FILED
AT 3:30 O'CLOCK P. M
JAN 30 2020
ARTURO GUAJARDO, JR. COUNTY CLERK
HIDALGO COUNTY, TEXAS
BY DEPUTY

Deer Oaks EAP Services Agreement
C-19-225B-12-03

This Employee Assistance Program Services Agreement (the "Agreement") is made and entered into effective **January 1, 2020** by and between **Hidalgo County**, hereinafter referred to as "Employer" and **Deer Oaks EAP Services**, a Limited Liability Company, hereinafter referred to as "Company".

WHEREAS, the Employer desires to retain a contractor to provide an Employee Assistance Program ("EAP") and;

WHEREAS, Company submitted a proposal, which is attached and incorporated by reference as part of this agreement as Exhibit "A", which Employer has selected.

NOW, THEREFORE, in consideration of the mutual covenants set out herein, the parties hereto agree as follows.

WHEREAS, Employer solicited requests for qualifications for said EAP; and WHEREAS, Company submitted a proposal which Employer has selected. NOW, THEREFORE, in consideration of the mutual covenants set out herein, the parties hereto agree as follows:

1. **Scope of Work and Services.** In consideration for the "per employee per month" fee described in Section 2 below, Company agrees to provide to Employer's employees and their dependents, and anyone residing in their household (collectively, "participants") all the services described in this Agreement, and in Company's proposal to Employer, including, but not limited to, the services described below.

   a. **Eligibility**: All employees, dependents, and household members with the exception of minors (this exception will be detailed in Section d.) are eligible to access the EAP starting on day one of the contract regardless of whether they are or are not covered under other mental health service plans. Eligibility is based on the attestation of the member. Employees who terminate

their employment for any reason will have continued access to the EAP for six (6) months post-employment. Retirees, who retire with the Hidalgo County during the term of this agreement, will have continued access to the EAP for six (6) months post retirement.

b. **Intake (Telephonic Triage)**: This service will be immediately available during regular business (8am to 8pm CST) hours and in emergency situations via the 24-hour, 7 days a week emergency on-call system. Basic demographic information will be gathered. Client needs will be assessed. Those in crisis will be connected to a counselor.

c. **Initial Diagnostic Assessment:** Following the intake, a Face-to-Face or Telephonic consultation appointment is offered. During the assessment the counselor will gather information regarding the presenting problem in order to create a diagnosis and develop a treatment plan for short-term counseling. This session counts as one of the EAP visits included in the plan. Telephonic or Virtual (iConnect You) Assessments in lieu of face-to-face assessments will only be conducted at the request of the participant.

d. **Short-Term Therapeutic Counseling:** Company will offer up to three visit model **(3) visits** for short-term EAP counseling benefit per participant, per issue, per calendar year (including the initial appointment). The Company will be fully responsible for the clinical care provided to participants. The specific number of sessions and treatment plans will be determined by the Company's counselor and will be based on clinical presentation, need, and suitability for a short-term counseling model of treatment. Minor coverage: A minor may contact the EAP directly or a parent/guardian may do so on their behalf. Deer Oaks cannot assess a minor telephonically and cannot refer to EAP services without parental or legal guardian involvement and written consent. Minors accessing the service directly, without parental involvement, will be checked for safety, offered in-the-moment support and, where appropriate, referred to other Agencies. Upon receiving parental consent, children ages 8-13 are eligible for family counseling; children ages 14-17 are eligible for individual counseling; and children under age 8 must be referred out of the EAP. Telephonic counseling can be made available in lieu of face-to-face counseling only at the request of the participant. In addition, a confidential "Face time" session via "iConnect You" can also be available in lieu of face to face at the request of the participant. Other alternative modes

of counseling to discuss may include the following: AWARE Mindfulness-Based Stress Reduction Program, Telephonic Virtual Group Counseling and Telephonic Life Coaching. If a participant possesses clinical symptomatology that requires longer-term and/or a different psychotherapeutic approach to treatment, the Company will work with the employers medical benefit plan to either make a referral to another provider and/or provide these services under the umbrella of the employee's medical benefit.

e. **Range of Counseling Types:** Counseling may include individual, family, and/or marital interventions for issues suitable for a short-term counseling approach. Common presenting problems include, but not limited to stress, family problems, marital problems, sadness/grief, worrying, parent/child problems, work-related difficulties, interpersonal problems with co-workers and supervisors, anger management problems, drug or alcohol use, workplace violence, single parenting problems, legal and financial difficulties, coping with medical problems, and crisis counseling.

f. **Case Management & Follow-Up**: Company shall attempt to follow-up with all participants accessing services to ensure their satisfaction. Additionally, Company shall conduct comprehensive case management and follow-up for any participants referred to the EAP on a mandatory basis due to a job performance concern, work-place violence, sexual harassment, or suspicion of substance abuse or other employer group policy violation or concern.

g. **Referrals:** For cases requiring medical or longer term/more intensive behavioral health intervention, referrals will be made by the Company to the employer's Medical Plan when indicated, or to another qualified professional that is within the financial means of the participant if the participant is not covered by the major medical plan. Low cost and free community referrals are also available to EAP participants.

h. **Referrals for Psychological Testing/Fitness-For-Duty Evaluations (FFDs) and DOT/SAP Evaluations:** Deer Oaks provides expert telephonic consultation dealing with decisions regarding the need for a Fitness-for-Duty (FFD) Evaluation and can assist in recommending a FFD facilitator and coordinating a referral to the provider. However, the Employer is solely responsible to decide whether to refer an employee for a Fitness-for-Duty Evaluation. The

employer is responsible for working directly with the FFD provider, as well as paying for the Fitness-for-Duty Evaluation directly. With regard to DOT/SAP evaluations, the Company will coordinate and case manage DOT/SAP Evaluations at a fee for service.

i. **Education & Prevention:** The Company offers Supervisor and Employee Wellness Training via webinars and in person. An extensive array of education and prevention seminars are available to employees and supervisors dealing with a wide variety of topics including wellness, stress management, coping with change, motivating employees, recognizing substance abuse, other personal or work-related concerns. Electronic Newsletters for employees and supervisors are designed by the Company for distribution by the employer to provide additional educational and preventative tips and activities. Additionally, many training seminars are available to download via the Company's website. PEPM includes up to twelve **(12) hours** of Onsite Employee/Supervisor Training Seminars and twelve **(12) hours** of Webinars from our Webinar Catalog. The onsite hours may be used at the Employers discretion for training/orientation, employee orientations, and wellness /brown bag seminars. Unlimited health fair/open enrollment meetings.

j. **Work/Life Services:** Company will assist participants with balancing personal and work life concerns, coping with maternity/paternity and return to work, time management, childcare/eldercare services, and other work/life issues such as assistance with referrals for adoptions, relocations, college planning, and adjusting to retirement. Company will provide participants with I.D Recovery which offers a thirty (30) minute consultation with an Identity Recover Professional that will aid in the recovery process by assessing the situation, creating and implementing an action plan. Company will provide participants credit score monitoring through Credit Karma which will provide secure credit scores, reports and monitoring and financial tools. Company will provide Telephonic Life Coaching to assist participant with obtaining personal goals.

k. **Employer Group Services:** Company will provide additional group assistance to the Employer as needed. These group services include immediate CISD response to any employees coping with a trauma or critical incident in the workplace within 24 hours of the request of the Employer

or at a time and place of Employer's choosing. **Unlimited CISD hours** are included within the contract for on-site debriefing sessions (2 hours per event). Contract also includes unlimited Account Management services and telephonic management consultations by assigned Company Account Manager.

l. **Online Services:** Company will maintain comprehensive online services at www.deeroakseap.com, available 24/7 to employees and their family members seeking tools, tips, articles, videos, and resources to help cope with improving overall wellbeing, balancing personal and work-related issues. Health and Wellness topics, on-line Library and over one hundred (100) legal forms are available through the website. Trainings regarding Orientation to the EAP benefit as well as access to the work-life services and legal/financial services are available online as well.

m. **Legal and Financial Services:** Company shall offer legal and financial counseling and resources to employees and their family members, a free (up to 30 minute) initial assessment and a 25% reduction on legal counseling rates with an in person attorney following any retainer. Free unlimited telephonic financial counseling and education. Online legal and financial resources will also be available. In addition, Company shall offer a legally-binding simple state-specific will at no cost through a step by step online "interview process." This service (NOLO) may be accessed through www.deeroakseap.com.

n. **Confidentiality:** Issues of confidentiality will be handled with the utmost sensitivity and protection for the employee's rights to privacy. The Company is fully HIPAA compliant. Where appropriate, consent forms will be obtained to provide written authorization to exchange information with any Employer benefits director or supervisor.

o. **Utilization Reports:** The Company will provide confidential Utilization Review Reports to the Employer on a quarterly basis. The reports may include: the number of EAP participants seeking assistance, the reasons for accessing the EAP, basic demographics for the EAP participants, in-services, participant survey results and community referrals. These reports will be provided quarterly to the Employer.

p. **Implementation and Program Promotion:** The Company will provide Initial Promotional Materials including an electronic introductory letter to the employees on the new EAP provider, as well as one Employee Orientation and one Supervisor Orientation thumb drive upon request. The Hidalgo County may request promotional information to hand out to employees. The Employer will be responsible for reproduction and distribution of direct mailing and other promotional materials requested beyond the Initial Promotional Materials. Company will provide ongoing electronic promotional materials (e.g. flyers, e-mail articles, newsletters) as needed throughout the duration of the contract term as well as a thumb drive containing additional flyers and posters that may be used as needed by the Employer Group. The Employer will assume responsibility for the reproduction and distribution of these promotional articles/notices to participants (with the exception of the initial promotional materials listed above, which shall be reproduced by the Company, at the Company's expense and distributed by the Employer). Company will complete a Comprehensive Needs Assessment to ensure Program is customized and tailored to meet Employer's expectations.

2. **Fees**. In consideration of all the services provided hereunder by the Company to the Employer, the Employer (Hidalgo County) shall pay Company (Deer Oaks EAP Services) an amount per month equal to the Per Employee Per Month (PEPM) rate of reimbursement multiplied by the number of Employer's eligible Employee's for such month. The monthly rate of reimbursement shall be $.1.15 per employee per month throughout the term of this agreement. The County agrees to pay Company the amounts specified above against written invoice submitted by Company in accordance with the Texas Prompt Payment Act, Tex. Govt. Code Ch. 2251. Any fees for other optional add-on services will be applied per the terms of Company's proposal to Employer, if and when Employer elects to add these services to the contract.

Employee Assistance Program, Work/Life, & Health & Wellness Preventions Services

Full Service up to 3 VISIT MODEL (3) visits per incident:

CONTRACT TERM: $1.15 PEPM for January 1, 2020 through December 31, 2022

3. **Definitions**.

a. The term "participant' for purposes of this Agreement shall mean (i) the spouse or any child (natural or adopted) of an Employee, regardless of where such spouse or child resides; and (ii) any child for whom an Employee (or his or her spouse) is a court-appointed guardian; and (iii) any person residing in the household of an Employee.

b. The term "counselor" shall mean a Company employee or contractor with a master's or doctoral degree in an appropriate mental health care related field.

c. The number of sessions shall include appointments made and kept as well as appointments made and late cancelled (less than 24 hours notice by participant) or no shows.

4. **Term**. The term of this Agreement shall be for three years **(3)** year period beginning **January 1, 2020 through December 31, 2022** with an option to renew for additional one year periods. This Agreement may be terminated with a 30 day notice (i) by Company, if Employer fails to pay the monthly fee owing hereunder to Company and such failure shall continue for thirty days after Employer receives written notice to cure for such failure from Company; (ii) by Company, if Employer shall have received three delinquency notices under Section 4 (i),immediately above, in any year; (iii) by Employer, if Company fails to perform any of its obligations hereunder or if Company is in breach of any of its covenants hereunder, and such failure or breach continues for thirty days after Company receives written notice to cure for such failure or breach from Employer; and (iv) by Employer, with or without cause, by providing Company with ninety days written notice of termination. This Agreement shall also be cancelable by Employer (i) at the end of any fiscal year of Employer in the event that sufficient funds have not been budgeted for the following fiscal year for the purposes of this Agreement; and (ii) in the event that Employer is required by law to competitively bid or submit requests for proposals in connection with the subject matter of this Agreement during its term.

5. **Access**. Employees and participants may contact the EAP via the toll-free access number **(1-888-993-7650)** to Employer's employees and their dependents 24 hours a day, seven days a week, throughout the term of this Agreement. Routine appointments are offered generally within three (3) business days, urgent

appointments within 48 hours, and emergency appointments are arranged same day. Company offers a nationwide network of affiliate providers in multiple locations shall make every effort to participant's specific request for an appointment time or location. Bilingual counseling services are also available.

6. **Service Locations.** Company shall provide counseling services at the Company's and Affiliates' office locations. On-site consultations at the workplace will also be provided at the request of the Employer according to the terms contained herein.

7. **Eligibility Determination.** Company will provide services to all participants without requiring a specific verification process of each employee's current employment status. COBRA participants as well as employees whom need support during their transition following their termination of employment with Employer will also be eligible for short-term EAP counseling services. Employer will verify the numbers of employees eligible for the EAP benefit by the 10th day of each month, and adjust the reimbursement to Company accordingly. Company will contact Employer if there appears to be significant access of the EAP benefit by anyone who is not eligible.

8. **Company Representative**. The Company will assign a primary representative at the discretion of Company. Alicia Barrera, the Company's Executive Director of EAP Account Management, shall be the primary representative of Company for the purposes of this Agreement (the "Company Representative"). Mrs. Barrera's address, telephone and fax numbers are as follows: 126 East Main Plaza Suite 8 San Antonio, TX. 78205, telephone number (210) 615-3415, fax number (210) 615-2279. The Company may also assign additional Account Management Specialists to the team handling the account at the Company's discretion or as needed. Employer may contact the Company Representative (or designated assistant) directly regarding any questions, problems, or concerns Employer may have which are related to this Agreement. Company may change the person designated as the Company Representative by prior notice to the Employer; provided, however, that Company shall appoint a replacement Company Representative at any time within thirty days after the receipt of a request from the Employer.

9. **Relationship of Parties**. It is understood by the parties that the Company is an independent Contractor, and not an employee of the Employer. Employer will not provide fringe benefits, including health insurance benefits, paid vacation, or any other employee benefit, for the benefit of the Company.

10. **Entire Agreement**: This agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement is binding unless in writing signed and duly executed by both parties.

11. **Communications with Employees**. No promotional or informational materials shall be disseminated to Employer's employees without the prior written approval of Employer's Representative. The Company Representative in connection with Employer's Representative shall prepare an initial, explanatory packet for distribution by Employer to all Employees no later than two weeks prior to the commencement date of this contract.

12. **Extended Services**. Referrals to the health plan for extended service will be made based on symptom severity and the client's best interests. Company will be able to continue counseling services under Employer's current health plans, if Company is a participating provider and if such services are covered under such plans. If the participant requires additional counseling, but such counseling is not covered under an applicable health plan, then Company shall refer such participant to appropriate community health services, or if the participant prefers, the participant may continue to use the services of the Company on a private pay basis.

13. **Standard of Care.** Company shall perform its duties and obligations under this Agreement as a fiduciary of Employer's Employees and their respective dependents; and Company shall use the care, skill, prudence, and diligence in the performance of its duties and obligations under this Agreement as required by all applicable professional standards and laws.

14. **Equal Employment Opportunity**. Company shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin or handicap and shall otherwise comply

with all applicable requirements set out in Executive Order 11246, entitled "Equal Employment Opportunity", as amended by Executive Order 11375, and as supplemented in Department of Labor Regulations 41 CFR Part 60.

15. Notices. Notices provided hereunder must be in writing to be effective, and shall be deemed received upon the earlier to occur of (i) actual receipt; or (ii) three days after the same are mailed by U.S. certified or registered mail, postage prepaid and return receipt requested, to the following address, or to such other address as shall have been provided by notice:

If to Employer Group:
Hidalgo County
Procurement Office
2802 South Hwy 281
Edinburg, TX 78539

If to Company:
Alicia Barrera
Executive Director
Deer Oaks EAP Services, LLC
126 E. Main Plaza, Suite 8
San Antonio, Texas 78205
(210) 615-3415 Office
(210) 615-2279 Fax
abarrera@deeroaks.com

16. Assignment. This Agreement may not be assigned by either party without the prior written consent of the other party.

17. Indemnification. Company hereby assumes all risk of loss and responsibility for and hereby agrees to indemnify and hold Employer, its trustees and Employees (collectively, the "Indemnities") harmless from and against any and all claims, causes of actions, demands, suits, liabilities, recoveries, judgments, costs and expenses (including reasonable attorneys' fees) which are asserted by a party other than Company against or incurred by any of the Indemnities, to the extent caused or related to the performance or failure to perform of Company under this Agreement, except to the extent caused by the negligence of any of the Indemnities.

18. **Compliance with All Laws.** In the performance of its duties and obligations hereunder, Company shall ensure that it is in compliance with all applicable federal, state, and local laws, rules, and regulations, including, but not limited to, all applicable rights and regulations of the appropriate licensure board(s), and all laws, rights, and regulations applicable to patient confidentiality. It shall be the duty of Company, and not Employer, to ensure that no information shall be provided by Company to Employer that would constitute a violation of the privacy rights of a participant, even if such information is requested by Employer, both parties acknowledging that Company, and not Employer shall have the obligation under this Agreement to be aware of the most current version of such confidentiality laws, rules, and regulations. Affiliate providers nationwide will uphold their professional and ethical responsibilities according to their particular state rules and regulations.

19. **Governing Law**. This Agreement shall be governed by, construed and interpreted in accordance with the laws of the State of Texas. Venue for all purposes shall be in Hidalgo County, Texas.

20. **Mediation.** The parties can always agree to resolve disputes via mediation but should not be forced to do so.

IN WITNESS WHERE OF, the undersigned have executed this Agreement as of the day and year first above written.

COUNTY OF HIDALGO

By: _____
Richard F. Cortez, County Judge

_____
Date

DEER OAKS EAP SERVICES, LLC

By: _____
Alicia Becerra, Executive Director of EAP Svc

_____
Date

ATTEST:

By: _____
Arturo Guajardo Jr. County Clerk

APPROVED BY COMMISSIONERS COURT ON: 12/3/19

Approved by Commissioners Court on: 12/03/2019

APPROVED AS TO FORM:
Office of the Criminal District Attorney
Ricardo Rodriguez, Jr.

By: _____
Robert Viña III, Assistant District Attorney

By: _____



Hidalgo County

RFP2019-225-09-04-YZV Employee Assistance Program

Due: September 4, 2019 by 9:30 AM







Contact:

Mr. Greg Brannan
Director of Business Development & Training
Deer Oaks EAP Services, LLC
126 E. Main Plaza, Ste. 8, San Antonio, TX 78205
Phone: (301) 829-0364
Email: gbrannan@deeroaks.com

August 30, 2019

Martha L. Salazar, CPPB, Purchasing Agent
Hidalgo County Purchasing Department
2802 South Hwy. 281
Hidalgo County New Administration Building
Edinburg, Texas 78539

Re: RFP NO: 2019-225-09-04-YZV; Third Party Administrations. Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death & Dismemberment, & Employee Assistance Program

Dear Ms. Salazar:

It is with pleasure that we submit this official response to Hidalgo County's above-mentioned RFP. We appreciate the opportunity to respond and guarantee the scope of services and rates quoted herein, as well as the financial stability and clinical and technical resources pertinent to the implementation, administration, and evaluation of the requested services. Deer Oaks is bidding on the Employee Assistance Program (EAP) portion of the RFP only.

Founded in 1992, Deer Oaks brings 27 years of experience in the EAP & Work/Life industry. We are one of the most experienced EAPs working with public-sector employers. In fact, 95% of our book of business is comprised of public employers including municipalities, counties, state agencies, colleges, universities, school districts, and utilities. We currently cover approximately 1 million members nationally through our EAP and Work/life programming including 190,000+ local government employees.

Throughout our proposal, we have worked to demonstrate how our expertise in serving counties throughout Texas and the United States is best suited to address the County's needs. We are fully prepared to assist the County in accomplishing its objectives at the highest possible level by providing enhanced programming such as a 3 or 6 visit counseling model, 12 hours of onsite training, 12 webinars from our webinar catalog, unlimited onsite attendance at health/benefits/open enrollment fairs, and unlimited onsite Critical Incident response. We have also included our comprehensive Work/Life services, enhanced daily living resources and confirmed-match referrals and recently launched Engagement Engine EAP website, which are all available as part of our Work/Life program.

Deer Oaks offers the County the full depth and breadth of services that you require with an added level of high-touch customer support at a competitive rate. We excel in the EAP Core Technologies and offer clinically-sound, holistic support to achieve efficient and thorough resolution of issues. We are committed to building a strategic partnership with the County and to deliver a program that will serve your needs not just now, but into the future.

Deer Oaks appreciates the opportunity to compete for the County's business. We hope that the Evaluation Committee will find the proposal to be comprehensive and competitive. Should you have any additional questions or require further information about our proposal, please do not hesitate to contact: Greg Brannan, Director of Business Development / 126 E. Main Plaza, Ste. 8, San Antonio, TX 78205 / (301) 829-0364 / gbrannan@deeroaks.com .

We would be honored to serve Hidalgo County, its employees, retirees, and their household members.

Sincerely,

Paul Alan Boskind, Ph.D
CEO & Owner / Deer Oaks EAP Services, LLC
126 E. Main Plaza
San Antonio, TX 78205

DEER OAKS EAP SERVICES

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Tab 1: Executive Summary

A More Comprehensive & Proactive Approach to EAP

Understanding of Challenges Facing County Government Employees

Having administered integrated EAP and work-life programming for cities, counties, towns, police and fire departments, transit authorities, and other public employers since 1992, Deer Oaks has thorough knowledge of the multitude of challenges employees face on a daily basis including:

- stress- personal and professional
- fiscal concerns
- challenging colleague relationships
- implementing changes in legislation
- incorporation of new technology in the workplace
- security and crisis management/safety
- increased performance demands
- employee engagement and morale issues
- retention, transition, and advancement
- work-life balance
- change and growth management

Further, we acknowledge that the County's various departments from the Auditor's Office to the WIC Office have varying needs. Issues that affect one employee population may not be a concern for another group.

> *For example, deputies and investigators with Child Protective Services, Emergency Management, and Fire Marshall personnel are oftentimes exposed to consistent high levels of stress and can experience and hear things day after day that are challenging, painful, and difficult—leading to burnout, secondary trauma, compassion fatigue, Post-Traumatic Stress Disorder, and difficult personal issues such as substance abuse, marital discord, and anger management. They may be exposed to traumatic events, witness violence and death, fear for their own safety and the safety of others, and face pressure to perform in life and death matters. These daily challenges would be different for employees working in other departments such as Human Resources, Purchasing, and Treasurer.*

Deer Oaks does more than understand these differences – we act on it. ***By being adaptable at the County, department, and employee population levels, we are able to apply the right programs, to the right departments, at the right time in order to proactively assist employees to better assess and cope with day-to-day challenges.*** We will bring this adaptability to the County's EAP contract, building relationships within each department in order to best tailor services to their unique employee groups and challenges.

Impact of Stress and Psychological Issues

Through our extensive experience serving public sector clients including first responders since 1992, we understand all too well the impact that psychological problems and stress have on employees and the multi-level cost to employers including habitual absenteeism, lost productivity, and an increase in overall medical claims.

Tab 1: Executive Summary

In fact, statistics state:

Psychological problems account for

- 61 percent of absences from work each year
- 65-85 percent of employee terminations
- 80-90 percent of industrial accidents
- At least 50 percent reduction in productivity
- Employees with mental health disorders generate direct health care costs that can be 4.2 times higher than the typical employee.
- 1/3 of active duty and retired police officers suffer from post-traumatic stress and depressive symptoms are 2x that of the general population
- A survey of more than 4,000 first responders found that 6.6 percent had attempted suicide, which is more than 10 times the rate in the general population

Stress accounts for

- Est. $300 billion per year cost to U.S. organizations
- 70 percent of employee visits to a family doctor
- 30 percent of all disability claims
- Significant cause of employee productivity problems such as difficulty concentrating, conflict with coworkers, missed deadlines, etc.

These many stressors can cause staff to become overwhelmed and experience stress that can negatively impact their performance at work, the way they interact with constituents, communicate with colleagues, and their personal well-being and family relationships.

Benefits of a Highly Utilized EAP

Early identification of issues, intervention, and timely case resolution through the EAP are fundamental to assisting employers in reducing lost time due to employee personal problems. A combination of high utilization and our "more than an EAP" approach can result in the following positive outcomes:

- ✓ Reduced behavioral healthcare claims, leading to overall cost savings
- ✓ Increased employee engagement, productivity, morale, and retention
- ✓ Goal-focused problem resolution, quickly returning employees to full productivity
- ✓ Reduction in the frequency of workplace incidents and absenteeism
- ✓ Rapid identification of issues and referral to appropriate care resulting in better outcomes
- ✓ Proactive assistance with work-life issues before they lead to stress and impact engagement

Deer Oaks has a reputation within the EAP industry for increasing our clients' utilization rates substantially over the course of the contract term, enabling our customers to capitalize on the benefits associated with a highly-utilized EAP. We understand how important it is to promote the EAP at every step in order to increase program awareness, and therefore utilization of the program, leading to reduced behavioral healthcare claims, reduced behavioral healthcare costs, increased employee engagement and productivity, and an overall happier, healthier, more productive workforce.

Tab 1: Executive Summary

Our Approach

The County and its employees deserve a homegrown, hands on, holistic approach to the EAP that can best serve your employees. ***Deer Oaks can be the difference. Our approach is preventative—not reactionary.*** We assist employees with working through a wide range of challenges from relationship issues, both personal and professional; stress; and anxiety to developing strategies to maintain better work-life balance; time management; and managing to-do lists.

We offer proactive resources that provide employees with the right tools and confidential resources to combat stress and navigate work and life challenges in the moment before they have a negative impact on their work productivity and personal well-being.

Deer Oaks offers the County the following initiatives as part of our "more than an EAP approach".

Dedicated to the Provision of EAP Services. Deer Oaks specializes in the delivery of EAP, Work-life and Wellness Services to public employers and has been a fixture in the EAP industry for 27 years. Deer Oaks understands the true value of the EAP in assisting organizations with issues such as employee engagement, productivity, morale, retention and assisting in lowering overall medical claims costs. *EAP isn't just something we do- It's all we do.* This is more than a slogan; for the County, it means that with Deer Oaks, you have an EAP that concentrates on proactively supporting your employees, assisting those struggling with stress, anxiety, or other issues. To make a difference in their lives, truly makes a difference to us.

Texas-based Account Management. Deer Oaks is headquartered in San Antonio, Texas, only a short drive from County offices. As a native Texan, former Rio Grande Valley resident, and serving as Project Manager for clients throughout Texas, Alicia Barrera, assigned project manager for the County, has a unique understanding of the diverse social and cultural landscape of our State, as well as the challenges facing Texas local government and other public employers. This intrinsic knowledge ensures that we not only have the resources in place to provide efficient service delivery to the County, but also that your Project Manager brings with her an understanding of local challenges including those unique to border communities. Further, our staff is readily available to attend meetings, conduct orientations, participate at annual health/benefit open enrollment fairs, and consult with the County as needed. We are only a short drive away!

Services tailored to first responders. Through our experience serving local government, as well as, the Federal Law Enforcement Training Centers (FLETC), we have developed a wealth of experience in working with first responders, law enforcement, fire, case workers, and other high-risk employee groups. As such, in order to adapt our approach to serve this population, we actively recruit providers on our affiliate provider panel that specialize in counseling high-risk populations and understand their unique challenges; conduct specialized outreach and education for first responder personnel to encourage program utilization; tailor critical incident response; develop custom webinar/on-demand training series on relevant topics including self-care, compassion fatigue, vicarious trauma, stress management, etc.; and meet with HR, the Sheriff's Office, and other key administrators to discuss how we can best support and integrate within established internal programs and initiatives.

Tab 1: Executive Summary

Market the EAP as an Integral Part of Daily Life. In recent years, the EAP has evolved beyond "just counseling," although in many ways, it has yet to shake this perception. We focus on utilizing the EAP as both a life coaching tool for employees and strategic management tool for supervisors/ managers. We believe the EAP should be an integral part of employees' day-to-day lives and market it as such. We tend to focus our program promotion efforts on the range of available services outside of counseling including our well-received *Did You Know Campaign Series* through which we highlight the various day-to-day challenges for which the EAP can assist i.e. smoking cessation, relocation, retirement, improving relationships, and your "to-do" list, to name a few.

Focus on Stress Management. Understanding that county government employees experience a higher level of stress than many other occupations, Deer Oaks includes direct stress reduction programs tailored to the needs of the County encompassing training, a custom Stress Management webinar series, awareness materials, online information, telephonic consultation, in-the-moment telephonic support, AWARE mindfulness based stress reduction program, telephonic life coaching, and more. We seek to provide employees with the tools necessary to combat stress and learn to live a more balanced, mindful life.

Promote our Work-Life Services as a Stress Management Strategy. Not everyone needs counseling, but everyone has a to-do list. Members can use our legal, financial, and daily living consultation services to speak to a consultant who can assist members with locating nearly endless resources such as finding care for pets, personal care, travel, home improvement contractors, education, and managing day-to-day responsibilities at home, and work. So whether someone needs to find a plumber to fix that leaky faucet or a travel agent to plan their next vacation, the EAP can help, leaving them with more time for what matters most and less stress. This strategy has been successful in increasing many of our clients' work-life utilization.

Reduce Stigma Associated with Mental Health Counseling. We encourage integrating the EAP under the umbrella of an overall Wellness or Employee Well-Being Initiative such as the County's successful employee wellness program. The organization can harness the promotional activity already in place through its other wellness initiatives to also include EAP, raise awareness of the range of available services, and help to reduce the stigma that sometimes prohibits individuals from accessing mental health services. We have found that employees are typically more comfortable discussing wellness and stress management issues than mental health.

We further seek to reduce barriers by providing multiple service access points via telephone, video, SMS text, and live chat, as well as offering our AWARE, telephonic life coaching, and Virtual Group Counseling. This is especially important in today's multi-generational workforce. A "Baby Boomer" employee may prefer to pick up the phone to access services, where a "Millennial" would be attracted to the idea of instant messaging or video chatting with a counselor. Our goal is to make it as easy as possible for members to make that first contact.

Robust training program comprised of onsite, webinar, and on-demand options. Because the County has dispersed employee populations that work various schedules, it is oftentimes challenging to provide them with training opportunities. Our unique blend of onsite, webinar, and on-demand training opportunities expands the reach and effectiveness of our training program and can have a significant impact on the County's ability to provide health, wellness, and professional development training for its staff. Plus, we can track and report attendance at

training events so employees can receive wellness points and offer certificates of completion for download following our on-demand and e-learning courses.



High 95% clinical case resolution rate. Our commitment to utilizing the EAP to realize the best possible outcomes for your employees is reflected in our case resolution rate. Across our book of business, *95% of clinical cases* are resolved within the EAP without the need for further referral into the employer's health plan. Deer Oaks' high case resolution assists our clients with reducing the number of health care claims made through their health plan for issues like stress and depression, leading to overall cost savings.

Success Stories

We not only talk-the-talk, but walk-the-walk. We successfully implement integrated EAP and work-life programs for public sector clients each year. Our project managers work in partnership with our clients to develop and roll out multi-faceted program awareness campaigns and wellness initiatives that result in increased program engagement.

- *McAllen ISD has been a client for many years and realized utilization of 22.33% in 2018. This utilization is nearly five times the national average!*
- *The City of Harlingen is a long-term client of Deer Oaks. Their combined utilization for 2018 was 8.29%--nearly double the industry average.*
- *The City of Brownsville is another long-term client of Deer Oaks. Their combined EAP and work-life utilization was 8.71% in 2018.*
- *The City of Mission has been a client since 2007 and has realized an average case utilization of 7% over the last three years, exceeding the national industry average of 4.5%.*
- *Fort Bend County has been a client since 2012 and has realized an average case utilization of 17.5% over the last three years, reaching 20.7% utilization in 2018.*
- *The City of Bryan has been a client since 2008 and has realized an average case utilization of 12.15% over the last three years.*
- *Montgomery County has been a client since 2006 and has realized an average case utilization of 19.62% over the last three years.*

Through these proactive strategies, Deer Oaks seeks to develop a partnership with Hidalgo County to implement a tailored EAP that is more than "just a counseling service." Our integrated, holistic approach and client and employee-centric programming combined with aggressive program promotion and training program will proactively assist members with both mental health and day-to-day issues, resulting in improved overall workforce productivity, well-being, engagement, and retention. We are excited about the opportunity to work with the County to put these words into action.

Tab 2: Understanding of the Project

About Deer Oaks

A national and global provider headquartered in San Antonio, Texas, Deer Oaks has successfully administered integrated EAP and Work-life programming to employer groups throughout Texas and the country for 27 years. Implementing high-quality, built-to-suit EAP programming to employers at competitive rates is our core business. In fact, 100% of our revenue is derived from EAP.

Further, with 95% of our membership comprised of public employers, we have a long history and wealth of experience working with cities, counties, and government agencies of all sizes at the federal, state, and local levels.

We currently cover approximately:

- 1 million members nationally
- 180,000+ school district members
- 190,000+ local government members
- 216,000+ state government members
- 234,000+ higher education members
- 469,000+ Texas employer members

Our clients range from as small as two employees to more than 50,000 employees. Our largest client is the Texas Health & Human Services System covering 50,000 employees, their dependents and household members. Other significant contracts include City University of New York (30,000+ employees), the Texas A&M University System (28,000+ employees), Wake County Schools (18,000+ employees), the State of Nebraska (15,400+ employees), and the Public Employee Benefits Alliance (60 Texas public employers covering 20,000+ employees). Through strategic partnership, we serve as a trusted expert, contractor and consultant to our client employers.

Sample Client List

Texas Local Government: City of Brownsville, City of Mission, City of Harlingen, City of South Padre Island, Cameron County, Webb County, Fort Bend County, Brazos County, City of Bryan, Montgomery County, Grayson County, City of Austin, Travis County, Williamson County, City of San Antonio, Bexar County, City of La Marque, City of New Braunfels, City of Boerne, Town of Flower Mound, City of McKinney, City of Carrollton, City of Kaufman, City of Round Rock, City of Grapevine, City of Wichita Falls

Texas State Government: Texas Health and Human Services Commission, Texas Department of State Health Services, Texas Department of Family and Protective Services, Texas Commission on Environmental Quality, Texas Parks and Wildlife, Texas State Auditor's Office, Texas Department of Licensing and Regulation, Texas Education Agency, Texas Juvenile Justice Department, Texas Military Department, Texas Historical Commission

Other: Cherokee Nation, Federal Law Enforcement Training Centers (FLETC), Peace Corps, United States Postal Service, VIA Metropolitan Transit, McAllen ISD

Tab 2: Understanding of the Project

Subcontractor

Deer Oaks currently maintains a contractual relationship with Workplace Options to provide 24-hour call center operations and related services for its book of business. Deer Oaks first switched its work-life services to Workplace Options in 2012. We then expanded our relationship to include 24-hour call center operations July 1, 2013. By leveraging this partnership, Deer Oaks was able to centralize its call center operations and enhance quality control measures. In addition, with both EAP clinical and work-life personnel working under the same roof, using one case management system, and following the same quality standards, there was greater harmony among the service delivery philosophy, supervision structure, training methods, and operating procedures. This genuine integration allows for greater consistency in the management/delivery of services to our clients.

Alicia Barrera, Executive Director of EAP, works directly with Workplace Options and oversees quality control over our contract and service delivery. She also has a direct relationship with Workplace Options' President & Chief Operating Officer, Alan King, who is committed to a long-term relationship with Deer Oaks.

About Workplace Options

Founded in 1982, Workplace Options has grown to become the world's largest integrated employee wellbeing company. Their 13 global service centers support more than 58 million employees across 90,000 organizations in more than 200 countries and territories around the world through a variety of employee assistance, wellness, and work-life services.

Understanding of the Project Needs/Scope of Work

As a Texas-based EAP and an integrated provider of EAP and Work-life solutions, Deer Oaks is positioned to deliver the most seamless services to County employees, retirees, and family members. We have the knowledge and capability to provide employees with the most holistic support to achieve efficient and thorough resolution of their issue.

Unlike many of our competitors that utilize separate call centers and/or organizations for the provision of EAP, Work-life and Wellness services, as well as after-hours Helpline coverage, the Deer Oaks program is delivered 24/7 by EAP and Work-life staff members who are working under one roof, using one case management system, and following the same quality standards. This genuine integration allows for greater consistency in the management and delivery of services to our clients.

Further, employees of a truly integrated EAP and Work-life program are the best equipped to identify underlying issues and develop a plan for addressing all of the employee's needs.

For example, an employee may be overwhelmed by the loss of her parent, who had been the caregiver for her young children. With just one phone call, we can begin the process of arranging face-to-face counseling sessions, locating referrals for local support groups, and identifying suitable child care providers near the employee's worksite.

Tab 2: Understanding of the Project

Our services are designed to support employees with a wide range of emotional health issues when short-term counseling has been deemed appropriate. These are issues for which we can assist in facilitating a positive outcome within a number of sessions offered over a short period of time such as a three (3) or six (6) session model. The therapy concentrates on helping individuals identify the skills, strengths, and resources that are already present and moves them towards a solution. This model has been proven effective in helping address employees' personal and professional issues, helping them to avoid being absent from work or helping them to return to work as quickly as possible. Examples include but are not limited to stress, bereavement, depression, anxiety, relationship issues, dependent care concerns, wellness, substance abuse/dependence, and addictions.

Deer Oaks accepts unlimited self-referrals, supervisory-suggested referrals and formal management referrals to the EAP, as well as offers a full suite of Work-life services and organizational management services. Our counselors are experienced at accurately assessing the presenting problem(s) during the initial assessment and identifying the appropriate type and level of assistance needed to effectively assist the participant in resolving his/her issue. A referral is then coordinated to one of our 58,000+ affiliate providers nationally, selecting a provider that best meets the member's individual needs.

We also offer a number of tele-health options including structured telephonic counseling, video counseling, an online Cognitive Behavioral Therapy program, telephonic Aware – Mindfulness-Based Stress Reduction (MBSR) program, telephonic life coaching, and telephonic Virtual Group Counseling. We find that offering these tele-health options increases program access and reduces stigma that sometimes prohibits individuals from accessing mental health services.

Further, if the presenting issue(s) fall outside of the scope of the EAP or require longer-term treatment, we offer resources to ensure that the employee is placed on the path he/she needs to get more intensive support. This may include a referral to the employee's health plan or to local community resources. We utilize internal provider databases and our research teams to locate appropriate referrals for each member.

Finally, our EAP and Work-life Programming is anything but one-size-fits-all. Our programs are designed to be flexible and are able to be customized to the individual needs of our clients- *even if those needs change throughout the contract term.* Your Project Manager will ensure that the program is adapted to meet the County's changing needs, now and in the future.

Tab 3: Personnel & Staffing

EAP Administration

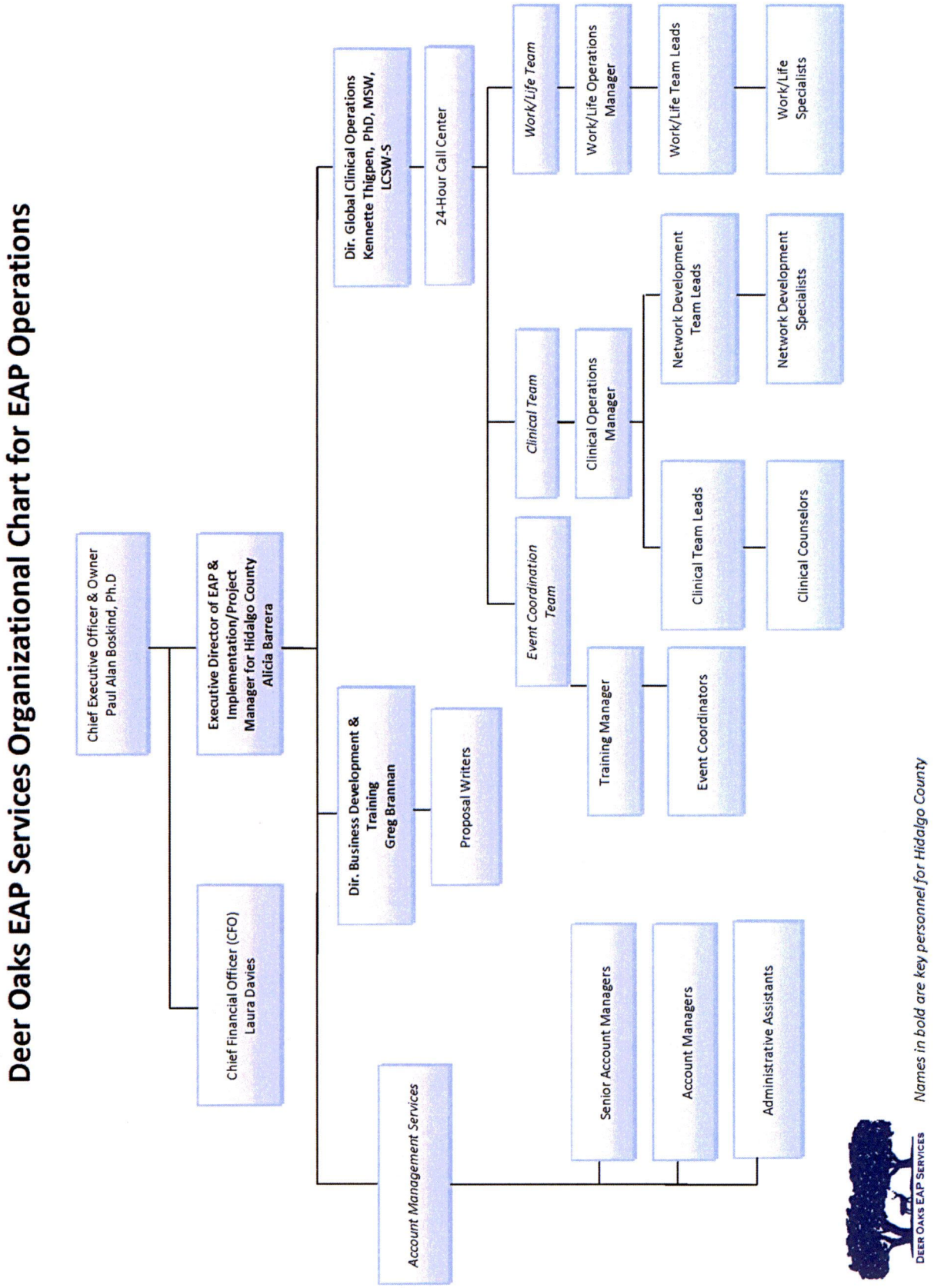
The day-to-day operations of the EAP are managed by Alicia Barrera, the Executive Director of EAP with input from the CEO, Paul Alan Boskind, Ph.D and CFO and President, Laura Davies. Alicia is responsible for the overall strategic and operational responsibility for staff, programming, and execution of services for clients; allocation of financial, material, and personnel resources to ensure contract performance; and ongoing programmatic excellence and quality assurance activities. She will also serve as Project Manager for this contract and will be in charge of implementation and serve as the day-to-day contact for the County. Business development activities are led by Greg Brannan, Director of Business Development and Training.

The lines of reporting authority and communication for the contract are clear and direct. Alicia Barrera, designated Implementation & Project Manager will interface and communicate directly with the County's Contract Officer and other key representatives. Contract requirements will be communicated by the County's Contract Officer to the Project Manager directly. The Project Manager will take the actions required to implement the requirements. Alicia will have full authority to make staff and resource decisions for the contract and will be solely responsible for contract performance. She will ensure that all necessary steps are identified and implemented as needed to ensure superior contract performance.

Finally, we employ 150+ staff and subcontractor personnel in the roles of executive leadership, program management, account management, marketing, administrative support, clinical, work-life, and call center management and support staff, as well as maintain a network of 58,000+ affiliate counselors nationally who are contracted to provide in-person, short-term counseling and related services to our client employees and their family/household members. Through these resources, Deer Oaks has the established operational infrastructure and existing manpower necessary to accommodate the County's contract if awarded.

An organizational chart is provided on the following page:

Tab 3: Personnel & Staffing



Tab 3: Personnel & Staffing

Key Project Personnel



Project Manager/Executive Director - Alicia Barrera

Alicia Barrera will serve as the Implementation/Project Manager for Hidalgo County. She will lead the implementation process, serve as the County's primary liaison, and be responsible for the overall contract management, reporting, communications, marketing, billing and complaint resolution.

She has been a member (full-time) of the Deer Oaks team since 1995, bringing more than 24 years of account management and EAP industry experience to her role. She is experienced with leading the implementation and ongoing contract performance for state and local government, and other public sector clients including:

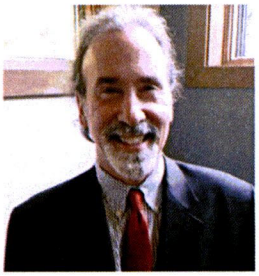
- Cameron County, TX
- City of Brownsville, TX
- City of Mission, TX
- McAllen Independent School District
- City of South Padre Island, TX
- City of Harlingen, TX
- Texas A&M University System

As such, Alicia understands the intricacies involved with managing the EAP for a complex and diverse employer such as Hidalgo County and the need to tailor programming and service delivery at the County, departmental, and employee group levels. She will coordinate such efforts with designated County representatives. Her knowledge will be a great asset to Hidalgo County.

Further, as a native Texan and former resident of the Rio Grande Valley currently residing in San Antonio, and serving as project manager for clients throughout the State of Texas, she travels often throughout the State to meet with clients and has a unique understanding of the local culture of border communities and workforce challenges. She is readily available to be onsite for meetings, open enrollment, orientations, benefits fairs, etc. Alicia will keep the County informed of program usage, trending data, and suggested specialized programming and/or support based on presenting issues, organizational strategies and goals.

Alicia holds a B.A. in Interdisciplinary Studies from the University of Texas Pan American and is bilingual (English, Spanish).

Tab 3: Personnel & Staffing



Training & Marketing Consultant- Greg Brannan

Greg Brannan, Deer Oaks' Director of Business Development & Training serves as our primary contact during the RFP process and supports training/marketing program development and implementation for our clients. He develops and conducts issue-focused and professional development webinar series and conducts executive coaching sessions for our client employers. He has more than 20 years of industry experience and 16 years of training experience.

Greg holds a Bachelor of Science in Speech Communications from the State University of New York, College at Brockport. He also attended the Graduate Program in Marriage, Family & Child Counseling from Pacific Christian College.



Clinical Director- Kennette Thigpen, PhD, MSW, LCSW-S

Kennette serves as Director of Global Clinical Operations for our clinical call center. As Director of Global Clinical Operations, she specializes in streamlining and implementing processes across global service centers, maintaining unified processes and service quality while adapting to varying cultural contexts.

Kennette holds a Master's of Social Work degree from East Carolina University and a Doctor of Philosophy, International Psychology from the Chicago School of Professional Psychology.

Account Management Philosophy

We are a national and global EAP provider headquartered in San Antonio, Texas—just a 3 hour drive to Hidalgo County offices. As such, we are available to be onsite quickly when requested and attend health/benefit/open enrollment fairs. Your account manager, Alicia Barrera, has lived in the Rio Grande Valley region and South Texas for many years and is accustomed to working with our other clients in the area. Alicia is our most experienced Account Manager, is acutely aware of the challenges and unique needs of clients in the Valley, and is bilingual (English/Spanish). She returns phone calls and emails early in the morning and late at night and is always available to be reached after normal business hours by calling the Helpline or their personal line, if shared. During implementation, we will discuss program expectations, goals, and develop communication protocols with the County, establishing a routine for initial and ongoing communication that works for both parties.

Additionally, we have a team of executive personnel, account managers, and administrative staff that would fully support this account in addition to your assigned Project Manager. All client information is maintained in a central contact management system; therefore, every staff member has access to your program design, processes, and procedures so they can step in to assist when needed. They serve as back-up in the event that your Project Manager is on leave. Someone is always here to assist!

Tab 4: Response to Scope of Work & Services

Response to Questionnaire

Employee Assistance Program provider agrees to provide to Hidalgo County's employees, their dependents and anyone residing in their household (collectively, "Clients") all of the services described in EAP's proposal to Hidalgo County, including, but not limited to, the services described below.

Confirmed. Deer Oaks agrees to provide to Hidalgo County's employees, their dependents, and anyone residing in their household (collectively, "Clients") all of the services described in this proposal to Hidalgo County, including, but not limited to, the services described below.

(1) Intake (Telephonic Triage): This service will be immediately available during regular business hours and in emergency situations via the 24-hour, 7 day a week emergency on-call system. Basic demographic information will be gathered. Client needs will be assessed. Those in crisis will be connected to a clinician.

Confirmed.

