How many members constitute a full board and how many vacancies do you have now? What kind of training (formal or informal) does your board receive and how often? Briefly describe the board's role in strategic planning, fundraising, and program oversight.

The Board of Directors meets monthly with its main officers being the President, Secretary and Treasurer. Other special committees are appointed by the President if deemed necessary. A new Executive Board is elected every year. The Board is responsible for financial and legal affairs as well as the supervision of the Executive Director. Board composition has been determined by the Board so that there are levels of expertise in all areas, social services, education, banking, legal, the public sector, medical and public relations. Members are recruited by the Board members for their expertise and then selected by the Board after interview and verification of their resume. Nine members constitute a full Board and there are no vacancies at this time. A new Board member is asked to spend time with each Program Manager and observe program operations. Each month one of East Valley's Departments presents their program to the Board and entertains questions and answers. The Director presents relevant updates each month so the Board is consistently aware. Training is ongoing and relevant. The Board is responsible to see that the strategic plan is completed or modified. The plan is reviewed four times a year to determine progress. Program oversight is left largely to the Executive Director and the Program Managers. Within the area of fiscal oversight, the Chief Financial Officer meets with the Treasurer regularly and reports to the Board monthly. All audits whether program or the single audit are shared or mailed directly to the Board President. The new

year's budget is approved by the Board during the July Board meeting and any significant deviations must be approved by the Board. The Board's fundraising plan will be redeveloped at the next Strategic Plan. The original plan was difficult to implement during the fiscal crisis, so most of our fundraising has come through private donations.

## Other Organizations - If yours is not a non-profit community organization, describe how the oversight typically provided by a Board of Directors is handled.

Not applicable

## Summarize your organization's strategic plan by answering the following questions. When and how was your plan completed? Has the overall mission/vision been revised since the plan was first completed? What timespan does it cover? What are the primary goals in the plan? How is progress toward goals tracked?

East Valley rewrites its strategic plan every two years. The new plan will be developed in September 2015. The Board chooses to hire an outside consultant who works with the Board and all key management to devise the plan based on survey questions answered by all staff. The overall mission/vision has been discussed and the consensus is that the vision of comprehensive services for all families is what East Valley does and will continue to do well.

Primary Goals:

1. Complete an assessment to quantify what needs to be built, leased or renovated to provide services for current clients and to support growth.

On July 1st, 2015, East Valley moved into larger quarters across the parking lot at the current location.

2. Improve agency leadership by insuring that the Board has knowledge of programs and operations and that staff have an understanding of the Board's role.

This is an ongoing communication operation and must be continuously maintained.

3. Strengthen The Board's leadership by looking at Board members strengths and adding members to fill gaps.

As of February 2015 this has been completed.

4. Hire and train a new Agency Director in lieu of the current Director's retirement.

This is currently in progress.

5. Identify the necessary money, staff and resources to create a sustainable marketing, public relations and funding program for the Agency.

This goal is still in progress and it is expected that it be included in the next strategic plan.

Progress is tracked by Board review four times a year.

## Define what sustainability means to your organization and describe how your organization addresses this.

Sustainability is East Valley's ability to fulfill our mission statement by assisting families, seniors and children in the best possible manner. At the same time it has always been the goal and concern of this agency that its staff are paid a decent wage with good benefits including health insurance and retirement. The staff and clients are the foundation of this agency. In order to do this, our expenses adhere strictly to the approved budget, grants

are written that supplement current programs and no new programs are instituted without Board approval. During the time that East Valley has been in existence, undesignated money has been put into an interest bearing account with a percentage of money set aside particularly for client assistance or program needs not paid for by grantors. East Valley also designates a least one month of expenses be set aside for emergency situations. This fund is a result of one large fund raiser that had been started before the economic crisis, private donations and small fund raisers. At the same time sustainability also includes education for the staff which is ongoing through training on a number of related topics every other Friday and continuous development of partnerships that can be mutually beneficial to each other.

## Summarize your organization's plan for resource development. How will any additional resources that are received be used by the organization?

The organization's plan for resource development is the following:
1. Continued management of current grants with due diligence and quality of commitment.

2. Research and completion of other grant resources that will supplement current programs for expansion of services.

3. Encouraging donors to make contributions annually if possible.

4. Expanding the availability of our Community Education programs and charging a reasonable fee when possible.

5. Planning small fund raisers through the year such as the Applebee's and Jason's programs as well as several rummage sales.

