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[Robert Wood Johnson Foundation] [1990-1991] [1]

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October 3, 1991

Ms. Rosemary McGreevy
Financial Officer
The Robert Wood Johnson Foundation
P. O. Box 2316
Princeton, N.J. 08543-2316

Re: Grant #15681

Dear Ms. McGreevy:

Attached please find the final financial report as of May 31, 1991. The total expenditures from June 1, 1990 thru May 31, 1991 are \$237,246. The total payments received from the Foundation have been \$248,816, leaving a cash balance of \$11,570. May we apply this amount to Grant #16975 for the period June 1, 1991 thru May 31, 1992? Please advise.

If you have any questions regarding this matter, please feel free to contact me at 713-799-5064.

Sincerely,

A handwritten signature in cursive script, reading 'Shuh-Ming Hsu', is positioned above the typed name and title.

Shuh-Ming Hsu
Director of Accounting

enclosure

cc: Louisa Adelung, Executive VP & COO
Lex Frieden, Senior VP
Greg Guidroz, CFO
Laura Williams, ILRU

THE ROBERT WOOD JOHNSON FOUNDATION
P.O. BOX 2316, PRINCETON, NJ 08543-2316
609-452-8701

QUARTERLY FINANCIAL REPORT

GRANTEE: THE INSTITUTION FOR REHAB. & RESEARCH
GRANTEE FISCAL OFFICER:
AUTHORIZED SIGNATURE:

GRANT NO. 15681

BUDGET PERIOD: 6/1/90-5/31/91
GRANT PERIOD: 6/1/90-5/31/91

BUDGET FOR PERIOD		EXPENDITURES					
ITEM	APPROVED AMOUNT	QUARTER 1 6/1 TO 8/3	QUARTER 2 9/1 TO 11/30	QUARTER 3 12/1 TO 2/28	QUARTER 4 3/1 TO 5/31	TOTAL	VARIANCE
PERSONNEL:							
PROJ. DIR.-FRIEDEN	23,861.00	6,231.00	4,103.73	8,217.46	6,862.05	25,414.24	(1,553.24)
DEPUTY DIR.-WILLIAMS	38,588.00	9,262.70	9,282.84	9,440.70	10,638.13	38,624.37	(36.37)
PROJ. SECR'Y-SHEPARD	32,156.00	8,163.37	7,238.74	7,101.08	7,465.54	29,968.73	2,187.27
TRAVEL COORD.-HERZOG	4,245.00	1,372.76	1,216.47	1,072.63	405.32	4,067.18	177.82
SUPPLIES	3,000.00	808.10	0.00	7.96	2,029.30	2,845.36	154.64
OFFICE OPERATIONS:							
STATIONERY	1,800.00	0.00	193.00	0.00	0.00	193.00	1,607.00
DUPLICATING	3,000.00	0.00	0.00	0.00	0.00	0.00	3,000.00
TELEPHONE	3,600.00	281.43	326.99	261.29	619.79	1,489.50	2,110.50
POSTAGE	1,800.00	174.25	57.00	68.00	206.00	505.25	1,294.75
CONSULTANT TRAVEL:							
SITE VISITS	31,120.00	20,977.27	5,788.78	79.19	1,402.12	28,247.36	2,872.64
ADVISORY COMMITTEE MEETING	11,840.00	4,308.09	2,724.86	0.00	0.00	7,032.95	4,807.05
OTHER CONSULTANT TRAVEL	18,620.00	0.00	0.00	4,622.80	9,258.48	13,881.28	4,738.72
INDIRECT COSTS	7,117.00	2,063.15	1,237.30	1,234.85	1,555.47	6,090.77	1,026.23
PROJECT STAFF TRAVEL:							
SITE VISITS	16,640.00	12,469.15	249.91	158.52	2,307.82	15,185.40	1,454.60
SR. PROG. CONSLT MTNGS	6,920.00	0.00	0.00	2,936.00	3,131.65	6,067.65	852.35
ADVISORY COMM. MTNG.	2,956.00	686.00	2,269.72	0.00	407.36	3,363.08	(407.08)
NTL. CONF. ON INDP. LVNG.	2,160.00	0.00	0.00	0.00	832.69	832.69	1,327.31
CONSULTANT HONORARIA	19,500.00	1,200.00	2,400.00	15,430.00	3,485.50	22,515.50	(3,015.50)
EQUIPMENT:							
PURCHASE:							
COMPAQ 286 COMP.W/MONITOR	3,500.00	0.00	100.00	0.00	3,318.00	3,418.00	82.00
ADVISORY COMMITTEE MTNG.							
ONE MTNG IN HOUSTON	2,185.00	0.00	2,184.27	0.00	0.00	2,184.27	0.73
ADVISORY COMM. HONORARIA	11,100.00	10,800.00	0.00	0.00	0.00	10,800.00	300.00

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P.O. BOX 2316, PRINCETON, NJ 08543-2316
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GRANTEE: THE INSTITUTION FOR REHAB. & RESEARCH
GRANTEE FISCAL OFFICER:
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QUARTERLY FINANCIAL REPORT

GRANT NO. 15681

BUDGET PERIOD: 6/1/90-5/31/91
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BUDGET FOR PERIOD		EXPENDITURES					
ITEM	APPROVED AMOUNT	QUARTER 1 6/1 TO 8/3	QUARTER 2 9/1 TO 11/30	QUARTER 3 12/1 TO 2/28	QUARTER 4 3/1 TO 5/31	TOTAL	VARIANCE
ANNUAL MEETING	10,520.00	0.00	0.00	9,615.54	0.00	9,615.54	904.46
SPACE RENTAL	4,942.00	969.00	516.72	775.08	2,642.92	4,903.72	38.28
SUBCONTRACT WITH NCIL	11,385.00	0.00	0.00	0.00	0.00	0.00	11,385.00
TOTAL	272,555.00	79,766.27	39,890.33	61,021.10	56,568.14	237,245.84	35,309.16



IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

A PROJECT OF THE ROBERT WOOD JOHNSON FOUNDATION

LEX FRIEDEN
PROJECT DIRECTOR

LAURA WILLIAMS
DEPUTY PROJECT DIRECTOR

August 26, 1991

Mr. Richard Gunden
Ability Center of Greater Toledo
5605 Monroe Street
Sylvania, OH 43560

Reference: Grant No. 17461

Dear Mr. Gunden:

Enclosed you will find the proposal application packet from RWJ which you will use in completing the project's continuation proposal. Also enclosed are the specific guidelines you will need to follow to ensure that all information is included in the proposal.

The proposals are due October 14th. Two copies of the completed proposal should be sent to Charlotte Hallacher at RWJ and three copies should be sent to Laura Williams, ILRU, 2323 S. Shepherd, Suite 1000, Houston, Texas, 77019. As proposals go through the review process additional information may be requested by the national program office.

Unexpended funds from the planning year cannot be carried over to the implementation phase. The total amount of funds available during the three-year implementation phase is \$600,000. Unexpended funds from year to year during the implementation phase may be carried over to the following year.

Please feel free to call if you have questions regarding any portion of the proposal criteria guidelines or other parts of the application packet. Laura will be out of the office August 30th - September 5th, September 16th & 17th, and October 1st - 4th. She should be available the remainder of the time between now and October 14.

Sincerely,

Lex Frieden
Project Director

Laura Williams Smith
Deputy Project Director

Enclosure

IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

RWJ/ILRU INITIATIVE

Continuation Proposal Guidelines

As you develop the continuation proposal for the project please refer to the program goals:

To bring about major community-wide changes that improve opportunities for independent living by 1) identifying unmet needs of people with disabilities within the community; 2) helping to coordinate and integrate existing and new health and supportive services into comprehensive systems; 3) helping to coordinate and integrate payment mechanisms and promoting innovative and diversified financing mechanisms to support these service systems; and 4) increasing the number of people with disabilities who have access to and use health and supportive services--and their financing systems--effectively.

1) Planning Phase:

- a) Give an overview of the project's planning year to date.
- b) Describe and identify significant events, products, and accomplishments of the project.
- c) State the project's original goals and describe significant changes in the project's original objectives, schedule of activities, or approaches and explain why these changes occurred.
- d) Discuss and describe any issues and/or problem areas.
- e) Discuss and provide a work plan for activities to be carried out in the remainder of the planning year.
- f) Identify and discuss any planning year objectives that will not be pursued in the implementation phase and explain why.

2) Implementation Phase:

- a) Describe the goals and objectives for years one through three of the implementation phase. (If any objectives were not a part of the project's planning phase please indicate this.)
- b) Summarize your plans for implementing the three-year project.

- c) Develop and include an implementation workplan for each goal area for year one. This workplan should include information about how decisions will be made, who will be responsible for the activity, where needed funds will come from (RWJ and other), rationale for believing goals can be accomplished, and time lines.
- d) Describe how RWJ grant support will be phased out and how the project will be continued after the three-year implementation period.
- e) For those goals related to revenue generation through business ventures, please include a business plan outline with all components applicable at this point in time. (See attached information on business plan development.)

3) Budget Information:

Provide a budget for the three-year implementation phase, including a detailed budget and budget justification for year one. The budget should indicate how the project will support the proposed activities once RWJ funding ends. Total funding for the implementation phase is \$600,000. Funds should be budgeted over the three-year implementation period, as needed. However, it would generally be assumed that the year one budget would be the highest with a decrease of funds requested in years two and three. If your proposed implementation plans differ from this progression, explain why this is so.

The narrative portion of the proposal (all discussion except budget and budget justification) should not exceed 30 double spaced pages. Business plans should be included as an attachment to the proposal. Any planning year surveys or other documents which were produced during the planning year should also be included as attachments.

Investment Bankers

Private investment placements are the specialty of investment bankers who serve as liaisons between needy entrepreneurs and individual and institutional venture capitalists.

For a fee, the investment banker analyzes a client's business plan and prepares a memo offering the company's stock to investment contacts. This private placement may be in the form of a stock (equity) or bond (long-term debt) purchase. However, this stock is not registered with the Securities and Exchange Commission (SEC) and is not for public trading.

A public sale of stock—a financing alternative usually reserved for large, mature enterprises—is another of the investment banker's services. An investment banker underwrites the stock offering and, with the help of an attorney, registers the stock with the SEC, files all the appropriate forms, and makes all the necessary disclosures.

The Business Plan

The business plan describes a company's past and current operations, then demonstrates how the desired investment or loan will further the company's goals and reward the prospective investor.

In the search for equity financing, the business owner presents a plan that will be almost the sole basis for the investor's decision. Therefore, the plan submitted—to private investors, venture capitalists, SBICs, and MESBICs—should closely adhere to the sample business plan on this page.

Although it may be advisable in many cases for the business owner to seek professional help in preparing the business plan, he or she should be totally familiar with every detail of the plan. The entrepreneur's knowledge and understanding of the plan will be an important factor to analysts and loan officers who evaluate the firm's management.

Sample Business Plan Outline

- | | |
|--|--|
| <p>I. Cover Letter</p> <ul style="list-style-type: none"> A. Dollar amount requested B. Terms and timing C. Type and price of securities <p>II. Summary</p> <ul style="list-style-type: none"> A. Business description <ul style="list-style-type: none"> 1. Name 2. Location and plant description 3. Product 4. Market and competition 5. Management expertise B. Business goals C. Summary of financial needs and application of funds D. Earnings projections and potential return to investors <p>III. Market Analysis</p> <ul style="list-style-type: none"> A. Description of total market B. Industry trends C. Target market D. Competition <p>IV. Products or Services</p> <ul style="list-style-type: none"> A. Description of product line B. Proprietary position: patents, copyrights, and legal and technical considerations C. Comparison to competitors' products <p>V. Manufacturing Process (if applicable)</p> <ul style="list-style-type: none"> A. Materials B. Source of supply C. Production methods | <p>VI. Marketing Strategy</p> <ul style="list-style-type: none"> A. Overall strategy B. Pricing policy C. Methods of selling, distributing, and servicing products <p>VII. Management Plan</p> <ul style="list-style-type: none"> A. Form of business organization B. Board of directors composition C. Officers: organization chart and responsibilities D. Resumes of key personnel E. Staffing plan/number of employees F. Facilities plan/planned capital improvements G. Operating plan/schedule of upcoming work for next one to two years <p>VIII. Financial Data</p> <ul style="list-style-type: none"> A. Financial statements (five years to present) B. Five-year financial projections (first year by quarters; remaining years annually) <ul style="list-style-type: none"> 1. Profit and loss statements 2. Balance sheets 3. Cash flow charts 4. Capital expenditure estimates C. Explanation of projections D. Key business ratios E. Explanation of use and effect of new funds F. Potential return to investors; comparison to average return in the industry as a whole |
|--|--|

**Governor's Planning Council
on Developmental Disabilities**

Minnesota State Planning Agency

300 Centennial Office Building
658 Cedar Street
St. Paul, Minnesota 55155
(612) 296-4018
(612) 296-9962 voice or TDD

June 26, 1991

Mr. Lex Frieden
Institute for Research
and Rehabilitation Foundation
3634 North Braeswood
Houston, Texas 77025

Dear Lex:

I am sharing with you a list of possible individuals who might come together to discuss stabilized funding for independent living and cross disability issues related to independent living.

- | | |
|---|---|
| 1. Lucy Gwin
New York | Head Injury |
| 2. William Bronston, M.D.
California | Visionary |
| 3. Jeff Strully
Colorado | Most progressive in field of
mental retardation (parent) |
| 4. Colleen Wieck
Minnesota | Developmental Disabilities |
| 5. Mark Johnson
Georgia | ADAPT |
| 6. T.J. Monroe
Connecticut | People First |
| 7. Chris Palames
Massachusetts | Independent living |
| 8. Tim Cook
Washington, DC | Cross disability legal
perspective |

I did not mention the typical people who you know such as Ed, Judy, and Doug Martin.

Mr. Lex Frieden
June 26, 1991
Page 2

If we need to stretch our thinking, I would add a few
"organizers" from outside the disability field, such as:

- | | |
|---|--------------|
| 1. Ron Daniels
Youngstown, OH | 216/746-5747 |
| 2. Gary Delgado
Oakland, CA | 415/654-9601 |
| 3. Art Pearl
Santa Cruz, CA | 408-476-1066 |
| 4. Shafik Abu Tahia
Philadelphia, PA | 215/472-4024 |

I will be happy to assist you in making calls to any of the
invitees.

Cordially,


Colleen Wieck, Ph.D.
Executive Director

Summary of the RWJ/ILRU Project's First Quarterly
Reports and TA Survey Information

Rochester Their primary focus during this first quarter has centered around the town meetings to gather information and determine the needs of each of the communities where a satellite office will be opened. Turnout was not always as high as was hoped for due to bad weather and local transportation problems. However, they feel that useful information was gathered and some basic needs have been identified. The other area of focus was the development and mailing of the needs assessment survey to consumers in the proposed service areas. The Center is slowly getting these surveys back. Were having some problems with their return rate which they discussed with the program office. It was suggested that they hire identified consumers in each community to do telephone follow-up's with survey recipients to explain the purpose of the survey and stress the importance of consumer input. They will be ready to begin tabulating the survey results in May and plan to work with a consultant to ensure that the results are reliable. The program office suggested they contact Dr. Douglas Fenderson at the University of Minnesota who has expertise in networking in rural communities with rural health professionals to assist the project with these related goal areas. The project requested from the program office recommendations for consultants in the areas of business plan development, business planning, and marketing. They were given Kathleen Miller's name for marketing issues, Len Sawisch and Bob Robb (who works for a business subsidiary of Baylor College of Medicine) were given as potential consultants for business issues. The overall project appears to be on target.

Ann Arbor The project has begun the process of developing a data base of people with disabilities. A consumer-based Community Economic Development Commission has been formed and meetings have begun. This group will assist the project in the process of creating consumer controlled businesses. A task force has been formed to develop ways for women with disabilities to better access health care, particularly ob/gyn services. Work has begun with the Medical Rehabilitation, University of Michigan outpatient rehabilitation services to identify and develop linkages between the Center and the rehabilitation facility. They have begun soliciting consumer input regarding the RWJ project. Information is being collected regarding IL oriented case management services. Several areas have been identified which consultants will conduct market research and feasibility studies on. Have begun work with a consultant to assess the organizations strengths and identify those areas that need development and enhancement. One of the major issues they are dealing with is third party reimbursement. Malcolm Morrison will be meeting with them in this regard in May and will also be a member of the site visit team. This issue will require on-going assistance. The overall project appears to be on target.

Toledo The Center has begun a process of re-organization. They have begun the development of a system of outreach and are working with United Seniors Health Coop. regarding adaptation of that software to ILC services. A consultant has been hired to begin the development of a business and marketing plan for their proposed Technical Assistance Center. A personal assistants (PA) for IL task force has been formed to address funding issues related to PA

services as well as the development of a consumer driven model for the provision of PA services. They have contracted with a consultant to conduct a feasibility study and begin planning for a local housing development corporation. A work group of consumers and medical professionals has been organized to address issues related to accessing health care services by persons with disabilities. Consultants have been hired to design the needs assessment process and the Charatte strategy development. The process has begun to test market and assess the potential for patenting a product as a future revenue generating venture. A new Board Development Commission has been formed to plan and monitor the development activities for the expansion of their endowment fund. The overall project appears to be on target.

Worcester The project has begun the process of gathering information related to consumers needs, health care issues, and response to the IL Broker concept. Information will be gathered through random surveys, and focus groups. Meetings have occurred between project staff and insurance companies, an insurance broker, and a health insurance/managed care consultant. Project staff have identified the need to be better versed in insurance terminology in order to effectively interact with the appropriate insurance representatives. In addition, the project will need additional consultation in addressing and dealing with the managed care and brokering issues, negotiating with insurance companies, and the array of third party reimbursement issues. A local resource has been identified. This person runs a managed health care team and can provide assistance with the reimbursement and brokering issues. The overall project appears to be on target.

Tulsa Meeting with consultants have begun regarding how best to negotiate contracts with the managed care industry. They are looking at the possibility of contacting major corporations to negotiate a yearly fee for all employees as opposed to using the per capita approach. They have begun to establish better community communication by joining local civic clubs such as Rotary Club. Staff have begun the development of the curriculum to be offered at the Transitional Living Center. They are also pursuing actual facilities for the TLC. Work has begun on the continuum of services model by forming task forces in three area counties. They are in the process of developing the survey they will use to gather information from consumers and service providers. There has been alot of interest and support by many area service providers in this survey and dissemination of its results. Several people have volunteered their time and experience in research and development to ensure that the project's survey methodology has validity, reaches a large segment of the targeted population, is inclusive, etc. The time-table for completion of the survey will be delayed from their original target date, but it appears they will have much better results from the additional work which is going into the survey development and dissemination. Outreach efforts have begun and a Watts line has been installed. Service expansion efforts to underserved populations including Native Americans and disabled elderly have also begun. The national program office may be assisting the project with additional statistical consultation for their survey. They are in the process of hiring a new project director. The overall project appears to be on target although survey results will be delayed.

Denver The project has identified a multi-unit apartment house in Denver and has received a loan commitment of \$194,000 in rental rehabilitation funds from the Denver Planning and Development office. They expect to close on this

property May 31st. Project staff have met with the director of Denver's Section Eight Housing Subsidiary Program to assure priority and eligibility for those disabled individuals needing housing assistance. The project must still identify resources as matching funds for their rental rehabilitation funds. They hope to do this as a tax-credit package in conjunction with other non-profit agencies who are purchasing real estate. Finding a combination of funding sources which will allow the project to keep their debt service low in order to provide peer counseling and attendant services will be the greatest challenge of the project. Project staff are in the process of addressing neighbor's concerns regarding their purchase of the apartment building. Apparently, in the past there have been drug problems connected with the housing project they are purchasing and project staff are trying to dispel concerns that those problems will continue with the new occupants. The project may need assistance from the program office in identifying staff training for some of the project staff who may need additional training to deal with all aspects of the project. The overall project appears to be on target.

Portland The project has hired a consultant to assist in analyzing potential business ventures. The process of developing a community based medical resource which would be operated by Alpha One has begun. Contact was made with Gerben DeJong, Dr. Paul Corcoran, and Dr. Marie Felton who heads a community based medical resource in Boston designed to provide in-home health care to person with disabilities. The project would like to explore several initial possibilities related to this process, on example being to examine the possibility of Alpha One establishing a trial contract with Blue Cross/Blue Shield to have independent living services paid for by the insurance company with the funds flowing through Alpha One. The project will conduct a two day forum in late May to bring together experts in the fields of insurance, the compensation industry, and entrepreneurs to discuss the array of issues related to third party reimbursement for independent living services. Quentin Smith will participate in this meeting as a group facilitator. The project has requested financial assistance from the nation program office for this effort and we will plan to cover some travel expenses. Center staff have received some ADA training which will be a starting point in their development of an ADA consulting venture. The overall project appears to be on target.

Amherst The project has begun identifying planning issues related to the project and the organization. Progress has been made towards their goal to produce environments that support the independence and quality of life for people with disabilities by providing information to the community related to ADA, work environments, and promoting the Center as a central resource to businesses and consumers. Progress was made on "Project Access" by forming a cross-disability consumer advisory group to enlist community volunteers and solicit donated materials to make minor home modifications, an additional funding source was also identified. Discussions began between Center staff and Mass. Rehab. Commission regarding Stavros' role in the development of a statewide Central Registry for accessible housing. Staff from the project made an on-site visit to Alpha One to discuss establishing an equipment sales and services business and to see first-hand how Alpha One's operation is set up and operates. They have begun the development of a survey instrument to identify consumer equipment needs and what gaps exist in the current market. Have met with the SBA to identify available loan programs and other options which may be available. Identified the need to re-write their PAS manual for

staff training to improve and increase services in Medical Skills Training, which is a billable service. Developed a Health Advisory Group to develop a needs assessment tool related to health education and health issues for people with disabilities. The overall project appears to be on target, they have made the least progress on goal relating to health education but are working on this.

New York Because of identified changes in the city of New York and unexpected cooperation from certain entities it was determined that the original plan of conducting a needs assessment regarding health care for people with disabilities was no longer needed. Emphasis was changed to begin the development of products, systems, and documents which will be utilized in the operation of the clinic, design and acquire the site and equipment, begin capital financing, and work towards acquiring the certificate of need application from the state. A critical planning objective continues to be the identification of the people to be served and the services to be offered. To accomplish this a Program Committee was organized to develop a descriptive inventory of services which the primary health center would offer; identify the special services needed by people with disabilities; identify technology based services which are available to the general public but not accessible to persons with disabilities; identify the education and training needs of individuals and families to be served by the health center; and identify the population to be served. This goal will be accomplished primarily through site visits by the Program Committee members to hospitals and clinics. To assist in the accomplishment of the overall project goals they will subcontract with Healthcare Associates who will provide services and products related to the acquisition of capital funding for the site and equipment and working capital as well as analysis and report products related to pricing, costs and reimbursement. They will also subcontract with ICD-International Center for the Disabled for services and products related to the analysis of existing data, the identification and description of indirect services to be offered, and documentation products related to operational policy and practice.

Helena The first step in the project's goal of designing an IL casemanagement service model was to conduct consumer forums and panels. The communities for these Resource Panels were selected and the process has begun for setting up these meetings, developing comprehensive mailing lists for consumers, service providers, and public officials to ensure the highest turnouts possible. In addition, news releases will be sent to all appropriate media providers. Health care management and prevention of secondary disability will be included as a major focus in development of this casemanagement model. During this quarter priority was given to conducting personal information visits with the medical and insurer representatives of the MILP Advisory Committee for this project. The marketing consultant identified in their original proposal will not be used as they have moved out of state, the national program office has assisted them in identifying a resource who will do an on-site visit in June. They have begun some involvement with a communications firm which provided assistance in defining IL services, processes to ensure agency wide agreement and understanding of the model to be demonstrated, and procedures for developing a workable market plan. They have worked with an attorney group to obtain advice regarding the type of corporate structure MILP could consider for income generating endeavors. They have been unable to do the work anticipated with the key coordinator for Blue Cross/Blue Shield because of

that person's involvement with state legislative activities. They hope to make this up in the second quarter once the session ends. The overall project appears to be on target. They have identified a resource through the University of Washington School of Social Work who has expertise in the areas of long-term casemanagement studies and health and health care in rural communities. They will bring this person in to begin the development of their case management model. The national program office will assist with travel costs.

Missoula The project has developed two survey instruments for their needs assessment, one survey which will be administered to consumers, and one which will go to service providers. Surveys have been mailed, in some counties they have already been collected and the information has been shared in a public forum. This process will continue through the summer months. Advisory Committees will be formed to represent each county in the project's proposed service delivery area (some committees have already been established and have begun monthly meetings). These Advisory Committees will ultimately be responsible for providing input on community development strategies to address the needs identified in the survey process. The project has been working with a financial consultant who has provided input and information regarding the overall financial development of the project, the process and requirements to form a for-profit subsidiary, and research regarding education of health care professionals and medical equipment sales and supply service as possible business ventures. A contract has been signed with the case management team at the Community Rehabilitation Center to provide rehabilitation training to Medicaid Waiver clients at a rate of \$15 per hour. Planning has begun between project staff and staff at the Rehabilitation Hospital regarding how to most effectively work together for the benefit of clients served. Work has also begun with the local YMCA to establish a joint health maintenance class for persons with disabilities. Summitt is working with the Rehabilitation Hospital and the rural RTC at the University of Montana to develop a joint proposal to the Health Resources and Services Administration for a Rural Health Resources grant to address the overall health needs of persons with disabilities in rural areas.

Sacramento No significant progress was made in the first quarter. A site visit was conducted in early May and the project was asked to submit a new proposal addressing new goal areas which will be addressed in the remainder of the planning year.

THE
ROBERT WOOD
JOHNSON
FOUNDATION

July 2, 1991

Lex Frieden
TIRR Foundation
5100 Travis
Houston, TX

Dear Lex:

I want to take this opportunity to tell you that I will be leaving the Foundation in early July to become the Deputy Director for Health and Human Services at the Pew Charitable Trusts in Philadelphia.

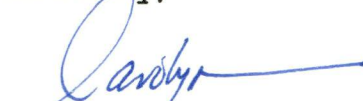
It has been a wonderful dilemma to decide whether to stay at the Foundation and embark upon what certainly will be an exciting new decade under Steve Schroeder's leadership, or to accept the challenge of working to shape the evolving new agenda at Pew with Tom Vernon, Director of Health and Human Services. I plan to remain in close contact with my colleagues here at RWJ and I anticipate there will be new opportunities for the two Foundations to collaborate on issues of mutual interest in the future.

One of the great benefits of working at a foundation is the opportunity to work with so many people in the field who have important ideas and the capacity to carry them out. It has been a pleasure to work with you and to call upon your advice and assistance during my six and a half years at RWJ, and I look forward to continuing to do so at Pew as well. My address there will be:

The Pew Charitable Trusts
Suite 501
3 Parkway
Philadelphia, PA 19102-1305
(215) 568-3330

Best wishes and please keep in touch.

Sincerely,


Carolyn H. Asbury, ScMPH, Ph.D.
Senior Program Officer

Lex- The disability program is off to a great start. It was largely you, Laura, and Quentin who got it all going and I know your continued storage, it will flourish. Keep me posted.

CHA:ctk
cc: Steven A. Schroeder, M.D.
Thomas M. Vernon, M.D.

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	45%	41,400	41,400
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	MIS/Planning Coord.	66,150	30%	19,845	19,845
Margaret Nosek	Evaluation Specialist	45,000	10%	4,500	4,500
Laurel Richards	Communications Coord.	42,000	15%	6,300	6,300
Yilin Zhu	MIS Project Associate	24,000	40%	9,600	9,600
To Be Named	Public Relations Spec.	30,000	100%	30,000	30,000
TOTAL PERSONNEL		409,243	485%	183,481	183,481
Fringe Benefits (26.5%)				48,622	48,622

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies	
plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400
Software and MIS system supplies estimated at \$10,000	10,000
Production, design, & distribution of quarterly policy-related newsletter for general distribution and use at project sites	19,500

III. PROJECT STAFF TRAVEL

Two professional meetings for Project Director at \$2,130	4,260
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290
Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360

Annual meeting involving three staff (See attached travel budget explanation)	3,900
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880
Six trips by project director to make PSA's and other media appearances at selected sites at an estimated \$2,130 per trip	12,780
Six trips to project sites by public relations specialist for media coverage arrangements at \$975 per trip	5,850
One trip to each project site by public relations specialist to consult with sites on community relations/marketing strategies (See attached travel budget explanation)	14,465
One trip by project director and public relations specialist to meet with RWJ staff in Princeton, estimated at \$2,680 & \$1,400 respectively	4,080
Four media center/informational forum meetings, two trips for the project director at \$2,130 each & two for public relations specialist \$1,140 each	6,540
Four trips by MIS coordinator to project sites to examine and test MIS materials at \$975 per trip	3,900

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each

Six consultant site visits by persons with severe disabilities at \$2,130 each	12,780
Six consultant site visits by persons without severe disabilities at \$975 each	5,850

One additional consultant visit to each site per request of site director

Four visits by consultants with severe disabilities at \$2,130 each	8,520
Eight visits by consultants without severe disabilities at \$975 each	7,800

Annual Program Meeting

Three consultants with severe disabilities at \$2,130 each	6,390
Three consultants without severe disabilities at \$975 each	2,925

Other Consultant Travel

One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$2,130 per person for former and \$975 per person for latter	9,315

April 3, 1991

One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$2,130 for two persons with severe disabilities	4,260
Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	2,130
Travel for project site staff to attend regional conferences to be held in Denver, CO; Portland, ME; and Ann Arbor, MI (See budget explanation for details of travel cost estimates)	28,891
Three trips by MIS consultants to project sites and three trips to the national program office in Houston at \$975 per trip	5,850
SUBTOTAL DIRECT COSTS	472,089
V. INDIRECT COSTS at 4% of total costs indicated above	18,884
VI. MEETING COSTS	
Three regional meetings at an estimated \$600 per day for two days each	3,600
One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$300 per day for two days	600
One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
Annual program meeting estimated at \$1,200 per day for two days	2,400
Meeting facilities and media arrangements for four informational forums/training sessions to be held at the four sites indicated	6,000
VII. EQUIPMENT	
One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,210
VIII. CONSULTANT HONORARIA	
12 one-day site visits by one consultant each at \$300 per day	3,600
18 additional consulting days (1.5 days per site) for specialized consultation	5,400
31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
12 consulting days for William A. Spencer, M.D.	3,600
24 consulting days for expert advice in developing the informational programs and media strategies for the project's communication component	7,200
52 consulting days for computer programmer time, marketing/informational management professional time, and service provider staff time	15,600
Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000

Ref: I.D. #15681

April 3, 1991

IX. SPACE RENTAL (5% of total wages and fringe benefits)	11,605
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X. SUBCONTRACTS

Subcontract with NCIL for technical and communication assistance	17,250
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Subcontract with INTERACT for planning services	9,425
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<u>TOTAL</u>	<u>592,963</u>
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from LWS

IMPROVING SERVICE SYSTEMS FOR PERSONS WITH DISABILITIES

TECHNICAL ASSISTANCE PROJECT

Malcolm H. Morrison, Ph.D.
 Director of Research and
 Program Development
 National Association of
 Rehabilitation Facilities
 Reston, Virginia
 Professorial Lecturer
 The George Washington University
 Washington, DC

Gerald W. Bush, Ph.D.
 Director, Masters in
 Management Program
 Florence Heller Graduate
 School for Advanced Studies
 in Social Welfare
 Brandeis University
 Waltham, Massachusetts

PURPOSE:

Technical assistance will be provided to a number of project sites related to the areas of:

- Appropriate strategies and techniques for diversification of services through creating profit centers (including managing cash flow, tax implications, legal considerations, consequences of different organizational arrangements, capitalization, and strategic planning for profit centers and ongoing not-for-profit operations);
- Development of appropriate arrangements with health insurers to enable sites to provide health related services to clients through receiving reimbursement for these services from public and private insurers (to include consultation on eligibility, coverage, reimbursement, and negotiation of specific contractual arrangements with insurers);
- Development and implementation of an effective but limited data collection system for reporting data and information on health service delivery, client characteristics, outcomes of services, reimbursement received, and financial impact on sites.