Deer Oaks offers members a variety of 24/7 access points to the EAP including the following:

- **Toll-free Helpline answered live 24 hours a day by Master's level clinicians.** Employees will never reach an automated messaging system, phone tree, or general customer service representative. They will speak directly with a live master's level EAP clinician each and every time they call for assistance, no matter the day or time.

  Because we do not have a prescribed process flow, our intake counselors are trained to listen closely to each member and to hear what is truly going on and what is being implied. They seek to guide each employee to a solution that addresses his or her individual concerns, which may require a multi-pronged approach of integrated EAP, work-life, and community resources—*all of which are addressed during the initial phone call.*

- **iConnectYou Smartphone Application** through which members may engage with their benefit via phone, video, instant messaging or SMS text. The app not only allows users to initiate contact with the program, but can also be used to deliver structured telephone or video counseling. Informational resources are also available. iConnectYou is available as a free download via Google Play and App Store. We will provide employees with a code specific to the County to access the app's full features.

- **Real Messaging Service (RMS) Instant Messaging** through which members may chat live with a Work-life Consultant regarding child care, elder care and other daily living work-life issues. The tool features simultaneous translation in over 100 languages.

Offering employees multiple ways to access services allows them the opportunity to choose the avenue that is most comfortable for them, thus increasing the likelihood that they will utilize the service. This is especially important in today's multi-generational workforce. A "Baby Boomer" employee may prefer to

pick up the phone to access services, where a "Millennial" would be attracted to the idea of instant messaging, texting, or video chatting with a counselor.

The assessment process, which determines the need for counseling, begins at the case intake where demographic information is gathered and through a series of routine questions, the intake representative screens for risk, identifies the presenting problem(s), and triages participants to the most appropriate resource(s) to meet their needs and preferences.

If the issue is determined to be clinical in nature, the member receives a thorough, telephonic clinical assessment with one of our counselors during the initial call that includes:

- Expert identification of the presenting problem or need
- Investigation into support systems
- Coping strategies
- Additional background information
- Mandatory risk assessment including substance misuse/abuse (alcohol/drug assessment is used when indicated), suicidal intent (following guidelines for suicide risk), self-harm (e.g., cutting, risky sexual behavior, etc.), domestic violence, and workplace violence when indicated.

Aside from the severity of the presenting problem, risk in relation to self and others is a key factor in determining the need and urgency of an appointment. If through the clinical assessment the counselor determines that a referral to a network provider for in-person short-term EAP counseling is necessary, the assigned case manager in coordination with our Network Advantage Team:

- identifies and contacts local counselors based on the member's location, presenting problem, needs, availability, and counselor-client matching; and
- provides the identified counselor's information to the member to schedule an appointment at a time that is convenient for him/her.

Multi-lingual Services

To assist non-English speaking persons, we utilize our Language Line services, which offers immediate access to an interpreter in over 200 languages. All intake staff undergo a training on Language Line. Additionally, staff have job aids to guide them on how to use the service, keep callers on the line, identify the caller's language, etc. With these provisions, staff are well-equipped to handle calls in any language with efficiency and ease.

This process applies to the initial intake, during which the caller's demographics are collected, needs are identified, and a risk check is performed. For in-person counseling referrals, individuals are matched with an affiliate who is an appropriate match to their clinical needs, as well as primary language. The successful match occurs in 98% of the members served. In the 2% of cases where there is not an available provider to speak the preferred language, we provide bridge counseling via the translation service, while we are identifying an affiliate with the appropriate clinical credentials and language fluency.

Further, our website includes both English and Spanish sites and promotional materials including wallet cards, fact sheets, and brochures are available in Spanish upon request.

Services for Member with Hearing Impairments

For individuals with hearing difficulties, we provide a TTY line which is answered 24/7 by our master's level clinicians. In addition to this line, we offer online chat and text message access to the service through a RMS Instant Messaging System for work-life issues and iConnectYou smartphone application for intake, clinical assessment, and structured counseling.

Based on our experience, text interaction is the preferred mode of access for those who are deaf and hard of hearing. Our RMS Instant Messaging application on the web is utilized more heavily than the TTY access. Our smartphone application, iConnectYou, also offers additional text and online chat access points, which hearing impaired users may find useful.

a. What is the professional level of the Intake Triage staff?

Helpline intake triage staff are Master's-level clinicians. All of our counselors have a minimum of a master's degree in social work, counseling, or a related area of study and at least two years' experience providing direct counseling or mental health services. Clinicians providing telephonic or online counseling are licensed mental health professionals.

Our clinical staff has solid experience in intake and crisis management, clinical assessments, chemical dependency, trauma response, and other relevant interventions. Counselors are required to complete our induction training including assessment skills training, risk assessment and crisis response, and outcome management; participate in ongoing training; and are supervised by a clinical management team.

b. What is the professional level of the "clinician" contacted?

Intake and clinical assessments are conducted by the same team of master's level clinicians as described above. They conduct intake and clinical assessments and provide in-the-moment telephonic support and crisis intervention 24/7 via the helpline and our iConnectYou Smartphone App.

c. In case of a critical emergency how quickly can a client member be contacted after Intake Triage has determined the call to be in crisis?

Immediate clinical assistance is available 24/7/365. Calls received after-hours and on weekends receive the same level of service as those received during regular business hours. Master's level counselors and a clinical supervisor are always available to handle emergency (and other) cases.

Our counselors have a responsibility in the course of assessment, to judge which cases have a probability of suicide risk. Of those, the counselor will specifically assess whether the danger appears to be imminent, or if the employee is at high risk of suicide in the short-term.

Where there is imminent, clear, and present danger judged to exist, the counselor will implement a plan to protect the employee's safety above all else. Under these circumstances, professional standards and the law allow for a breach of confidentiality (as appropriate), as part of an organized safety plan.

If the employee is alone and in imminent danger, we reassure him that help is available and support his decision to call for help. The counselor keeps the employee on the phone and alerts another counselor that emergency support is needed. The supporting counselor will contact the local police department and request access to the local emergency service dispatch. The supporting counselor will report the emergency and will provide the individual's location, the present threat, his mental status/stability,

medical state, and any other relevant details. The counselor will remain on the phone with the employee until emergency services arrive.

The counselor will attempt to speak with the responding police or emergency personnel to apprise them of the situation and obtain information as to where the employee will be taken. Emergency services have decision-making power once they arrive. The counselor's only input is in providing information. When working with emergency services, EAP counselors do not attempt to engage in a discussion of the clinical issues involved in the case, but rather report the facts of the case in a concrete and deferential manner.

The counselor will remain available to the hospital or physician in order to discuss case and assessment information as needed to assist with the employee's admission.

d. Do you have on staff crisis management clinicians?

Yes, all of our clinical staff are trained in risk assessment and crisis response procedures.

(2) Initial Diagnostic Assessment: Following the intake, a Face-to-Face or Telephonic consultation appointment is offered. During the assessment the clinician will gather information regarding the presenting problem in order to create a diagnosis and develop a treatment plan for short- term counseling. This session does not count as one of the EAP visits included in the plan. Telephonic Assessments in lieu of face-to face assessments should only be conducted at the request of the Client.

Deviation. A telephonic clinical assessment is conducted for every caller presenting with a clinical need so as to not delay the assessment process. The assessment also assists us with selecting the most appropriate provider to address each individual member's issue(s) for each case. This assessment does not count toward the session model. A face-to-face diagnostic assessment is also typically conducted during the first in-person EAP session with a local provider.

The assessment process, which determines the need for counseling, begins at the case intake where demographic information is gathered and through a series of routine questions, the intake representative screens for risk, identifies the presenting problem(s), and triages participants to the most appropriate resource(s) to meet their needs and preferences.

If the issue is determined to be clinical in nature, the member receives a thorough, telephonic clinical assessment with one of our counselors during the initial call that includes:

- Expert identification of the presenting problem or need
- Investigation into support systems
- Coping strategies
- Additional background information
- Mandatory risk assessment

Aside from the severity of the presenting problem, risk in relation to self and others is a key factor in determining the need and urgency of an appointment. If through the clinical assessment the counselor determines that a referral to a network provider for in-person short-term EAP counseling is necessary, the assigned case manager in coordination with our Network Advantage Team:

- identifies and contacts counselors based on the member's location, presenting problem, needs, availability, and counselor-client matching; and

- provides the identified counselor's information to the member to schedule an appointment at a time that is convenient for him/her.

The following indicates the timelines for confirmed clinical referrals and appointment availability by standard, urgent, and emergent cases. The member is responsible for calling the referred counselor to schedule an appointment at a time that is convenient for him/her; therefore, the actual time to appointment may be shorter or longer depending on when the member schedules the appointment.

- **Intake & Telephonic Clinical Assessment** – Available immediately during the member's initial call into the EAP 24/7

- **Standard** – A counselor is appointed within 2-3 business days from the time of the telephone assessment. The case manager contacts the employee with the appointed counselor's name and contact information. The counselor must have appointment availability within five (5) business days of accepting the case.

- **Urgent** –Appointments for urgent requests are escalated and the case manager contacts the employee with a confirmed referral to an affiliate counselor within six (6) business hours. The provider must have appointment availability within two (2) business days of the initial contact with the EAP. In-the-moment telephonic counseling is provided to those in need of such support.

- **Emergent** – In extreme crisis situations, the case manager follows the escalation procedure as warranted. This may include involvement of emergency services, ER or hospitalization to preserve the employee's safety. If emergency services become involved, we ensure that the appropriate services are being offered by confirming with the emergency responders who arrive on the scene, whenever possible. If not possible, we provide a welfare check to ensure that the crisis has been resolved. If the safety of the caller is confirmed and emergency services are not needed, the counselor provides in-the-moment support. Face-to-face counseling is then provided on the timeframe for urgent requests.

Based on the specific case and the presenting issues, the counselor may recommend other modes of support including our AWARE Mindfulness-Based Stress Reduction Program, virtual group counseling, telephonic life coaching, referrals to local support groups, or even a referral to the member's medical plan or other health and wellness benefits when appropriate.

a. Do you have a network of clinicians?

Yes, Deer Oaks maintains a large network of clinicians in Hidalgo County, throughout the State of Texas, as well as nationwide. Deer Oaks maintains an extensive national network of 58,000+ counselors located in every state and Puerto Rico including the following providers available to provide in-person assessment, counseling, and related services for County members:

- 5,013 providers in the State of Texas
- 85 providers in Hidalgo County

All provider facilities are ADA compliant and most have convenient parking on-premises or parking near-by in urban locations.

Tab 4: Response to Scope of Work & Services

Below is a summary of our affiliate network for the County:

Hidalgo County Network: By Provider Type	
Provider Type	# Providers
Marriage & Family Therapist	1
Master Level Clinician	46
Professional Counselor	31
Social Worker	7
Total	**85**

Hidalgo County Network: By City	
City	# Providers
Alton	1
Donna	1
Edinburg	22
McAllen	40
Mission	9
Pharr	7
San Juan	1
Weslaco	4
Total	**85**

b. What is their level of professional designations?

In order to be accepted into our affiliate network, each provider must meet the following minimum standards:

- Possession of a minimum of a master's degree in a mental health discipline
- Five years minimum post master's experience in the direct provision of clinical care
- Current and unrestricted license as a mental health practitioner at the independent practice level
- Maintenance of professional liability insurance at the level of $1 million per occurrence and $3 million aggregate
- Attestation/disclosure to the existence of prior sanctions or limitations to license, malpractice claims history, the existence of felony convictions, and the ability to perform the essential functions of an EAP counselor

As a certified Credentials Verification Organization (CVO) through the National Committee for Quality Assurance (NCQA), our credentialing department performs primary source verification in accordance with NCQA standards each time a provider is credentialed or re-credentialed (every three years). As such, each provider's accreditations, insurance, supervision, and continuing professional development credits are primary source verified by our network management team.

Tab 4: Response to Scope of Work & Services

c. Are clients directed to a specific clinician?

Yes. We understand how important it is for members to feel comfortable with their counselors and build trust, resulting in meaningful exchanges of information. This starts with creating a successful client-counselor match from the onset of the referral.

Following the initial intake and telephonic clinical assessment, our case managers seek to successfully match members with counselors that meet their specific clinical needs and personal preferences within a reasonable distance of his/her home or work. This client-counselor matching is an important step to ensuring that your employees receive assistance from counselors that are appropriate to their needs.

Our affiliate provider network is diverse and includes counselors that range in age, gender, ethnicity, race, expertise, treatment specialty areas and language capabilities. Therefore, our case management team is able to search our provider database for counselors that best match each individual's preferences based on such factors as location; appointment availability i.e. evening, weekend, daytime; specialty with the presenting problem; education/certification level; gender, etc.

For example, if a member requires an evening appointment within 25 miles of his/her home with a Spanish-speaking counselor, our team will contact providers within our system and determine which provider best meets the member's needs prior to sending the referral.

d. May client select a clinician provider from a list of providers?

Instead of providing a list of providers to the member who then has to make time to call each provider on the list who may or may not have the appropriate availability or meet the member's needs, the Deer Oaks team does the heavy lifting prior to sending out the referral to the member.

Our team searches our extensive provider database for counselors that best match each individual's preferences based on such factors as location; appointment availability i.e. evening, weekend, daytime; specialty with the presenting problem; education/certification level; gender; language preference, etc. The case manager then contacts the identified providers to determine which one provider is the best match for the member and provides the provider's information to the member for appointment scheduling. This process ensures that the member is provided with a referral to a local provider that has appropriate availability and is the best match for his/her needs/preferences.

e. Does the list of providers contain information about the clinician that will provide professional designations, appointment availably, and specialty?

Yes, the referral provided by our team to the member will include information about the selected provider including his/her professional designations, contact information, and specialty. The member is responsible for calling the referred counselor to schedule an appointment at a time that is convenient for him/her.

(3) Short-Term Therapeutic Counseling: Provide a quote for a 3 visit and a 6 visit EAP counseling benefit per Client, per issue, per calendar year (not including the initial appointment). The EAP provider will be fully responsible for the clinical care provided to Clients. The specific number of sessions and treatment plans will be determined by the EAP's clinician and will be based on clinical presentation, need, and suitability for a short-term counseling model of treatment. Telephonic counseling should be made

available in lieu of face-to-face counseling only at the request of the Client. If a Client possesses clinical symptomatology that requires longer-term and/or a different psychotherapeutic approach to treatment, the EAP will work with the Hidalgo County's medical benefit plan to either make a referral to another provider and/or provide these services under the umbrella of the employee's medical benefit.

Confirmed.

Deer Oaks has included within its proposal a quote for a 3 visit and a 6 visit EAP counseling benefit per member, per separate issue, per calendar year. Deer Oaks shall be fully responsible for the clinical care provided to clients. The specific number of sessions and treatment plans will be determined by the Deer Oaks clinician and will be based on clinical presentation, need, and suitability for a short-term counseling model of treatment. Telephonic counseling shall be made available in lieu of face-to-face counseling only at the request of the client. If a client possesses clinical symptomatology that requires longer-term and/or different psychotherapeutic approach to treatment, Deer Oaks will work with Hidalgo County's medical benefit plan to either make a referral to another provider and/or provide these services under the umbrella of the employee's medical benefit. We utilize internal provider databases and our research teams to locate appropriate referrals for each member.

a. Do you have a report that demonstrates the number of times a clinician extends the number of treatment sessions to the County's medical plan?

Across our book of business, *95% of clinical cases* are resolved within the EAP without the need for further referral into the employer's health plan. Of the remaining 5%, 3% of cases are referred to resources outside of the EAP and 2% are referred to work-life services. Deer Oaks' high case resolution within the EAP assists our clients with reducing the number of health care claims made through their health plan for issues like stress and depression, leading to overall cost savings.

b. Do you provide a report showing the success of treatment plans?

Our Evolutionary Case Outcomes Management System (ECOMS) measures the effectiveness of our clinical services throughout a participant's experience. The system uses client-reported scores produced from an Outcome Rating Scale (ORS) questionnaire to evaluate a client's clinical progress, regress, or stagnation in therapy. This rating scale gauges specific factors widely accepted as valid indicators of progress in therapy. Review of the resulting data allows for a client-directed, outcome-informed approach to case management, an approach unique to the EAP industry. This process allows our case manager and counselor to intervene where necessary to direct both the type of therapy being utilized and also the relationship between the employee and the clinician, ensuring that the best possible outcome is achieved. ECOMS information is available in real time and supports the case manager, counselor, and employee by evaluating the progress and effectiveness of counseling at key points in the program—not simply at the end of the case.

Scoring and Interpreting the ORS

The ORS questionnaire is designed to evaluate the following four areas of the client's life as perceived over the past week:

- Individual well-being
- Interpersonal relationships
- Social role performance (including work performance for employees)

Tab 4: Response to Scope of Work & Services

- Overall client functioning (taking previous scores into account)

Once the client completes the ORS the therapist will total the scores indicated by the client on each item (scored from 1 to 10). Resulting scores may range from zero to 40. The majority of total scores cluster around the mid-point of the scale, near a rating of five. Scores below 25 generally indicate a client is suitable for face-to-face or telephone counseling, while high scores above 25 typically indicate the client may not benefit from face-to-face counseling services. While clients are unlikely to score at either extreme of the scale, if the total score represents an extreme measurement, the counselor will check with the client to ensure they understood the scale correctly.

Our most current results, individuals using our emotional support services reported, on average, an improvement of 56% in their overall wellbeing.

Additional improvements reported include:

- Personal wellbeing + 48%
- Interpersonal relationships + 11%
- Social role performance + 31%

Note: Percentages detailed above are statistically significant gains measured from intake to the end of counselling.

(4) Range of Counseling Types: Counseling may include individual, family, marital, and/or group interventions for issues suitable for a short-term counseling approach. Common presenting problems include, but not limited to stress, family problems, marital problems, sadness/grief, worrying, parent/child problems, work-related difficulties, interpersonal problems with co-workers and supervisors, anger management problems, drug or alcohol use, workplace violence, single parenting problems, legal and financial difficulties, coping with medical problems, and crisis counseling.

Confirmed.

Employees along with their dependents and household members will be eligible to receive *three (3) or six (6) sessions per separate issue* for assessment and short-term counseling per 12 month period. Counseling may be provided in-person, telephonically, or video based on the member's preferences and clinical suitability.

Individuals may access the EAP for support with a variety of personal and work-related issues, including but not limited to:

- Emotional & psychological issues
- Stress/tension/grief
- Depression, anxiety
- Anger management
- Marital & family relationships
- Interpersonal relationships
- Family & parenting issues
- Child & adolescent problems
- Bullying/discrimination/harassment
- Childcare/eldercare issues
- Domestic violence
- Physical & emotional abuse
- Substance abuse & dependency
- Occupational issues/job stress
- Job performance & attendance issues
- Interpersonal problems with coworkers
- Adjustment to disability counseling
- Crisis management, workplace violence

Tab 4: Response to Scope of Work & Services

The EAP does not cover issues that require physician/psychiatric evaluation, psychological testing, chronic mental health illness, long-term psychotherapy treatment, or inpatient or residential treatment services. In these cases, we will provide the individual with an appropriate referral to either his/her health plan or to other community resources.

Alternate Modes of Support

Deer Oaks is unique in that it offers several additional support alternatives In addition to traditional short-term counseling. Our counselors may recommend one or more of the following support programs for members based on the initial assessment and presenting issues.

Aware – Mindfulness-Based Stress Reduction (MBSR)

Our unique research-based MBSR program, Aware, is an alternate modality of support for participants experiencing life stress, pain, and challenges with focus and concentration, as well as individuals who want to increase their awareness of and commitment to intentional living.

With a personalized approach to applying mindful practices to life, Aware teaches participants how to be engaged, diminish distractions, and counteract stress. The program cultivates focused and resilient employees, who are more engaged and productive in the workplace. Through six (6) weekly sessions, MBSR-trained health and wellness professionals provide one-on-one support and supply electronic resources for self-guided individual practice. Assessments conducted at the start of the program and upon completion provide measurable outcomes to demonstrate personal progress.

Virtual Group Counseling

We also offer virtual telephonic group counseling. Participants may be referred to a group based on a clinical assessment; those referred will present with similar issues (e.g., bereavement, work-life balance, anxiety) and without risk. Group sessions are 90 minutes in duration and take place once per week throughout the eight-week program. A clinician leads each group to ensure a sound contract is agreed upon during the first session, to maintain time boundaries, to provide structure and containment, and to keep the discussion solution-focused.

In My Hands – Computerized Cognitive Behavioral Therapy (cCBT)

Our online cCBT service, known as In My Hands, is available as a complement to the traditional telephone and face-to-face counseling services. In My Hands has several features that set it apart from other online counseling programs available today, including involvement by our clinical staff throughout the process and integration with our Evolution Case Outcomes Management System (ECOMS). Several modules are available, including Introduction to CBT; Self-Esteem and Thinking Styles; Low Mood and Depression; Stress and Anxiety; and Coping and Resilience.

The self-paced program encourages participants to interact with the application on a weekly basis, and to monitor their own perception of how they are functioning in terms of personal well-being, close family relationships, work, and social roles. Seven online CBT sessions are delivered over the course of seven weeks, with scheduled e-mail and/or telephone support from qualified counselors and additional support as needed.

Our cCBT application makes extensive use of video and other multimedia elements to increase the didactic engagement of the counseling program. The design is intuitive and the underlying system utilizes industry-standard techniques to maximize access and ease of use. In My Hands is currently available in English only.

Tab 4: Response to Scope of Work & Services

Telephonic Life Coaching

Certified telephonic coaches partner with participants in a thought-provoking, creative process for navigating life transitions and maximizing personal and professional potential. Areas covered include career development, performance improvement, mentoring, work-life balance skills, managing change/transitions, managing stress, and time management skills.

Life coaching is offered in a six (6) session model that generally lasts three to four months. In the initial 45 minute session, the participant works with the coach to establish a vision, determine goals, and create an action plan. Subsequent 20-minute follow-up coaching sessions ensure the participant is on track to achieve the desired goals. Calls are scheduled at a time that is convenient for the participant and coaches also provide supportive email communication for sharing of resources and progress check-ins.

a. Do you have sufficient clinical provider network staff to address these issues?

Yes, Deer Oaks has 85 clinical providers within Hidalgo County as well as over 5,000 providers throughout the State of Texas and 58,000+ providers nationwide available to address these issues for members living within and outside of Hidalgo County.

As stated previously, our affiliate provider network is diverse and includes counselors that range in age, gender, ethnicity, race, expertise, treatment specialty areas and language capabilities. Therefore, our case management team is able to search our provider database for counselors that best match each individual's preferences based on such factors as location; appointment availability i.e. evening, weekend, daytime; specialty with the presenting problem; education/certification level; gender, etc.

For example, if a member requires an evening appointment within 25 miles of his/her home with a Spanish-speaking counselor, our team will contact providers within our system and determine which provider best meets the member's needs prior to sending the referral.

b. Do you refer specific issues to third party clinicians?

Yes, we refer specific issues that are more suited to long-term treatment to the client's behavioral health plan.

Long-Term Treatment Criteria

For a participant whose presenting problem cannot be reasonably addressed in a time-limited format, or who has multiple concerns and no clear focus, the counselor will discuss this with the participant and determine appropriate resources that the participant may access outside the EAP. The counselor may, in this case, provide some telephone support to aid in the participant's transition to those long-term resources.

Below are our clinical guidelines for making the determination:

- Indicators for long-term psychotherapy
  - Symptoms are chronic (slow to develop and of long duration)
  - Presenting problems have been in existence for a long time
  - Participant's functioning is severely compromised
  - Previous attempts at short-term counseling have been unsuccessful
  - Abrupt ending of sessions could be detrimental to the participant emotionally

Tab 4: Response to Scope of Work & Services

- Possible issues for focus of long-term psychotherapy
  - Evidence of psychosis
  - Severe depression (untreated previously)
  - Personality disorders (e.g., schizoid, borderline)
  - Sexual problems/dysfunction of some duration
  - Childhood abuse as a presenting issue
  - Chemical dependency as a presenting issue and in need of treatment
  - Eating disorders as a presenting issue and where medical evaluation is needed
  - Complex phobias
  - Impulse controls (e.g., kleptomania, gambling)

c. Do you refer to low cost or free Community Services?

Yes, Deer Oaks can also make referrals to low cost or free community services. Our approach to integrating local resources into the programs that we offer is one of the many advantages of our integrated EAP and work-life program. Using our extensive network of counseling providers and our experienced work-life team, we are able to ensure that your employees have access to programs and services that are relevant to them.

Our counselors themselves are valuable local resources. In cases where short-term EAP counseling is not appropriate for a client's situation, we will coordinate a referral for long-term treatment, which may include community resources. In order to locate these resources, we liaise with our local counselors who are often able to suggest treatment options. To ensure community resources are appropriate for participants, our staff individually researches each referral prior to suggesting the referral resource to a participant. In addition to tapping into the wealth of local assistance available through our EAP provider partnerships, our case managers search for resources on the Internet, obtaining community resource information. Once a community resource is located, the case manager calls the agency/program directly to assess its appropriateness. The case manager interviews the agency regarding services, the fee scale, and waiting lists.

Our work-life team also serves as a link to local resources—either through the provision of referrals directly to clients or in assisting with research to locate community resources for an EAP case manager. Every search is customized for the end-user and we confirm availability of every resource before offering it as a referral.

Work-Life Community Resources

We pride ourselves on having one of the most robust databases in the industry. The size of our database represents the number of unduplicated providers. Every state is represented in the database, as well as Puerto Rico.

The providers in our database do not constitute an exclusive or proprietary network. Rather, our database contains listings of providers and/or community organizations and resources drawn from local, state, and federal directories. We follow the local, state, and federal qualifying laws and regulations covering provider types (if applicable) when including or removing providers from our database. In addition, when a work-life consultant is researching providers for a case, he or she confirms all necessary information, as well as checks local and state directories for any complaints on a provider's license and documents information in the database.

Tab 4: Response to Scope of Work & Services

Once a month, we contact regulatory agencies to obtain licensed provider data. Providers are interviewed and records are updated each time a provider is contacted to fulfill a case. The database is updated on a daily basis.

Our database includes:

- **Child Care: 319,090 unique providers**
  Child care providers include licensed day care centers, licensed family day care homes, in-home care (nanny agencies), summer camps, before/after school care, back-up and emergency care, etc.
- **Elder Care: 10,177 unique providers**
  Elder Care providers include skilled nursing facilities, assisted living facilities, home health agencies, community resources, Meals-on-Wheels programs, etc.
- **Education: 113,849 unique providers**
  Education providers include public and private elementary and secondary schools, preparatory colleges, colleges, universities, etc.
- **Community Resources: 16,165 unique providers**
  Community resources include a variety of daily living resources including housing, pet care, financial assistance, health care, travel, adoption agencies, etc.

Our consultants are also highly trained and experienced in local community outreach and providing information on a range of community based organizations. For instance, upon local disasters we gather information from local resources such as the American Red Cross, the United Way, and other local relief efforts so that we are prepared to support employees and address issues that include, but are not limited to, shelters, alternative housing, evacuation routes, safe point locations, food, clothing, and locating missing loved ones and/or family pets.

d. Under what circumstances would you refer to Community Services?

We typically refer to community resources when a participant is either not enrolled in a health plan or cannot afford to pay out of pocket for services. This is where free or sliding-scale resources can come in. Referrals to local community services such as support groups may also be suggested independently of or in conjunction with the member's treatment plan through the EAP.

(5) Case Management Follow-Up: EAP shall attempt to follow-up with all Clients accessing services to ensure their satisfaction. EAP shall conduct comprehensive case management and follow-up for any Employee referred to the EAP on a mandatory basis due work-place violence, sexual harassment, or suspicion of substance abuse or other Hidalgo County group policy violations or concerns.

For cases that identify with risk (suicidal, homicidal, domestic violence, and/or child/elder protection concerns), the case manager will follow-up with the participant one day after the provider referral has been sent. For cases that involve minors, couples, family, and transitional support, the referred provider is required to complete a session review with our clinical team after the first session to ensure appropriateness and plan for ongoing treatment.

For mandatory referrals, follow-up assessment/compliance reports are provided to the employer's point of contact within the limits of the professional confidentiality regulations with the employee's signed

consent. Deer Oaks has included unlimited mandatory referrals within its proposed solution for the County at no additional cost.

a. How do you report mandatory EAP visits with an Employee that does not attend required clinical sessions?

Neither the employer, nor Deer Oaks, can force an individual to seek assistance through the EAP. However, Deer Oaks will report whether or not an employee has attended their required clinical sessions to the County once we have received the employee's signed consent to share such information.

b. Briefly describe your experience in dealing with work related mandated EAP treatments.

Gaining the trust of managers and supervisors from the outset of the program is very important. We work hard to ensure that managers feel confident in recommending the EAP to employees who might otherwise not use the service. During implementation, your Program Manager will meet with administrators, supervisors, and managers to discuss the program and how we can best support them as managers and integrate within current processes and procedures. We will discuss the use of mandatory referrals in the workplace and how to recognize when an employee may need help with stress, substance abuse, workplace performance, etc.

Further, direct one-on-one support for managers is available through our telephonic ManagerAssist program; our counselors have received special training to enable them to counsel managers on the unique challenges they face in their roles. ManagerAssist is a key component of our counseling service that differentiates it from other non-workplace-based counseling services. Support to management is as important as personal counseling in achieving the goal of increasing employee productivity. Managers' need for such support is high. This service allows the manager to balance the imperative for improved performance with the offer of assistance with any personal problems. This service also allows the manager to step out of the role of counselor or diagnostician and focus on performance.

Supporting managers can be a complex process that requires ease in assuming the role of counselor, consultant, or manager and in shifting from one role to another as needed. Throughout the process, we maintain sensitivity to the manager and employee as dual-clients. In the face of conflicting interests, we use our skills to find constructive and appropriate ways to achieve the optimal solution.

Mandatory/Management-Directed Referrals

Formal referrals of employees to the EAP are welcome, and can be arranged quickly and easily. These referrals help an organization and/or manager to demonstrate duty of care towards an employee. Manager referrals can also be an integral part of an internal management process, such as a disciplinary or health-related protocol, and they can have the greatest impact on maximizing attendance.

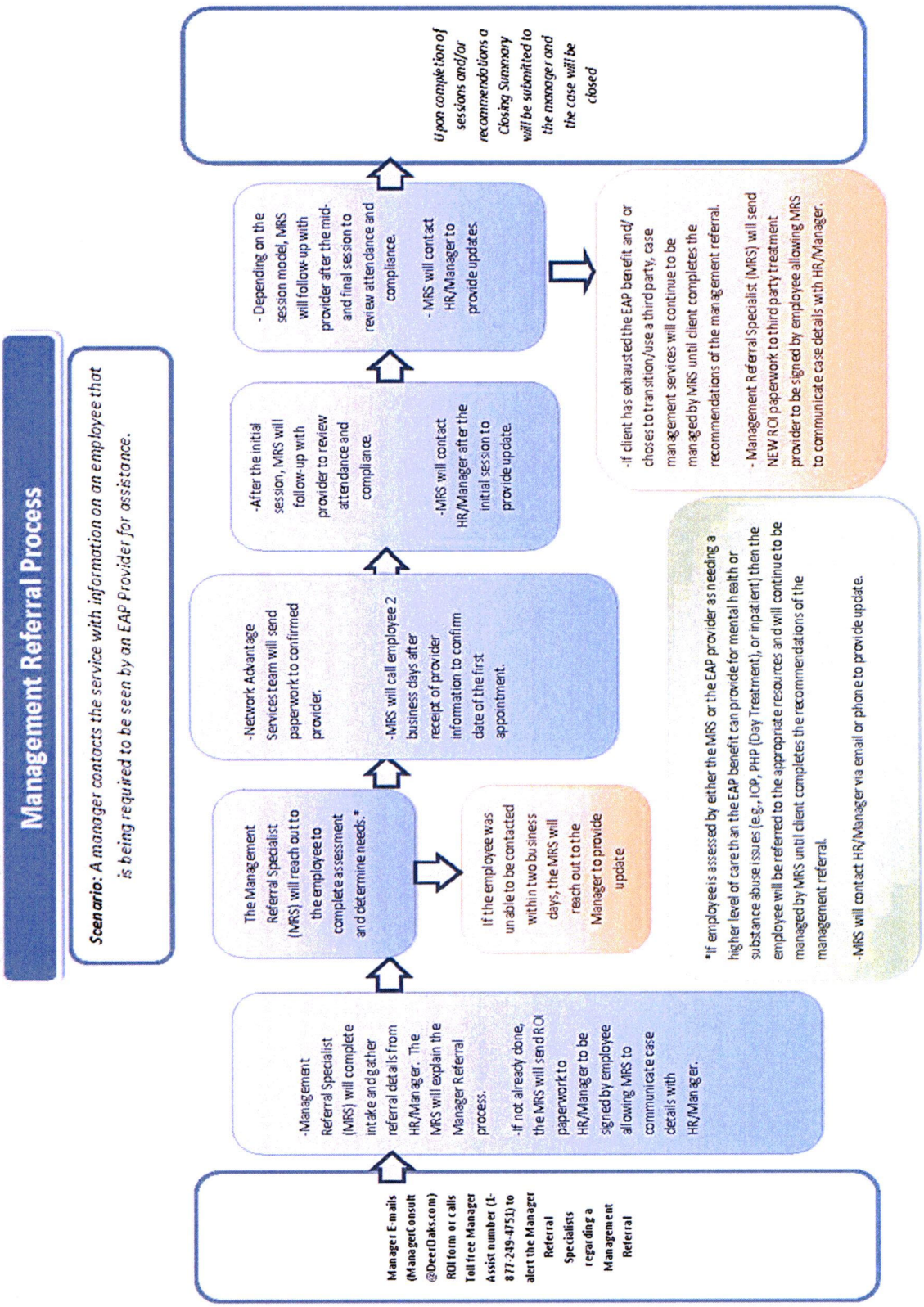
If a manager recognizes that an employee is experiencing stress and/or having attendance issues, he or she can refer the employee to the EAP to help resolve the issue. We offer unlimited telephonic consultation to supervisors attempting to manage employees with job performance problems. Our counselors can assist supervisors in processing the behavior/issues and determine the appropriate action i.e. coaching sessions, supervisor-suggested referrals, mandatory referrals, fitness-for-duty referrals, mediation, etc.

If the counselor and supervisor agree that a mandatory referral is appropriate, the counselor explains the referral process, coaches the supervisor on how to engage with the employee regarding the referral and ensures that the supervisor has all of the applicable forms. Neither the employer, nor Deer Oaks, can force

an individual to seek assistance through the EAP, but provided that Deer Oaks has the signed consent of the employee, we will contact him or her as soon as the referral form has been received via confidential fax. Reporting on the support provided is also available with the signed consent of the employee in question. Such referrals can originate from human resources, line management, or supervisors—the protocol is always decided upon by the client organization.

A mandatory referral flow chart is provided on the following page:

Tab 4: Response to Scope of Work & Services



DOT Substance Abuse Professional (SAP) Referrals

DOT SAP evaluations are specialized evaluations conducted for employees that fall under DOT regulations and who violate DOT drug and alcohol regulations. All SAPs meet the qualifications outlined by DOT Order 3910.1D, Title 49 CFR Part 40. Deer Oaks follows the standards for SAP services as stipulated by the Department of Transportation- 49 CFR Part 40 and makes recommendations concerning education, treatment, follow-up testing, and aftercare. In these cases, Deer Oaks coordinates a referral to a DOT Substance Abuse Professional (SAP), who conducts an initial assessment of the referred employee; determines the appropriate recommendations (i.e. inpatient or outpatient treatment, support/self-help meeting, etc.); explains the treatment options; monitors the employee's compliance with the treatment; provides a follow-up testing schedule; provides compliance reports and a case closure letter.

Deer Oaks considers DOT SAP Evaluations distinct from other types of mandatory referrals. Therefore, these evaluations are provided on a fee-for-service basis. Non-DOT substance abuse referrals are handled through our standard mandatory referral process.

Conflict Resolution/Mediation Services

Deer Oaks is experienced at providing conflict resolution/mediation services in the workplace for our client employers. We can provide work-related mediation services to assist with resolving workplace conflict and interpersonal issues and offer three levels of service.

- Conflict Resolution: two-party counseling via a formal mandatory referral- *included in proposed rates*
- A 30-minute in-person mediation session with an attorney qualified as a mediator- *included within our Legal Assist Program*
- Full-service in-person mediation service with a qualified mediator; the mediator meets with each party separately and then jointly, establishes an action plan and follows up- *fee-for-service*

As part of this process, we provide input and advice to your HR department as to whether mediation would be appropriate for each potential case through our telephonic management consultation service. Managers, supervisors and HR may call our dedicated Helpline for a management consultation and to request workplace conflict resolution and mediation services.

(6) Referrals: For cases requiring medical or longer term/more intensive behavioral health intervention, referrals should be made by the EAP to the Hidalgo County's Medical Plan when indicated, or to another qualified professional that is within the financial means of the Client if the Client is not covered by the Hidalgo County's major medical plan.

Confirmed.

Referrals Outside of the EAP to the Health Plan or Community Resources

Although 95% of cases are resolved within the EAP across our book of business, there are cases that require assistance beyond the EAP in order to best meet the individual's needs. Therefore, a seamless transition from the EAP to the individual's health plan is vital to the success of our program.

If the initial assessment establishes that long-term specialist counseling is required, or if this is identified at an early stage of the counseling process, then we can make an external referral to the employee's health plan or to community resources to ensure that the employee is placed on the path he or she needs to get more intensive support. The types of referrals provided vary based on the service delivery systems,

government programs, laws governing information and advice, and private resources. We utilize internal provider databases and our research teams to locate appropriate referrals for each member. Long-term specialist counseling is not included in the cost of the EAP.

BenefitCONNECT

BenefitCONNECT is our solution to ensure that employees who make use of the EAP are also made aware of and directed to other appropriate benefits offered to them by their employer. This information is incorporated into our case management system and can also be made available through the 'My Benefits' center on the website. As part of the service, we reach out to each benefit provider to introduce our program and agree to protocols for transferring and connecting employees to the other services your benefit providers offer including the County's wellness incentive programs.

Specifically BenefitCONNECT provides the following:

- Proactive integration outreach and creation of cross-referral processes and protocols with all appropriate employer benefit providers
- Detailed training for counselors and information specialists on these processes and protocols
- Integrated reporting on both the quantity and type of cross-referrals
- Integrated quality management

a. Do you have access low cost and free community services for extended services that are not covered by the County's health plan?

Yes, Deer Oaks maintains a database of low cost and free community services to whom we may refer members for extended services that are not covered by the County's health plan. Our work-life/community resource database contains listings of providers and/or community organizations and resources drawn from local, state, and federal directories.

(7) Work/Life Services: EAP will assist Clients with balancing personal and work life concerns, coping with maternity and return to work, time management, childcare/eldercare services, and other work/life issues such as assistance with adoptions, relocations, college planning, and adjusting to retirement.

Confirmed.

Deer Oaks' work-life services include legal and financial services, as well as child/elder/adult care and daily living consultation with confirmed match referrals. Our Work-life consultation, resource, and referral service provides practical assistance to users around a wide variety of dependent care issues.

As part of this service:

- All provided referrals are qualified and matched to the specific needs and requirements of the user—100% of the time. For example, is the agency within a reasonable distance of the member's work or home? Does the agency have availability meeting the member's requirements? Does the agency's fees meet the member's budget? Does the agency accept the specified form of payment?
- Each agency is contacted to ensure availability and to determine if it is an appropriate match for the employee's needs. The consultant then selects three (3) to five (5) providers with confirmed vacancies and provides them to the caller in the agreed upon method.

Tab 4: Response to Scope of Work & Services

- Referral packets are provided to members within three (3) business days for standard cases and within six (6) business hours for urgent cases.

Our daily living and dependent care services serve as an excellent complement to our EAP services. In many cases, we find that clients calling for counseling can also benefit from some practical resources to assist them in addressing their personal or professional challenges—and vice versa.

For example, clients calling for grief counseling are often provided with customized referrals to bereavement support groups. Members facing domestic violence can receive counseling as well as referrals to local shelters. A caller who contacts us due to the stress of raising teenagers can be referred to counseling along with parenting classes. By having our Work-life and EAP teams under the same roof, trained under the same philosophy, and experienced in collaborating to support clients' full range of needs, our program offers the County the most comprehensive assistance.

Below are sample topics for which our Daily Living and Dependent Care Teams can provide support.

- Adoption
- Childcare
- Back-up child care
- Special needs care
- Summer programs and camps
- Parenting skills
- Parenting classes
- Playgroups
- Education K-12 programs
- Higher education support and programs
- Caregiver support services
- Respite care
- Apartment locators
- Chore services/house cleaners
- Home repair (handymen, plumbers, electricians, contractors, etc.)
- Entertainment services
- Pet obedience training
- Transportation and travel services
- Volunteer opportunities
- Tutors
- Fitness and wellness centers/programs
- Moving/relocation services
- Pet sitters/kennels
- Event planning
- Veterinarians

Individuals who are unfamiliar with our approach to work-life sometimes ask why such services are any better than self-initiated internet based searches (e.g., Google or Bing). There are in fact numerous benefits to our program including:

- **Expert consultation, guidance, and support delivered by our knowledgeable staff** – The internet certainly offers a wealth of resources, but it can sometimes be hard to know where to start, and the volume of information can be overwhelming. Furthermore, it's hard to decipher whether the information found is reliable or if a particular service provider simply paid more for prominent ad placement. Our service offers unbiased information delivered by experienced specialists.

- **Customized support and confirmation that the service will meet the employee's specific needs** – For example, a parent seeking child care for her toddler might be able to do a Google search and find out that there is a family child care provider down the street but the internet won't be able to confirm vacancies, fees, hours of operations, whether there are pets in the home, or if the provider is able to accommodate the parent's preference for cloth diapers.

Tab 4: Program Approach & EAP Scope of Work

Through this service, we are able to assist employees with day-to-day issues that make life challenging and can detract from personal and workplace productivity. From locating child care, care for pets, personal care, and travel agents to locating home improvement contractors, education resources, and summer programs, we handle the consultation, research, and referral process from A-Z and provide referrals that are customized to the individual. Essentially, we help handle their to-do-list, leaving them with more time for what matters most and less stress.

Finally, our approach of marketing our work-life services as a stress management strategy has been successful in increasing work-life utilization for many of our clients.

Case Studies

A client contacted the EAP to request information on skilled nursing facilities with immediate availability, as well as in-home care agencies that offer overnight care in Marine City, MI. The client's father had Alzheimer's disease and was no longer able to live alone in his home. Initially it was found that facilities with immediate availability were limited; therefore, the client was contacted with an update on her search, and to provide her with the information on the one facility that had been located so she would not have to wait for completion of the search. By the conclusion of the research, two additional facilities were located within 20 miles of Marine City that had immediate openings. The client was sent the information on all three facilities via fax, as well as information on three in-home care agencies that met her father's needs and the contact information for her local Alzheimer's Association.

A couple reached out to us after experiencing a cancellation of their planned childcare service. They reported being in a great deal of stress because the wife was planning to return to work soon, and they were running out of time to confirm child care for their seven-month-old child. Their own research hadn't yielded much success.

Our consultant was able to calm the couple, explaining that this sort of thing happens more than they would think. The consultant took down the needed details from the couple so that research could begin. The request was to find a family day care home – as they were not comfortable with larger, center-based day care facilities – that had an opening within their budget and was conveniently located between their home and offices.

Upon reconnecting with the couple the next day, our consultant had successfully completed research on their request. Our consultant was able to locate three options for family day care homes that each had an opening for their child, was within budget and was in a suitable location. The consultant suggested that the couple should arrange tours at each home, as tours are free and help consumers decide which home to ultimately move forward with.

The couple expressed gratitude over the speed with which research was completed, the fact that the given care providers did meet the couple's needs, and the suggestion for tours to help make a final decision. The couple stated that they both felt relief from the stress they had been feeling.

Tab 4: Program Approach & EAP Scope of Work

Legal Assist

Through our Legal Assist program, members may consult with a plan attorney – *for free*. We contract with a nationwide network of attorneys to provide consultation to employees or family members regarding their legal concerns. Using our unique case management system, the caller initiates contact with a legal consultant who conducts the intake, confirms appropriateness and availability of the lawyer, and follows up to ensure client satisfaction and resolution.

Callers can obtain consultation for any legal issue, with the exception of those involving disputes or actions between an employee/dependent and their employer or EAP or for business issues.

Legal Assist offers two types of legal services to meet employees' needs. Offering both advice and local referral services ensures that all employees' legal needs are addressed in an appropriate manner.

- **Advice:** The majority of employees requiring legal assistance do not want or need to retain a lawyer. Their concerns can be resolved through a free telephonic advice service. In these situations, the legal consultant will transfer the employee to a qualified attorney for a free 30-minute consultation per separate issue.

- **Local Referral:** For employees who have an immediate need for in-person legal consultation, we refer the employee to a conveniently located lawyer with the appropriate expertise. These local lawyers provide a free half-hour consultation, and, in most instances, agree to discount their hourly fees by 25% if additional assistance is required.

Services include:

- Free 30-minute telephonic advice or in-person consultation with an in-plan attorney
- Consultation consists of analysis of the situation and advice on how to proceed. There is no document review or creation during this free consultation
- If representation is required, members receive a 25% discount off hourly attorney fees
- Covered Issues Include: family law, criminal, bankruptcy, adoption, elder care/ wills/ trusts/estate planning, probate, landlord/tenant issues, debtor/creditor, consumer Issues
- Excluded Issues: Employment as it relates to employees and family members, one's own business, class action lawsuits, taxes
- There is no limit to the number of times you can use the service for different issues
- Coverage available in all 50 states
- Telephonic attorneys cannot self-refer, so you are assured unbiased advice
- Unlimited access to online educational resources, links and tools
- Interactive online will preparation- create a legally binding simple state-specific will at no cost through a step-by-step online "interview process"

Financial Assist

Financial challenges are one of the most prevalent issues facing employees and households today. Therefore, offering a robust financial assistance program through the EAP is important to helping employees to become not only physically and emotionally fit, but also financially fit in order to better contribute to the workplace. With Financial Assist, employees can access a program of comprehensive financial support services—empowering them to concentrate on responsibilities at work, rather than on financial concerns.

Tab 4: Program Approach & EAP Scope of Work

Services include:

- Free unlimited telephonic consultation with an Accredited Financial Counselor qualified to advise on a range of financial issues such as bankruptcy prevention, debt reduction. Purchasing a home, and financial planning
- There is no limit to the length of the consultation or restrictions on repeated use of the service
- Counselors address issues via a toll-free information line, and follow up by mailing supporting educational materials;
- Excluded issues include tax Issues, counseling, advice or comparison of specific financial services or products
- After the appointment, the counselor will email and/or mail a summary of goals and steps along with any additional, applicable, educational materials and a quality survey
- All counselors are knowledgeable in a wide range of financial topics
- Unlimited access to a wealth of educational financial resources, links, tools, and forms (i.e. tax guides, financial calculators, etc.)
- Includes self improvement "Task Builders" for interactive financial improvement
- Articles, worksheets, and handbooks

Financial Assist Case Study

A client contacted the EAP because she was concerned about how she should pay off her student loans. She had been given several repayment options, but she was confused by the financial language and wanted assistance in determining which option would be the smartest choice.

The client was transferred to one of our financial counselors. She received an explanation regarding the different terminology, as well as advice on what payoff options would fit well with her current income and budget. She was very pleased with the direction she received and followed the counselor's advice.

ID Theft Prevention & Recovery

Through our Financial Assist Program, victims of identity theft can receive telephonic consultation that will help them to recover from, and minimize the impact of, a breach of their identity.

- Provides victims consultation with an Accredited Financial Counselor who will discuss the situation with the member and provide consultation and information on steps that should be taken upon discovery of identity theft
- Consultation may include: how identities can be stolen and common warning signs; how to obtain one's credit report(s) to look for indications of identity theft; how to read and understand one's credit report; and steps to take if identity theft is indicated
- Free credit monitoring service available via our work-life website
- Resource links, tip sheets, and brochures on avoiding and identifying identity theft are available along with referrals to full-service credit recovery agencies

Take the High Road Ride Reimbursement Program

Deer Oaks remains concerned about the safety of its EAP participants and others. Therefore, Deer Oaks reimburses EAP participants for their cab, Uber, Lyft, and other ride-sharing fares in the event that they are incapacitated due to impairment by a substance or extreme emotional condition. Such circumstances may include over consumption of alcohol, drowsiness due to medication, or extremely upset/troubled over a situation. This service is available once per year per participant with a maximum reimbursement of $45.00 (excludes tip). The process is simple, and like all other EAP services, confidential. Simply call the Deer Oaks Helpline for information regarding reimbursement.

Tab 4: Program Approach & EAP Scope of Work

a. Do you have sufficient network clinicians to provide these services?

Yes, Deer Oaks has sufficient Work-Life specialists on staff to provide consultation and referral research. Work-life consultants consult with members regarding their work-life needs i.e. child care, elder care, adoption, parenting education, pet care, relocation services, vacation planning, event planning, home repair, etc. All provided referrals are qualified and matched to the specific needs and requirements of the user—100% of the time. For example, is the agency within a reasonable distance of the member's work or home? Does the agency have availability meeting the member's requirements? Does the agency's fees meet the member's budget? Does the agency accept the specified form of payment?