6. Continue to work with the Board to develop an annual signature fund raiser as well as a marketing plan.

7. East Valley has during this year developed policies and procedures for volunteers and would like to increase this resource by 20% in the next year.

Any additional resources are usually designated for a specific program. If the resources are undesignated they are set aside for expansion of programs especially those that are needed by families and seniors. Resources such as clothing, food and others are designated for the current appropriate program such as CCC, Family Resource Center , ADRC and Differential Response program

## Service Delivery (Up to 25 Points)

## Complete the Service Matrix and submit it along with the other attachments required for this application. How did your organization decide which services to list on the Service Matrix?

Services listed on the service matrix are listed by the order of the way services are provided in the Chance Choice Change program. These services are the core of this program.

Chance Choice Change assessment and orientation

Nutrition Education, Shopping and Budgeting classes
Weekly food distribution
Application assistance, completion, submittal and advocacy
Employment assistance training, job referrals and retention.

All of the above are very important towards the family's stability but East Valley understands that if an individual and their loved ones are hungry very little matters until that need is met. So to meet it succinctly addressing the hunger issue comes first.

This question focuses on knowledge of available services (including those that your organization provides). Answer all of the following elements.

**(a) How does your organization educate its staff about other services that are available to clients?**

**(b) How does your staff educate clients about other services that are available to them?**

**(c) How does your staff educate other providers about your organization's services?**

**(d) Summarize your organization's outreach plan. Include information about targeted outreach designed to draw in any special populations identified in the "Population to be Served" section of this application.**

A. Staff Education
1. Monday Morning Quickie--Every Monday morning before the week begins, all staff are required to attend a fifteen minute meeting where new programs or re-education concerning old resources are shared.
2. Other service providers are invited to present education concerning their programs on-site. This usually occurs on Friday mornings.
3. Some departments have instituted a field trip time where they go and see their community partners in action.
4. Pertinent information is sent to the Agency's share drive such as the new income levels so that all staff have access.
5. Monthly manager's meetings are held the last day of each month and information is disseminated to their teams.

B. Client education
1. At the initial interview, when the family assessment is complete, the client is given appropriate written referrals and how to access these referrals. This is usually incorporated into the individual's goal plan and is checked for follow-up and further clarification at the next meeting.
2. Printed materials are available in offices and in two entry ways so clients may take information with them, read while they are waiting and formulate questions if needed when they see their Family Support Worker.
3. Three computers are available for clients to research information and data about other services that may be available for them.
4. In some instances staff will send pertinent information to former clients.

C. Other Providers

Information is provided through brochures, e-mails, fliers, our web site , new staff training and on-site presentations. The Agency periodically updates our 211 page.

D. Outreach Plan
1. Staff attend monthly parent teacher meetings in the designated Title One Schools most at risk.
2. East Valley attends at least four major outreach events usually connected with a holiday such as Trunk or Treat or other Health Fairs.
3. Weekly outreach and services are provided at Jewish Family Services and Martin Luther King Recreation Canter.
4. East Valley is a member and regular attendee of the Shield of Hope Neighborhood Coalition and also the City of Las Vegas's Faith Based initiative.

## Describe the service delivery process that will be used to provide individuals/families with food. The description should include, but should not necessarily be limited, to: eligibility requirements and verification process (if any), intake process, amount of food provided per pantry visit, limits on how often individuals/families can access the pantry, type of food that will be available, and how the pantries participating in the project will create a supportive environment that minimizes the stigma associated with receiving food assistance.

The Chance Choice Change service delivery process is an intensive ten week program conducted weekly to address hunger issues with weekly food distribution. The program is based on the second principle of Nevada's Plan for Action--Use of a comprehensive coordinated approach to ending hunger and promoting health and nutrition, rather than just providing emergency short-term assistance. The service delivery processes:
1. Clients are referred by the Family Resource Center, Differential Response, the Peer Parents and the ADRC program Referrals are also accepted from our partner Title One schools.
2. Applicant must have lived in the area for at least three months and have some form of NV ID. In some instances the client will receive assistance in obtaining that ID. They must also show some proof of residency.
3. Each applicant completes a welcome form and is interviewed by the Educator. Individual applicants are assessed by the Educator and Family Resource Manager. Class members are chosen on the basis of need and apparent willingness to work with the program.
4. CCC participants meet for an orientation concerning the program and its expectations and sign and agreement of participation. This program tries to instill good work habits and follow through employing the belief that in order to get something you must give something.
5. The class participants at the end of each class receive enough food for a family of four for four days plus snacks along with menus and cooking tips. Other meals should be provided by food stamps, school breakfast and lunch, WIC and from the client themselves. At the end of the ten week session there is a graduation ceremony with a certificate and daily planner as a gift. Food is provided by the class through Pot Luck. There is no sense of stigma with these graduates but a renewed belief in themselves and a vigorous sense of