TECHNICAL ASSISTANCE APPROACH:

The approach consists of three elements:

1. Telephone interviews with site personnel to identify specific issues and problems in the key technical assistance areas, and to develop a specific technical assistance agenda for a meeting of sites in Houston;

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2. A 2 1/2 day meeting with selected site staffs in Houston to thoroughly discuss the issues/problems identified and create specific action strategies to address the problems, and to discuss the proposed data collection system and establish an implementation timetable; (it is assumed that later analytical work will be performed once data have been collected). It is anticipated that the need for additional technical consultants will be established based on the issues and problems identified at the meeting.
3. Limited subsequent technical assistance provided to specific project sites through their consultant budgets based on particular needs.

Based on the telephone interviews and the Houston meeting, it will be possible to prepare a synopsis report of the relevant issues, proposed solutions/action steps, decisions concerning the data collection approach and analytical planning. This will provide an initial framework for organizing information on both business development and health insurance approaches of the sites. (There is a recognized relationship between information related to business development and management and financial aspects of health services provision and reimbursement. Based on telephone interviews with site personnel, the consultants will develop an integrated technical assistance approach to respond to these linked concerns).

The synopsis report will form the basis of an overall framework for evaluating service diversification and health service provision by the sites.

RESOURCES REQUIRED: (for both consultants)

(1) Telephone Interviews --	Development of questionnaire	(3 Days)
	Conducting interviews	(2 days)
	Analyzing interviews and preparing meeting agenda	(2 days)
(2) Conducting meeting	Developing meeting sessions, materials and presentations	(3 days)
	Technical assistance during meeting	(5 Days)
	Preparing synopsis of meeting	(2 days)
(3) Developing data collection approach	Interviewing sites	(2 days)
	Developing data base	(3 days)
	Technical assistance to sites	(6 days)
	Preparing initial analysis plan	(3 days)

TOTAL CONSULTING DAYS : 31

cial origins and current employment. Those of low social origin, a much higher proportion of whom were un- or underemployed, were also more likely to have only a single salaried job. Furthermore, the shortage of experience that accompanies quantitative underemployment brings the additional probability of decrease in quality of medical care. Yet these unemployed and underemployed physicians seem unwilling to give up urban residence to serve in rural areas where they are needed. Frenk notes that "the process seems to lead the medical education and health care systems to reproduce, rather than ameliorate, pre-existing social inequalities."¹

While the authors' findings are, in their own words, sobering, there are a

number of practical avenues for social action. These include fairly obvious steps, like improving the quality of poor schools, tightening academic qualifications for admission, not only to undergraduate but to postgraduate medical education, and affirmative action regarding opportunities for women physicians that will take into account their other social roles. Governments like that in Mexico need to take action "to redress the inequities that still mar the systems of higher education and health care." Far more thought needs to be given to ways to make rural practice attractive, besides purely financial rewards. With modern techniques of communication, much greater professional and scientific support could be provided

that would enhance the prestige and sense of contribution of rural practitioners.

These are challenges to all governments, not just Mexico. □

Myron E. Wegman, MD

Reference

1. Frenk J, Alagon J, Nigenda G, Munoz-del Rio A, Robledo C, Vasquez-Segovia LA, Ramirez-Cuadra C: Patterns of medical employment: A survey of imbalances in urban Mexico. *Am J Public Health* 1991; 81:23-29.

Address reprint requests to Myron Wegman, MD, Department of Public Health Policy and Administration, School of Public Health, University of Michigan, 1420 Washington Heights, Ann Arbor, MI 48109-2029. Dr. Wegman is Dean Emeritus of the School of Public Health.

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RWJ Foundation Grant Aimed at Improving Services for the Disabled

Twelve community-based organizations run by and for people with disabilities have been awarded grants to improve services for disabled people under an \$8.4 million program from the nation's largest health care philanthropy.

The one-year planning grants of up to \$100,000, awarded by the Robert Wood Johnson Foundation, are intended to help agencies such as "Independent Living" centers make fundamental improvements in the way interrelated services are organized and delivered. In this way, they can enhance the ability of disabled people to live independently in the community. The grant funds will be used to:

- identify the unmet needs of people with disabilities within the community;
- coordinate and integrate existing health and supportive services and their financing with new services;
- improve access to this system of services for people with all types of disabling conditions; and
- help these organizations become increasingly self-sufficient by diversifying their financing through a mix

of public and private sources, including developing entrepreneurial activities.

People with disabilities have problems locating existing services and determining their entitlements, said Steven A. Schroeder, Foundation president.

He further noted that health and related agencies often duplicate some services while failing to provide others. "We hope these agencies will become the central community resource for disabled people, and that model systems of services will be developed that communities may adopt," he added.

"Improving Service Systems for People with Disabilities" is directed for the Foundation by Lex Frieden, executive director of the Institute for Rehabilitation and Research Foundation in Houston, Texas. Grantee agencies that successfully complete the planning phase will be eligible for funding of up to \$600,000 over three years to carry out their plans. For further information, or a list of the agencies receiving planning grants, contact College Road, PO Box 2316, Princeton, NJ 08543-2316. Tel: 609/452-8701.



Westside Center for Independent Living, Inc.

May 29, 1991

Mr. Lex Frieden
Senior Vice President
TIRR
1333 Moursund
Houston, Texas 77030

Dear Lex:

When last we spoke, you expressed interest in WCIL's fundraising efforts and, in particular, the outcome of the Celebration of Independence fundraiser honoring Evan J. Kemp, Jr. So, here is an overview for you.

Although the Celebration event, for which a journal is enclosed, raised over \$105,000 to support a total budget of \$1.8 Million (\$1.15 in government grants and miscellaneous income; and \$650,000 in private income) the event must be put in perspective.

When I arrived at WCIL two years ago, the budget was \$1.5 Million with \$268,000 in private sources. At the time, government grants were being reduced, fundraising was erratic and the organization required \$543,000 to balance the budget for the upcoming fiscal year. In addition, the Board of Directors was split regarding whether or not they wanted to do major fundraising and no future plans existed, let alone for the next fiscal year.

The relevance of these issues is that fundraising is a longterm process. The Celebration event did not exist when I arrived at WCIL. I created the event as a promotional opportunity, a motivational technique and as a base upon which other fundraising efforts could occur. Just as in community organizing, the "event" in and of itself is simply a tool. It is the same with the Celebration event. It is what happens before, during and after the event that are important.

Throughout the Fall and Winter of 1990, WCIL stimulated fundraising activities by using the Celebration event and the people involved as motivator and competitors for fundraising. Beginning in early 1991, WCIL used the event as a means of encouraging a number of foundations and corporations to consider grant proposals. Therefore, in addition to the \$105,000 raised,

□
Main Office
12901 Venice Blvd.
Los Angeles, CA 90066
(213) 390-3611 • TDD (213) 398-9204
FAX (213) 390-4906
South Bay (213) 539-1811

□
Computer Training Project
12655 W. Washington Blvd., Suite 101
Los Angeles, CA 90066
(213) 390-3406

Mr. Lex Frieden
May 29, 1991
Page -2-

there are over \$65,000 in grants pending (\$35,000-\$40,000 will be generated from these sources). In addition, the image, power and prestige of the organization were greatly enhanced by the people involved in the Celebration event. It was heavily promoted through the newsletter so, in turn, the newsletter became a solicitation tool.

Likewise, during the event months of cultivation were coming to fruition. Certain individuals and corporations were targeted to be "asked" for gifts and/or participation. Others were continuing to be cultivated toward an eventual major gift. The outcome of these activities included commitments from:

- one corporation to package three tables and the back page of the journal for next years event leading to an eventual cosponsorship.
- two new major donor recruits to be on the Board of Directors.
- one major donor to provide a list and help in personal solicitation of 150 of his friends.
- one donor to contribute \$12,500 in unrestricted monies.
- five major donor prospects with potential for \$25,000 to \$250,000 gifts to become more involved.

After the event, further cultivation is occurring. Major donor prospects are being assigned solicitors. Those unable to attend the event are being sent letters with journals. Attenders and others are being recruited to next year's dinner committee. Solicitation will take place to underwrite next year's event, and, finally, those individuals and companies which did not enclose a gift before the Celebration dinner will be solicited for a June 6 fundraiser and possibly again, for a fiscal year end gift (June 30, 1991 is the fiscal year end).

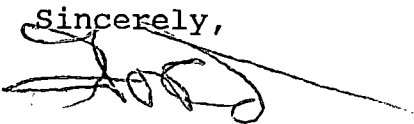
These efforts will enable WCIL to raise \$650,000 in private sources between July 1, 1990 and June 30, 1991. It will also set the stage for raising \$915,000 in private sources between July 1, 1991 and June 30, 1992. And, just as important, the last two years of activity, the success of the Celebration event and the development of a major donor component are all integral stages towards a multi-million capital campaign.

Mr. Lex Frieden
May 29, 1991
Page -3-

I hope this information, although brief, has been useful for you. If you have any questions about anything I've discussed, major donor support groups, endowment giving, annual giving (direct marketing, direct mail, direct response or telemarketing), or any other aspect of development, please feel free to call.

Until we talk again, continued success in your endeavors.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Gordon W. Anthony', with a long horizontal flourish extending to the right.

Gordon W. Anthony
Development Counsel

Robert Wood Johnson Foundation: Redirecting Services

The Robert Wood Johnson Foundation, with assets of \$3.2 billion, is the nation's tenth largest charitable foundation and the largest focusing on health care. Established in memory of the founder of Johnson & Johnson, the Foundation earned \$160 million in interest in 1990, giving \$130 million to projects around the world.

In 1990, the Robert Wood Johnson Foundation allotted \$8.4 million to strengthen the capacity of organizations run by and for people with disabilities to create comprehensive systems of services. Independent Living Centers, many of which were organized to serve single disabilities, today provide a range of essential services to people of all ages with all disabilities. Independent Living Centers play a key role in the health, productivity and integration of people with disabilities.

For too long, Independent Living Centers have relied on state, federal, and charitable funding as their primary sources of income. With Robert Wood Johnson Foundation assistance, Alpha One and 11 other Independent Living Centers throughout the country will break from the constraints of traditional funding by implementing revolutionary changes in their program and financial structures to become self-sufficient.

Alpha One: At the Crossroads

The Americans with Disabilities Act gives people with disabilities the opportunity to take a lead in improving their lives; the Robert Wood Johnson Foundation grant gives Alpha One the tools to make that difference.

THE
ROBERT WOOD
JOHNSON
FOUNDATION

April 26, 1991

Charles Beall, Jr.
President
The Institute for Rehabilitation
and Research
1333 Moursund Avenue
Houston, TX 77030-3405

Reference: Grant No. 16975

Dear Mr. Beall:

It is a pleasure to inform you that the Board of Trustees of The Robert Wood Johnson Foundation has approved a grant of \$592,963 to The Institute for Rehabilitation and Research in one-year continued support of technical assistance and direction for the Foundation's Improving Service Systems for People with Disabilities initiative, under the direction of Lex Frieden.

The funds are to be used in accordance with the proposal to the Foundation and the terms and conditions outlined in the Request for Project Support, dated March 13, 1991. They are also to be used in accordance with the final budget and are to be applied over the period June 1, 1991 through May 31, 1992.

Our Treasurer's Office will be in touch concerning payment of this grant and reporting requirements. During the period of this grant, any questions you may have should be addressed to Carolyn H. Asbury, Ph.D., who will have responsibility among our staff for this activity.

If your organization wishes to issue a news release on this grant, please feel free to do so. We ask that a copy of the draft text be sent to us for our review and information in advance of dissemination. Please address the copy to the Foundation to the attention of Marc S. Kaplan in our Communications Office.

All of us at The Robert Wood Johnson Foundation wish you continued success in carrying out this important undertaking.

Sincerely,



Steven A. Schroeder, M.D.

SAS:pll

cc: Lex Frieden
Louisa Adelung

Office of the President

THE
ROBERT WOOD
JOHNSON
FOUNDATION

COMMUNICATIONS BRIEFING FOR PROJECT DIRECTORS

NEWS RELEASE POLICY

Any announcements to the news media about your grant award or research results should be reviewed by Communications Office staff well in advance of their release. This holds for announcements of both phase one and renewal grants, if applicable, and for announcements of results of research funded by RWJF.

Please send a written copy of the draft release(s) to the Communications Office at the address below, or telefax a copy to 609/452-1865 and include your grant's ID number. We ask that you allow 5 working days for Communications Office staff to review your release. Releases cannot be reviewed over the phone or on short notice.

In addition, announcements of new grants may be delayed until the foundation issues a national release, or until all grantee releases under a program have been coordinated. Please confirm release dates with the Communications Office.

In some cases, the RWJF Communications Office also will prepare a local release to announce your grant award. You will be notified if such a release is being prepared, and may be asked to supply contact information for news media in your area. In this case, we may ask you to refrain from discussing or announcing the grant until the official release date.

BACKGROUND INFORMATION

In news releases and interviews, you may be asked to describe or define the foundation's activities -- or may find it helpful to do so in speeches, fundraising or other public activities. The following standard description should be used:

"The Robert Wood Johnson Foundation is the nation's largest health care philanthropy and was established as a national foundation in 1972. Since then, it has awarded more than \$1 billion in grants to improve health care in the U.S."

In addition, you should know the following facts about the foundation:

- > The foundation's assets stand at \$3.1 billion.
- > These funds are the bequest of the late General Robert Wood Johnson, who served as president and CEO of Johnson & Johnson, the company founded by his father and uncle, from the 1930s through the early 1960s. However, the foundation is independent and is not affiliated with any corporation.
- > RWJF ranks among the seven largest private foundations in the U.S.

MEDIA RELATIONS

Again you do not need clearance from the foundation for interviews with the news media or other published announcements once your initial grant award release has been approved. If you have media-related questions or problems related to your grant project, please contact the Communications Office.

Since we routinely promote foundation initiatives in the media, we may refer reporters to you for comment. Again, consult with a communications officer if you need advice or information in order to meet these requests.

FOUNDATION PUBLICATIONS

ADVANCES is the foundation's national quarterly newsletter. It is distributed to RWJF national program directors, project directors and advisory committee members, as well as to health policymakers, physicians, nurses, hospital administrators and researchers nationwide. ADVANCES includes ABRIDGE, a special section that summarizes the published research of RWJF grantees.

The foundation also publishes an annual report, as well as periodic special reports that cover the results of national demonstration projects.

To suggest ADVANCES news or feature articles based on your project's efforts, contact the Communications Office.

You are also invited to recommend new readers to our ADVANCES mailing list. Please send complete name, address, phone number and affiliation to the Communications Office.

RECEIVED MAR 25 1991



Resources for Independent Living
1211 H Street, Suite B
Sacramento, California 95814
(916) 446-3074 (TDD & Voice)

March 21, 1991

LW

Mr. David Hess
Sacramento Regional Foundation
1420 River Park Drive, Suite 140
Sacramento, CA 95815

Dear David:

It is with mixed feelings of regret, sadness, and relief that I am writing you to let you know that RIL has decided to cease negotiations for a contract with SRF and SIP to accomplish key deliverables of the Robert Wood Johnson Foundation grant, and to pursue alternative means of accomplishing the project goals.

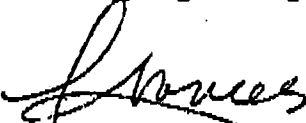
The Board of RIL met on March 20, thoroughly discussed the issues, and voted to take this action.

The basic reasons for this decision are the inability to obtain a resolution of the *E. Dee* copyright issue and the importance of *E. Dee* as one entrepreneurial, income-generating activity for RIL. RIL will have to develop other entrepreneurial activities. This has nothing to do with SRF.

I know, however, that the decision has an effect upon your organization. I do worry that it might have a negative effect on the future relationship between SRF and RIL. That bothers me because, on contractual matters between our two organizations, we were able to resolve our concerns, and seemed to work well together in doing so.

Thank you, David; thank you so much for all the time and effort you have put into making the collaboration work as a subcontract. I am also grateful for Billie's work continuing the development of WorkNet and other community groups, and Bill's articulation of visions yet to be. Though RIL will now go forward on this project without the involvement of the three of you, there is no question that you have all contributed to the project.

With my highest regards,



Frances Gracechild
Executive Director

cc: Bill Bronston
Billie Shawl
Lex Frieden

MEMORANDUM

March 25, 1991

TO: Carolyn Asbury

From: Laura Williams

Carolyn, I have contacted Interact and spoke with both Alan Barstow and Russell Ackoff. The dates for the Regional Conferences are now set as shown below. There are still a couple of site visit dates that are tentative but these should be firmed up by the end of this week. Let me know if you have any questions or problems with these dates at this point.

Regional Meetings: anticipate these to be 1 & 1/2 day starting at noon the first day.

Western Region to include: Sacramento, Missoula, Helena, and Denver
June 11th and 12th in Denver (Alan will do planning session).

Would do the Denver site visit on June 10th.

East Coast Region to include: Maine, New York, Amherst, and Worcester
July 15th and 16th in Maine (Russell will do planning session).

Would do the Maine site visit July 11th (?)
Would do the New York site visit on July 12th

Central Region to include: Ann Arbor, Toledo, Tulsa, and Rochester
June 24th and 25th in Ann Arbor (Alan will do planning session).

Would do the Ann Arbor site visit June 26th (Lex)
Would do Toledo site visit June 26th (Laura)

Remaining site visits would be:

Tulsa- June 21st
Rochester- June 5th or 6th
Sacramento- August (?)
Missoula- May 30th
Helena- May 29th
Amherst- August 1st
Worcester- August 2nd

RECEIVED MAR 22 1991



Resources for Independent Living
1211 H Street, Suite B
Sacramento, California 95814
(916) 446-3074 (TDD & Voice)

March 19, 1991

Lex Frieden, Project Director
Improving Service Systems for People with Disabilities
Independent Living Research Utilization
3400 Bissonnet, Suite 101
Houston, TX 77005

Dear Lex:

I am writing to report on the current state of negotiations for a contract between RIL and SRF/SIP.

When I sent you a draft contract a few weeks ago, there were still concerns on both sides about the ownership and use of *E. Dee* that were stalling final acceptance of a mutually agreeable contract. This continues to be the case.

SIP's reluctance to conclude a contract appears to come from concern that they might be cut off as a contractor after a year. Therefore they wish to retain ownership of *E. Dee* as a bargaining chip for a future contract, in the implementation phase of the grant.

RIL's chief remaining concern is that, after putting significant funds into the evaluation, refinement and additions to *E. Dee*, the copyrights might not be turned over to RIL.

Putting it another way, SIP is saying you can't have *E. Dee* until the second year and RIL is saying we have to have the rights to *E. Dee* in the first year.

Frances Gracechild and I see the following alternatives:

1. Offer contracts to SRF/SIP for all their deliverables, on SIP's terms for *E. Dee*;
2. Offer contracts to SRF/SIP for all their deliverables, on RIL's terms for *E. Dee*;
3. Offer contracts to SRF/SIP for all their deliverables, except *E. Dee*;
4. Postpone anything related to *E. Dee* to the second year;
5. Obtain a different subcontractor to do something like *E. Dee* which does not infringe the copyright on *E. Dee*;
6. Look elsewhere for subcontractor(s) and/or employee(s) able and willing to assist in meeting all the deliverables of the first year's grant.

Neither Frances nor I like number one. Number two could be offered again, but it is likely it would be rejected again. Number three is a new alternative, thrown up as a trial balloon by Frances at our latest meeting with David Hess and Billie Shawl. It has not been rejected previously because it has not been proposed. However, I think it is doubtful SIP would accept it. Bill Bronston said of the side letter he wrote concerning the terms of the sharing of the rights to *E. Dee*, that it represented his final position—take it or leave it. Also, number three, if accepted, leaves very little in funds to pursue number five.

My personal view, now is to reject all three of these alternatives, for the reason that these past weeks and months of contract negotiations reveal the likelihood of significant difficulties in the relationship, whenever there is some difference or conflict.

Number four I view as an undesirable possibility because, at the least, an evaluation of *E. Dee* should happen in the first year as part of the planning/prioritization effort. Number five, is a partial form of number six. I think it will be quite feasible to develop a product comparable to *E. Dee*. I am aware of a Hypercard stack, called *Help Yourself*, developed in part by the programmer identified in the grant proposal, which has this potential. Number six is my preferred alternative, and I think Frances is coming to accept it as well.

Your comments in recent conversations have helped me to understand the particular importance of *E. Dee* as an entrepreneurial activity, in the context of the whole project. It has never been our intention to move away from or give less importance to the entrepreneurial goal of the project. On the contrary, in looking at *E. Dee* with a critical eye, evaluating its marketability, and investigating similar products, I believe I have been acting consistently with this goal. Your offer to assist us in this transition is very supportive, and reassuring. I expect we will be availing ourselves of your services in short order.

Needless to say, the efforts to work on the goals for the planning phase have been affected by the extensive time and energy which have gone into contract negotiations. This, in itself, now adds to the urgent necessity of a decision, appropriate planning, and swift implementation.

The Board's Executive Committee meets on March 19th, and the full Board meets on March 20th. I expect that the subcontract will be on the agenda at both meetings, where the situation will be reviewed and recommendations considered.

I will keep you abreast of developments.

Sincerely,



David Gilmartin
RWJF Grant Coordinator

IMPROVING SERVICE SYSTEMS FOR PERSONS WITH DISABILITIES

TECHNICAL ASSISTANCE PROJECT

Malcolm H. Morrison, Ph.D.
Director of Research and
Program Development
National Association of
Rehabilitation Facilities
Reston, Virginia
Professorial Lecturer
The George Washington University
Washington, DC

Gerald W. Bush, Ph.D.
Director, Masters in
Management Program
Florence Heller Graduate
School for Advanced Studies
in Social Welfare
Brandeis University
Waltham, Massachusetts

PURPOSE:

Technical assistance will be provided to a number of project sites related to the areas of:

- Appropriate strategies and techniques for diversification of services through creating profit centers (including managing cash flow, tax implications, legal considerations, consequences of different organizational arrangements, capitalization, and strategic planning for profit centers and ongoing not-for-profit operations);
- Development of appropriate arrangements with health insurers to enable sites to provide health related services to clients through receiving reimbursement for these services from public and private insurers (to include consultation on eligibility, coverage, reimbursement, and negotiation of specific contractual arrangements with insurers);
- Development and implementation of an effective but limited data collection system for reporting data and information on health service delivery, client characteristics, outcomes of services, reimbursement received, and financial impact on sites.

TECHNICAL ASSISTANCE APPROACH:

The approach consists of three elements:

1. Telephone interviews with site personnel to identify specific issues and problems in the key technical assistance areas, and to develop a specific technical assistance agenda for a meeting of sites in Houston;

2. A 2 1/2 day meeting with selected site staffs in Houston to thoroughly discuss the issues/problems identified and create specific action strategies to address the problems, and to discuss the proposed data collection system and establish an implementation timetable; (it is assumed that later analytical work will be performed once data have been collected). **It is anticipated that the need for additional technical consultants will be established based on the issues and problems identified at the meeting.**
3. Limited subsequent technical assistance provided to specific project sites through their consultant budgets based on particular needs.

Based on the telephone interviews and the Houston meeting, it will be possible to prepare a synopsis report of the relevant issues, proposed solutions/action steps, decisions concerning the data collection approach and analytical planning. This will provide an initial framework for organizing information on both business development and health insurance approaches of the sites. (There is a recognized relationship between information related to business development and management and financial aspects of health services provision and reimbursement. Based on telephone interviews with site personnel, the consultants will develop an integrated technical assistance approach to respond to these linked concerns).

The synopsis report will form the basis of an overall framework for evaluating service diversification and health service provision by the sites.

RESOURCES REQUIRED: (for both consultants)

- | | |
|---|---|
| (1) Telephone Interviews -- | Development of questionnaire (3 Days) |
| | Conducting interviews (2 days) |
| | Analyzing interviews and preparing meeting agenda (2 days) |
| (2) Conducting meeting | Developing meeting sessions, materials and presentations (3 days) |
| | Technical assistance during meeting (5 Days) |
| | Preparing synopsis of meeting (2 days) |
| (3) Developing data collection approach | Interviewing sites (2 days) |
| | Developing data base (3 days) |
| | Technical assistance to sites (6 days) |
| | Preparing initial analysis plan (3 days) |

TOTAL CONSULTING DAYS : 31

Let,

Let me know in the morning if
you have any changes on any of the
proposals, budget or budget justifications
memo to Vicki we faxed & mailed.

Lana

Document Originally
Attached to
Following Page

National Program Office
Improving Service Systems for People with Disabilities

MEMORANDUM

March 13, 1991

TO: Vicki Weisfeld and Marc Kaplan, RWJF

FROM: *LF.* Lex Frieden and Laura Williams *JD*

SUBJECT: Response to VW/MK communication strategy memo dated 2/14/91

Since receiving your memorandum regarding communication strategies to be considered for the program "Improving Service Systems for People with Disabilities," we have met with Laurel Richards, Laurie Gerken, and Quentin Smith of the ILRU staff to discuss the strategies that you outlined in your memo. Our thoughts on these issues follow.

Technical assistance and communication support to grantees

With respect to the first component of the communication strategy that you outlined (i.e., technical assistance and network building coordinated through ILRU), we feel very comfortable in undertaking the activities that you have outlined. Details on the kinds of activities that we will undertake in the four technical assistance and three communication areas that you suggested in your memo are provided in our continuation application that will be forwarded to RWJF by March 15, 1991. The budget we are preparing to accompany the continuation application will reflect personnel and other resources necessary to carry out these activities effectively.

The National Strategy

As regards the second component (i.e., the national strategy) of the effort described in your memo, our recommendations are summarized below.

All six recommendations are good ones that should be addressed and will benefit persons with disabilities. However, we believe that the almost exclusive focus on ADA is too narrow. While ADA is an important piece of legislation, and its effective implementation will advance opportunities for people with disabilities enormously, it is not a panacea for all problems of access. It needs to be viewed in context with other legislative initiatives and non-legislative actions that affect people with disabilities.

For example, reauthorization of the Rehabilitation Act of 1973 (P.L. 93-112), which included Sections 503 and 504 prohibiting discrimination on the basis of disability, is currently pending in Congress. This legislation has major implications not only for independent living centers, but also for the much larger federal/state vocational rehabilitation programming partnership. Also in the federal arena, recent initiatives of the Social Security Administration focusing on case management and coordination with other benefit programs need to be scrutinized from a strategic perspective to assess their impact on revenue-generating capabilities of service providers. In the private arena, the initiatives of the consortium of foundations that you referred to in your memo of March 1 need to be considered carefully in light

of our project and RWJF's other efforts related to health care services for people with disabilities. It should be noted, however, that we at ILRU have some concerns, given the agendas of most of the foundations participating in the consortium, that the focus of their efforts will be weighted heavily toward employment issues, with much less attention to other issues, including health care.

Our thoughts on your six points relative to areas of activity are:

1. Helping the business community respond constructively to ADA. There is a lot of potential here, and we believe that independent living centers and other community-based service providers can and should play a major role in these activities. However, we also have the sense that few non-profit organizations are "geared-up" to do this effectively. With our connections with organizations like the Washington Business Group on Health and the President's Committee on Employment of People with Disabilities, we could undertake a number of activities in this area to foster cooperation with the private sector in responding to ADA and in being more responsive to disability-related issues beyond ADA. These activities might involve convening a private sector task force on disability issues and developing a speakers' bureau and advisory board to assist the private sector in addressing concerns about ADA and about other disability-related issues. Part of the responsibility of the advisory board might include identifying independent living centers and other community-based service agencies that are prepared to assist businesses in responding to ADA and providing the names and contact information on those agencies to businesses requesting assistance.

2. Working with national media to raise the visibility and enhance the image of people with disabilities. There is a great deal being done in this area at present. There are numerous examples of current media focusing on disability issues, including motion pictures such as "My Left Foot," "Children of a Lesser God," and "Rain Man"; television shows such as "Life Goes On," and more recently, "Equal Justice"; and in advertising, the commercials by Nike, MacDonalds, Chevrolet, and others. All this to say that we believe we can address media issues by linking more closely with groups like the South Bay Mayors' Committee on Employment of People with Disabilities, the Committee of Performers with Disabilities of the Screen Actors Guild, and others who are making substantial progress in this area and already "know the ropes."

3. Public service announcements on ADA and other issues. This is very important and should be pursued on both local and national levels. Work with the Ad Council should be continued, but is likely to take quite some time before a product emerges. We would suggest that we begin exploring other avenues for PSA production, including using local TV and radio stations for production of PSAs that could be distributed nationally and making contacts with people in national broadcast networks who might be willing to provide assistance. Special attention might focus on adapting minority approaches in using the media effectively in this regard. The minority civil rights campaign employed the media effectively in their efforts, and we should take a closer look at how they accomplished this. We have some contacts in this regard that could be useful.

4. Overcoming stereotypes and preconceptions of people with disabilities. As with the previous issue, we feel that this is important and that we should be linking with other groups and organizations that have been

very active in this area and that have been doing a good job. We would like to point out that this area of focus is not new to ILRU. We have been producing and distributing for nearly ten years a poster series entitled "America Needs All Its Citizens," depicting people with disabilities in different roles. This concept could be expanded to other types of media with other messages designed to combat stereotypes of people with disabilities. Specifically, we are interested in pressing national media for talk show airtime and in influencing all media to present people with disabilities in roles that do not focus on the individual's disability. For example, the TV show "Equal Justice" recently introduced a character who is an attorney who uses a wheelchair. Unfortunately, they did not cast a woman who actually uses a wheelchair in the role, but the idea is good.

5. Influencing opinion makers, such as "think tank" staff and others. This is an area where we believe that we can have significant impact. As your memo of 2/14 indicated, many individuals serving in advisory roles to policy makers have little knowledge of disability issues, particularly the impact of lifestyle factors and non-medical support services on health status. We are most interested in the idea of educational workshops and in other strategies, including formation of a policy task force or advisory committee, for informing key players in opinion-shaping roles about the issues being addressed through our project and through other efforts of RWJF, ILRU, and other players. Activities in this area can be initiated at relatively low cost for limited staff time and travel and development of some supporting materials.