We also have in-house accredited financial counselors to provide unlimited telephonic financial counseling and maintain a national network of attorneys to whom we refer legal cases for telephonic advice and in-person consultation.

b. What is the wait time to have a face to face meeting for these services?

Work-life referral packets are provided to members within three (3) business days for standard cases and within six (6) business hours for urgent cases. Each agency is contacted to ensure availability and to determine if it is an appropriate match for the employee's needs. The consultant then selects three (3) to five (5) providers with confirmed vacancies and provides them to the caller in the agreed upon method. Online Work-life Resource Locators are also available.

Financial consultants are available Monday through Friday from 8:00 a.m. to 9:00 p.m. local time (within the continental US). Any callers requesting financial assist services outside of those hours will receive a follow-up call from a financial consultant the next business day.

If, after speaking with a financial consultant, issue resolution requires additional preparation, planning, or more specialized financial assistance, the financial consultant will offer the employee an appointment with one our qualified financial counselors for a detailed telephonic consultation regarding his or her most pressing financial issues. Appointments with our financial counselors are available Monday through Friday from 8:00 a.m. to 9:00 p.m., and on Saturday from 9:00 a.m. to 5:00 p.m. local time (within the continental US) and typically last about an hour. There is no limit to the length of the consultation or restrictions on repeated use of the service.

Appointments with local in-plan attorneys are typically scheduled within two to three business days, sometimes sooner depending on the attorney's availabliity.

(8) Hidalgo County Group Services: EAP will provide assistance to Hidalgo County as needed. These services include immediate response to any employees coping with a trauma or critical incident in the workplace within 24 hours of the request of Hidalgo County or at a time and place of Hidalgo County's choosing. Unlimited assistance should be included as part of your services. Your contract for services should include unlimited telephonic management consultation and account management services.

Does your contract include these services? Yes__X__ No_____

Tab 4: Program Approach & EAP Scope of Work

Unlimited two-hour on-site critical incident support events are included within our proposed solution for the County. Additional support hours are available as clinically indicated.

Deer Oaks has experience responding to small- and large-scale critical incidents including employee death, violence, workplace accidents, terror attacks, natural disasters, and layoffs/restructuring. In the event of a crisis, we provide efficient and compassionate support based on organizational needs and preferences aligned with clinical suitability.

We offer various responses, including information, practical support, telephonic crisis support, management consultation, on-site group meetings, and face-to-face counseling. Our approach to critical incident response takes the initial approach of providing psychological first aid, and assigning the most appropriate intervention under the circumstances. The ultimate objective of our post-incident service is to assist employers with decreasing the number of psychological casualties among employees and to facilitate a return to regular business functions as quickly as possible.

Effective crisis response is not formulaic—every single incident is unique and therefore requires a unique response. Responding to a workplace redundancy requires a completely different approach from responding to an employee suicide. While we have a standardized process to ensure consistency and quality, our approach is built with flexibility to ensure the most appropriate response for every individual incident.

Therefore, within 30 minutes of the notification of an incident, you can count on an incident manager to engage you in a management consultation. The incident managers are clinical trauma professionals who will support you from the initial consultation, to establishment of the intervention plan, through the event and post event follow-up.

This is a key differentiator of our approach to crisis support. An account manager doesn't just take an order. Instead, a clinician speaks with the client contact and performs an assessment to understand the nature and severity of the event, including who was impacted, how employees are currently reacting, and logistical considerations.

Once the consultation is completed, the incident manager and company representative establish a clinically appropriate intervention plan for the on-site event. This offers the opportunity for the incident manager to:

- Reassure the company representative that we can provide the support needed
- Assess the severity of the incident and determine the workplace impact, including the status of the victims, the number of employees affected, and employees' initial reactions
- Address logistical details such as when the trauma professional(s) should arrive and whether the workplace is the safest/most appropriate place for on-site services

It is important to note that immediate on-site counseling is not always clinically appropriate. Bringing a trauma professional onsite immediately may increase employees' level of anxiety, as they wonder if there is more to what happened than they were aware of. Therefore, we recommend an onsite response of 24-72 hours as best practice.

Tab 4: Program Approach & EAP Scope of Work

For the first 24 hours, employees will learn of the incident and oftentimes remain in shock. It is important for the employer to provide consistent messaging around the incident and about support that will be offered in the coming days. The time between learning of the incident and the psychological first aid session will allow employees the opportunity to move past the initial shock and to process the event, enabling them to be more receptive to assistance.

Trauma counselors who provide onsite support are trained in our model and provide a wide range of support for individuals, groups, and managers on how to best support the organization and employees. The trauma professional is chosen carefully based on geography, the nature of the event, and workplace culture/demographics.

During the onsite two-hour session, the clinician will help employees understand:

- What happened
- Normalize their emotions
- Provide psycho-education around how an individual can help themselves to recover through healthy lifestyle habits, maintaining a normal routine, getting enough sleep, and accessing social support, among other activities.

We also offer an unmatched level of post-incident support. This includes outreach to affected employees and guidance for managers, providing them with information on how to identify and support employees who may need assistance after the onsite response has concluded. We know that, in many cases, the impact of a trauma does not manifest immediately, but may take a few weeks. With our outreach, we ensure that no one falls through the cracks.

Resource Guides

When there is a widespread incident that impacts a number of clients, such as a natural disaster, terrorist attack, or virus outbreak, we develop a resource guide. Each of these handbooks contains educational information and tips on how to manage reactions to the incident. The guide is developed by our expert content team and is sent in electronic format to our clients for distribution to employees.

CISM Experience

Deer Oaks is very experienced in mobilizing CISM resources across citywide, countywide and statewide geographic regions and in small communities and rural areas. Deer Oaks has a tremendous success rate in mobilizing resources in crisis situations due to its exceptional network coverage, solid operational infrastructure, and decades of experience.

Below are some sample cases to which we organized on-site CISD response for client employers in recent years. Many of these cases were complex and affected employee groups at multiple locations in very different ways. Therefore, we customized the interventions to meet the needs of the various employee groups.

Following the Nebraska prison riots in May 2015, Deer Oaks provided the Nebraska Department of Corrections with multiple management consultations following the riot to determine a plan of action on how we could best support the employees involved. Subsequently, we sent two (2) clinicians on-site to provide over 25 hours of on-site support over a two (2) week period. We also sent information to employees reminding them of their EAP benefit and of available access to their families and other household members.

Two CISDs were conducted for the South Carolina Department of Health & Human Services on June 19, 2015 in the wake of the Charleston Church shooting. Two counselors were on-site at two locations for a total of 4.5 hours to accommodate both group and individual support requests. Our counselors provided support through active listening and feedback regarding grief reactions and coping skills.

Deer Oaks received a call after-hours requesting a CISD in response to a seven hour standoff at a client's office that ended with a woman shooting her two children and then herself inside the building. An employee had also been taken hostage at gunpoint and later released. Together, the Deer Oaks Account Management and Clinical Team along with our client points of contact coordinated the CISM response. Our Clinical Manager also consulted with First Responders. Deer Oaks provided a counselor on-site the same day to provide formal critical incident stress debriefing sessions including discussions regarding trauma intervention, grief and acute stress. Deer Oaks provided multiple CISDs and follow-up sessions totaling more than 45 hours of service with an attendance of approximately 380 employees. Deer Oaks offered ongoing support for the employees and their families involved in the event, as well as one-on-one support.

(9) Online Services: EAP will maintain comprehensive online services, available 24/7 to employees and their family members seeking tools, tips, articles, videos, and resources to help them cope with balancing personal and work-related issues. Health and Wellness topics, a Chat Room, Discussion Board, and online Library are available through the website. Trainings regarding Orientation to the EAP benefit are available online as well.

Does your contract include these services? Yes__X__ No_____

Confirmed.

County members will have unlimited access to our members-only information via *Engagement Engine*- an innovative, re-imagined Work-life website. Throughout the website, a range of content types are provided—articles, resource links, calculators, self-assessments, audio and video files, online courses, and online seminars—to appeal to different types of learners and web customers. Members receive an established organization-specific username and password to access the site, ensuring a confidential online experience.

Below is a comprehensive listing of the features of the work-life website:

- Customizable layout and content options including branding and preferred color scheme
- Many options available to include company-specific benefits information
- English and Spanish sites available

- Optimized for both Web and mobile devices
- Site is kept current and up-to-date, with 100 new articles added monthly
- 7 content divisions: Parenting, Aging, Balancing, Thriving, Living, Working, and International
- 61 content modules, 527 content categories
- Searchable databases and resource links for child care providers, elder care and related services, adoption resources, attorneys, certified financial planners, pet sitting, private and public high schools and colleges, and volunteer opportunities
- 40 financial calculators
- Over 90 streaming audio files and 100 video files covering a range of health and emotional health topics
- On-demand, online seminars each month, with archiving of past seminars
- Links to Monthly Employee and Supervisor Newsletters
- More than 6,000 regularly updated articles
- News for You updated monthly, now featuring the option to add customized tabs
- Rotating features on Module pages
- A new Homepage featuring new articles and resources each month
- eLearning Modules: a diverse collection of online training programs offering printable certificates of completion
- Savings Center: a discount shopping program offering employees up to 25% discounts on name-brand goods and services
- Relocation Center: a collection of resources that allows users to learn about communities across the United States, providing vital
- More than 100 ready-to-use legal forms provided by Nolo
- Access to Mayo Clinic medical and health information

Demo Site

Below are the link, login and password for the demonstration website. As a demo site, some features may not be fully enabled.

https://www.advantageengagement.com/1601/login_company.php
Login: deeroaks
Password: deeroaks

(10) Confidentiality: Issues of confidentiality will be handled with the utmost sensitivity and protection for the employee's rights to privacy. The EAP is fully HIPAA compliant. Where appropriate, consent forms will be obtained to provide written authorization to exchange information with any Hidalgo County benefits director or supervisor.

Does your contract include these services? Yes__X__ No_____

Maintaining client confidentiality is a fundamental requirement for all aspects of Deer Oaks' service provision. Deer Oaks preserves client confidentiality at all times in accordance with the Employee Assistance Professionals Association (EAPA) Code of Ethics; Health Insurance Portability and Accountability Act (HIPAA); other relevant professional guidelines; and the law. The professional management of confidentiality insures that personally identifiable and sensitive information is protected

from any unauthorized disclosure. Disclosure is allowable only when there is authorization by client consent, or when required by law.

(11) Utilization Reports: The EAP will provide confidential Utilization Review Reports to the Hidalgo County on a quarterly basis. The reports will include: the number of EAP Clients seeking assistance, the reasons for accessing the EAP, basic demographics for the EAP Clients, the job classification, and the number of calls, in services, and referrals provided. These reports will be provided quarterly and can be individually tailored to meet the needs of the Hidalgo County. Client Satisfaction data should be included.

Does your contract include these services? Yes__X__ No_____

Deer Oaks believes in the importance and utility of reporting to employers on the utilization patterns of the employees and dependents covered through the EAP. Standard utilization reports are provided electronically each quarter and annually and include information requested by the County without infringing on member confidentiality.

However, we do not provide any reports that could compromise employees' privacy. We do not individually report on a division so small (≤100 employees) that there is a risk for disclosing individual employee information; such statistics are incorporated into organizational reports. For divisions with 100 or fewer employees, the only data to be provided is an indication of whether or not there was utilization within each department.

Additionally, through our Focus Administrative Dashboard, designated County personnel will be able to track utilization data and run canned reports on-demand, anytime.

The reports include data covering:

- Caller demographics (age, gender, and status)
- Utilization summarized by division
- Issue categories for EAP and work-life cases
- Identified personal and work-related issues
- General assistance queries (not counted as utilization)
- Web hits
- Method of contact
- Workplace activities (on-site events including training, crisis support, etc.)

Your project manager reviews the detailed reports on an ongoing basis, monitoring utilization trends and the effects of various promotional campaigns. Through dialogue with County representatives and reviewing the utilization reports, your project manager has the opportunity to keep her finger on the pulse of the EAP services being offered, keeping an eye out for trends that may indicate a need for specialized support.

For example, if we notice that a number of employees are contacting the EAP regarding frustrations with colleagues, we might suggest offering training on dealing with workplace conflict. Similarly, if we see that a particular department has unusually low utilization levels, we could look at ways to increase program awareness through targeted promotions.

Tab 4: Program Approach & EAP Scope of Work

She then applies these results to adapting the program as needed for the County, keeping in mind your organizational strategies and goals. *A sample standard utilization report is included as an attachment.*

Client Satisfaction/Quality Assurance Plan

Deer Oaks monitors program participation/satisfaction, the quality of our services, and staff interactions with client employees through our quality assurance plan. We take a proactive approach to ensure that we deliver the highest quality services to our clients and their employees. Below is a summary of our quality assurance monitoring activities.

Case Management & Reporting System

- All client information, calls, instant message session, and face-to-face interaction with an individual are tracked in our proprietary online case management system, allowing us to efficiently and effectively log and monitor cases in real time.

Satisfaction Surveys

- Interactive Voice Response (IVR)– based satisfaction survey offered to users live at the end of their initial phone call with a counselor or work-life consultant and at case completion.
- Online member satisfaction survey available to participants following case closure to measure and evaluate our service delivery. The results of member satisfaction surveys are included on utilization reports when available (based on member completion rate).
- Provide satisfaction surveys following each critical incident support service and training to ensure complete satisfaction with the provided service(s). Summary results may be provided to the County.

Program Participation

- Account manager monitors utilization, trends, and the effects of various promotional campaigns on an on-going basis
- Quarterly utilization reports with formal review of the data with client personnel
- Discuss trends and make suggestions regarding programming, promotion, and policies as appropriate

Internal Audits

Our Quality Department conducts internal audits on a monthly basis, which consist of:

- Silent monitoring of counselor/consultant intake calls and outgoing calls to assess an overall service quality index for each individual;
- All EAP counselors have their case work reviewed formally on a monthly basis. Three cases per counselor per month are monitored for overall quality, accuracy and clinical protocols;
- Team leads audit three to five work-life cases per consultant per month to review compliance with the edits made by the editors prior to sending the case to the end-user;
- Internal and External Secret Shopper Program

Tab 4: Program Approach & EAP Scope of Work

- Our Quality Department uses a set of Quality Key Performance Indicators to measure overall quality performance: audits, complaints, secret shopper scores and participant satisfaction. These are calculated on a monthly and year-to-date basis.

Our quality assurance program ensures that we consistently provide the highest quality of services to our clients and achieve program objectives. We are committed to taking immediate action and corrective steps if deficiencies in service are identified by our clients.

Professional Development & Training Services

Deer Oaks maintains a robust training program that is designed to assist the County in promoting a healthy and motivated work environment where employees are engaged and effective in their roles. The ability to offer employees training opportunities in the workplace has only become increasingly more important in recent years. In fact, statistics state:

- ✓ Over $500 Billion Is Lost Every Year Due to Employee Disengagement (source: Raptmedia)
- ✓ Only 13% of Employees Worldwide Are Engaged (source: Gallup)
- ✓ 87% of Millennials Claim That Professional Development and Career Growth Are Very Important (source: Gallup)
- ✓ 68% of Workers Claim That Training and Development Is the Most Important Company Policy (Source: ClearCompany)
- ✓ Companies that invest in employee training enjoy 24% higher profit margin versus companies who don't (source: Huffington Post)

The EAP can assist the County with providing not only mental health and wellness-related training, but also critical skills training such as soft skills and personal development. Our wellness and personal development topics may also be used by the County to provide important health and wellness education as a means of proactive prevention and may supplement other wellness initiatives in place through the County's employee wellness program.

Further, Deer Oaks understands that county government faces unique challenges in providing professional development opportunities for their staff. Because of the diverse nature of a county workforce who work many different schedules and at dispersed locations in and outside of the office, reaching them with professional development opportunities can be a challenging undertaking.

Deer Oaks meets this challenge by including a customized training approach designed to maximize staff participation as part of our core EAP Services. Our unique blend of onsite, webinar, and on-demand training opportunities expands the reach and effectiveness of our training program and can have a significant impact on the County's ability to provide health, wellness, and professional development training for its staff.

Tab 4: Program Approach & EAP Scope of Work

Webinar and on-demand training is as beneficial and effective as onsite training in today's workplace and offers a number of advantages:

- Employees at various learning sites can train simultaneously.
- Save money on travel arrangements and gas.
- No travel—saving time and money.
- Employees can train from the comfort of their desk or home 24/7 through on-demand seminars and webinar recordings.
- Easily track and record participation for wellness program credits.
- Our Webinar Catalog seminars are fully customizable to meet the County's training needs and may even be tailored for specific employee populations.

This best practice provides the County with the tools necessary to effectively utilize webinars and online seminars as a training and program awareness tool in addition to the traditional onsite training model.

City of Austin
Stress Management Webinar Series

- 706 employees completed the 2016 Stress Management Series
- 96.2% of surveyed participants stated that the series gave them the tips and resources to reduce stress in their lives.
- 95.9% of participants stated that they would recommend the series to a co-worker.
- 99.2% of surveyed participants stated that they enjoyed having the webinar option to view on their own time.

Our customized training approach includes the following components:

- **Training Catalog: 12-hour bank.** More than 100 off-the-shelf seminars available covering a variety of work-life, wellness and EAP topics in the following categories: People Management, Caregiving, Financial, Legal, Wellness, Personal and Professional Development. We utilize a network of local trainers to deliver onsite seminars for our clients.
- **Webinar Catalog: Additional 12-hour bank.** These may be customized for specific audiences such as CPS, fire, and HR and around hot button topics and initiatives such as stress management, change management, and resiliency.
- **Unlimited webinar orientations** for employees and managers
- **On-demand recorded webinars** including pre-recorded webinar orientations, recordings of all live Webinar Catalog sessions presented for the County, and any topics requested by the County from our Webinar Catalog to be recorded for internal distribution or upload on their website. We can create an on-demand archive of webinar training for on-the-go staff training opportunities.
- **12 new on-demand online seminars** per year. These on-demand seminars are pre-recorded and uploaded to the member website on the third Tuesday of every month.
- **70+ on-demand online seminars** available on our member website for personal and workgroup training.
- **17 skill builder e-learning courses.** These e-learning courses provide training for success both on and off the job and include a certificate of completion for download following each session, making them an effective workplace training tool.
- **2019 Supervisor Excellence Webinar Series- Employee Engagement-** A series of practical educational programs designed to help supervisors, managers, and other interested employees to build more engaged and productive work teams. This series is available to all supervisors, managers, and other interested employees and does not count toward your organization's training hour bank.
- **Supervisor Excellence Webinar Series & Leadership Certificate Program (deduct 4 hours from training bank for organizational participation)**- A webinar series designed to provide supervisors,

managers, and other interested employees with enhanced skills to improve workplace morale, employee motivation, and staff productivity. Supervisors/managers that attend all four sessions either live or via online recording will receive the Deer Oaks 2019 Leadership Certificate.

- **Stress Management Webinar Series (deduct 4 hours from training bank for organizational participation) -** a quarterly webinar series centered on stress management. This training series is designed to provide your employees with the knowledge and skills necessary to cope more effectively with stress so they can live healthier and more productive lives. There will be two available sessions per topic and the series is open to all employees.
- **Tracking and reporting** of staff participation for onsite training, live webinars, and recorded webinars along with satisfaction surveys following each training.

Educational seminars are generally offered in 1-hour sessions. In most cases, we are able to schedule seminars and webinars during timeframes that best meet the needs of your workforce. We require a minimum of 10 participants per training, with special requests considered on a case-by-case basis. We do not have a maximum participation limit for onsite training. Our webinars hold 100 participants per session, with the option to hold multiple sessions per training opportunity. Finally, our onsite trainers have a minimum of five (5) years of experience in their content area(s), are local to your communities, are knowledgeable of the industry, and familiar with workplace environments.

Our 2019 Training Catalog and 2019 Webinar Catalog are included as attachments.

Program Promotion

We seek to maximize every opportunity to make a personal connection with employees, as well as to collaborate with client EAP coordinators and department heads to launch coordinated, multi-faceted promotional campaigns. Our success is reflected in the utilization rates of our clients, with a book of business average case utilization that is *54% higher than the national industry average of 4.5%*. Our client utilization tends to increase from year to year as we capitalize on the momentum made in consistent program awareness.

> *For example, McAllen ISD has been a client for many years and realized utilization of 22.33% in 2018. This utilization is nearly five times the national average! The City of Brownsville is another long-term client of Deer Oaks. Their combined utilization was 8.71% in 2018—nearly double the national average of 4.5%*

First, establishing a strong partnership and healthy communication between County representatives and Deer Oaks is important. We seek to be your partner, not just your vendor. Through this working partnership, we will develop a custom, turnkey multimedia awareness campaign spearheaded by your Project Manager.

Secondly, we utilize creative approaches to both launch the EAP and build program awareness starting with a launch letter, then the distribution of wallet cards, flyers, brochures, and monthly supervisor and employee e-newsletters. Posters are provided for display in high traffic areas such as cafeterias, break rooms, bulletin boards and time clock areas. Those initial steps create awareness and interest, which is then reinforced by onsite and webinar orientations that allow employees to interact, ask questions and learn about the program at a deeper level. We also provide pre-recorded webinar links that may be posted on the County's intranet site, on the HR website and included in an email for dissemination to employees.

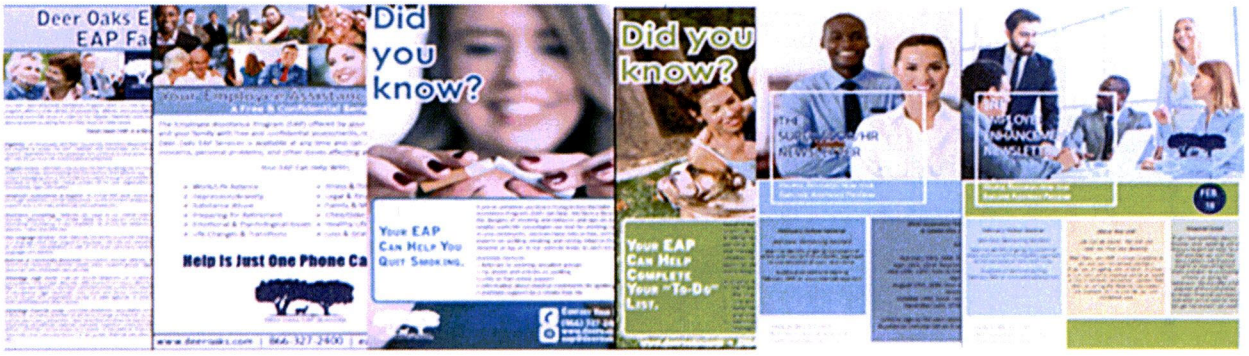
Tab 4: Program Approach & EAP Scope of Work

Topic-specific, ongoing promotions are provided throughout the year to reinforce program awareness and stimulate continued utilization. We keep the messages fresh through the development of "Did You Know" campaigns, monthly flyers on topics of interest to employees and in line with the employer's wellness initiatives, on-demand online seminars, monthly orientation webinars, and reminders to managers and supervisors of how the EAP can be used as an effective management tool and to assist in dealing with difficult employee situations.

We welcome the County's input into these promotional activities, as with all features of the program, and can customize a plan to meet your requests. Our marketing materials and communication methods vary, taking into account factors such as demographics, generational differences, lifestyles, and client preferences. We can tailor training, materials, and awareness campaigns that address hot button issues and challenges facing staff. Although hard copy materials are made available during implementation and as requested, we have found that ongoing electronic/camera-ready materials are an effective means of program promotion. Therefore, electronic materials will be provided on an on-going basis with hard copies available upon request. Materials are available in Spanish upon request as well.

In addition to the above activities, it is also important that leadership send the signal that it is not just okay to use the program, but they actually encourage use of the EAP. Our experience shows that when the EAP is openly embraced by senior leadership, we see the highest utilization rates. Therefore, educating executive leadership, EAP Coordinators, and department heads about the EAP, its various uses and ways to spread the word internally will be a key element of our promotional strategy.

Through this integrated multi-media promotional strategy, Deer Oaks seeks to ensure that the County's diverse workforce is aware of benefits available to them through the Employee Assistance & Work-life Program, as well as ensure that key personnel have the knowledge to internally promote the program, leading to healthy program utilization.



Tab 5: Cost Proposal

Hidalgo County EAP Cost Proposal

Integrated Employee Assistance & Enhanced Work-life Program

Rates are per employee per month (PEPM) for approximately 3,900 employees:

- 3 Visit Model EAP. .....$1.15 PEPM
- 6 Visit Model EAP. .....$1.49 PEPM
  - 24-hour live answer of the helpline by Master's level Clinicians
  - All calls answered live- no voice messaging system, phone tree, or general customer service
  - Program access via Helpline or iConnectYou Smartphone App- engage with a counselor via phone, video, instant messaging or SMS text.
  - RMS Instant Messaging with a Work-life Consultant
  - Telephonic translation service (200 languages)
  - Nationwide network of 58,000+ affiliate counselors, including multilingual/multicultural clinicians
  - Telephonic clinical assessments during the initial call (do not count toward the visit model)
  - Referrals to EAP providers and to other resources for in-person services
  - Short-term telephonic, in-person, and video counseling available
  - Unlimited formal management referral coordination and follow-up
  - Unlimited two-party conflict resolution through the management referral process
- Coverage Post-Employment .....Extended 6 months
- AWARE Mindfulness-Based Stress Reduction Program.....Included
- Virtual Group Counseling.....Included
- Telephonic Life Coaching (6 sessions).....Included
- Enhanced Work-life Program..... Included
  - Legal Assist
  - Financial Assist
  - Daily Living Assist
  - Free Credit Monitoring
  - ID Theft Prevention & Recovery Assistance
  - Free Online Simple Will Preparation
  - Take the High Road Program
  - Confirmed Match Work-life Referral Packets
- Training Catalog/Onsite Orientation.....12 hour bank
- On-site Health Fair/Event Attendance.....Unlimited
- Travel Expenses.....Included
- Webinar Catalog Training.....Additional 12 hours
- Webinar Orientation.....Unlimited
- Critical Incident Response Services (2 hour events).....Unlimited
- Telephonic Management Consultation.....Unlimited
- Program Promotion (hard copy and electronic).....Unlimited

Tab 5: Cost Proposal

- Employee & Supervisor E-Newsletters.....Monthly
- Branded Engagement Engine Work-life Website.....Unlimited Access
- Account Management.....Included
  - Designated Texas-based Project Manager
  - Quarterly utilization reports
  - Program evaluation
  - Hands-on implementation
  - Quarterly utilization review meetings
  - Performance tracking
- Rate Guarantee.....3 years

Optional Services

- Additional Training- Training Catalog (beyond the 12 hrs) $300.00/hour
- Additional Training- Webinar Catalog (beyond the 12 hrs) $150.00/hour
- DOT Substance Abuse Professional (SAP) Evaluations..... $600.00/case
- Full-Service Mediation..... .....$300.00/hour
- LiveWell Telephonic Wellness Coaching + Online Wellness Portal.....$0.46 PEPM
- Executive Coaching..... ..... $500.00/hour
  One-on-one telephonic executive coaching designed to reinforce key leadership skills. Includes 60-minute telephonic sessions, post-session reports, and a coaching plan with goals set forth by the individual's supervisor and/or HR.

Program Exclusions & Limitations

- Counseling services beyond the allotted sessions covered in the plan
- Counseling for long-term issues that fall outside of the EAP's short-term intervention model
- Court ordered treatment or therapy, or any treatment or therapy ordered as a condition of parole, probation, custody, or visitation evaluations, or paid for by Workers' Compensation
- Fitness for duty evaluations/determinations which are used to evaluate whether an employee is safely able to perform his or her duties, such as psychological testing and a written report, although a referral may be provided
- Formal psychological evaluations which normally involve psychological testing and result in a written report, although a referral may be provided
- Inpatient treatment of any kind, or outpatient treatment for any medically treated illness
- Investment advice (nor does plan loan money or pay bills)
- Legal representation in court, preparation of legal documents, or advice in the areas of taxes, patents, or immigration
- Prescription drugs and psychiatrist services, although a referral may be provided
- Services by counselors who are not participating providers
- Authorization for leaves of absence or time off

Dear Ms. Sample:

Thank you for contacting your work-life benefit. Attached are five informational referral sheets for day care centers located in New York, NY. The included caregivers offer full-time care for infants. We have searched and exhausted zip code 10038 and expanded to its two-mile radius in order to locate providers that meet your needs. You may want to contact these providers as is suggested on each individual referral in order to reserve the space.

Also, attached are five informational referral sheets for nanny agencies. The included nanny agencies serve the New York, NY area, and representatives will be able to discuss a variety of in-home care options with you and your family. Please contact these agencies at your convenience to determine which will best suit your needs and to begin the interview process.

In addition, the websites listed below are online posting boards that help families find a nanny or babysitter independent of a placement agency. These sites allow parents to place an advertisement for a caregiver or browse the resumes of nannies and babysitters who are looking for a child care position. Please note that there may be fees associated with these services and that parents are responsible for checking references. Some sites partner with background check agencies, and services are available for an additional fee. Please click on the following links for additional information:

http://www.4sitters.com
http://www.babysitters.com
http://www.gonannies.com
http://www.care.com
https://www.nannies4hire.com
http://www.sittercity.com
http://www.phoneababysitter.com

Finally, attached are some educational materials to assist you in evaluating your options. Our child care handbooks are resources that contain additional information and suggestions to help with your child care search. The handbooks are available electronically at the following websites:
http://www.work-lifeservices.com/download/childCareHandbook.pdf and http://www.work-lifeservices.com/download/inhomechildcarehandbook.pdf.
To access the documents, please click on the links. If you would prefer to receive the handbooks in hard copy, please email or call and we would be happy to mail them to you.

We want to remind you that we do not recommend any child care resources whose name we furnish to you; the service is informational only. We do offer you assistance in selecting a resource that best suits your needs, through consultations and printed materials.

Our goal is to achieve your complete satisfaction in our service. Following is a link that will allow you to take an electronic survey in order to provide us with important feedback about your experience with our service. You will find the survey
at http://www.zoomerang.com/Survey/?p=WEB228MRDWZNHL.

Please take a moment to click on the link and complete the survey, which takes approximately three minutes to complete the nine questions.

We hope you find all of the attached information helpful. We wish you the best of luck in your search for assistance for your family.

Sincerely,

Child Care Consultant

Day Care Center

Information Compiled for: Sarah Sample

Bright Horizons at 20 Pine
20 Pine Street
New York, NY 10005
212-509-1580

Contact
Renal

Location
William Street
New York County

Accreditations/Affiliations
None

Religious Affiliation
None

Year Founded
2009

Admissions Requirements
Interview
Current immunizations
Physical

Meals
AM Snack
PM Snack

Types of Services Offered
Special needs
Drop-in care
Part-time
Before/After school
Full days
Half days

- **Children Served - Fees**
  Infant: $2,000 per Month

- **Age Range**
  6 weeks - 12 years

- **Openings**
  Call for open space

- **Other Fees and Options**
  Registration fee: $200 annual/child
  Discuss additional options available with Caregiver

- **Licensed**
  Yes

- **Staff Qualifications**
  CPR certification
  First aid certification

- **Activities**
  Bright Horizons curriculum
  Developmentally appropriate activities

- **Hours of Operation**
  7:00 a.m. - 6:30 p.m.
  M, Tu, W, Th, F

- **Capacity**
  200

- **Schools Served**
  Local

- **Transportation**
  None

- **Pets**
  None

- **Non-smoking Facility**
  Yes

- **Facilities**
  Outside play area

- **Holiday Closings**
  Closed major holidays

- **Other Information**
  Parent must provide lunch
  Call or visit the website at http://www.brighthorizons.com for additional information

4/14/2014

Individuals have the right and responsibility to evaluate and choose the most appropriate services to meet their needs. The referrals given are not endorsements or recommendations of services. Although we make every effort to ensure that the information is accurate at the time of referral, information is subject to change.

Day Care Center

nformation Compiled for: Sarah Sample

Trinity Preschool
68 Trinity Place
New York, NY 10006
212-602-0829

Contact
Leigh

Location
Rector Street
New York County

Accreditations/Affiliations
None

Religious Affiliation
Yes: Episcopal

Year Founded
1987

Admissions Requirements
Interview
Current immunizations
Physical

Meals
None

Types of Services Offered
Special needs
Part-time
Full days
Half days

■ **Children Served - Fees**
Infant: $2,235 per Month

■ **Age Range**
4 months - 5 years

■ **Openings**
Call for open space

■ **Other Fees and Options**
Registration fee: $250 one time/child
A one-month deposit is required
Discuss additional options available with Caregiver

■ **Licensed**
Yes: 004106DC

■ **Staff Qualifications**
CPR certification
First aid certification

■ **Activities**
Age appropriate curriculum
Developmentally appropriate activities

■ **Hours of Operation**
8:00 a.m. - 6:00 p.m.
M, Tu, W, Th, F

■ **Capacity**
127

■ **Schools Served**
None

■ **Transportation**
None

■ **Pets**
None

■ **Non-smoking Facility**
Yes

■ **Facilities**
Outside play area

■ **Holiday Closings**
Closed major holidays

■ **Other Information**
Parent must provide all meals and snacks
Call for additional information

4/14/2014

Individuals have the right and responsibility to evaluate and choose the most appropriate services to meet their needs. The referrals given are not endorsements or recommendations of services. Although we make every effort to ensure that the information is accurate at the time of referral, information is subject to change.

Day Care Center

Information Compiled for: Sarah Sample

The Learning Experience
28 Washington Street
New York, NY 10004
212-797-1110

Contact
Kathleen

Location
Battery Place
New York County

Accreditations/Affiliations
None

Religious Affiliation
None

Year Founded
2012

Admissions Requirements
Interview
Current immunizations
Physical

Meals
AM Snack
PM Snack

Types of Services Offered
Part-time
Full days
Half days

- **Children Served - Fees**
  Infant: $1,950 per Week

- **Age Range**
  6 weeks - 5 years 11 months

- **Openings**
  Call for open space

- **Other Fees and Options**
  Discuss additional options available with Caregiver

- **Licensed**
  Yes

- **Staff Qualifications**
  CPR certification
  First aid certification

- **Activities**
  Age appropriate curriculum
  Developmentally appropriate activities

- **Hours of Operation**
  6:30 a.m. - 6:30 p.m.
  M, Tu, W, Th, F

- **Capacity**
  154

- **Schools Served**
  None

- **Transportation**
  None

- **Pets**
  None

- **Non-smoking Facility**
  Yes

- **Facilities**
  Outside play area

- **Holiday Closings**
  Closed major holidays

- **Other Information**
  Parent must provide lunch
  Call for additional information

4/14/2014

Individuals have the right and responsibility to evaluate and choose the most appropriate services to meet their needs. The referrals given are not endorsements or recommendations of services. Although we make every effort to ensure that the information is accurate at the time of referral, information is subject to change.

Day Care Center

nformation Compiled for: Sarah Sample

Buckle My Shoe Nursery School and Learning Center
40 Worth Street
New York, NY 10013
212-374-1489

Contact
Abbey or Katie

Location
Church Street
New York County

Accreditations/Affiliations
None

Religious Affiliation
None

Year Founded
1981

Admissions Requirements
Interview
Current immunizations
Physical

Meals
None

Types of Services Offered
Part-time
Full days
Half days

■ **Children Served - Fees**
Infant: $32,500 per Year

■ **Age Range**
12 weeks - 5 years 11 months

■ **Openings**
Call for open space

■ **Other Fees and Options**
A $100 deposit is required
Discuss additional options available with Caregiver

■ **Licensed**
Yes

■ **Staff Qualifications**
CPR certification
First aid certification

■ **Activities**
Age appropriate curriculum
Developmentally appropriate activities

■ **Hours of Operation**
8:30 a.m. - 5:30 p.m.
M, Tu, W, Th, F

■ **Capacity**
100

■ **Schools Served**
None

■ **Transportation**
None

■ **Pets**
None

■ **Non-smoking Facility**
Yes

■ **Facilities**
Outside play area

■ **Holiday Closings**
Closed major holidays

■ **Other Information**
Parent must provide all meals and snacks
Call or visit the website at http://www.bucklemyshoe.org for additional information

4/14/2014

Individuals have the right and responsibility to evaluate and choose the most appropriate services to meet their needs. The referrals given are not endorsements or recommendations of services. Although we make every effort to ensure that the information is accurate at the time of referral, information is subject to change.

Day Care Center

Information Compiled for: Sarah Sample

Children's Creative Learning Center
4 New York Plaza
New York, NY 10004
212-513-7367

Contact
Lisa

Location
Water Street
New York County

Accreditations/Affiliations
None

Religious Affiliation
None

Year Founded
2012

Admissions Requirements
Interview
Current immunizations
Physical

Meals
AM Snack
PM Snack

Types of Services Offered
Drop-in care
Part-time
Full days
Half days

- **Children Served - Fees**
  Infant: $2,550 per Month

- **Age Range**
  6 weeks - 5 years 11 months

- **Openings**
  Call for open space

- **Other Fees and Options**
  Registration fee: $200 annual/child
  Discuss additional options available with Caregiver

- **Licensed**
  Yes

- **Staff Qualifications**
  CPR certification
  First aid certification

- **Activities**
  Age appropriate curriculum
  Developmentally appropriate activities

- **Hours of Operation**
  7:00 a.m. - 6:30 p.m.
  M, Tu, W, Th, F

- **Capacity**
  89

- **Schools Served**
  None

- **Transportation**
  None

- **Pets**
  None

- **Non-smoking Facility**
  Yes

- **Facilities**
  Outside play area

- **Holiday Closings**
  Closed major holidays

- **Other Information**
  Parent must provide lunch
  Call for additional information

4/14/2014

Individuals have the right and responsibility to evaluate and choose the most appropriate services to meet their needs. The referrals given are not endorsements or recommendations of services. Although we make every effort to ensure that the information is accurate at the time of referral, information is subject to change.

Type of Care: Nanny Agency

Name: Professional Nannies Institute, Inc.
315 West 86th Street, Suite 1C
New York, NY 10024

Contact: Denise
212-692-9510

Ages Served: from Birth to 17 years

Placement Fee: Full-time, live-out: 10% of the caregiver's gross annual salary

Salary Paid By: by Parent

Salary Determined By: by Agency

Agency Hours: 9:00 a.m. to 5:30 p.m.

Days: M, Tu, W, Th, F

Schedule Options:
Full-time
Live-out
Live-in
Evenings
Part-time

Regulations: State

Training:
CPR certification
First aid certification

Additional Types of Care:
Weekend
Transportation
Mother's helper
Baby nurse
Temporary

License: Yes

Years Operating: 1986

Areas Served: New York County

Languages: English, Swedish

Minimum age requirement?: Twenty-one

Minimum education level required?: High School

Previous experience required in child care?: Yes

Background Check:
Criminal record checked
Driving record checked
Social Security number verified
Interview (In person)
3 references checked

Additional Fees: Caregiver's hourly fee ranges from $15 - $17

Schedule Comments: Agency places live-in, live-out, full-time, part-time, temporary, shared, and on-call caregivers in the home within the New York, NY area. Call to arrange an interview for caregiver placement.

Notes: Licensed since 1986. Located near Broadway. Agency does not require a registration fee. Please visit the website at http://www.profnannies.com.

Providers in this report were selected using the criteria you identified. The information about the providers is supplied by the providers themselves. We make every effort to supply you with up-to-date information, but we cannot guarantee provider's capabilities.

We offer you options, not recommendations. Since selecting a provider is a subjective decision, you should visit providers to determine which you and your family feel is best.

Type of Care: Nanny Agency

Name: A.E. Johnson Agency - The Lindquist Group
708 3rd Avenue
New York, NY 10168

Contact: Sonya
212-644-0990

Ages Served: from Birth to 17 years

Placement Fee: Full-time, live-out: 18% of the caregiver's gross annual salary

Salary Paid By: by Parent

Salary Determined By: by Agency

Agency Hours: 9:00 a.m. to 5:00 p.m.

Days: M, Tu, W, Th, F

Schedule Options:
Live-out
Evenings
Part-time
Full-time
Temporary care

Regulations: State

Training:
CPR certification
First aid certification

Additional Types of Care:
On-call
Transportation
Medication administration
Before and after school

License: Yes

Years Operating: 1962

Areas Served: New York County

Languages: English, Mandarin Chinese, Korean

Minimum age requirement?: Eighteen

Minimum education level required?: High School

Previous experience required in child care?: Yes

Background Check:
3 references checked
Criminal record checked
Driving record checked
Social Security number verified
Interview (In person)

Additional Fees: Caregiver's weekly salary starts at $900

Schedule Comments: Agency places live-in, live-out, part-time, full-time, on-call, and temporary caregivers in the home within the New York, NY area. Call to arrange an interview for caregiver placement.

Notes: Licensed since 1962. Located near East 42nd Street. Agency does not require a registration fee. Please visit the website at http://www.thelindquistgroup.com.

Providers in this report were selected using the criteria you identified. The information about the providers is supplied by the providers themselves. We make every effort to supply you with up-to-date information, but we cannot guarantee provider's capabilities.

We offer you options, not recommendations. Since selecting a provider is a subjective decision, you should visit providers to determine which you and your family feel is best.

Type of Care: Nanny Agency

Name: Adele Poston Domestic Agency
16 East 79th Street
New York, NY 10021

Contact: Jerry
212-879-7474

Ages Served: from Birth to 18 years

Placement Fee: Agency does not require a placement fee

Salary Paid By: by Parent

Salary Determined By: by Parent

Agency Hours: 9:00 a.m. to 4:00 p.m.

Days: M, Tu, W, Th, F

Schedule Options:
Live-out
Full-time
Live-in
Part-time
Temporary care

License: Yes

Years Operating: 1929

Areas Served: New York County

Languages: English, Korean

Minimum age requirement?: Eighteen

Minimum education level required?: High School

Previous experience required in child care?: Yes

Background Check:
Social Security number verified
Criminal record checked
References checked
U.S. Citizenship check

Regulations: State

Training:
CPR certification
First aid certification

Additional Fees: Caregiver's weekly salary starts at $750

Additional Types of Care:
Babysitting
On-call
Before and after school
Mother's helper
Baby nurse

Schedule Comments: Agency places live-in, live-out, part-time, full-time, on-call, and temporary caregivers in the home within the New York, NY area. Call to arrange an interview for caregiver placement.

Notes: Licensed since 1929. Located near 5th Avenue. Agency does not require a registration fee. Please visit the website at http://adelepostonagency.com.

Providers in this report were selected using the criteria you identified. The information about the providers is supplied by the providers themselves. We make every effort to supply you with up-to-date information, but we cannot guarantee provider's capabilities.

We offer you options, not recommendations. Since selecting a provider is a subjective decision, you should visit providers to determine which you and your family feel is best.

Type of Care: Nanny Agency

Name: The Baby Sitter's Guild
60 East 42nd Street, Suite 912
New York, NY 10165

Contact: Heidi
212-682-0227

Ages Served: from Birth to 17 years

Placement Fee: Agency will disclose placement fee to the parent only

Salary Paid By: by Parent

Salary Determined By: by Agency

Agency Hours: 9:00 a.m. to 9:00 p.m.

Days: M, Tu, W, Th, F, Sa, Su

Schedule Options:
Live-out
Evenings
Full-time
Part-time
Temporary care

Regulations: State

Training:
CPR certification
First aid certification

Additional Types of Care:
Before and after school
Transportation
On-call
Medication administration

License: Yes

Years Operating: 1940

Areas Served: New York County

Languages: English, German

Minimum age requirement?: Eighteen

Minimum education level required?: High School

Previous experience required in child care?: Yes

Background Check:
2 references checked
Criminal record checked
Driving record checked
Social Security number verified
Interview (In person)

Additional Fees: Caregiver's weekly salary starts at $800

Schedule Comments: Agency places live-in, live-out, full-time, part-time, on-call, and temporary caregivers in the home within the New York, NY area. Call to arrange interview for caregiver placement.

Notes: Licensed since 1940. Located near Park Avenue. Agency does not require a registration fee. Please visit the website at http://www.babysittersguild.com.

Providers in this report were selected using the criteria you identified. The information about the providers is supplied by the providers themselves. We make every effort to supply you with up-to-date information, but we cannot guarantee provider's capabilities.

We offer you options, not recommendations. Since selecting a provider is a subjective decision, you should visit providers to determine which you and your family feel is best.

Type of Care: Nanny Agency

Name: New York Nanny Center
151 West 26th Street
Chelsea, NY 10001

Contact: Shannon
212-265-3354

Ages Served: from Birth to 17 years

Placement Fee: Full-time, live-out: 16% of the caregiver's gross annual salary

Salary Paid By: by Parent

Salary Determined By: by Agency

Agency Hours: 9:30 a.m. to 5:00 p.m.

Days: M, Tu, W, Th

Schedule Options:
Live-out
Live-in
Full-time
Part-time
Temporary care

Regulations: State

Training:
CPR certification
First aid certification

Additional Types of Care:
Evenings
Transportation
Before and after school
Special needs
Babysitting

License: Yes

Years Operating: 1989

Areas Served: New York County

Languages: English, American Sign Language

Minimum age requirement?: Eighteen

Minimum education level required?: High School

Previous experience required in child care?: Yes

Background Check:
3 references checked
Criminal record checked
Driving record checked
Social Security number verified
Interview (In person)

Additional Fees: Caregiver's hourly fee ranges from $18 - $25

Schedule Comments: Agency places live-in, live-out, full-time, part-time, temporary, shared, and on-call caregivers in the home within the New York, NY area. Call to arrange interview for caregiver placement.

Notes: Licensed since 1989. Located near 7th Avenue. Agency does not require a registration fee. Please visit the website at http://www.nynanny.com.

Providers in this report were selected using the criteria you identified. The information about the providers is supplied by the providers themselves. We make every effort to supply you with up-to-date information, but we cannot guarantee provider's capabilities.

We offer you options, not recommendations. Since selecting a provider is a subjective decision, you should visit providers to determine which you and your family feel is best.

Choosing a Child Care Center

Child care centers provide group care in a nonresidential setting. They are licensed by a state agency to care for a specific number of children at each level, with limits on the ratio of children to caregivers. They may offer part-day, full-day, after-school, or kindergarten options. Centers for children 3-5 years old are the most prevalent, however, many centers offer programs for infants, toddlers, and school-age children.

Centers are located in schools, hospitals, religious or spiritual organizations, recreation centers, or self-contained buildings. They usually have outdoor play space or a park nearby. Variations of centers include preschools or nursery schools. Nursery schools are part-day programs aimed at providing enrichment activities for children who do not need full day care.

Full-day programs may provide breakfast, lunch, and two snacks. Centers usually follow a daily curriculum or schedule. Hours of operation typically begin between 6:00 a.m.—7:00 a.m. and end between 6:00 p.m.—6:30 p.m. Times may vary depending on the center. The following is a list of considerations:

Pros	Cons
Centers are usually regulated to set minimum standards for health, safety, and adult-to-child ratios.	Centers are usually not flexible about hours of operation and may charge late fees.
Center directors and staff usually have education in child development.	Center care may be expensive—especially for infants and toddlers.
Centers may offer a wide variety of activities and experiences as part of their programming.	Your child may not get as much individual attention at a center as in a family day care environment or from a nanny.
Your child will have playmates his age and may also meet children of different backgrounds or cultures.	A center may not accommodate all of your children.
Centers are able to provide care even if a teacher is ill.	Centers are unable to care for a mildly ill child.

Accreditation

In addition to a license, which allows the facility to operate, there is a growing trend to apply for accreditation. The National Association for the Education of Young Children (NAEYC) offers an accreditation program for child care centers. Accreditation is a seal of approval. NAEYC has developed criteria, which includes parent input and inspector validation. Centers must apply to NAEYC in order to be accredited and are subjected to an extensive external review process. While accreditation indicates that the center has met NAEYC's standards, it does not mean that accredited programs are necessarily better than those that have not applied for accreditation.

Evaluating Child Care Centers

In order to evaluate child care centers, it is important to visit several programs and spend time observing in each one. Carefully review these materials prior to visiting the centers.

Call in advance to make an appointment. Your referral service will provide you with basic information regarding vacancies, fees, hours, and policies. It is usually best not to bring your child along to every program you visit. It may be confusing for the child. Once you have narrowed your choices, consider making another visit with your child.

The activities of the day and the interaction between the provider and the children are strong indicators of the quality of care provided. Observe your child's prospective classroom. Pay attention to first impressions. Is the room bright and cheerful? Is children's art work displayed? Are children engaged in a variety of activities? Do the children seem involved and happy? Are staff members pleasant and responsive to the children and each other?

You will want to spend some time talking with the director about the program and tour the entire center.

Workplace Options. (Reviewed 2013). *Choosing a child care center.* Raleigh, NC: Author.

Disclaimer: This document is intended for general information only. It does not provide the reader with specific direction, advice, or recommendations. You may wish to contact an appropriate professional for questions concerning your particular situation.

