HANNAH LIEBERMAN CONSULTING, LLC/UNIVERSITY OF MINNESOTA CENTER FOR SURVEY RESEARCH

PROPOSAL TO STUDY AND DEVELOP STRATEGIES TO OVERCOME BARRIERS THAT PREVENT LOW-INCOME PERSONS FROM RESOLVING CIVIL LEGAL PROBLEMS

OCTOBER 1, 2008

(Amended April 2, 2010)

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Introduction and Overview of Methodology

Hannah Lieberman Consulting, LLC and the University of Minnesota Center for Survey Research (the Center) submit this joint proposal in response to the request (RFP) issued by the Legal Assistance to the Disadvantaged Committee of the Minnesota State Bar Association (LAD Committee) to study client service penetration and barriers to client access to legal services. This proposal addresses both goals of the RFP: (1) identification of the characteristics of low-income persons in Minnesota who are disproportionately underserved by legal services providers and the barriers that impede their access to legal services; and (2) identification of best practices and innovative approaches that may reduce the barriers and improve the ability of the legal services system to address effectively the most pressing problems facing members of the identified populations and their communities. The overarching aim of this study is to use the information gathered to enable legal services providers to develop effective strategies to address the legal underpinnings of persistent problems poor people face.

The approach set forth below builds on the successful model developed and used by a statewide legal services program in Maryland under the leadership of Hannah Lieberman, who will serve as project manager of this effort.[1] With the guidance of the Director of the Center, the project team will compile and analyze both quantitative and qualitative data acquired through multiple techniques to determine why many critical needs of particularly marginalized populations, which could be effectively addressed by strategically developed advocacy, go unresolved. The highly experienced legal aid professionals on the team have successfully worked in and with legal services programs to expand access and develop responses to forgotten and emerging populations. They will draw upon their extensive personal knowledge, their involvement with programs nationally as well as Minnesota legal services programs[2] and other stakeholders, to develop recommendations for ways to overcome identified barriers and provide increased assistance to these underserved populations.

Given the limited resources projected to be available for this study, the team proposes an initial analysis of statewide demographics and legal services program data, from which it will select regions where there are likely to be significant clusters of highly marginalized, underserved populations. The team will then conduct a rigorous, in-depth examination of the characteristics of the low-income populations in those regions to determine the barriers impeding access to and receipt of effective service, including those that are cultural, circumstantial, or due to program choices, limitations or practices. An important component of this examination will be to determine whether lack of knowledge about the legal underpinnings of low-income persons' problems, either on the part of affected individuals, programs, or

[1] A copy of the protocols that guided the Maryland effort is included in the Appendix.

[2] Use of the term "legal services program" or "provider" is intended to include all providers receiving State and IOLTA funding, including private bar involvement programs.

both, prevents development of effective advocacy strategies to address and resolve significant needs.[3] The in-depth examination will be conducted through structured interviews of low-income persons, as well as on-line surveys to and interviews of persons in organizations that have contact with low-income persons or are stakeholders in the legal system. Each approach is described in more detail below.

The model will enable the team to explore the multiple, varied and complex problems many poor Minnesotans face. It is a model that legal services programs, their funders and other organizations with similar objectives can replicate to listen to the client communities they serve and tailor their services to the issues and responses they discover. We expect that our findings will be applicable to communities or regions in addition to those on which the in-depth portion of our study will focus.

Both this process and the model involve legal services program staff. We believe that engaging legal services staff will contribute to the quality of the information gathered and the strategies that emerge. Legal services program staff will bring to the project extensive knowledge of the circumstances in which low-income people live, as well as the experience and credibility to engage effectively with low-income persons. We expect that provider staff participation will generate enthusiasm around opportunities to shape concrete responses to identified barriers, which responses will capitalize on existing strengths and build on current capacities.

Staff involvement will also enhance legal services providers' connections to and visibility in the low-income communities they serve. Stronger connections between communities and providers increase knowledge about legal services and mean that community members and groups are likely to look to legal services programs for assistance with a wider spectrum of problems. That expanded vision of the potential for program advocacy will, in turn, help achieve the goal of the second prong of the study – to create innovations in service delivery that result in meaningful and lasting change for highly marginalized low-income Minnesotans.