6. Apprising national policy makers concerning implementation of ADA. This is another area where we believe that we can provide substantial assistance. Because of ILRU's close working relationship with independent living centers and other service agencies--including protection and advocacy (P&A) agencies, medical rehabilitation facilities, and vocational rehabilitation agencies, we are constantly receiving information regarding problems encountered by consumers and service providers relating to access and discrimination experienced in all areas from housing to employment to transportation. A more thorough study of the types of problems encountered relative to ADA and other disability-focused legislation could be mounted for the purpose of documenting these problems and informing policy and rule making agencies. In fact, it is quite likely that funding for this effort could be augmented with other research dollars that ILRU may be receiving. At present, ILRU has a proposal pending with the National Institute for Disability and Rehabilitation Research to examine independent living centers' preparedness to deliver ADA-related services, and within a month we should know if our application has been successful.

As these remarks indicate, we are very interested in pursuing these issues with you and other staff at RWJF. As you indicate in your memo, we have connections that we can draw upon to mount a project addressing one or more of the issues identified in this memo, and we would be most interested in your thoughts in this regard.

cc: Carolyn Asbury	Laurie Gerken
Tom Gore	Laurel Richards
Richard Reynolds	Quentin Smith

THE
ROBERT WOOD
JOHNSON
FOUNDATION

Telecopier: 609/452-1865

TELECOPIER TRANSMITTAL COVER SHEET

DATE: 3-8-91

TIME: 9:30 a

PLEASE DELIVER THE FOLLOWING PAGES TO:

NAME: Rep Friedman

THIS TELECOPY IS BEING SENT BY:

NAME: She Hiden

NUMBER OF PAGES INCLUDING COVER SHEET: 4

MESSAGE: Sorry- the Budget I sent yesterday looked
figures. Am sending the correct one along with
another Budget we did for the Quality Newsletter.
Will still try to send once two more today.

IF YOU DID NOT RECEIVE ALL PAGES, PLEASE CALL BACK AS SOON AS
POSSIBLE.

FINAL

BUDGET - COMMUNICATIONS PROJECT #32

Writing, Producing and Distributing AIDSLine Newsletter
\$49,576 for a fourteen-month period (11/1/90 to 12/31/91)

Based on four issues for calendar year 1991.

WRITING & PROJECT MANAGEMENT (based on figure from Burness Communications)	16,000
- story development	
- writing	
- editing	
- coordination with RWJF, NPO, designer	
- update mail list with mail house staff	
\$4,000/issue x 4	
DESIGN & TYPESETTING (based on figure from Manger & Associates, Inc.)	6,000
- design through camera-ready art	
- all typesetting	
- coordination with printer	
\$1,500/issue x 4	
PRINTING (based on figure from Schmitz Press)	19,000
- 8 & 1/4" x 11", 6 pages, two colors	
- 17,500 copies/issue - \$4,750 x 4	
- delivery	
POSTAGE AND MAILING (based on figure from Burness Communications)	8,576
- bulk rate	
17,500 copies/issue - \$2,144 x 4	
TOTAL	<u>49,576</u>

7

16-3-90

J.L.

jkh - 2
9/1/90
cp32budget

10/2

CO Project #28 - Budget
Newsletter for Quality of Patient Care Programs
2 Issues
\$45,075 for a 9-month period

Based on print run of 15,000 copies of 6-page, 8 1/2" x 11" publication per issue.

Design and Typesetting

(based on estimate from Manger and Associates, Inc.)

Design (initial design and design of subsequent issues)
through camera-ready art and typesetting based on
printing specifications captioned below for 2 complete issues:

> first issue including masthead and format (includes author's alterations)	3,550.00
> second issue less masthead and format (includes author's alterations)	2,775.00
> 1 day roundtrip travel Baltimore-Princeton per issue (up to \$300 per trip)	600.00

Printing

(based on estimate from Schmitz Press for two complete issues
at \$4,600 per issue):

	9,200.00
--	----------

- up to 4 photos
- 1 chart
- 2 colors (seasonal color changes)
- author's alterations
- Northwest 80# text stock
- fold and trim 3 sides - fold to 5 1/2" x 8 1/2"
- 15,000 copies, 8 1/2" x 11", 6 pages
- delivery

Writing and Proofreading

(based on estimates from Karin Gillespie and Diane Barry)

> first issue	3,900.00
> second issue	3,300.00
- 6 pages of copy	
- 1 chart	
- first proofread (second read by RWJF)	
- telephone, copies, FAX (\$60 per issue x 2 = \$120)	120.00
- travel for Diane Barry (1 roundtrip Boston to Princeton per issue @ \$730)	1,460.00
- additional travel (1 trip per issue @ \$730)	1,460.00

Mailing Lists/Labels

- to be developed in-house	
- cost of up to 10,000 labels	2,500.00

- 2 -

Distribution Process

(based on estimate from Woodington Mail Advertising
Service, Inc. for processing)

- postage: first class (\$.45 per piece or
\$6,750 x 2 issues = \$13,500)

2072
1,000.00

13,500.00

Envelopes

(based on estimate from Tony Freda)

- 15,000 envelopes (6 1/2" x 9 1/2") x 2 issues = 30,000

1,710.00

TOTAL

\$45,075.00

jkh

cd \$01

co.project.28.budget2

6/26/90

Draft #2



IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

A PROJECT OF THE ROBERT WOOD JOHNSON FOUNDATION

LEX FRIEDEN
PROJECT DIRECTOR

LAURA WILLIAMS
DEPUTY PROJECT DIRECTOR

March 13, 1991

Carolyn Asbury, Ph.D.
The Robert Wood Johnson Foundation
P.O. Box 2316
Princeton, New Jersey 08543-2316

1) Lex - FVI
2) RWJ file
Lex do you want a
copy of this? R

Dear Carolyn:

Please find enclosed our proposal for the third program year and the first project site implementation year of the Robert Wood Johnson program, "Improving Service Systems for People with Disabilities." This proposal includes three modular elements: 1) base support for the national program office technical assistance program; 2) a project-related, national communications and marketing program; and 3) a project-related independent living management information system development program.

We have taken a modular approach to this proposal so that the three most significant aspects of the proposal can be studied and discussed independently of one another at this stage. Obviously, these modules may be integrated when we determine the specific scope of work which may be undertaken by the national program office at this time. Also, the various budgets which are broken up now for ease of reference may be integrated quite simply in a later stage of this process.

We look forward to receiving your comments on this proposal and to discussing those aspects which may require further refinement or justification.

Thank you again for enabling us to function in a central role with this program. We continue to believe that the outcome of this Robert Wood Johnson initiative will benefit people with disabilities throughout the U.S. as we help to stabilize and diversify the primary support base of the national network of independent living centers.

Sincerely yours,

Lex Frieden
Director, National Program Office

NCIL

SUBCONTRACT

ILRU will contract with NCIL in the amount of _____ to one-third of a staff person's time. The designated amount will be payment for the following services by NCIL:

- 1) NCIL will plan and develop technical assistance capabilities enabling members of NCIL to work with the twelve project sites during their planning year, which began December 1, 1990 and will end November 30, 1991;
- 2) NCIL will assume additional technical assistance responsibilities during the project's three year implementation phase by assisting the program office to identify appropriate persons and linking these services to Centers to provide technical assistance as identified and needed; and
- 3) NCIL will play a role in assisting to disseminate information regarding programs and service delivery systems developed at the demonstration sites and assist in replicating these services in other Centers around the country.

Some possible areas of TA may include assisting projects with:

conducting needs assessments relating to IL services

addressing specific community needs

developing linkages with other community service providers

developing approaches that enable better coordinated access to all services by consumers

development of fee-for-service plans and negotiation of third-party reimbursement for IL services

identifying alternative sources of funding to pay for IL services
long-term planning activities

identifying and implementing an effective MIS
securing alternative funding to promote long-term financial stability

developing marketing strategies

creating informational and educational strategies geared towards community leaders as well as other community members in order to heighten their awareness of disability issues and problems with current service delivery systems.

The RN official is principally responsible for ensuring accountability

From
Laura
W.
HRU

Document Originally
Attached to
Following Page

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	45%	41,400	41,400
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	MIS/Planning Coord.	66,150	30%	19,845	19,845
Margaret Nosek	Evaluation Specialist	45,000	10%	4,500	4,500
Laurel Richards	Communications Coord.	42,000	15%	6,300	6,300
Yilin Zhu	MIS Project Associate	24,000	40%	9,600	9,600
To Be Named	Public Relations Spec.	30,000	100%	30,000	30,000
TOTAL PERSONNEL		409,243	485%	183,481	183,481
Fringe Benefits (26.5%)				48,622	48,622

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies	
plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400
Software and MIS system supplies estimated at \$10,000	10,000
Production, design, & distribution of quarterly policy-related newsletter for general distribution and use at project sites	19,500

III. PROJECT STAFF TRAVEL

Two professional meetings for Project Director at \$2,130	4,260
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290
Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360

Annual meeting involving three staff (See attached travel budget explanation)	3,900
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880
Six trips by project director to make PSA's and other media appearances at selected sites at an estimated \$2,130 per trip	12,780
Six trips to project sites by public relations specialist for media coverage arrangements at \$975 per trip	5,850
One trip to each project site by public relations specialist to consult with sites on community relations/marketing strategies (See attached travel budget explanation)	14,465
One trip by project director and public relations specialist to meet with RWJ staff in Princeton, estimated at \$2,680 & \$1,400 respectively	4,080
Four media center/informational forum meetings, two trips for the project director at \$2,130 each & two for public relations specialist \$1,140 each	6,540
Four trips by MIS coordinator to project sites to examine and test MIS materials at \$975 per trip	3,900

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each	
Six consultant site visits by persons with severe disabilities at \$2,130 each	12,780
Six consultant site visits by persons without severe disabilities at \$975 each	5,850
One additional consultant visit to each site per request of site director	
Four visits by consultants with severe disabilities at \$2,130 each	8,520
Eight visits by consultants without severe disabilities at \$975 each	7,800
Annual Program Meeting	
Three consultants with severe disabilities at \$2,130 each	6,390
Three consultants without severe disabilities at \$975 each	2,925
Other Consultant Travel	
One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$2,130 per person for former and \$975 per person for latter	9,315

One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$2,130 for two persons with severe disabilities	4,260
Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	2,130
Travel for project site staff to attend regional conferences to be held in Denver, CO; Portland, ME; and Ann Arbor, MI (See budget explanation for details of travel cost estimates)	28,891
Three trips by MIS consultants to project sites and three trips to the national program office in Houston at \$975 per trip	5,850
SUBTOTAL DIRECT COSTS	472,089
V. INDIRECT COSTS at 4% of total costs indicated above	18,884
VI. MEETING COSTS	
Three regional meetings at an estimated \$600 per day for two days each	3,600
One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$300 per day for two days	600
One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
Annual program meeting estimated at \$1,200 per day for two days	2,400
Meeting facilities and media arrangements for four informational forums/training sessions to be held at the four sites indicated	6,000
VII. EQUIPMENT	
One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,210
VIII. CONSULTANT HONORARIA	
12 one-day site visits by one consultant each at \$300 per day	3,600
18 additional consulting days (1.5 days per site) for specialized consultation	5,400
31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
12 consulting days for William A. Spencer, M.D.	3,600
24 consulting days for expert advice in developing the informational programs and media strategies for the project's communication component	7,200
52 consulting days for computer programmer time, marketing/informational management professional time, and service provider staff time	15,600
Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000

Ref: I.D. #15681

April 3, 1991

IX. SPACE RENTAL (5% of total wages and fringe benefits)	11,605
X. SUBCONTRACTS	
Subcontract with NCIL for technical and communication assistance	17,250
Subcontract with INTERACT for planning services	9,425
<u>TOTAL</u>	<u>592,963</u>

The Robert Wood Johnson Foundation Project on
Improving Service Systems for People with Disabilities

ILRU NATIONAL PROGRAM OFFICE BUDGET JUSTIFICATION--YEAR THREE

I. PERSONNEL

Lex Frieden will serve as program director with general oversight responsibility for all aspects of the program operation, including development of project workplans, supervision of project staff, monitoring progress in the program office and at project sites, and preparing and submitting progress reports. Frieden will participate in five of the twelve project site visits, will lead the activities of the three regional conferences and the annual conference, and will convene periodic meetings with representatives in the rehabilitation and independent living fields regarding the progress of the project and its implications for the field of independent living. Frieden will devote 30% time and effort to the primary activities of the project. As a part of the communication component of the project, Frieden will travel to selected sites to make PSA's and other media appearances, make trips to four selected media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. Frieden will devote an additional 10% of his time to this aspect of the project. In addition, Frieden will devote 5% of his time for activities relating to the development of a management information system by serving as a resource person for identifying technical assistants nationwide to help with the project, and to review and make recommendations for products developed in order to effectively meet the informational needs of individual project sites. A total of 45% of Frieden's time is requested for the overall program for the coming project year.

Laura Williams will serve as deputy director for the project with responsibility for day-to-day task completion, communication with staff at the project sites, coordination of work with project sites, drafting of reports and correspondence, supervision of support staff, and for carrying out other work as assigned by the program director. Williams will coordinate all twelve site visits and will participate in at least five of these visits. She will coordinate the activities and participate in the three regional conferences and the annual conference. As the only professional staff member who will devote 100% time and effort to, Williams will play a major role in assuring that program activities are completed in a timely fashion. Williams will devote 80% time and effort to the primary activities of the program, 10% time and effort to the communications aspect of the project, and 10% time and effort to the management information system aspect of the project and will be responsible for ensuring that day-to-day activities are completed and that all aspects of the project are coordinated and integrated. A total of 100% of Williams' time is requested for the overall program for the coming project year.

Quentin Smith will serve as MIS/planning specialist on the project with responsibility for providing assistance to project sites with long-range plan development and in the development of funding proposals and other requests for financial support, including fee-for-service contracts, from public and private sources. Smith will also conduct two of the twelve site visits and will assist

April 3, 1991

in conducting the three regional conferences and the annual conference, and he will assist in developing and preparing articles for the newsletter that will be produced as part of this year's activities. He will devote 10% time and effort to this aspect the project. In addition, Smith will serve as project coordinator for the management information system aspect of the project, with responsibility for working with information management consultants, staff of the project sites, and other experts who may be called upon to develop an enhanced management information system that can be used by sites in generating data of value in program planning, service marketing, and program evaluation. Smith will have the major staff role for this activity in terms of defining information needs of sites, identifying experts who can assist in developing options to meet those needs, and overseeing construction of a system that can be tested and refined in project sites to assure compatibility with hardware and appropriateness in meeting diverse information needs. Smith will devote 20% time and effort to this aspect of the project. A total of 30% of Smith's time is requested for the overall program for the coming project year.

Roxy Funchess will serve as the program director's secretary and will be responsible for preparing correspondence and reports, word processing, maintaining project files, and coordinating other project activities which assist the project director in his role. Funchess will devote 30% time and effort to the project.

Rose Shepard will serve in the role of program secretary with responsibility for preparing manuscripts and correspondence; maintaining project files; preparing and distributing literature and other materials to the field using the optical scanner, electronic bulletin boards, and other available technology; and coordinating communication between ILRU project staff, project site staff, and RWJ project staff. Shepard has excellent word-processing and organizational skills and will devote 100% time and effort to this project.

Shirley Herzog will serve as travel coordinator on the project with responsibility for making all travel arrangements for program staff and consultants conducting site visits. In addition, Herzog will assist with travel and meeting facility arrangements for the project's three regional conferences and annual meeting. She will also provide assistance as necessary to staff of project sites who will be traveling to regional conferences and the annual meeting. Herzog serves as the travel coordinator of ILRU and has extensive experience in working with travel professionals, meeting planners, and hotel personnel. Herzog will devote 15% time and effort to this project.

Margaret Nosek, Ph.D. will serve as evaluation specialist with responsibility for reviewing the proposed management information system to assure congruence with project evaluation activities, assisting with the development of statistical procedures that will be built into the MIS, assisting in the coordination of evaluation efforts, and interfacing with Drs. Ted Benjamin and Susan Stoddard in carrying out the external project evaluation. Nosek will devote 10% time and effort to this project.

Laurel Richards will serve as project coordinator for the communications component of the project with responsibility for writing newsletter articles and other materials, overseeing production of print media, working with other media

April 3, 1991

representatives to assure fidelity to independent living philosophy and concepts, and coordinating informational programs and educational activities. Richards is both director of training at ILRU and chief writer and editor for ILRU newsletters and other materials and is well qualified for this role. She will devote 15% time and effort to the project.

Yilin Zhu will serve as the project associate for the Management Information System component of the project with responsibility for conducting tests of data entry approaches, report generation capabilities, and other procedures for determining the utility of the system in meeting the needs of centers. In conducting these tests, Zhu will be provided with data from the centers and will be given instructions about the types of reports that need to be generated (e.g., name and address listings of all individuals receiving peer counseling services, a breakdown of all individuals receiving independent living skills training according to private pay versus other payment source). It is expected that extensive testings of the system will be undertaken, particularly late in the project year, so that as many "bugs" are worked out as possible before the system is tested at project sites. Zhu, who has extensive experience with data base management, will devote 40% time and effort to this project.

A Public Relations Specialist will be hired for the communications component of the project to work with staff at project sites in improving their public relations and marketing efforts, in assisting with development of new public relations initiatives related to disability issues, and in publicizing the program as a whole. This person will also serve as an editorial assistant to work with other project staff in preparing the newsletter, developing press releases and feature stories for the print media, and in providing other editorial support for the project's communications component. This person will be someone who is experienced in working with media representatives and with problems faced by non-profit organizations in trying to mount and sustain effective public relations programs. In addition, this person will have writing and editorial skills necessary to produce and refine original work needed for the communications component. Originally we requested two part-time positions to handle public relations and editorial activities. However, the responsibilities outlined for these two part-time positions require similar skills, and having a full-time persons with the right array of skills to perform adequately in this job will help to assure that activities in this area are adequately coordinated and that significant results are realized in communicating positive messages concerning people with disabilities and this program's efforts to enhance opportunities for people with disabilities.

Fringe Benefits. Fringe benefits for the project have been calculated at the current TIRR rate of 26.5% of wages and salaries.

II. OFFICE OPERATIONS

Most cost items in this category have been projected based on the project's first two years of operation. These costs include:

1. Supplies at \$250 per month for all consumable supplies such as computer diskettes, laser printer toner cartridges, duplicating machine toner, paper, pens, etc. Funds (\$75 per site) indicated for planning materials for project

April 3, 1991

sites will be used to purchase books and other materials from Dr. Ackoff and colleagues at Interact, who will be providing planning assistance under a subcontractual arrangement during this project year. These costs include estimated postage and shipping charges.

Charges for 2. stationery, 3. duplicating, 4. telephone, and 5. postage are based on previous costs and require no additional explanation.

6. Videotape charges include the cost to copy and distribute the four videotapes made at the first annual meeting to the project sites and other appropriate entities. This figure was determined based on price quotes obtained from Houston video service stores for production of 15 copies (one for each site, one for RWJF, and a copy and back-up for ILRU) each of four videotapes.

7. Newsletter production at \$800 per issue for three issues of a two to four page newsletter providing information on ongoing activities at project sites and on other issues that have the potential to influence outcomes at project sites, including changes in federal policies and/or regulations and new private sector initiatives. The newsletter will be distributed as an insert to the current ILRU Insights newsletter, avoiding additional postage charges and providing for a ready-made readership of nearly 3,500 individuals and organizations involved in service delivery to and advocacy on behalf of people with disabilities. This "field-directed" newsletter activity will be in addition to the more ambitious national newsletter project directed to a broader audience and described in budget item 9, below.

8. It will be necessary to examine other data base management systems and other information processing software to determine if some existing program might be modified or augmented to meet information management needs of this program. Although precise costs of these systems are not currently known, the management information system available through the Center for Resource Management that most centers use is priced at about \$3,000. It is expected that two or three such systems will be purchased and used in modeling the new system, and that additional data management software will be purchased for use in developing the new system. A total of \$10,000 is requested for these purchases.

9. Production, design, printing, and distribution of a policy-related newsletter has been estimated at a cost of \$7,500 for the first issue (allowing for higher initial design costs) and \$6,000 for each additional issue. It is anticipated that in the coming year, three issues of a four-to-six page newsletter will be produced and distributed. These cost estimates are based on: \$3,500 per issue for printing, \$1,000 per issue for postage, \$500 per issue for distribution, and \$2,500 for the design costs for the first issue and \$1,000 in design costs for the two following issues. Approximately 3,500 copies of each newsletter will be printed and distributed.

III. PROJECT STAFF TRAVEL

Professional meeting travel. Funds are requested for the Project Director to attend the two National Conferences on Independent Living meetings sponsored by NCIL to present on activities and outcomes of this project and to elicit recommendations from other service providers on issues that should be addressed

April 3, 1991

and problems to be overcome in effective service delivery to people with disabilities. The formats for these meetings have changed somewhat, with two meetings scheduled during the project year--one in fall, 1991 in San Francisco and one in spring, 1992 in Washington, D.C. Costs are calculated at \$2,130 per trip for persons with severe disabilities. Total cost $\$2,130 \times 2 = \$4,260$. The \$2,130 travel request for one trip was calculated as follows:

\$1,140 (RWJF standard travel rate for a two day meeting including airfare at \$760, hotel at \$125 per night, & \$40 per day for meals) for two persons (to include travel costs for personal assistant services) + \$100 for special ground transportation needs (lift equipped van) + \$100 for personal assistant services (at \$50 per day). The \$2,130 figure was calculated as follows: $2(\$760) + \$125 \times 2 \text{ nights} + 2(\$40 \times 2) + \$100 \text{ ground transportation} + 2(\$50) \text{ for personal assistant services}$.

Twelve Site Visits. The total cost estimate of \$14,795 for the twelve site visits was calculated using actual airfare quotes and are as follow:

For the five site visits which Lex Frieden plans to make, the costs of personal assistance services have been factored into the request. These five sites and cost estimates are:

Toledo: (Airfare) $\$850 \times 2 + (\text{Hotel}) \$110 \times 2 + (\text{Meals}) 2(\$40 \times 2) + (\text{Transportation}) \$100 + (\text{Attendant fees at } \$50 \text{ per day}) \$50 \times 2 = \$2,280$

Tulsa: $\$560 \times 2 + \$110 \times 2 + 2(\$40 \times 2) + \$100 + \$50 \times 2 = \$1,700$

Maine: Site visit costs included in Regional Meeting costs.

Denver: Site visit costs included in Regional Meeting costs.

Sacramento: $\$970 \times 2 + \$110 \times 2 + 2(\$40 \times 2) + \$100 + \$50 \times 2 = \$2,520$

Plans are for the other seven site visits to be made by Laura Williams and Quentin Smith, and no charges for personal assistance services are included in these cost estimates.

New York: $\$1,050 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,400$

Ann Arbor: Site visit costs included in Regional Meeting costs.

Missoula: $\$1,145 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,495$

Helena: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Rochester: $\$900 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,250$

Amherst: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Worcester: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

April 3, 1991

Three Regional Conferences calculated for three National Program Office staff at each conference. Total: \$17,290

Costs are calculated using actual airfare quotes and estimating a one and one-half day meeting. Costs included three nights hotel and meals for the Maine conference, where it is unlikely that return travel to Houston can be completed within a reasonable time following the termination of the conference, and two nights hotel and meals for the Ann Arbor and Denver conferences based on reasonable likelihood of return to Houston on the same day. Each visit includes three NPO staff: two staff are budgeted for airfare, two to three nights hotel and meals and regular ground transportation, the project director requires personal assistance services, and in these cases airfare and meal costs are doubled, ground transportation is calculated at \$100 and attendant fees are calculated at \$50 per day. Travel by the project director to the Ann Arbor conference is based on three-nights stay because of the lengthy sitting time required for the return flight. Travel to Maine, Denver, and Ann Arbor includes an extra night's stay for one staff member to conduct the site visit.

South Portland, Maine: Total = \$6,860

Williams & Smith (Airfare) $\$1,200 \times 2 + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$3,400$

Frieden: $\$1,200 \times 2 + \$110 \times 4 + 2(\$40 \times 4) + \$50 \times 4 + \$100 = \$3,460$
This includes costs for the Maine site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Ann Arbor, Michigan: Total = \$5,470

Williams: $\$950 + \$110 \times 3 + \$40 \times 3 + \$50 = \$1,450$
This includes costs for the Ann Arbor site visit, involving an additional night's hotel and meals.

Smith: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Frieden: $\$950 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + \$50 \times 3 + \$100 = \$2,720$

Denver, Colorado: Total = \$4,960

Williams & Smith: $\$860 \times 2 + 2(\$110 \times 2) + 2(\$40 \times 2) + 2(\$50) = \$2,420$

Frieden: $\$860 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + 100 = \$2,540$
The includes costs for the Denver site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Two RWJ Foundation Meetings: Total = \$5,360

Funds are requested for the Project Director to attend two Foundation meetings in Princeton. These trips were calculated using actual airfare quotes into Newark airport on cost per trip as follows:

Airfare $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + 100 = \$2,680$

April 3, 1991

Travel to Annual Meeting for three NPO staff: Total = \$3,900

Funds are requested for the Project Director, Deputy Project Director, and Planning Coordinator to attend the project's second annual meeting. Trip costs are calculated using actual airfare quotes to Washington, D.C.

Williams & Smith: Airfare $2(\$650) + 2(\$110 \times 2) + 2(\$40 \times 2) + 2(\$50) = \$1,780$

Frieden: Airfare $2(\$650) + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + \$100 = \$2,120$

Travel to service delivery/disability-related issues meeting: Total = \$2,880

Funds are requested for the Project Director and Deputy Project Director to attend one meeting in Washington, D.C. to meet with representatives of public and private agencies to examine service delivery issues and report project findings and results to date. Travel costs are calculated using actual airfare quotes to Washington, D.C.

Williams: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

Frieden: $2(\$650) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$1,880$

With regard to the communications component of the project budget, it is expected that the project director will make six trips to selected sites in order to produce PSA's and participate in other media appearances and to make presentations regarding this project and disability-related issues in general. These may include trips to project sites but may also include other sites where media opportunities are available and high visibility coverage is likely to result. Costs have been projected at \$2,130 per trip for travel by the project director and personal services assistant. Estimates used in calculating this figure appear on pages 4 and 5.

In addition, it is expected that the public relations specialist will make a total of six trips to project sites to set up media coverage and to assist the project director in dealing with media representatives. These trips are calculated at the RWJ one night rate of \$975. Total funds required for this effort will be $\$975 \times 6 \text{ trips} = \$5,850$.

Funds are requested for the public relations specialist to make one trip to each of the twelve project sites to provide technical assistance regarding using community media effectively, developing marketing strategies, and communicating with diverse publics. These trips would be separate from the site visits, with timing of the trips established in consultation with project staff at each site according to the readiness of these staff to undertake more aggressive community and public relations initiatives. Travel costs have been calculated using actual airfare cost quotes. The projected travel costs are as follow:

Sacramento: $\$970 + \$110 + \$40 \times 2 + \$50 = \$1,210$

Missoula: $\$1,145 + \$110 + \$40 \times 2 + \$50 = \$1,385$

Helena: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$

April 3, 1991

Denver: $\$860 + \$110 + \$40 \times 2 + \$50 = \$1,100$

Tulsa: $\$560 + \$110 + \$40 \times 2 + \$50 = \$800$

Ann Arbor: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$

Toledo: $\$850 + \$110 + \$40 \times 2 + \$50 = \$1,090$

Rochester: $\$900 + \$110 + \$40 \times 2 + \$50 = \$1,140$

Portland: $\$1,200 + \$110 + \$40 \times 2 + \$50 = \$1,440$

New York: $\$1,050 + \$110 + \$40 \times 2 + \$50 = \$1,290$

Amherst: $\$1,075 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Worcester: $\$1,075 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Total estimated cost of this travel is \$14,465.

It is anticipated that the project director and public relations specialist will make one trip to Princeton to meet with RWJ staff regarding communication and marketing strategies. These trips were calculated using actual airfare quotes from Houston to Newark as follow:

Frieden: $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$2,680$

Public Relations Specialist: $\$1,050 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,400$

Communication component funds are also requested to make four trips to media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. It is projected that two trips will be made by the project director at \$2,130 per trip and two trips will be made by the public relations specialist at \$1,140 per trip (involving two nights lodging) for a total of \$6,540.

Funding is requested for the MIS coordinator to make trips to four of the twelve project sites to examine information needs and to test new approaches for meeting management information needs as those approaches are developed. These four trips to sites as yet undetermined are budgeted at the standard RWJ rate of \$975 per trip, totalling \$3,900.

IV. CONSULTANT TRAVEL

Funds are requested for one out-side consultant to visit each of the twelve project sites as a member of the site review team. These trips were calculated at the RWJ standard rate of \$975 for six trip by persons without severe disabilities, and \$2,130 for six trips by persons requiring personal assistance services, totalling \$18,630.

April 3, 1991

It is anticipated that each site will require one additional consultant visit during the NPO's fiscal year to in order to address some specific consultation needs of the site in the areas of technical assistance discussed in the application narrative. These trips were calculated at the \$975 rate for eight persons without severe disabilities, and \$2,130 for four persons with severe disabilities, totalling \$16,320.

Funds are being requested to cover travel costs for six presenters and/or consultants to attend the project's second annual meeting. These costs are projected at \$975 for three persons without severe disabilities and \$2,130 for three persons requiring personal assistance services, totalling \$9,315.

One two-day meeting is planned in Houston with Gerry Bush and Malcolm Morrison to discuss insurance reimbursement and fee-for-service technical assistance needs issues on which they will be providing ongoing consultation services. These two trips were calculated based on actual airfare quotes and total \$2,425

Bush: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Morrison: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

In addition we would bring to Houston for this meeting six directors from selected project sites who are involved with these issues as an integral part of their projects. These travel costs are calculated at the \$2,130 rate for three persons with severe disabilities and three persons without severe disabilities at the \$975 rate, totalling \$9,315.

Funds are also requested for two project site directors to participate in the Washington, D.C. meeting with representatives of public and private agencies to examine service delivery and disability-related issues. These costs are calculated at \$2,130 per trip for two persons with severe disabilities. In addition one external consultant with a severe disability would be asked to participate in this meeting at no fee except for travel reimbursement estimated at \$2,130, bringing total consultant travel costs for this meeting to \$6,390.

Funding for travel by two staff and one consultant or board member from each project site (excluding staff from the project sites in cities where conferences will be held) to the Regional Conferences is included in this budget. When staff at individual project sites were developing their planning year budgets, the need for Regional Conferences as a follow-up to the annual meeting, particularly in the area of planning, had not been anticipated. As such, project staff did not include in their site budgets funding for travel to regional meetings. In order to assure that funding is available for key staff and consultants to participate in these regional conferences, travel funding has been requested in the National Program Office budget. Costs were calculated based on actual airfare quotes, three-nights lodging and meals (anticipating that most persons will not be able to travel all morning and immediately begin the conference or attend a full-day meeting and fly home immediately afterward).