pride. Graduates are encouraged to come to the Family Resource Center to continue looking for work or other assistance or to volunteer.
For those clients who are on the waiting list or who did not qualify for the program food is provided by the Family Resource Center as well as application assistance. For further food assistance clients are referred to partner Food Pantries in the areas.

## Describe the process for conducting screening, referral and follow-up in order to link people with the food programs and supportive services listed on Page 6 of the RFA. List any programs and services that people will be referred to beyond the required ones. Discuss the strategies that are being used or will be used to maximize the number of successful referrals that result in people receiving needed food assistance and supportive services.

The process for any client who comes to any Family Resource Center for assistance is as follows:

1. Completion of the welcome form which provides a basic snapshot of who the client is, income, education, household composition etc.
Client and assigned Family support worker discuss strengths and needs. A goal plan is then developed by the client and Family Support Worker. What does the client really want to accomplish?
What are the strengths and barriers? How can the client reach their goals? What will signify that the goals are met? The client and Family Support Worker agree on a basic first step, obtaining the proper identification, applying for food assistance, supportive services, employment, counseling and mental health services. These may include but are not limited to SNAP, WIC, School lunch and breakfast, EITC, TANF, CCDF, EAP and Project Reach. Of no less importance are Nevada Health Exchange, Medicare, Medicaid and Prescription programs.
2. The Family Resource Centers provides a written referral form to agencies for the client to present to the agency. The Family Support Worker keeps a copy of the referral form and after ten days a trained volunteer will call the agency to check on the status of the referral. Part of the referral form also contains a consent of information signed by the client. This process provides a dual purpose, to see if the client has complied with their goal plan and if the agency has provided services. Other agencies will provide information on the applicant's status either directly by e-mail or in a monthly report.
3. If the client has an immediate need that would prevent them from completing their goal plan, the Family Resource Center will assist with that need first such as food, baby formula, clothing, and assistance in obtaining identification.

## Hunger projects are required to ensure that all ages (birth to elder) are served. How will your partner organizations be structured to ensure that this requirement is met?

As each client is assessed the needs and ages of all family members are noted and taken into consideration. the case plan addresses this issue and action is taken accordingly:

1. Infants-Parents complete application for WIC, Emergency formula, juice, cereal, is provided in the meantime.

2. Special needs children- Through its Health Care Hope program, companies that provide formula and nutritional resources such as Ensure will donate food for those children on a feeding tube. For other children with special needs East Valley has a partnership with Variety Children's Charities who have established a special account for children so that food and other needs may be provided for them.
3. All parents are informed of the benefits of the school breakfast and lunch programs as well as SNAP and are assisted with the applications for these programs.
4. Seniors are enrolled in the Senior Commodity program which provides food once a month.
5. Through a partnership with Three Square seniors participate in Senior Share which provides weekend food for Seniors.
6. Seniors are also informed about congregate meal sites in town and the advantage of SNAP. They are also assisted with applications.

## Describe how your partner organizations will track and report on basic client demographics. Note that you may be asked to report on all clients served; not just with funds awarded through this RFA.

When each client enters any one of our partner organizations they will fill out a basic document used by all four agencies called the welcome form. This document covers the following: Household income and assistance, level of education, children in household and race and ethnicity. This applies to all clients of the Family Resource Centers not just the Chance, Choice, Change program.
This information is compiled by each site after the end of each ten week session. East Valley then compiles all of the reports into one document for the quarterly report.

## Describe the strategies that will be used to provide the maximum amount of food possible in order to minimize the need for clients to utilize multiple pantries to meet their food needs, and also ensure that the food provided (a) meets generally accepted standards for quality; (b) contributes to a balanced, healthy diet; and (c) is actually food that clients wish to eat.