Project team

The team assembled for this project offers a unique blend of survey research expertise, legal services delivery experience and significant project management capacity. (Resumes of the members are attached in the Appendix). Their extensive and varied experience with the legal service delivery system includes implementation of successful projects that expanded access to many of the underserved populations this project is intended to reach, including immigrants, non-English speakers and geographically isolated populations.

Hannah Lieberman

Hannah Lieberman will be the Project Manager. She has over sixteen years of experience directing the advocacy of two federally funded legal services programs -- Community Legal Services (Arizona) and Maryland's statewide Legal Aid Bureau (LAB), with its staff of over 130 attorneys. Her programs covered

[3] Examples of problem areas that may appear not to be "legal" but have such legal underpinnings or which are important targets for advocacy include access to quality education, health care, day care, transportation and other work supports.

urban, suburban and rural communities, supported migrant and seasonal farm worker and urban Indian units and developed projects to address the needs of youth, seniors, ex-offenders, non-custodial parents, institutionalized and geographically isolated persons, as well as those with physical or mental disabilities, language barriers and cultural differences.

Ms. Lieberman has led multi-forum advocacy efforts (including complex litigation) in a variety of areas, including housing, health care, employment, consumer, juvenile rights and public benefits. At LAB, she spearheaded the design and implementation of a comprehensive, multi-faceted examination of the unmet needs of low-income populations in Maryland, and helped structure the ensuing process to reexamine the program's service delivery system in light of the findings. This proposal builds on the detailed, multi-lensed protocols that provided the framework for the Maryland process.

Ms. Lieberman will be responsible for the overall coordination of team efforts. She will (1) work with Minnesota's legal service program leadership to enlist their support and staff engagement; (2) conduct staff focus groups; (3) assist with the selection of the regions for the in-depth examination; (4) tailor the Maryland approach and instruments to meet the goals of the RFP and Minnesota demographics; (5) assist with the analysis of the information regarding populations and barriers; (6) develop recommendations regarding advocacy, service delivery and other strategies to overcome indentified barriers; (7) conduct focus groups with stakeholders to identify strategies to overcome barriers; and (8) lead the preparation and writing of the final report.

Rossana Armson

Rossana Armson, the Director of the Minnesota Center for Survey Research, will be primarily responsible for assuring that the information-gathering aspects of the project are methodologically sound, incorporate best practices and are designed to achieve an in-depth understanding of the challenges facing highly marginalized Minnesota residents.

Ms. Armson has been affiliated with the Center since 1982, and has been the Director since 1991. She has coordinated client contact, questionnaire development, and data collection for numerous projects completed by the Center. Projects at the Center have utilized various data collection methods, including telephone surveys, personal interviews, mail surveys, on-line surveys, and focus groups. Populations that are relevant to this proposal who have been surveyed include seniors, rehabilitation services clients, parents on the child care waiting list for Ramsey County, and many others.

Ms. Armson has worked with hundreds of clients on questionnaire design. While most of these questionnaires have been focused on producing quantitative results and were conducted with the Center's trained interviewing staff, some have had a more open-ended qualitative emphasis, and others have been conducted by volunteers or paid staff at other organizations, who had been trained using a one-hour version of the Center's standard six hour interviewer training protocol.

Ms. Armson will (1) assist in reviewing relevant demographic data; (2) participate in the selection of geographic areas to recommend for the in-depth examination; (3) review the Maryland surveys and adapt them for use in Minnesota; (4) train the interviewers; (5) train staff at the Center to edit/transcribe the completed interviews and produce survey results in a format that can be reviewed by the other members of the team; and (6) assist with the analysis of information from the completed interviews and the on-line surveys.

John A. Tull

Mr. Tull has 37 years of experience in legal aid work. He began his career as a Reginald Heber Smith Fellow and staff attorney at Southern Arizona Legal Aid (SALA) and later served as Executive Director of SALA, when it expanded from a single county program to one which served multiple, sparsely populated and isolated rural counties and several Native American reservations. Since 1984, he has worked as a private consultant assisting legal aid programs and funders, with the exception of a 4 1/2 year period when he served as Director and Vice President for Program Operations at the Legal Services Corporation.