Denver Conference $\$3,795 + \$5,020 + \$3,675 = \$12,490$

Travel from Sacramento to Denver:

$\$815$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,265 \times 3$ staff = $\$3,795$

Travel from Missoula to Denver:

$\$850$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,300 \times 2$ staff = $\$2,600$

One staff requiring attendant services, $2(\$850) + 3(\$110) + 2(\$40 \times 3) + 3$
 $\times \$50$ (attendant fees) = $\$2,420$

$\$2,600 + \$2,420 = \$5,020$

Travel from Helena to Denver:

$\$775$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,225 \times 3$ staff = $\$3,675$

Ann Arbor Conference $\$3,990 + \$3,672 + \$915 = \$8,577$

Travel from Tulsa to Ann Arbor:

$\$880$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,330 \times 3$ staff = $\$3,990$

Travel from Rochester to Ann Arbor:

$\$774$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,224 \times 3$ staff = $\$3,672$

Travel from Toledo to Ann Arbor:

All staff will travel together by car, approximately 60 miles at \$.25 per
mile. $\$110 \times 2 + \$40 \times 2 = \$300 \times 3$ staff = $\$900$ (lodging and meals) +
 $\$15$ (milage) = $\$915$

Portland Conference $\$3,444 + \$2,190 + \$2,190 = \$7,824$

Travel from New York to Portland:

$\$456$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$906 \times 2$ staff = $\$1,812$

One staff requiring attendant services: $2(\$456) + 3(\$110) + 2(\$40 \times 3) +$
 $3(\$50)$ (attendant fees) = $\$1,632$

$\$1,812 + \$1,632 = \$3,444$

Travel from Worcester (Boston) to Portland:

$\$280$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$730 \times 3$ staff = $\$2,190$

Travel from Amherst (Boston) to Portland:

$\$280$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$730 \times 3$ staff = $\$2,190$

Total Regional Conference project staff travel: $\$28,891$

With regard to the management information component of the project it is anticipated that over the course of the year, at least three trips will be made by consultants (e.g., software developers, systems experts) to project sites to examine data management needs and to test different approaches. In addition, three trips to Houston will be required to work with the program coordinator and project associate in developing and pre-testing system components. These trips are budgeted at the RWJ standard rate of \$975 per trip.

V. INDIRECT COSTS

Indirect costs are calculated on the basis of four percent of allowable direct costs.

VI. MEETING COSTS

Funds are required to cover the costs of hotel meeting room rental, equipment rental, and catering services for meetings anticipated at this point in time. Cost estimates are based on past experience with National Advisory Committee meetings and the first annual meeting. Cost estimates include:

Three regional meetings estimated at \$600 per day for two days each, totalling \$3,600.

The meeting in Houston on reimbursement issues with G. Bush and M. Morrison at \$300 per day for two days, totalling \$600.

The meeting in Washington D.C. on service delivery and disability-related issues at \$600 per day for two days, totalling \$1,200.

The second annual meeting estimated at \$1,200 per day for two days, totalling \$2,400.

NOTE: The cost estimate per day for the annual meeting is higher due to larger attendance requiring larger facilities and higher catering costs.

In order to conduct effective information forums/training sessions it is anticipated that funds will be needed for rental of meeting space, catering, and costs for media arrangements. These costs have been estimated at \$1,500 for each of the four sessions to be conducted at four different sites around the country. It should be noted that these costs are somewhat higher than meeting costs estimated for other meetings to be held for the program. This is because the anticipated locations (i.e., New York, Los Angeles, Chicago, and Washington, D.C.) of these one and one-half to two-day sessions are all cities that have higher than average costs for these types of events.

VII. EQUIPMENT

Funds are requested to purchase an optical scanner to transfer hard copy reports and literature to computer storage in order to distribute information to project sites via bulletin board and other electronic media. Securing this equipment will allow for low cost reproduction of printed materials and very low-cost distribution via electronic bulletin boards that serve all twelve project sites, and that can be accessed by ILRU using available computers and modems interfacing with both IBM-compatible and Apple-compatible computers at project sites. This represents a much more cost-effective approach to disseminating information than do other options, including duplicating and shipping hard copies of materials to all twelve sites or purchasing FAX machines for all twelve sites, then using personnel time and incurring long-distance charges in FAXing hard copies of materials to sites. A secondary benefit of this approach to information dissemination will be the fostering of site staff skills in using

April 3, 1991

electronic communication media effectively. Enhancing skills in using computerized communication will encourage site staff to network more effectively with their colleagues participating in this program and in other organizations, such as the National Council on Independent Living, that communicate via computerized networks. The cost estimate of \$2,700 includes software and other accessories required to operate the equipment with hardware currently used by ILRU and is based upon current price quotes from vendors in Houston. ILRU will provide matching funds of \$490 for this piece of equipment bringing the total RWJ request for the optical scanner to \$2,210.

VIII. CONSULTANT HONORARIA

Consultant monies are requested for the following activities:

Twelve one-day site visits by one consultant each as a member of the site review team at \$300 per day = \$3,600.

Eighteen additional consulting days (1.5 days per site) for specialized consultation services = \$5,400.

Thirty-one consulting days for G. Bush and M. Morrison for services related to securing third-party reimbursement as outlined in their proposal provided as an attachment to this application = \$9,300.

Twelve consulting days for William A. Spencer, M.D. to continue in the role of health care service delivery specialist = \$3,600.

Twenty-four consulting days are requested to implement the communications aspect of this project. We anticipate four days of consultant time for each of the four information forums/training sessions. These funds will be used to pay for the services of experts to assist with local planning and preparation for the sessions and to assist with the actual informational program offered at each location. In addition, we anticipate needing eight additional consulting days through-out the duration of the project to secure expert assistance in specific communication strategies, including using media effectively, conveying the right message to specified publics, and developing and effective public/community relations program.

Fifty-two consulting days are requested to implement the management information system aspect of this project. Roughly one-half (26 days) of this requirement will be used in working with software specialist/computer programmer types who will help analyze information needs and develop approaches for meeting needs. Roughly one-quarter (13 days) will be used in working with marketing and information management types on how to make the best use of data generated using the new system. The other one-quarter of the time (13 days) will be used to obtain feedback from providers who will review and test the new system and develop recommendations for further enhancement.

Also, with regard to the management information program component, funds are requested to cover a portion of legal fees that will be paid in resolving

April 3, 1991

issues of proprietorship over the use of existing software and ownership of any new software or system that may be generated. Since the product of these efforts could be a system with significant market potential, it is important that legal guidance be obtained during development and prior to distribution of the final system. Efforts will be made to secure any additional legal services required on a pro bono basis, and project staff have some contact with legal experts that could be tapped for these services.

IX. SPACE RENTAL

Office space rental is calculated at five percent of total wages and fringe benefits.

X. SUBCONTRACTS

Subcontract with NCIL

NCIL's work with regard to this project has not been initiated owing to staffing limitations in the organization. It is anticipated that NCIL will have adequate staffing to undertake proposed work by June 1, 1991. Therefore, we are requesting that the \$17,250 originally budgeted for the NCIL subcontract be made available for the upcoming project year so that we can work with them in developing a technical assistance program that can be initiated during the current project year and sustained beyond the remaining three project years. In addition to assisting with technical assistance to the twelve project sites, NCIL can assure allocation of time at national meetings and conferences to project activities and can assist with dissemination of information through electronic bulletin boards and other avenues available to it. The \$17,250 includes salary support for one-third of a professional staff member's time based upon an annualized full-time salary of \$45,000 totaling \$15,000 plus fringe benefits calculated at 15% of salary.

Subcontract with INTERACT

We anticipate entering into a subcontract with INTERACT, the Institute for Interactive Management, to provide intensive planning services at each of the three regional conferences. The requested amount is based on quotes from Russell Ackoff and Alan Barstow. Dr. Ackoff will charge \$2,500 for the Regional Conference which he conducts and Alan Barstow will charge \$4,000 for the two conferences he will conduct totalling \$6,500 in fees, plus \$2,925 in travel costs for Dr. Ackoff and Mr. Barstow to travel to each of the three regional conferences at \$975 per trip. Total anticipated subcontract amount: \$9,425.

Laurie asked that
this copy be sent
to you.

Dawn

Project Associate

RECEIVED JAN 31 1991

JAN 24 1991
PERSONNEL

January 22, 1991

Ms. Carol Wideman
TIRR
1333 Moursund Ave.
Houston, TX 77030

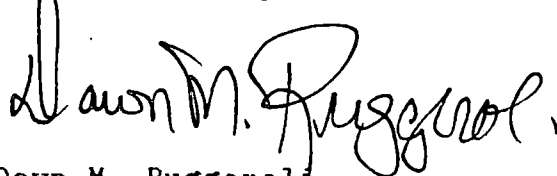
Dear Ms. Wideman,

I am sending you my resume' to express my interest in the project associate position with the Independent Living Research Utilization Program. My experience with disability is personal, as I was a patient at TIRR from January 7-March 26, 1982. I feel that my "hands on" experience will lend an insightful perspective that the program might not have.

My Communication degree will also be an asset to this program. The skills I learned were acquired not only through my varied courses, but from my experiences as a Resident Advisor and a Teaching Assistant. These experiences also demonstrate my ability to work well with others, including peers and supervisors, on an individual and whole group basis.

I am a responsible, dependable person who is sensitive to other peoples needs, and I feel confident that any of my references will reflect these characteristics. I am willing and able to accept any challenge you have to offer.

I look forward to talking with you on Friday, January 25.
Thank you for your consideration.



Dawn M. Ruggeroli
874 Yorkchester #168
Houston, TX 77079
973-9933

encl (2)

DAWN M. RUGGEROLI

1322 Sandstone Drive
Richmond, Texas, 77469

(713) ~~342-9292~~

973-9933-home answering machine

EDUCATION:

Michigan State University

Bachelor of Arts in Communication, 1988

→ then did Speech Pathology for 2 years.

RELATED COURSE WORK:

Leadership Training
Human Communication
Interpersonal Communications
Oral Communication
Principals of Advertising
Principals in Public Relations
Creative Writing
Marketing Management 1 & 2

SPECIAL SKILLS:

American Sign Language

BUSINESS EXPERIENCE:

6/87 - 8/87 WRIGHT MARKETING COMMUNICATIONS

Internship

- Responsibilities were to coordinate and perform both verbal and written communications with current and prospective clients.
- Managed a small account, Houston Business Cabinet.
- Became proficient in the use of Leading Edge software and database management.

1986 - 1987 WILSON HALL, MICHIGAN STATE UNIVERSITY

School Year *Resident Advisor*

- Worked with 1,200 undergraduate students, serving as a conflict intermediary, counselor and resource person; interpreted and enforced University regulations and procedures.
- Interviewed, evaluated and aided in the selection of future resident advisors.
- Received and utilized training in leadership, time management, listening and assertiveness skills.

1/87 - 6/87 MICHIGAN STATE UNIVERSITY, COMMUNICATIONS DEPARTMENT

Teaching Assistant

- Taught academic lessons in both small groups and individually.
- Participated in classroom management of twenty four undergraduate students.

REFERENCES:

Professional:

Tom Wright, President
Wright Marketing Communications
50 Briar Hollow Lane, Suite 300 East
Houston, Texas 77027-9305
713-840-0840

Marcia Ribble
Creative for Caring Family Resource Center
1786 Dorothy Circle
Essexville, Michigan 48732
517-892-7475

Carmela Carr, Assistant Director of Activities
Michigan State Union
East Lansing, Michigan 48824
517-355-3354

Personal:

Frances Yeich, Account Executive
Dean Witter Reynolds
2367 S. Linden Road
Flint, Michigan 48532
1-800-927-7999

Jane Grambo
212 Ridgemont
Grosse Pointe Farms, Michigan 48236
313-886-8054

Caris Palmer
2715 Trapper's Cove #3C
Lansing, Michigan 48910
517-882-1961

(916) 944-0100

PHONE CALL

FOR	lex	DATE	4/3	TIME	3:15	A.M. P.M.
M.	Bill Branstom - See fax. They					
OF	have a Bd Mtg tomorrow.					
PHONE	Would like to talk to you.					
MESSAGE	Since you did recommend the					
invoice. Needs sense of direction						
from you. Will be home around						
4:30 - 5:00 our time						
SIGNED	Francesca 916-446-3079					

FORM 4003

SACRAMENTO REGIONAL FOUNDATION

April 1, 1991

*Board of Directors**F. Frederick Brown*
*President**Merrily Wong*
*Vice President**A. Alan Post*
*Treasurer**Jean Runyon Graham*
*Secretary**Nathaniel S. Colley, Sr.**Hon. Leonard M. Friedman**Thomas J. Hammer, Jr.**Muriel P. Johnson**Edward L. Lammertling**Hon. Thomas J. MacBride**R. Burnett Miller**Forrest A. Plant**Carolyn G. Reid**Herbert S. Rodabaugh**Henry Teichert**Mona Van Camp**Malcolm S. Weintraub**Dean Gordon D. Schaber**Director Emeritus**David L. Hess**Executive Director*

Frances Gracechild
Resources for Independent Living
1211 H Street, Suite B
Sacramento, CA 95814

Dear Frances:

I am in receipt of your March 21, 1991 letter announcing the termination of discussions regarding the contractual relationship between Sacramento Regional Foundation and RIL in connection with the Robert Wood Foundation Grant.

I too, experience the great loss to our community from this action. Since prior to January, 1990, when our two consultants, William Bronston, M.D. and Billie Shawl, collaborated in creating and submitting the detailed design for the first year planning phase and subsequent three year implementation phase proposal, it was always our understanding that this effort would be a distinguished one concretely built on the three years of work of the Sacramento Interdependence Project on Employment and Disability and your existing and emerging efforts at RIL. The discussions with the Robert Wood Foundation site visit team last fall underscored the cooperative nature of the project.

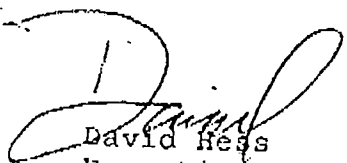
We received preliminary notice in late October that the RIL application was to be funded and we submitted a proposed Memorandum of Understanding to you in anticipation of a formal agreement between us. We were elated at the actual notice of the award and your receipt of the first major portion of monies at the beginning of December. The SIP consultant staff and SRF have operated in good faith, anticipating that the formal contractual agreement between us would be speedily executed. The specific work, detailed in the first quarter of the planning year for which you were funded was accomplished. The Sacramento Regional Foundation has advanced funding in anticipation of that agreement. The First Quarter Report and itemized Quarterly Financial Report was formally submitted to

you as per our verbal and written agreements set forth in the finalized contract and SIP Letter of Intent sent forward in March to Mr. Lex Frieden and RWJ Foundation for their approval.

It still remains in my mind that we can reach an accord, and according to my recollection, we did have agreement with regard to the first year. In light of your letter, however, I have asked SIP to cease work until we can reach an agreement or find other means to support SIP's continuing work.

In light of the work we have completed to date, based upon the belief that an agreement would be concluded, I am submitting a bill for the work which has been delivered up to and including the week ending March 22, 1991. I would appreciate your prompt remittance.

Sincerely,



David Hegg
Executive Director

cc. Lex Frieden
Ed Roberts
SIP Executive Committee
Bill Bronston, M.D.
Billie Shawl

SACRAMENTO REGIONAL FOUNDATION

INVOICE

Robert Wood Johnson Foundation Grant
First Quarter Financial Report
from the
Sacramento Regional Foundation
Expenses (1/1/1991 - 3/22/91)

Item		RWJF	Balance
Supplies			
Mailing Labels	\$ 7.92		
Labels/Discs	31.25		
Total	\$39.17	\$600	\$560.83
Printing			
Stationery	\$156.38	\$500	\$343.62
Duplicating			
Print Place	\$ 5.25		
Kinkos (Joblink)	5.20		
Kinkos (Joblink)	28.12		
Gradys (EC)	2.73		
Gradys (EC)	4.60		
Kinkos (WorkNet)	12.91		
Total	\$58.81	\$290	\$231.19
Postage			
Stamps (WorkNet)	\$31.00		
Parcels	65.58		
Total	\$96.58	\$1075	\$978.42
Travel			
635 Miles	\$141.10		
Parking	9.50		
Total	\$150.60	\$600	\$449.40
Legal Services			
Downey Brand	\$237.00	0	(\$237.00)
Total Expenses	\$ 738.54	\$ 3065	\$2,326.46
Personnel	\$10,828.00	\$35,000	\$24,172.00
Amount Due	\$11,566.54		

These expenditures have been advanced by the Sacramento Regional Foundation and Billie Shawl, Executive Consultant pending receipt of payment from Resources for Independent Living.

The Robert Wood Johnson Foundation Project on
Improving Service Systems for People with Disabilities

ILRU NATIONAL PROGRAM OFFICE BUDGET JUSTIFICATION--YEAR THREE

I. PERSONNEL

Lex Frieden will serve as program director with general oversight responsibility for all aspects of the program operation, including development of project workplans, supervision of project staff, monitoring progress in the program office and at project sites, and preparing and submitting progress reports. Frieden will participate in five of the twelve project site visits, will lead the activities of the three regional conferences and the annual conference, and will convene periodic meetings with representatives in the rehabilitation and independent living fields regarding the progress of the project and its implications for the field of independent living. Frieden will devote 30% time and effort to the primary activities of the project. As a part of the communication component of the project, Frieden will travel to selected sites to make PSA's and other media appearances, make trips to four selected media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. Frieden will devote an additional 10% of his time to this aspect of the project. In addition, Frieden will devote 5% of his time for activities relating to the development of a management information system by serving as a resource person for identifying technical assistance nationwide to assist with the project, and to review and make recommendations for products developed in order to effectively meet the informational needs of individual project sites. A total of 45% of Frieden's time is requested for the overall program for the coming fiscal year.

Laura Williams will serve as deputy director for the project with responsibility for day-to-day task completion, communication with staff at the project sites, coordination of work with project sites, drafting of reports and correspondence, supervision of support staff, and for carrying out other work as assigned by the program director. Williams will coordinate all twelve site visits and will participate in at least five of these visits. She will coordinate the activities and participate in the three regional conferences and the annual conference. As the only professional staff member who will devote 100% time and effort to, Williams will play a major role in assuring that program activities are completed in a timely fashion. Williams will devote 80% time and effort to the primary activities of the program, 10% time and effort to the communications aspect of the project, and 10% time and effort to the management information system aspect of the project and will be responsible for ensuring that day-to-day activities are completed and that all aspects of the project are coordinated and integrated. A total of 100% of Williams' time is requested for the overall program for the coming fiscal year.

Quentin Smith will serve as planning specialist on the project with responsibility for providing assistance to project sites with long-range plan development and in the development of funding proposals and other requests for financial support, including fee-for-service contracts, from public and private sources. Smith will also conduct two of the twelve site visits and will assist

in conducting the three regional conferences and the annual conference, and he will assist in developing and preparing articles for the newsletter that will be produced as part of this year's activities. He will devote 10% time and effort to this aspect the project. In addition, Smith will serve as project coordinator for the management information system aspect of the project with responsibility for working with information management consultants, staff of the project sites, and other experts who may be called upon to develop an enhanced management information system that can be used by sites in generating data of value in program planning, service marketing, and program evaluation. Smith will have the major staff role for this activity in terms of defining information needs of sites, identifying experts who can assist in developing options to meet those needs, and overseeing construction of a system that can be tested and refined in project sites to assure compatibility with hardware and appropriateness in meeting diverse information needs. Smith will devote 20% time and effort to this aspect of the project. A total of 30% of Smith's time is requested for the overall program for the coming fiscal year.

Roxy Funchess will serve as the program director's secretary and will be responsible for preparing correspondence and reports, word processing, maintaining project files, and coordinating other project activities which assist the project director in his role. Funchess will devote 30% time and effort to the project.

Rose Shepard will serve in the role of program secretary with responsibility for preparing manuscripts and correspondence; maintaining project files; preparing and distributing literature and other materials to the field using the optical scanner, electronic bulletin boards, and other available technology; and coordinating communication between ILRU project staff, project site staff, and RWJ project staff. Shepard has excellent word-processing and organizational skills and will devote 100% time and effort to this project.

Shirley Herzog will serve as travel coordinator on the project with responsibility for making all travel arrangements for program staff and consultants conducting site visits. In addition, Herzog will assist with travel and meeting facility arrangements for the project's three regional conferences and annual meeting. She will also provide assistance as necessary to staff of project sites who will be traveling to regional conferences and the annual meeting. Herzog serves as the travel coordinator of ILRU and has extensive experience in working with travel professionals, meeting planners, and hotel personnel. Herzog will devote 15% time and effort to this project.

Margaret Nosek, Ph.D. will serve as evaluation specialist with responsibility for reviewing the proposed management information system to assure congruence with project evaluation activities, assisting with the development of statistical procedures that will be built into the MIS, assisting in the coordination of evaluation efforts, and to interface with Drs. Ted Benjamin and Susan Stoddard in carrying out the external project evaluation. Nosek will devote 10% time and effort to this project.

Laurel Richards will serve as project coordinator for the communications component of the project with responsibility for writing newsletter articles and other materials, overseeing production of print media, working with other media

March 27, 1991

representatives to assure fidelity to independent living philosophy and concepts, and coordinating informational programs and educational activities. Richards is both director of training at ILRU and chief writer and editor for ILRU newsletters and other materials and is well qualified for this role. She will devote 20% time and effort to the project.

Ylin Zhu will serve as the project associate for the Management Information System component of the project with responsibility for conducting tests of data entry approaches, report generation capabilities, and other procedures for determining the utility of the system in meeting the needs of centers. In conducting these tests, Zhu will be provided with data from the centers and be given instructions about the types of reports that need to be generated (e.g., name and address listings of all individuals receiving peer counseling services, a breakdown of all individuals receiving independent living skills training according to private pay versus other payment source). It is expected that extensive testings of the system will be undertaken, particularly late in the project year, so that as many "bugs" are worked out before the system is tested at project sites. Zhu, who has extensive experience with data base management, will devote 40% time and effort to this project.

A Public Relations Specialist will be hired for the communications component of the project to work with staff at project sites in improving their public relations and marketing efforts, in assisting with development of new public relations initiatives related to disability issues, and in publicizing the program as a whole. This will be a half-time individual, who is experienced in working with media representatives and with problems faced by non-profit organizations in trying to mount and sustain effective public relations programs.

An Editorial Assistant will also be hired for the communications component of the project to work with the project coordinator in preparing the newsletter, developing press releases, and feature stories for the print media, and in providing other editorial support for this component of the project. This individual will devote 30% time and effort to the project.

Fringe Benefits. Fringe benefits for the project have been calculated at the current TIRR rate of 26.5% of wages and salaries.

II. OFFICE OPERATIONS

Most cost items in this category have been projected based on the project's first two years of operation. These costs include:

1. Supplies at \$250 per month for all consumable supplies such as computer diskettes, laser printer toner cartridges, duplicating machine toner, paper, pens, etc. Funds (\$75 per site) indicated for planning materials for project sites will be used to purchase books and other materials from Dr. Ackoff and colleagues at Interact, who will be providing planning assistance under a subcontractual arrangement during this project year. These costs include estimated postage and shipping charges.

Charges for 2. (stationery), 3. duplicating, 4. telephone, and postage are based on previous costs and require no additional explanation.

6. Videotape charges include the cost to copy and distribute the four videotapes made at the first annual meeting to the project sites and other appropriate entities. This figure was determined based on price quotes obtained from Houston video service stores for production of 15 copies (one for each site, one for RWJF, and a copy and back-up for ILRU) each of four videotapes.

7. Newsletter production at \$800 per issue for three issues of a two to four page newsletter providing information on ongoing activities at project sites and on other issues that have the potential to influence outcomes at project sites, including changes in federal policies and/or regulations and new private sector initiatives. The newsletter will be distributed as an insert to the current ILRU Insights newsletter, avoiding additional postage charges and providing for a ready-made readership of nearly 3,500 individuals and organizations involved in service delivery to and advocacy on behalf of people with disabilities. It should be noted that a more ambitious newsletter project could be undertaken as part of a larger national communication strategy proposed as an addendum to this funding application.

8. It will be necessary to examine other data base management systems and other information processing software to determine if some existing program might be modified or augmented to meet information management needs of this program. Although precise costs of these systems are not currently known, the management information system available through the Center for Resource Management that most centers use is priced at about \$3,000. It is expected that two or three such systems will be purchased and used in modeling the new system, and that additional data management software will be purchased for use in developing the new system. A total of \$10,000 is requested for these purchases.

9. Production, design, printing, and distribution of a policy-related newsletter has been estimated at a cost of \$7,500 for the first issue (allowing for higher initial design costs) and \$6,000 for each additional issue. It is anticipated that in the coming year, three issues of a four-to-six page newsletter will be produced and distributed. The cost estimates are based on: \$3,500 per issue for printing, \$1,000 per issue for postage, \$500 per issue for distribution, and \$2,500 for the design costs for the first issue and \$1,000 in design costs for the two following issues.

III. PROJECT STAFF TRAVEL

Professional meeting travel. Funds are requested for the Project Director to attend the two National Conferences on Independent Living meetings sponsored by NCIL to present on activities and outcomes of this project and to elicit recommendations from other service providers on issues that should be addressed and problems to be overcome in effective service delivery to people with disabilities. The formats for these meetings have changed somewhat, with two meetings scheduled during the project year--one in fall, 1991 in San Francisco and one in spring, 1992 in Washington, D.C. Costs are calculated at \$2,130 per trip for persons with severe disabilities. Total cost $\$2,130 \times 2 = \$4,260$. The \$2,130 travel request for one trip was calculated as follows:

\$1,140 (RWJF new standard travel rate for a two day meeting including

March 27, 1991

airfare at \$760, hotel at \$125 per night, & \$40 per day for meals) for two persons (to included travel costs for personal assistant services) + \$100 for special ground transportation needs (lift equipped van) + \$100 for personal assistant services (at \$50 per day). The \$2,130 figure was calculated as follows: $2(\$760) + \$125 \times 2 \text{ nights} + 2(\$40 \times 2) + \$100$ ground transportation + $2(\$50)$ for personal assistant services.

Twelve Site Visits. The total cost estimate of \$14,795 for the twelve site visits was calculated using actual airfare quotes and are as follow:

For the five site visits which Lex Frieden plans to make, the costs of personal assistance services have been factored into the request. These five sites and cost estimates are:

Toledo: (Airfare) $\$850 \times 2$ + (Hotel) $\$110 \times 2$ + (Meals) $2(\$40 \times 2)$ + Transportation) $\$100$ + (Attendant fees at \$50 per day) $\$50 \times 2 = \$2,280$

Tulsa: $\$560 \times 2 + \$110 \times 2 + 2(\$40 \times 2) + \$100 + \$50 \times 2 = \$1,700$

Maine: Site visit costs included in Regional Meeting costs.

Denver: Site visit costs included in Regional Meeting costs.

Sacramento: $\$970 \times 2 + \$110 \times 2 + 2(\$40 \times 2) + \$100 + \$50 \times 2 = \$2,520$

Plans are for the other seven site visits to be made by Laura Williams and Quentin Smith, and no charges for personal assistance services are included in these cost estimates.

New York: $\$1,050 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,400$

Ann Arbor: Site visit costs included in Regional Meeting costs.

Missoula: $\$1,145 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,495$

Helena: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Rochester: $\$900 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,250$

Amherst: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Worcester: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Three Regional Conferences calculated for three National Program Office staff at each conference. Total: \$17,290

Costs are calculated using actual airfare quotes and estimating a one and one-half day meeting. Costs included three nights hotel and meals for the Maine conference, where it is unlikely that return travel to Houston can be completed within a reasonable time following the termination of the conference, and two

March 27, 1991

nights hotel and meals for the Ann Arbor and Denver conferences based on reasonable likelihood of return to Houston on the same day. Each visit includes three NPO staff: two staff are budgeted for airfare, two to three nights hotel and meals and regular ground transportation, the project director requires personal assistance services, and in these cases airfare and meal costs are doubled, ground transportation is calculated at \$100 and attendant fees are calculated at \$50 per day. Travel by the project director to the Ann Arbor conference is based on three-nights stay because of the lengthy sitting time required for the return flight. Travel to Maine, Denver, and Ann Arbor includes an extra night's stay for one staff member to conduct the site visit.

South Portland, Maine: Total = \$6,860

Williams & Smith (Airfare) $\$1,200 \times 2 + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$3,400$

Frieden: $\$1,200 \times 2 + \$110 \times 4 + 2(\$40 \times 4) + \$50 \times 4 + \$100 = \$3,460$
This includes costs for the Maine site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Ann Arbor, Michigan: Total = \$5,470

Williams: $\$950 + \$110 \times 3 + \$40 \times 3 + \$50 = \$1,450$
This includes costs for the Ann Arbor site visit, involving an additional night's hotel and meals.

Smith: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Frieden: $\$950 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + \$50 \times 3 + \$100 = \$2,720$

Denver, Colorado: Total = \$4,960

Williams & Smith: $\$860 \times 2 + 2(\$110 \times 2) + 2(\$40 \times 2) + 2(\$50) = \$2,420$

Frieden: $\$860 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + 100 = \$2,540$
The includes costs for the Denver site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Two RWJ Foundation Meetings: Total = \$5,360

Funds are requested for the Project Director to attend two Foundation meetings in Princeton. These trips were calculated using actual airfare quotes into Newark airport on cost per trip as follows:

Airfare $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + 100 = \$2,680$

Travel to Annual Meeting for three NPO staff: Total = \$4,420

Funds are requested for the Project Director, Deputy Project Director, and Planning Coordinator to attend the project's second annual meeting. Trip costs are calculated using actual airfare quotes to Washington, D.C.

Williams & Smith: Airfare $2(\$650) + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$2,300$
 Frieden: Airfare $2(\$650) + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + \$100 = \$2,120$
 Travel to service delivery/disability-related issues meeting: Total = \$2,880

Funds are requested for the Project Director and Deputy Project Director to attend one meeting in Washington, D.C. to meet with representatives of public and private agencies to examine service delivery issues and report project findings and results to date. Travel costs are calculated using actual airfare quotes to Washington, D.C.

Williams: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$
 Frieden: $2(\$650) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$1,880$

Relating to the communications component of the project budget, it is expected that the project director will make six trips to selected sites in order to produce PSA's and participate in other media appearances and to make presentations regarding this project and disability-related issues in general. These may include trips to project sites but may also include other sites where media opportunities are available and prime?? Costs have been projected at \$2,130 per trip for travel by the project director and personal services assistant. The calculation for this figure is shown above.