Content ID: 34245

Child Care Center Checklist

Your evaluation process should begin with an interview of the center's director. This can be done over the phone or in person. Then be sure to tour the child care facility.

Interview With the Center Director

Basic Information

Director's Name _____

Normal Hours _____

Days Closed _____

Fees for Care

Full-time _____

Part-time_____

Other fees (registration, deposit, etc.)_____

Payment Policies (including when your child is out sick or on vacation and late fees)

_____

_____

Meals & Snacks Provided Yes _____ No _____

Diapers & Wipes Provided Yes _____ No _____

Can parents drop in any time? Yes _____ No* _____
***(The answer to this question should be an enthusiastic *yes.* If not, seriously question why this isn't an option.)**

Sick Policy (including when your child is sick and you cannot be reached)

_____

_____

Teachers and Staff

What is the retention rate of your staff?_____

How long do staff members usually stay here? Less than 1 year____ 1-2 years ____ 2+ years ____

Do you perform criminal background checks? Yes No*

(If the answer is no, ask what kind of background checks are performed.)

Please detail your requirements for teachers, caregivers, assistants, and support staff.

_____

_____

Is staff training ongoing? Yes _____ No _____

How many staff members have CPR and first aid training?

_____

What emergency procedures are in place?

_____

_____

Group Size and Ratios

How many teachers or caregivers are employed in total?

_____

On average, how many children are in the center?

_____

What are the age groupings?

_____

How many children are in my child's group and what is the caregiver to child ratio?

_____

Does this meet or exceed state requirements? Meets _____ Exceeds_____

Does this meet or exceed NAEYC requirements? Meets _____ Exceeds_____

Are you NAEYC accredited or will you be pursuing NAEYC accreditation? Accredited _____ Pursuing _____

Are you pursuing another type of accreditation? Accredited _____Pursuing _____

If pursuing or have another accreditation what type?

_____

How are caregiver and child transitions handled?

_____

_____

Is a child's progression from one group to another based on age or developmental stage?

Center Philosophy

What is the center's educational philosophy?

How does that philosophy translate into your caregiving approach?

What is your background and how long have you been at the center?

Please describe what a typical day would be like in my child's age group.

How is a sad child cared for?

How is discipline handled?

Please provide three parent references and their phone numbers.

Observation and Tour Checklist

Staff and Children

Teachers and Caregivers	Circle one	
Speak kindly and firmly (no yelling or demeaning tone)	Yes	No

Sit with children in various activities		
Appear affectionate	Yes	No
Respond to children's needs quickly	Yes	No
Appear to enjoy children	Yes	No
Always wash hands before food preparation and after diapering	Yes	No
Children		
Seem happy and relaxed	Yes	No
Interact well with their caregivers	Yes	No
Activities are age appropriate	Yes	No

Facility

Interior	Circle one	
Looks and smells clean	Yes	No
Toys, materials, and furnishings are in good condition	Yes	No
Toys are washed after they have been in a child's mouth	Yes	No
Used toys are washed daily	Yes	No
Outside Play Area		
Generally appears safe	Yes	No
Impact absorbing material around play structures	Yes	No
Play structures are well-maintained	Yes	No
Area is fenced in	Yes	No
Sandbox is covered when not in use	Yes	No
Adequate staff on hand at all times	Yes	No
Toys and equipment are in good condition and age appropriate	Yes	No

Other Observations and Gut Feelings

_____

_____

_____

_____

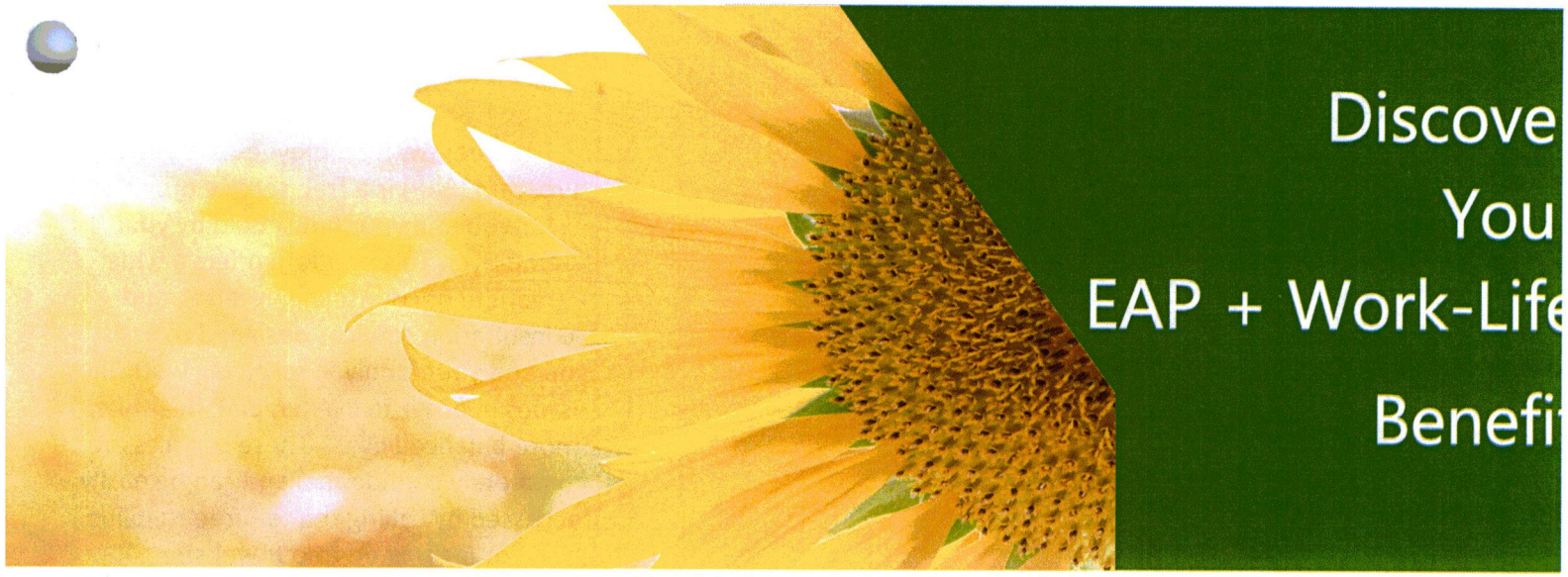
_____

Workplace Options. (Reviewed 2013). *Child care center checklist*. Raleigh, NC: Author

Disclaimer: This document is intended for general information only. It does not provide the reader with specific direction, advice, or recommendations. You may wish to contact an appropriate professional for questions concerning your particular situation.

Content ID: 41819

DEER OAKS EAP SERVICES



Employee Assistance Program

The Deer Oaks Employee Assistance Program (EAP) is a free service provided for you, your dependents, and household members by your employer. This program offers a wide variety of counseling, referral, and consultation services, which are all designed to assist you and your family in resolving work and life issues in order to live happier, healthier, more balanced lives. From stress, addiction, and change management, to locating child care facilities, legal assistance, and financial challenges, our qualified professionals are here to help. These services are completely confidential and can be easily accessed 24/7, offering you around-the-clock assistance for all of life's challenges.

- Program Access: You may access the EAP by calling the toll-free Helpline number, using our iConnectYou App, or instant messaging with a work-life consultant through our online instant messaging system.
- Telephonic Assessments & Support: In-the-moment telephonic support and crisis intervention are available 24/7 along with intake and clinical assessments.
- Short-term Counseling: Counseling sessions with a qualified counselor to assist with issues such as stress, anxiety, grief, marital/family challenges, relationship issues, addiction, etc. Counseling is available via structured telephonic sessions, video, and in-person at local provider offices.
- Referrals & Community Resources: Our team provides referrals to local community resources, member health plans, support groups, legal resources, and child/elder care/daily living resources.
- Advantage Legal Assist: Free 30 minute telephonic or in-person consultation with a plan attorney; 25% discount on hourly attorney fees if representation is required; unlimited online access to a wealth of educational legal resources, links, tools and forms; and interactive online Simple Will preparation.
- Advantage Financial Assist: Unlimited telephonic consultation with an Accredited Financial Counselor qualified to advise on a range of financial issues such as bankruptcy prevention, debt reduction and financial planning; supporting educational materials available; unlimited online access to a wealth of educational financial resources, links, tools and forms (i.e. tax guides, financial calculators, etc.).
- Identity Theft Assistance: Free telephonic consultation with an Accredited Financial Counselor; information on steps that should be taken upon discovery of identity theft; referral to full-service credit recovery agencies; free credit monitoring service.
- Work-life Services: Our work-life consultants are available to assist you with a wide range of daily living resources such as locating pet sitters, event planners, home repair, tutors, travel planning, and moving services. Simply call the Helpline for resource and referral information.
- Child & Elder Care Referrals: Our child and elder care specialists can help you with your search for licensed child and elder care facilities in your area. They will discuss your needs, provide guidance, resources, and qualified referral packets. Searchable databases and other resources are also available on the Deer Oaks member website.
- Take the High Road Ride Reimbursement Program: Deer Oaks reimburses members for their cab, Lyft and Uber fares in the event that they are incapacitated due to impairment by a substance or extreme emotional condition. This service is available once per year per participant, with a maximum reimbursement of $45.00 (excludes tips).

CONTACT US:
Toll-Free: (888) 993-7650
Website: www.deeroakseap.com
Email: eap@deeroaks.com



Live

Life

Balanced

About Your EAP

The Deer Oaks Employee Assistance Program (EAP) is a free service provided for you and your household by your employer. This program offers a wide variety of counseling, referral, and consultation services designed to assist you and your family in resolving work/life issues in order to live happier, healthier, more balanced lives. These services are completely confidential and can be easily accessed by calling the toll-free Helpline or logging on to our website.

Who can use the EAP?

Employees, their dependents, and household members are eligible to access services. Coverage continues for six (6) months post-employment.

How can I access services?

By calling the toll-free Helpline, by downloading our iConnectYou Smartphone App, or through our website. A counselor is always available to help.

How many sessions can I have with a counselor?

You may receive up to 8 counseling sessions per separate problem per year. Every case is different. Your counselor will determine the number of sessions needed to address your specific issue.

What Kinds of Problems Do You Help With?

Counseling can be provided for any issue that is affecting your work, family or personal well-being. Some examples include: interpersonal, familial, or marital conflicts; anxiety and depression; loss and grief; health and wellness issues; and work-related concerns.

Is the EAP only for counseling?

No. We offer unlimited telephonic consultation with financial counselors, 30-minute consultations with attorneys, and can assist with locating nearly endless resources such as finding care for pets, personal care, travel, contractors, education, and managing day-to-day responsibilities at home, and work.

People who have problems and have to use a counselor must be weak, mentally ill, or not good at their job, right?

No. EAP counseling is a proactive step you can take to improve your emotional and personal functioning, your work performance, and your sense of effectiveness and well-being. Taking action by seeking counseling to address your issues and reach your personal goals is a sign of positive coping skills.

What if my issue requires longer-term counseling?

If assistance is needed for an issue requiring longer-term counseling outside of the scope of the EAP, we will provide you with a referral to your medical plan or to local community resources.

Is It Really Confidential?

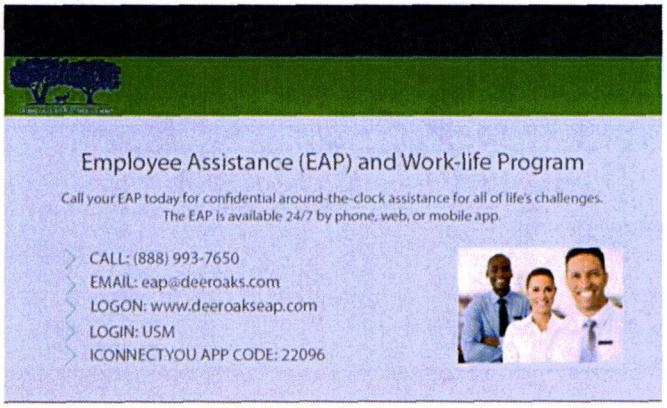
Yes! All information, assessments, and referrals through the EAP are held highly confidential and protected by the HIPAA Privacy Rule. The EAP will not release information to anyone, including your employer or family member, without your written consent. However, in situations where there is a danger to the individual or others, the Deer Oaks counselor is obligated by law to make appropriate notification.

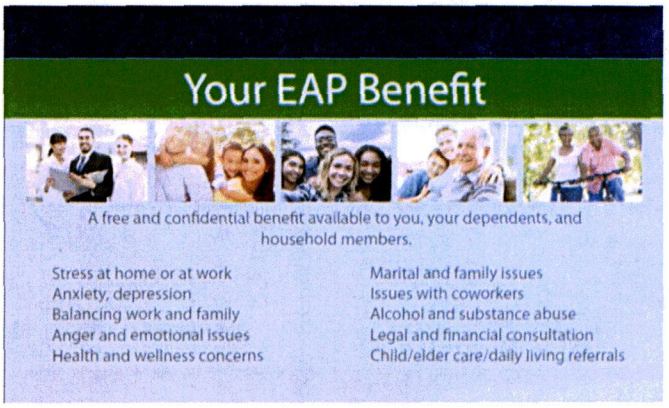
What Does It Cost?

There is no charge to you or your household members to access the EAP. This benefit is paid for by your employer.

Deer Oaks EAP Services

Wallet Card





Brochure





EMPLOYEE ASSISTANCE PROGRAM
MANAGER/SUPERVISOR RESOURCES

DEER OAKS EAP SERVICES

Program Access: You may access the EAP by calling the toll-free Helpline number, using our iConnectYou Smartphone App, or instant messaging with a work-life consultant through our online instant messaging system. Services are available nationally.

Telephonic Assessments & Support: In-the-moment telephonic support and crisis intervention are available 24/7 along with intake and clinical assessments.

Short-term Counseling: Up to 6 counseling sessions with a qualified counselor to assist with issues such as stress, anxiety, grief, marital/family challenges, relationship issues, addiction, etc. Counseling is available via structured telephonic sessions and in-person at local provider offices.

AWARE & Virtual Group Counseling: Being a manager or supervisor can be stressful. Therefore, in addition to short-term counseling, we offer our telephonic AWARE Mindfulness-Based Stress Reduction Program and virtual group counseling as additional treatment options. Both of these programs can assist you in learning how to counteract stress, while cultivating focus and resiliency. You may be referred into one of these programs by a clinician as appropriate.

Telephonic Management Consultation: Unlimited direct one-on-one telephonic supervisor, management, and human resources consultation is available to provide guidance regarding issues, policies, practices and events that affect behavior in the workplace. Our counselors have received special training to enable them to counsel managers on the unique challenges they face in their roles.

- Critical Incident & Secondary Traumatic Stress Support: Traumatic events and secondary traumatic stress can be extremely disruptive to the well-being and productivity of employees. Deer Oaks will respond quickly when asked to provide Critical Incident Stress Management and Secondary Traumatic Stress Support services. We can arrange a variety of support including on-site group support sessions. Call our helpline 24/7 for assistance.

- Training: We offer a variety of specialized training, orientation sessions, and wellness seminars covering a range of work-life, wellness, and EAP topics. By providing a wide variety of seminars, Deer Oaks can assist you in promoting a healthy and motivated work environment where employees are engaged and effective in their roles. These learning opportunities are designed to educate and motivate employees and managers to be proactive and effective in managing their work responsibilities and personal lives. Schedule an onsite or webinar training today through our online JIRA system available at www.txdfpseap.com.

- Work-life Services: We offer legal consultation, financial consultation with Accredited Financial counselors, and child care/elder care/daily living consultation with qualified referrals through our work-life program. Call the Helpline for assistance.

CONTACT US:

Toll-Free: (888) 993-7650
Website: www.txdfpseap.com
Login/Password: DFPS
Email: eap@deeroaks.com
iConnectYou Code: 21306

DEER OAKS EAP SERVICES

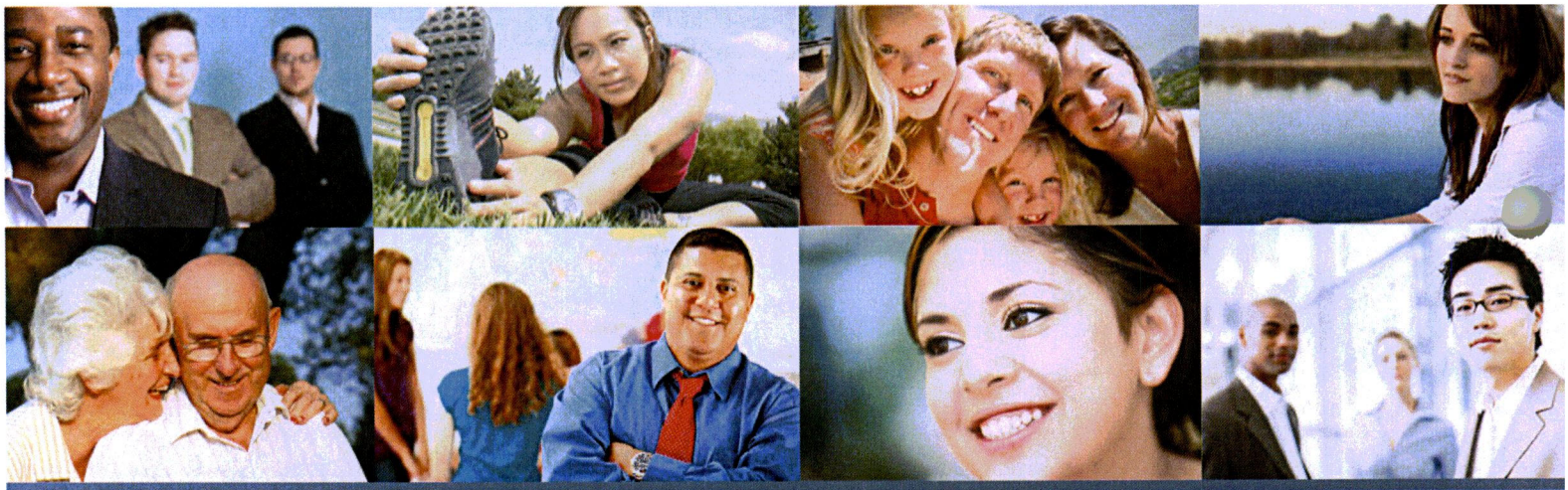


Peace of Mind - Available 24/7 Through Your EAP

Call your EAP today for confidential around-the-clock assistance for all of life's challenges. Our qualified professionals are here to help.

Work	Family	Personal	Financial	Legal
Change management	Parenting/ divorce and parenting	Stress/tension	Couples/marriage and money	Separation and divorce
Time management	College planning	Grief and loss	Budgeting	Estate law
Dealing with difficult people	Blended and step families	Depression, anxiety	Buying or selling a home	Advance directives and living wills
Effective communication	Military families	Substance abuse and recovery	Retirement planning	Adoption
Job stress and burnout	Domestic violence	Relocation and moving	Bankruptcy and credit	Child and spousal support issues
Career development	Referrals for child, adult and elder care services	Health and wellness/ coping with a chronic illness	Saving and investing for college	Free online simple will creation
Workplace violence	Balancing work and home life	Daily living referrals i.e. pet sitters, travel planning, repairs	Estate planning	Foreclosure

(866) 327-2400
www.deeroaks.com
eap@deeroaks.com



Your Employee Assistance Program

A Free & Confidential Benefit

The Employee Assistance Program (EAP) offered by your employer provides you and your family with free and confidential assessments, referrals, and counseling. Deer Oaks EAP Services is available at any time and can assist with work-related concerns, personal problems, and other issues affecting your well-being.

Your EAP Can Help With:

- Work/Life Balance
- Depression/Anxiety
- Substance Abuse
- Preparing for Retirement
- Emotional & Psychological Issues
- Life Changes & Transitions
- Stress & Time Management
- Legal & Financial Difficulties
- Family & Marital Problems
- Child/Elder/Adult Care Issues
- Healthy Lifestyles
- Loss & Grief

Help Is Just One Phone Call Away...

DEER OAKS EAP SERVICES

www.deeroaks.com | 866-327-2400 | eap@deeroaks.com



What Are e-Learning Courses?

Deer Oaks offers online e-learning courses as part of your Employee Assistance Program (EAP). These courses combine valuable training with the ease and flexibility of learning online. They provide training for success both on and off the job by giving you practical tips on managing your workplace and your world.

Each course may be completed in 15-20 minutes and is comprised of a visual presentation, brief online quizzes, and a printable certificate of completion.

Get in Touch with Your EAP

(888) 993-7650
www.deeroakseap.com
eap@deeroaks.com

DEER OAKS EAP SERVICES

AVAILABLE COURSES

Accessible 24/7

- Accountability
- Appreciating Personality Differences
- Business Etiquette and Professionalism
- Caring For Aging Relatives
- Cultural Diversity in the Workplace
- Drug-Free Workplace Compliance
- Eating Your Way to Wellness
- Effective Communication
- Emotional Intelligence for Success
- Estate Planning: Five Essential Documents
- Maximizing Your Day: Effective Time Management
- Nobody Likes a Bully: Bullying in the Workplace
- Recognizing a Troubled Employee
- Say What You Mean the Right Way: Healthy Forms of Communication
- Self-Care: Remaining Resilient
- Sexual Harassment Prevention in the Workplace
- The Art of Conflict Resolution

YOUR EMPLOYEE **ASSISTANCE** PROGRAM

WHATEVER YOU NEED, WE ARE HERE TO HELP.



DEER OAKS EAP SERVICES

Promotional Calendar

	THEME	ONLINE SEMINAR	DESCRIPTION Seminars can be found on your home page, or you can search for them by title.
JAN	Workplace Relationships	***Building Positive Relationships at Work*** Available on Demand Starting **Jan 15th**	Examine patterns in our workplace relationships and how we can alter our approach to make them positive.
FEB	Recognizing a Need for Support	***Mental Health First Aid*** Available on Demand Starting **Feb 19th**	Recognize the signs of someone who might be facing emotional concerns, and learn best practices for offering support.
MAR	Respecting Each Other	***Interpersonal Communication: Social Skills for Success*** Available on Demand Starting **Mar 19th**	Explore verbal and nonverbal communication to better understand how interpersonal communication may be interpreted by others.
APR	Resilience	***Understanding Resilience*** Available on Demand Starting **Apr 16th**	Delve into techniques for becoming more resilient, and understand that the first step is acknowledging one's own feelings.
MAY	Prioritizing Wellbeing	***Healthy Mind Toolkit*** Available on Demand Starting **May 21st**	Learn practices for restful sleep, balanced nutrition, healthy relationships, regular mindfulness practice, and more, as practical tools in your "healthy mind toolkit."
JUN	Mindfulness and Focus	***Mindfulness Matters*** Available on Demand Starting **Jun 18th**	Explore basic mindfulness principles and learn some techniques that you can put to immediate use.
JUL	Managing Pressure and Balancing Priorities	***Making a Life While Making a Living: Work-Life Balance*** Available on Demand Starting **Jul 16th**	Identify strategies to be more effective and more satisfied with both home and work lives.
AUG	Tools for Financial Wellbeing	***Effective Budgeting*** Available on Demand Starting **Aug 20th**	Develop better skills for tracking spending, reducing debt, and developing a personal plan for financial success.
SEP	Making the Best Use of Your Time	***Maximizing Your Day: Effective Time Management*** Available on Demand Starting **Sep 17th**	Better understand basic time management principles and what characteristics make effective time managers.
OCT	Positive Emotional Health	***Emotional Wellness: Building Better Mental Health*** Available on Demand Starting **Oct 15th**	Gain coping strategies for dealing with adversity in a constructive way, and develop structured mechanisms for building better mental health.
NOV	Support for Caregivers	***The Sandwich Generation: Meeting the Challenges of Multigenerational Caregiving*** Available on Demand Starting **Nov 19th**	Identify common family dynamics, gain insight on knowing when it's time for additional caregiving support resources, and explore self-care techniques.
DEC	Creating Stronger Relationships	***Examining Relationships: Healthy vs. Unhealthy*** Available on Demand Starting **Dec 17th**	Examine different types of relationships – from family and friendship, to romantic and professional – while learning to recognize healthy and unhealthy relationships.

Available any time, any day, your Employee Assistance Program (EAP) is a free, confidential benefit to help you balance your work, family, and personal life. For professional assistance, just call or log on.

TOLL-FREE: **866-327-2400**

WEBSITE: **www.deeroakseap.com**

EMAIL: **eap@deeroaks.com**



ABOUT: A series of important topics designed to provide supervisors and managers with enhanced skills to improve workplace morale, employee motivation, and staff productivity.

ACCESS: In order for your supervisors/managers and other interested employees to be eligible to register for this series, four hours will be deducted from your organization's training hour bank. Your employees will then be able to register for the live sessions and have unlimited access to the session recordings. Supervisors/managers that attend all four sessions either live or via online recording will receive the Deer Oaks 2019 Leadership Certificate. If your organization is interested in participating, please speak with your account manager.

How to Give Difficult Feedback

Successful leaders have the ability to skillfully discuss difficult or stressful topics with their employees. This important presentation provides several practical strategies for having these challenging conversations more effectively including building connections with employees, being more collaborative in your approach, and respectfully handling disagreement.

Dates: Friday, March 29th and Monday, April 1st 1:00 – 2:00 PM CT

The Keys to Effectively Managing Employee Performance

This important session focuses on making managing employee performance an ongoing process instead of an annual event (i.e., the annual review) to maximize productivity. The presentation covers best practices in performance management including collaborating to set goals, utilizing ongoing coaching conversations to keep employees accountable and on track, and how to review completed work to ensure quality.

Dates: Friday, June 28th and Monday, July 1st 1:00 – 2:00 PM CT

How to Hire the Right Employees

Having a strong work team begins with hiring the right people. This session covers identifying the profile of the ideal hire for your team (technical skills, character, interpersonal skills, etc.) and behavioral questions to ask during interviews to help supervisors to determine if a candidate truly fits the profile. The presentation will also discuss the process of getting multiple opinions before making a hiring decision.

Dates: Friday, September 27th and Monday, September 30th 1:00-2:00 PM CT

Helping Your Employees Adjust to Change

In today's constantly evolving world, change management is a crucial skill for supervisors. Employees going through difficult changes can experience frustration and a loss of productivity. This session discusses the stages of change and provides strategies that managers can utilize to help their employees effectively cope with and adjust to change.

Dates: Friday, December 13th and Monday, December 16th 1:00-2:00 PM CT

Contact

Toll-Free:
(866) 327-2400

Website:
w.deeroakseap.com

Email:
ap@deeroaks.com

DEER OAKS EAP SERVICES

DEER OAKS EAP SERVICES



TRESS MANAGEMENT
VEBINAR SERIES

2019

bout: A quarterly series designed to provide employees with the knowledge and skills necessary to cope more effectively with stress so th an live healthier and more productive lives.

ccess: In order for your employees to be eligible to register for this series, four hours will be deducted from your organization's training ho ank. Your employees will then be able to register for the live sessions and have unlimited access to the session recordings. If your organizatic interested in participating, please speak with your account manager.

low to Handle Extremely Stressful Circumstances

his important session discusses several strategies for handling the extremely stressful circumstances (trauma, loss, significant changes, etc.) th e experience at times in our personal and/or professional lives. These strategies will include managing our thinking and emotions, increasir ur resilience, and making necessary adjustments.

ate: Monday, March 4th 1:00 – 2:00 PM CT

anaging the Stress of Change

ur constantly changing world creates stress and difficulty for most of us. This important session provides several techniques designed to he ndividuals more effectively cope with, and adjust to, the changes in their lives. In addition, the presentation will cover strategies for increasir ne overall personal resilience.

ate: Monday, June 24th 1:00 – 2:00 PM CT

he Four Keys to Handling Pressure

he challenges of 21st century life place constant personnel and professional demands on individuals trying to succeed in the workplace. Th ractical seminar will empower employees to better manage their perceptions of what confronts them, develop healthier self-talk, avoid ove eacting to situations, and reduce self-defeating behaviors.

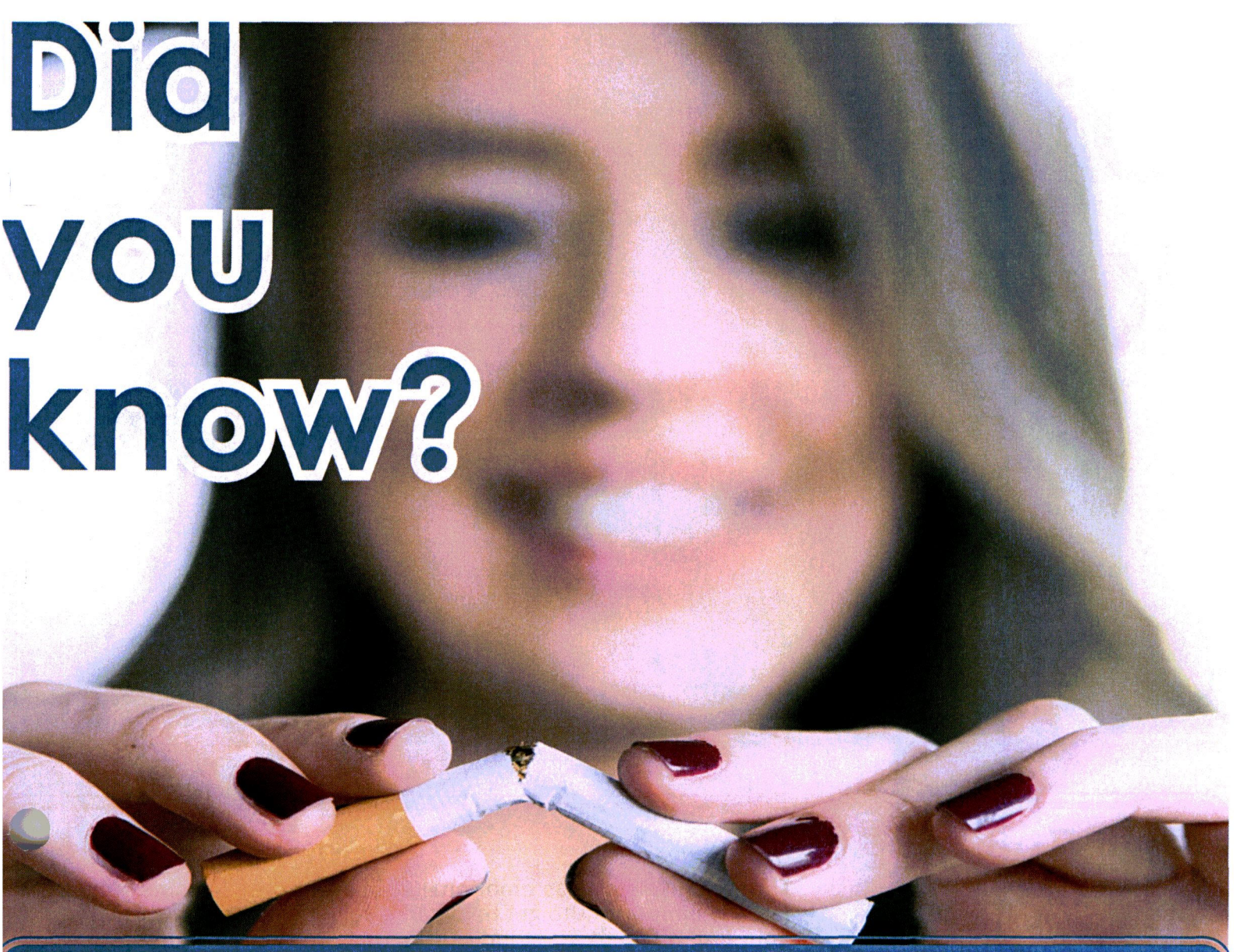
ate: Monday, September 23rd 1:00 – 2:00 PM CT

anaging the Stress of Time and Competing Priorities

his presentation is designed to help individuals recognize how personal organization and use of time contribute to stress levels. In addition, tl resentation offers a practical approach to prioritizing efforts and maintaining focus on the most important activities in our lives to reduce stre nd increase our effectiveness.

ate: Monday, December 2nd 1:00-2:00 PM CT

Contact Us
Toll-Free: (866) 327-2400
Website: www.deeroakseap.com



Your EAP Can Help You Quit Smoking.

If you or someone you love is trying to kick the habit, your Employee Assistance Program (EAP) can help. We have a library of articles on the dangers of smoking and tobacco, and tips on how to quit. Our helpful work/life consultants can look for smoking cessation groups in your community. We even have links to free, online support from experts on quitting smoking and raising tobacco-free kids. Call the Helpline or log on to our website today to start living smoke free.

Available Features

- Referrals to smoking cessation groups
- Tip sheets and articles on quitting
- Links to free online support
- Information about medical treatments for quitting
- Wellness support for a smoke-free life

Deer Oaks EAP Services

Contact Your EAP Today:

(866) 327-2400
www.deeroakseap.com
eap@deeroaks.com

Did You Know?



Your Employee Assistance Program (EAP) Provides Resources for Those Affected by Domestic Violence.

Often, abuse starts as emotional abuse and then becomes physical later. It's important to get help early. Below are some of the services your EAP offers to assist individuals that are victims of domestic and intimate partner violence:

- In-the-moment telephonic support
- Individual and family short-term counseling
- Safety planning
- Referrals to community resources, local shelters, and support groups
- Information and resources

If you are in immediate danger, you can call 911. It is possible for the police to arrest an abuser and to escort you and your children to a safe place.

Deer Oaks EAP Services

Contact Your EAP Today:

(888) 993-7650

www.deeroakseap.com

eap@deeroaks.com



THE EMPLOYEE ENHANCEMENT NEWSLETTER

HELPFUL RESOURCES FROM YOUR EMPLOYEE ASSISTANCE PROGRAM

MAY 19

May Online Seminar

Healthy Mind Toolkit

Learn practices for restful sleep, balanced nutrition, healthy relationships, regular mindfulness practice, and more, as practical tools in your "healthy mind toolkit.".

Available on-demand starting May 21st at www.deeroakseap.com

About Your EAP

Life Can Be Hectic. The EAP Can Help You Find Your Balance.

Deer Oaks, your EAP, is always available to you and your household members. If you are struggling with children, finances, or just want some practical advice on health or the mind-body connection, contact Deer Oaks by calling the Helpline. Counselors are available 24/7 to provide you with immediate care.

Tele-Health Services

Did you know that the EAP offers structured telephonic and video counseling in addition to traditional in-person counseling?

Call from the privacy of your home or office and one of our helpful counselors will help you address issues that are making it difficult to manage at work or at home.

Helpline: 888-993-7650
Web: www.deeroakseap.com
Email: eap@deeroaks.com



THE SUPERVISOR/HR NEWSLETTER

DEER OAKS EAP SERVICES

HELPFUL RESOURCES FROM YOUR EMPLOYEE ASSISTANCE PROGRAM

MAY 19

May Online Seminar

Healthy Mind Toolkit

Learn practices for restful sleep, balanced nutrition, healthy relationships, regular mindfulness practice, and more, as practical tools in your "healthy mind toolkit.".

Available on-demand starting May 21st at www.deeroakseap.com

Deer Oaks 2019 Supervisor Excellence Webinar Series

Employee Engagement

A series of practical educational programs designed to help supervisors an managers to build more engaged and productive work teams. This series is availabl to all supervisors, managers, and other interested employees and does not cour toward your organization's training hour bank.

Webinar # 2: How to Effectively Onboard and Engage Your Employees

Creating high-quality onboarding experiences for new employees is a key to building an engaged work team. This practical presentation will discuss severa strategies for effectively onboarding, engaging, and retaining your employees.

Friday, June 7th 1:00 – 2:00 PM CT
Register: https://attendee.gotowebinar.com/register/7622657225343204(

Monday, June 10th 1:00 – 2:00 PM CT
Register: https://attendee.gotowebinar.com/register/9080421627285853187

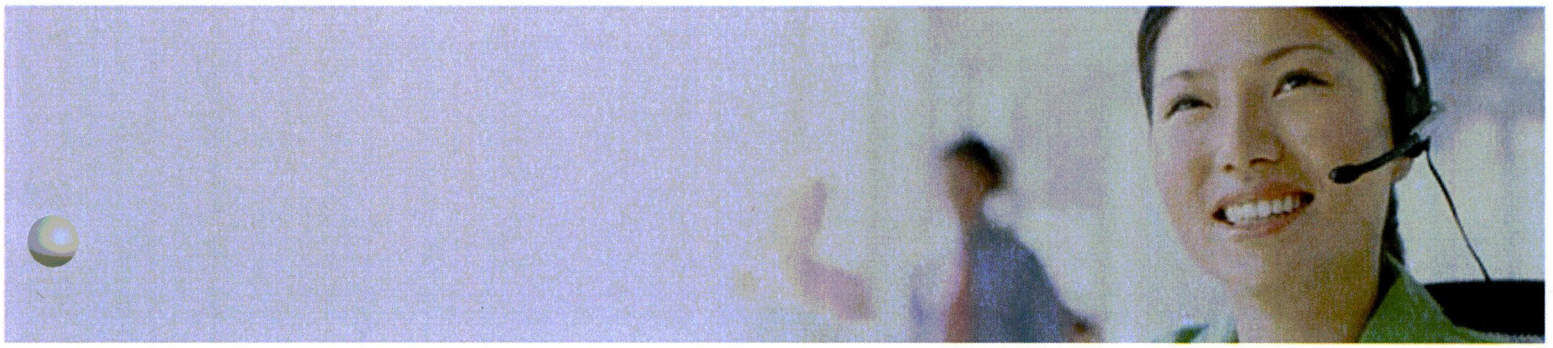
Helpline: 888-993-7650
Web: www.deeroakseap.com
Email: eap@deeroaks.com



EAP AND WORK-LIFE UTILISATION

Sample EAP

Report Period: 01 January 2017 - 31 December 2017
Report Run Date: 04 October 2018



TOTAL UTILISATION FOR THIS PERIOD

8.92%

01 January 2017 - 31 December 2017

Executive Summary

Sample EAP's overall usage of services during the period, 01 Jan 2017 to 31 Dec 2017, was 392 cases. The projected annual utilisation for Sample EAP is 8.92% which is greater than the Book of Business's (BOB) benchmark of 2.98%. There were 345 EAP counselling cases, and 47 work-life cases. Usage is higher compared to the previous year during this time period where utilisation was 7.93%. Year to date the number of cases broken out by gender are: 48.72% male and 33.67% female. 17.61% of callers declined to provide this information.

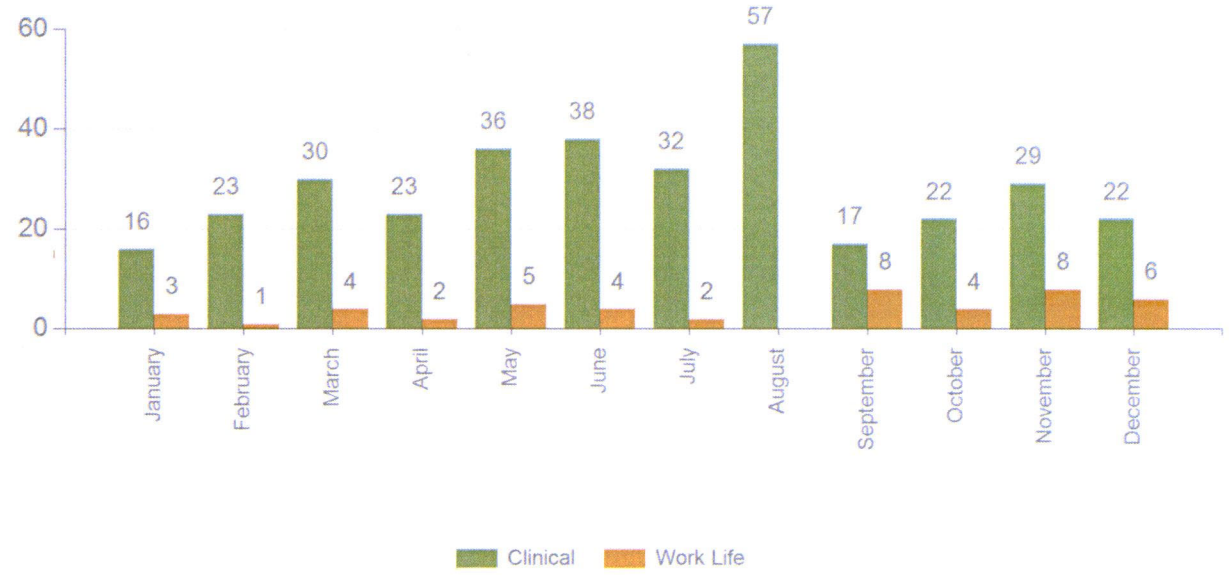
UTILISATION OVERVIEW

NUMBER OF PARTICIPANTS: 4396

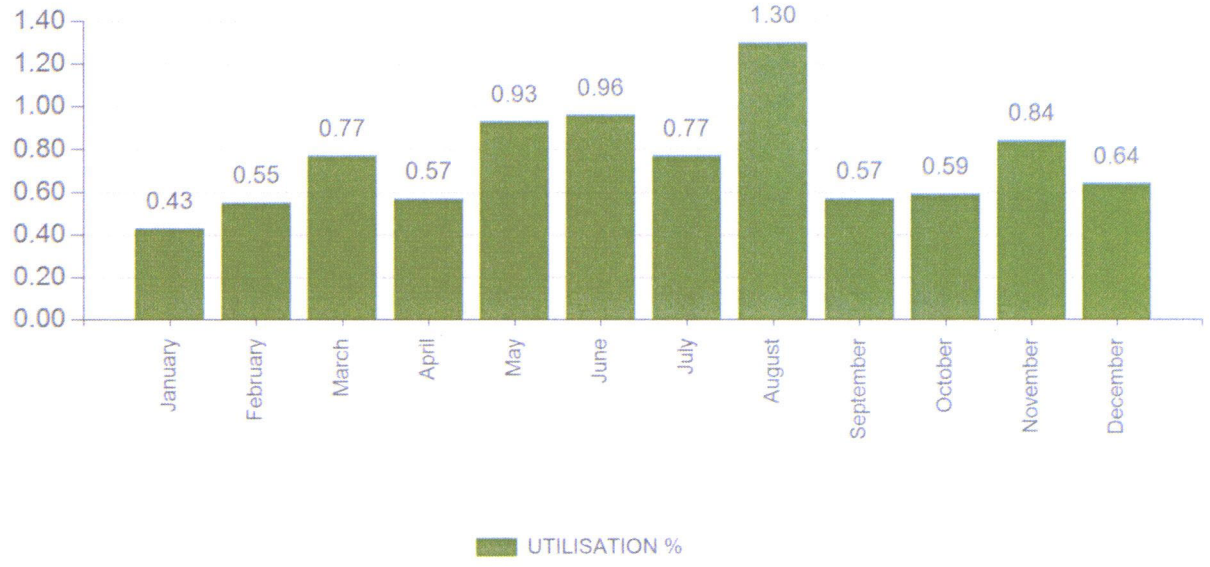
	Q1	Q2	Q3	Q4	TOTAL
Number of Individual Participants Utilising Services	67	91	79	75	299

	PERIOD COUNT	YTD COUNT	UTILISATION %	YTD UTILISATION %
Clinical	345	345	7.85	7.85
Work-life	47	47	1.07	1.07
Web Hits	4,523	4,523	102.89	102.89
Total	**4,915**	**4,915**	**111.81**	**111.81**

CASES BY MONTH

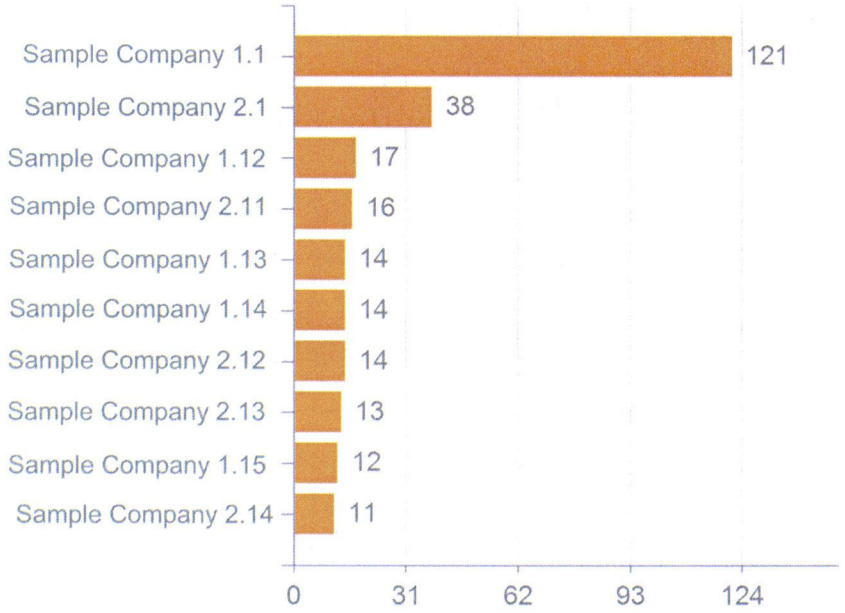


UTILISATION % BY MONTH



UTILISATION BY SITE

TOP UTILISATION



	TOTAL
Sample Parent 1	**204**
Sample Company 1.1	121
Sample Company 1.12	17
Sample Company 1.13	14
Sample Company 1.14	14
Sample Company 1.15	12
Sample Company 1.16	7
Sample Company 1.17	7
Sample Company 1.8	3
Sample Company 1.19	2
Sample Company 1.2	2
Sample Company 1.21	1
Sample Company 1.22	1
Sample Company 1.23	1
Sample Company 1.24	1
Sample Company 1.25	1
Sample Parent 2	**188**
Sample Company 2.1	38
Sample Company 2.11	16
Sample Company 2.12	14
Sample Company 2.13	13
Sample Company 2.14	11

	TOTAL
Sample Company 2.15	11
Sample Company 2.16	11
Sample Company 2.17	9
Sample Company 2.18	8
Sample Company 2.19	6
Sample Company 2.2	5
Sample Company 2.21	5
Sample Company 2.23	5
Sample Company 2.24	5
Sample Company 2.25	4
Sample Company 2.26	4
Sample Company 2.27	4
Sample Company 2.28	3
Sample Company 2.29	2
Sample Company 2.3	2
Sample Company 2.31	2
Sample Company 2.32	2
Sample Company 2.33	1
Sample Company 2.34	1
Sample Company 2.35	1
Sample Company 2.36	1
Sample Company 2.37	1
Sample Company 2.38	1
Sample Company 2.39	1
Sample Company 2.4	1
Total	**392**

KEY STATISTICAL INFORMATION

	Q1	Q2	Q3	Q4	TOTAL
Clinical					
Face to Face Counseling	31	32	37	39	139
Repatriation	26	47	33	27	133
General Assistance Clinical	14	23	24	30	91
Clinical First Call Resolution	4	5	18	5	32
Structured Telephonic Counseling	7	1	8		16
Long Term/Psychiatrist Referral	1	8	4	1	14
Manager Consultation		1	4		5
Aware- mindfulness-based stress reduction			2	1	3
cCBT		2			2
Formal Manager Referral		1			1
Sub Total	83	120	130	103	436
Work-life					
Legal Consultation	3	1	6	8	18
Legal Referral	2	2	2	1	7
Daily Living	1	3		2	6
General Assistance Work-life		1	2	3	6
Financial		4		1	5
Legal In Person	1			1	2
Child Care	1				1
Elder Care				1	1
Financial Referral				1	1
Sub Total	8	11	10	18	47
Total	**91**	**131**	**140**	**121**	**483**
Total Utilisation	2.07	2.98	3.18	2.75	10.99

WEB USAGE	Q1	Q2	Q3	Q4	TOTAL
Web Logins	285	435	339	243	1302
Web Usage % (Based on Logins)	6.48	9.9	7.71	5.53	29.62

***Please note that the General Assistance Clinical service cases are not included in utilization, but are reported in the case counts above.**

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Legal Referral	2	2	2	1	7
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General Assistance Work-life		1	2	3	6
Financial		4		1	5
Legal In Person	1			1	2
Child Care	1				1
Elder Care				1	1
Financial Referral				1	1
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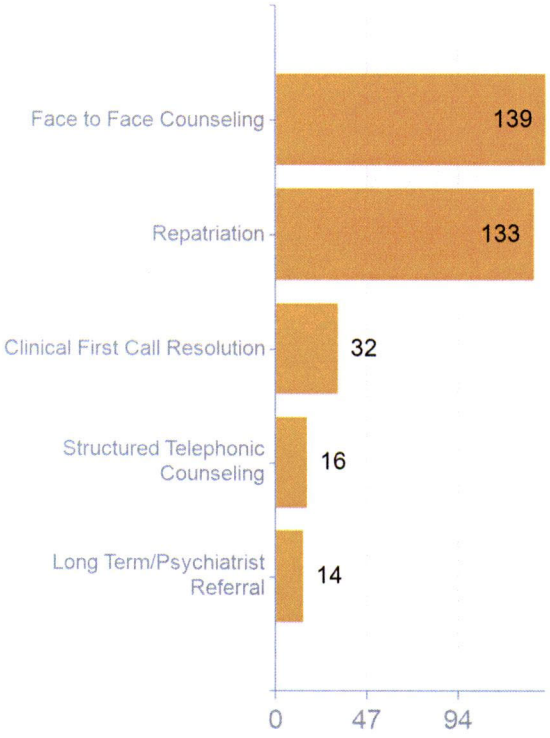
MAIN ISSUES