Mr. Tull has extensive experience developing standards and best practices for the delivery of legal aid to low-income persons and communities. He was the Reporter to the American Bar Association in 1986 when it adopted *Standards for Providers of Civil Legal Services to the Poor*, and again in 2006 when it adopted *Standards for the Provision of Civil Legal Aid*. He was also Reporter to the ABA when it considered and adopted *Standards for the Monitoring and Evaluation of Providers of Legal Aid to the Poor* in 1991.

Mr. Tull has had extensive experience assessing legal aid programs and the systems within which they function. He has also guided numerous strategic planning processes undertaken by individual legal aid programs, funders of legal aid, and regional and statewide consortia of legal aid programs, to increase their capacity to respond strategically to the legal needs of low income communities. Mr. Tull is experienced in working with different cultural and language groups. He is fluent in Spanish, having served in the Peace Corps in Bolivia, and has worked with the development of legal aid services in Peru, Rwanda and Karelia, Russia.

Mr. Tull will: (1) work with Minnesota's legal service program leadership to enlist their support and staff engagement; (2) conduct staff focus groups; (3) assist with the selection of the regions for the in-depth examination; (2) develop recommendations regarding advocacy, service delivery and other strategies to overcome indentified barriers; (3) conduct focus groups with stakeholders to identify strategies to overcome barriers; and (4) help with the writing of the final report.

Other resources

As set forth below, the project will train and use staff from Minnesota's legal services programs to help conduct interviews and provide data. It may also seek to use work study, other student assistance[4] and clerical help for data compilation purposes. All such persons will be supervised by one of the team members identified above.

Work Plan

1. **Development of Criteria for and Selection of Regions or Communities**

[4] The team expects to seek free or low-cost student help by applying for Minnesota Justice Foundation law student clerks and a University of Minnesota graduate student through the University's Communiversity or Community Assistance Program.

The first phase of the project will involve compilation and analysis of statewide demographic and legal services provider data to obtain an overview of isolated and underserved populations. Based on the analysis of that data, the team will select approximately four regions in which to examine the difficulties low-income members of those communities experience in resolving legal problems. This initial effort would include the following steps:

A. Analysis of Demographic Data

We will examine the most recent available census and other data to gain as much information as possible about the location and characteristics of low-income Minnesotans.[5] We will seek information regarding barriers that the LAD Committee has identified, such as poverty population, youth and seniors in poverty, households without telephones, disabled persons, off-reservation, low-income Native Americans and non-English speakers[6]. We will also examine other factors which might affect utilization of legal aid services including, for example, rural isolation, low-wage employment, education level, lack of medical services, loss of employers, and immigration. This information will provide indications of where persons with known or suspected barriers to effective services may cluster.

B. Analysis of Legal Services Program Data

To gain an understanding of the current "penetration" of legal services providers, we will review provider data that is currently collected as part of the application process for grants from the Minnesota Supreme Court's Lawyer Trust Account Board and Legal Services Advisory Committee to determine counties that have relatively low numbers of low-income persons served (as a percentage of the poverty population).[7] We will ask providers to share with us their case acceptance guidelines, and we expect to explore with programs whether their case management systems capture other information that they do not report to funders but which might indicate the level of services provided to persons with characteristics that may be or reflect barriers to access, such as age, family size or employment status/source of income. We will work with programs to obtain any such data.[8] We will also explore

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[5] We will also seek relevant information from other organizations, including United Way, the McKnight Foundation and the public school system.

[6] We have already collected a significant portion of this information from the Legal Services Program Grant Manager at the Minnesota Supreme Court and from on-line sources. We expect that additional demographic information will be available from the Minnesota State Demographers Office. Because many of the barriers that the LAD Committee has already identified are neither the subjects of demographic studies nor readily quantifiable, developing information about these barriers will require the types of conversations with members of the low-income populations and others with whom they have regular contact. These conversations form the next phase of this study.

[7] We have also already compiled much of this information.