In addition, it is expected that the public relations specialist will make a total of six trips to project sites to set up media coverage???? These trips are calculated at the RMJ one night rate of \$975. Total funds required for this effort will be $\$975 \times 6$ trips =

Funds are requested for the public relations specialist to make one trip to each of the twelve project sites to provide technical assistance regarding using community media effectively, developing marketing strategies, and communicating with diverse publics. These trips would be separate from the site ???Travel costs have been calculated using actual airfare cost quotes. The projected travel costs are as follow:

Sacramento: $\$970 + \$110 + \$40 \times 2 + \$50 = \$1,210$
 Missoula: $\$1,145 + \$110 + \$40 \times 2 + \$50 = \$1,385$
 Helena: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$
 Denver: $\$860 + \$110 + \$40 \times 2 + \$50 = \$1,100$
 Tulsa: $\$560 + \$110 + \$40 \times 2 + \$50 = \$800$
 Ann Arbor: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$
 Toledo: $\$850 + \$110 + \$40 \times 2 + \$50 = \$1,090$
 Rochester: $\$900 + \$110 + \$40 \times 2 + \$50 = \$1,140$

March 27, 1991

Portland: $\$1,200 + \$110 + \$40 \times 2 + \$50 = \$1,440$

New York: $\$1,050 + \$110 + \$40 \times 2 + \$50 = \$1,290$

Amherst: $\$1,075 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Worcester: $\$1,975 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Total estimated cost of this travel is \$14, 465.

It is anticipated that the project director and public relations specialist will make one trip to Princeton to meet with RWJ staff regarding communication and marketing strategies. These trips were calculated as follow using actual airfare quotes from Houston to Newark:

Frieden: $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$2,680$

Public Relations Specialist: $\$1,050 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,400$

Communication component funds are also requested to make four trips to media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. It is projected that two trips will be made by the project director at \$2,130 per trip and two trips will be made by the public relations specialist at \$1,140 per trip for a total of ???

IV. CONSULTANT TRAVEL

Funds are requested for one out-side consultant to visit each of the twelve project sites as a member of the site review team. These trips were calculated at the RWJF standard rate of \$880 for six trip by persons without severe disabilities, and \$1,960 for six trips by persons requiring personal assistance services, totalling \$17,040.

It is anticipated that each site will require one additional consultant visit during the NPO's fiscal year to in order to address some specific consultation needs of the site in the areas of technical assistance discussed in the application narrative. These trips were calculated at the \$880 rate for eight persons without severe disabilities, and \$1,960 for four persons with severe disabilities, totalling \$14,880.

Funds are being requested to cover travel costs for six presenters and/or consultants to attend the project's second annual meeting. These costs are projected at \$880 for three persons without severe disabilities and \$1,960 for three persons requiring personal assistance services, totalling \$8,520.

One two-day meeting is planned in Houston with Gerry Bush and Malcolm Morrison to discuss insurance reimbursement and fee-for-service technical assistance needs issues on which they will be providing ongoing consultation services. These two trips were calculated based on actual airfare quotes and total \$2,425

March 27, 1991

Bush: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$
 Morrison: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

In addition we would bring to Houston for this meeting six directors from selected project sites who are involved with these issues as an integral part of their projects. These travel costs are calculated at the \$1,960 rate for three persons with severe disabilities and three persons without severe disabilities at the \$880 rate, totalling \$8,520.

Funds are also requested for two project site directors to participate in the Washington, D.C. meeting with representatives of public and private agencies to examine service delivery and disability-related issues. These costs are calculated at \$1,960 per trip for two persons with severe disabilities. In addition one external consultant with a severe disability would be asked to participate in this meeting at no fee except for travel reimbursement estimated at \$1,960, bringing total consultant travel costs for this meeting to \$5,880.

Funding for travel by two staff and one consultant or board member from each project site (excluding staff from the project sites in cities where conferences will be held) to the Regional Conferences is included in this budget. When staff at individual project sites were developing their planning year budgets, the need for Regional Conferences as a follow-up to the annual meeting, particularly in the area of planning, had not been anticipated. As such, project staff did not include in their site budgets funding for travel to regional meetings. In order to assure that funding is available for key staff and consultants to participate in these regional conferences, travel funding has been requested in the National Program Office budget. Costs were calculated based on actual airfare quotes, three-nights lodging and meals (anticipating that most persons will not be able to travel all morning and immediately begin the conference or attend a full-day meeting and fly home immediately afterward).

Denver Conference $\$3,795 + \$5,020 + \$3,675 = \$12,490$

Travel from Sacramento to Denver: $\$815$ (airfare) + $\$110 \times 3 + \$40 \times 3 =$
 $\$1,265 \times 3$ staff = $\$3,795$

Travel from Missoula to Denver: $\$2,600 + \$2,420 = \$5,020$

$\$850$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$1,300 \times 2$ staff = $\$2,600$

One staff requiring attendant services, $2(\$850) + 3(\$110) + 2(\$40 \times 3) + 3 \times \50
 (attendant fees) = $\$2,420$

Travel from Helena to Denver: $\$775$ (airfare) + $\$110 \times 3 + \$40 \times 3 =$
 $\$1,225 \times 3$ staff = $\$3,675$

Ann Arbor Conference $\$3,990 + \$3,672 + \$915 = \$8,577$

Travel from Tulsa to Ann Arbor: $\$880$ (airfare) + $\$110 \times 3 + \$40 \times 3 =$
 $\$1,330 \times 3$ staff = $\$3,990$

Travel from Rochester to Ann Arbor: $\$774$ (airfare) + $\$110 \times 3 + \$40 \times 3 =$
 $\$1,224 \times 3$ staff = $\$3,672$

March 27, 1991

Travel from Toledo to Ann Arbor: All staff will travel together by car, approximately 60 miles at \$.25 per mile. $\$110 \times 2 + \$40 \times 2 = \$300 \times 3 \text{ staff} = \900 (lodging and meals) + \$15 (milage) = \$915

Portland Conference $\$3,444 + \$2,190 + \$2,190 = \$7,824$

Travel from New York to Portland: $\$1,812 + \$1,632 = \$3,444$

$\$456$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$906 \times 2 \text{ staff} = \$1,812$

One staff requiring attendant services: $2(\$456) + 3(\$110) + 2(\$40 \times 3) + 3(\$50)$ (attendant fees) = \$1,632

Travel from Worcester (Boston) to Portland: $\$280$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$730 \times 3 \text{ staff} = \$2,190$

Travel from Amherst (Boston) to Portland: $\$280$ (airfare) + $\$110 \times 3 + \$40 \times 3 = \$730 \times 3 \text{ staff} = \$2,190$

Total Regional Conference project staff travel: \$28,891

Relating to the management information component of the project it is anticipated that over the course of the year, at least three trips will be made by consultants (e.g., software developers, systems experts) to project sites to examine data management needs and to test out different approaches. In addition, three trips to Houston will be required to work with the program coordinator and project associate in developing and pre-testing system components. These trips are budgeted at the new RWJ standard rate of \$975 per trip.

V. INDIRECT COSTS

Indirect costs are calculated on the basis of four percent of allowable direct costs.

VI. MEETING COSTS

Funds are required to cover the costs of hotel meeting room rental, equipment rental, and catering services for meetings anticipated at this point in time. Cost estimates are based on past experience with National Advisory Committee meetings and the first annual meeting. Cost estimates include:

Three regional meetings estimated at \$600 per day for two days each, totalling \$3,600.

The meeting in Houston on reimbursement issues with G. Bush and M. Morrison at \$300 per day for two days, totalling \$600

The meeting in Washington D.C. on service delivery and disability-related issues at \$600 per day for two days, totalling \$1,200

The second annual meeting estimated at \$1,200 per day for two days, totalling \$2,400.

NOTE: The cost estimate per day for the annual meeting is higher due to

larger attendance requiring larger facilities and higher catering costs.

In order to conduct effective information forums/training sessions it is anticipated that funds will be needed for rental of meeting space, catering, and costs for media arrangements. These costs have been estimated at \$1,500 for each of the four sessions to be conducted at four different sites around the country. It should be noted that these costs are somewhat higher than meeting costs estimated for other meetings to be held for the program. This is because the anticipated locations (i.e., New York, Los Angeles, Chicago, and Washington, D.C.) of these one and one-half to two-day sessions are all cities that have higher than average costs for these types of events.

VII. EQUIPMENT

Funds are requested to purchase an optical scanner to transfer hard copy reports and literature to computer storage in order to distribute information to project sites via bulletin board and other electronic media. Securing this equipment will allow for low cost reproduction of printed materials and very low-cost distribution via electronic bulletin boards that serve all twelve project sites, and that can be accessed by ILRU using available computers and modems interfacing with both IBM-compatible and Apple-compatible computers at project sites. The cost estimate of \$2,700 includes software and other accessories required to operate the equipment with hardware currently used by ILRU and is based upon current price quotes from vendors in Houston.

VIII. CONSULTANT HONORARIA

Consultant monies are requested for the following activities:

Twelve one-day site visits by one consultant each as a member of the site review team at \$300 per day = \$3,600.

Eighteen additional consulting days (1.5 days per site) for specialized consultation services = \$5,400.

Thirty-one consulting days for G. Bush and M. Morrison for services related to securing third-party reimbursement as outlined in the their proposal provided as an attachment to this application = \$9,300.

Twelve consulting days for William A. Spencer, M.D. to continue in the role of health care service delivery specialist = \$3,600.

Twenty-four consulting days are requested to implement the communications aspect of this project. We anticipate four days of consultant time for each of the four information forums/training sessions. These funds will be used to pay for the services of experts to assist with local planning and preparation for the sessions and to assist with the actual informational program offered at each location. In addition, we anticipate needing eight additional consulting days through-out the duration of the project to secure expert assistance in specific communication strategies, including using media effectively, conveying the right message to specified publics, and developing and effective public/community relations program.

Fifty-two consulting days are requested to implement the management information system aspect of this project. Roughly one-half (26 days) of this requirement will be used in working with software specialist/computer programmer types who will help analyze information needs and develop approaches for meeting needs. Roughly one-quarter (13 days) will be used in working with marketing and information management types in who to make the best use of data generated using the new system. The other one-quarter of the time (13 days) will be used to obtain feedback from providers who will review and test the new system and develop recommendations for further enhancement.

Additionally relating to the management information program component funds are requested to cover a portion of legal fees that will be paid in resolving issues of proprietorship over the use of existing software and ownership of any new software or system that may be generated. Since the product of these efforts could be a system with significant market potential, it is important that legal guidance be obtained during development and prior to distribution of the final system. Efforts will be made to secure any additional legal services required on a pro bono basis, and project staff have some contact with legal experts that could be tapped for these services.

IX. SPACE RENTAL

Office space rental calculated at five percent of total wages and fringe benefits.

X. SUBCONTRACTS

Subcontract with NCIL

NCIL's work with regard to this project has not been initiated owing to staffing limitations in the organization. It is anticipated that NCIL will have adequate staffing to undertake proposed work by June 1, 1991. Therefore, we are requesting that the \$17,250 originally budgeted for the NCIL subcontract be made available for the upcoming project year so that we can work with them in developing a technical assistance program that can be initiated during the current project year and sustained beyond the remaining three project years. In addition to assisting with technical assistance to the twelve project sites, NCIL can assure allocation of time at national meetings and conferences to project activities and can assist with dissemination of information through electronic bulletin boards and other avenues available to it. The \$17,250 includes salary support for one-third of a professional staff member's time based upon an annualized full-time salary of \$45,000 totaling \$15,000 plus fringe benefits calculated at 15% of salary.

Subcontract with INTERACT

We anticipate entering into a subcontract with INTERACT, the Institute for Interactive Management, to provide intensive planning services at each of the three regional conferences. The requested amount is based on quotes from Russell Ackoff and Alan Barstow. Dr. Ackoff will charge \$2,500 for the Regional

March 27, 1991

Conference which he conducts and Alan Barstow will charge \$4,000 for the two conferences he will conduct totaling \$6,500 plus \$2,640 travel costs for Dr. Ackoff and Mr. Barstow to travel to each of the three regional conferences at \$880 per trip. Total anticipated subcontract amount: \$9,140.

*Let, call Q & D about
possibilities for personnel change
we discussed last night.
Lama*

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	45%	41,400	41,400
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	MIS/Planning Coord.	66,150	30%	19,845	19,845
Margaret Nosek	Evaluation Specialist	45,000	10%	4,500	4,500
Laurel Richards	Communications Coord.	42,000	20%	8,400	8,400
Ylin Zhu	MIS Project Associate	24,000	40%	9,600	9,600
To Be Named	Public Relations Spec.	30,000	50%	15,000	15,000
To Be Named	Editorial Assistant	25,000	30%	7,500	7,500
TOTAL PERSONNEL		434,243	470%	178,081	178,081
Fringe Benefits (26.5%)				47,191	47,191

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400
Software and MIS system supplies estimated at \$10,000	10,000
Production, design, & distribution of quarterly policy-related newsletter for general distribution and use at project sites	19,500

III. PROJECT STAFF TRAVEL

Two professional meetings for Project Director at \$2,130	4,260
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290

Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360
Annual meeting involving three staff (See attached travel budget explanation)	4,420
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880
Six trips by project director to make PSA's and other media appearances at selected sites at an estimated \$2,130 per trip	12,780
Six trips to project sites by public relations specialist for media coverage arrangements at \$975 per trip	5,850
One trip to each project site by public relations specialist to consult with sites on community relations/marketing strategies (See attached travel budget explanation)	14,465
One trip by project director and public relations specialist to meet with RWJ staff in Princeton, estimated at \$2,680 & \$1,400 respectively	4,080
Four media center/informational forum meetings, two trips for the project director at \$2,130 each & two for public relations specialist \$1,140 each	6,540
Four trips by MIS coordinator to project sites to examine and test MIS materials at \$975 per trip	3,900

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each	
Six consultant site visits by persons with severe disabilities at \$2,130 each	12,780
Six consultant site visits by persons without severe disabilities at \$975 each	5,850
One additional consultant visit to each site per request of site director	
Four visits by consultants with severe disabilities at \$2,130 each	8,520
Eight visits by consultants without severe disabilities at \$975 each	7,800
Annual Program Meeting	
Three consultants with severe disabilities at \$2,130 each	6,390
Three consultants without severe disabilities at \$975 each	2,925
Other Consultant Travel	
One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$2,130 per person for former and \$975 per person for latter	9,315

One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$2,130 for two persons with severe disabilities	4,260
Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	2,130
Travel for project site staff to attend regional conferences to be held in Denver, CO; Portland, ME; and Ann Arbor, MI (See budget explanation for details of travel cost estimates)	28,891
Three trips by MIS consultants to project sites and three trips to the national program office in Houston at \$975 per trip	5,850

SUBTOTAL DIRECT COSTS	465,778
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V. INDIRECT COSTS at 4% of total costs indicated above	18,631
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VI. MEETING COSTS

Three regional meetings at an estimated \$600 per day for two days each	3,600
One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$300 per day for two days	600
One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
Annual program meeting estimated at \$1,200 per day for two days	2,400
Meeting facilities and media arrangements for four informational forums/training sessions to be held at the four sites indicated	6,000

VII. EQUIPMENT

One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,700
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VIII. CONSULTANT HONORARIA

12 one-day site visits by one consultant each at \$300 per day	3,600
18 additional consulting days (1.5 days per site) for specialized consultation	5,400
31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
12 consulting days for William A. Spencer, M.D.	3,600
24 consulting days for expert advice in developing the informational programs and media strategies for the project's communication component	7,200
52 consulting days for computer programmer time, marketing/informational management professional time, and service provider staff time	15,600
Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000

IX. SPACE RENTAL (5% of total wages and fringe benefits)	11,264
X. SUBCONTRACTS	
Subcontract with NCIL for technical and communication assistance	17,250
Subcontract with INTERACT for planning services	9,425
<u>TOTAL</u>	<u>586,548</u>

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	45%	41,400	41,400
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	MIS/Planning Coord.	66,150	30%	19,845	19,845
Margaret Nosek	Evaluation Specialist	45,000	10%	4,500	4,500
Laurel Richards	Communications Coord.	42,000	20%	8,400	8,400
Yilin Zhu	MIS Project Associate	24,000	40%	9,600	9,600
To Be Named	Public Relations Spec.	30,000	100%	30,000	30,000
TOTAL PERSONNEL		409,243	490%	185,581	185,581
Fringe Benefits (26.5%)				49,179	49,179

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400
Software and MIS system supplies estimated at \$10,000	10,000
Production, design, & distribution of quarterly policy-related newsletter for general distribution and use at project sites	19,500

III. PROJECT STAFF TRAVEL

Two professional meetings for Project Director at \$2,130	4,260
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290
Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360

Annual meeting involving three staff (See attached travel budget explanation)	4,420
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880
Six trips by project director to make PSA's and other media appearances at selected sites at an estimated \$2,130 per trip	12,780
Six trips to project sites by public relations specialist for media coverage arrangements at \$975 per trip	5,850
One trip to each project site by public relations specialist to consult with sites on community relations/marketing strategies (See attached travel budget explanation)	14,465
One trip by project director and public relations specialist to meet with RWJ staff in Princeton, estimated at \$2,680 & \$1,400 respectively	4,080
Four media center/informational forum meetings, two trips for the project director at \$2,130 each & two for public relations specialist \$1,140 each	6,540
Four trips by MIS coordinator to project sites to examine and test MIS materials at \$975 per trip	3,900

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each	
Six consultant site visits by persons with severe disabilities at \$2,130 each	12,780
Six consultant site visits by persons without severe disabilities at \$975 each	5,850
One additional consultant visit to each site per request of site director	
Four visits by consultants with severe disabilities at \$2,130 each	8,520
Eight visits by consultants without severe disabilities at \$975 each	7,800
Annual Program Meeting	
Three consultants with severe disabilities at \$2,130 each	6,390
Three consultants without severe disabilities at \$975 each	2,925
Other Consultant Travel	
One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$2,130 per person for former and \$975 per person for latter	9,315

One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$2,130 for two persons with severe disabilities	4,260
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Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	2,130
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Travel for project site staff to attend regional conferences to be held in Denver, CO; Portland, ME; and Ann Arbor, MI (See budget explanation for details of travel cost estimates)	28,891
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Three trips by MIS consultants to project sites and three trips to the national program office in Houston at \$975 per trip	5,850
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SUBTOTAL DIRECT COSTS	475,266
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V. INDIRECT COSTS at 4% of total costs indicated above	19,011
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VI. MEETING COSTS

Three regional meetings at an estimated \$600 per day for two days each	3,600
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One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$300 per day for two days	600
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One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
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Annual program meeting estimated at \$1,200 per day for two days	2,400
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Meeting facilities and media arrangements for four informational forums/training sessions to be held at the four sites indicated	6,000
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VII. EQUIPMENT

One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,700
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VIII. CONSULTANT HONORARIA

12 one-day site visits by one consultant each at \$300 per day	3,600
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18 additional consulting days (1.5 days per site) for specialized consultation	5,400
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31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
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12 consulting days for William A. Spencer, M.D.	3,600
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24 consulting days for expert advice in developing the informational programs and media strategies for the project's communication component	7,200
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52 consulting days for computer programmer time, marketing/informational management professional time, and service provider staff time	15,600
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Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000
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IX. SPACE RENTAL (5% of total wages and fringe benefits)	11,738
X. SUBCONTRACTS	
Subcontract with NCIL for technical and communication assistance	17,250
Subcontract with INTERACT for planning services	9,425
<u>TOTAL</u>	<u>596,890</u>

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	30%	27,600	27,600
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	Planning Coordinator	66,150	20%	13,230	13,230
TOTAL PERSONNEL		268,243	295%	112,666	112,666
Fringe Benefits (26.5%)				29,856	29,856

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies	
plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400

III. PROJECT STAFF TRAVEL

One professional meeting for Project Director at \$1,960	1,960
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290
Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360
Annual meeting involving three staff (See attached travel budget explanation)	4,420
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each

Six consultant site visits by persons with severe disabilities at \$1,960 each	11,760
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Six consultant site visits by persons without severe disabilities at \$880 each	5,280
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One additional consultant visit to each site per request of site director

Four visits by consultants with severe disabilities at \$1,960 each	7,840
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Eight visits by consultants without severe disabilities at \$880 each	7,040
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Annual Program Meeting

Three consultants with severe disabilities at \$1,960 each	5,880
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Three consultants without severe disabilities at \$880 each	2,640
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Other Consultant Travel

One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
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Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$1,960 per person for former and \$880 per person for latter	8,520
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One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$1,960 for two persons with severe disabilities	3,920
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Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	1,960
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SUBTOTAL DIRECT COSTS	263,742
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V. INDIRECT COSTS at 4% of total costs indicated above	10,550
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VI. MEETING COSTS

Three regional meetings at an estimated \$600 per day for two days each	3,600
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One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$600 per day for two days	1,200
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One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
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Annual program meeting estimated at \$1,200 per day for two days	2,400
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VII. EQUIPMENT

One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,700
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VIII. CONSULTANT HONORARIA

12 one-day site visits by one consultant each at \$300 per day	3,600
18 additional consulting days (1.5 days per site) for specialized consultation	5,400
31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
12 consulting days for William A. Spencer, M.D.	3,600
12 consulting days for M. Nosek, project data manager	3,600
6 consulting days for L. Richards, dissemination specialist	1,800

IX. SPACE RENTAL (5% of total wages and fringe benefits)	7,126
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X. SUBCONTRACTS

Subcontract with NCIL for technical and communication assistance	17,250
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Subcontract with INTERACT for planning services	17,640
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<u>TOTAL</u>	<u>354,708</u>
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March 12, 1991

The Robert Wood Johnson Foundation Project on
Improving Service Systems for People with Disabilities

ILRU NATIONAL PROGRAM OFFICE BUDGET JUSTIFICATION--YEAR THREE

I. PERSONNEL

Lex Frieden will serve as program director with general oversight responsibility for all aspects of the program operation, including development of project workplans, supervision of project staff, monitoring progress in the program office and at project sites, and preparing and submitting progress reports. Frieden will participate in five of the twelve project site visits, will lead the activities of the three regional conferences and the annual conference, and will convene periodic meetings with representatives in the rehabilitation and independent living fields regarding the progress of the project and its implications for the field of independent living. Frieden will devote 30% time and effort to the project.

Laura Williams will serve as deputy director for the project with responsibility for day-to-day task completion, communication with staff at the project sites, coordination of work with project sites, drafting of reports and correspondence, supervision of support staff, and for carrying out other work as assigned by the program director. Williams will coordinate all twelve site visits and will participate in at least five of these visits. She will coordinate the activities and participate in the three regional conferences and the annual conference. As the only professional staff member who will devote 100% time and effort to the program, Williams will play a major role in assuring that program activities are completed in a timely fashion.

Quentin Smith will serve as planning specialist on the project with responsibility for providing assistance to project sites with long-range plan development and in the development of funding proposals and other requests for financial support, including fee-for-service contracts, from public and private sources. Smith will also conduct two of the twelve site visits and will assist in conducting the three regional conferences and the annual conference, and he will assist in developing and preparing articles for the newsletter that will be produced as part of this year's activities. He will devote 20% time and effort to the project.

Roxy Funchess will serve as the program director's secretary and will be responsible for preparing correspondence and reports, word processing, maintaining project files, and coordinating other project activities which assist the project director in his role. Funchess will devote 30% time and effort to the project.

Rose Shepard will serve in the role of program secretary with responsibility for preparing manuscripts and correspondence; maintaining project files; preparing and distributing literature and other materials to the field using the optical scanner, electronic bulletin boards, and other available technology; and coordinating communication between ILRU project staff, project site staff, and RWJ project staff. Shepard has excellent word-processing and organizational skills and will devote 100% time and effort to this project.

March 11, 1991

Shirley Herzog will serve as travel coordinator on the project with responsibility for making all travel arrangements for program staff and consultants conducting site visits. In addition, Herzog will assist with travel and meeting facility arrangements for the project's three regional conferences and annual meeting. She will also provide assistance as necessary to staff of project sites who will be traveling to regional conferences and the annual meeting. Herzog serves as the travel coordinator of ILRU and has extensive experience in working with travel professionals, meeting planners, and hotel personnel. Herzog will devote 15% time and effort to this project.

Fringe Benefits. Fringe benefits for the project have been calculated at the current TIRR rate of 26.5% of wages and salaries.

II. OFFICE OPERATIONS

Most cost items in this category have been projected based on the project's first two years of operation. These costs include:

1. Supplies at \$250 per month for all consumable supplies such as computer diskettes, laser printer toner cartridges, duplicating machine toner, paper, pens, etc. Funds (\$75 per site) indicated for planning materials for project sites will be used to purchase books and other materials from Dr. Ackoff and colleagues at Interact, who will be providing planning assistance under a subcontractual arrangement during this project year. These costs include estimated postage and shipping charges.

Charges for 2. (stationery), 3. duplicating, 4. telephone, and postage are based on previous costs and require no additional explanation.

6. Videotape charges include the cost to copy and distribute the four videotapes made at the first annual meeting to the project sites and other appropriate entities. This figure was determined based on price quotes obtained from Houston video service stores for production of 15 copies (one for each site, one for RWJF, and a copy and back-up for ILRU) each of four videotapes.

7. Newsletter production at \$800 per issue for three issues of a two to four page newsletter providing information on ongoing activities at project sites and on other issues that have the potential to influence outcomes at project sites, including changes in federal policies and/or regulations and new private sector initiatives. The newsletter will be distributed as an insert to the current ILRU Insights newsletter, avoiding additional postage charges and providing for a ready-made readership of nearly 3,500 individuals and organizations involved in service delivery to and advocacy on behalf of people with disabilities. It should be noted that a more ambitious newsletter project could be undertaken as part of a larger national communication strategy proposed as an addendum to this funding application.

III. PROJECT STAFF TRAVEL

Professional meeting travel. Funds are requested for the Project Director to attend the National Conference on Independent Living meeting to present on activities and outcomes of this project and to elicit recommendations from other service providers on issues that should be addressed and problems to be overcome in effective service delivery to people with disabilities. The formats for these

March 11, 1991

meetings have changed somewhat, with two meetings scheduled during the project year--one in fall, 1991 in San Francisco and one in spring, 1992 in Washington, D.C. At this point it is not known which of these meetings the Director will attend therefore, costs are calculated at \$1960 for persons with severe disabilities. The \$1,960 travel request for one trip was calculated as follows:

\$880 (RWJF standard travel rate for airfare, hotel, & meals) X two (to included travel costs for personal assistant services) + \$100 for special ground transportation needs (lift equipped van) + \$100 for personal assistant services (at \$50 per day).

Twelve Site Visits. The total cost estimate of \$14,795 for the twelve site visits was calculated using actual airfare quotes and are as follow:

For the five site visits which Lex Frieden plans to make, the costs of personal assistance services have been factored into the request. These five sites and cost estimates are:

Toledo: (Airfare) \$850 X 2 + (Hotel) \$110 X 2 + (Meals) 2(\$40 X 2) + Transportation) \$100 + (Attendant fees at \$50 per day) \$50 X 2 = \$2,280

Tulsa: \$560 X 2 + \$110 X 2 + 2(\$40 X 2) + \$100 + \$50 X 2 = \$1,700

Maine: Site visit costs included in Regional Meeting costs.

Denver: Site visit costs included in Regional Meeting costs.

Sacramento: \$970 X 2 + \$110 X 2 + 2(\$40 X 2) + \$100 + \$50 X 2 = \$2,520

Plans are for the other seven site visits to be made by Laura Williams and Quentin Smith, and no charges for personal assistance services are included in these cost estimates.

New York: \$1,050 + \$110 X 2 + \$40 X 2 + \$50 = \$1,400

Ann Arbor: Site visit costs included in Regional Meeting costs.

Missoula: \$1,145 + \$110 X 2 + \$40 X 2 + \$50 = \$1,495

Helena: \$950 + \$110 X 2 + \$40 X 2 + \$50 = \$1,300

Rochester: \$900 + \$110 X 2 + \$40 X 2 + \$50 = \$1,250

Amherst: \$1,075 + \$110 X 2 + \$40 X 2 + \$50 = \$1,425

Worcester: \$1,075 + \$110 X 2 + \$40 X 2 + \$50 = \$1,425

Three Regional Conferences calculated for three National Program Office staff at each conference. Total: \$17,290

Costs are calculated using actual airfare quotes and estimating a one and one-half day meeting. Costs included three nights hotel and meals for the Maine conference, where it is unlikely that return travel to Houston can be completed within a reasonable time following the termination of the conference, and two

nights hotel and meals for the Ann Arbor and Denver conferences based on reasonable likelihood of return to Houston on the same day. Each visit includes three NPO staff: two staff are budgeted for airfare, two to three nights hotel and meals and regular ground transportation, the project director requires personal assistance services, and in these cases airfare and meal costs are doubled, ground transportation is calculated at \$100 and attendant fees are calculated at \$50 per day. Travel by the project director to the Ann Arbor conference is based on three-nights stay because of the lengthy sitting time required for the return flight. Travel to Maine, Denver, and Ann Arbor includes an extra night's stay for one staff member to conduct the site visit.

South Portland, Maine: Total = \$6,860

Williams & Smith (Airfare) $\$1,200 \times 2 + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$3,400$

Frieden: $\$1,200 \times 2 + \$110 \times 4 + 2(\$40 \times 4) + \$50 \times 4 + \$100 = \$3,460$
This includes costs for the Maine site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Ann Arbor, Michigan: Total = \$5,470

Williams: $\$950 + \$110 \times 3 + \$40 \times 3 + \$50 = \$1,450$
This includes costs for the Ann Arbor site visit, involving an additional night's hotel and meals.

Smith: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Frieden: $\$950 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + \$50 \times 3 + \$100 = \$2,720$

Denver, Colorado: Total = \$4,960

Williams & Smith: $\$860 \times 2 + 2(\$110 \times 2) + 2(\$40 \times 2) + 2(\$50) = \$2,420$

Frieden: $\$860 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + 100 = \$2,540$
The includes costs for the Denver site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Two RWJ Foundation Meetings: Total = \$5,360

Funds are requested for the Project Director to attend two Foundation meetings in Princeton. These trips were calculated using actual airfare quotes into Newark airport on cost per trip as follows:

Airfare $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + 100 = \$2,680$

Travel to Annual Meeting for three NPO staff: Total = \$4,420

Funds are requested for the Project Director, Deputy Project Director, and Planning Coordinator to attend the project's second annual meeting. Trip costs are calculated using actual airfare quotes to Washington, D.C.

March 11, 1991

Williams & Smith: Airfare $2(\$650) + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$2,300$

Frieden: Airfare $2(\$650) + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + \$100 = \$2,120$

Travel to service delivery/disability-related issues meeting: Total = \$2,880

Funds are requested for the Project Director and Deputy Project Director to attend one meeting in Washington, D.C. to meet with representatives of public and private agencies to examine service delivery issues and report project findings and results to date. Travel costs are calculated using actual airfare quotes to Washington, D.C.

Williams: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

Frieden: $2(\$650) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$1,880$

IV. CONSULTANT TRAVEL

Funds are requested for one out-side consultant to visit each of the twelve project sites as a member of the site review team. These trips were calculated at the RWJF standard rate of \$880 for six trip by persons without severe disabilities, and \$1,960 for six trips by persons requiring personal assistance services, totalling \$17,040.

It is anticipated that each site will require one additional consultant visit during the NPO's fiscal year to in order to address some specific consultation needs of the site in the areas of technical assistance discussed in the application narrative. These trips were calculated at the \$880 rate for eight persons without severe disabilities, and \$1,960 for four persons with severe disabilities, totalling \$14,880.