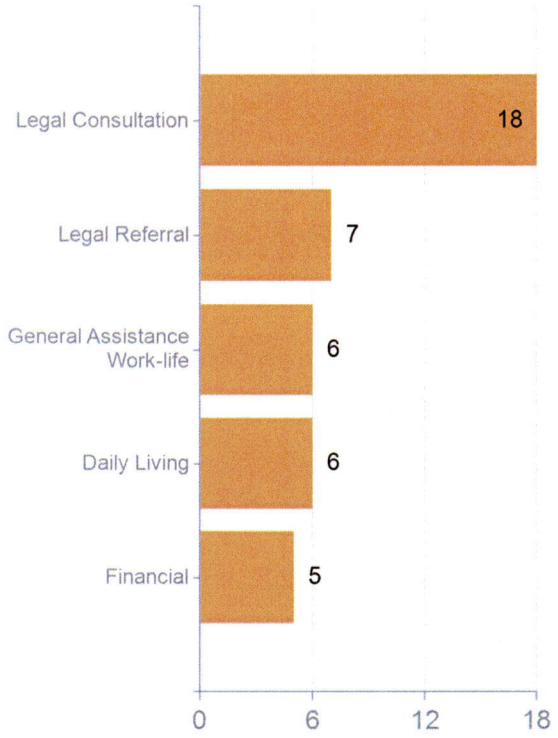
MAIN ISSUES OVERALL



CLINICAL ISSUES



WORK-LIFE ISSUES



CLINICAL CASES BY CATEGORY

	Q1	Q2	Q3	Q4	TOTAL	%
Face to Face Counseling						
Emotional Health	16	15	11	18	60	17.39
Family/Relationship Concerns	8	9	14	14	45	13.04
Workplace Concerns	4	5	3	3	15	4.35
Adjustment/Change	1	2	4	1	8	2.32
Grief/Loss	2	1	3	2	8	2.32
Addiction Concerns			2	1	3	0.87
Sub Total	31	32	37	39	139	40.29
Repatriation						
Email Outreach	26	47	33	27	133	38.55
Sub Total	26	47	33	27	133	38.55
Clinical First Call Resolution						
Emotional Health	2	2	8	2	14	4.06
Family/Relationship Concerns	2	1	3	2	8	2.32
Workplace Concerns		1	5	1	7	2.03
Adjustment/Change			2		2	0.58
Grief/Loss		1			1	0.29
Sub Total	4	5	18	5	32	9.28
Structured Telephonic Counseling						
Emotional Health	3	1	4		8	2.32
Workplace Concerns	2		2		4	1.16
Family/Relationship Concerns	2				2	0.58
Adjustment/Change			1		1	0.29
Grief/Loss			1		1	0.29
Sub Total	7	1	8		16	4.64
Long Term/Psychiatrist Referral						
Emotional Health	1	3	1	1	6	1.74
Family/Relationship Concerns		2	2		4	1.16
Adjustment/Change		1	1		2	0.58
Workplace Concerns		2			2	0.58
Sub Total	1	8	4	1	14	4.06
Manager Consultation						
Employee Behaviour/Attitude			2		2	0.58
Employee-Related Emotional Health		1	1		2	0.58
Workplace Incident			1		1	0.29
Sub Total		1	4		5	1.45
Aware- mindfulness-based stress reduction						

	Q1	Q2	Q3	Q4	TOTAL	%
Coaching			2	1	3	0.87
Sub Total			2	1	3	0.87
cCBT						
Self-Esteem		1			1	0.29
Symptoms of Anxiety		1			1	0.29
Sub Total		2			2	0.58
Formal Manager Referral						
Emotional Health		1			1	0.29
Sub Total		1			1	0.29
Total	**69**	**97**	**106**	**73**	**345**	

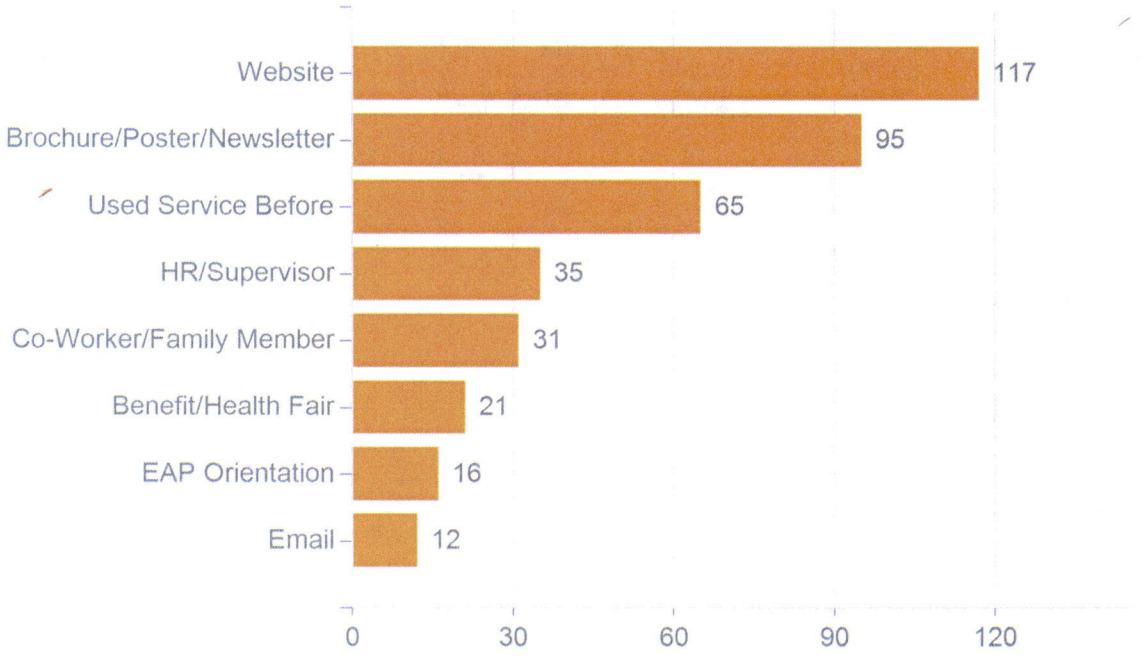
Personal Concerns

	Q1	Q2	Q3	Q4	TOTAL	%
Stress	26	39	52	37	154	28.89
Low Mood	21	28	52	25	126	23.64
Anxiety/panic	21	35	27	28	111	20.83
Difficulty Concentrating	15	6	10	9	40	7.50
Low Self-Esteem	3	5	10	9	27	5.07

Work Related Concerns

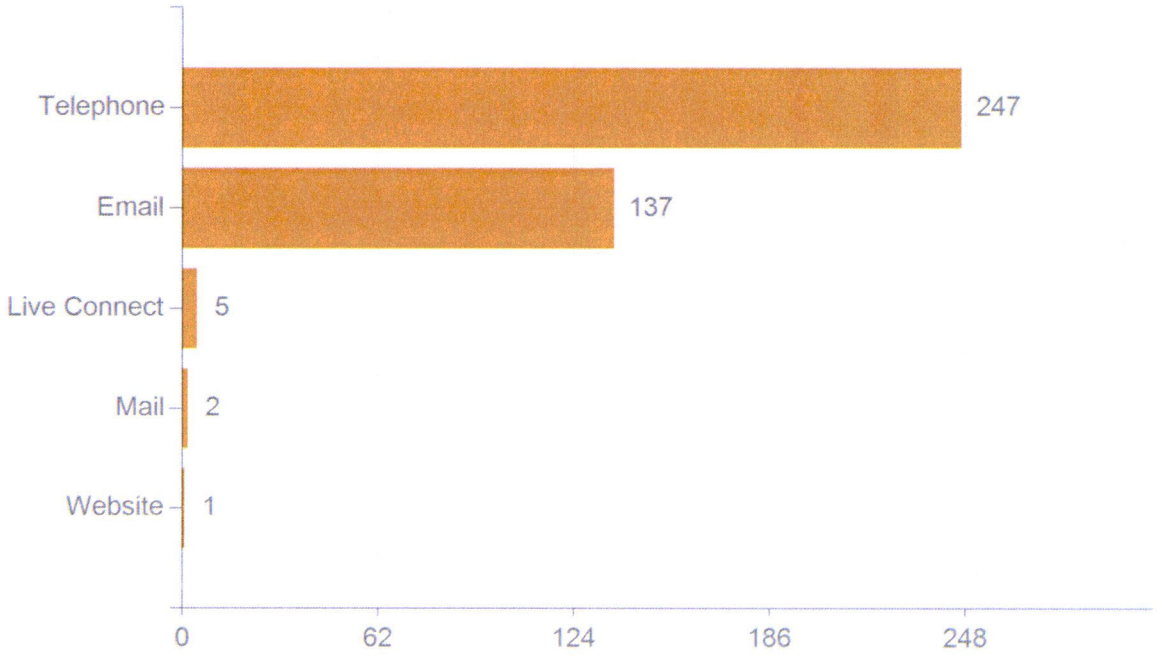
	Q1	Q2	Q3	Q4	TOTAL	%
Workplace Stress	13	12	18	11	54	38.57
Work Performance Issues	14	5	21	7	47	33.57
Workplace Bullying/Harassment		11		3	14	10.00
Conflict at Work	2	1	2	7	12	8.57
Career Change/Transition			4	3	7	5.00

KNOWLEDGE OF SERVICE



	TOTAL	PERCENTAGE
Website	117	29.85
Brochure/Poster/Newsletter	95	24.23
Used Service Before	65	16.58
HR/Supervisor	35	8.93
Co-Worker/Family Member	31	7.91
Benefit/Health Fair	21	5.36
EAP Orientation	16	4.08
Email	12	3.06
Total	**392**	

METHOD OF CONTACT



	TOTAL	PERCENTAGE
Telephone	247	63.01
Email	137	34.95
Live Connect	5	1.28
Mail	2	0.51
Website	1	0.26
Total	**392**	

WORK-LIFE CASES BY CATEGORY

	Q1	Q2	Q3	Q4	TOTAL	%
Legal Consultation						
Divorce			2	3	5	10.64
Legal Miscellaneous			3	1	4	8.51
Employment		1		2	3	6.38
Real Estate				2	2	4.26
Child Support/Child Custody	1				1	2.13
Power of Attorney	1				1	2.13
Tenancy			1		1	2.13
Wills & Estate Planning	1				1	2.13
Sub Total	3	1	6	8	18	38.31
Legal Referral						
Immigration	2				2	4.26
Real Estate			2		2	4.26
Auto Accident		1			1	2.13
Divorce		1			1	2.13
Legal Miscellaneous				1	1	2.13
Sub Total	2	2	2	1	7	14.91
Daily Living						
Health/Wellness		3		2	5	10.64
Career	1				1	2.13
Sub Total	1	3		2	6	12.77
General Assistance Work-life						
User Response Requested			2	3	5	10.64
Overview		1			1	2.13
Sub Total		1	2	3	6	12.77
Financial						
IFA Referral		2			2	4.26
Debt		1			1	2.13
Mortgage				1	1	2.13
State Benefits		1			1	2.13
Sub Total		4		1	5	10.65
Legal In Person						
Divorce				1	1	2.13
Immigration	1				1	2.13
Sub Total	1			1	2	4.26
Child Care						

	Q1	Q2	Q3	Q4	TOTAL	%
School Age	1				1	2.13
Sub Total	1				1	2.13
Elder Care						
Home Care				1	1	2.13
Sub Total				1	1	2.13
Financial Referral						
Financial Miscellaneous				1	1	2.13
Sub Total				1	1	2.13
Total	8	11	10	18	47	

Homepage

News Search Savings Centre Mental Health Legal Career Development and Transition Financial Travel and Leisure Time Relationships Parenting Grief and Loss Accomplished Employee Consumer Tips Division Homepage

WEB USAGE	Q1	Q2	Q3	Q4	TOTAL
Web Logins	285	435	339	243	1302
Web Usage % (Based on Logins)	6.48	9.9	7.71	5.53	29.62

	Q1	Q2	Q3	Q4	TOTAL
Homepage					
Homepage	450	721	548	403	2,122
News	60	106	80	51	297
Search	30	88	34	43	195
Savings Centre	1	64	105		170
Division Homepage	6	18	12	12	48
Contact a Counsellor	1	20	16	10	47
Cloud	6	34	2	3	45
Content	1	5	3	4	13
Seminars	3	1			4
Homepage Feature 1	2			1	3
New Content	2	1			3
Sub Total	562	1,058	800	527	2,947
Living					
Legal	15	25	43	24	107
Financial	12	40	24	20	96
Travel and Leisure Time	3	72	19		94
Consumer Tips	15	29	13		57
Home Buying and Selling	17	11	10	2	40
Pets	3	7	4	7	21
Home Improvement	7	7	1	3	18
Moving		9	8		17
Safety		5	2	4	11
Fraud and Theft	2			2	4
Sub Total	74	205	124	62	465
Balancing					
Mental Health	35	26	31	34	126
Relationships	18	18	13	2	51
Grief and Loss	8	8	3	8	27

	Q1	Q2	Q3	Q4	TOTAL
Families	6	8	10		24
Personal Growth	13	5	3	2	23
Communication	3	2	11		16
Addiction and Recovery	1		3	4	8
Sub Total	84	67	74	50	275
Working					
Career Development and Transition	21	35	23	9	88
Accomplished Employee	40	6	9	2	57
Training and Development	6	20	8	1	35
Workplace Productivity	9	3	2	2	16
Workplace Safety	2				2
Workplace Diversity	1				1
Sub Total	79	64	42	14	199
Parenting					
Parenting	24	7	7	33	71
Childcare	1	5		19	25
Developmental Stages		3	8	10	21
Education	6	13		2	21
Kids' Well-being		5	3	5	13
Sub Total	31	33	18	69	151
Health					
Men's Health		13	11	4	28
Women's Health	11	4	5	6	26
Health Challenges	1	7	11	3	22
Healthy Eating		12		6	18
Medical Care	3	2	6		11
Live Healthy	3	5	1	1	10
Senior's Health		6			6
Adolescents' Health	2	2			4
Children's Health	2	2			4
Healthy Living				3	3
Infant and Toddlers' Health				2	2
Sub Total	22	53	34	25	134
Ageing					
Ageing		16	5	11	32
Grief and Loss	7		19	5	31
Home Care		9	7	1	17
Housing Options	3	5	6	2	16
Planning the Future	4		3	5	12

	Q1	Q2	Q3	Q4	TOTAL
Caregivers			5		5
Ageing Well			2	2	4
Health				3	3
Adults with Disabilities		2			2
Sub Total	14	32	47	29	122
International					
Immigration		3	26	2	31
Living Abroad		3	6	2	11
Relocating Abroad	1	6	2	2	11
Working Abroad	3	2		4	9
Families Abroad	2	1	3	2	8
Emigration		2			2
Repatriation			2		2
Sub Total	6	17	39	12	74
Management					
Effective Manager	7	11	6	13	37
Workplace Safety	14	8		4	26
Workplace Productivity	2	3		4	9
Workplace Diversity	1				1
Sub Total	24	22	6	21	73
Emotional Well-Being					
Relationships	10	3	6	4	23
Personal Growth	2	5	3		10
Communication	2		7		9
Mental Health				9	9
Families			3	5	8
Grief and Loss		5	1	1	7
Sub Total	14	13	20	19	66
Life at Work					
Career Development and Transition			2	6	8
Accomplished Employee			2		2
Workplace Safety				2	2
Workplace Productivity				1	1
Sub Total			4	9	13
Webinars					
Disrupting Negative Thoughts	2				2
Diversity in the Workplace: Maintaining an Inclusive Environment				2	2
Information Overload			2		2
Raising Well-Adjusted Kids		2			2

	Q1	Q2	Q3	Q4	TOTAL
Bereavement: Coping With Losses			1		1
Coping With Change	1				1
Improve Your Health with Ergonomics and Frequent Movement			1		1
The Mind-Body Connection			1		1
Sub Total	3	2	5	2	12
Daily Life					
Consumer Tips	1	1			2
Safety			2		2
Sub Total	1	1	2		4
Total	**914**	**1,567**	**1,215**	**839**	**4,535**

Report Terminology Glossary

Overall Utilisation:

Utilisation is calculated by EAP and Work-life presenting issues ÷ population x 100

Projected Utilisation is calculated with the following formula: Utilisation for the Period ÷ Total number of days in that period x 365 x 100

Utilisation calculations are rounded to the nearest hundredth decimal place

Clinical:

Counselling cases that may include face to face, structured telephonic, video, on-line, first call resolution/in the moment support

cCBT (Computerised Cognitive Behavioural Therapy):

Self-paced program whereby participants interact with the application on a weekly basis, and to monitor their own perception of how they are functioning in terms of personal well-being, close family relationships, work, and social roles

RRCI (Rapid Response Critical Incident):

On-site support following a traumatic event

Work-Life:

Consultation and/or referrals for community resources

Web Hits:

Recorded each time a user moves from section to section on the website

Web Logins:

Recorded each time a participant logs in to the website. These can include multiple logins by the same participant

Management Consultation:

A consultation with a manager to assist in development of management skills or to assist with how to handle a particular situation with an employee or within the organisation

Number of Individual Participants Utilising Services:

Number of unique individuals accessing services

Knowledge of Service:

How participants identified they learned about the service

Method of Contact:

Provides a breakdown for the reporting period of how participant accessed the service

General Assistance:

Categorises the General Assistance Inquiries into the reason why outreach by a participant did not result in a case

User Response Requested:

The participant makes contact with the service centre, but fails to provide enough information to complete an intake and therefore more information is being requested

EAP Overview:

The participant receives an overview of the services available, and the contact does not result in the client requesting service

Benefit Connect:

The participant is seeking a service that is not administered through the EAP/work-life program, so is

connected to the correct resource

First Serve:

When it is unknown if the participant is eligible for services however initial support is provided

RMS (formally Live Connect):

Instant messaging that is accessible via the website. Allows participant to request services without making a phone call

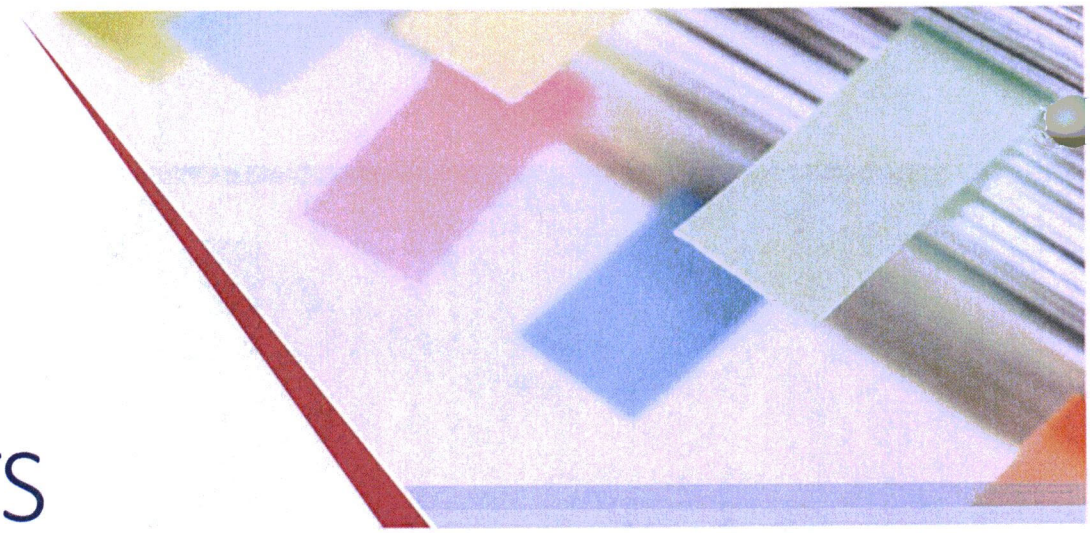
Workplace Activities:

Provides a chart, a summary, and a list of all services for the reporting period provided in the client's workplace (onsite counselling, benefit fairs, webinars, etc.)

DEER OAKS EAP SERVICES



2019 Deer Oaks EAP Services Training Catalog



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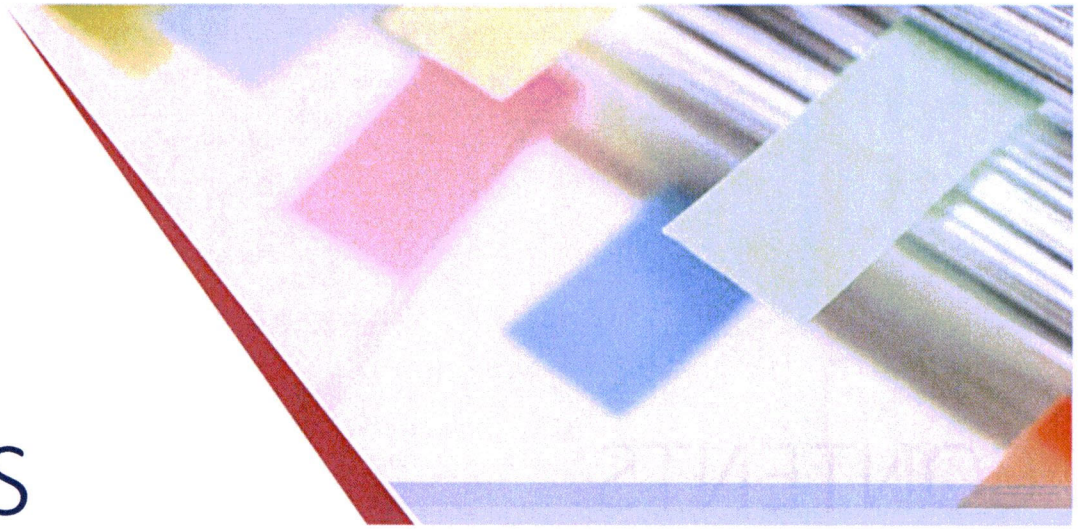

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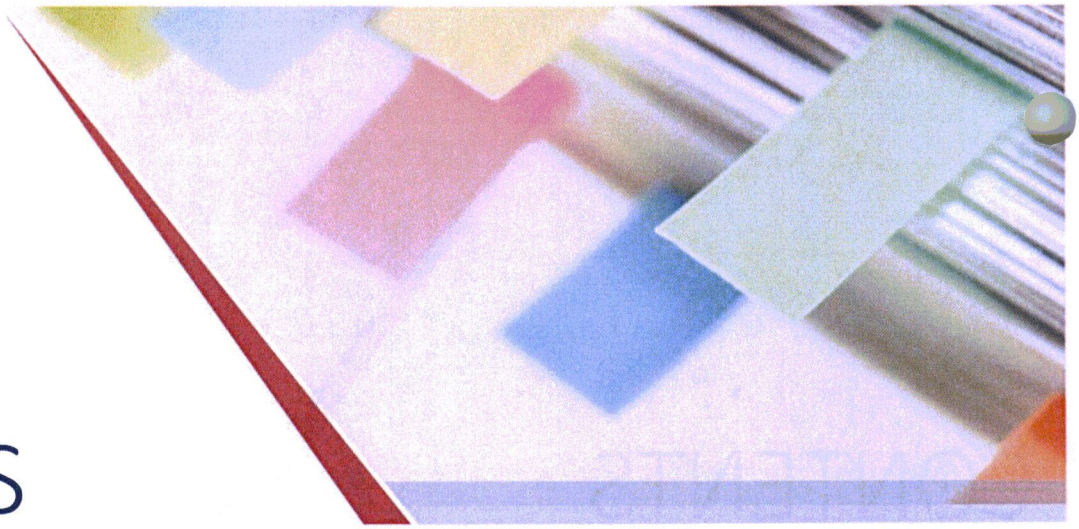

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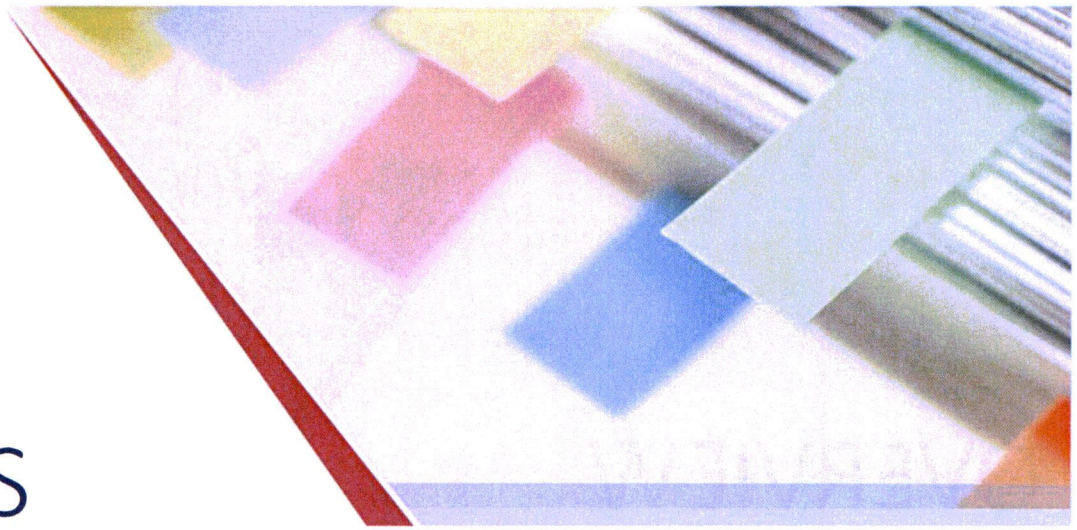

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OVERVIEW

THE DEER OAKS TRAINING PHILOSOPHY

By providing a wide variety of seminars, Deer Oaks can assist your organization in promoting a healthy and motivated work environment where employees are engaged and effective in their roles. These learning opportunities are designed to educate and motivate employees and managers to be proactive and effective in managing their work responsibilities and personal lives.

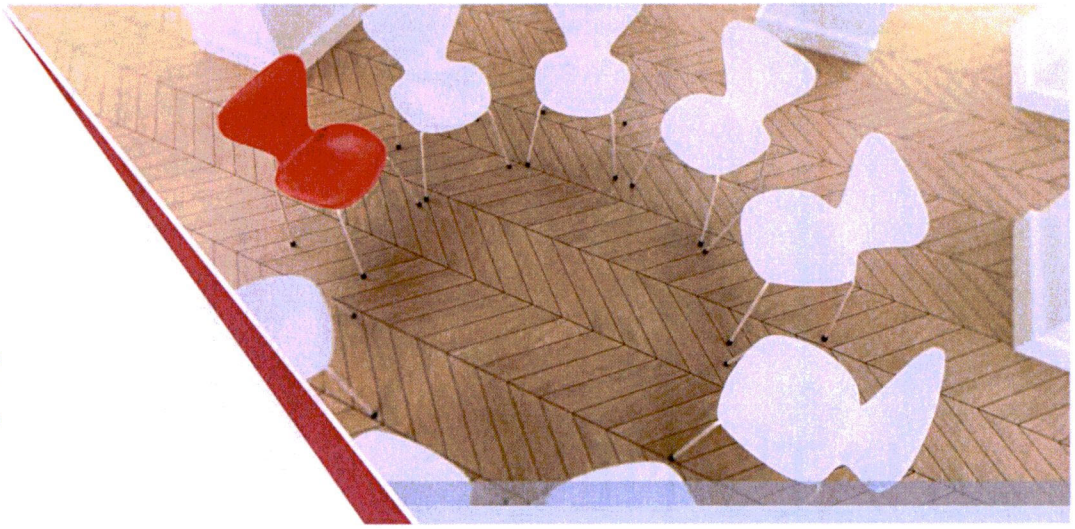
Designed using adult learning theories, the seminars engage participants in collaborative learning. Our carefully selected and experienced training professionals guide facilitation of content that is based on industry research, skills practice, action planning, and group discussions. The interactive environment allows for discussion and sharing of ideas, as well as accelerates the transfer of learning back to the job and the participants' personal lives.

Seminars are designed to assist participants in learning new skills, adapting to change and challenges, increasing performance, and utilizing resources that enhance personal effectiveness and morale. Participants gain practical knowledge and useful strategies to help them problem-solve and improve relationships. The benefits to the organization include retention and commitment of key talent and high performers, higher levels of engagement and motivation, and a more knowledgeable and focused workforce.

Initiatives for Life, People Management, and Professional Development

The Deer Oaks Training Team staffs experts in human resources, organizational development, talent management, and training and development to design and deliver customized programs for organizations' unique training needs.

NOTE: In the event a training should need to be cancelled, please provide at least 3-business days' notice.



WHAT WE OFFER

The Deer Oaks Training team has memberships to professional training and academic organizations to stay abreast of the technology, training research, and workforce development industry. We currently serve on HR management boards, in professional networking organizations, and as adjunct instructors at local colleges.

Our global network trainers have a minimum of (5) years of experience in their content area(s), knowledge of the industry, and familiarity with workplace environments. All trainers have knowledge of adult learning theories and principles, facilitation skills, and a minimum of an associate's or bachelor's degree; the majority of our trainers are degreed at the master's level. All experience and licensing information is verified prior to acceptance into our network.

We continually recruit qualified trainers in specific content areas and specific geographic regions; the training network is continually developed based on the specifications of client needs. Our facilitators are selected for their subject matter expertise, facilitation skills, and knowledge of workplace practices and adult education principles. Facilitators have experience in the following content areas:

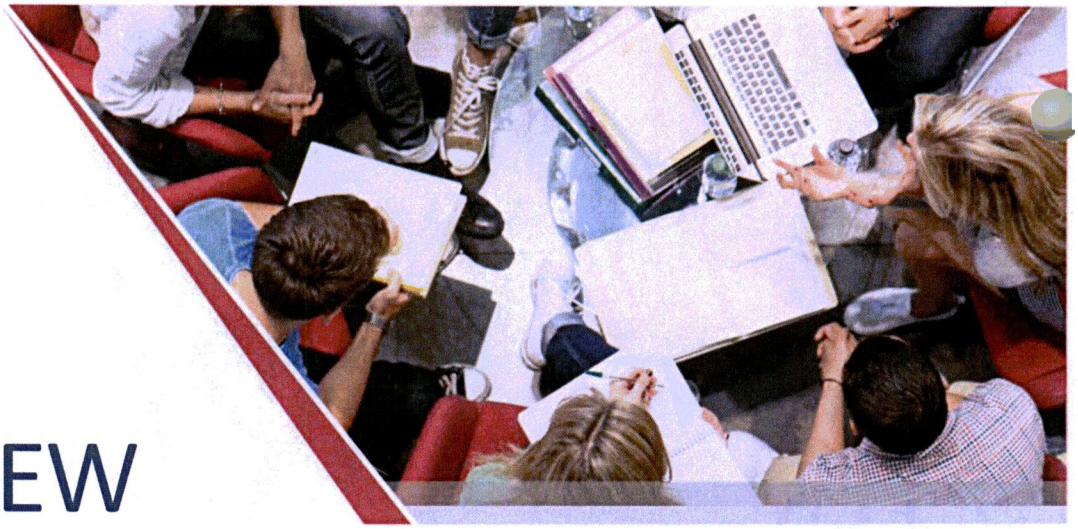
- Workplace issues
- Personal development
- Caregiving
- Geriatric services
- Legal matters
- Consumer financial Issues

CLASSROOM TRAINING

Collaborative learning engages participants in their own learning through guided facilitation of meaningful learning, illustrations, exercises, practical examples, and group discussions. Facilitators present practical information, help manage the session with flexibility to meet participant needs and expectations, and recognize that the character and learning style for each learner varies.

ONLINE TRAINING

Online seminars and e-Learning are an excellent venue to communicate topics of interest to a decentralized workforce. Online seminars offer an excellent opportunity to connect participants with subject matter experts without the geographic constraints. Employees register for the sessions through a Web portal. Bring instructor-led training directly to your desktop while accommodating your busy schedule. Using a Web browser and your telephone, interact with a qualified trainer who will guide your learning and answer your questions in real time. Our interactive e-Learning courses are individually paced and offer convenient self-guided learning.



WHAT'S NEW

AIR PROGRAM FOR MANAGERS – MANAGING YOUR TEAMS PERFORMANCE HALF-DAY WORKSHOP

The challenge for managers in today's work environment is to ensure that employees are engaged in delivering results while carrying out their work in challenging environments. Managers navigate performance issues while employees are under pressure of increased work volumes, tight timelines, limited resources, changing business requirements and global time zones. The AIR Program™ is designed to revolutionize the way managers think and act in relation to the performance of their employees and teams. The AIR program offers managers a way to gauge the emotional health of employees by understanding basic concepts of emotional health, observing key performance indicators, and reinforcing resilience skills of both individuals and teams.

HOW PARTICIPANTS WILL BENEFIT

At the end of this session Participants will be able:

- Understand the signs and symptoms of emotional distress related to performance
- Use the Stress and Pressure Impact Tool to manage performance of individual team members
- Recognize employees who are experiencing declines in performance and proactively respond.
- Use existing resources to develop intervention plans.
- Rely on practical strategies to build resilience skills with team members
- Build more collaboration and communication with individuals and team

FIRST RESPONDER SERIES: FEELING THE IMPACT OF TRAUMA - REACH OUT FOR HELP

First Responders operate with high resilience skills. The continual exposure to trauma requires specialized support. For first responders—the firefighters, police officers, military personnel, emergency dispatchers, EMTs and others who keep us safe—work can mean close encounters with danger, chaos and tragedy, sometimes on a daily basis. The continual exposure to traumatic situations takes a toll over time. This session is focused on helping participants reclaim their emotional footing by sharing experiences and learning effective strategies to manage their reactions to sustained stress.

This session is a pre-requisite for the other sessions in this series.

HOW PARTICIPANTS WILL BENEFIT

When participants leave this session, they will be able to:

- Understand the effect of continual exposure to trauma
- Learn the cycle of trauma and recovery
- Explore strategies to use in regaining emotional footing after trauma
- Experience the importance of peer and social support in the recovery process
- Address personal reactions to the stigma of seeking help and overcoming those reactions



WHATS NEW

FIRST RESPONDER SERIES: REACHING MY LIMIT – WHEN DO I REACH OUT FOR HELP?

First responders are very resilient. The culture of First Responders is represented by stoicism, confidence, and peer support. Yet the consistent pressure and stress over time can produce cracks in the armor. For First Responders it is important to understand the behavioral indicators that signal the need for help. Become aware of the signs of "stigma" when seeking professional help and learn how to overcome that. Knowing the signs is critically important to maintain your self-confidence and that of your team in order to continue operating effectively and safely.

HOW PARTICIPANTS WILL BENEFIT

When participants leave this session,
they will be able to:

- Learn the effects of ignoring symptoms that indicate the need for help
- Understand available resources and how to access them
- Learn how to confidentially approach co-workers who might need support
- Understand the importance of social support and how to rely on your support system for recovery

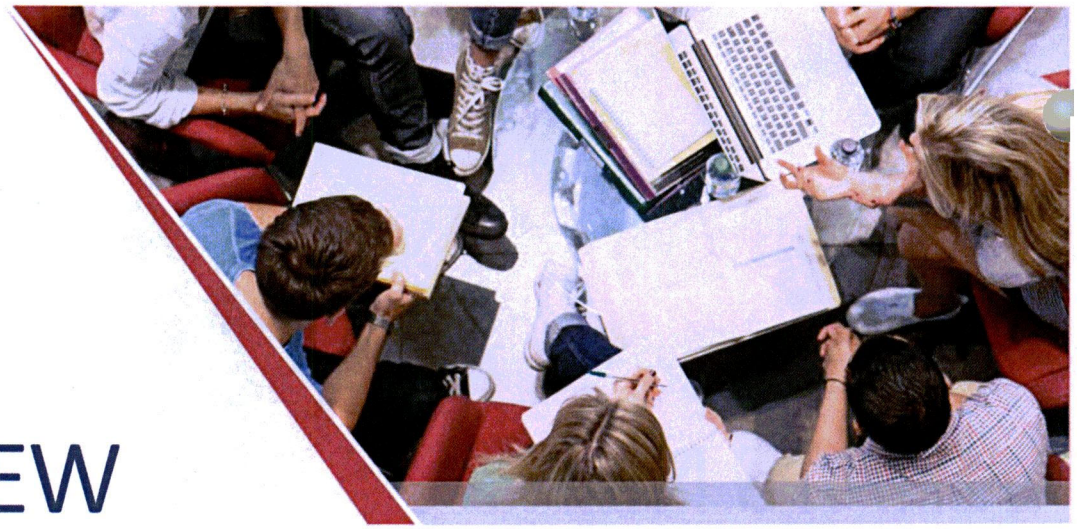
FIRST RESPONDER SERIES: "THIS ONE GOT TO ME" – EMOTIONAL TRIGGERS

Trauma impacts each person differently; even our built-in resilience can be tested when faced with specific events that trigger deep, powerful, and personal emotional reactions. These reactions tend to take longer to recover and interfere with emotional grounding. Understanding your personal triggers and how to prepare and recover when you experience them plays an important role in maintaining overall resilience and continuing to perform first responder work safely and effectively. For peer support, understanding emotional triggers creates sensitivity among team members so they can recognize and support each other when experiencing a deep emotional reaction to a recent event.

HOW PARTICIPANTS WILL BENEFIT

When participants leave this session, they will be able to:

- Understand emotional triggers and how they impact individuals
- Know how to reach out for support when managing strong emotional reactions
- Identify peers who are triggered by specific events and discuss how to support them



WHATS NEW

FIRST RESPONDER SERIES: MINDFULNESS AND MEDITATION FOR FIRST RESPONDERS

This session explores the basic principles of mindfulness with a unique emphasis on how First Responders can use this to positively impact their reactions to traumatic events. Participants will learn how to apply basic mindfulness techniques immediately in their everyday activities.

HOW PARTICIPANTS WILL BENEFIT

When participants leave this session, they will be able to:

- Understand what mindfulness is
- Understand the impact of being mindful on various aspects of life
- Practice meditation techniques to use in developing a sustained practice
- Learn different techniques to live more mindfully every day

UNCONSCIOUS BIAS

HALF-DAY WORKSHOP

Everyone has unconscious bias. It is based on an evolutionary survival instinct and means that our brains are predisposed to making quick judgments based on deeply rooted subconscious attitudes. This means that every employee brings this bias with them into the workplace. It shapes the way we think, act and interact with others. However, while we are not always aware of them, our unconscious bias creates barriers relating to inclusion, diversity, performance, engagement and communication. While these deep-set attitudes are difficult to eliminate completely, it is possible to interrupt the process, raise awareness of our bias and discover strategies to move towards conscious action.

This powerful and thought provoking workshop will enable participants to discover how the mind functions and use powerful demonstrations to illustrate the prevalence of unconscious bias. It will reveal the ways that people commonly make quick assumptions and judgments about others and the impact this can have on the employee and the organization.

HOW PARTICIPANTS WILL BENEFIT

At the end of the training, the participants will have a comprehensive understanding of the concept of Unconscious Bias. They will:

- Fully understand the concept of unconscious bias and how this differs from prejudice and stereotypes
- Discover their own personal unconscious bias and the impact this can have on those around them
- Explore why managing unconscious bias is crucial for personal and professional development
- Gain insight into the ways bias can manifest using powerful case studies
- Discuss common examples of bias and share personal experiences
- Develop practical and immediate techniques for challenging personal bias
- Learn new ways to consciously break habits and beliefs
- Determine strategies for tackling inappropriate bias in the work environment
- Discover ways to contribute to a positive and inclusive work culture

2019 ONLINE SEMINAR TOPICS

	THEME	ONLINE SEMINAR	DESCRIPTION Seminars can be found on your home page, or you can search for them by title.
JAN	**Workplace Relationships**	*Building Positive Relationships at Work* Available on Demand Starting **Jan 15th**	Examine patterns in our workplace relationships and how we can alter our approach to make them positive.
FEB	**Recognizing a Need for Support**	*Mental Health First Aid* Available on Demand Starting **Feb 19th**	Recognize the signs of someone who might be facing emotional concerns, and learn best practices for offering support.
MAR	**Respecting Each Other**	*Interpersonal Communication: Social Skills for Success* Available on Demand Starting **Mar 19th**	Explore verbal and nonverbal communication to better understand how interpersonal communication may be interpreted by others.
APR	**Resilience**	*Understanding Resilience* Available on Demand Starting **Apr 16th**	Delve into techniques for becoming more resilient, and understand that the first step is acknowledging one's own feelings.
MAY	**Prioritizing Wellbeing**	*Healthy Mind Toolkit* Available on Demand Starting **May 21st**	Learn practices for restful sleep, balanced nutrition, healthy relationships, regular mindfulness practice, and more, as practical tools in your "healthy mind toolkit."
JUN	**Mindfulness and Focus**	*Mindfulness Matters* Available on Demand Starting **Jun 18th**	Explore basic mindfulness principles and learn some techniques that you can put to immediate use.
JUL	**Managing Pressure and Balancing Priorities**	*Making a Life While Making a Living: Work-Life Balance* Available on Demand Starting **Jul 16th**	Identify strategies to be more effective and more satisfied with both home and work lives.
AUG	**Tools for Financial Wellbeing**	*Effective Budgeting* Available on Demand Starting **Aug 20th**	Develop better skills for tracking spending, reducing debt, and developing a personal plan for financial success.
SEP	**Making the Best Use of Your Time**	*Maximizing Your Day: Effective Time Management* Available on Demand Starting **Sep 17th**	Better understand basic time management principles and what characteristics make effective time managers.
OCT	**Positive Emotional Health**	*Emotional Wellness: Building Better Mental Health* Available on Demand Starting **Oct 15th**	Gain coping strategies for dealing with adversity in a constructive way, and develop structured mechanisms for building better mental health.
NOV	**Support for Caregivers**	*The Sandwich Generation: Meeting the Challenges of Multigenerational Caregiving* Available on Demand Starting **Nov 19th**	Identify common family dynamics, gain insight on knowing when it's time for additional caregiving support resources, and explore self-care techniques.
DEC	**Creating Stronger Relationships**	*Examining Relationships: Healthy vs. Unhealthy* Available on Demand Starting **Dec 17th**	Examine different types of relationships – from family and friendship, to romantic and professional – while learning to recognize healthy and unhealthy relationships.

CONDUCTING A SYSTEM CHECK *Prior to joining an online seminar: If you are attending an online seminar for the first time, you will need to check your current technology against the online seminar technology requirements.*



PEOPLE MANAGEMENT

ACCOUNTABILITY

Individually we must be accountable for our own performance, but as managers we must also be accountable for our employees' performance. We must clearly define and express our expectations in order for them to perform at the level that we want. We must also provide constructive feedback on a consistent basis with the intent to help increase performance.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Create a congruent workplace where individual employees contribute to the organization's mission
- Develop a plan to effectively communicate expectations
- Identify personal barriers to employee productivity
- Discuss strategies to hold employees accountable in a way that motivates and produces results

COACHING FOR PERFORMANCE

Coaching is a challenge that can be extremely rewarding. As you follow the guidelines in this session, you will meet that coaching challenge and develop relationships that will be meaningful both for you and for those you mentor.

HOW YOU WILL BENEFIT

In this session you will learn techniques and tools for appropriate coaching, as well as

- Discuss the benefits of coaching for both the organization and the employee
- Identify the elements of coaching
- Participate in a case study applying the key steps of coaching
- Discuss tips for providing feedback

COMMUNICATING CHANGE TO EMPLOYEES

Change management is a planned and organized approach to moving individuals, teams, and organizations from a current state to a desired future state. Employees going through difficult changes at work usually have a hard time. The good news is that there are many ways we can effectively manage the changes in our personal and professional lives. This session will help managers help employees through a change and unearth strengths and skills employees never thought they had.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Describe the components of change management
- Identify the phases of change
- Provide tips for responding to change
- Discuss the importance of communicating and helping employees adjust

COMMUNICATION SKILLS FOR COLLABORATION AND WORKING EFFECTIVELY WITH OTHERS

A manager needs to be able to effectively communicate with his or her team to build trust. You are able to build a better rapport when you are able to give clear and concise instructions. As an effective communicator you can also resolve conflict. In this seminar you will engage in a discussion on basic communication principles, including the impact of nonverbal cues on communication. You will also learn about the behaviors and skills involved in active listening.

HOW YOU WILL BENEFIT

This session will help you create a collaborative process that is effective with all communication styles. You will

- Identify the characteristics of effective communication
- Recognize ways to facilitate mutual respect
- Recognize the importance and impact of nonverbal cues on communication
- Discuss the Golden Rule and the Platinum Rule
- Consider ways to create a respectful and cohesive workplace as a leader/manager

CONFLICT MANAGEMENT FOR SUPERVISORS AND MANAGERS

Keeping your team focused and motivated is a full-time job in itself, but conflict within your team can make your job impossible. During this seminar you will explore how to reach resolutions that are agreeable to all parties involved and get your team focused on moving forward. You will learn conflict management strategies that will boost performance and increase collaboration among your team.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Explore different types of conflict
- Identify conflict management styles
- Develop an understanding of the role of communication
- Connect conflict management styles with a variety of personality types
- Consider ways to create a collaborative environment

DIVERSITY IN THE WORKPLACE: MAINTAINING AN INCLUSIVE ENVIRONMENT

It is very important to understand the value of hiring and retaining a respectful and culturally sensitive diverse workforce. Every member of the workforce brings unique skills, background, and experience vital to the successful completion of the company productivity and service goals. Diversity brings to a workforce a rich source of creativity and problem-solving to help reach business goals.

HOW YOU WILL BENEFIT

Learn the value of having a diverse workforce as well as learn ways you can promote respect and cultural sensitivity.

When you leave this session you should be able to

- Recognize the importance of managing for diversity
- Identify the elements involved in successfully recruiting and retaining a diverse workforce
- Put into practice tips for communicating appropriately in a diverse work environment

DRUG-FREE WORKPLACE COMPLIANCE

Substance abuse can have a number of negative consequences on the employee(s) in the workplace. The safety of employees is severely compromised throughout the workday. This seminar models the Department of Transportation's Drug-Free Workplace training.

HOW YOU WILL BENEFIT

This seminar examines

- Signs and symptoms of substance use and how to deal with employees who have job performance problems that could be related to alcohol and other drugs
- The necessary skills for referring employees to the Employee Assistance Program (EAP), other treatment providers, and/or drug and alcohol testing
- Reasonable suspicion and supervisor responsibilities

LEADERSHIP ESSENTIALS

What is the difference between leadership and management? This session explores the role leadership plays in managing others. You will learn methods to achieve success in guiding and motivating others, while leading with a sense of focus, purpose, and direction. Additionally you will learn tips for addressing employee issues and concerns.

HOW YOU WILL BENEFIT

This seminar explores the fundamental concepts of leadership, including

- Differentiating leadership and management
- Discussing the ways leaders influence and motivate employees
- Having a plan to address employee issues and concerns

MANAGING DIFFICULT PERSONALITIES

Not all employees are the same; some personalities are easier to interact with than others. Just about every workplace has a diverse blend of personalities and preferences. Learn how to communicate and facilitate a positive working relationship with any personality type. We will also examine the role of attitudes and perceptions, along with how to make the most of our diverse relationships with others.

HOW YOU WILL BENEFIT

When you leave this session you will

- Develop insight in managing different personality types in the workplace
- Develop a cohesive team through individual strengths and differences
- Identify your own attitudes and perceptions of people who are different from you

MANAGING IN A MULTIGENERATIONAL WORKPLACE

Today's workforce is composed of generations with different values and priorities. This session will identify the characteristics and key motivational factors of each generation. This session evaluates ways to effectively engage and motivate each generation. Explore commonalities and discuss differences to build strong teams while bridging the generational gap.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Identify common areas of conflict between generations
- Determine ways to motivate each generation
- Effectively communicate across generations
- Create a plan to manage multiple generations successfully

MANAGING IN A VIRTUAL WORLD

Working remotely is becoming more prevalent in today's society. It has its pros and cons just as working from an office does. We will address many components of how to effectively manage a virtual or decentralized team.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Identify challenges to creating and maintaining successful virtual teams
- Provide practical strategies and best practices to communicate with and manage a decentralized team

MANAGING THE APPRAISAL PROCESS

Performance appraisals are essential for the effective management and evaluation of staff. Appraisals help individuals improve organizational performance and feed into business planning. Formal performance appraisals are generally conducted annually by managers for all staff in the organization. This session will assist managers by providing some tips and suggestions for making the process enjoyable and rewarding.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Discuss the managerial role in performance appraisals
- Identify barriers in the communication process
- Discuss effective strategies for providing feedback

MANAGING UNDER PRESSURE: MAKING DECISIONS AND COMMUNICATING

When times are tough, how do you manage your team? How do you handle the pressure? This seminar will equip you with techniques that will strengthen your ability to respond (not react) to high-pressure situations. This session also covers tools for making decisions during tough times and communicating decisions.