[8] We would expect to compensate them for such an effort. Based on our experience in and with legal services programs, some programs may not be able to provide statistical information about race, national origin, disability, educational attainment, literacy or English proficiency.

the information available to programs regarding rejected applicants for services and, if useful, would factor that information into our analysis.[9]

C. Legal Services Staff Focus Groups

To further inform our selection of regions, we will conduct approximately four focus groups[10] with a cross-section of legal services providers' staff, covering a broad spectrum of Minnesota communities. In the focus groups, we will explore the characteristics or circumstances of persons who are and who are not being served, paying particular attention to factors that are not captured by statistics, such as mental illness, literacy, lack of reliable transportation, homelessness, institutionalization, geographic isolation, employment-related constraints (including employer intimidation and exploitation), social stigma (including victims of trafficking, domestic violence, sexual assault or employment as sex workers), lack of affordable day care, undocumented immigrant status and other barriers. We will also explore staff views on the extent to which lack of knowledge about the problems a legal services program could address, or distrust of the legal system, deter potential clients from seeking assistance. We expect to use the focus groups to identify recurrent problems that plague low-income individuals and families, including those that legal services programs may not be handling.[11]

D. Selection of Regions For In-depth Study

Based on an analysis of the demographic and focus group information we gather, we will identify regions that appear to have disproportionately underserved low-income populations whose members are likely to experience significant difficulty in accessing legal services programs or resolving fundamental problems.[12] Before making our final selection of regions, we will present our views to the LAD Committee and seek its input. We will select approximately four of those regions (depending on funding levels) that allow us to explore a diverse range of communities and potential barriers. We will also include institutions for persons who have identified barriers to access (such as jails, prisons, juvenile detention facilities, nursing homes, veterans' hospitals and rehabilitation centers), even if those institutions are not found in the selected regions.

2. Examination of barriers impeding access to services and meaningful resolution of problems

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[9] For example, LSC-funded programs may have data they collected for LSC's 2005 "Documenting the Justice Gap in America" study regarding numbers of persons denied or provided with only limited services over a two-month period. Some programs may have conducted legal needs studies as part of their priority setting efforts and we would ask them to share the information they obtained with us.

[10] Additional funding would allow us to increase the number of focus groups we hold.

[11] Depending on timing, we would look for opportunities to explore legal services staff knowledge at statewide conferences or other staff meetings, such as task forces. We would consider using such meetings as an opportunity to provide interviewer training.

[12] We expect that the information we gather at this stage, while preliminary, will nonetheless provide insight into statewide issues. We will present any such statewide findings in our final report, as well as those we gather in our focused subsequent inquiries.

The next phase of this part of the study will examine the experience of low-income residents and the services offered by legal services providers in the selected regions in more depth. The emphasis in this phase is on "community listening" – conversations with community members and those who interact with them that permit a wide-ranging and intensive discussion of the obstacles facing poor individuals and families. The objective is to learn about the circumstances of peoples' lives that create or prevent resolution of problems. Our multi-faceted, in-depth approach will enable us to capture critically important, non-quantitative information about the unaddressed issues that poor people face. The approach will also examine the degree to which multiple barriers exacerbate problems of access. We will use the following methods for this phase of the information-gathering process:

A. Interviews with Low-Income Persons

The heart of this phase of the project is obtaining information directly from low-income persons. With guidance from the Center, the team will adapt the interview approach from the Maryland process as the common framework for interviews. We will cover the following areas in our conversations:

- ✓ Problems in their life (avoiding defining problems as "legal" or "not legal" to surface problems which may not fall within traditional legal services categories but which may have an unrecognized underlying legal issue or be amenable to advocacy solutions)
- ✓ Identification of what the interviewees define as "legal" problems
- ✓ Efforts they have made to seek help for those problems and the success of any such efforts
- ✓ Their knowledge and views of legal aid
- ✓ Their efforts to access legal system or a lawyer, including legal aid specifically, and what made those efforts successful or unsuccessful
- ✓ The assistance they would like to receive
- ✓ The existence and impact of the identified potential barriers to determine if the barriers have, in fact, hampered access or successful resolution of problems
- ✓ Information about additional factors that may be barriers that have not been identified

The Center will help determine the number and distribution of interviews and will train a cadre of interviewers, relying heavily on legal services provider staff.[13] We expect to conduct at least 400 interviews of low-income persons. Interviews will be conducted at a variety of sites to reach persons who experience the identified barriers or are likely to have difficulty reaching legal services providers. The Center will guide the team to assure that the distribution of interviews is consistent among regions and methodologically sound. Potential interviewing sites could include community centers, housing complexes or mobile home parks, shelters, health clinics, places of worship, libraries, social service agencies and a variety of institutions or educational centers.