Funds are being requested to cover travel costs for six presenters and/or consultants to attend the project's second annual meeting. These costs are projected at \$880 for three persons without severe disabilities and \$1,960 for three persons requiring personal assistance services, totalling \$8,520.

One two-day meeting is planned in Houston with Gerry Bush and Malcolm Morrison to discuss insurance reimbursement and fee-for-service technical assistance needs issues on which they will be providing ongoing consultation services. These two trips were calculated based on actual airfare quotes and total \$2,425

Bush: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Morrison: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

In addition we would bring to Houston for this meeting six directors from selected project sites who are involved with these issues as an integral part of their projects. These travel costs are calculated at the \$1,960 rate for three persons with severe disabilities and three persons without severe disabilities at the \$880 rate, totalling \$8,520.

Funds are also requested for two project site directors to participate in the Washington, D.C. meeting with representatives of public and private agencies to examine service delivery and disability-related issues. These costs are calculated at \$1,960 per trip for two persons with severe disabilities. In

addition one external consultant with a severe disability would be asked to participate in this meeting at no fee except for travel reimbursement estimated at \$1,960, bringing total consultant travel costs for this meeting to \$5,880.

V. INDIRECT COSTS

Indirect costs are calculated on the basis of four percent of allowable direct costs.

VI. MEETING COSTS

Funds are required to cover the costs of hotel meeting room rental, equipment rental, and catering services for meetings anticipated at this point in time. Cost estimates are based on past experience with National Advisory Committee meetings and the first annual meeting. Cost estimates include:

Three regional meetings estimated at \$600 per day for two days each, totalling \$3,600.

The meeting in Houston on reimbursement issues with G. Bush and M. Morrison at \$600 per day for two days, totalling \$1,200

The meeting in Washington D.C. on service delivery and disability-related issues at \$600 per day for two days, totalling \$1,200

The second annual meeting estimated at \$1,200 per day for two days, totalling \$2,400.

NOTE: The cost estimate per day for the annual meeting is higher due to larger attendance requiring larger facilities and higher catering costs.

VII. EQUIPMENT

Funds are requested to purchase an optical scanner to transfer hard copy reports and literature to computer storage in order to distribute information to project sites via bulletin board and other electronic media. Securing this equipment will allow for low cost reproduction of printed materials and very low-cost distribution via electronic bulletin boards that serve all twelve project sites, and that can be accessed by ILRU using available computers and modems interfacing with both IBM-compatible and Apple-compatible computers at project sites. The cost estimate of \$2,700 includes software and other accessories required to operate the equipment with hardware currently used by ILRU and is based upon current price quotes from vendors in Houston.

VIII. CONSULTANT HONORARIA

Consultant monies are requested for the following activities:

Twelve one-day site visits by one consultant each as a member of the site review team at \$300 per day = \$3,600.

Eighteen additional consulting days (1.5 days per site) for specialized consultation services = \$5,400.

Thirty-one consulting days for G. Bush and M. Morrison for services related

March 11, 1991

to securing third-party reimbursement as outlined in the their proposal provided as an attachment to this application = \$9,300.

Twelve consulting days for William A. Spencer, M.D. to continue in the role of health care service delivery specialist = \$3,600.

Twelve consulting days for Margaret Nosek, Ph.D. to coordinate ILRU evaluation efforts and to interface with Drs. Ted Benjamin and Susan Stoddard in carrying out the external project evaluation = \$3,600.

Six consulting days (two days per issue) for Laurel Richards to coordinate production and distribution of three newsletter issues and to provide other assistance on communication strategies = \$1,800.

IX. SPACE RENTAL

Office space rental calculated at five percent of total wages and fringe benefits.

X. SUBCONTRACTS

Subcontract with NCIL

NCIL's work with regard to this project has not been initiated owing to staffing limitations in the organization. It is anticipated that NCIL will have adequate staffing to undertake proposed work by June 1, 1991. Therefore, we are requesting that the \$17,250 originally budgeted for the NCIL subcontract be made available for the upcoming project year so that we can work with them in developing a technical assistance program that can be initiated during the current project year and sustained beyond the remaining three project years. In addition to assisting with technical assistance to the twelve project sites, NCIL can assure allocation of time at national meetings and conferences to project activities and can assist with dissemination of information through electronic bulletin boards and other avenues available to it. The \$17,250 includes salary support for one-third of a professional staff member's time based upon an annualized full-time salary of \$45,000 totaling \$15,000 plus fringe benefits calculated at 15% of salary.

Subcontract with INTERACT

We anticipate entering into a subcontract with INTERACT, the Institute for Interactive Management, to provide intensive planning services at each of the three regional conferences. The requested amount is based on an estimated cost of \$5,000 per regional conference and \$2,640 travel costs for one staff person from INTERACT to travel to each of the three regional conferences at \$880 per trip.

Budget for Proposed Strategy for Implementing a National Communication Program

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	10%	9,200	9,200
Laura Williams	Deputy Director	33,075	10%	0	0
Laurel Richards	Project Coordinator	42,000	20%	8,400	8,400
To Be Named	Public Relations Spec.	30,000	50%	15,000	15,000
To Be Named	Editorial Assistant	25,000	30%	7,500	7,500
Dawn Heinsohn	Project Secretary	24,000	20%	4,800	4,800
TOTAL PERSONNEL		246,075	140%	44,900	44,900
Fringe Benefits (26.5%)				11,899	11,899

II. OFFICE OPERATIONS

Supplies estimated at \$100 per month for routine consumable supplies	1,200
Duplicating estimated at \$50 per month	600
Telephone estimated at \$50 per month	600
Postage estimated at \$50 per month	600
Production and distribution of quarterly policy-related newsletter for general distribution and use at project sites	15,000

III. PROJECT STAFF TRAVEL

Six trips by project director to make PSAs and other media appearances at selected sites at an estimated \$1,960 per trip	11,760
One trip to each project site by publicist/trainer to consult on community relations/marketing strategies (see attachment for estimates)	14,465
One trip by project director and publicist/trainer to meet with RWJ staff in Princeton, estimated at \$2,680 and \$1,400, respectively	4,080
Four trips to media centers (e.g., New York, Los Angeles, Chicago, Washington, D.C.) to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on issues (Two trips by project director and two trips by publicist/trainer)	5,680

IV. CONSULTANT TRAVEL

0

SUBTOTAL DIRECT COSTS

110,784

V. INDIRECT COSTS at 4% of total costs indicated above

4,431

VI. MEETING COSTS

Meeting facilities and media arrangements for four informational forums/ training sessions to be held at four sites indicated	6,000
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VII. EQUIPMENT

0

VIII. CONSULTANT HONORARIA

24 days of consultant time (four days in conjunction with each forum, plus an additional eight days of consultant services spread over the year) for expert advice in developing the informational program and media strategy used in this project	7,200
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IX. SPACE RENTAL (5% of total wages and fringe benefits)

2,840

X. SUBCONTRACTS

0

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TOTAL

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131,255

March 12,

IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

Proposed Strategy for Implementing a National Communications Program

Budget Justification

I. PERSONNEL

Lex Frieden will serve as project director for this communication component. In addition to general oversight of provide activities, Frieden will travel to selected sites to make PSA's and other media appearances, travel to Princeton to meet with RWJ communication and marketing staff, and make trips to four selected media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. These activities will require ten percent time and effort beyond that budgeted in for overall program direction.

Laura Williams will serve as deputy director for the project, with responsibility for day-to-day management of project efforts and for integration of these efforts with activities of the larger program. It is expected that approximately ten percent of her time and effort will be devoted to communication activities. However, because Williams' time and effort is covered 100 percent from RWJF funds, no additional funding is requested for this component.

Laurel Richards will serve as project coordinator for this component, with responsibility for writing newsletter articles and other materials, overseeing production of print media, working with other media representatives to assure fidelity to independent living philosophy and concepts, and coordinating informational programs and educational activities carried out as part of this component. Richards is both director of training at ILRU and chief writer and editor for ILRU newsletters and other materials and is well qualified for this role. She will devote 20 percent time and effort to the project.

A Public Relations Specialist will be hired to work with staff at project sites in improving their public relations and marketing efforts, in assisting with development of new public relations initiatives related to disability issues, and in publicizing the "Improving Service Systems. . ." program. This will be a half-time individual, who is experienced in working with media representatives and with problems faced by non-profit organizations in trying to mount and sustain effective public relations programs.

An Editorial Assistant will be hired to work with the project coordinator in preparing the newsletter, developing press releases, and feature stories for the print media, and in providing other editorial support for this component of the project. This individual will devote 30 percent time and effort to the project.

Dawn Heinsohn will serve as project secretary responsible for preparing correspondence, coordinating project communication, maintaining project files, making arrangements for meetings and conferences, and assisting with word

March 12,

processing and materials development. She will devote 20 percent time and effort to the project.

Fringe Benefits are calculated at TIRR's current rate of 26.5 percent of wages and salaries.

Fringe Benefits. Fringe benefits for the project have been calculated at the current TIRR rate of 26.5% of wages and salaries.

II. OFFICE OPERATIONS

Costs of office operations are calculated as follows:

Costs of consumable supplies (e.g., computer diskettes, printer toner, paper) are estimated at \$100 per month. Other requests in this category for duplicating, telephone, and postage, are requested to supplement funding requested in the larger program budget. This supplemental funding will offset, in part, the higher costs associate with this additional work component.

Production, printing, and distribution of a policy-related newsletter has been estimated at a cost of \$5,000 per issue. It is expected that in this first year, three issues of a four-to-six page newsletter will be produced and distributed at a cost of \$5,000 each. These cost estimates are based on: \$3,500 per issue for printing, \$1,000 per issue for postage, and \$500 per issue for distribution.

NOTE: The cost estimate for the newsletter of \$5,000 per issue was based on previous experience at ILRU with production of similar materials and on information provided by staff of RWJF's "Dementia Care and Respite Services Program," who were consulted by telephone during preparation of this proposal.

III. PROJECT STAFF TRAVEL

It is expected that the project director will make six trips to selected sites in order to produce PSA's and participate in other media appearances and to make presentations regarding this project and disability-related issues in general. Costs have been projected at \$1,960 per trip for travel by the project director and a personal services assistant. The \$1,960 amount is calculated as follows:

\$880 (RWJF standard travel rate for airline, hotel, & meals) X two (to include travel costs for personal assistant services) + \$100 for special ground transportation needs (lift equipped van) + \$100 for personal assistant services (at \$50 per day).

Funds are requested for the public relations specialist to make one trip to each of the twelve project sites to provide technical assistance regarding using community media effectively, developing marketing strategies, and communicating with diverse publics. Travel costs have been calculated using actual airfare cost quotes. The projected travel costs are as follow:

Sacramento: $\$970 + \$110 + \$40 \times 2 + \$50 = \$1,210$

Missoula: $\$1,145 + \$110 + \$40 \times 2 + \$50 = \$1,385$

Helena: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$

Denver: $\$860 + \$110 + \$40 \times 2 + \$50 = \$1,100$

Tulsa: $\$560 + \$110 + \$40 \times 2 + \$50 = \$800$

Ann Arbor: $\$950 + \$110 + \$40 \times 2 + \$50 = \$1,190$

Toledo: $\$850 + \$110 + \$40 \times 2 + \$50 = \$1,090$

Rochester: $\$900 + \$110 + \$40 \times 2 + \$50 = \$1,140$

Portland: $\$1,200 + \$110 + \$40 \times 2 + \$50 = \$1,440$

New York: $\$1,050 + \$110 + \$40 \times 2 + \$50 = \$1,290$

Amherst: $\$1,075 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Worcester: $\$1,075 + \$110 + \$40 \times 2 + \$50 = \$1,315$

Total estimated cost of this travel is \$14,465.

It is anticipated that the project director and public relations specialist will make one trip to Princeton to meet with RWJ staff regarding communication and marketing strategies. These trips were calculated as follow using actual airfare quotes from Houston to Newark:

Frieden: $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$2,680$

Public Relations Specialist: $\$1,050 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,400$

In addition, funds are requested to make four trips to media centers to conduct informational forums with media people, "think tank" representatives, and others on disability issues and methods for communicating effectively with various publics on these issues. It is projected that two of these trips will be made by the project director at \$1,960 per trip and two trips will be made by the public relations specialist at \$880 per trip for a total of \$5,680.

IV. CONSULTANT TRAVEL

No funds are requested for consultant travel.

V. INDIRECT COSTS

Indirect costs are calculated on the basis of four percent of allowable direct costs.

March 12,

VI. MEETING COSTS

In order to conduct effective information forums/training sessions it is anticipated that funds will be needed for rental of meeting space, catering, and costs for media arrangements. These costs have been estimated at \$1,500 for each of four sessions to be conducted at four different sites around the country. It should be noted that these costs are somewhat higher than meeting costs estimated for other meetings to be held for the program. This is because the anticipated locations (i.e., New York, Los Angeles, Chicago, and Washington, D.C.) of these one and one-half to two-day sessions are all cities that have higher than average costs for these types of events.

VII. EQUIPMENT

No funds for equipment are requested for this component of the program.

VIII. CONSULTANT HONORARIA

Funds are requested to purchase twenty-four days of consultant time relating to activities of this project. We anticipate four days of consultant time for each of the four informational forums/training sessions. These funds will be used pay for the services of experts to assist with local planning and preparation for the sessions and to assist with the actual informational program offered at each location. In addition, we anticipate needing eight additional consulting days through-out the duration of the project to secure expert assistance in specific communication strategies, including using media effectively, conveying the right message to specified publics, and developing an effective public/community relations program.

IX. SPACE RENTAL

Office space rental has been calculated at five percent of total wages and fringe benefits.

X. SUBCONTRACTS

No subcontracts will be executed in conjunction with this component of the program.

Budget for Management Information Systems Project

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	5%	4,600	4,600
Laura Williams	Deputy Director	33,075	10%	0	0
Quentin Smith	MIS Project Coord.	66,150	20%	13,230	13,230
Margaret Nosek	Evaluation Specialist	45,000	5%	2,250	2,250
Ylin Zhu	Project Associate	24,000	50%	12,000	12,000
Dawn Heinsohn	Project Secretary	24,000	20%	4,800	4,800
TOTAL PERSONNEL		284,225	110%	36,880	36,880
Fringe Benefits (26.5%)				9,773	9,773

II. OFFICE OPERATIONS

Supplies estimated at \$100 per month for routine consumable supplies	1,200
Software and MIS system supplies estimated at \$10,000	10,000
Duplicating estimated at \$50 per month	600
Telephone estimated at \$50 per month	600
Postage estimated at \$50 per month	600

III. PROJECT STAFF TRAVEL

Four trips to project sites to examine and test MIS materials at \$880 each	3,520
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IV. CONSULTANT TRAVEL

Three trips by MIS consultants to project sites and three trips to the national program office in Houston at an estimated \$880 per trip	5,280
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SUBTOTAL DIRECT COSTS	68,453
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V. INDIRECT COSTS at 4% of total costs indicated above	2,738
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VI. MEETING COSTS	0
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VII. EQUIPMENT	0
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VIII. CONSULTANT HONORARIA

52 days of consultant time estimated to be divided into 26 days of computer programmer time, 13 days of marketing/information management professional time, and 13 days of service provider staff time for review	15,600
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Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000
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IX. SPACE RENTAL (5% of total wages and fringe benefits)	2,333
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X. SUBCONTRACTS	0
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TOTAL	92,124
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IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

Proposed Project for Developing an Enhanced Management Information System

Budget Justification

I. PERSONNEL

Lex Frieden will serve as project director with overall responsibility for the project and for coordination of effort between this project and activities carried out for the larger program. Frieden will specifically provide liaison between staff on this project and staff of the Foundation, serve as a resource person for identifying technical assistance nationwide to help with this project, and review and make recommendations for products developed to meet the information needs of project sites. Funds are requested to support an additional five percent of Frieden's time and effort for this supplemental work.

Laura Williams will serve as deputy director of the project with responsibility for budget monitoring and other day-to-day administrative activities associated with the project. Although it is expected that she will devote approximately ten percent of her time and effort to activities related to this project, no additional funding for her time and effort on the project is requested, since her salary is covered 100 percent from RWJF funds at present.

Quentin Smith will serve as project coordinator with responsibility for working with information management consultants, staff of project sites, and other experts who may be called upon to develop an enhanced management information system that can be used by sites in generating data of value in program planning, service marketing, and program evaluation. Smith will have the major staff role on this project in terms of defining information needs of sites, identifying experts who can assist in developing options to meet those needs, and overseeing construction of a system that can be tested in refined in project sites to assure compatibility with hardware and appropriateness in meeting diverse information needs. Smith will devote 20 percent time and effort to this project above the 20 percent requested for his involvement and planning and other project activities indicated in the main program budget. *and*

Margaret Nosek, Ph.D. will serve as evaluation specialist with responsibility for reviewing the proposed system to assure congruence with project evaluation activities and for assisting with development of statistical procedures that will be built into the system. Her time and effort on this project are estimated at five percent over the time and effort requested in the main program budget.

Ylin Zhu will serve as project associate with responsibility for conducting tests of data entry approaches, report generation capabilities, and other procedures for determining the utility of the system in meeting the needs of centers. In conducting these tests, Zhu will be provided with data from the centers and be given instructions about the types of reports that need to be generated (e.g., name and address listings of all individuals receiving peer counseling services, a breakdown of all individuals receiving

independent living skills training according to private pay versus other payment source). It is expected that extensive testings of the system will be undertaken, particularly late in the project year, so that as many "bugs" are worked out before the system is tested at project sites. Zhu, who has extensive experience with data base management, will devote 50 percent of her time and effort to this project.

Dawn Heinsohn will serve as project secretary with responsibility for preparing correspondence, handling communication between project staff and consultants, and maintaining project files. Heinsohn will devote 20 percent time and effort to the project.

Fringe Benefits are calculated at the current TIRR rate of 26.5 percent of wages and salaries.

II. OFFICE OPERATIONS

Costs for consumable supplies to be used in this project are estimated at \$100 per month. It is expected that a relatively large quantity of computer supplies, including high density diskettes and printer toner, will be used in this project, and the supply request reflects these costs.

It will be necessary to examine other data base management systems and other information processing software to determine if some existing program might be modified or augmented to meet information management needs of this program. Although precise costs of these systems are not currently known, the management information system available through the Center for Resource Management that most centers use is priced at about \$3,000. It is expected that two or three such systems will be purchased and used in modeling the new system, and that additional data management software will be purchased for use in developing the new system. A total of \$10,000 is requested for these purchases.

Modest funding is requested for duplicating, telephone, and postage to supplement funding in the main program budget, offsetting additional costs associated with this additional work.

III. PROJECT STAFF TRAVEL

Over the course of the year, the project coordinator is expected to travel to four project sites to work with the MIS in an actual service setting and to identify problems that staff may have in working with different systems. The four trips budgeted will be late in the project year, after site visits and regional conferences are completed, and will provide opportunities to test the system or components of the system in work settings with center staff providing input. These trips are budgeted at the standard rate of \$880 per trip.

IV. CONSULTANT TRAVEL

Over the course of the year, it is expected that at least three trips will be made by consultants (e.g. software developers, systems experts) to project sites to examine data management needs and to test out different

approaches. Also, three trips to Houston will be required to work with the program coordinator and project associate in developing and pre-testing system components. These trips are budgeted at the standard rate of \$880 per trip.

V. INDIRECT COSTS

Calculated at four percent of allowable direct costs.

VI. MEETING COSTS

Meeting facilities will be provided by the national program office and the project sites for activities described under this proposal.

VII. EQUIPMENT

No additional equipment is requested.

VIII. CONSULTANT HONORARIA

It is expected that one day per week of consultant time will be required for this project. Roughly one-half (26 days) of this requirement will be used in working with software specialist/computer programmer types who will help analyze information needs and develop approaches for meeting needs. Roughly one-quarter (13 days) will be used in working with marketing and information management types in how to make the best use of data generated using the new system. The other one-quarter of the time (13 days) will be used to obtain feedback from providers who will review and test the new system and develop recommendations for further enhancement. A rate of \$300 per day was used in calculating consultant honoraria.

In addition some funds are requested to cover a portion of legal fees that will be paid in resolving issues of proprietorship over the use of existing software and ownership of any new software or system that may be generated. Since the product of these efforts could be a system with significant market potential, it is important that legal guidance be obtained during development and prior to distribution of the final system. Efforts will be made to secure any additional legal services required on a pro bono basis, and project staff have some contacts with legal experts that could be tapped for these services.

IX. SPACE RENTAL

Space rental is calculated at five percent of wages and benefits.

X. SUBCONTRACTS

No subcontracts are anticipated for this project.

Budget for Management Information Systems Project

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	5%	4,600	4,600
Laura Williams	Deputy Director	33,075	10%	0	0
Quentin Smith	MIS Project Coord.	66,150	20%	13,230	13,230
Margaret Nosek	Evaluation Specialist	45,000	5%	2,250	2,250
Ylin Zhu	Project Associate	24,000	50%	12,000	12,000
Dawn Heinsohn	Project Secretary	24,000	20%	4,800	4,800
TOTAL PERSONNEL		284,225	110%	36,880	36,880
Fringe Benefits (26.5%)				9,773	9,773

II. OFFICE OPERATIONS

Supplies estimated at \$100 per month for routine consumable supplies	1,200
Software and MIS system supplies estimated at \$10,000	10,000
Duplicating estimated at \$50 per month	600
Telephone estimated at \$50 per month	600
Postage estimated at \$50 per month	600

III. PROJECT STAFF TRAVEL

Four trips to project sites to examine and test MIS materials at \$880 each	3,520
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IV. CONSULTANT TRAVEL

Three trips by MIS consultants to project sites and three trips to the national program office in Houston at an estimated \$880 per trip	5,280
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SUBTOTAL DIRECT COSTS	68,453
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V. INDIRECT COSTS at 4% of total costs indicated above	2,738
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VI. MEETING COSTS	0
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VII. EQUIPMENT	0
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VIII. CONSULTANT HONORARIA

52 days of consultant time estimated to be divided into 26 days of computer programmer time, 13 days of marketing/information management professional time, and 13 days of service provider staff time for review	15,600
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Legal fees for assistance in managing proprietary issues relating to existing software and MIS materials	3,000
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IX. SPACE RENTAL (5% of total wages and fringe benefits)	2,333
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X. SUBCONTRACTS	0
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TOTAL	92,124
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IMPROVING SERVICE SYSTEMS FOR PEOPLE WITH DISABILITIES

Proposed Project for Developing an Enhanced Management Information System

Budget Justification

I. PERSONNEL

Lex Frieden will serve as project director with overall responsibility for the project and for coordination of effort between this project and activities carried out for the larger program. Frieden will specifically provide liaison between staff on this project and staff of the Foundation, serve as a resource person for identifying technical assistance nationwide to help with this project, and review and make recommendations for products developed to meet the information needs of project sites. Funds are requested to support an additional five percent of Frieden's time and effort for this supplemental work.

Laura Williams will serve as deputy director of the project with responsibility for budget monitoring and other day-to-day administrative activities associated with the project. Although it is expected that she will devote approximately ten percent of her time and effort to activities related to this project, no additional funding for her time and effort on the project is requested, since her salary is covered 100 percent from RWJF funds at present.

Quentin Smith will serve as project coordinator with responsibility for working with information management consultants, staff of project sites, and other experts who may be called upon to develop an enhanced management information system that can be used by sites in generating data of value in program planning, service marketing, and program evaluation. Smith will have the major staff role on this project in terms of defining information needs of sites, identifying experts who can assist in developing options to meet those needs, and overseeing construction of a system that can be tested in refined in project sites to assure compatibility with hardware and appropriateness in meeting diverse information needs. Smith will devote 20 percent time and effort to this project above the 20 percent requested for his involvement and planning and other project activities indicated in the main program budget.

Margaret Nosek, Ph.D. will serve as evaluation specialist with responsibility for reviewing the proposed system to assure congruence with project evaluation activities and for assisting with development of statistical procedures that will be built into the system. Her time and effort on this project are estimated at five percent over the time and effort requested in the main program budget.

Ylin Zhu will serve as project associate with responsibility for conducting tests of data entry approaches, report generation capabilities, and other procedures for determining the utility of the system in meeting the needs of centers. In conducting these tests, Zhu will be provided with data from the centers and be given instructions about the types of reports that need to be generated (e.g. ① name and address listings of all individuals receiving peer counseling services, a breakdown of all individuals receiving

independent living skills training according to private pay versus other payment source). It is expected that extensive testings of the system will be undertaken, particularly late in the project year, so that as many "bugs" are worked out before the system is tested at project sites. Zhu, who has extensive experience with data base management, will devote 50 percent of her time and effort to this project.

Dawn Heinsohn will serve as project secretary with responsibility for preparing correspondence, handling communication between project staff and consultants, and maintaining project files. Heinsohn will devote 20 percent time and effort to the project.

Fringe Benefits are calculated at the current TIRR rate of 26.5 percent of wages and salaries.

II. OFFICE OPERATIONS

Costs for consumable supplies to be used in this project are estimated at \$100 per month. It is expected that a relatively large quantity of computer supplies, including high density diskettes and printer toner, will be used in this project, and the supply request reflects these costs.

It will be necessary to examine other data base management systems and other information processing software to determine if some existing program might be modified or augmented to meet information management needs of this program. Although precise costs of these systems are not currently known, the management information system available through the Center for Resource Management that most centers use is priced at about \$3,000. It is expected that two or three such systems will be purchased and used in modeling the new system, and that additional data management software will be purchased for use in developing the new system. A total of \$10,000 is requested for these purchases.

Modest funding is requested for duplicating, telephone, and postage to supplement funding in the main program budget, offsetting additional costs associated with this additional work.

III. PROJECT STAFF TRAVEL

Over the course of the year, the project coordinator is expected to travel to four project sites to work with the MIS in an actual service setting and to identify problems that staff may have in working with different systems. The four trips budgeted will be late in the project year, after site visits and regional conferences are completed, and will provide opportunities to test the system or components of the system in work settings with center staff providing input. These trips are budgeted at the standard rate of \$880 per trip.

IV. CONSULTANT TRAVEL

Over the course of the year, it is expected that at least three trips will be made by consultants (e.g. ① software developers, systems experts) to project sites to examine data management needs and to test out different

approaches. Also, three trips to Houston will be required to work with the program coordinator and project associate in developing and pre-testing system components. These trips are budgeted at the standard rate of \$880 per trip.

V. INDIRECT COSTS

Calculated at four percent of allowable direct costs.

VI. MEETING COSTS

Meeting facilities will be provided by the national program office and the project sites for activities described under this proposal.

VII. EQUIPMENT

No additional equipment is requested.

VIII. CONSULTANT HONORARIA

It is expected that one day per week of consultant time will be required for this project. Roughly one-half (26 days) of this requirement will be used in working with software specialist/computer programmer types who will help analyze information needs and develop approaches for meeting needs. Roughly one-quarter (13 days) will be used in working with marketing and information management types in how to make the best use of data generated using the new system. The other one-quarter of the time (13 days) will be used to obtain feedback from providers who will review and test the new system and develop recommendations for further enhancement. A rate of \$300 per day was used in calculating consultant honoraria.

In addition some funds are requested to cover a portion of legal fees that will be paid in resolving issues of proprietorship over the use of existing software and ownership of any new software or system that may be generated. Since the product of these efforts could be a system with significant market potential, it is important that legal guidance be obtained during development and prior to distribution of the final system. Efforts will be made to secure any additional legal services required on a pro bono basis, and project staff have some contacts with legal experts that could be tapped for these services.

IX. SPACE RENTAL

Space rental is calculated at five percent of wages and benefits.

X. SUBCONTRACTS

No subcontracts are anticipated for this project.

ilru**INFORMATION**

ILRU FAX NUMBER (713)666-0643

TELECOPIER TRANSMITTAL COVER SHEETDATE: 3/12/91TIME: 1:20 p.m.

PLEASE DELIVER THE FOLLOWING PAGES TO:

NAME: Ley Frieden A-207

THIS TELECOPY IS BEING SENT BY:

NAME: Laura WilliamsNUMBER OF PAGES INCLUDING COVER SHEET: 11

MESSAGE: _____

IF YOU DO NOT RECEIVE ALL PAGES, PLEASE CALL THE TELEPHONE NUMBER INDICATED AS SOON AS POSSIBLE.

TELEPHONE NUMBER 713-666-6244

Improving Service Systems for People with Disabilities

Third-Year Budget for ILRU National Program Office

I. PERSONNEL

Name	Position	Base Salary	% Time	Total	RWJF Support
Lex Frieden	Project Director	92,000	30%	27,600	27,600
Roxy Funchess	Director Secretary	25,200	30%	7,560	7,560
Laura Williams	Deputy Director	33,075	100%	33,075	33,075
Rose Shepard	Project Secretary	27,563	100%	27,563	27,563
Shirley Herzog	Travel Coordinator	24,255	15%	3,638	3,638
Quentin Smith	Planning Coordinator	66,150	20%	13,230	13,230
TOTAL PERSONNEL		268,243	295%	112,666	112,666
Fringe Benefits (26.5%)				29,856	29,856

II. OFFICE OPERATIONS

Supplies estimated at \$250 per month in routine consumable supplies	
plus \$75 per site for purchase and distribution of planning materials	3,900
Stationery estimated at \$150 per month	1,800
Duplicating estimated at \$250 per month	3,000
Telephone estimated at \$300 per month	3,600
Postage estimated at \$150 per month	1,800
Videotape production and distribution to the sites	750
Printing and distribution to project sites of three newsletters	2,400

III. PROJECT STAFF TRAVEL

One professional meeting for Project Director at \$1,960	1,960
Site Visits--12 sites each to be visited by one staff person (See attached travel budget explanation)	14,795
Three regional conferences involving three staff at each conference (See attached travel budget explanation)	17,290
Two Foundation meetings attended by Project Director at \$2,680 per trip	5,360
Annual meeting involving three staff (See attached travel budget explanation)	4,420
One meeting in Washington, D.C. on service delivery and disability-related issues to be attended by Project Director and Deputy Director at an estimated cost of \$1,880 and \$1,000, respectively	2,880

IV. CONSULTANT TRAVEL

Scheduled site visits to all 12 sites by one consultant each	
Six consultant site visits by persons with severe disabilities at \$1,960 each	11,760
Six consultant site visits by persons without severe disabilities at \$880 each	5,280
One additional consultant visit to each site per request of site director	
Four visits by consultants with severe disabilities at \$1,960 each	7,840
Eight visits by consultants without severe disabilities at \$880 each	7,040
Annual Program Meeting	
Three consultants with severe disabilities at \$1,960 each	5,880
Three consultants without severe disabilities at \$880 each	2,640
Other Consultant Travel	
One trip to Houston by G. Bush and M. Morrison to work with selected site directors on reimbursement issues at \$1,425 and 1,000, respectively	2,425
Travel for three site directors with severe disabilities and three site directors without disabilities to attend Houston meeting on reimbursement issues, calculated at \$1,960 per person for former and \$880 per person for latter	8,520
One meeting in Washington, D.C. for up to two site directors to participate in meetings with representatives of public and private agencies to examine service delivery and disability-related issues, calculated at \$1,960 for two persons with severe disabilities	3,920
Travel for one external consultant to participate in Washington, D.C. meeting on service delivery and disability-related issues	1,960
SUBTOTAL DIRECT COSTS	263,742

V. INDIRECT COSTS at 4% of total costs indicated above 10,550

VI. MEETING COSTS

Three regional meetings at an estimated \$600 per day for two days each	3,600
One meeting in Houston involving G. Bush and M. Morrison on reimbursement issues at an estimated \$600 per day for two days	1,200
One meeting in Washington, D.C. on service delivery and disability-related issues at an estimated \$600 per day for two days	1,200
Annual program meeting estimated at \$1,200 per day for two days	2,400

VII. EQUIPMENT

One optical scanner to transfer hard copy reports and literature to computer storage for distribution to sites via bulletin board and other electronic media	2,700
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VIII. CONSULTANT HONORARIA

12 one-day site visits by one consultant each at \$300 per day	3,600
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18 additional consulting days (1.5 days per site) for specialized consultation	5,400
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31 consulting days for G. Bush and M. Morrison on securing third-party reimbursement for services delivered at project sites (see attached budget information)	9,300
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12 consulting days for William A. Spencer, M.D.	3,600
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12 consulting days for M. Nosek, project data manager	3,600
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6 consulting days for L. Richards, dissemination specialist	1,800
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IX. SPACE RENTAL (5% of total wages and fringe benefits)	7,126
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X. SUBCONTRACTS

Subcontract with NCIL for technical and communication assistance	17,250
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Subcontract with INTERACT for planning services	17,640
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<u>TOTAL</u>	<u>354,708</u>
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Ref: I.D. #15681

March ¹²~~21~~, 1991

The Robert Wood Johnson Foundation Project on
Improving Service Systems for People with Disabilities

ILRU NATIONAL PROGRAM OFFICE BUDGET JUSTIFICATION--YEAR THREE

I. PERSONNEL

Lex Frieden will serve as program director with general oversight responsibility for all aspects of the program operation, including development of project workplans, supervision of project staff, monitoring progress in the program office and at project sites, and preparing and submitting progress reports. Frieden will participate in five of the twelve project site visits, will lead the activities of the three regional conferences and the annual conference, and will convene periodic meetings with representatives in the rehabilitation and independent living fields regarding the progress of the project and its implications for the field of independent living. Frieden will devote 30% time and effort to the project.