Chance Choice Change developed the menu with Three Square and the UNLV's nutrition education program. It is based on the dietary needs indicated by the Food Pyramid and provides meat, dairy, fresh fruit and vegetables, bread and other essentials needed for a balanced healthy diet. The meal is used as the topic for the weekly nutrition education class and recipes are provided as well as some cooking demonstrations. Participants return the next week and discuss the effectiveness of that week's menu. They critique the recipes and bring some of their own, also discussing whether the meals provided were accepted by family members especially the children. Vegetables have been a real challenge. Clients reported calling each other to share ideas and to try new edibles.

Chance Choice Change explores and assists with every possible means to increase the client's ability to purchase food. This includes applying for school breakfast and lunch, WIC, SNAP, Commodity and TFAP programs. Each client also becomes part of a coupon club, clipping and sharing weekly coupons as well as applying for samples and freebies on line. Alternative grocery stores are also discussed and their advantages and dis advantages. Debates are conducted about Dollar Stores, Farmer's markets and the more traditional grocery stores. Participants bring in receipts and present to the class as proof of

their shopping success. When the class graduates after ten weeks, each person leaves with a food plan for action which, if at all possible, does not include food pantries.

## Describe any other elements of your approach to service delivery that will make your program successful in helping individuals and families achieve their highest level of self-sufficiency.

The highest level of self-sufficiency is reached by a client when they are able to plan, provide, buy and prepare nutritious food themselves and for their families. Another very important aspect of food and nutrition is the short and long term effects of proper food and eating habits on their children's health and learning habits as well as their own. To this end the Chance Choice Change program also incorporates healthy eating habits, obesity, diabetes and heart healthy seasonings. Each group of students finds these classes useful and many do not know the connection between health and nutrition. This also provides an impetus for their family to remain self-sufficient and in control of their own food purchasing. Assistance is also provided to obtain medicare, Medicaid and other insurance possibilities.

No less important, is the employment and training segment of the Chance Choice Change program. The employment begins with job readiness and helps with the tools needed to obtain a job. This includes appropriate identifications. health and work cards and resumes and job referrals. Special guests are participants in this program and demonstrate dress for success, interviews, job search and retention. Computers are available for job search and submittal. This segment of the program very often continues after graduation until a client is accepted for employment.

## If you plan to add any new food access points during the two-year grant period, explain why a new site is needed in a particular area. Use verifiable data wherever possible, cite waitlists if applicable, and include a timeline for implementation.

Not applicable

### Collaborative Partnerships (Up to 20 Points)

## Name the organizations participating in the proposed collaborative partnership and summarize their roles.

West Family Resource Center--sponsored by the Boy's and Girl's Clubs
North Family Resource Center-sponsored by Olive Crest
East Central Family Resource Center-sponsored by East Valley Family Services
South Family Resource Center-sponsored by Hope Link

The four Family Resource Centers are responsible for recruitment of clients who attend a ten week program to improve their food status, nutrition and health education, appropriate shopping and budgeting techniques, application assistance and advocacy, job training referrals and retention.

Three Square Food Bank

Three Square has developed along with UNLV weekly menus that will feed a family of four for four days as well as a snack. This menu is rotated every five weeks so that participants

will have exposure to different food and meal possibilities. Three Square has made every effort to maintain low food costs using their huge buying power to benefit the Chance Choice Change program and their clients. Delivering the food weekly is also part of their agreement. Three Square meets with the Family Resource Centers at least twice a year to determine customer satisfaction.

## Why was the lead organization selected to serve as the lead?

East Valley Family Services was chosen because of its belief that by mustering the strength, knowledge and dedication of the southern northern, east and west Family Resource Centers, a solid positive impact could be made in southern Clark County. In this way food insecurity is being tackled by an army not just a unit. East Valley is one of the original Family Resource Centers showing continuity and stability. As an agency, East Valley has had the most experience in managing food programs, the Senior Commodity program, TFAP, Senior Share, SNAP outreach, a site for summer food programs and developing and overseeing summer food programs throughout the county. The Agency was part of the original committee two years, that helped to develop the current plan against food insecurity. East Valley has also hosted food nutrition classes through Cooperative Extension and the USDA programs as well as being a participant in the Chef for Kids program. There has also been a consistent growth in programs suited to the Mission Statement and integrity in all financial matters.