B. Information from "third parties" who have regular contact with low-income persons

A diverse spectrum of "third parties" has regular contact with low-income persons and provides valuable informants for this study. We will elicit information from third parties through an on-line survey and an interviewing process similar to that for low-income persons. We will attempt to reach a broad

[13] We will pay staff for their time and hope to enlist both advocacy (lawyers and paralegals) and non-advocacy staff (intake and other support personnel) in the effort.

spectrum of "third parties" in this process, including stakeholders in the criminal and civil legal systems, educators, social workers, community leaders, health care professionals, social service agencies and others.

1. On-line survey

We will distribute the on-line survey to a wide spectrum of persons who have regular contact with low-income persons in the civil and criminal legal systems (judges, court clerks, family law and pro se assistance personnel, probation and parole officers, prosecutors, public defenders and others). The team will tailor the on-line survey instrument used in the Maryland process to fit the purposes of this project and Minnesota context, with guidance from the Center.[14]

2. Interviews

We will conduct interviews of persons at a variety of organizations and agencies to explore the characteristics of low-income community members in greater detail, particularly those characteristics that contribute to difficulty accessing civil legal services. The range of subjects covered will be similar to those listed above for interviews of low-income persons, with likely additional emphasis on the following:

- ✓ Services the agency or organization provides
- ✓ Which low-income people the agency sees and the reasons others may have access difficulties
- ✓ The kinds of problems low-income people in the community experience
- ✓ Assessment of whether barriers identified by the LAD Committee, discovered in the initial phase of the project or known to the organization, affect the ability to obtain meaningful assistance from civil legal services
- ✓ The agency's knowledge of, and interaction with, legal services providers
- ✓ The visibility, accessibility and responsiveness of legal services organizations

The Center will assist us in identifying the appropriate number and distribution of contacts. We expect to conduct between 160 and 200 "third party" interviews.

3. Analysis of information

The team will analyze the results of the foregoing inquiries to identify those characteristics or circumstances of low-income persons that cause the legal bases of their problems to remain unresolved. We expect barriers to fall into a variety of categories. Some will be directly related to the circumstances or characteristics of potential clients, such as limited English proficiency or limited mobility. Others may relate to the fact that the issues or problems they encounter are not addressed by any organization in the delivery system, either because the issue is not seen as a priority, or because a legal remedy and a

[14] The Center will use the on-line survey software developed by the University which protects the confidentiality of the respondents (including their email addresses) while enabling sorting and thorough analysis of responses.

strategy to accomplish it has not yet been identified. Some issues may reflect a combination of these factors.

We will examine gaps between the problems and needs identified in the information gathering described above and the range of advocacy and services provided by the available legal services programs. Our analysis will also examine the extent of knowledge about the services available from legal services organizations in the low-income communities and among organizations that serve them, as well as the issues that are not being addressed because low-income persons, providers, or both, do not identify legal remedies to the problems or advocacy opportunities to address them.

4. Development of Strategies to Address Barriers

Drawing on their own experience, familiarity with innovations in service delivery in many programs across the country and on the basis of additional research they will conduct, team members will identify potential strategies to respond to each of the barriers identified in the analysis. Solutions to some may be relatively straight-forward, such as expanding cultural or linguistic capacity or legal services program hours of operation, taking advantage of technology (e.g., video conferencing, web-based application processes) or creating remote points of access. Others may involve recommendations to change or expand the substantive range of problems organizations handle within their traditional delivery structures (e.g., expungements and other responses to relief from the consequences of criminal records, anti-foreclosure and other predatory practices, credit repair, advocacy to improve the quality of education in low-income neighborhoods, representation for non-custodial parents, licensing standards for various trades, etc.). We may suggest targeted outreach strategies to enable programs to reach and engage effectively with members of isolated communities.

Perhaps the most challenging and potentially far-reaching part of this study will involve an analysis of how legal services organizations can effectively address the underlying causes of client problems and emerging needs. We will look, in particular, for new approaches to advocacy that do more than ensure that poor people can find the door to their legal services provider. Based on the experience and resources of team members and with the input of provider staff and other community members, we hope to develop suggestions for strategies that will have lasting impact on the circumstances that keep individual clients and their families destabilized and unable to access or take advantage of opportunities to escape poverty. Such strategies may be ways to ensure that the traditional legal remedies are obtained and retained for clients. We will also seek to identify approaches that more directly address widespread problems such as the lack of affordable housing or affordable day care, transportation access, better schools, access to health care, or the absence of other fundamental supports. Such approaches may prompt legal services programs to seek new collaborations with community or other organizations, or cause them to restructure priorities or reallocate resources to increased community economic development or asset-building work.