Laura Williams will serve as deputy director for the project with responsibility for day-to-day task completion, communication with staff at the project sites, coordination of work with project sites, drafting of reports and correspondence, supervision of support staff, and for carrying out other work as assigned by the program director. Williams will coordinate all twelve site visits and will participate in at least five of these visits. She will coordinate the activities and participate in the three regional conferences and the annual conference. As the only professional staff member who will devote 100% time and effort to the program, Williams will play a major role in assuring that program activities are completed in a timely fashion.

Quentin Smith will serve as planning specialist on the project with responsibility for providing assistance to project sites with long-range plan development and in the development of funding proposals and other requests for financial support, including fee-for-service contracts, from public and private sources. Smith will also conduct two of the twelve site visits and will assist in conducting the three regional conferences and the annual conference, and he will assist in developing and preparing articles for the newsletter that will be produced as part of this year's activities. He will devote 20% time and effort to the project.

Roxy Funchess will serve as the program director's secretary and will be responsible for preparing correspondence and reports, word processing, maintaining project files, and coordinating other project activities which assist the project director in his role. Funchess will devote 30% time and effort to the project.

Rose Shepard will serve in the role of program secretary with responsibility for preparing manuscripts and correspondence; maintaining project files; preparing and distributing literature and other materials to the field using the optical scanner, electronic bulletin boards, and other available technology; and coordinating communication between ILRU project staff, project site staff, and RWJ project staff. Shepard has excellent word-processing and organizational skills and will devote 100% time and effort to this project.

Ref: I.D. #15681

March 11, 1991

Shirley Herzog will serve as travel coordinator on the project with responsibility for making all travel arrangements for program staff and consultants conducting site visits. In addition, Herzog will assist with travel and meeting facility arrangements for the project's three regional conferences and annual meeting. She will also provide assistance as necessary to staff of project sites who will be traveling to regional conferences and the annual meeting. Herzog serves as the travel coordinator of ILRU and has extensive experience in working with travel professionals, meeting planners, and hotel personnel. Herzog will devote 15% time and effort to this project.

Fringe Benefits. Fringe benefits for the project have been calculated at the current TIRR rate of 26.5% of wages and salaries.

II. OFFICE OPERATIONS

Most cost items in this category have been projected based on the project's first two years of operation. These costs include:

1. Supplies at \$250 per month for all consumable supplies such as computer diskettes, laser printer toner cartridges, duplicating machine toner, paper, pens, etc. Funds (\$75 per site) indicated for planning materials for project sites will be used to purchase books and other materials from Dr. Ackoff and colleagues at Interact, who will be providing planning assistance under a subcontractual arrangement during this project year. These costs include estimated postage and shipping charges.

Charges for 2. (stationery), 3. duplicating, 4. telephone, and postage are based on previous costs and require no additional explanation.

6. Videotape charges include the cost to copy and distribute the four videotapes made at the first annual meeting to the project sites and other appropriate entities. This figure was determined based on price quotes obtained from Houston video service stores for production of 15 copies (one for each site, one for RWJF, and a copy and back-up for ILRU) each of four videotapes.

7. Newsletter production at \$800 per issue for three issues of a two to four page newsletter providing information on ongoing activities at project sites and on other issues that have the potential to influence outcomes at project sites, including changes in federal policies and/or regulations and new private sector initiatives. The newsletter will be distributed as an insert to the current ILRU Insights newsletter, avoiding additional postage charges and providing for a ready-made readership of nearly 3,500 individuals and organizations involved in service delivery to and advocacy on behalf of people with disabilities. It should be noted that a more ambitious newsletter project could be undertaken as part of a larger national communication strategy proposed as an addendum to this funding application.

III. PROJECT STAFF TRAVEL

Professional meeting travel. Funds are requested for the Project Director to attend the National Conference on Independent Living meeting to present on activities and outcomes of this project and to elicit recommendations from other service providers on issues that should be addressed and problems to be overcome in effective service delivery to people with disabilities. The formats for these

Ref: I.D. #15681

March 11, 1991

meetings have changed somewhat, with two meetings scheduled during the project year--one in fall, 1991 in San Francisco and one in spring, 1992 in Washington, D.C. At this point it is not known which of these meetings the Director will attend therefore, costs are calculated at \$1960 for persons with severe disabilities. The \$1,960 travel request for one trip was calculated as follows:

\$880 (RWJF standard travel rate for airfare, hotel, & meals) X two (to included travel costs for personal assistant services) + \$100 for special ground transportation needs (lift equipped van) + \$100 for personal assistant services (at \$50 per day).

Twelve Site Visits. The total cost estimate of \$14,795 for the twelve site visits was calculated using actual airfare quotes and are as follow:

For the five site visits which Lex Frieden plans to make, the costs of personal assistance services have been factored into the request. These five sites and cost estimates are:

Toledo: (Airfare) \$850 X 2 + (Hotel) \$110 X 2 + (Meals) 2(\$40 X 2) + Transportation) \$100 + (Attendant fees at \$50 per day) \$50 X 2 = \$2,280

Tulsa: \$560 X 2 + \$110 X 2 + 2(\$40 X 2) + \$100 + \$50 X 2 = \$1,700

Maine: Site visit costs included in Regional Meeting costs.

Denver: Site visit costs included in Regional Meeting costs.

Sacramento: \$970 X 2 + \$110 X 2 + 2(\$40 X 2) + \$100 + \$50 X 2 = \$2,520

Plans are for the other seven site visits to be made by Laura Williams and Quentin Smith, and no charges for personal assistance services are included in these cost estimates.

New York: \$1,050 + \$110 X 2 + \$40 X 2 + \$50 = \$1,400

Ann Arbor: Site visit costs included in Regional Meeting costs.

Missoula: \$1,145 + \$110 X 2 + \$40 X 2 + \$50 = \$1,495

Helena: \$950 + \$110 X 2 + \$40 X 2 + \$50 = \$1,300

Rochester: \$900 + \$110 X 2 + \$40 X 2 + \$50 = \$1,250

Amherst: \$1,075 + \$110 X 2 + \$40 X 2 + \$50 = \$1,425

Worcester: \$1,075 + \$110 X 2 + \$40 X 2 + \$50 = \$1,425

Three Regional Conferences calculated for three National Program Office staff at each conference. Total: \$17,290

Costs are calculated using actual airfare quotes and estimating a one and one-half day meeting. Costs included three nights hotel and meals for the Maine conference, where it is unlikely that return travel to Houston can be completed within a reasonable time following the termination of the conference, and two

Ref: I.D. #15681

March 11, 1991

nights hotel and meals for the Ann Arbor and Denver conferences based on reasonable likelihood of return to Houston on the same day. Each visit includes three NPO staff: two staff are budgeted for airfare, two to three nights hotel and meals and regular ground transportation, the project director requires personal assistance services, and in these cases airfare and meal costs are doubled, ground transportation is calculated at \$100 and attendant fees are calculated at \$50 per day. Travel by the project director to the Ann Arbor conference is based on three-nights stay because of the lengthy sitting time required for the return flight. Travel to Maine, Denver, and Ann Arbor includes an extra night's stay for one staff member to conduct the site visit.

South Portland, Maine: Total - \$6,860

Williams & Smith (Airfare) $\$1,200 \times 2 + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) = \$3,400$

Frieden: $\$1,200 \times 2 + \$110 \times 4 + 2(\$40 \times 4) + \$50 \times 4 + \$100 = \$3,460$
This includes costs for the Maine site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Ann Arbor, Michigan: Total - \$5,470

Williams: $\$950 + \$110 \times 3 + \$40 \times 3 + \$50 = \$1,450$
This includes costs for the Ann Arbor site visit, involving an additional night's hotel and meals.

Smith: $\$950 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,300$

Frieden: $\$950 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + \$50 \times 3 + \$100 = \$2,720$

Denver, Colorado: Total - \$4,960

Williams & Smith: $\$860 \times 2 + 2(\$110 \times 2) + 2(\$40 \times 2) + 2(\$50) = \$2,420$

Frieden: $\$860 \times 2 + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + 100 = \$2,540$
The includes costs for the Denver site visit, involving an additional night's hotel, meals, and attendant fee for the project director.

Two RWJ Foundation Meetings: Total - \$5,360

Funds are requested for the Project Director to attend two Foundation meetings in Princeton. These trips were calculated using actual airfare quotes into Newark airport on cost per trip as follows:

Airfare $2(\$1,050) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + 100 = \$2,680$

Travel to Annual Meeting for three NPO staff: Total - \$4,420

Funds are requested for the Project Director, Deputy Project Director, and Planning Coordinator to attend the project's second annual meeting. Trip costs are calculated using actual airfare quotes to Washington, D.C.

Ref: I.D. #15681

March 11, 1991

Williams & Smith: Airfare $2(\$650) + 2(\$110 \times 3) + 2(\$40 \times 3) + 2(\$50) - \$2,300$

Frieden: Airfare $2(\$650) + \$110 \times 3 + 2(\$40 \times 3) + 3(\$50) + \$100 - \$2,120$

Travel to service delivery/disability-related issues meeting: Total = \$2,880

Funds are requested for the Project Director and Deputy Project Director to attend one meeting in Washington, D.C. to meet with representatives of public and private agencies to examine service delivery issues and report project findings and results to date. Travel costs are calculated using actual airfare quotes to Washington, D.C.

Williams: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

Frieden: $2(\$650) + \$110 \times 2 + 2(\$40 \times 2) + 2(\$50) + \$100 = \$1,880$

IV. CONSULTANT TRAVEL

Funds are requested for one out-side consultant to visit each of the twelve project sites as a member of the site review team. These trips were calculated at the RWJF standard rate of \$880 for six trip by persons without severe disabilities, and \$1,960 for six trips by persons requiring personal assistance services, totalling \$17,040.

It is anticipated that each site will require one additional consultant visit during the NPO's fiscal year to in order to address some specific consultation needs of the site in the areas of technical assistance discussed in the application narrative. These trips were calculated at the \$880 rate for eight persons without severe disabilities, and \$1,960 for four persons with severe disabilities, totalling \$14,880.

Funds are being requested to cover travel costs for six presenters and/or consultants to attend the project's second annual meeting. These costs are projected at \$880 for three persons without severe disabilities and \$1,960 for three persons requiring personal assistance services, totalling \$8,520.

One two-day meeting is planned in Houston with Gerry Bush and Malcolm Morrison to discuss insurance reimbursement and fee-for-service technical assistance needs issues on which they will be providing ongoing consultation services. These two trips were calculated based on actual airfare quotes and total \$2,425

Bush: $\$1,075 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,425$

Morrison: $\$650 + \$110 \times 2 + \$40 \times 2 + \$50 = \$1,000$

In addition we would bring to Houston for this meeting six directors from selected project sites who are involved with these issues as an integral part of their projects. These travel costs are calculated at the \$1,960 rate for three persons with severe disabilities and three persons without severe disabilities at the \$880 rate, totalling \$8,520.

Funds are also requested for two project site directors to participate in the Washington, D.C. meeting with representatives of public and private agencies to examine service delivery and disability-related issues. These costs are calculated at \$1,960 per trip for two persons with severe disabilities. In

addition one external consultant with a severe disability would be asked to participate in this meeting at no fee except for travel reimbursement estimated at \$1,960, bringing total consultant travel costs for this meeting to \$5,880.

V. INDIRECT COSTS

Indirect costs are calculated on the basis of four percent of allowable direct costs.

VI. MEETING COSTS

Funds are required to cover the costs of hotel meeting room rental, equipment rental, and catering services for meetings anticipated at this point in time. Cost estimates are based on past experience with National Advisory Committee meetings and the first annual meeting. Cost estimates include:

Three regional meetings estimated at \$600 per day for two days each, totalling \$3,600.

The meeting in Houston on reimbursement issues with G. Bush and M. Morrison at \$600 per day for two days, totalling \$1,200

The meeting in Washington D.C. on service delivery and disability-related issues at \$600 per day for two days, totalling \$1,200

The second annual meeting estimated at \$1,200 per day for two days, totalling \$2,400.

NOTE: The cost estimate per day for the annual meeting is higher due to larger attendance requiring larger facilities and higher catering costs.

VII. EQUIPMENT

Funds are requested to purchase an optical scanner to transfer hard copy reports and literature to computer storage in order to distribute information to project sites via bulletin board and other electronic media. Securing this equipment will allow for low cost reproduction of printed materials and very low-cost distribution via electronic bulletin boards that serve all twelve project sites, and that can be accessed by ILRU using available computers and modems interfacing with both IBM-compatible and Apple-compatible computers at project sites. The cost estimate of \$2,700 includes software and other accessories required to operate the equipment with hardware currently used by ILRU and is based upon current price quotes from vendors in Houston.

VIII. CONSULTANT HONORARIA

Consultant monies are requested for the following activities:

Twelve one-day site visits by one consultant each as a member of the site review team at \$300 per day - \$3,600.

Eighteen additional consulting days (1.5 days per site) for specialized consultation services - \$5,400.

Thirty-one consulting days for G. Bush and M. Morrison for services related

March 11, 1991

Ref: I.D. #15681

to securing third-party reimbursement as outlined in the their proposal provided as an attachment to this application = \$9,300.

Twelve consulting days for William A. Spencer, M.D. to continue in the role of health care service delivery specialist = \$3,600.

Twelve consulting days for Margaret Nosek, Ph.D. to coordinate ILRU evaluation efforts and to interface with Drs. Ted Benjamin and Susan Stoddard in carrying out the external project evaluation = \$3,600.

Six consulting days (two days per issue) for Laurel Richards to coordinate production and distribution of three newsletter issues and to provide other assistance on communication strategies = \$1,800.

IX. SPACE RENTAL

Office space rental calculated at five percent of total wages and fringe benefits.

X. SUBCONTRACTS

Subcontract with NCIL

NCIL's work with regard to this project has not been initiated owing to staffing limitations in the organization. It is anticipated that NCIL will have adequate staffing to undertake proposed work by June 1, 1991. Therefore, we are requesting that the \$17,250 originally budgeted for the NCIL subcontract be made available for the upcoming project year so that we can work with them in developing a technical assistance program that can be initiated during the current project year and sustained beyond the remaining three project years. In addition to assisting with technical assistance to the twelve project sites, NCIL can assure allocation of time at national meetings and conferences to project activities and can assist with dissemination of information through electronic bulletin boards and other avenues available to it. The \$17,250 includes salary support for one-third of a professional staff member's time based upon an annualized full-time salary of \$45,000 totaling \$15,000 plus fringe benefits calculated at 15% of salary.

Subcontract with INTERACT

We anticipate entering into a subcontract with INTERACT, the Institute for Interactive Management, to provide intensive planning services at each of the three regional conferences. The requested amount is based on an estimated cost of \$5,000 per regional conference and \$2,640 travel costs for one staff person from INTERACT to travel to each of the three regional conferences at \$880 per trip.

ADVANCES

THE ROBERT WOOD JOHNSON FOUNDATION

Foundation Announces New Goals for Nineties

Recognizing that broad societal and financial forces are exerting profound and growing pressure on the nation's health delivery system, the Robert Wood Johnson Foundation has revised its grantmaking goals for the 1990s.

The redirection, which will be explained more fully in the foundation's 1990 Annual Report, to be published in the summer, reflects an eight-month intensive effort by RWJF staff, trustees, and outside advisors.

The three new goals are:

- to assure that Americans of all ages have access to basic health care
- to improve the way services are organized and provided to people with chronic health conditions
- to promote health and prevent disease by reducing harm caused by substance abuse.

In addition, the foundation will seek opportunities throughout the decade to address the problem of escalating medical care costs in the U.S.

"It's true that these new interests denote a departure for the foundation," said Steven A. Schroeder, MD, president, "but in fact they are more evolutionary than revolutionary. We are not abandoning our past or present grants portfolios. Most of our current national programs and major initiatives fit under at least one of these new goal areas," he added.

Schroeder's message in the foundation's upcoming Annual Report and the organization's Guidelines for Grant Applicants, now being revised, will lead grant seekers toward projects the foundation intends to fund to achieve its new goals (see "Goals Advisory," page 8).

Narrowing the focus of the foundation's broadly defined areas of interest was one of Schroeder's first priorities when he became RWJF

president in mid 1990. But he points out that the fundamental difference between the current and new goals is one of emphasis. "We will be targeting problems of the health care system, rather than the problems of defined population groups," he said.

"We most want to generate cohesive strategies to improve the systems that should be meeting the needs of persons affected by disease, such as those with chronic mental illness or AIDS," he explained. In this regard, the foundation will make a deliberate effort to integrate organizational, financial and socio-cultural approaches in its grantmaking.

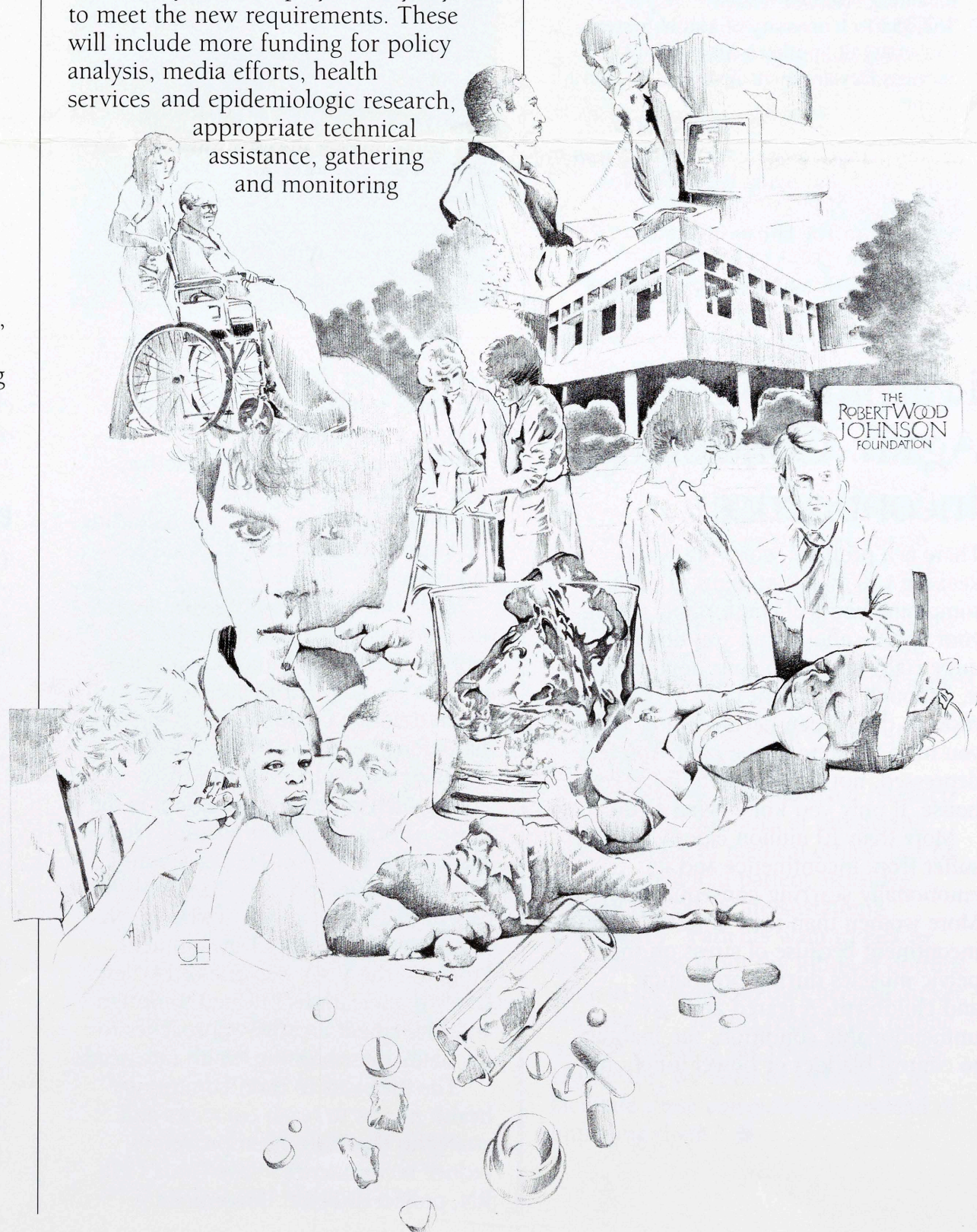
Members of the foundation's professional staff acknowledge that the new goals are in part aimed at making the foundation more flexible and opportunistic in its grantmaking for the 1990s. Non-traditional tactics are more likely to be employed, they say, to meet the new requirements. These will include more funding for policy analysis, media efforts, health services and epidemiologic research, appropriate technical assistance, gathering and monitoring

of selected health statistical information, and convening of leaders from the public and private sectors to address problems and topics.

RWJF will maintain its long-standing policy precluding support for applicants' general operating expenses, endowment or capital costs, biomedical research and direct support to individuals.

Foundation sources also say that some grants under the new goals can be expected to stretch out for up to ten years, when and where required. In addition, co-funding—or leveraging of philanthropic resources—is likely to increase throughout the decade, they report.

Schroeder further emphasized the philanthropy's intention to remain receptive to good ideas and grant opportunities that anticipate or respond to significant health care problems. ■



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INSIDE

**Special Edition
of ABRIDGE:
Medical
Malpractice**

GRANTS

Selected grants approved by the board of trustees at its January meeting include:

- Disabled.** For the development of a community-based ambulatory care clinic for the adult developmentally disabled and mentally retarded population in Monmouth County, N.J., \$250,032 to Association for Retarded Citizens, Tinton Falls, N.J.
- To increase national awareness and interest in the Family Friends Program that engages elderly volunteers in providing supportive services to families with severely disabled children and to assist in the establishment of at least eight new projects, \$200,819 to National Council on the Aging, Washington, D.C.
 - To conduct a study aimed at improving the capacity of urban police departments to appropriately respond to the needs of physically and mentally disabled homeless individuals, \$190,589 to Police Executive Research Forum, Washington, D.C. (see related story on p. 5).
- Health Care Financing.** Funding for four sites under RWJF's Changes in Health Care Financing and Organization initiative to examine major changes in the financing and organization of health services, and to assess the impact of such changes on health care costs, quality and access.
- \$195,745 to Center for Health Economics Research, Needham, Mass.
 - \$62,353 to University of Maine System, University of Southern Maine Human Services Development Institute, Portland, Maine.
 - \$71,093 to Rutgers, The State University of New Jersey, Institute for Health, Health Care Policy, and Aging Research, New Brunswick, N.J.
 - \$188,204 to The Urban Institute, Washington, D.C.

Health Policy. To improve the capacity of

health policymakers of state administrations in transition to develop health policy on the basis of the most recent and accurate information, \$217,801 to The Center for Health Policy Development, National Academy for State Health Policy, Portland, Maine.

- For research and preparation of a book that will provide a comparative analysis of international health care systems, \$240,000 to Columbia University School of Public Health, New York, N.Y.

Long-Term Care. To improve the care of nursing home patients through less frequent and more careful use of physical and chemical restraints by developing clinical guidelines of their use, \$400,248 to Benedictine Nursing Center, Benedictine Institute for Long-Term Care, Mount Angel, Ore.

Maternal and Child Health. For development of a statewide tracking system for at-risk children in Delaware, \$211,488 to Coordinating Council for the Handicapped Child of Delaware, Wilmington, Del.

- For expansion of a counseling and

mentoring program for pre-teen and teen girls to help develop their self-esteem and decision-making skills in reducing high-risk health behaviors, \$90,226 to Georgetown University, Washington, D.C.

- For analysis of public and private funding sources and programs currently available in this country to meet the health needs of drug-exposed infants and their families from the prenatal period through school entry, \$228,354 to George Washington University Center for Health Policy Research, Washington, D.C.
- To provide oral health preventive education, services and treatment to homeless women and their children, \$192,921 to New York University College of Dentistry, New York, N.Y.
- To determine the extent of minimal hearing loss among school children and its impact on their behavior and academic performance, \$180,222 to Vanderbilt University School of Medicine, Nashville, Tenn.
- To study the availability and cost of nurse-midwifery care to vulnerable populations of women and infants in the United States, \$220,816 to American College of Nurse-Midwives, Washington, D.C.

Primary Health Care. Funding for five new sites under the Program to Strengthen Primary Care Health Centers, which are designed to encourage health centers to develop and implement specific plans that would enable them to become more self-sufficient and less reliant on public funds. The following organizations were each awarded a grant of \$100,000:

- Athens Model Neighborhood Health Center, Athens, Ga.
- East Texas Community Health Services, Nacogdoches, Texas.
- Georgia Mountains Health Services, Morganton, Ga.
- Ivor Medical Center, Ivor, Va.
- Warwick Community Action, Warwick, R.I. ■

Author! Author!

We are pleased to announce publication of *On Doctoring*, edited by Richard C. Reynolds, MD, RWJF's executive vice president, and John Stone, MD, who is a professor of medicine (cardiology) at Emory University School of Medicine in Atlanta, Ga.

On Doctoring is a collection of stories, essays and poems depicting the human dimensions of the art of medicine by such well-known authors as William Carlos Williams, Flannery O'Connor and Ernest Hemingway. It will be published in June by Simon & Schuster, Inc., and it will be reviewed in the next issue of *ADVANCES*. ■

Learning to Live Again: Controlling Incontinence

There is a problem worrying you, keeping you awake at night. It's not something you feel comfortable telling your spouse about, and you don't feel quite right talking to your doctor about it, although you might have to. The roses in the garden need tending and you miss strolling in the park. You feel depressed, not being able to leave your house. If only you knew what to do.

More than 10 million elderly adults suffer from incontinence and its emotionally scarring consequences. More women than men tend to become incontinent because of stress on the pelvic muscles during pregnancy and childbirth. A feared and often unmentionable condition, the inability to control bladder or bowel functions

is often the last distinction between being able to take care of oneself and living in a nursing home.

When a person becomes inactive, such as after a debilitating illness, general muscle tone weakens, including the muscles that control the bladder and bowel.

While the likelihood of incontinence does increase with age, it can be controlled. For many individuals, old and not-so-old, continence can be restored with a combination of exercises that strengthen weak pelvic muscles and increase bladder control.

One such continence program is the nurse-run project of the Visiting Nurse Association (VNA) of Mercer County, N.J. With \$276,166 over 30 months as part of RWJF's statewide initiative, New Jersey Health Services Development Program, the VNA was one of 14 New Jersey organizations selected to design and implement creative approaches to the state's most pressing health care needs.

"The idea was to train community health nurses to teach exercises and strategies that have been proven to reduce incontinence," says Paula Cell, RN, project director. "Incontinence

is a pervasive problem, especially with elderly people. But teaching the basics of continence training does not require a nurse who specializes in gerontology."

Biofeedback Helps Patients Learn

To tell people about the continence clinic, VNA workers visited local senior centers and sent out brochures. Many individuals arrived at the continence clinic because of these community outreach efforts, while those who already were using some of the VNA's other services got referred to the clinic. "Because people knew where to go for help, those who had never sought help before came forward," says Diane Kaschak Newman, RN, a consultant to the VNA project.

Each patient receives an initial screening using a continence profile.

"First we rule out urinary tract infection or the possibility that certain medications may be the cause of incontinence," says Linda Flynn, RN, continence nurse specialist for the Trenton VNA. Then an electromyogram (EMG) reading is taken to determine the



The Robert Wood Johnson Foundation's 1990 Annual Report will be available in June. For a copy of the RWJF 1990 Annual Report, write to: Communications Office, The Robert Wood Johnson Foundation, College Road, P.O. Box 2316, Princeton, N.J. 08543-2316.

strength of the patient's pelvic muscles. Similar to an electrocardiogram, the EMG provides a quantitative measure of muscle tone—and a form of biofeedback.

"The EMG device takes an abstract explanation and gives the person a concrete visualization," says Flynn. "When I explain what muscles to contract, patients often have difficulty identifying those muscles. With the EMG, they can see that they are working the right muscles because lights on the instrument come on. It lets the person see their own progress and that they can control the problem."

After instruction on the proper exercises, the client is given an audio tape developed by Smith and Newman that coaches them through the muscle-strengthening exercises, which need to be done for at least 10 minutes twice a day.

Rose, in her early 70s, was a typical client of the continence program. Before a mild stroke and subsequent hospitalization, she had an active social life. When her muscles weakened due to lack of use, Rose became incontinent. Afraid of an accident, she did not leave her house. Among the activities she curtailed were the physical therapy exercises she needed to do regularly to recover fully from her stroke.

After continence training and faithful exercising, in two weeks Rose noticed a 25 percent reduction in the occurrence of incontinent episodes. By the end of four weeks she began going to church, sitting outside again on her porch and resumed her physical therapy sessions.