## Identify the key management functions that will be provided by the lead organization. The response should include, but not be limited to, addressing how the lead organization will ensure that all partners are in compliance with DHHS grant requirements, that fiscal management practices are aligned with generally accepted accounting principles, and that data is tracked and reported in a consistent manner.

The Executive Director has the overall responsibility for the management of the Chance, Choice Change grant. The Director works with the Family Support Manager and the Family Educator at East Valley as well as the other sites. This group of individuals provides and sees that the integrity of this grant and service to clients is maintained. Data is tracked weekly, given to the East Valley Manager who then compiles this data into one document. Client files are maintained and reviewed at each site twice a year.

The CFO is responsible for the fiscal management of the agency. East Valley has an accounting procedures and practices manual which shows a system of checks and balances, monthly financial reporting and quarterly reporting to the Board of Directors. Our most recent single audit resulted in an unmodified opinion, which reflects that practices are aligned with generally accepted accounting principles and no material misstatements were found. The Executive Director is kept informed of the fiscal condition of the agency on a regular basis as is the Board of Directors.

## Describe how the funds requested in this proposal will be distributed through the lead organization to the partner organizations (e.g., subgrants, subcontracts). Indicate the amount of funds that will be apportioned to each partner and

## how each partner will use the funds.

Each of the three partnering agencies will receive $29,900. $18,900 will be allocated to a staff member directly involved with this program and $11,000 is for business expenses directly related to this program. Each partnering agency will submit a budget showing their projected expenses to be approved by the CFO and Executive Director. Each agency will submit a monthly expense reimbursement request complete with copies of invoices, time cards, payment receipts and any and all documentation supporting all expenditures. Upon approval of the request, payment will be made to the partnering agency within 30 days of receipt of submission.

## The existence of a partnership assumes that participating organizations will work cooperatively and collaboratively. Describe how your process works. How will decisions be made and differences resolved? How will the partners work together to ensure that the project stays on track and that performance goals are met?

The existence of a partnership is based on communication. Chance Choice Change Collaborative meets as a group four times a year. During this meeting the program is evaluated, what are the strengths and barriers, quality assurance and other items. These meetings are hosted by a different Family Resource Center each time The case manger for the hosting Family Resource Center presents a synopsis of their program highlighting what is a plus that the other centers could use. If there are changes requested, the Lead Agency is responsible to develop and communicate a plan for these changes. In between the quarterly meetings a designee from each program is assigned to communicate with East Valley's program coordinator who will communicate with the necessary individuals. This holds true for Three Square so they are not bombarded with phone calls.
Differences are resolved by open communication and every effort is made to work for the good of the whole. If a difference cannot be resolved East Valley would make the final decision.

**Remember to submit a Letter of Agreement and a draft Memorandum of Understanding if this proposal involves a collaborative partnership. If a final Memorandum of Understanding is available, this may be submitted in lieu of the letter and draft.**

### Cost-Effectiveness and Leveraging of Funds (Up to 15 Points)

## Describe how the program will make cost-effective purchases.

Two years ago when this program began, the sites discussed and shopped for cost effectiveness. Grocery stores, food vendors and wholesale stores such as Costco and Sam's Club were presented the menu with proposed delivery times and asked to bid. At the same time the same information was given to Three Square who because of their considerable purchasing power came in lowest. Their nutrition partners also developed a more usable menu. This has worked well for two years and if refunded we would like to continue. Three Square has often added items as bonuses at no cost to the grant. Another plus has been that East Valley is one of the distributors of the TFAP program-Temporary Emergency Food Assistance Program from USDA and this food is used to supplement the food given to Chance Choice Change clients and others in need.

Describe the total amount of resources that each partner agency will contribute to the project from all funding sources in SFY16 including the funds requested for SFY16 in this proposal. Categorize the funding sources by type (e.g., federal, state, local and private), indicate the specific source (e.g., USDA Commodity Foods), and include the dollar amount. Describe any volunteer and in-kind services and estimate the dollar value. Indicate whether the funding request or structure will be different in SFY17 and, if so, why.

The amount of funds contributed by partners are as follows:

PARTNERS
EAST/CENTRAL NORTH WEST SOUTH
FUNDING SOURCE EVFS Olive Crest Boys & Girls Club Hopelink
FRC(state) $20,000.00 $10,000.00 $10,000.00 $10,000.00

SNAP (federal) $30,000.00 $10,000.00 $15,000.00

TFAP (federal) $15,000.00

Supp. Housing (city) $15,000.00

WIC (federal) $5,000.00

Sr. Comm (federal) $30,000.00

Volunteer (local in kind) $5,000.00 $5,000.00 $5,000.00 $5,000.00

Food (in kind donation) $5,000.00 $5,000.00 $5,000.00 $5,000.00

What percentage of the funds requested will be spent on purchasing food? How was this percentage determined? (Note that the minimum requirement in the RFA is 50%.)