HOW YOU WILL BENEFIT

This seminar will teach you to

- Examine how you respond to challenging situations
- Be empowered during the decision-making process
- Evaluate options to make an informed decision
- Discuss strategies to hold employees accountable in a way that motivates and produces results

RECOGNIZING A TROUBLED EMPLOYEE

Employee performance should be a major focus for all managers. At some point in your management career you are likely to encounter at least one troubled employee. It is important that you know what to do and what not to do.

HOW YOU WILL BENEFIT

In this session we will discuss

- The difference between a troubled and a difficult employee
- The role of the manager in responding to a troubled employee
- Strategies to achieve positive results
- How to deal with a dangerous and troubled employee

SELECTING THE BEST: EFFECTIVE HIRING TECHNIQUES

Selecting the best candidate is vital to establishing and building a successful organization. Learn effective interview techniques to hire the best talent. It is important to note that hiring the wrong candidates can be costly to the organization and can negatively affect employee morale. As a manager, your performance is connected to the performance of the people you hire. You can minimize the frustration of hiring the wrong person by attending this course.

HOW YOU WILL BENEFIT

This session will provide you with knowledge on how to effectively conduct an interview that will bring about the most success in finding that perfect candidate.

When you leave this session you should be able to

- Discuss the three standard interview processes
- Discuss the STAR method
- Identify the various rating biases and discuss ways to prevent these biases from affecting the interview process

SEXUAL HARASSMENT PREVENTION IN THE WORKPLACE: OVERVIEW AND COMPLIANCE

In this seminar employees will learn the common effects of harassment and the legal ramifications involved with sexual harassment. We will discuss examples of sexual harassment behaviors and discuss ways to avoid acting in harassing ways. Additionally, general sexual harassment reporting procedures will be reviewed.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Increase your overall awareness about forms of harassment in the workplace
- Define sexual harassment and discuss examples of this behavior
- Review/revisit your organization's anti-harassment policy
- Discuss legal rights and appropriate procedures if harassed
- Learn how to avoid harassing actions

STRENGTHENING THE TEAM: BUILDING A COHESIVE AND INCLUSIVE TEAM

"The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime"— Babe Ruth. Participants will engage in a discussion on basic communication principles and complete a fun small-group exercise to identify communication barriers. The facilitator will introduce elements of clear communication. Participants have an opportunity to practice listening, questioning, confirming, and encouraging in several interactive group exercises.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Discuss strategies for creating and maintaining an inclusive environment
- Understand constructive ways to communicate with others
- Identify methods for building respectful relationships
- Explore tips for overcoming relational challenges in the workplace

THE ART OF DELEGATION

Maximize productivity by learning the art of delegation. Delegation can foster teamwork and boost employee morale. Successful managers show confidence and competence when assigning tasks to experienced employees. Today's employees face an ever-growing workload. There may have been times when it was easier to just do it yourself, but you can't do it all. Attend this session for tips on delegating an assignment while ensuring accuracy in the process.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Identify the elements of delegation
- Discuss the roadblocks to successful delegation
- Recognize 10 key steps to successful delegation
- Evaluate 10 warning signs that your delegation skills need improvement

THE ART OF MOTIVATION

Understanding what motivates people allows managers the opportunity to build a strong team. Effective managers learn how to motivate through interaction and discussion.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Discuss research on employee motivation
- Identify the three goals that employees seek at work
- Discuss the four dimensions of employee engagement

THE STRATEGIC PLANNING PROCESS

It is crucial for managers and supervisors to understand the value that strategic planning brings to an organization. Knowing how your department aligns with the mission and goals of the organization is valuable to the success of the organization. This seminar reviews the stages of the strategic planning process.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Identify key concepts involved in strategic planning
- Identify ways you can contribute to your organization's strategic success
- Discuss strategies to hold employees accountable in a way that motivates and produces results

UNDERSTANDING MEDIATION TO RESOLVE DISPUTES

Alternative Dispute Resolution (ADR) is the method of resolving disputes or issues that are considered to be outside of the judicial process. Mediation is a form of ADR and is a way of resolving disputes between two or more parties. Many employers utilize this method for workplace issues. Mediation involves a neutral third party bringing two sides together with the aim of reaching a mutual agreement. Learn how organizations are using mediation to resolve employee issues and to decide if mediation could work in your organization.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Identify the aspects of alternative dispute resolution
- Discuss how organizations use mediation to resolve employee issues
- Provide strategies for resolving workplace issues using mediation

VIOLENCE PREVENTION IN THE WORKPLACE

Research shows that violence in the home follows victims into the workplace and often results in absenteeism, low productivity, and turnover. In this session we will discuss the prevention of violence in the workplace as well as how to deal with it should it actually occur. We will discuss risk factors that may increase this behavior and also indicators of problem behavior. Once we know the risk factors and indicators, we will move on to the proper response to workplace violence, what employers can do, and how employees can protect themselves.

HOW YOU WILL BENEFIT

This session will help participants define workplace violence, learn how to recognize it, and learn how to handle a potentially violent employee. You will learn to

- Discuss ways to prevent and deal with workplace violence
- Identify risk factors that may increase a worker's risk for workplace violence
- Describe indicators of problem behavior
- Discuss methods of responding to disruptive, threatening, or violent behavior
- Identify what employers can do to help protect employees and what to do after an incident



CAREGIVING

6,570 DAYS: YOUR CHILD FROM BIRTH TO LATE TEENS

This session provides an overview of key developmental stages of your child from birth to late teens and "leaving the nest." Discuss common issues during each stage as well as helpful strategies you can employ as a parent. You'll also learn about resources you can tap into during each phase of your child's life.

HOW YOU WILL BENEFIT

You will gain a clearer understanding of the developmental stages your child will go through.
You will

- Identify key developmental stages of childhood and adolescence
- Discuss the common issues of those stages
- Apply strategies to help you and your child through each phase
- Identify parenting resources to help you navigate from birth to late teens

CARING FOR AGING RELATIVES

Learn how to determine the best level of care for an aging relative. As older relatives age, they may require more care than family or neighbors can provide. Many younger relatives then face the difficult decision of seeking the right kind of outside care. This seminar is a helpful first step. You'll learn about observing and assessing your relative's ability to perform the activities of daily living (ADLs), from bathing and dressing to eating regularly and correctly taking medications. Some elders may be unwilling to accept that they require additional care; this seminar explains how to communicate more productively about care options, from in-home assistance to assisted living and nursing care.

HOW YOU WILL BENEFIT

You will have a better understanding of how to determine the most appropriate level of care for your aging relative—and how to select care that ensures your loved one's highest quality of life and health.
You'll learn to

- Observe and assess the elder's ADLs
- Involve your aging relative and other family members in decision-making
- Ask the right questions and observe the environment closely so that you select the best quality of care and lifestyle for your loved one
- Stay fully involved if the elder is settled into a new living situation

CARING FOR LOVED ONES WITH ALZHEIMER'S OR DEMENTIA

14.9 million adult family caregivers care for someone who has Alzheimer's disease or other dementia. Given these statistics, it is no wonder that caregivers throughout the nation may be feeling stressed and overwhelmed in their attempt to assist an older loved one, especially an individual with Alzheimer's disease or dementia. Understand that you are not alone. This session will serve as a "road map" or "GPS" to help you begin to navigate through this – from recognizing the symptoms of Alzheimer's disease and dementia and assessing your loved one's care needs to supporting yourself and your loved one.

HOW YOU WILL BENEFIT

Specifically, after attending this session you will be able to

- Discuss the signs and symptoms of dementia and Alzheimer's disease
- Identify the type of assistance your loved one needs
- Apply tips on placement, visiting a care facility, and the importance of family involvement
- Locate caregiver resources

CHANGING RELATIONSHIPS: YOU AND YOUR AGING PARENT/RELATIVE

Learn how to communicate more calmly and productively with aging parents who can no longer live independently. Most adult children find it difficult to talk to parents about their decline in physical and mental abilities, outside care services they may need, and the possibility of new living arrangements. To make this process easier, the seminar will present you with techniques that overcome common communication barriers when elders are resistant, angry, or unwilling to listen. You will also explore helpful assumptions about aging and how to understand the loss of independence from the parent's perspective. The seminar will conclude with a summary of how to assess activities of daily living (ADLs), available care options, and a list of resources for aging adults.

HOW YOU WILL BENEFIT

As relationship dynamics change, communication techniques that help facilitate trust and allow aging parents or relatives to participate productively in decision-making about their future will help you to preserve their respect and dignity. This seminar will examine

- The challenges of aging from the aging parent or relative's point of view
- The likely changes in your relationship with an older relative
- Communication techniques to overcome resistance and anger
- Steps to determine the right level of care, services, and housing options for your loved one

EFFECTIVE COMMUNICATION WITH CHILDREN

Learn techniques that help you to communicate more productively with your children. You'll learn about different communication styles and how to communicate effectively, starting in early childhood. The seminar details parental techniques that minimize the "whatevers"—from paying attention and minimizing distractions during conversations to pausing for 30 seconds before engaging the child in a response. You'll also learn to avoid negative communication styles that hamper conversation and increase conflict.

HOW YOU WILL BENEFIT

Your relationship with your child will strengthen as you communicate more effectively. The seminar will help you to

- Understand the family benefits of positive communication
- Recognize different styles of communication
- Use techniques and conversation openers that help your child to stay interested and engaged
- Avoid conversation stoppers like sarcasm, guilt, and nagging

ENHANCING YOUR CHILD'S SELF-ESTEEM

Learn to recognize indicators of high self-esteem and how to enhance a child's self-esteem. The seminar will explain that a child who feels good about him or herself feels capable, confident, and self-assured. He or she displays creative, imaginative, and independent thinking. Low self-esteem is often exhibited in a reluctance to try new experiences, a feeling of powerlessness, and poor peer relationships. You'll learn what impacts self-esteem at each step of development as you explore parental, family, peer, and community influences. You'll also learn specific methods to enhance your child's self-esteem, from setting limits to promoting self-discipline.

HOW YOU WILL BENEFIT

By the end of the seminar, you will understand the importance of building self-esteem since it can determine your child's choices, level of achievement, and feelings of happiness and contentment. You will

- Have an understanding of how high or low self-esteem manifests in your child's behavior
- Recognize the factors, especially parental behaviors, that shape your child's self-esteem in various stages of development
- Understand that building self-esteem is cumulative
- Recognize that conflicts may emerge from the parent's dream for the child and the child's own unique hopes and wishes

FAMILY TIES

Since over a third of all children can expect to live in a stepfamily at some time during their childhood, blended families that co-parent are becoming the new "normal." This seminar illustrates that handled in a consistent and loving way, managing children in blended environments can allow both children and parents to thrive. You'll learn tips for custody and visitation schedules, school meetings, and managing the child's medical needs. The seminar will lead you through the developmental stages of blended families, from fantasy expectations and subsequent conflicts to the development of new roles and norms that coalesce into a strong blended family. You'll learn the power of consistent rules and chores to help build positive family routines that boost each child's self-esteem and sense of responsibility. The seminar will conclude with resources to support new families, from lists of helpful children's books to community resources and services to ease family conflicts.

OW YOU WILL BENEFIT

The seminar paves the way to help a family move from "step" relationships that focus on exclusion and disruption to "blended" families that focus on family togetherness and positive routines and roles. You'll be able to

- Understand areas of concern for blended families, from family loyalties to discipline and favoritism
- Apply practical parenting techniques to build a loving family
- Understand methods to help children become more responsible and confident in their family role
- Determine when a child is ready to stay home alone

GRANDPARENTS RAISING GRANDCHILDREN

Nearly 6 million children in America are being raised by other relatives—especially grandparents. As families without parents in the home grow (currently about one-third of all families), the role and profile of grandparents have changed. You'll learn that those raising children are usually under the age of 59 and face daunting challenges, from finding additional financial resources to obtaining adequate housing. Many also face social isolation, since most of their peers' children are grown. You will examine why so many parents are unable to raise their children, from drug issues to job loss or military deployment. The seminar will end with extensive resources and a summary of legal tips for grandparents who have become the primary caregivers for young children.

HOW YOU WILL BENEFIT

You will understand that grandparents (and other relatives) raising children when parents are not able is a growing cultural trend as you

- Better understand the challenges many grandparents face when they raise young children
- Learn about the Kinship Support Act and other legal and support services

HOME ALONE? WHEN KIDS "OUTGROW" CHILD CARE

With cell phone in hand, many tweens feel safe to stay home alone. Learn the signs for readiness, general laws around self-care, and ways to help keep your child safe as he or she grows and becomes more independent.

HOW YOU WILL BENEFIT

By the end of this session you should be able to

- Identify the characteristics of responsible behavior
- Explain how to teach responsibility to your child
- Identify ways to determine if your child is ready to be left alone at home
- Apply specific tips for helping to keep your child safe when home alone

IDENTIFYING SIGNS OF ADDICTION IN A LOVED ONE

There are key signs to consider if you think a loved one may have an addiction. This session will provide an overview to this complex situation and options to consider when looking for help.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Define addiction
- Identify common signs and behaviors of addiction
- Discuss tips for having a conversation with the loved one
- Locate options for obtaining help for both the loved one and yourself

MAKING THE GRADE: HELPING YOUR CHILD ACHIEVE IN SCHOOL

Parents set the stage for learning. The seminar provides you with concrete steps to help your child get the most out of his or her school experience. You will understand the importance of modeling the behavior you'd like from your child. You'll learn how to make your family life education-friendly, from limiting TV and Internet access to structuring homework time. The seminar will also offer ways to get involved in your school so that you can be an effective advocate for your child.

HOW YOU WILL BENEFIT

The seminar will help you set the stage for learning as you

- Help your child's education become a joyful experience
- Make your family routines supportive of school work
- Find positive ways to intervene if your child struggles with school

MEET YOUR TEEN

The seminar explores the profound physical, emotional, and intellectual changes teens experience. You'll learn that teens' criticism of parental values, their willingness to try out risky behaviors, and their desire to follow peer and media trends are a normal part of establishing their own identity. The seminar will also lead you through an analysis of parenting styles as you consider the impact of each style on the maturing teen.

HOW YOU WILL BENEFIT

The seminar can help you to strengthen your relationship with your child as you

- Identify the myths of adolescence and how they influence your expectations for yourself and your teen
- Understand the motivations and developmental characteristics of the maturing adolescent
- Analyze your own parenting style as you explore the best approaches to supporting a teen's safe journey to maturity

PARENTS TAKING ACTION

Learn the importance of parental involvement in a child's educational career. Researchers have found that family participation in education is twice as predictive of a student's academic success as family socioeconomic status. Students who have parents involved in their education have better school attendance, get higher grades, have higher self-esteem, and use drugs and alcohol less frequently. The seminar explains that parents can keep the student academically engaged by helping with homework, establishing supportive family routines, and monitoring out-of-school activities. You will also explore cultural barriers to school involvement and the important role of the father in a child's education.

HOW YOU WILL BENEFIT

The seminar will help you to develop creative ways to support a child's educational process. You will

- Understand the advantages for your child when both parents participate in homework and school activities
- Explore ways you can support your child's education
- Identify barriers to parental school involvement

SUDDENLY YOU'RE A CAREGIVER

Receive information and support if an unexpected illness in a loved one has made you a caregiver. Often a child or younger relative is surprised to become a caregiver if one parent has died and the other can no longer safely live at home, or the suddenly deteriorating condition of an ailing relative makes independent living impossible. This seminar will guide you through the decision process you face. You will learn about all the care options—and associated costs—available to an ailing adult, from in-home care services to assisted living. The seminar also helps you to consider all aspects of taking a loved one into your home, from family dynamics to safety modifications.

HOW YOU WILL BENEFIT

You will learn about all of the factors to consider when an ailing loved one can no longer live independently, including

- Integrating and understanding a loved one's wishes
- Assessing your capacity and ability as caregiver, including family needs, time availability, and home readiness
- Understanding both emotional and financial considerations in caring for the loved one
- Considering all care options, including in-home care and nursing facilities
- Creating support systems to maintain your own physical and emotional health

TEACHING CHILDREN TO EMBRACE CULTURAL AND RACIAL DIFFERENCES

Children can learn to grow up with a positive approach to cultural and racial differences. This seminar will explore how perspectives on culture and race develop in children. You'll also examine the ways children display lack of tolerance at every age group. The seminar will present models of behavior that teach children to embrace cultural and racial differences. Parents can help by listening to their children's feelings, pointing out areas of prejudice, and helping children to handle any conflict that may arise.

HOW YOU WILL BENEFIT

You will have a greater understanding of how children develop prejudices and how to teach children to feel positive about the cultural and racial differences they encounter. You will

- Learn how to model more accepting behavior
- Develop strategies for responding to children's questions and concerns
- Learn strategies to help children think more positively before prejudices deepen

TEACHING YOUR CHILD RESPONSIBILITY

Children can learn to become responsible adults. In this seminar you will review the characteristics of a responsible child—from accountability to fulfilling obligations. You will then discuss the importance of effective feedback, appropriate rewards, and other steps to raising a responsible child. You'll explore the role of self-esteem in the process and the negative impact of using guilt and arbitrary rules.

HOW YOU WILL BENEFIT

The seminar provides a great overview of the process of teaching one of the most important lessons in childhood, how to become a responsible adult.
You'll explore

- The characteristics of responsible behavior
- The process of learning how to make good decisions
- Behaviors that block children from learning responsibility
- The importance of the parents' role in shaping responsible behavior

TECHNOLOGY AND KEEPING YOUR KIDS SAFE

Most children use technology with an ease and frequency that is almost incomprehensible for their parents. In a world of Facebook, texting, instant messaging, and endless apps on smartphones, how can parents keep children safe? This seminar is an overview on childhood in the Internet age. You'll become aware of all the communication options available to children and learn ways to add parental controls. The seminar touches on the risks facing children, from loss of privacy, to exposure to inappropriate materials, to how they may engage predators. You'll learn helpful tips, from where to locate the computer in the home to available parental computer monitoring programs. You'll even learn some of the most basic texting abbreviations.

HOW YOU WILL BENEFIT

You'll be more informed about children's access to information—and be more prepared to monitor and take control—as you

- Learn about the variety of communication tools available
- Understand both the benefits and risks associated with the devices children use
- Learn tips that keep the adult in control

THE SANDWICH GENERATION: STRATEGIES FOR MULTIGENERATIONAL CAREGIVING

Almost 25% of all families are currently dealing with elder care issues—while raising young children at home. Since this percentage is expected to increase to as many as 60% of all families in the next decade, this seminar provides a timely overview of how to cope as a member of the "sandwich generation." You will identify common family dynamics—from seniors who feel anger and shame at losing their independence and role in society, to children who are confused, frustrated, and embarrassed by a grandparent's decline. As stress increases, you will learn how to identify the triggers that indicate you may need more help and outside services.

The seminar concludes with coping strategies for the caregivers, most often women, who face the competing pressures of family life and work while they care for an elderly relative.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Understand the financial and emotional impact on both family and work
- Discuss the needs of the generations for effective communication
- Develop coping strategies
- Identify signs that additional assistance is needed



FINANCIAL

EFFECTIVE BUDGETING

What does money represent to you? The first step in effective budgeting is defining your money beliefs and your financial goals, both short-term and long-term. The seminar will guide you through the process of tracking your spending so that you understand how you currently spend money. You'll examine your obstacles to reaching your financial goals as you learn how to manage your debt and develop a personal debt reduction plan.

HOW YOU WILL BENEFIT

The seminar will provide you with the steps to understand your current budgeting style so that you can make effective reductions in debt.
You'll examine

- Your money beliefs and how these affect your financial situation
- Ways to track your spending
- Proven ways to reduce debt and spending
- Financial tips and resources during a layoff

HOME-BUYING STRATEGIES

Is home ownership the right path for you? This seminar will explore the advantages and disadvantages of home ownership. You'll learn about the process of buying a home, working with a Realtor, shopping for a home mortgage, and what to expect at closing.

HOW YOU WILL BENEFIT

The seminar will prepare you for home ownership.
You'll discuss

- Mortgage lender options
- Available housing programs for down payment and closing costs
- Strategies to make the home ownership dream come true

IDENTITY THEFT PROTECTION AND PREVENTION

Learn to protect your personal information. As we pay bills, order products, and do banking on the Internet, we face the constant threat of thieves who can unlawfully obtain our personal information to commit fraud or other crimes. Stolen identities allow thieves to open new credit cards, take out loans, and even establish phone service. In this seminar, you'll learn how thieves gain access to your personal information and how you can tell that your identity has been stolen. You'll learn the steps to take immediately if you suspect identity theft. The seminar will provide you with detailed resources and phone numbers to call, as well as tips so that you avoid identity theft in the future.

HOW YOU WILL BENEFIT

You'll understand all aspects of identity theft and how to avoid it. The seminar will

- Help you to recognize when your identity has been stolen
- Provide tips for reclaiming your identity once it has been stolen
- Identify ways of protecting yourself from becoming a victim in the future

INSURANCE ISSUES: MEDICARE AND MEDICAID

With the rising costs of health care, your elderly loved one will need proper coverage. Identify various care payment sources and examine eligibility criteria and range of coverage. **Note: This topic is only offered via live webinar.**

HOW YOU WILL BENEFIT

You'll understand all aspects of Medicare and Medicaid, and additional resources available.

The seminar will help you

- Identify your Medicare options
- Provide tips for choosing a Medicare option
- Discuss the basics of Medicaid and eligibility
- Provide resources for more information

MAINTAINING PERSONAL AND FISCAL RESILIENCY DURING TOUGH ECONOMIC TIMES

An active, positive approach can minimize the impact of a difficult financial outlook. This seminar helps you to investigate your own feelings about the current economy. You'll learn how to develop a "stress plan" that will help you to visualize a more positive future as you identify opportunities for change and strategies to improve your finances. You'll also go through the process of prioritizing your needs and exploring the full extent of your assets.

HOW YOU WILL BENEFIT

You will learn how to face financial challenges with resiliency and a positive outlook. The seminar will guide you to

- Understand the impact of the current economic climate
- Explore resilient responses to uncertain circumstances, including emergency events
- Plan a strategy for your own financial future that identifies ways to cut costs, explores opportunities you may not have recognized, and maximizes your assets

MAKE YOUR MONEY WORK FOR YOU: A DEBT MANAGEMENT PLAN

Do you wish that your money could work for you instead of the other way around? Learn tips to decrease your debt, improve your credit score, establish or reestablish credit, and better manage your money.

HOW YOU WILL BENEFIT

Specifically, in this session you will

- Discuss important credit principles
- Understand how to improve your FICO credit score
- Identify money management tips
- Discuss strategies for deleting your debt

PLAN YOUR DREAM VACATION ON A BUDGET

Travel can be a dream come true if you plan adequately. This seminar will lead you through each planning phase of a vacation. You'll be asked to consider all aspects of your dream holiday—where to go, with whom, when, and in what manner. You'll identify budgetary concerns and how to avoid scams. The seminar will also review in-state resources, best months for specific destinations, and websites that make the planning easy!

HOW YOU WILL BENEFIT

You will be better prepared to plan a vacation that you'll remember with a smile. The seminar will help you to

- Think through all aspects of planning a vacation
- Incorporate frugal budgeting tips, including alternatives to expensive hotels
- Examine the full range of travel options, from day trips to international tours

REBUILDING CREDIT

It is never too late to build a bright financial future. Managing your finances and keeping a positive financial outlook are two of life's most complex challenges. Learn ways to maximize your finances, options for making the most of your dollars, and strategies for restructuring your credit rating to keep your financial situation on the right track. This seminar helps you to create a sound financial management plan.

HOW YOU WILL BENEFIT

You will learn how to employ basic financial principles to create a better financial future. The seminar will guide you to

- Identify strategies to increase your savings
- Develop methods to decrease debt quicker using your current income
- Provide tips for maximizing your credit score
- Identify methods for rebuilding your credit

YOUR ROUTINE FINANCIAL CHECKUP

Learn to manage your finances more effectively. During the seminar, you will be guided through the necessary steps to examine your finances from a variety of perspectives. First, you will review and prioritize all of your debts as you explore your assets. Then you will examine your financial goals in three phases. You will also explore your resources should you face financial emergencies, from illness to job loss. The seminar will conclude with a discussion of the six key areas of personal finance, from cash management to tax planning and estate conservation.

HOW YOU WILL BENEFIT

You will learn the basics of how to manage your finances and reach your financial goals. You will review

- Current debts
- Financial resources and assets
- Short-term, intermediate, and long-term financial goals
- The basics of cash management, risk management, and investment planning
- Retirement goals and funding sources



LEGAL

ESTATE PLANNING: FIVE ESSENTIAL DOCUMENTS

Be prepared to take action on planning your estate so your family's assets are protected. This seminar will guide you through the basics of estate planning. You will learn about the five important documents you should have prepared. You will understand the difference between wills, guardianships, and trusts. The seminar will also provide tips for identifying the best financial advisor so that you can reach your personal and financial goals while minimizing taxes.

HOW YOU WILL BENEFIT

You will be better prepared to plan your estate so you can protect your family's assets in the future. The seminar will guide you through

- Identifying the five important documents that you should have ready
- Understanding the basics of estate planning, will planning, guardianships, and trusts
- Discussing tips for identifying the best financial advisor
- Communicating your wishes and desires to family members and other individuals

LEGAL ISSUES FOR ADULT DEPENDENTS

Prepare your family for the future and the unexpected. Some family members may have lifelong illnesses or conditions that prevent them from making adult decisions; others become incapacitated as they age. This seminar will help you to examine the legal options that allow family members to care for adults who cannot make decisions for themselves. You will learn the basics of living wills, the durable power of attorney, guardianships, trusts and wills, and the legal provisions available to the healthy spouse when the other partner enters a nursing home.

HOW YOU WILL BENEFIT

You will understand the legal provisions necessary to care for an adult dependent and how to plan for your own or a spouse's incapacitation during a major illness or through aging. You will

- Learn which circumstances require a living will, the durable power of attorney, or a guardianship or trust
- Understand the importance of understanding your relative's wishes before he or she is incapacitated and the reasons to plan for all possible health situations in your own life
- Identify which documents and information to gather before you seek legal advice
- Learn the four essential legal documents everyone should have in place

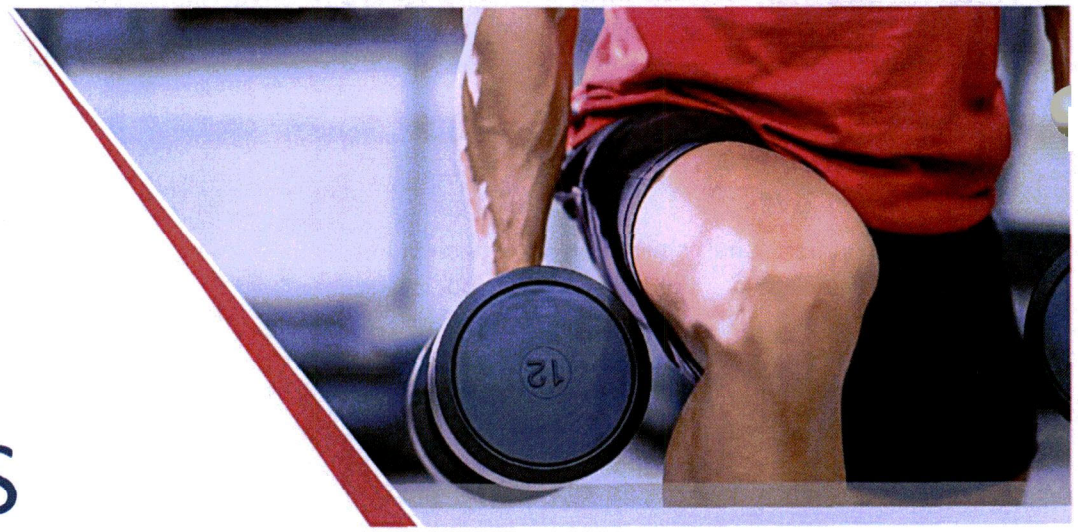
POWER OF ATTORNEY AND ADVANCE DIRECTIVES

Communicate your wishes should an unexpected life event occur. This seminar will help you to understand and to select the appropriate legal provisions, from the power of attorney to advance directives, so that your affairs are in order when you face incapacitating illness or death. You will also explore the benefits of having your affairs in order to avoid possible family discord and strife.

HOW YOU WILL BENEFIT

You will be ready to make the right choices about necessary legal provisions in the face of unexpected illness or death. The seminar will

- Detail the basics of preparing a will and selecting the right power of attorney
- Provide reasons to prepare an advance directives document
- Explore the benefits of developing a financial inventory and a letter of instruction to your estate trustee so you can communicate your final wishes and any personal messages
- Prepare you to talk to your family about sensitive illness or end-of-life issues



WELLNESS

A PERSONAL GUIDE TO BUILDING RESILIENCY AND COPING WITH CHANGE

Learn strategies to remain resilient and healthy through all the ups and downs life has to offer, from a new baby or a job promotion, to illness or divorce. It's not what happens to us but how we respond to what is happening to us that has the strongest impact in our lives. When we are resilient, we are able to adjust quickly to new conditions, change our personal direction if required, and incorporate every life event more smoothly into our lives. This seminar will empower you to become more resilient as you learn to identify the traits of resilient people and understand the role of your thoughts and perception in shaping your response to life's joys and challenges.

HOW YOU WILL BENEFIT

You'll be able to adjust more easily to life's ups and downs as you

- Recognize what defines resiliency, from flexibility to a positive outlook
- Increase self-awareness about personal and work conditions that trigger stress in you
- Learn new ways of thinking about changes in your life that will boost your resilience

BEREAVEMENT: COPING WITH LOSSES

While grief touches everyone, the pain of loss is unique to each individual. However, we can learn that grieving itself is normal and that major losses will trigger conflicting emotions, from anger and denial to relief. This seminar will help you to explore your own reactions to loss, from a death to divorce. You will learn why some people are stuck in a "grief rut" as you discuss more healthy ways to grieve.

HOW YOU WILL BENEFIT

The seminar will help you to explore both the myths and the facts of the grief process. You'll examine

- The different and individual ways each person handles grief
- The ways both adults and children can learn to cope in a more healthy manner
- The understanding that since grief affects us all, grief becomes more tolerable when we offer the helping hand of support to those in grief

BEATING THE BLUES

Sadness is a natural emotion that all human beings experience in their lives. It can be due to a number of reasons, such as disappointment, loss, or divorce. This emotion typically does not linger. However, when it does and begins to interfere with a person's ability to function on a daily basis, it morphs into depression.

HOW YOU WILL BENEFIT

You will better understand the symptoms of sadness versus depression and learn practical strategies to add to your wellness "tool kit."

Attend this session to

- Recognize the difference between sadness and depression
- Identify techniques for beating the blues

BETTER HEALTH THROUGH SCREENING

Do you know which health screenings are recommended for your age group and gender? Do you understand what all those numbers mean? Attend this session to find out which health screenings are most important for you and what those numbers mean for your health. We'll also share a myriad of helpful health-related resources.

HOW YOU WILL BENEFIT

The seminar will help you to

- Discuss the value of health screenings
- Identify the health screenings recommended for you
- Understand what common health screening results mean
- Locate resources to assist you in improving your health

COMPASSION FATIGUE: INCREASING RESILIENCY

Strategies can overcome symptoms of compassion fatigue and stress. From 60% to 80% of all crisis workers, first responders, and mental and medical staff who work in high-stress environments may experience numbness, apathy, or emotional issues at some time in their careers. This seminar will identify the contributing factors and related symptoms, from emotional outbursts to chronic ailments and difficulty sleeping. You'll explore the common phenomenon of emotional contagion, as caregivers begin to take on the emotions of those they need to help or rescue. After understanding how compassion fatigue can develop, you'll learn specific strategies to reduce and defuse high stress levels and to develop resilience.

HOW YOU WILL BENEFIT

You will understand the impact of compassion fatigue, what it entails, and how to develop resilience, defined in the seminar as "the ability to withstand adverse events and stressful situations without falling apart, by actively and positively coping with stress." The seminar will help you to

- Recognize triggers that can lead to symptoms of compassion fatigue and stress
- Examine your own emotions and responses when you are challenged by high-stress events
- Evaluate your life and identify areas of life that you'd like to change
- Develop alternative strategies, including meditation and breathing exercises, to reduce and defuse high stress levels

COPING WITH CHANGE

"Every new beginning comes from some other beginning's end" is a lyric from a pop song, but it's also a catchy way to understand the nature of change. Learn how to effectively deal with both the losses and the gains that change brings to your life.

HOW YOU WILL BENEFIT

You will be able to

- Understand the challenges of change
- Explore the losses and gains specific to change
- Identify personal strategies and supportive resources to manage change and transition

DISRUPTING NEGATIVE THOUGHTS

Are negative thoughts normal? Yes. It's not the negative thoughts themselves that are the issue; rather, it's when we believe the negative thoughts. Learn how to gain control over negative thoughts and turn them into positive ones.

HOW YOU WILL BENEFIT

You will be able to

- Identify the symptoms and causes of negative thoughts
- Apply strategies to disrupt negative thoughts
- Understand when additional help is needed
- Discuss the types of help available

EATING YOUR WAY TO WELLNESS

We always hear about having healthy habits; however, so many diet plans have warned us to stay away from particular food groups or eliminate certain things from our meals. This session focuses on the USDA's MyPlate with tips and resources on how to eat your way to better and long lasting health.

HOW YOU WILL BENEFIT

You will be able to

- Discuss methods of choosing and preparing healthy food
- Consider 11 tips for eating healthily on a budget
- Access additional resources to assist you in developing a plan for eating healthily

EIGHT STEPS TO A HEALTHY HEART

In the United States, the number 1 cause of death for both men and women is heart disease. Approximately 1 million people lose their lives to heart disease every year. And this doesn't impact just older adults. Half of the victims of sudden cardiac death are under age 65.

HOW YOU WILL BENEFIT

Utilizing the Mayo Clinic's heart-healthy diet concepts, this session will help you to

- Understand which heart disease factors are controllable
- Identify several key components of a heart-healthy diet
- Discuss tips for implementing a heart-healthy diet

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EXAMINING RELATIONSHIPS: HEALTHY VS. UNHEALTHY

Learn to identify the characteristics of a healthy relationship both at home and at work—and what kind of relationships to avoid. You'll examine different types of relationships, from family and friendship to romantic and professional. You'll review real-life scenarios that are sure to stimulate lively discussions about what makes a relationship healthy or unhealthy. You'll also discuss bullying in the workplace and how it differs from legitimate feedback or disciplinary action. For those who need to let relationships go, the seminar explains how to "ACT": accept the fact, consider one's own needs, and take time to heal.

HOW WILL YOU BENEFIT

The seminar will deepen your understanding of healthy versus unhealthy relationships. You'll be able to

- Identify the characteristics of healthy and unhealthy relationships
- Understand how to establish personal and professional boundaries
- Determine when to let a toxic relationship go
- Understand when to seek help for prolonged sadness at a lost relationship or the inability to let a bad relationship go

IMPROVE YOUR HEALTH WITH PROPER ERGONOMICS AND FREQUENT MOVEMENT

Proper ergonomics can ease job stress and prevent chronic injuries and disabilities. Additionally, sedentary behavior is the fourth leading risk factor of death for people all over the world. Exercise helps, but it doesn't compensate for all the sitting we do. Research has found that a sedentary lifestyle is just as or more harmful than smoking. But we can impact this by incorporating frequent movement into our lives!

HOW YOU WILL BENEFIT

Attend this important hands-on session to:

- Discuss the importance of proper ergonomics and frequent movement
- Apply ergonomic tips to your work environment
- Discuss ways to incorporate frequent movement into your day
- Identify exercises you can do at your desk or workstation
- Discuss the importance of good posture, the advantages it provides, and the consequences of developing bad posture

LET'S SLEEP ON IT: DEVELOPING A HEALTHY SLEEP PATTERN

Did you know that 70 million Americans experience sleep-associated problems? Sleep is very important for everyone, regardless of age. Some people can get by on less sleep than others, but that does not mean that sleep is any less important for them. There are many factors that can impact our sleep. In this session we will discuss the types of sleep, steps to help you have better quality sleep, and sleep disorders, as well as myths about sleep.

HOW YOU WILL BENEFIT

You will be able to

- Describe the importance of sleep and its impact when the body is deprived
- Describe the types and stages of sleep
- Discuss the aspects of shift work sleep disorder
- Become aware of actions that sabotage your sleep
- Create a sleep "program" for yourself using tips to ensure a better night's sleep

COPING WITH CHANGE

"Every new beginning comes from some other beginning's end" is a lyric from a pop song, but it's also a catchy way to understand the nature of change. Learn how to effectively deal with both the losses and the gains that change brings to your life.

HOW YOU WILL BENEFIT

You will be able to

- Understand the challenges of change
- Explore the losses and gains specific to change
- Identify personal strategies and supportive resources to manage change and transition

DISRUPTING NEGATIVE THOUGHTS

Are negative thoughts normal? Yes. It's not the negative thoughts themselves that are the issue; rather, it's when we believe the negative thoughts. Learn how to gain control over negative thoughts and turn them into positive ones.

HOW YOU WILL BENEFIT

You will be able to

- Identify the symptoms and causes of negative thoughts
- Apply strategies to disrupt negative thoughts
- Understand when additional help is needed
- Discuss the types of help available

EATING YOUR WAY TO WELLNESS

We always hear about having healthy habits; however, so many diet plans have warned us to stay away from particular food groups or eliminate certain things from our meals. This session focuses on the USDA's MyPlate with tips and resources on how to eat your way to better and long lasting health.

HOW YOU WILL BENEFIT

You will be able to

- Discuss methods of choosing and preparing healthy food
- Consider 11 tips for eating healthily on a budget
- Access additional resources to assist you in developing a plan for eating healthily

EIGHT STEPS TO A HEALTHY HEART

In the United States, the number 1 cause of death for both men and women is heart disease. Approximately 1 million people lose their lives to heart disease every year. And this doesn't impact just older adults. Half of the victims of sudden cardiac death are under age 65.

HOW YOU WILL BENEFIT

Utilizing the Mayo Clinic's heart-healthy diet concepts, this session will help you to

- Understand which heart disease factors are controllable
- Identify several key components of a heart-healthy diet
- Discuss tips for implementing a heart-healthy diet

SELF-CARE: REMAINING RESILIENT

Learn to identify ongoing symptoms of stress and how to find a more healthy approach to the demands of work and home. Reconciling the demands of work and home life can be a source of constant tension. As a result, sleep disturbances, appetite changes, headaches, poor concentration, and irritability are common signs of too much stress. In this timely seminar, you will learn to identify emotional and physical symptoms of stress, assess your own situation, and learn hands-on techniques to bring balance to your work and personal life.

HOW YOU WILL BENEFIT

You will learn to

- Recognize the physical and emotional signs of stress
- Assess your own life balance situation
- Reduce the stress of transitioning from home to work
- Create an effective family unit
- Implement time management skills
- Become mindful of the benefits of self-care

THE PATH TO INNER PEACE

At some point in all of our lives we may lose track of ourselves and find ourselves stressed to the max about all of our responsibilities. We spend so much time running from task to task that we forget to stop and take a breath. Getting off the fast track and getting in touch with what is important in your life is one pathway to inner peace.

HOW YOU WILL BENEFIT

In this session we will explore how the speed at which our lives carry on can be detrimental to ourselves. We will talk about what inner peace really is and the five principles we need to develop our personal inner peace.

During this session we will also

- Discuss common dilemmas that we find ourselves struggling with on a daily basis and ways to become more aware of ourselves as well as others
- Discuss principles for developing inner peace

THE MIND-BODY CONNECTION

What people think and believe can affect their health. Research indicates that keeping the body in a relatively calm state is crucial to well-being and optimal health. Becoming aware of how your body feels when it is in a tense or anxious state is important to keeping the body in a relaxed and calm state.

HOW YOU WILL BENEFIT

In this seminar you will learn relaxation and stress management techniques to help you maintain a calm state during stressful situations. You will learn to

- Identify the connections between mind and body
- Practice the relaxation response
- Identify how to recognize and manage stressful situations
- Recognize the benefits of relaxing your mind and body

TIPS FOR SMOKING AND TOBACCO CESSATION

Are you ready to quit smoking? This is a difficult decision, but it is the most important step you can take to improve your health and the health of those around you. This seminar helps you understand why you smoke and how smoking affects those around you. The world around you, your workplace, and your favorite restaurants have all quit smoking, and you can too!

HOW YOU WILL BENEFIT

You will learn to

- Identify the underlying reasons that cause you to smoke
- Recognize the obstacles to quitting
- Use tips for creating a personalized smoke-free plan

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CHANGE OR REARRANGE IT WITH FENG SHUI

Learn to energize and nurture each aspect of your life—from career to romantic relationships—with Feng Shui principles. You will learn to assess each room and use Feng Shui principles to apply changes that bring harmony and balance to your living space. You'll learn how to apply the Feng Shui map—the bagua—to your home so you can identify the areas in your home that correspond to the issues that matter most in your life, including health, relationships, children, and wealth. By the end of the seminar, you'll be ready to start making some basic changes yourself using colors, furniture arrangement, mirrors, fountains, and other simple décor items. **Note: This topic is only offered via live webinar.**

HOW YOU WILL BENEFIT

You will have a basic introduction to a 4,000-year-old practice that millions around the globe use to improve all aspects of their lives. You'll learn that

- Your home is a reflection of your thoughts, energies, and desires
- You can change the energy in your home by following Feng Shui design principles
- You can affect your income, your family relationships, your career, and even your health and family life by making changes in your physical environment

CREATING A PERSONAL DEVELOPMENT PLAN

We often know the goals that we want to achieve but have difficulty understanding how to achieve those goals. Participate in this session to understand effective goal setting and identify potential obstacles that can create barriers to reaching your goals.

HOW YOU WILL BENEFIT

You will be able to

- Recognize the importance of goal setting
- Identify the various types of goals
- Apply tips for setting effective goals
- Identify obstacles and different types of motivation to help overcome the barriers to goals

CRITICAL THINKING

"Too often we ... enjoy the comfort of opinion without the discomfort of thought." -John F. Kennedy. This seminar focuses on how to think critically and the benefits of critical thinking in the workplace. You'll identify what it takes to be a critical thinker, from judging the credibility of sources to developing and defending a reasonable position. You'll learn to use the "RED" model in your thinking, as you recognize assumptions, evaluate arguments, and draw conclusions.

HOW YOU WILL BENEFIT

You will be able to achieve a greater understanding of critical thinking as you

- Identify the attributes of a critical thinker
- Develop and enhance current critical thinking skills
- Learn how to apply critical thinking skills in the workplace

DEALING WITH DIFFICULT PEOPLE

While many folks we encounter may be pleasant to interact with, others can be extremely challenging. In some instances, the situation may escalate into disruptive behavior, and possibly even more than that. Learn strategies to remain cool and collected when dealing with a challenging or difficult person.

HOW YOU WILL BENEFIT

During this seminar you will apply knowledge of responding to an escalating situation while addressing violent behavior through role-play.

The seminar will help you

- Identify contributing factors to dealing with people who are "challenging" or "difficult"
- Develop an understanding of effective communication and good listening skills
- Provide tips for effectively dealing with coworkers who are a challenge

EFFECTIVE COMMUNICATION

The ability to effectively communicate with others is one of the most powerful tools for personal and/or professional success. Most people are challenged by the many day-to-day interactions with coworkers, family, and friends. Emotion, communication, and conflict are present in all human interactions and affect each of us in different ways. Everyone manages emotion, communication, and conflict from habit—patterns and styles developed early in life and over time.

HOW YOU WILL BENEFIT

You will learn how to effectively listen and be a better communicator. The seminar will teach you how to

- Develop an awareness of your personality and communication tendencies
- Examine listening skills and learn ways to become an effective listener
- Discuss ways to overcome barriers to effective communication

EVERYTHING IN ITS PLACE: GETTING ORGANIZED

Did you know that clutter and disorganization can add stress to your life? When we are not organized, we waste precious time and create chaos in our lives. You can minimize the stress and maximize the tranquility that comes from putting everything in its place. Learn practical strategies to get on the path to a calmer surrounding.

HOW YOU WILL BENEFIT

During this seminar we will identify roadblocks to organization and learn ways to get organized, declutter, and simplify life by

- Discussing the characteristics of the four types of "clutter keepers"
- Identifying various roadblocks to organization
- Providing tips and techniques to make getting organized an easier task

HOLIDAZE: HOW TO ENJOY THE HOLIDAYS AND MINIMIZE HOLIDAY STRESS

Holidays are supposed to be joyful, but they can also create many headaches. This workshop will consider the sources of holiday stress and explore ways to minimize the tension and increase the fun for all involved. In this seminar we are going to discuss the two causes of holiday stress (internal and external), as well as ways to manage and reduce your stress and make your holiday just what you want it to be.

HOW YOU WILL BENEFIT

The seminar will help you

- Identify the sources of holiday stress
- Utilize practical tips for managing the holidays
- Learn ways to make this "your holiday"

KEEPING YOUR LOVE ALIVE

Why do some relationships last for 40 or 50 years, while others simply feel like "forever"? While every relationship has its ups and downs, why do some of them make it, but an equal number don't? Learn 10 relationship essentials, how to cope with challenges and conflict, and how to balance communication styles while keeping your relationship fresh.

HOW YOU WILL BENEFIT

Specifically, in this session you will

- Discuss the types of love relationships
- Identify the keys to longevity
- Explore how to cope with relationship challenges and conflict
- Discuss tips for balancing styles and keeping it fresh
- Put into practice the 10 relationship essentials

MAKING A LIFE WHILE MAKING A LIVING: WORK-LIFE BALANCE

Ever feel torn between work and fun time with the family? Do you have enough "me" time? Identify various ways to achieve balance with your personal, family, and work responsibilities. The conflicting demands of work and home can create stress and zap the time and energy needed to get everything done. In this seminar participants will find answers that will allow them to be more effective and more satisfied with both their home and their work lives.

HOW YOU WILL BENEFIT

Competing demands will be identified, and an assessment of central life goals will contribute to an understanding of how to achieve improved work-life balance. You will learn to

- Identify the sources that keep you out of balance
- Determine the meaning of work-life balance
- Learn time management strategies for effectively managing multiple demands
- Discuss the benefits of prioritizing important events
- Explore the role of delegation and communication with others
- Develop an action plan to balance work and life demands

MAINTAINING RESPECT AND CIVILITY IN THE WORKPLACE

Are you respectful to your fellow employees? Respect is the consideration we have for each other in all aspects: personal property, reputation, beliefs, values, feelings, thoughts, and emotional well-being. Therefore, it is critical to understand how our behavior can negatively affect the work environment and how we affect others around us, whether we know it or not.

HOW YOU WILL BENEFIT

You will

- Identify methods to assertively address inappropriate conduct within the workplace
- Increase civility and respect among colleagues and coworkers to promote a healthy work environment

MANAGING WORKPLACE STRESSORS

There are both professional and personal items that can cause stress. This session focuses on the professional or workplace items that could be causing stress. The goal for this session is to provide you with information applicable to the workplace stressors unique to you so that you can begin to address and manage these stressors effectively.

HOW YOU WILL BENEFIT

In this session you will

- Identify workplace stressors
- Review the impact of perfectionist tendencies
- Explore principles of time management
- Discuss tips for handling workplace stressors

MAXIMIZING YOUR DAY: EFFECTIVE TIME MANAGEMENT

Does the day seem to fly by and you haven't accomplished a thing on your to-do list? If time management is so easy to accomplish on our own, then why do we all feel overwhelmed? This session will provide a basic explanation of the time management process, provide characteristics of effective time managers, discuss the importance of prioritizing important events, and explore the role of delegation and communicating delegation requests with others.

HOW YOU WILL BENEFIT

Time management is a learned skill. It requires self-discipline and a desire to become conscious of how you manage your daily activities. You have to learn to prioritize your day. The seminar will

- Explain the time management process
- Provide characteristics of effective time managers
- Discuss the importance of prioritizing important events
- Explore the role of delegation and communicating delegation requests with others

PLANNING FOR PROFESSIONAL GROWTH

Professional growth and success don't just happen by chance. This seminar is designed to help participants define individual meanings for success and values, resulting in a personal mission statement. It will help workers to develop a process for creating realistic, attainable goals and action plans, as well as staying committed to reaching those goals even when there are obstacles.

HOW YOU WILL BENEFIT

You will develop a career plan that will lead to growth and development. The seminar will help you

- Discuss the four stages of professional careers
- Analyze strengths and opportunities for growth
- Develop a self-assessment plan

RETIREMENT: IT'S NOT JUST ABOUT THE MONEY

Retirement planning is not just about your pension or 401(k); it's an entirely new chapter in your life. Retirement can bring with it a new living environment, a chance to explore interests, or maybe even a new career. In this session, you will investigate these topics and more to better prepare you for the retirement years to come.