The precise focus of this effort must await a more complete understanding of the barriers, their interrelatedness and their impact. We expect, however, that this phase of the study would include research about whether other programs have developed effective responses to the identified challenges that could be adapted in Minnesota and an examination of the availability of current resources to address the barriers. Our in-state administrator will play a key role in identifying existing resources.

A significant portion of this phase of the study would involve holding focus groups of key stakeholders, including representatives of legal services programs, to consider strategies to overcome identified barriers, including any potential models identified by team members. We expect that key stakeholders will be identified throughout the information-gathering phases of this project, and we will make sure that the groups reflect diversity of experience, background and viewpoints. In addition to providing an opportunity to identify creative solutions, such community-based, stakeholder focus groups may foster collaborations among the participants to address the identified barriers.

We would also encourage programs to hold their own internal focus groups, or explore the study findings at statewide meetings or task forces. Team members would make themselves available to present or facilitate any such meetings (although such participation is not included in the scope of this project). We would incorporate the results of any such meetings in our final report.

5. Prepare Written Report

The team will prepare a written report that memorializes the methodology, techniques and results of the study by region, population type, statewide (to the extent gathered) and other relevant categories. Our presentation will be designed to facilitate replication of the study and use of its results. With LAD Committee approval, we would seek opportunities to distribute the study within and outside of Minnesota for the use of other legal services organizations and anti-poverty advocates.

Project Timeline and Budget

Budget

This budget is based on the attached breakdown of Center costs, together with the following estimates for the time of the other team members, the costs of clerical and student assistance, interpreters, and legal services program staff. We have attempted to keep costs low.

Rates

Hannah Lieberman: $100 per hour to a maximum of $800 per day
Rossana Armson and Center staff: see attached
John A. Tull: $110 per hour to a maximum of $850 per day

Students: $18.00 per hour (incorporated into Center submission)
Interpreters: $75 per hour; interpreters from legal services program staff - $30 per hour.
Interviewers: $20 per hour
Legal Services program data collectors: $20 per hour
Clerical time - $11 per hour

Work Plan and (Non-Center) Costs

The following chart breaks the phases of the project into activities and identifies the month(s) in which the activity will be conducted; the estimated time team members other than the Center will spend on each activity; and the cost of their time. The Center's budget is attached separately and incorporates

their costs to complete activities for which they are solely responsible as well as those they will support or guide.

We expect that the study will take a year to complete. As the chart reflects, gathering and analyzing demographic data and information from legal services programs (including the provider focus groups) will occur in the first quarter following receipt of the grant. We expect to select the regions for our in-depth exploration at the end of the first quarter. In the second quarter, the team will prepare for and conduct the interviews and distribute the on-line survey. In the third quarter, we will focus on analysis of the survey and interview information, conduct the research to identify strategies to address the identified barriers and persistent problems and hold the "stakeholder" focus groups. We will finish the project, including preparation and submission of the final report, in the fourth quarter.

GENERAL PREPARATION, DEMOGRAPHIC INFORMATION, SELECTION OF REGIONS	Month Number	Length of Time	Cost
Prepare for and confer with legal services program directors and staff, Advisory Committee, re information acquisition, collaboration	1 (April '10)	4 days (2 ea for 2 team members)	$3300
Collect additional demographic data	1-2 (April – May '10)	6 hours	$600
Collect data from legal services Providers	1–3 (April – June '10)	5 hours (team); 20 hrs. (program staff)	$900
Conduct focus groups with legal services program staff	2 – 3 (late June '10)	4 days (2 days each for two team members)	$3300
Analyze data for selection of regions or communities for in-depth study	3 (Complete by mid-June ' 10)	12 hours (and Center time)	$1260
EXAMINE BARRIERS THROUGH IN-DEPTH ANALYSIS OF SELECT REGIONS OR COMMUNITIES			
Modify survey instrument	3 (end of June, early July '10)	3 hours (and Center time)	$300
Compile survey addresses	2-3 (May – June '10)	40 hours clerical	$440
Distribute survey	4 (early Sept. to avoid Aug. vacations)	Included - Center budget	
Prepare protocols, guides and forms for interviewing	3 (end July '10)	3 hours (and Center time)	$600
Train interviewers	3 (Aug. or early Sept. '10)	Included - Center budget	
Conduct interviews (low- income residents; third parties)	4 – 6 (Sept. through Nov. '10)	150 provider hours; 20 hrs interpreters (10 covered	$8600