The percentage of funds requested for food is 39% ($125,000). The remaining 21% will come from our TFAP program. In a effort to keep the total cost of the program to a reasonable and reachable amount, we will be using donated food that we receive regularly through our TFAP (Temporary Food Assistance Program) federal program. This fiscal year we will be completing four, ten week courses for a total of 40 classes. Each class will have food purchased from Three Square as well as food from TFAP.

Indicate whether any of the funds will be used as match for another funding source. If so, what is the dollar-for-dollar ratio of the match (e.g., 1:1, 2:1, etc.).

Not applicable

## Outcomes (Up to 15 Points)

## Provide at least two examples of the program outcomes your organization is currently measuring. Describe how progress is tracked.

These program outcomes are from the current Chance Choice Change program:

1. Through the provision of food assistance to 600 unduplicated people, 90% or 546 surveyed will report that they did not need to skip meals after receiving services for at least one month.
Measurement: A hunger assessment will be taken at the beginning of each session and repeated at the end of four weeks to determine difference.

2. Through the provision of food assistance referrals to 600 unduplicated people, 552 or 92% will be successfully linked to one or more federal food assistance programs and be approved for service.
Tracking from the client and from the referred agencies received monthly will be compiled monthly and at the end of each session to determine success.

## How does your organization use outcome information to strengthen its programs?

East Valley uses outcome measures and results as a barometer to ascertain whether or not the program is doing what it proposes to do or if the strategies for service are inclusive or direct enough to assist clients. For instance in outcome number one, it has been determined that while the client is in the program it is fairly easy not to skip meals. This question then comes to mind, is our method of measure valid? Probably not. In this proposal East Valley will plan on three month surveys to see if client is still eating properly. Outcome information can also indicate what other services East Valley needs to implement such as nutrition education for young children, food supplementation for clients taking care of elderly parents. Outcome information is like the paycheck for each grant. They assess and review the benefits of services.

## What impact do your organization's services have on the quality of your client's lives?

At the end of each Chance Choice Change ten week program it is a pleasure to host a graduation party for all that finish. The sense of newly found pride in each client gives us as service provider's a newly found sense of pride. Talking to class members during the class sessions and hearing their comments is a barometer of good learning experiences. Comments like, " I am learning so much or I never knew that before" lets us know that growth is occurring. Consciousness of each other is an ongoing development as participant's get to know each other and help each other. Last but not least, the sense of relief is apparent as the client leaves each class session with food for their family and new ideas about creating those meals. To quote a comment written by a stay at home mother who says she had no sense of direction on how to begin over again. She says, "After 10 weeks of class I've learned so much from eating healthy and how to shop for best deals using coupons. This program helps me tremendously in getting my confidence back and search for a job." These kinds of comments speak for the impact of the program.

## Describe the long-term impact your organization's services have already had on the community or, if your organization is

proposing to provide a new service, describe how the service is expected to impact the community. Describe how impact is (or will be) measured.

East Valley Family Services through its thirteen year history beginning as a Family Resource Center and then expanding their scope to increase services so that every client who comes to the Center receives services on site satisfying as many needs as possible. The long-term impact that his organization has had on the community is stability and awareness of the community needs in the East Central area as well as Laughlin and Pahrump. Clients who walk in the door asking for the most basic need, often food receive that help but then find out that there is more help waiting for them in the form of education, benefits assistance, employment and community family events such as picnics, Christmas and Thanksgiving events, senior breakfast and bingo. The organization has evolved from a resource center to a community center where it is safe and help is ongoing. East Valley has been recognized by the City of Las Vegas as well as the County as an outstanding community partner.

## Projections

**Output/Outcome 1**

Provide the following projections.