Creating A Model

Many people with incontinence think that by drinking less fluids and giving in to every urge to urinate they are alleviating their problem. Actually they are contributing to it.

"Urine that is concentrated due to decreased fluid intake irritates the bladder further and exacerbates the problem," says Newman. Her continence program clients receive dietary consultation to decrease bladder irritants such as caffeine and alcohol, and relaxation training to help increase the time between bathroom visits, thereby increasing bladder capacity.

"It's important to recognize that people are looking for alternatives to the standard treatments of medicine and surgery," says Newman. "Some people we've worked with have had surgery and the problem still persists, leaving them feeling that nothing more can be done."

During its two-year grant phase, the continence program helped 97 patients. With RWJF funding now complete, the VNA has incorporated all the strategies used in the continence program into its visiting nurse program. Because third-party payers do not reimburse for services of a nurse-based clinic, the continence training of the Trenton VNA

is now being conducted in clients' homes.

"The continence program gathered a lot of data on the effectiveness of the strategies and established a model that can be easily replicated in home care agencies," says Cell. "We've become a regional center for continence information, sharing our experience with others who want to make available this important service." ■

Taped Textbooks Provide Access to Education for Print-Disabled

What if a disability such as blindness, low vision or dyslexia made it impossible to clearly see the printed word? How would you be able to read the textbooks necessary to earn a degree as a health care counselor, social worker or clinical psychologist?

Recording for the Blind (RFB), located in Princeton, N.J., is a private, non-profit organization that records textbooks and educational material and loans them free of charge to print-disabled people throughout the United States and in 40 other countries.

Founded in 1948, RFB is the single largest repository for taped educational books in the world. Its library of 78,000 taped educational books in hundreds of different subjects includes 3,500 in health-related areas. A one-year, \$65,000 grant from the Robert Wood Johnson Foundation will help RFB expand and strengthen its health sciences collection by enabling them to record a total of 1,000 new health texts per year.

"Of the more than five million visually impaired persons employed in

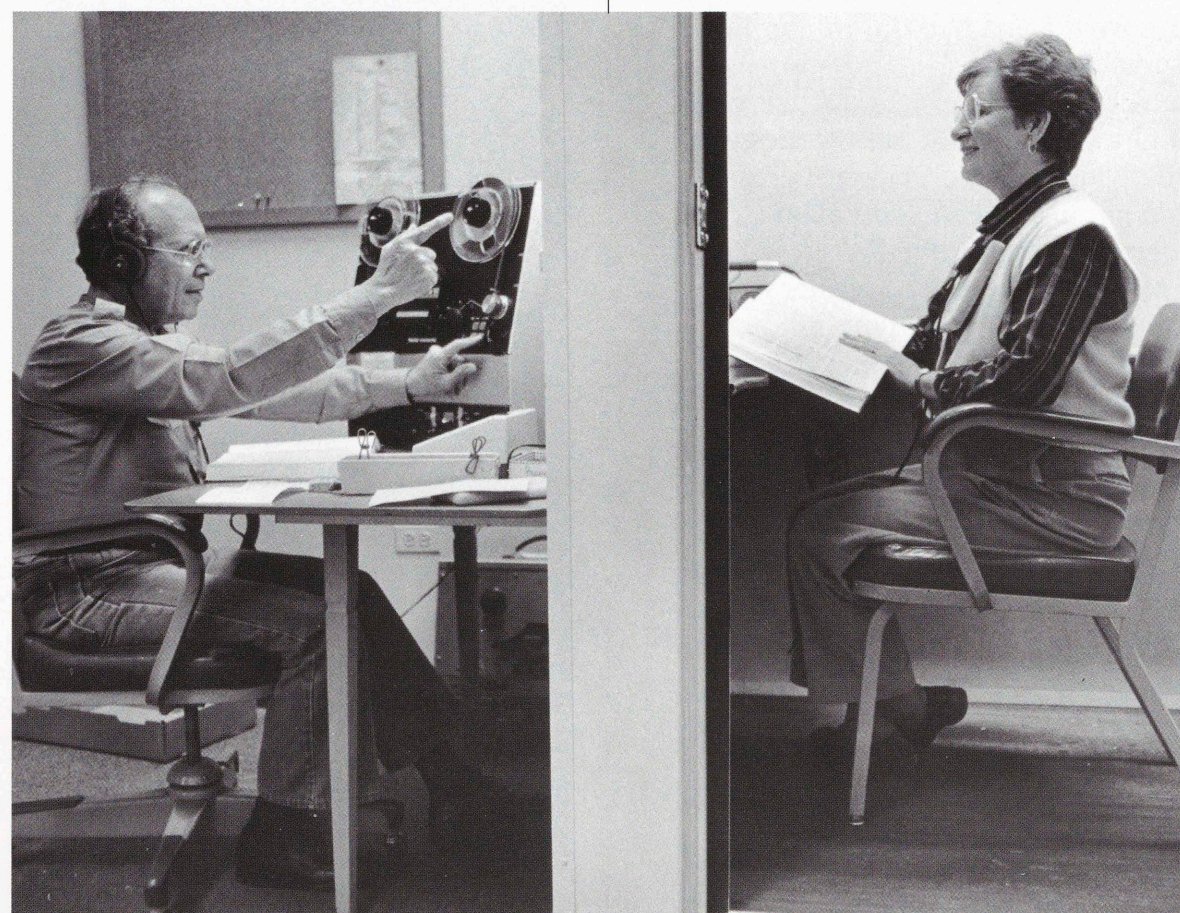
jobs of all kinds, over 200,000 have careers as health care professionals," said Elizabeth R. Callahan, RFB's public information officer. "This grant will make it possible for print-disabled individuals, who in the past may have given up their studies due to limited resources, to have the necessary reading materials needed to complete their degrees," she said.

One reason that recorded textbooks are popular among many print-disabled individuals is because it can be easier to strengthen listening skills, than to learn a whole new set of skills needed to read braille.

RFB operates 32 recording studios throughout the United States, utilizing the talents of more than 4,500 volunteer readers, monitors and technicians. Readers and monitors, whose job it is to record the information while checking for accuracy and sound quality, are required to have at least two years of college credit in the subject area of the books they record. Because of the technical nature of health sciences texts, most volunteers who record them have advanced degrees and must be able to describe the complex charts and graphs.

Once a recording is completed, it is checked for clarity and completeness and then is copied using high-speed duplicating machines that can transfer eight hours of recorded material onto cassette tapes in two-and-a-half minutes.

Terrance Keenan, RWJF special program consultant said, "The foundation's goal in awarding a grant to Recording for the Blind is to facilitate the careers of hundreds of print-disabled individuals who have the capabilities, not only to become active professionals in the health care community, but also to make significant contributions to the future of health care." ■



Cueing a reader at a studio of Recording for the Blind.

Charles Schroeck

PROFILE

Walter Wadlington, LLB Director, RWJF Medical Malpractice Program

Editor's note: The medical malpractice "crisis" as it commonly has been called, surfaced during the early 1970s. It centered around the increasing problem of physicians being unable to purchase professional liability insurance at an affordable cost.

In 1987, RWJF committed \$4.2 million to the Medical Malpractice Program, a four-year national research and demonstration initiative. Walter Wadlington, LLB, directs the program. Wadlington specializes in the fields of law and medicine, family law and legal responses to biotechnology. He co-authored Cases and Materials on Law and Medicine, and is a member of the American Law Institute. Wadlington is the James Madison Professor of Law at the University of Virginia School of Law.

ADVANCES interviewed Wadlington on what has been learned about medical malpractice litigation and what reform options are being examined.

Q: The Medical Malpractice Program funded various research projects and demonstrations for reform. Why was this multi-project approach taken rather than a uniform study or demonstration model?

A: We wanted to explore several different directions for reform and to learn more about malpractice patterns, partly because we realized that there was a lack of adequate information available about the issues and problems. Legislators cannot be expected to make informed legal or health policy decisions without understanding the dimensions of the problem. In fact, that's what happened during the 1970s insurance crunch. State legislators launched a round of reforms that were marginal and did not fully address the underlying causes of malpractice.

Q: What have been some of the program's key findings?

A: Many of the research results we received from the program indicate that legal changes alone are not likely to solve all the problems associated with medical injury. More importantly, we have far more information about the amount of medical injury that occurs and how much of it is attributable to actual negligence.

One such significant finding, which came from studies of Maryland and Washington state obstetricians, found that Medicaid patients were no more likely to sue for malpractice than others. This could help alleviate some of the concerns physicians often have about treating Medicaid patients and could provide better access to care.

Another grant project, the Harvard Medical Practice Study, which received major funding from the state of New York, found that only a small number of medical injuries caused by negligence ever get into the claims system. Based on data collected from 31,000 patients in New York hospitals during 1984, the Harvard researchers estimated that for every eight patients who suffered an injury from negligence, only one filed a malpractice claim, and for every 16 patients who experienced injuries from negligence, only one received compensation.

Q: Recently, insurance premiums for medical malpractice have declined. Is the medical malpractice "crisis" over?

A: I think that we're in a lull period right now. The insurance industry has a cyclical underwriting pattern. I doubt that the underlying problems of compensation for medical injury have been dealt with effectively for the long term. My guess is that there will be a return to the "crisis" atmosphere in a few years.



Susan Wadlington

Q: What could states try now as alternatives to the current tort system?

A: The climate for reform is somewhat difficult right now. Some in the medical community are disillusioned about whether effective change is possible. There also has been some consumer backlash against reforms intended to keep insurance and liability costs down. These reforms, they feel, have been at the expense of injured patients.

Even so, I believe that there will be continuing pressure for change. Some things that could be done now include wider use of alternatives to resolve disputes, such as mediation and forms of arbitration.

Another option would be to compensate only those patients whose injuries resulted from substandard medical care. The designated compensable event approach would not replace the tort system, but it could more efficiently resolve many specific categories of cases in which injury is deemed to be "avoidable" by good medical care.

Q: Is a no-fault approach likely to be accepted?

A: That's a more radical change indeed. Such a system would give compensation to patients suffering medical injury without proof that there was negligence. Undoubtedly, far more people would be compensated, though in smaller amounts. The no-fault system probably would be operated through administrative procedures rather than through the courts. The success of such a system would depend on it being more efficient and operating at lower costs.

Broad agreement will be difficult to achieve among medical, legal and consumer groups about the changes that should be adopted. Many medical and legal experts remain unconvinced that medical malpractice should be handled any differently than other forms of liability. Others fear that new procedures will be less efficient than our current system.

What all this adds up to is the need for more new ideas for reform and for more individual states to experiment with them. ■

See ABridge:
Special Issue on
Medical Malpractice

RWJF Helps Police Become Better Caretakers

They carry a badge, handcuffs and a revolver, but for most police officers, their first and foremost duty is caretaking not crimefighting.

"Cops spend 70 percent of their time being human problem solvers," says Sheldon F. Greenberg, PhD, associate director of the Police Executive Research Forum, or PERF, a national law enforcement think tank composed of police executives from the nation's largest law enforcement agencies.

But in recent years, police departments across the country have faced an increasing strain on their resources as a result of the burgeoning homeless population. Unfortunately, most police departments have not yet been able to devise efficient and effective means for responding to the needs of persons who are homeless or are mentally or physically disabled.

To help law enforcement agencies come to terms with forming proper policies and procedures to cope with the problem, the Robert Wood Johnson Foundation awarded PERF an eighteen-month, \$190,000 grant to determine how police officers respond to homeless people with mental and physical disabilities.

"I can point to at least a dozen police departments that have outstanding programs of community-oriented policing or investigative case management," comments Dennis Nowicki, Joliet, Ill., police chief, whose 27 years in law enforcement include

serving as deputy superintendent of the Chicago Police Department. "But I cannot point to one department doing an outstanding job handling the homeless."

One reason for the difficulty in adopting an effective police response is that no one knows the true extent and nature of the interaction between law enforcement officers and individuals who are disabled and living on the streets. Official police records are often organized by address, and those without an address frequently fail to make it into the files. Many incidents are often too informal, inconsequential or inconclusive to necessitate a formal report. Furthermore, circumstances arise when officers "medicalize" or "criminalize" homeless individuals unnecessarily just to get them off the streets and out of the cold, Greenberg says.

Police officers, seeking to find resources to meet the basic needs of homeless individuals, may not be aware of how to link them to all the social services available.

In the winter, some cities require that the police find shelter for those sleeping in the street; but arriving at the facility, they find themselves turned away because there are no vacant beds. Officers have been known to drive homeless people to another jurisdiction and unofficially ask a colleague for help. Furthermore, whether an officer delivers a homeless person to an emergency room is based on his or her judgement as to the danger of the individual hurting him or herself. However, there are few, if any, police academies in the country that teach cadets how to evaluate this kind of behavior, or how to respond to it appropriately.

"This study will go a long way to fill the data gaps, which, in turn, will help police departments respond effectively and compassionately to the problems of the homeless," says Greenberg.

In addition, the study will identify model practices used by police officers in the field when assisting homeless persons. Several case studies will be profiled and disseminated to all urban police departments around the country.



Jim Hubbard

"The problem of homelessness cuts across the fabric of our society," says chief of police for Aurora, Colo., Jerry Williams. "Any strategy to solve homelessness in this country will necessarily involve health care workers as well as government officials. The RWJF-funded PERF study will give police departments something concrete on which to base decisions about the homeless, rather than just depending on hunches, as we currently do." ■

Better Data, Better Decisions

Each year, state legislators struggle to stretch their health care budgets to cover competing needs. One promising strategy to allocate funds more efficiently is to provide legislators with more accurate, up-to-date health care information. RWJF has developed a grant program to help officials obtain better data by strengthening their health statistics systems.

The \$7.5 million program, called Information for State Health Policy, will have two phases. During the first 18-month period, up to 10 states will be awarded grants of up to \$150,000 each to identify gaps in health policy and program information and develop plans to fill them, said Randolph A. Desonia, RWJF program officer.

To achieve this, each grant project team will be expected to review their state's information needs, set priorities among those needs, establish short- and long-term plans, and develop a specific proposal for enhancing existing data systems or for creating new ones to meet high-priority information needs, he said.

"Because state governments have assumed greater responsibility for health policy development in areas such as AIDS, the uninsured, hospital cost containment and substance abuse, their need for timely and reliable data has increased," Desonia said. "However, we realize that one of the most challenging aspects of the program will be to convince political leaders that an enhanced health statistics system is an important resource for policy development and program management."

Each grant will be carried out by a lead government agency designated by the governor, and a working group comprised of analysts from other state

agencies, the legislature, state health program managers, health data agency representatives, private sector organizations, consumer groups and others.

Based on the strength of the plans developed during the 18-month grant period, the foundation will award as many as six four-year grants of up to \$1 million each to develop and test one component that the state's working group identified as a high-priority issue during the grant's first-year planning phase.

Technical assistance to the program is provided by Ruth S. Hanft, PhD, research professor in the Department of Health Services Management and Policy at George Washington University. ■

How to Apply

State agencies interested in applying may write to: Ann P. Pomphrey, Program Assistant, The Robert Wood Johnson Foundation, College Road, P.O. Box 2316, Princeton, N.J. 08543-2316.

Only one application per state will be accepted and it must be accompanied by a letter from the governor.

The deadline for submitting proposals is August 1, 1991. Grant awards will be announced in spring 1992.

Book Review: Healing the Homeless

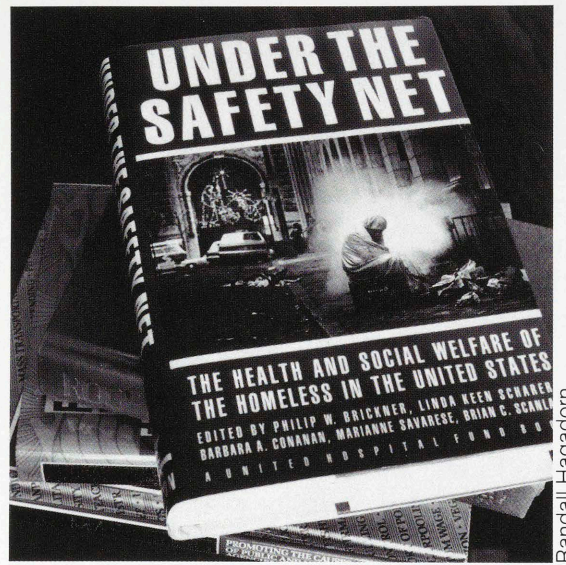
Who are the homeless?

Are they people like the 48-year-old African-American man who lives in a grim Manhattan SRO, a sampler he crocheted and framed by the side of his bed, spelling "Cubicle Sweet Cubicle"? Are they all like Edward M., a mentally ill man with black frostbitten feet, carrying in his pocket a paper bag with bandages that had been given to him at some earlier point when he was discharged from a hospital, with a note saying, "Change bandages daily. Toes will eventually fall off."? Or are the homeless like CW, a fifteen-year-old who left home shortly after her three-month-old infant was born and isn't able to follow the doctor's instructions for administering formula to her sick baby because she can't read?

The more you read *Under the Safety Net: The Health and Social Welfare of the Homeless in the United States*, the harder the question is to answer.

Among the 129 authors who teamed up to write the 23 different chapters in this book are the physicians, nurses, case workers, program directors and administrators who participated in the 19-city Health Care for the Homeless Program, funded by RWJF and The Pew Charitable Trusts between 1984 and 1989. They describe the people they met and the lessons they learned as part of this ambitious experiment which succeeded in delivering better health and social services to more than 70,000 homeless persons.

Several chapters are devoted to the medical needs of the many different kinds of people who are homeless: the runaway street kids, the women with children, and the people who are elderly, mentally ill, abuse drugs or have AIDS.



Randall Hagadorn

Other chapters offer many examples of the many problems the project leaders confronted and learned to overcome, such as easing tensions between the community and the project, holding together coalitions of community and volunteer organizations, preventing case worker burnout, linking the homeless to their entitlements and sustaining a program beyond initial funding, to name a few.

The stories in this book illustrate that helping the homeless is more often an art than it is a science. How can you quantify the efforts of a case worker who gained a mentally ill homeless man's trust by visiting him every day for months and sharing food rescued from a Dumpster? Between the lines of these accounts shine the concern and caring of dedicated individuals. Perhaps the comment written by the staff of the New York City-based St. Vincent's homeless program best articulates this special brand of advocacy, "We listen; we measure; we ponder; we advise. Our work is this: We testify that in this location and at this time a person who had no place to live . . . accepted care from others. In this way we record our common humanity."

Under the Safety Net: The Health and Social Welfare of the Homeless in the United States.
Edited by Philip W. Brickner, et al.
Pages: 439; Publisher: W.W. Norton; \$27.95. ■

Business Leaders Ready For a Change In Health Care

The top business leaders among the nation's Fortune 1000 industrial and service corporations say that the nation's health care system requires basic improvements, according to a survey conducted by RWJF and the Gallup Organization. Ninety-one percent of those polled said they support fundamental change or completely rebuilding the system.

The survey, which polled only the CEOs, presidents and board chairmen of the top companies, is the largest of its kind ever conducted. The findings of the poll indicate that one in four executives believes that alternatives to employer-based insurance should be developed as a means of financing health care. The entire results of the RWJF/Gallup survey are reported in the spring issue of *Health Affairs*, a health policy quarterly.

Among the other highlights of the survey:

- An overwhelming 87 percent feel that their companies will not be able to bring their health care costs under control in the next two years.
- The majority of those interviewed believe that government intervention will be necessary to control health care costs.
- Eighty percent want to expand existing programs for the uninsured.
- Sixty-one percent want to simplify reimbursement by having a single set of rules used by all insurers and government agencies.

The survey also revealed that 66 percent of the business leaders expect major reform of the health care system to occur before 1995. ■

PEOPLE

Jeffrey C. Merrill, RWJF vice president, left the foundation in February for a visiting professorship at Columbia University.

Welcome new staff members: **Allan R. Keith** has been appointed fixed income portfolio manager. Before joining RWJF, Keith was vice president and senior portfolio manager with Alliance Capital Management in New York City.

Rosemary McGreevy returned to RWJF as a financial officer. She is responsible for monitoring grant-related budgets. Prior to rejoining RWJF, McGreevy was a certified public accountant for Deloitte + Touche in Princeton, N.J. Her previous position at RWJF was financial analyst.

Beth A. Stevens, PhD, joined the foundation as a program officer in November 1990. She is part of a team responsible for evaluating grant programs and foundation-sponsored research projects. Previously, she was an assistant professor of sociology at New York University. She received her doctorate in sociology from Harvard University.

Marc S. Kaplan, senior communications officer, joined RWJF in January to direct the foundation's media relations activities. Previously, Kaplan was director of the Public Information Office at The Rockefeller University, a biomedical research institution based in New York City.

The following staff were promoted from program officers to senior program officers, effective January 1991: **Nancy L. Barrant**, **Joel C. Cantor**, ScD, **Andrea I. Kabcenell**, RN, and **Pauline (Polly) M. Seitz**, RN.

Health Affairs editor, **John K. Iglehart**, was invited to RWJF to compare the health care systems and values of the United States and European nations. *Health Affairs* is a quarterly journal reporting on domestic and international health policy issues.

Herbert Kleber, MD, deputy director of the Office of National Drug Control Policy in Washington, D.C., discussed with RWJF staff recent strategies and trends in the area of substance abuse. Kleber is currently on leave from the Yale University School of Medicine, where he is a professor of psychiatry. ■

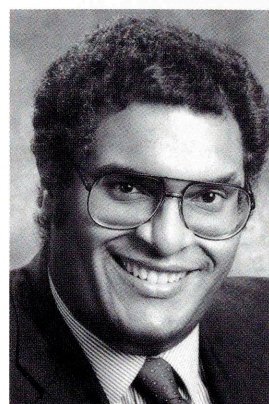


Merrill

Clinical Scholars Program Revisited

Editor's note: The Clinical Scholars Program allows young physicians from all clinical specialties the chance to pursue two years of graduate-level study and research in various non-biological disciplines. The program has produced a cadre of physicians—two of whom are profiled below—who fill leadership positions in medical schools, health care institutions, government and industry.

Public Health Enemy No. 1



"Substance abuse is the common thread of evil in New York City," states Woodrow A. Myers, Jr., MD, health commissioner. "It destroys families, lives, opportunities and hope. It underlies virtually

every major public health problem facing this city and undermines every public health effort to solve them."

The epidemic of substance abuse in New York City continues to spread, defying national trends. More than half a million New Yorkers abuse drugs—200,000 abuse heroin and the remaining 350,000 use other illicit drugs, primarily crack and cocaine. An estimated 125,000 teenagers are addicts. Since 1980, reported cocaine use by new mothers has increased 2,000 percent. Each year, 15,000 women deliver babies who test positive for drugs.

These statistics tell only a part of the story. The substance abuse epidemic fuels every major infectious disease in the city. The incidence of drug-related HIV infection, syphilis and tuberculosis is on the rise.

"The closer one examines drug addiction in this society, the more it becomes clear that any attempt at a solution must involve weaving together both medical and social services," says Myers. "You can't treat the drug problem in isolation. The goal is to get the addict the available help so that they don't depend on drugs. The drug abuser is someone requiring both medical attention and the attention of the city's social services system."

Myers formally explored the complex weave between social and medical problems as a RWJF clinical scholar between 1980 and 1982 while at Stanford University, serving in the medical center's intensive care units, and earning his MBA in public sector management and health care management from the Graduate School of Business.

The ability to understand the impact of non-medical issues on medical care is something Myers learned more about as secretary to the Indiana State Board of Health between 1985 and 1990.

"Distances people have to travel to receive health care become of paramount importance when you are dealing with rural areas," he says. "What do you do when a hospital providing health services to a wide rural area doesn't have enough patients to stay in business? Do you permit it to close and let patients travel a hundred miles instead of fifty? Distances aren't a trivial issue when you're dealing with trauma and obstetrics."

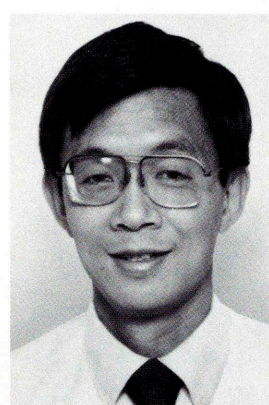
In New York City, however, distances separating patients from adequate health care are not geographical, but social and economic.

"It's incredible that doctors have it within their power to save more lives than ever before possible and yet, as a society, we are unable to find a way to guarantee basic nutrition or basic health care services to all citizens," he says. "It is astonishing to me that there is no such thing as universal access to something as basic as prenatal care."

Like most government officials in charge of public programs, Myers is learning to do more with less. One way to maximize the impact of government health programs is to increase the participation of the voluntary and private sectors. Community-based programs, where feasible, also are an important part of his strategy to target specific communities and improve the health of their citizens. Another is to weave together the various programs the government operates.

Myers is candid about the city's health ills resisting a quick fix. "Wherever you find poverty, you find the same old problems: lack of education, opportunity, hope, self-esteem. All these are tied together and are not going to be solved tomorrow," he says. "But if you can solve the health problems, at least you'll keep people from dying of them today."

Benefits vs. Burdens



"The 17-year-old boy on the ventilator was in pain and short of breath. Several months previously, he had received a bone marrow transplant. But now he was unlikely to survive for more than a few days. The senior physicians disagreed over how to respond to his requests to stop the ventilator," recalls Bernard Lo, MD, an intern at the time.

"I questioned whether we had gone too far to keep the patient alive after the transplant," remembers Lo. "I was struck that there were no systematic approaches or guidelines to help the doctors think through these kinds of decisions."

At this point in his career, Lo knew he wanted to be involved in the field of bioethics, but was unsure about

how to proceed. Had he pursued a subspecialty in oncology, he probably would have been sidetracked from his goal. Instead, he applied to the Robert Wood Johnson Clinical Scholars Program in 1979 and was accepted.

"What was so valuable about my two years as a clinical scholar was that they gave me a chance to figure out how to involve myself in the field, get training, and test the feasibility of specializing in ethics in an academic medical setting," he says. In the early 1970s, Lo was among the first to gather empirical data from physicians about the ethical issues they encountered in their everyday practice. He has subsequently written more than 75 papers on issues concerning biomedical ethics for such prestigious journals as *The New England Journal of Medicine* and the *Journal of the American Medical Association*.

"It's important that when doctors pick up major medical journals they read articles about ethical issues," says Lo. "The message is that biomedical ethics are an integral part of the practice of medicine."

Among the topics he has explored are the ethical dilemmas surrounding the use of intensive care for AIDS patients, who should make health care decisions for incompetent patients, the pitfalls of hospital ethics committees to resolve problems of patient care, and how physicians vary their decisions about whether or not to resuscitate patients with the same prognoses but with different diseases.

"The crucial issue is not the nature of the procedure, but whether the benefits of a treatment outweigh the burdens for a particular patient," says Lo.

Doctors also base their medical judgements on what they perceive a controversial court decision is saying. His articles analyze for a medical audience the courts' rulings and he suggests that legal reasoning alone can be an impractical or insufficient approach to issues of medical ethics.

"Teaching clinical medicine keeps me grounded in clinical reality," says Lo, who is currently an associate professor of medicine at the University of California, San Francisco (UCSF), co-director of the UCSF-Stanford Robert Wood Johnson Clinical Scholars Program and director of the UCSF Program in Medical Ethics.

Not only has Lo conducted research revealing the attitudes of physicians toward issues of medical ethics, but he also has explored patient attitudes toward the use of life-sustaining procedures. "Patients want to talk to their doctors about the kinds of options open to them should they become sicker," remarks Lo. "In this regard, the public may be ahead of the professionals. As physicians, we need to learn how to facilitate these conversations instead of impeding them." ■

As of July 1990, 548 scholars have been trained. Funding has exceeded \$62 million since the program began and has been authorized by RWJF's board of trustees to continue through 1995.

Goals Advisory

To be considered for a Robert Wood Johnson Foundation grant, a proposal must address a problem relevant to the mission statement under which the foundation has operated since its emergence as a national philanthropy: *To improve the health and health care of Americans.*

In its most recent reaffirmation of that mission statement, the Board of Trustees defined the foundation's principal role in these terms: *To help the nation and its health care system identify and pursue new opportunities to address persistent health problems and to anticipate and respond to significant emerging problems.*

While the foundation will remain receptive to any significant new program opportunities that anticipate arising health care problems or offer other exceptional funding possibilities, three specific goals have been identified as the principal areas to be addressed in grantmaking through the turn of the century:

Goal 1

To assure that Americans of all ages have access to basic health care.

We are pursuing a three-pronged grantmaking strategy in addressing this multi-faceted problem:

1. reducing financial barriers by exploring options for expanded coverage for the uninsured and underinsured as well as stimulating the national debate on restructuring health care financing;
2. reducing distributional and supply barriers by affecting the location and supply of primary care; and
3. reducing sociocultural and organizational barriers by strengthening the capacity of communities to address their pressing health problems.

Goal 2

To improve the way services are organized and provided to people with chronic health conditions.

Currently, insufficient attention is devoted to medical and supportive services for people with chronic health

conditions. Our experiences with programs for elderly people, people with AIDS and those with chronic mental illness, convince us that improved coordination and integration of chronic and acute care services could enable these individuals to function more independently, while making more efficient use of existing resources.

Here too, we are pursuing a three-front strategy to overcome common obstacles faced by people with different chronic health conditions. Through policy analysis, research and evaluation projects, we plan to:

1. identify major barriers such as fragmented service delivery, categorical financing and, lack of appropriately trained providers;
2. encourage the design, development, and demonstration of improved methods of financing and organizing services; and
3. promote the supply of health and supportive service providers.

Goal 3

To promote health and prevent disease by reducing harm caused by substance abuse.

Our initial focus is to prevent substance abuse, including illegal drugs. For tobacco and alcohol, our initial emphasis will be directed at children and youth.

We will explore prevention and treatment strategies that match people with appropriate interventions; address legal and ethical concerns raised by substance abuse; and encourage evaluation and dissemination of promising new prevention and treatment approaches.

We will look for promising approaches in policy research to address such questions as the role and interrelation of individual factors in substance abuse; the positive factors that keep most people, even those in high-risk environments, from abusing substances; the extent by which societal attitudes, particularly among the young, can be appropriately influenced; and the natural history of people who use substances for the first time. We also will pursue opportunities relevant to this goal in the area of health education.

RWJF and Cost Control

Though it was not articulated as a specific goal, the foundation also will seek opportunities to help the nation address, effectively and fairly, the overarching problem of escalating medical care expenditures.

The decision not to make control of rising health care costs an explicit goal stems from two perceptions:

1. that the essence of the problem is the lack of political and social will to overcome the opposition of the many special interest groups opposed to the change; and
2. that any search for a single "magic bullet" to address so complex and pervasive an issue as medical costs is simply unrealistic.

The Robert Wood Johnson Foundation will, however, look for opportunities to advance the debate on cost containment. We will support policy analysis to inform the cost containment debate, invoke our convening powers to bring appropriate leaders together to discuss the problem, and underwrite health manpower programs and health services research. ■



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RWJF trustees and staff met at a February retreat to discuss, debate and settle on the foundation's new goals.

Randall Hagadorn

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