HOW YOU WILL BENEFIT

When you leave this session you should be able to

- Create your personal definition of retirement
- Discuss the aspects and stages of retirement
- Identify how to find a healthy balance in retirement

SAY WHAT YOU MEAN THE RIGHT WAY: HEALTHY FORMS OF COMMUNICATION

We may understand on an intellectual level that communication is important, but how often do we take the time to evaluate the effect of our communication in our relationships? There are many ways to communicate how you feel to the people in your life. Good family communication is the largest single factor in determining the kinds of relationships that we form with others. During this seminar we will explore how you can use communication to strengthen your relationships and to enhance mutual understanding.

HOW YOU WILL BENEFIT

In this session, learn guidelines and tips for healthy and successful communication. You will

- Identify barriers to clear communication
- Apply tips for effective communication
- Assess effective ways for dealing with difficult conflict
- Discuss ways to maintain successful family relationships

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GLOBAL
ADDITIONAL COST

CONFLICT IN THE WORKPLACE: HALF-DAY WORKSHOP

This half-day workshop helps managers consider the causes, signs and escalation of conflict in the workplace. Managers then learn about the mediation process and how it can assist in resolving workplace issue when those issues have escalated. This workshop also includes focused discussion and role play.

HOW A MANAGER WILL BENEFIT

A manager who attends this workshop should be able to

- Recognize when issues have escalated into conflict
- Use mediation skills to address workplace conflict

CONFLICT, MEDIATION, AND SUPPORT IN THE WORKPLACE: 1-DAY WORKSHOP

Dealing with conflict in the workplace is one of the greatest challenges facing a manager today. This workshop will help that manager identify the causes, observe the signs, and assist in intervening when conflict enters the workplace. Using the skills of mediation, reinforced through role play, the manager will be better able to support the employees in conflict so that they resolve their issues and agree to a way forward. This workshop will also guide managers in how to help employees who have personal problems that affect their work and those who are returning to work after a prolonged sick leave.

HOW A MANAGER WILL BENEFIT

A manager who attends this workshop should be able to

- Understand the nature of conflict and its escalation
- Apply the mediation process in resolving workplace conflict
- Understand how personal problems can affect the workplace
- Positively support an employee returning to work after sick leave

HELPING CHILDREN ADJUST TO AN INTERNATIONAL MOVE

Children are known to be resilient in most situations. However, culture shock can be overwhelming for anyone. Leaving their friends, school, and other familiar surroundings for the unfamiliar will understandably cause children to be apprehensive about an international move. Parents explore a variety of strategies to help children adjust socially and emotionally and ultimately thrive during the assignment.

HOW YOU WILL BENEFIT

You will be able to help your children transition to their new space. The seminar will

- Discuss the initial steps for informing children about a new move
- Address concerns specific to each age group
- Provide tips for helping your children adjust to a new life

MAKE THE MOST OF AN INTERNATIONAL ASSIGNMENT

Exploring new places can be exciting but a tremendous challenge at the same time. The anticipation and anxiety of preparing for an international assignment can be overwhelming. This session goes beyond providing a framework for the move. Learn how to adapt to the new situation by understanding the adjustment phases and setting realistic expectations.

HOW YOU WILL BENEFIT

Going through the process of clearly articulating personal and career goals will provide an important framework to use in maximizing the existing resources to get the most out of this unique experience. The seminar will focus on

- Techniques to help you organize your move
- Creating a timeline for the move
- Easing the transition of a big move for all involved
- Learning how to locate needed community resources
- Finding and getting settled in your new "home"
- Working in a new environment
- Coming home after the assignment ends

PRACTICAL STRATEGIES TO STAY SAFE

How prepared are you if a major catastrophe were to strike tomorrow? According to a study conducted by USA Today, most Americans are currently unprepared for a natural disaster, terrorist attack, or other emergency. Only about one-third of Americans have a plan of action in place with family members in regard to their means to communicate with each other during a crisis. This session provides strategies for how to stay safe and engage in safety planning for yourself and your family.

HOW YOU WILL BENEFIT

This seminar addresses ways to stay safe under any circumstances. You will

- Identify your "state of readiness" for an unexpected disaster
- Provide tips for preparing the family for a disaster
- Develop an action plan for both work and home

RETURNING HOME: RECONNECTING

Being separated by distance from family, friends, and work can stir up feelings of alienation and isolation. Fitting back in requires a period of adjustment. Things may be very different upon your return. Your routine may not fit your current situation. What was once familiar has now become unfamiliar, which can cause a feeling of disorientation. This session can help you with the transition home.

HOW YOU WILL BENEFIT

Learn effective strategies to help all family members reconnect and reestablish themselves in work and home communities. The seminar will

- Identify the initial reactions repatriates feel upon returning home
- Discuss the concept of "reverse culture shock" and its causes
- Identify the four emotional stages of a repatriate
- Provide personal coping strategies to relieve the stress of coming home
- Provide tips to employers to reduce workplace turnover upon the repatriates' return

SUPPORT FOR ACCOMPANYING PARTNERS

Uprooting from the familiar is difficult for all parties. The anticipation and anxiety of preparing for an international assignment can be overwhelming. This session goes beyond providing a framework for the move. Learn how to adapt to the new situation by understanding the adjustment phases and setting realistic expectations.

HOW YOU WILL BENEFIT

Going through the process of clearly articulating personal and career goals will provide an important framework to use in maximizing the existing resources to get the most out of this unique experience. The seminar will

- Set in place your own goals for the assignment
- Fully and creatively utilize your resources as an accompanying partner
- Learn how others have successfully addressed challenges

2019 Training Catalog

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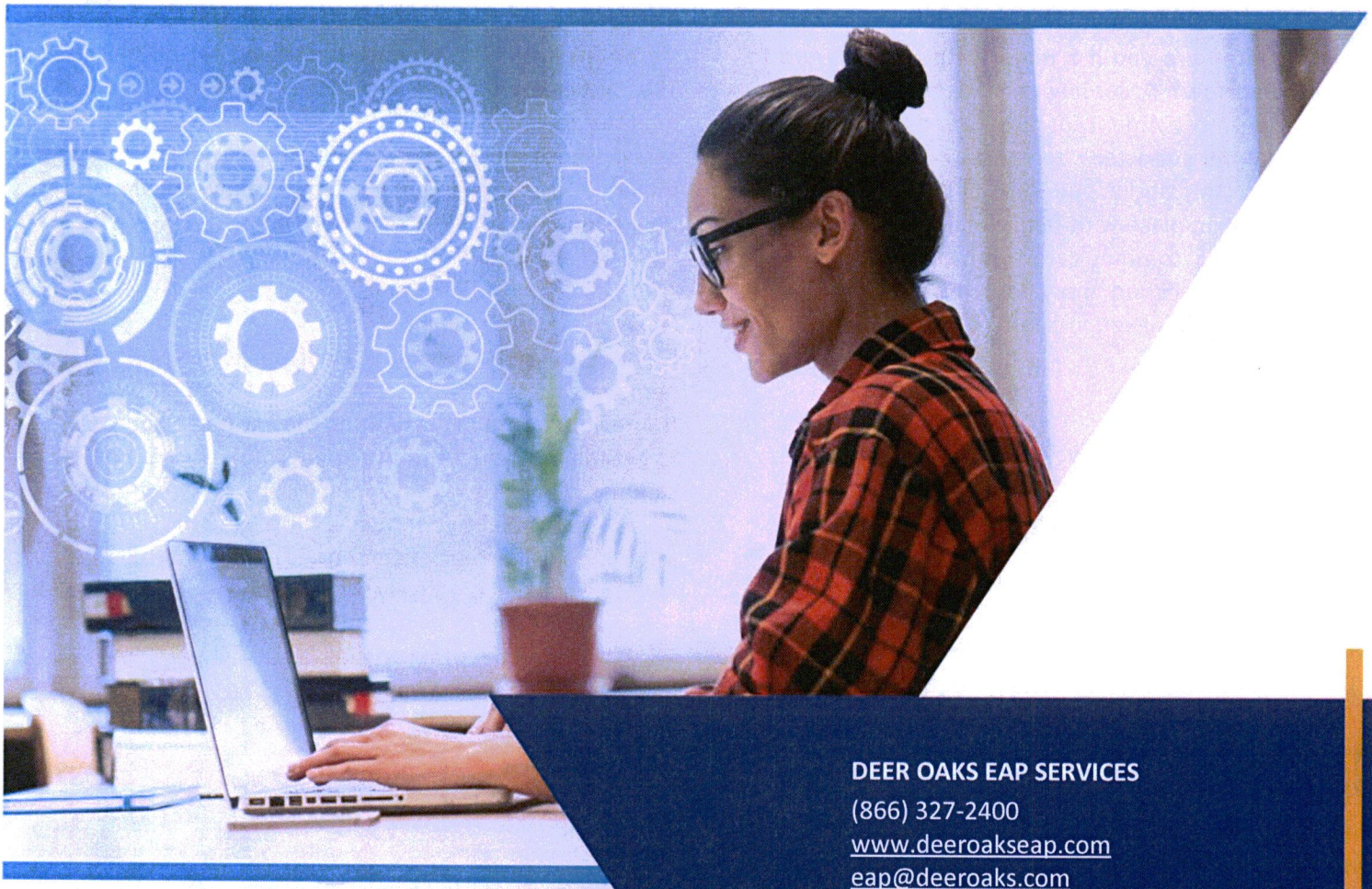

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DEER OAKS EAP SERVICES



2019 Webinar Catalog

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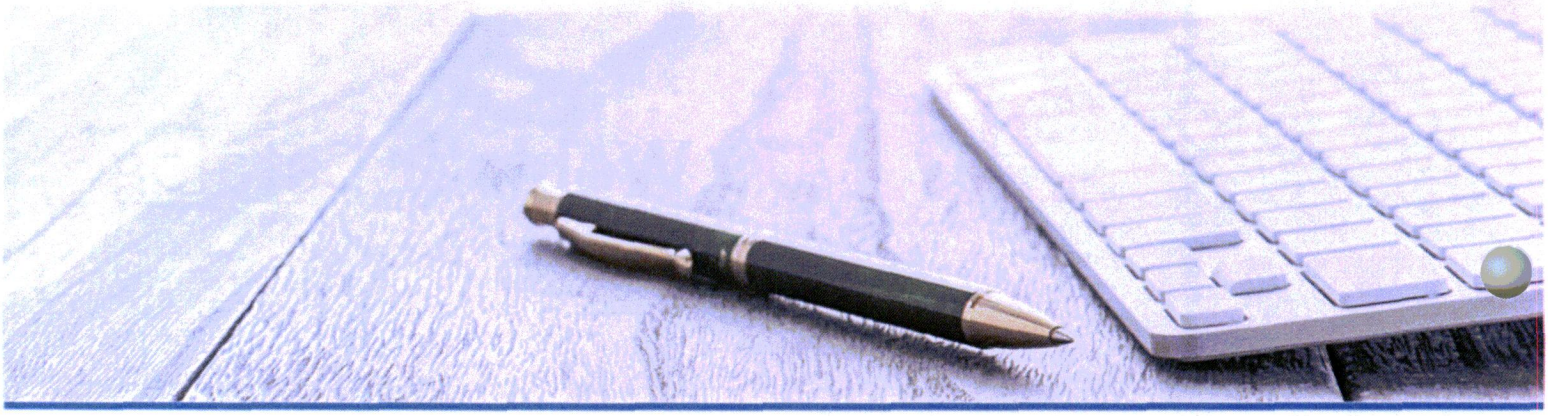
2019 Webinar Series

- **NEW!** Deer Oaks 2019 Supervisor Excellence Webinar Series: Employee Engagement
- **NEW!** Deer Oaks 2019 Leadership Certificate Program
- **NEW!** Deer Oaks 2019 Stress Management Webinar Series

Employee Webinar Topics

- Stress & Its Impact on Your Health
- Finding Balance in a Fast-Paced World
- Managing the Stress of Time and Competing Priorities
- Emotional Intelligence at Work
- The Four Keys to Handling Pressure
- Your Attitude Determines Your Altitude
- Managing the Stress of Change
- Overcoming Burnout
- The Keys to Managing Negative Emotions
- How to Become a Resilient Person
- Building a Culture of Respect
- Advanced Communication Skills that Foster Collaboration & Teamwork
- How to Respond Effectively to Difficult People
- Communicating Effectively in a Diverse World
- Four Steps to Better Workplace Relationships
- The 7 Habits of Highly Effective Employees
- 4 Steps to Maximizing Your Potential
- How to Take More Initiative in Your Work
- Caregiver Excellence
- Relationship Excellence
- How to Better Manage Stress at Work
- Managing the Stress of Relationships
- How to Understand & Deal with Generational Differences
- **NEW!** How to Handle Extremely Stressful Circumstances
- **NEW!** Four Steps to Resolving Conflict and Restoring Relationships
- **NEW!** Emotional Management in Relationships; How to Respond Instead of React
- **NEW!** How to Give Difficult Feedback
- **NEW!** Customer Service Excellence



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Supervisor Webinar Topics

- How to Recognize and Handle 21st Century Stress - Theirs and Yours
- Emotional Intelligence for Supervisors
- Maximizing the Productivity of Your Team
- Advanced Communication Skills for Supervisors
- The Four Keys to Handling the Pressure of Being a Manager
- How to Effectively Coach Employee Performance
- Building a Culture of Respect; the Keys to Creating a Collaborative & Engaged Work Team
- Maintaining Effective Communication Channels
- Creating an Environment that Encourages Employee Growth & Development
- Advanced Coaching Skills for Leaders
- How to Respond Effectively to Difficult Employees
- Moving from Manager to Leader
- *Five Steps to Building Trust with Your Team*
- How to Prevent Bullying in the Workplace
- Creating a Culture of Improved Employee Engagement
- Thinking for Success
- Successful Approaches to Difficult Employee Conversations
- The 7 Habits of Highly Effective Supervisors
- Communicating Effectively with a Diverse Team
- Advanced Communication Skills that Improve Employee Motivation
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- Moving from Boss to Coach
- Helping Your Employees Adjust to Change
- How to Motivate Your Employees
- Preparing to Lead Effectively
- Relationship Excellence for Managers
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- *Strengthening the Team*



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Supervisor Webinar Topics

- **NEW!** The Keys to Effectively Managing Employee Performance
- **NEW!** How to Hire the Right Employees
- **NEW!** How to Effectively Onboard and Engage Your Employees
- **NEW!** The Fundamentals of Human Resources for Managers
- **NEW!** How to Give Difficult Feedback to Your Employees



Webinar Series (Free)

Deer Oaks 2019 Supervisor Excellence Webinar Series- Employee Engagement

A series of practical educational programs designed to help supervisors and managers to build more engaged and productive work teams. This series is available to all supervisors and managers and does not count toward your organization's training hour bank.

Creating a Culture of Improved Employee Engagement

This dynamic presentation will provide several practical strategies that supervisors can utilize in their day-to-day management approach to improve employee engagement and motivation. The session will discuss methods for identifying the needs and interests of staff and techniques for getting them to buy into and work towards the accomplishment of organizational goals.

Friday, March 1st 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/7291651448822880771
Monday, March 4th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/2540442902388928259

How to Effectively Onboard and Engage Your Employees

Creating high-quality onboarding experiences for new employees is a key to building an engaged work team. This practical presentation will discuss several strategies for effectively onboarding, engaging, and retaining your employees.

Friday, June 7th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/7622657225343204099
Monday, June 10th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/9080421627285853187

How to Become an Effective Coach; A Key to Employee Engagement

Research shows that employees are more engaged and productive when their supervisor utilizes a collaborative coaching approach during their day-to-day interactions. This practical presentation will review the communication skills necessary to have effective coaching interactions and discuss using a collaborative coaching approach in key situations including assigning work, managing performance, solving problems, etc.

Friday, September 6th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/3743939742850391811
Monday, September 9th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/8660409284985717763

How to Motivate Your Employees to Be Engaged in Their Work

Motivated employees are engaged and productive. This important session discusses research on employee motivation, identifies the three primary needs that employees seek to meet at work, and discusses management approaches to help create and maintain a motivated and engaged team.

Friday, December 6th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/4945543224289664771
Monday, December 9th 1:00 – 2:00 PM CT Register: https://attendee.gotowebinar.com/register/774233603019167491



Webinar Series (4 training hours per series)

Deer Oaks 2019 Leadership Certificate Program

A series of important topics designed to provide supervisors and managers with enhanced skills to improve workplace morale, employee motivation, and staff productivity.

How to Give Difficult Feedback

Successful leaders have the ability to skillfully discuss difficult or stressful topics with their employees. This important presentation provides several practical strategies for having these challenging conversations more effectively including building connections with employees, being more collaborative in your approach, and respectfully handling disagreement.

Dates: Friday, March 29th and Monday, April 1st 1:00 – 2:00 PM CT

The Keys to Effectively Managing Employee Performance

This important session focuses on making managing employee performance an ongoing process instead of an annual event (i.e., the annual review) to maximize productivity. The presentation covers best practices in performance management including collaborating to set goals, utilizing ongoing coaching conversations to keep employees accountable and on track, and how to review completed work to ensure quality.

Dates: Friday, June 28th and Monday, July 1st 1:00 – 2:00 PM CT

How to Hire the Right Employees

Having a strong work team begins with hiring the right people. This session covers identifying the profile of the ideal hire for your team (technical skills, character, interpersonal skills, etc.) and behavioral questions to ask during interviews to help supervisors to determine if a candidate truly fits the profile. The presentation will also discuss the process of getting multiple opinions before making a hiring decision.

Dates: Friday, September 27th and Monday, September 30th 1:00-2:00 PM CT

Helping Your Employees Adjust to Change

In today's constantly evolving world, change management is a crucial skill for supervisors. Employees going through difficult changes can experience frustration and a loss of productivity. This session discusses the stages of change and provides strategies that managers can utilize to help their employees effectively cope with and adjust to change.

Dates: Friday, December 13th and Monday, December 16th 1:00-2:00 PM CT

Access

In order for your supervisors/managers to be eligible to register for this series, four (4) hours will be deducted from your organization's training hour bank. Your employees will then be able to register for the live sessions and have unlimited access to the session recordings. Supervisors/managers that attend all four sessions either live or online will receive the Deer Oaks 2019 Leadership Certificate. If your organization is interested in participating, please speak with your account manager.



Webinar Series (4 training hours per series)

Deer Oaks 2019 Stress Management Series

A quarterly series designed to provide employees with the knowledge and skills necessary to cope more effectively with stress so they can live healthier and more productive lives.

How to Handle Extremely Stressful Circumstances

This important session discusses several strategies for handling the extremely stressful circumstances (trauma, loss, significant changes, etc.) that we experience at times in our personal and/or professional lives. These strategies will include managing our thinking and emotions, increasing our resilience, and making necessary adjustments.

Date: Monday, March 4th 1:00 – 2:00 PM CT

Managing the Stress of Change

Our constantly changing world creates stress and difficulty for most of us. This important session provides several techniques designed to help individuals more effectively cope with, and adjust to, the changes in their lives. In addition, the presentation will cover strategies for increasing the overall personal resilience.

Date: Monday, June 24th 1:00 – 2:00 PM CT

The Four Keys to Handling Pressure

The challenges of 21st century life place constant personnel and professional demands on individuals trying to succeed in the workplace. This practical seminar will empower employees to better manage their perceptions of what confronts them, develop healthier self-talk, avoid over-reacting to situations, and reduce self-defeating behaviors.

Date: Monday, September 23rd 1:00 – 2:00 PM CT

Managing the Stress of Time and Competing Priorities

This presentation is designed to help individuals recognize how personal organization and use of time contribute to stress levels. In addition, the presentation offers a practical approach to prioritizing efforts and maintaining focus on the most important activities in our lives to reduce stress and increase our effectiveness.

Date: Monday, December 2nd 1:00-2:00 PM CT

Access

In order for your employees to be eligible to register for this series, four (4) hours will be deducted from your organization's training hour bank. Your employees will then be able to register for the live sessions and have unlimited access to the session recordings. If your organization is interested in participating, please speak with your account manager.



Employee Webinar Topics

Stress & Its Impact on Your Health
A practical look at the effect stress has on individuals mentally and physically, along with helpful strategies for listening to internal alarm systems and proactively implementing stress management techniques that can improve health, productivity and life satisfaction.

Finding Balance in a Fast-Paced World
This timely presentation is designed to help individuals gain valuable insight into the emotional and physical problems that can occur when we let our lives get out of balance. The session also covers several practical strategies that employees can utilize to restore balance and live happier, healthier and more productive lives.

Managing the Stress of Time and Competing Priorities
Designed to help individuals recognize how personal organization and use of time contribute to stress levels. In addition, the presentation offers a practical approach to prioritizing efforts and maintaining focus on the most important activities in our lives to reduce stress and increase our effectiveness.

Emotional Intelligence at Work
Our emotions can bring us joy and happiness, but also pain and frustration if we don't manage them well. This important presentation discusses the steps necessary to building and maintaining a balanced emotional life at work to achieve greater levels of success.

The Four Keys to Handling Pressure
The challenges of 21st century life place constant personnel and professional demands on individuals trying to succeed in the workplace. This practical seminar will empower employees to better manage their perceptions of what confronts them, develop healthier self-talk, avoid over-reacting to situations, and reduce self-defeating behaviors.

Your Attitude Determines Your Altitude
This dynamic presentation explores the importance of a good attitude, and its impact on our health and career success. It includes insight into the components that make up our attitudes (beliefs, thought patterns, emotions, etc.), as well as some practical tips for making improvements.

Managing the Stress of Change
Our constantly changing world creates stress and difficulty for most of us. This important session provides several techniques designed to help individuals more effectively cope with, and adjust to, the changes in their lives. In addition, the presentation covers strategies for increasing the overall resilience of the participants.



Employee Webinar Topics

Overcoming Burnout
A practical look at the causes of burnout, along with several strategies designed to help individuals regain motivation, increase life satisfaction, improve productivity, etc.

The Keys to Managing Negative Emotions
Everyone experiences negative emotions from time to time. The challenge is to manage them, and not let them manage you. This important seminar explores several practical strategies for managing negative emotions such as frustration, resentment, guilt, and fear.

How to Become a Resilient Person
During these tough economic times, the ability to handle stress and pressure is more important than ever. This seminar will discuss the attitudes necessary to surviving life's difficulties, the keys to responding instead of reacting to stress, and several coping strategies to help individuals maintain physical and emotional health during tough times.

Building a Culture of Respect
This important session focuses on building awareness in staff of the attitudes, emotions, behaviors, etc. that create barriers to a respectful workplace culture; and providing self-management and interpersonal skills training that will lead to more openness, effective communication, greater collaboration, and better management of differences at the office.

Advanced Communication Skills that Foster Collaboration & Teamwork
This practical presentation will cover several key interpersonal skills that help strengthen workplace relationships including learning to focus the needs of others, how to respond instead of react during conflict, and ways to amicably resolve disagreements.

Successful Approaches to Difficult Conversations – In today's stressful world, individuals find themselves having many rushed, ineffective conversations that compromise the quality of their relationships at work and at home. This timely presentation covers choosing the best times to engage in difficult discussions, the right mindsets to embrace in preparation, and communication techniques that ensure better outcomes.

How to Respond Effectively to Difficult People – This session shares valuable insights into the mindset of difficult to get along with individuals, and provide several practical considerations and strategies for responding more effectively to them. The topics covered will include how to manage your own stress response, ways to stay positive during negative interactions, and proactive approaches to dealing with difficult people in the long-term.



Norberto "Beto" Salinas, Mayor
Norie Gonzalez Garza, Mayor Pro Tem
Jessica Ortega-Ochoa, Councilwoman

Ruben Plata, Councilman
Dr. Armando O'caña, Councilman
Martin Garza Jr., City Manager

CITY OF MISSION

"Home of the Grapefruit"

March 6, 2015

Re: Deer Oaks EAP Services

To Whom It May Concern:

We are pleased to write a letter of recommendation for Deer Oaks, EAP Services. Deer Oaks has provided their services to the City of Mission since April 1, 2007. The services they have provided have been exceptional, such as the on-site trainings, webinars, 24-hour Helpline, assessment referrals and counseling. Not to mention their confidentiality and referral follow ups.

Alicia Barrera, Executive Director makes herself readily available and accessible in answering any questions we may have in a timely manner, whether it is by phone or email regardless of how big or small the request.

We are satisfied with Deer Oaks services and believe it is worth the investment. Please feel free to contact me if you have any questions. You may reach me at nmunguia@missiontexas.us or you may also contact Nereyda Peña, Benefits Coordinator at npena@missiontexas.us.

Sincerely,

NMunguia

Noemi Munguia
Human Resources Director

APPENDIX E

During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:

Pertinent Nondiscrimination Authorities:

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin); and 49CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of1970, (42U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23U.S.C. § 324et seq.), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29U.S.C. § 794 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49CFRPart 27;
- The Age Discrimination Act of 1975, as amended,(42U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49U.S.C. § 4 71, Section 4 7123),as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987,(PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189)as implemented by Department of Transportation regulations at 49C.F.R. parts 37 and 38;
- The Federal Aviation Administration's Nondiscrimination statute (49U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures discrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U .S.C. 1681 et seq).

Certification
Regarding Debarment, Suspension Ineligibility

As is required by the Federal Regulations Implementing Executive Order 12549, Debarment and Suspension, 45 CFR Part 76, Government-wide Debarment and Suspension, in the applicant certifies, to the best of his or her knowledge and belief, that both it and its principals:

a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency;

b. Have not within a three-year period preceding this bid/proposal and/or application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, violation of federal or state antitrust statutes or commission of embezzlement, theft, theory, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

c. Are not presently indicted for or otherwise criminally or civilly charged by a government entity with commission of any of the offenses enumerated herein; and

d. Have not within a three-year period preceding this bid/proposal and/or application had one or more public transactions terminated of cause or default.

Signature: Paul Alan Boskind, PhD

Print Name: Paul Alan Boskind, PhD

Title: CEO

Telephone Number: (301) 829-0364

Date: 8/30/2019

If the proposer is unable to certify to all of the statements in this Certification, such proposer should attach an explanation to this proposal.

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. *See* Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 **Name of vendor who has a business relationship with local governmental entity.**

None. No business relationship exists.

2 ☐ **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 **Name of local government officer about whom the information is being disclosed.**

None.

Name of Officer

4 **Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.**

N/A - no business relationship exists.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes ☐ No N/A

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes ☐ No N/A

5 **Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.**

None.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 Paul Alan Bostick, PhD

Signature of vendor doing business with the governmental entity

8/30/2019

Date

Exhibit "H"

(If Applicable)

2 C.F.R. § 200.326 & 2 C.F.R. Part 200, Appendix II

Required Contract Clauses for Non-Federal Entity Contracts Under Federal Awards

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Required Contract Clauses for Non-Federal Entity Contracts Under Federal Awards with the Federal Emergency Management Agency (FEMA)

2 C.F.R. § 200.326 & 2 C.F.R. Part 200, Appendix II, Required Contract Clauses for Non-Federal Entity Contracts Under Federal Awards

The United States Office of Management and Budget (OMB) issued in 2 C.F.R. 200: *Uniform Administrative Requirements, Cost Principals and Audit Requirements for Federal Awards* (Uniform Guidance). Subpart D: Post Federal Award Requirements: 2 CFR §§200.317-200.326 of the Uniform Guidance contain provisions applicable to procurements made with federal grant funding.

As a non-Federal entity, the County of Hidalgo's ("County") contracts must contain the applicable contract clauses described in Appendix II to the Uniform Guidance (Contract Provisions for non-Federal Entity Contracts Under Federal Awards), which are set forth below. 2 C.F.R. §200.326. If applicable, the following clauses shall supersede any existing, similar clauses stated within the bid document, contract, and/or Terms and Conditions. *The term "Contractor" used herein refers to the proposer, bidder or other entity/individual responding to the applicable procurement packet.*

If applicable, the regulations in 2 CFR, Part 200 and Appendix II to the Uniform Guidance, as it may be amended from time to time, and the contract clauses below, are incorporated by reference as part of this procurement packet and any resulting agreement.

To procure goods and services using funds under a federal grant or contract, specific federal laws, regulations, and requirements may apply in addition to those under state law. The following provisions are required and apply when federal funds are expended by the County of Hidalgo for any contract resulting from this procurement process.

1. **Remedies.**

   a. Applicability. This requirement applies to all Federal grant and cooperative agreement programs.

   b. Standard. Contracts for more than the simplified acquisition threshold currently set at $150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate. See 2 C.F.R. Part 200, Appendix II, ¶ A.

   c. Statement. Pursuant to Federal Rule (A) above, when federal funds are expended by the County, the County reserves all rights and privileges under the applicable laws and regulations with respect to this procurement in the event of breach of contract by either party. Contractor shall comply with all applicable Federal, State of Texas, and local laws, rules, and regulations and shall obtain all applicable licenses and permits for the conduct of its business and the performance of the services, and any provision of equipment and material ("Applicable Law"). All transactions related to any of the Contract Documents shall be governed by the laws of the State of Texas, and trial of any action brought in connection with the bid or the Contract Documents shall be held exclusively in a state court in the County of Hidalgo, Texas.

2. **Termination for Cause and Convenience**.

a. Applicability. This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. All contracts in excess of $10,000 shall address termination for cause and for convenience by the non-Federal entity including the manner by which it will be effected and the basis for settlement as follows. See 2 C.F.R. Part 200, Appendix II, ¶ B.

c. Statement. *Termination*. County may terminate this Agreement for any reason upon ten (10) days written notice to the other party. County may terminate this Agreement immediately upon written notice if Contractor breaches this Agreement. In the event of any termination, Contractor shall promptly deliver to the County any and all Work Materials prepared for the County prior to the effective date of such termination, all of which shall become County's sole property. After receipt of the Work Materials, County will pay Contractor for the services which the County determines were satisfactorily performed as of the effective date of the termination.

Excuses for Non-Performance. Either party shall be absolved from its obligations under this contract when and to the extent that performance is delayed or prevented (and in the County of Hidalgo's case when and to the extent that its need for the articles, materials or work to be supplied hereunder is reduced or eliminated) by reason of acts of God, fire explosion, war riots, strikes, labor disputes, or governmental laws, orders or regulations.

Default. If Contractor or Subcontractor shall breach any provision hereof or shall become insolvent, enter voluntary or involuntary bankruptcy or receivership proceedings or make an assignment to the benefit of creditors, County of Hidalgo shall have the right (without limiting any other rights or remedies which it may have hereunder or by operation of law) to terminate this contract by written notice to Contractor whereupon County shall be relieved of all further obligation hereunder except the obligation to pay the reasonable value of Contractor's prior performance (at not exceeding the contract rate), and Contractor shall be liable to County for all costs incurred by County in completing or procuring the completion of performance in excess of the contract price herein specified. The County's right to require strict performance of any obligation hereunder shall not be affected by any previous waiver, forbearance of course of dealing. Time is of the essence thereof.

3. **Equal Employment Opportunity**.

a. Applicability: This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. Except as otherwise provided under 41 C.F.R. Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 C.F.R. § 60-1.3 must include the equal opportunity clause provided under 41 C.F.R. § 60- 1.4(b), in accordance with Executive Order 11246, *Equal Employment Opportunity* (30 Fed. Reg. 12319, 12935, 3 C.F.R. Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, *Amending Executive Order 11246 Relating to Equal Employment Opportunity*, and implementing regulations at 41 C.F.R. Part 60 (Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor). See 2 C.F.R. Part 200, Appendix II, ¶ C.

c. Key Definitions:

(1) *Federally Assisted Construction Contract.* The regulation at 41 C.F.R. § 60-1.3 defines a "federally assisted construction contract" as any agreement or modification thereof between any applicant and a person for construction work which is paid for in whole or in part with funds obtained from the Government or borrowed on the credit of the Government pursuant to any Federal program involving a grant, contract, loan, insurance, or guarantee, or undertaken pursuant to any Federal program involving such grant, contract, loan, insurance, or guarantee, or any application or modification thereof approved by the Government for a grant, contract, loan, insurance, or guarantee under which the applicant itself participates in the construction work.

(2) *Construction Work.* The regulation at 41 C.F.R. § 60-1.3 defines "construction work" as the construction, rehabilitation, alteration, conversion, extension, demolition or repair of buildings, highways, or other changes or improvements to real property, including facilities providing utility services. The term also includes the supervision, inspection, and other onsite functions incidental to the actual construction

d. Statement: Contractor will comply with the Nondiscrimination Civil Rights Act of 1964, as amended and all Federal regulations relative to nondiscrimination in Federally assisted programs. The regulation at 41 C.F.R. Part 60-1.4(b) requires the insertion of the following contract clause:

"During the performance of this contract, the contractor agrees as follows:

(1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

(2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive considerations for employment without regard to race, color, religion, sex, or national origin.

(3) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

(4) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.

(5) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the

administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.

(6) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions as may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.

(7) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance: Provided, however, That in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency the contractor may request the United States to enter into such litigation to protect the interests of the United States."

4. **Davis Bacon Act and Copeland Anti-Kickback Act**.

   a. Applicability of Davis-Bacon Act. The Davis-Bacon Act only applies to the emergency Management Preparedness Grant Program, Homeland Security Grant Program, Nonprofit Security Grant Program, Tribal Homeland Security Grant Program, Port Security Grant Program, and Transit Security Grant Program. **It does not apply to other Federal grant and cooperative agreement programs, including the Public Assistance Program**.

   b. Standard. All prime construction contracts in excess of $2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. §§ 3141-3144 and 3146-3148) as supplemented by Department of Labor regulations at 29 C.F.R. Part 5 (Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction)). See 2 C.F.R. Part 200, Appendix II, ¶ D.

   In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week.

   The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding City.

   In contracts subject to the Davis-Bacon Act, the contracts must also include a provision for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. § 3145), as supplemented by

Department of Labor regulations at 29 C.F.R. Part 3 (Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States). The Copeland Anti-Kickback Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to FEMA or applicable Federal entity.

c. Statement. The regulation at 29 C.F.R. § 5.5(a) does provide the required contract clause that applies to compliance with both the Davis-Bacon and Copeland Acts. However, as discussed in the previous subsection, the Davis-Bacon Act does not apply to Public Assistance recipients and subrecipients. In situations where the Davis-Bacon Act does not apply, neither does the Copeland "Anti-Kickback Act." However, for purposes of grant programs where both clauses do apply, FEMA or applicable Federal entity requires the following contract clause:

"Compliance with the Copeland "Anti-Kickback" Act.

(1) *Contractor*. The contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.

(2) *Subcontracts*. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as Federal requirements may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

(3) *Breach*. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12."

5. **Contract Work Hours and Safety Standards Act**.

a. Applicability: This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. Where applicable (see 40 U.S.C. § 3701), all contracts awarded by the non-Federal entity in excess of $100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. §§ 3702 and 3704, as supplemented by Department of Labor regulations at 29 C.F.R. Part 5. See 2 C.F.R. Part 200, Appendix II, ¶ E.

Under 40 U.S.C. § 3702, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week.

The requirements of 40 U.S.C. § 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of

supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

The regulation at 29 C.F.R. § 5.5(b) provides the required contract clause concerning compliance with the Contract Work Hours and Safety Standards Act:

c. Statement.

"Compliance with the Contract Work Hours and Safety Standards Act.

(1) *Overtime requirements*. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

(2) *Violation; liability for unpaid wages; liquidated damages*. In the event of any violation of the clause set forth in paragraph (1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of $10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.

(3) *Withholding for unpaid wages and liquidated damages*. The County of Hidalgo shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) *Subcontracts*. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section."

6. **Rights to Inventions Made Under a Contract or Agreement.**

a. Applicability: Stafford Act Disaster Grants. This requirement **does not apply to the Public Assistance**, Hazard Mitigation Grant Program, Fire Management Assistance Grant Program, Crisis Counseling Assistance and Training Grant Program, Disaster Case Management Grant

Program, and Federal Assistance to Individuals and Households – Other Needs Assistance Grant Program, as FEMA or Federal awards under these programs do not meet the definition of "funding agreement."

b. Standard. If the FEMA or Federal award meets the definition of "funding agreement" under 37 C.F.R. § 401.2(a) and the non-Federal entity wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the non-Federal entity must comply with the requirements of 37 C.F.R. Part 401 (Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements), and any implementing regulations issued by FEMA or applicable awarding agency. See 2 C.F.R. Part 200, Appendix II, ¶ F.

c. Key Definition: The regulation at 37 C.F.R. § 401.2(a) currently defines "funding agreement" as any contract, grant, or cooperative agreement entered into between any Federal agency, other than the Tennessee Valley Authority, and any contractor for the performance of experimental, developmental, or research work funded in whole or in part by the Federal government. This term also includes any assignment, substitution of parties, or subcontract of any type entered into for the performance of experimental, developmental, or research work under a funding agreement as defined in the first sentence of this paragraph.

7. **Clean Air Act and the Federal Water Pollution Control Act**.

a. Applicability and Standard: Contracts of amounts in excess of $150,000 must contain a provision that requires the contractor to agree to comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act (42 U.S.C. §§ 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. §§ 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency. See 2 C.F.R. Part 200, Appendix II, ¶ G.

b. Statement: Included in contracts as provided in section "7a" above.

(1) The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq. and the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

(2) The contractor agrees to report each violation to the Federal awarding agency (e.g. Federal Emergency Management Agency-FEMA) and the Regional Office of the Environmental Protection Agency. Contractor understands and agrees that each violation reported to the County of Hidalgo will, in turn, be reported as required to assure notification to the Federal awarding agency and the appropriate Environmental Protection Agency Regional Office.

(3) The contractor agrees to include these requirements in each subcontract exceeding $150,000 financed in whole or in part with Federal assistance provided by the applicable Federal awarding agency (e.g. FEMA).

8. **Debarment and Suspension**.

a. Applicability: This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. Non-Federal entities and contractors are subject to the debarment and suspension regulations implementing Executive Order 12549, *Debarment and Suspension* (1986) and Executive Order 12689, *Debarment and Suspension* (1989) at 2 C.F.R. Part 180 and the Department of Homeland Security's regulations at 2 C.F.R. Part 3000 (Nonprocurement Debarment and Suspension).

These regulations restrict awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal assistance programs and activities. See 2 C.F.R. Part 200, Appendix II, ¶ H; and Chapter IV, ¶ 6.d and Appendix C, ¶ 2. A contract award must not be made to parties listed in the SAM Exclusions. SAM Exclusions is the list maintained by the General Services Administration that contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. SAM exclusions can be accessed at www.sam.gov. See 2 C.F.R. § 180.530; Chapter IV, ¶ 6.d and Appendix C, ¶ 2.

In general, an "excluded" party cannot receive a Federal grant award or a contract within the meaning of a "covered transaction," to include subawards and subcontracts. This includes parties that receive Federal funding indirectly, such as contractors to recipients and subrecipients. The key to the exclusion is whether there is a "covered transaction," which is any nonprocurement transaction (unless excepted) at either a "primary" or "secondary" tier. Although "covered transactions" do not include contracts awarded by the Federal Government for purposes of the nonprocurement common rule and DHS's implementing regulations, it does include some contracts awarded by recipients and subrecipient.

Specifically, a covered transaction includes the following contracts for goods or services:

(1) The contract is awarded by a recipient or subrecipient in the amount of at least $25,000.
(2) The contract requires the approval of FEMA or applicable Federal entity, regardless of amount.
(3) The contract is for Federally-required audit services.
(4) A subcontract is also a covered transaction if it is awarded by the contractor of a recipient or subrecipient and requires either the approval of FEMA or applicable Federal entity or is in excess of $25,000.

c. Statement. The following provides a debarment and suspension clause. It incorporates a method of verifying that contractors are not excluded or disqualified:

For maximum protection, provide a print or electronic document for every prime and subcontractor, from www.sam.gov in order to ensure that they are not debarred, suspended, or otherwise excluded from or ineligible for participation in Federal assistance programs and activities.

This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such the contractor is required to verify that none of the contractor, its principals (defined at 2 C.F.R. § 180.995), or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by (insert name of subrecipient). If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to (name of state agency serving as recipient and name of subrecipient), the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions."

9. **Byrd Anti-Lobbying Amendment**.

a. Applicability: This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. Contractors that apply or bid for an award of $100,000 or more must file the required certification. See 2 C.F.R. Part 200, Appendix II, ¶ I; 44 C.F.R. Part 18; Chapter IV, 6.c; Appendix C, ¶ 4. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any City, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. § 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award. See Chapter IV, ¶ 6.c and Appendix C, ¶ 4.

c. Statement. The following statement in bold provides a Byrd Anti-Lobbying contract clause:

(IF APPLICABLE, PLEASE FILL IN BLANKS AND SIGN)

"Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended)

Contractors who apply or bid for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient."

APPENDIX A, 44 C.F.R. PART 18 – CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

(To be submitted with each bid or offer exceeding $100,000)

The undersigned Contractor, Deer Oaks EAP Services, LLC **certifies, to the best of his or her knowledge, that:**

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

The Contractor, Deer Oaks EAP Services, LLC **, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.**

Paul Alan Boskind, PhD

Signature of Contractor's Authorized Official

Paul Alan Boskind, PhD / CEO

Name and Title of Contractor's Authorized Official

8/30/2019

Date"

10. **Procurement of Recovered Materials.**

a. Applicability: This requirement applies to all Federal grant and cooperative agreement programs.

b. Standard. A non-Federal entity that is a **state agency or agency of a political subdivision** of a state and its contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962). See 2 C.F.R. Part 200, Appendix II, ¶ J; 2 C.F.R. § 200.322; *PDAT Supplement,* Chapter V, ¶ 7.

The requirements of Section 6002 include procuring only items designated in guidelines of the EPA at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired by the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

c. Statement. The following provides the clause that a state agency or agency of a political subdivision of a state and its contractors can include in contracts meeting the above contract thresholds:

"(1) In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA- designated items unless the product cannot be acquired—

(i) Competitively within a timeframe providing for compliance with the contract performance schedule;
(ii) Meeting contract performance requirements; or

(iii) At a reasonable price.

(3) Information about this requirement, along with the list of EPA-designate items, is available at EPA's Comprehensive Procurement Guidelines web site, https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program."

Additional Required Contract Clauses for Non-Federal Entity Contracts Under Federal Awards with the Federal Emergency Management Agency (FEMA)

Additional FEMA or applicable Federal Requirements. In addition to the requirements above, non-Federal entity contracts under Federal award subject to financial assistance from FEMA are required to contain the following additional contract clauses. The Uniform Guidance authorizes FEMA to require additional provisions for non-Federal entity contracts. FEMA, pursuant to this authority, requires or recommends the following:

These clauses are incorporated by reference as part of this procurement packet and any resulting agreement.

11. **Changes**.

a. Standard. To be eligible for FEMA assistance under the non-Federal entity's Federal grant or cooperative agreement, the cost of the change, modification, change order, or constructive change must be allowable, allocable, within the scope of its grant or cooperative agreement, and reasonable for the completion of project scope. FEMA or applicable Federal entity recommends, therefore, that a non-Federal entity include a changes clause in its contract that describes how, if at all, changes can be made by either party to alter the method, price, or schedule of the work without breaching the contract. The language of the clause may differ depending on the nature of the contract and the end-item procured.

b. Statement. The following provides a contract clause regarding access to records:

"The contractor shall secure written authorization before proceeding with any additional work, whether requested by the County or required to complete the contract. The cost for any changes to the contract price, whether requested by the County or the Contractor will be approved only after submitting the contractor's true costs for the work and related equipment costs and site expenses."

12. **Access to Records**.

a. Standard. All non-Federal entities must place into their contracts a provision that all contractors and their successors, transferees, assignees, and subcontractors acknowledge and agree to comply with applicable provisions governing Department and FEMA or applicable Federal entity access to records, accounts, documents, information, facilities, and staff. See DHS Standard Terms and Conditions, v 3.0, ¶ XXVI (2013).

b. Statement. The following provides a contract clause regarding access to records:

"Access to Records. The following access to records requirements apply to this contract:

(1) The contractor agrees to provide the County of Hidalgo, the FEMA or applicable Federal Administrator, the Comptroller General of the United States, or any of their authorized representatives access to any books, documents, papers, and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts, and transcriptions.

(2) The Contractor agrees to permit any of the foregoing parties to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed.

(3) The contractor agrees to provide the FEMA or applicable Federal Administrator or his authorized representatives access to construction or other work sites pertaining to the work being completed under the contract."

13. **DHS Seal, Logo, and Flags**.

a. Standard. All non-Federal entities must place in their contracts a provision that a contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS City

officials without specific FEMA or applicable Federal entity pre-approval. See DHS Standard Terms and Conditions, v3.0, ¶ XXV (2013).

b. Statement. The following provides a contract clause regarding DHS Seal, Logo, and Flags:

> "The contractor shall not use the DHS seal(s), logos, crests, or reproductions of flags or likenesses of DHS City officials without specific FEMA or applicable Federal entity pre-approval."

14. **Compliance with Federal Law, Regulations, and Executive Orders**.

a. Standard. All non-Federal entities must place into their contracts an acknowledgement that FEMA or applicable Federal financial assistance will be used to fund the contract along with the requirement that the contractor will comply with all applicable Federal law, regulations, executive orders, and FEMA or applicable Federal policies, procedures, and directives.

b. Statement. The following provides a contract clause regarding Compliance with Federal Law, Regulations and Executive Orders:

> "This is an acknowledgement that Federal financial assistance will be used to fund the contract only. The contractor will comply will all applicable Federal law, regulations, executive orders, FEMA or applicable Federal policies, procedures, and directives."

15. **No Obligation by Federal Government**.

a. Standard. The non-Federal entity must include a provision in its contract that states that the Federal Government is not a party to the contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract.

b. Statement. The following provides a contract clause regarding no obligation by the Federal Government:

> "The Federal Government is not a party to this contract and is not subject to any obligations or liabilities to the non-Federal entity, contractor, or any other party pertaining to any matter resulting from the contract."

16. **Program Fraud and False or Fraudulent Statements or Related Acts**.

a. Standard. The non-Federal entity must include a provision in its contract that the contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the contract.

b. Statement. The following provides a contract clause regarding Fraud and False or Fraudulent Related Acts:

> "The contractor acknowledges that 31 U.S.C. Chap. 38 (Administrative Remedies for False Claims and Statements) applies to the contractor's actions pertaining to this contract."

Contractor agrees to comply with all federal, state and local laws, rules, regulations and ordinances, as applicable. It is further acknowledged that the Contractor read and understands all provisions, laws, acts, regulations, etc. as specifically noted above and certifies compliance with the same.

Vendor's Name/Company Name: Deer Oaks EAP Services, LLC

Printed Name and Title of Authorized Representative: Paul Alan Boskind, PhD / CEO

Signature of Authorized Representative: Paul Alan Boskind, PhD

Date: 8/30/2019

Exhibit "J"

PROPOSER'S AFFIDAVIT

PROPOSER'S AFFIDAVIT OF NON-COLLUSION
NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING

STATE OF TEXAS
COUNTY OF HIDALGO

Affiant, Paul Alan Boskind, Ph.D, being first duly sworn, deposes that:

(1) Affiant does hereby state neither the proposer nor any of the proposer's officers, partners, owners, agents, representatives, employees, or parties in interest, has in any way colluded, conspired, agreed, directly or indirectly with any person, firm, corporation, or another proposer, or potential proposer, to provide any money or other valuable consideration for assistance in procuring or attempting to procure a contract or fix the prices in the attached proposed or the proposal of any other proposer, and further states that no such money or another reward will be hereinafter paid.

(2) Affiant further states they have neither recommended nor suggested to Hidalgo County or any of its officials or employees, any of the terms or provisions set forth in their Request for Proposal and subsequent agreement, except at a meeting open to all interested proposers, of which proper notice was given.

(3) Affiant, further states their officers, employees, or agents have not, and will not attempt to lobby, directly or indirectly, the Hidalgo County Commissioner's Court between proposal submission date and award by the Hidalgo County Commissioner's Court.

(4) Affiant further states no officer, or stockholder of the proposer is a member of the staff, or related to any employee of Hidalgo County except as noted herein below:

Signature/Title: Paul Alan Boskind, PhD / CEO

Subscribed and sworn to before me this 30th day of August 2019.

Notary Public

My commission expires: Olivia Marie Osburn, 2019

OLIVIA MARIE OSBURN
Notary Public, State of Texas
Comm. Expires 07-14-2022
Notary ID 12988405-3

Insurance Requirement Acknowledgment

I, Paul Alan Boskind, PhD, authorized representative for Deer Oaks EAP Services, LLC,
Company/Vendor

hereby acknowledge receipt of the County's required insurance limits. Said requirements:

☐ will be acquired within 10 working days after notification from Purchasing Department of award of project by the Hidalgo County Commissioners' Court;

☐ will acquire additional amounts required to meet the County's requirements within 10 working days after notification from Purchasing Department of award of project by the Hidalgo County Commissioners' Court; currently carry the following

Professional Liability (Errors & Omissions): $_____

Automobile Liability: $_____ General Liability: $_____

☒ have already been met, see attached copy of insurance certificate.