**(a) The number of unduplicated people who will receive food assistance in SFY16.**

**(b) The number of unduplicated people who will be surveyed after services are rendered.**

**(c) The number of people who will report that they did not need to skip meals in the month following the food assistance and supportive service referrals received from this project.**

**(d) Use the projections in (b) and (c) to calculate the percent who report positively.**

a. 600 individuals or 200 families
b. 200 families will be surveyed after services are rendered.
c. 200 families will report they did not need to skip meals after food assistance and supportive services.
d. Of the 200 families surveyed, 100% will report positively. Of the 200 families who reported they did not need to skip meals, 100% will report positively.

**Output/Outcome 2**

Provide the following projections.

**(a) The number of unduplicated people who will be referred to one or more federal food assistance programs in SFY16.**

**(b) The number successfully linked.**

**(c) Calculate the percent successfully linked.**

200 families equates to 600 individuals

a. 200 families will be referred to one or more federal food assistance programs in SFY16.

b. 185 families will be successfully linked.

c. 185/200 = 93% will be successfully linked to one or more federal food assistance programs.

**Output/Outcome 3**

Provide the following data and projections.

**(a) The number of meals provided by all partner organizations during SFY14.**

**(b) The number of meals projected to be provided by all partner organizations during SFY15.**

**(c) Project the number of additional meals that will be provided during SFY16 by all partner organizations.**

**(d) Use the projections in (b) and (c) to calculate the percentage increase in meals provided.**

**[Note that the standard ratio for converting pounds of food into meals is 1.2 pounds equals one meal. If this conversion does not work for your organization for some reason, explain why and propose an alternative measurement.]**

a. 8000 meals were provided during SFY14;

b. 10,000 meals will be provided during SFY15.

c. The amount of meals will not change in SFY16.

d. Meals increased by 25% (additional 2000 meals) from SFY14 to SFY15.

**Output/Outcome 4**

Provide the following data and projections.

**(a) The pounds of fresh produce provided by all partner organizations during SFY14.**

**(b) The pounds of fresh produced projected to be provided by all partner organizations during SFY15.**

**(c) Project the pounds of additional produce that will be provided during SFY16 by all partner organizations.**

**(d) Use the projections in (b) and (c) to calculate the percentage increase in fresh produce provided.**

Three Square does not deliver food by specific weight. They have given us an average weight of 2000 pounds per pallet, 40% of which is produce.
a. In SFY14 approximately 32,000 pounds of fresh produce was provided.

b .In SFY15 40,000 pounds will be provided.

c. There will be no increase in produce for SFY16.

d. Fresh produce will be increased by 20% (8000 lbs.) in SFY15 from SFY14. In SFY16 the increase is 0%.

Indicate whether any of the projections provided above for SFY16 will change in SFY17. If so, explain why and enter projections for SFY17 below.
Projections for SFY16 will not change for SFY17 unless we receive money from several corporate grants that are in process.

## Management Checklist

Confirm that your organization already follows each of the practices listed below, or will implement these practices by the start of the SFY16 grant year. Note that items will be verified during program or fiscal monitoring visits, which may include a random sampling of transactions.
ANSWER "YES" OR "NO."
yes

**The organization has written personnel policies covering at a minimum: job descriptions, leave policies, recruitment and selection, evaluation, travel, salary ranges, fringe benefits, grievance procedures, disciplinary procedures, termination procedures, conflict of interest, sexual harassment, substance abuse, lobbying, confidentiality, and equal employment policies.**

**The organization has an accounting manual covering all of the following: separation of duties, accounts payable, accounts receivable, internal control, purchasing, check signing policies, payroll, cash receipts, procurements, property**

**management, time sheets, travel, conflict of interest, nepotism.**

**Procedures are in place to minimize elapsed time between receipt and expenditure of funds and for determining allowability and allocability of costs.**

**Accounting records are supported by source documents.**

**Records are adequate to identify the source and use of funds.**

**The agency has a process for reconciling project expenses with revenues.**

**Fiscal and program records are retained for at least three years after the end of the grant period.**

## Attachments

| Title | File Name |
|---|---|
| Board of Directors List | EVFS BOD 2015.doc |
| Service Matrix (Appendix B) | CCC - Service Matrix SFY16-17.pdf |
| Letter and Schedule of Findings for Federal Audit or Financial Statement/Status Report if OMB-133 not required | 2014YE Final Audit.pdf |
| Letter of Agreement and Draft MOUs with Partner Agencies (or Final MOUs if available) | CCC MOU & Letters of Agreement SFY16-17.pdf |
| Budget Template (Appendix D) | Chance Choice Change FY16 DHHS Budget.xls |