		by program staff); 5 hrs team	
ANALYSIS OF INFORMATION	7 (end of Dec. '10)	4 days (and Center time)	$3300
DEVELOPMENT OF STRATEGIES TO ADDRESS BARRIERS			
Identify models, best practices, new models to overcome barriers	8 – 9 (Jan. – Feb. '11)	6 days	$4830
Identify existing MN resources	9 (Jan. '11)	5 hours	$500
Conduct focus groups with stakeholders	9 (Jan – Feb. '11)	4 days (2 days each, 2 team members)	$3300
PREPARE REPORT	On-going, after each stage, esp. final quarter (March '11)	8 days	$6480

SUB-TOTAL TIME (excluding Center)	$37,710
Center time	16,000
Project Management time (non-Center) at 5%	1,886
TOTAL TEAM TIME (including Center):	**$55,596**

EXPENSES

3 Lieberman trips to Minnesota
- Airfare – 3 trips @ $350 ea = $1050
- Rental car – 6 days - $250
- Per diem/hotel – 6 days @ $150/day - $900

3 Tull trip to Minnesota
- Airfare – 3 trips @ $250 = $750
- Rental car – 4 days - $150
- Per diem/hotel – 6 days - @ $150/day - $900

Total travel for out of state team members:	$4,000	
Transportation for interviewers, interpreters:	2,100	
Stakeholder focus groups – food, supplies @ $100/group:	400	
TOTAL EXPENSES:		**6,500**
TOTAL COST:		**$62,096**

References

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BUDGET FOR THE UNIVERSITY OF MINNESOTA CENTER FOR SURVEY RESEARCH

(FISCAL YEAR 2008-2009 ESTIMATED BILLING RATES)

10 PAGE INTERVIEW COMPLETED BY 400 LOW-INCOME PEOPLE
10 PAGE INTERVIEW COMPLETED BY 200 SELECTED ORGANIZATIONS
WEB SURVEY OF NON-SELECTED ORGANIZATIONS THAT SERVE LOW-INCOME PEOPLE

DIRECT COSTS (Billing Rates submitted for approval)

PERSONNEL (Object 7301)		Hourly Rate	Est. Hours	Total Cost
	Executive management	$83.00	50	$4150
	Project management	$70.00	40	2,800
	Data processing	$66.00	65	4,290
	Student workers	$18.00	103	1,854
TOTAL PERSONNEL				$13,094

SUPPLIES AND OTHER EXPENSES

Object 7310	Printing/duplicating	240

Object 7301	Sample (provided by client)	0
Object 7340	Courier	24
Object 7341	Postage	30
Object 7301	Data entry (Northwest Keypunch)	600
Object	Web survey (Office of Measurement Services)	1,800
Object 7351	Long distance telephone	36
Object 7300	Local travel (300 miles @ $.585)	176
TOTAL SUPPLIES/OTHER EXPENSES		$2,906
TOTAL COSTS		$16,000

ASSUMPTIONS:

Assistance in adapting three existing surveys for use in Minnesota
Two 10 page surveys, not in booklet form
Data collection done by legal services organizations
MCSR trains their staff as interviewers (one training at each of four sites)
MCSR provides 150 survey forms to each of four sites
Up to 400 completed low income surveys and 200 organizational surveys for
10 minutes to edit/code each completed survey
Web survey programmed by OMS, e-mail invitations sent out by OMS
e-mail addresses provided to OMS by client
MCSR sets up analysis-ready SPSS file for all three surveys, produces frequencies and cross-tabulations
MCSR prepares questionnaire and results for each survey, presenting overall numeric results
Supplies and other expenses will be reimbursed for actual costs incurred