Paul Alan Boskind, PhD 8/30/2019

Authorized Representative Date

Paul Alan Boskind, PhD

Notice to Proposer:

A certificate of insurance for the required insurance limits shall be provided to the Purchasing Department's Contract Managers in order to qualify for award and to execute a contract between your Company and the County

Failure to provide Certificates of Insurance to the Purchasing Department's Contract Managers will cause the award to be rescinded and re-awarded to next qualified vendor. Certificates of Insurance will be monitored and verified on a **quarterly basis** to ensure coverage policy is in place. It is the Company's obligation to maintain the appropriate insurance coverage throughout the term of the contract.

THIS FORM MUST ACCOMPANY YOUR PACKET

ENDORSEMENT

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement, effective 12:01 A.M.,
Forms a part of Policy No.: 01-LX066417773-0

SOCIAL SERVICES GENERAL LIABILITY ENHANCEMENT ENDORSEMENT

It is understood and agreed that the following extensions only apply in the event that no other specific coverage for the indicated loss exposures are provided under this policy. If such specific coverage applies, the terms, conditions, and limits of that coverage are the sole and exclusive coverage applicable under this policy.

Throughout this endorsement the words "you" and "your" refer to the "Named Insured" shown in the Declarations. The words "we", "us", and "our" refer to the "Company" providing this insurance.

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

The following is a summary of the Limits of Insurance and Additional Coverage provided by this endorsement. For complete details on specific coverages, consult the policy contract wording.

A) Medical Payment – Limit increased to $20,000
B) Supplementary Payments – Bail bonds increased to $3,000 / Loss of Earnings increased to $1,000 each day
C) Legal Liability Extension – For fire, lightning, explosion, smoke, and leaks from sprinklers limit increased to $1,000,000
D) Broadened definition of Who is an Insured
E) Knowledge or Notice of Occurrence
F) Broadened definition of Advertising Injury includes televised or videotaped publication
G) Amended definition of Bodily Injury to include mental anguish
H) Amended Unintentional Failure to Disclose Hazards
I) Amended Liberalization Clause
J) Property Damage – Removal of exclusion for "Property Damage" resulting from the use of reasonable force to protect persons or property
K) Premises Sold or Abandoned by You
L) Added Blanket Additional Insured - Funding sources
M) Added Blanket Additional Insured - Managers or lessors of premises
N) Additional Insured – By Contract, Agreement or Permit
O) General Aggregate Limit Per Location
P) Blanket Special Events Coverage
Q) Non-Owned Watercraft Coverage - Length is increased to 65 feet
R) Blanket Waiver of Subrogation
S) Waiver of Immunity
T) Violation of Rights of Residents Coverage (Patient's Rights)
U) Liquor Liability Exception to Exclusion
V) Employee Criminal Defense Costs Only Coverage - $25,000 limit of insurance – each "criminal proceeding"

A) MEDICAL PAYMENTS

If Medical Payments Coverage (Coverage C) is not otherwise excluded from this coverage part:

1) The Medical Expense Limit is increased, subject to all the terms of Limits of Insurance (Section III) to $20,000
2) The requirement in the Insuring Agreement of Coverage C, that expenses must be incurred and reported to us within "one year" of the accident date is changed to "three years."
3) Exclusion of Coverage, at your option, does not apply to your "volunteer workers" or any person or organization under your direct supervision and control.

B) SUPPLEMENTARY PAYMENTS - COVERAGES A AND B:

1) The limit for the cost of bail bonds is changed from $250 to $3,000
2) The limit for loss of earnings is changed from $250 per day to $1,000 per day.

C) LEGAL LIABILITY EXTENSION – FIRE, LIGHTNING, EXPLOSION, SMOKE, AND LEAKS FROM SPRINKLERS

1. The last paragraph of **Section I – Coverage A – 2. Exclusions,** is deleted and replaced by the following:

   Exclusions **c.** through **n.** does not apply to:

   a. damage by fire, lightning, explosion, smoke or leaks from automatic fire protective systems; and

   b. damage caused by a resident;

   to premises rented to you or temporarily occupied by you with the permission of the owner.

   A separate limit of insurance applies to this coverage as described in Section III – Limits of Insurance.

2. Paragraph **6.** of **Section III – Limits of Insurance** is deleted and replaced by the following:

   6. Subject to Paragraph **5.** above, the Damage To Premises Rented To You Limit is the most we will pay under **COVERAGE A** for damages because of "property damage":

   a. resulting from fire, lightning, explosion, smoke or leaks from automatic fire protective systems, or any combination thereof; and

   b. caused by a resident;

   to premises, rented to you or temporarily occupied by you with the permission of the owner. Damage To Premises Rented To You Limit is the greater of:

   a. $1,000,000 for damages due to fire, lightning, explosion, smoke or leaks from automatic fire protective systems, or any combination there of; or

   b. The Damage To Premises Rented To You Limit shown in the Declarations.

D) WHO IS AN INSURED

Paragraph **2.** of **Section II – Who Is An Insured** is deleted and replaced by the following:

2. Each of the following is also an insured, but only while working within the scope of their duties related to the conduct of your business;

   a. "Employees", but only for acts within the scope of their employment by you;

   b. "Volunteer Workers";

   c. Independent Contractors

   However, no "employees", "volunteer workers" or independent contractors are insureds for:

   (1) "Bodily injury" or "personal and advertising injury":

(a) To you, to your partners or members (if you are a partnership or joint venture), to your members (if you are al limited liability company), to a co-"employee" while in the course of his or her employment or performing duties related to the conduct of your business, or to your other "volunteer workers" or independent contractors while performing duties related to the conduct of your business;

(b) To the spouse, child, parent, brother or sister of that co-"employee", "volunteer worker" or independent contractors as a consequence of Paragraph (1)(a) above;

(c) For which there is any obligation to share damages with or repay someone else who must pay damages because of the injury described in Paragraphs (1)(a) or (b) above; or

(d) Arising out of his or her providing or failing to provide professional health care services.

(2) "Property damage" to property:

(a) Owned, occupied or used by,

(b) Rented to, in the care, custody or control of, or over which physical control is being exercised for any purpose by

you, any of your "employees", "volunteer workers", independent contractors, any partner or member (if you are a partnership or joint venture), or any member (if you are a limited liability company).

d. Medical directors and administrators, including professional persons;

e. If you are an organization other than a partnership or joint venture, your managers and supervisors are also insureds, but only with respect to their duties as your managers and supervisors;

f. If you are a limited liability company, your members are insureds, but only with respect to their duties related to the conduct of your business;

g. Any organization and subsidiary thereof which you control and actively manage on the effective date of this endorsement;

h. Any person or organization that has financial control of you or owns, maintains or controls premises occupied by you and requires you to name them as an additional insured but only with respect to their liability arising out of:

(1) Their financial control of you; or

(2) Premises they own maintain or control while you lease or occupy these premises.

This insurance does not apply to structural alterations, new construction and demolition operations performed by or for that person or organization.

i. Any State or Political Subdivision subject to the following provision:

This insurance applies only with respect to the following hazards for which the state or political subdivision has issued a permit in connection with premises you own, rent, or control and to which this insurance applies:

(1) The existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoist away openings, sidewalk vaults, street banners, or decorations and similar exposures; or

(2) The construction, erection, or removal of elevators; or

(3) The ownership, maintenance, or use of any elevators covered by this insurance.

However, the insurance afforded for any organization and subsidiary thereof not named in the Declarations as a Named Insured, does not apply to injury or damage with respect to which an insured under this endorsement is also an insured under another policy, or would be an insured under such policy but for its termination or the exhaustion of its limits of insurance.

j. Students in training, but not for "bodily injury" or "property damage" arising out of his or her rendering or failure to render professional services to patients;

k. Your members but only with respect to their liability for your activities or activities they perform on your behalf;

l. Your trustees or members of the board of governors while acting within the scope of their duties as such on your behalf;

m. Any entity you are required in a written contract (hereinafter called Additional Insured) to name as an insured is an insured but only with respect to liability arising out of your premises, "your work" for the Additional Insured, or acts or omissions of the Additional Insured in connection with the general supervision of "your work" to the extent set forth below:

Insurance does not apply to "bodily injury," "property damage" or "personal and advertising injury" arising out of the rendering or failure to render any professional services by or for you, including:

(1) The preparing, approving, or failing to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders, or drawings and specifications; and

(2) Supervisors, inspection, or engineering services.

Any coverage provided under this provision shall be excess over any other valid and collectible insurance available to the Additional Insured(s) whether primary, excess, contingent or on any other basis unless a contract specifically requires that this insurance be primary or you request that it apply on a primary basis.

Paragraph **3.a.** of **Section II – Who Is An Insured** is deleted and replaced by the following:

a. Coverage under this provision is, subject to **(1)** and **(2)** below:

(1) Effective on the acquisition or formation date; and

(2) Afforded only until the end of the policy period of this Coverage Part or the next anniversary of its inception date, whichever is earlier.

E) KNOWLEDGE OR NOTICE OF OCCURRENCE

1) As respects any loss reporting requirements under this policy, it is understood and agreed that knowledge of an accident or incident by an agent, servant or "employee" of yours or any other person shall not in itself constitute knowledge by you, unless a corporate officer of yours shall have received notice from said agent, servant, "employee" or any other person.

2) Your failure to give first report of a claim to us shall not invalidate coverage under this policy if the loss was inadvertently reported to another insurer. However, you shall report any such "Occurrence" to us within a reasonable time once you become aware of such error.

F) ADVERTISING INJURY – TELEVISED OR VIDEOTAPED PUBLICATION

1) The definition of "Personal and Advertising Injury" items 14. d., e., f. and g. are changed to read: "Personal and Advertising Injury" means injury, including consequential "bodily injury", arising out of one or more of the following offenses:

d. Oral, written, televised, or videotaped publication of material that slanders or libels a person or organization or disparages a person's or organization's goods, products, or services;

e. Oral, written, televised, or videotaped publication of material that violates a person's right of privacy;

f. Misappropriation of advertising ideas or style of doing business; or

g. Infringement of copyright, title, or slogan.

2) Exclusions b. and c. of Coverage B., Personal and Advertising Injury Liability, are changed to read:

b. "Personal and advertising injury" arising out of oral, written, televised, or videotaped publication of material, if done by or at the direction of the insured with knowledge of its falsity;

c. "Personal and advertising injury" arising out of oral, written, televised, or videotaped publication of material whose first publication took place before the beginning of the policy period.

G) BODILY INJURY – MENTAL ANGUISH

The definition of "bodily injury" is changed to read:

"Bodily Injury" means:

a. Bodily injury, sickness, or disease sustained by a person, and includes mental anguish resulting from any of these; and

b. Except for mental anguish, includes death resulting from the foregoing (item above) at any time.

H) UNINTENTIONAL FAILURE TO DISCLOSE HAZARDS

It is agreed that, based on our reliance on your representations as to existing hazards, if you should unintentionally fail to disclose all such hazards prior to the beginning of the policy period of this Coverage Part, we shall not deny coverage under this Coverage Part because of such failure.

I) LIBERALIZATION

If we adopt a change in our forms or rules which would broaden your coverage without an additional premium charge, your policy will automatically provide the additional coverages as of the date the revision is effective in your state.

J) EXTENDED "PROPERTY DAMAGE"

SECTION I – Coverages, Coverage A, 2. Exclusions, a. is deleted and replaced by the following:

a. **Expected or Intended Injury**

"Bodily Injury" or "Property Damage" expected or intended from the standpoint of the insured. This exclusion does not apply to "bodily injury" or "property damage" resulting from the use of reasonable force to protect persons or property.

K) PREMISES SOLD OR ABANDONED BY YOU

SECTION I – Coverages, Coverage A. , 2. Exclusions, j. (2) is deleted and replaced by the following:

(2) Premises you sell, give away, or abandon, if the "property damage" arises out of any part of those premises, and occurred from hazards that were known by you or should have reasonably been known by you, at the time the property was transferred or abandoned.

L) ADDITIONAL INSURED – FUNDING SOURCE

Under SECTION II – Who is an Insured, the following is added:

Any person or organization with respect to their liability arising out of:

a. Their financial control of you; or

b. Premises they own, maintain, or control while you lease or occupy these premises.

This insurance does not apply to structural alterations, new construction, and demolition operations performed by or for that person or organization.

M) ADDITIONAL INSURED – MANAGERS OR LESSORS OF PREMISES

Under SECTION II – Who is an Insured, the following is added:

Any person or organization with respect to their liability arising out of the ownership, maintenance, or use of that part of the premises leased to you, subject to the following additional exclusions:

This insurance does not apply to:

a. Any "occurrence" which takes place after you cease to be a tenant in that premises.

b. Structural alteration, new construction, or demolition operations performed by or on behalf of that person or organization.

N) ADDITIONAL INSURED - BY CONTRACT, AGREEMENT OR PERMIT

1) Any person or organization is an insured with whom you are required to add as an additional insured to this policy by a written contract or written agreement, or permit that is:
   a) currently in effect or becoming effective during the term of this policy; and
   b) executed prior to the "bodily injury," "property damage," "personal and advertising injury.

2) This insurance provided to the additional insured by this endorsement applies as follows:
   a) That person or organization is only an additional insured with respect to liability caused by your negligent acts or omissions at or from:
      (1) Premises you own, rent, lease, or occupy, or
      (2) Your ongoing operations performed for the additional insured at the job indicated by written contract or written agreement.
   b) The limits of insurance applicable to the additional insured are those specified in the written contract or written agreement or in the Declarations of this policy, whichever is less. These limits of insurance are inclusive of and not in addition to the limits of insurance shown in the Declarations.

3) With respect to the insurance afforded these additional insureds, the following additional exclusions apply:
   a) This insurance does not apply to "bodily injury" or "property damage" occurring after:
      (1) all work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the site of the covered operations has been completed; or
      (2) that portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations on or at the same project.
   b) This insurance does not apply to "bodily injury," "property damage," "personal and advertising injury" caused by the rendering of or failure to render any professional services.

4) Regardless of whether other insurance is available to an additional insured on a primary basis, this insurance will be primary and noncontributory if a written contract between you and the additional insured specifically requires that this insurance be primary.

O) GENERAL AGGREGATE LIMIT PER LOCATION

SECTION III – Limits of Insurance, paragraph 2. is deleted and replaced by the following:

2. The General Aggregate Limit is the most we will pay for the sum of:
   a. Medical expenses under Coverage C;
   b. Damages under Coverage A, except damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard, and
   c. Damages under Coverage B.

A separate Location General Aggregate Limit applies to each "location" and that limit is equal to the amount of the General Aggregate Limit shown in the Declarations.

SECTION V – DEFINITIONS, is amended by adding the following:
"Location" means premises involving the same or connecting lots, or premises whose connection is interrupted only by a street, roadway, waterway or right-of-way of a railroad.

P) BLANKET SPECIAL EVENTS

This insurance applies to "Bodily Injury," "Property Damage," and "Personal and Advertising Injury" arising out of all your special events. However, this insurance does not apply to the following EXCLUDED EVENTS:

a) Parades
b) Aircraft
c) Motorcycle runs and automobile rallies
d) Fireworks
e) Firearms
f) Animals
g) Carnivals and fairs with mechanical rides
h) Concerts
i) Events including contact sports
j) Rodeos
k) Political rallies
l) Any event lasting more than three (3) days (including otherwise acceptable events)
m) Any event with greater than 1,000 people in attendance (including otherwise acceptable events)

Separate coverage may be available at the company's discretion for the events excluded above. Possible additional charges may apply if coverage is provided.

Q) NON-OWNED WATERCRAFT

SECTION I – Coverages. 2. Exclusions, paragraph g.(2) is deleted and replaced by the following:

(2) A watercraft you do not own that is:
(a) Less than 65 feet long, and
(b) Not being used to carry persons or property for a charge;

This provision applies to any person, who with your consent, either uses or is responsible for the use of a watercraft.

This insurance is excess over any other valid and collectible insurance available to the insured whether primary, excess, or contingent.

R) WAIVER OF SUBROGATION

We will waive our right of subrogation in the event of a loss. We must be advised, prior to the loss, of your intention to waive subrogation. We also must know whom subrogation will be waived against. If your request meets the underwriting criteria it will be done at no additional charge.

S) WAIVER OF IMMUNITY

We will waive, both in the adjustment of claims and in defense of "suits" against the insured, any charitable or governmental immunity of the insured, unless the insured requests, in writing, that we not do so.

Waiver of immunity, as a defense, will not subject us to liability for any portion of a claim or judgment, in excess, of the applicable limit of insurance.

T) VIOLATION OF RIGHTS OF RESIDENTS (PATIENT'S RIGHTS)

1) The following is added to Section 1 – Coverages – Coverage A, paragraph 1. Insuring Agreement:
"Bodily Injury" damages arising out of the violation of "Rights of Residents," shall be deemed an "occurrence."

2) As respects the coverage provided in paragraph A.1. of this endorsement, the following exclusions are added to Section I – Coverages – Coverage A-2. Exclusions:

This insurance does not apply to:

a) Liability arising out of the willful or intentional violation of "Rights of Residents."
b) Fines or penalties assessed by a court or regulatory authority.
c) Liability arising out of any act or omission in the furnishing, or failure to furnish, professional services in the medical treatment of "residents."

3) As respects the violation of "Rights of Residents" Coverage, the following definition is added to Section V – Definitions:

"Rights of residents" means:

a. Any right granted to a resident under any state law regulating your business as a health care facility.
b. The "Rights of Residents" as included in the United States Department of Health and Welfare regulations governing participation of Intermediate Care Facilities and Skilled Nursing Facilities, regardless of whether your facility is subject to those regulations.

U. LIQUOR LIABILITY EXCLUSION – EXCEPTION FOR FUNDRAISING EVENTS

SECTION I – Coverages, Coverage A. , 2. Exclusions, c. is amended by adding the following subparagraph:

This exclusion does not apply to "bodily injury" or "property damage" arising out of the selling, serving or furnishing of alcoholic beverages at any fundraising events.

V. EMPLOYEE CRIMINAL DEFENSE COSTS ONLY COVERAGE

1. The following provision is added to the Policy:

Employee Criminal Defense Costs Only Coverage

We will pay, on your behalf, for "defense costs" incurred by your "employee" in a "criminal proceeding". We will have the right, but not the duty to defend your "employee" in such "criminal proceeding".

2. The most we will pay for any one "criminal proceeding" is $25,000, regardless of the number of "employees" involved in such "criminal proceeding". The payment of "defense costs" under this Employee Criminal Defense Costs Only Coverage is in addition to and does not reduce the Limits of Insurance shown on the Declarations. However, the payment of "defense costs" under this Employee Criminal Defense Costs Only Coverage is included within and shall reduce the $25,000 each "criminal proceeding" Limit shown in Item V) of the Schedule above and we will not pay for any further "defense costs" for a "criminal proceeding" after the $25,000 limit has been exhausted.

3. The following additional Exclusions apply to this Employee Criminal Defense Costs Only Coverage:

This insurance does not apply to:

a. Coverage Provided Under Coverages A or B

Any "defense costs" for which coverage is provided under COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY AND COVERAGE B PERSONAL AND ADVERTISING INJURY LIABILITY of this policy.

b. **Damages, Fines or Penalties**

Any damages, fines or penalties.

4. The following additional Definitions apply to this Employee Criminal Defense Costs Only Coverage:

a. "Criminal proceeding" means:

The prosecution of any of your "employees" commenced by the filing, with a court, or other regulatory enforcement agency, of an information, a complaint, or an indictment, and any amendments thereto, alleging that your "employee" had, during the policy period, committed one or more crimes involving one or more incidents, acts, or events. Such incidents, acts or events must arise within the scope of your "employee's" employment by you or occur while your "employee" is performing duties related to the conduct of your business.

Any "criminal proceeding" shall be considered a single "criminal proceeding", notwithstanding the fact that the prosecution or investigation may involve multiple incidents, multiple counts or charges, and/or multiple trial and/or appellate proceedings. A subsequent or different prosecution or investigation based on the same incidents, acts, or events that provided the basis for the original prosecution or investigation shall not constitute a separate "criminal proceeding".

b. "Defense costs" means

(1) Reasonable attorney fees (including fees for the services of paralegals, law clerks and/or investigators working under the direction of said attorney); and

(2) Reasonable and necessary costs, excluding loss of income.

5. Under no circumstances will "defense costs" payable under this Employee Criminal Defense Costs Only Coverage be payable as Supplementary Payments under Coverages A or B.

All other terms and conditions of the policy remain the same.

_____

Authorized Representative



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

Policy Number: 65 WBC AQ1156 **Endorsement Number:**

Effective Date: 05/17/16 Effective hour is the same as stated on the Information Page of the policy.

Named Insured and Address: DEER OAKS EAP SERVICE LLC

126 E MAIN PLZ STE 8
SAN ANTONIO, TX 78205

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

SCHEDULE

ANY PERSON OR ORGANIZATION FROM WHOM YOU ARE REQUIRED BY CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER FROM US. ENDORSEMENT NOT APPLICABLE IN KY, NH, NJ OR FOR ANY MO CONSTRUCTION RISK.	IF ANY

Countersigned by _____
Authorized Representative

LARS	RENEWAL
	01

POLICY NUMBER: 65 WBC AQ1156
Previous Policy Number: 65 WBC AQ1156

HOUSING CODE: SC

1. **Named Insured and Mailing Address:** DEER OAKS EAP SERVICE LLC
(No., Street, Town, State, Zip Code)

126 E MAIN PLZ STE 8
SAN ANTONIO, TX 78205

FEIN Number: 262031311

State Identification Number(s):

The Named Insured is: LIMITED LIABILITY COMPANY
Business of Named Insured: MEDICAL OFFICE - OTHER
Other workplaces not shown above: SEE ATTACHED SCHEDULES

2. **Policy Period:** **From** 05/17/16 **To** 05/17/17
12:01 a.m., Standard time at the insured's mailing address.

Producer's Name: FROST INSURANCE AGENCY INC

3611 PAESANOS PKWY SUITE 100
SAN ANTONIO, TX 78231

Producer's Code: 812218

Issuing Office: THE HARTFORD
3600 WISEMAN BLVD.
SAN ANTONIO TX 78251
(800) 447-7649

Total Estimated Annual Premium: $2,021
Deposit Premium:
Policy Minimum Premium: $454 NC (INCLUDES INCREASED LIMIT MIN. PREM.)

Audit Period: ANNUAL **Installment Term:**

The policy is not binding unless countersigned by our authorized representative.

Countersigned by Susan L. Castaneda
Authorized Representative

04/06/16
Date

Form WC 00 00 01 A **(1)** Printed in U.S.A.
Process Date: 04/06/16

Policy Expiration Date: 05/17/17

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

Policy Number: 65 WBC AQ1156 **Endorsement Number:**

Effective Date: 05/17/16 Effective hour is the same as stated on the Information Page of the policy.

Named Insured and Address: DEER OAKS EAP SERVICE LLC

126 E MAIN PLZ STE 8
SAN ANTONIO, TX 78205

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule where you are required by a written contract to obtain this waiver from us.

This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

The premium for this endorsement is shown in the Schedule.

Schedule

1. ( ) Special Waiver
   Name of person or organization

   (X) Blanket Waiver
   Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations:
   ALL TEXAS OPERATIONS

3. Premium: INCL
   The premium charge for this endorsement shall be 2.0 percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Advance Premium: INCL

REQUEST FOR PROPOSAL LEGAL NOTICE
for
HIDALGO COUNTY
Third Party Administration, Individual Stop Loss for Self-Funded Medical Plan, Pharmacy Benefit Management Services Group Term Life and Accidental Death & Dismemberment & Employee Assistance Program""
RFP No.: 2019-225-09-04-YZV

OPENED
9-4-19
10:28
Witnessed

To: Martha L. Salazar, CPPB, Purchasing Agent
Hidalgo County Purchasing Department
Physical Address: 2802 S. Business Hwy. 281
Mailing/US Postal Address: 2812 S. Business Hwy. 281
Edinburg, Texas 78539

In accordance with the Requirements, and subject to all laws and regulations of the United States and state and local laws, the undersigned proposer proposes and commits to furnish all labor, equipment, material, software, and services as set forth in the documents hereinbefore mentioned. The undersigned proposer further agrees, upon acceptance of its proposal, to execute a contract and/or Purchase Order issued by Hidalgo County for performing and completing the work described in the Requirements within the time stated and for the prices proposed in the documents attached hereto and made a part hereof.

Proposer acknowledges receipt of all of the pages of the documents referenced in the Request for Proposal Checklist presented in connection with this procurement. Proposer understands that Hidalgo County reserves the right to reject any or all proposals and further reserves the right to design the evaluation criteria to be used in selecting the lowest and best proposal.

Proposer agrees that this proposal shall be good and may not be withdrawn for a period of ninety (90) calendar days after the scheduled closing time for receiving proposals, as contained in the Requirements.

Respectfully submitted,

PROPOSER: Deer Oaks EAP Services, LLC

ADDRESS: 126 E. Main Plaza, Ste. 1, San Antonio, Texas 78205

BY: Paul Alan Boskind, PhD

PRINT NAME: Paul Alan Boskind, Ph.D

TITLE: CEO & Owner

EAP – Employee Assistance Program

COMPANY Deer Oaks EAP Services, LLC

COMPANY REPRESETATIVE Paul Alan Boskind, PhD

ADDRESS: 126 E. Main Plaza

CITY: San Antonio **STATE:** Texas **ZIP CODE:** 78205

TELEPHONE: (301) 829-0364

EMAIL ADDRESS: gbrannan@deeroaks.com

Provide three (3) Texas client references (preferably public entities):

Name of Client	Contact Person	Telephone Number	Number of Employees
Cameron County	Susie Marfileno	956-544-0827	1,700
City of Mission	Noemi Munguia	956-580-8605	654
McAllen ISD	Andres Silva	956-618-7380	3,400

What is your company's tax status?

C corporation	X
S corporation	
Limited partnership	
Limited liability corporation (LLC)	X
Sole proprietorship	
Other	

The required contents for the RFP are presented below in the order they should be incorporated into the submitted document.

UNDERSTANDING OF THE PROJECT:

This section should demonstrate the proposers understanding of the project needs, the work required, and any local issues or concerns. Briefly explain how long you have been organized and your corporate business objectives. Explain how long you have been in business. This description should be concise, candid, and limited to 3 pages in length.

PROJECT REQUIREMENTS ACKNOWLEDGMENT

This is to certify that I, Paul Alan Boskind, PhD/Deer Oaks EAP Services, possess all of the **APPLICABLE**:

1. Licenses: Confirmed.
2. Bonds: Confirmed. (Will be provided upon contract award).
3. Certificates: Confirmed.
4. Permits: Confirmed.
5. Other: Confirmed.

necessary to carry out the required project. Furthermore, I am providing copies of the required documentation so that, if my company is awarded this project, I may be eligible to enter into a contract with Hidalgo County and proceed to complete the project in a timely manner.

*** Any licenses, bonds, certificates, permits, etc. which are required must be presented as part of the packet in order to expedite the evaluation process. Failure to provide said documentation will result in the disqualification of your proposal/qualification.**

Paul Alan Boskind, PhD

Authorized Signature

8/30/2019

Date

Deer Oaks EAP Services, LLC

Company

126 E. Main Plaza

Address

San Antonio, TX 78205

City, State, Zip

Corporations Section
P.O.Box 13697
Austin, Texas 78711-3697

Phil Wilson
Secretary of State

Office of the Secretary of State

CERTIFICATE OF FILING
OF

Deer Oaks EAP Services, LLC
File Number: 800965481

The undersigned, as Secretary of State of Texas, hereby certifies that an Application for Registration for the above named Foreign Limited Liability Company (LLC) to transact business in this State has been received in this office and has been found to conform to the applicable provisions of law.

ACCORDINGLY, the undersigned, as Secretary of State, and by virtue of the authority vested in the secretary by law, hereby issues this certificate evidencing the authority of the entity to transact business in this State from and after the effective date shown below for the purpose or purposes set forth in the application under the name of

Deer Oaks EAP Services, LLC

The issuance of this certificate does not authorize the use of a name in this state in violation of the rights of another under the federal Trademark Act of 1946, the Texas trademark law, the Assumed Business or Professional Name Act, or the common law.

Dated: 04/16/2008

Effective: 04/16/2008

Phil Wilson
Secretary of State

HIDALGO COUNTY
PURCHASING DEPARTMENT
Proposer/Vendor Application

Complete in print or type. Please return this application to the Hidalgo County Purchasing Department
thru Facsimile: (956) 318-2629 or (956) 292-7612
in person or regular mail to:
Mailing/Postal Address: 2812 S. Business Hwy. 281
Physical Address: 2802 S. Business Hwy. 281
Edinburg, Texas 78539
or e-mail: purchasing@co.hidalgo.tx.us

Company Name: Deer Oaks EAP Services, LLC **Telephone No.** (301)829-0364
dba Name: Same as above
Legal Name: Same as above
Mailing Address: 126 E. Main Plaza **Fax No.** (210) 569-8157
Physical Address: Same as above
City, State, Zip San Antonio, TX 78205 **Tax I.D. No.** 26-2031311
Remit to Address : Same as above **City, State, Zip**
E-Mail Address: gbrannan@deeroaks.com
Representative(s) Name(s) & Title(s) Paul Alan Boskind, PhD / CEO
Type of Organization (check one): ____ Individual ____ Partnership ____ Corporation ____ Non-Profit __X__ LLC ____ Sole Proprietor ____ Other, Specify **State Identification No.** 32036778846 (Please attached completed W-9 form with this application) **Federal Identification No. or (if individual) SS No.**
State of Incorporation: Delaware **Date:** 4/1/2008 **Other:**
Type of Business (check one): ____ Manufacturer ____ Wholesaler ____ Retailer ____ Broker ____ Distributor __X__ Service Organization ____ Other, Specify
Name & Title of Person(s) Authorized to Sign Bids, Proposals, and/or Contracts: Paul Alan Boskind, PhD / CEO; Alicia Barrera, Executive Director
Small and/or Disadvantaged Business Information (check application criteria) **Small Business:** No **Disadvantaged Business (At Least 51% Ownership)** No ☐ Less than 125,000 annual gross receipt ☐ Black American ☐ Native American ☐ Less than 250,000 annual gross receipt ☐ Hispanic American ☐ Women ☐ Less than 499,000 annual gross receipt ☐ Asian Pacific American ☐ Other ☒ More than 500,000 annual gross receipt **Have you been certified as a HUB or an MBE/WBE source?:** ☐ Yes ☒ No **Indicate Certification No.(s):** N/A or are Certificate(s) attached?: ☐ Yes ☒ No
What type of product(s) is/are solicited by your company?: Comprehensive EAP and Work/Life services. **Would you like to be provided with specifications for procurements of such products?:** ☒ Yes ☐ No
To Be Completed by the County: Rec'd by (Purchasing): ____ **Date Rec'd by (Purchasing):** **Date Forwarded Information to Auditor's Office:** ____ **Entry Date:** ____ **Vendor No.:**

(THIS PAGE MUST BE SUBMITTED WITH PROPOSAL)

Form **W-9**
(Rev. November 2017)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

► Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Deer Oaks EAP Services, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☑ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► C

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

126 E. Main Plaza, Ste. 8

Requester's name and address (optional)

6 City, state, and ZIP code

San Antonio, TX 78205

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–		–				

or

Employer identification number

2	6	–	2	0	3	1	3	1	1

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ► Paul Alan Bishop, PhD Date ► 8/30/2019

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9.*

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting,* later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.

2. The treaty article addressing the income.

3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.

4. The type and amount of income that qualifies for the exemption from tax.

5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 28% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,

2. You do not certify your TIN when required (see the instructions for Part II for details),

3. The IRS tells the requester that you furnished an incorrect TIN,

4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or

5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code,* later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships,* earlier.

What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code,* later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note: ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)

2—The United States or any of its agencies or instrumentalities

3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

4—A foreign government or any of its political subdivisions, agencies, or instrumentalities

5—A corporation

6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession

7—A futures commission merchant registered with the Commodity Futures Trading Commission

8—A real estate investment trust

9—An entity registered at all times during the tax year under the Investment Company Act of 1940

10—A common trust fund operated by a bank under section 584(a)

11—A financial institution

12—A middleman known in the investment community as a nominee or custodian

13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over $600 required to be reported and direct sales over $5,000[1]	Generally, exempt payees 1 through 5[2]
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

[1] See Form 1099-MISC, Miscellaneous Income, and its instructions.

[2] However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester,* later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at *www.SSA.gov*. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/Businesses* and clicking on Employer Identification Number (EIN) under Starting a Business. Go to *www.irs.gov/Forms* to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to *www.irs.gov/OrderForms* to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code,* earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account[1]
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor[2]
5. a. The usual revocable savings trust (grantor is also trustee) b. So-called trust account that is not a legal or valid trust under state law	The grantor-trustee[1] The actual owner[1]
6. Sole proprietorship or disregarded entity owned by an individual	The owner[3]
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*
For this type of account:	**Give name and EIN of:**
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity[4]
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

[4] List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships,* earlier.

***Note:** The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to *phishing@irs.gov*. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at *spam@uce.gov* or report them at *www.ftc.gov/complaint*. You can contact the FTC at *www.ftc.gov/idtheft* or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see *www.IdentityTheft.gov* and Pub. 5027.

Visit *www.irs.gov/IdentityTheft* to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

DEPARTMENT
County of Hidalgo

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MEMORANDUM

To: All Participating Vendors

From: Yolanda Velasquez, Contract Specialist II YZV
H. C. Purchasing Department

Date: **August 09, 2019**

Subject: **HIDALGO COUNTY –" Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"**
RFP No.: 2019-225-09-04-YZV

The following information is in response to written questions received from a participating vendor in connection with the project referenced above:

Question No. 1: Will Hidalgo County revise the initially provided detailed RX utilization file that include the following additional fields?

a. Unique Member Identifier
b. Prescription Number
c. Tax

Answer No. 1:

Will request to see if report is available and will provide if received.

Question No. 2: The RFP questionnaire instructs bidders to provide PBM services proposed fees in "cost comparison spread sheets", but this spreadsheet could not be found. Will Hidalgo County provide this spreadsheet?

Answer No. 2:

Use the "Top Rx County Apr 18 – Apr 19" and "Top 100 Rx by Paid Apr 18 – Apr 19 Formulary Analysis". We will do the comparison with other bidders.

Question No. 3: What does Question #5 on page 16 mean: Is the brand discount a hard discount?

Answer No. 3:

Does the discount vary from initial contract at any time during the plan year?

Question No. 4: What is the intent behind this question "Will the mail service provider provide to Hidalgo County copies of their suppliers (wholesaler or manufacturer) invoices showing net invoice for medications?

Answer No. 4:

Will mail order provider show the cost of the medications to determine markup of the medications.

Question No. 5: Will Hidalgo County provide the amount of drug manufacturer rebates received or estimated to receive for 2018 claims, if known, with indicators on the applicable quarter or month?

Answer No. 5:

NO

Question No 6: Will Hidalgo County confirm how bidders can determine if any drugs in the detailed Rx utilization file were non-formulary and were approved through a formulary exceptions process?

Answer No .6:

There have not been any formulary exceptions made on current formulary.

Question No. 7: Will Hidalgo County describe any programs in place for pharmacy benefits that maximizes drug copay assistance programs?

Answer No .7:

No

Question No. 8: Confirm there is no "specific" format request for our formal responses to the rates other than inputting the data into the one document for the stop loss. Thaw we may utilize our proposal format when responding to the TPA/PBM services, etc. when proposing rates?

Answer No. 8:

There is no formal presentation document. Rates will be confirmed after spreadsheet analysis of claims is made to verify rates provided in your response.

Question No. 9: Can we get the fixed costs broken out from the total premium calculations (TPA fees, Stop Loss Attachment Factors) both current renewal?

Answer No. 9:

There is not aggregate. Cost spreadsheets for other fixed cost are provided in documents.

Question No. 10: The Sample Report for "Claims Register" for some reason we cannot open, it continues to open blank. Can you resent this?

Answer No. 10:

Yes.

Question No. 11: Can RFP exhibit A and A-1 be provided in Word document?

Answer No. 11:

Yes.

Question No. 12: The census in the RFP is blank. Please supply a census with the following information

- Indicator of those who are eligible for basic life/ad&d
- Gender
- Date of Birth

Answer No. 12:

Census Data is attached.

Question No. 13: Can we get a copy of the current rates as the carriers state they only see rates for last year and not the current year. This is in reference to the medical rates?

Answer No. 13:

Please see attached file for employer and employee contributions to medical plan.

Question No. 14: If possible, can this be provided on word and not excel?

Answer No. 14:

Yes.

Question No. 15: Can you release Census with employees and dependents full names (first and last name)?

Answer No. 15:

No, HIPPA problems

Question No. 16: There is currently no data in "Top Rx by County" exhibit provided. Do ween to complete this exhibit also?

Answer No. 16:

When you open the file the top 100 Rx are listed with space to include coverage tier and formulary Co-Pay.

Question No. 17: In Assumptions- Q 9 – Option 2-under agents & commissions. The total commission is not to exceed $80,000 which will be paid by the insurance carrier. Is the $80,000 for each year or for the three (3) years of the contract?

Answer No. 17:

$80,000 for each year of the contract. Be aware that the County reserves the right to name an agent of record that may not be one of the three submitted.

Question No. 18: Page 1 of the RFP has blank information in the top left hand corner, do you want us to fill out that information and return it with our submission? If so, where would you like us to put the document?

Answer No 18:

Yes. After introduction letter.

Question No. 19: On page 23 of the RFP in the EAP section it references binders and USBs, are we to submit the EAP proposal in its own set of binders separate from the rest of the documents?

Answer No. 19:

Yes please.

Question No. 20: On page57 of the RFP, on the Historically Underutilized Business Declaration Form it states that you encourage contracts to work with a HUB Contractor/Vendor. Is this a requirement of the RFP? If it is a requirement please confirm if this will be scored as part of our evaluation, is the 3-% supposed to be based on the total fee or something else?

Answer No 20:

This is a request only.

Question No. 21: It states exhibit B should be included with our proposal submission, please specify what we need to complete on the Exhibit B since it's the scoring sheet?

Answer No. 21:

Exhibit only no information is required

Question No. 22: The checklist states we need to include page 100, attachments list, however there isn't anything on that document we need to fill out. Please verify if we need to do anything with that document. ?

Answer No. 22:

Checklist for your use only.

Question No. 23: Please confirm the binders are to be submitted with tabs labeled as conditions of proposal. Understanding of the project, personnel and staffing and required certificates and submittal. May we provide an additional tab for information that is pertinent to the proposal?

Answer No. 23:

Please respond with your standard response information.

Question No. 24: Who is the current EAP provider and for how many years?

Answer No. 24:

There is no standalone EAP provider currently.

Question No. 25: What is the County currently paying for EAP services? Please provide a rate history for the contract term.

Answer No. 25:

There is no current provider. Na rate history available.

Question No. 26: Please provide a utilization report for 2018. If no report is available, please provide the number of new cases and the number of face to face counseling sessions for 2018?

Answer No. 26:

There is no current provider.

Question No. 27: Does the County currently have a three (3) visit model program of a six (6) visit model program?

Answer No. 27:

There is no current provider.

Question No. 28: How many onsite training hours are included in the current contract? How many hours were utilized each of the last three (3) years?

Answer No. 28:

There is no current provider.

Question No. 29: How many webinar training hours are included in the current contract? How many hours were utilized each of the last three (3) years?

Answer No. 29:

There is no current provider.

Question No. 30: How many critical incident response hours are included in the current contract/ how many hours were utilized each of the last three (3) years?

Answer No. 30:

There is no current provider.

Question No. 31: How many health/benefits/open enrollment events will the EAP provider be expected to attend each year? How many hours is each event?

Answer No. 31:

One event schedule per year currently. One full day 8 hours. That may expand to as many as four (4) toal events a year based on Wellness Incentive programs that may be developed.

Question No. 32: What is the County's satisfaction level with the current EAP provider?

Answer No. 32:

There is no current provider.

Question No. 33: What do you want us to do with Exhibit H Require Contract Clauses for Non-Federal Entity Contracts? It looks like a contract that you want us to sign?

Answer No. 33:

As per page 4 Legal Notice #2 List #6- It must be signed if applicable only.

Please acknowledge receipt of these questions and response by signing below and returning back via e-mail yolanda.velasquez@co.hidalgo.tx.us .

Authorized Signature	Paul Alan Boskind, PhD Printed Name	8/30/2019 Date

Should you require additional information, please do not hesitate to call me at (956) 318-2626 4881.
Thank you.

DEPARTMENT
County of Hidalgo

2802 S. Bus. Hwy 281
Edinburg, Texas 78539
Phone: (956) 318-2626
Fax: (956) 318-2629
www.co.hidalgo.tx.us/purchasing

August 14, 2019

RE: **ADDENDUM NO.1 – Hidalgo County**
FOR RFP: 2019-225-09-04-YZV
Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"

Dear Gentlemen:

Attached you will find **ADDENDUM NO. 1,** in connection with Hidalgo County's request for proposals for **"Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"**

Please add this **ADDENDUM NO. 1** to your submitted packet so as to permit your company to submit a complete. See original RFP packet LEGAL NOTICE page 3 paragraph 9.

Acknowledge receipt *of* ***ADDENDUM NO. 1*** *by signing and returning this notice via email to yolanda.velasquez@co.hidalgo.tx.us and/or submitting this form with your qualifications submittal.*

If you do not receive all pages of **ADDENDUM NO. 1** please notify us immediately at 956-318-2626.

Please be advised that this **ADDENDUM NO. 1** will complete your packet for Hidalgo County's "Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"

Thank you for your prompt attention to this matter.

Martha L. Salazar, CPPB
Hidalgo County Purchasing Agent

Enclosures
MLS/yzv

ADDENDUM NO. 1

August 14, 2019

Hidalgo County

Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"

RFP NO.: 2019-225-09-04-YZV

PLEASE NOTE CHANGES AS FOLLOWS:

"The County is requesting that bids for the County sponsored Group Term Life and Accidental Death benefit be provided net of any agent commissions, overrides or fees"

I acknowledge receipt of ADDENDUM NO. 1 dated, August 14, 2019, for RFP-2019-225-09-04-YZV **Third Party Administrations, Individual Stop Loss For Self Funded Medical Plan, Pharmacy Benefit Management Services, Group Term Life & Accidental Death &Dismemberment, & Employee Assistance Program"**.

BY: Paul Alan Boskind, PhD

Signature

Print Name: Paul Alan Boskind, PhD

Company Name: Deer Oaks EAP Services, LLC

Date: 8/30/2019

NOTE: PLEASE SUBMIT THIS ADDENDUM WITH YOUR PACKET, IN ORDER TO COMPLETE YOUR RESPONSE.

HISTORICALLY UNDERUTILIZED BUSINESS (HUB) DECLARATION

The primary objective of the Hidalgo County HUB Program is to ensure Historically Underutilized Businesses receive a fair and equal opportunity for participation in the County's procurement process. This fact holds true for Services (Professional & Non-Professional), Commodities, and Construction contracts and any subcontracts thereto. The program strongly encourages Prime Contractors to provide subcontracting opportunities to Certified Hub Contractors/Vendors. Our goal for HUB contractor/vendor participation, as well as HUB subcontractor participation is 30%. To be considered as a "Certified HUB Contractor/Vendor" the contractor/vendor must have been certified by, and hold a current and valid certification with any of the three agencies listed below.

Have you been Certified as a HUB or an MBE/WBE source?: ☐Yes ☒No

If yes, by whom?: ☐ Texas Building & Procurement Commission ☐ Other_____

Indicate Certification No(s).: N/A or Are Certificate(s) Attached?: ☐ Yes ☒ No

LIST OF CERTIFIED HUB SUBCONTRACTORS

(Attach additional pages if necessary)

What percentage of the Bid, RFP, or RFQ is to be subcontracted with Certified HUB sources?: .005 %
(List HUB Subcontractor information below).

HUB Subcontractor Name: Prestige Printing HUB Status: A
Certifying Agency (Check all applicable): ☐Texas Building & Procurement Commission ☒other
Address: 8 Burwood Ln. City: San Antonio State: Texas Zip: 78216
Contact Person: Sonny Galvan Title: Business Development Phone No.: (210) 348-6333
Subcontract Amount: $807.30 Description of Work to be Performed: printing
or .005% over the three year contract term

HUB Subcontractor Name: _____ HUB Status:
Certifying Agency (Check all applicable): ☐Texas Building & Procurement Commission ☐other
Address: _____ City: _____ State: _____ Zip:
Contact Person: _____ Title: _____ Phone No.: ( )
Subcontract Amount: $_____ Description of Work to be Performed:

HUB Subcontractor Name: _____ HUB Status:
Certifying Agency (Check all applicable): ☐Texas Building & Procurement Commission ☐other
Address: _____ City: _____ State: _____ Zip:
Contact Person: _____ Title: _____ Phone No.: ( )
Subcontract Amount: $_____ Description of Work to be Performed:

(THIS PAGE MUST BE SUBMITTED WITH PROPOSAL)

HUB Subcontracting Plan (HSP)

QUICK CHECKLIST

While this HSP Quick Checklist is being provided to merely assist you in readily identifying the sections of the HSP form that you will need to complete, it is very important that you adhere to the instructions in the HSP form and instructions provided by the contracting agency.

➤ **If you will be awarding <u>all</u> of the subcontracting work you have to offer under the contract to <u>only</u> Texas certified HUB vendors, complete:**

- ☐ Section 1 - Respondent and Requisition Information
- ☐ Section 2 a. - Yes, I will be subcontracting portions of the contract.
- ☐ Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors.
- ☐ Section 2 c. - Yes
- ☐ Section 4 - Affirmation
- ☐ GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.

➤ **If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you <u>do not</u> have a *<u>continuous contract</u>** in place for more than five (5) years *<u>meets or exceeds</u>* the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:**

- ☐ Section 1 - Respondent and Requisition Information
- ☐ Section 2 a. - Yes, I will be subcontracting portions of the contract.
- ☐ Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
- ☐ Section 2 c. - No
- ☐ Section 2 d. - Yes
- ☐ Section 4 - Affirmation
- ☐ GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.

➤ **If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors or only to Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you <u>do not</u> have a *<u>continuous contract</u>** in place for more than five (5) years *<u>does not meet or exceed</u>* the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:**

- ☑ Section 1 - Respondent and Requisition Information
- ☑ Section 2 a. - Yes, I will be subcontracting portions of the contract.
- ☑ Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
- ☑ Section 2 c. - No
- ☑ Section 2 d. - No
- ☑ Section 4 - Affirmation
- ☑ GFE Method B (Attachment B) - Complete an Attachment B for each of the subcontracting opportunities you listed in Section 2 b.

➤ **If you will not be subcontracting any portion of the contract and will be fulfilling the entire contract with your own resources (i.e., employees, supplies, materials and/or equipment), complete:**

- ☐ Section 1 - Respondent and Requisition Information
- ☐ Section 2 a. - No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources.
- ☐ Section 3 - Self Performing Justification
- ☐ Section 4 - Affirmation

<u>Continuous Contract</u>**: ***Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service, to include under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

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HUB Subcontracting Plan (HSP)

In accordance with Texas Gov't Code §2161.252, the contracting agency has determined that subcontracting opportunities are probable under this contract. Therefore, all respondents, including State of Texas certified Historically Underutilized Businesses (HUBs) must complete and submit this State of Texas HUB Subcontracting Plan (HSP) with their response to the bid requisition (solicitation).

NOTE: Responses that do not include a completed HSP shall be rejected pursuant to Texas Gov't Code §2161.252(b).

The HUB Program promotes equal business opportunities for economically disadvantaged persons to contract with the State of Texas in accordance with the goals specified in the 2009 State of Texas Disparity Study. The statewide HUB goals defined in 34 Texas Administrative Code (TAC) §20.284 are:

- ***11.2 percent for heavy construction other than building contracts,***
- ***21.1 percent for all building construction, including general contractors and operative builders' contracts,***
- ***32.9 percent for all special trade construction contracts,***
- ***23.7 percent for professional services contracts,***
- ***26.0 percent for all other services contracts, and***
- ***21.1 percent for commodities contracts.***

- - Agency Special Instructions/Additional Requirements - -

In accordance with 34 TAC §20.285(d)(1)(D)(iii), a respondent (prime contractor) may demonstrate good faith effort to utilize Texas certified HUBs for its subcontracting opportunities if the total value of the respondent's subcontracts with Texas certified HUBs meets or exceeds the statewide HUB goal or the agency specific HUB goal, whichever is higher. When a respondent uses this method to demonstrate good faith effort, the respondent must identify the HUBs with which it will subcontract. If using existing contracts with Texas certified HUBs to satisfy this requirement, only the aggregate percentage of the contracts expected to be subcontracted to HUBs with which the respondent ***does not*** *have a* ***continuous contract**** *in place for* ***more than five (5) years*** *shall qualify for meeting the HUB goal. This limitation is designed to encourage vendor rotation as recommended by the 2009 Texas Disparity Study.*

SECTION 1: RESPONDENT AND REQUISITION INFORMATION

a. Respondent (Company) Name: Deer Oaks EAP Services, LLC — State of Texas VID #: 32036778846

Point of Contact: Greg Brannan, Dir.of Business Development — Phone #: 301-829-0364

E-mail Address: gbrannan@deeroaks.com — Fax #: 210-569-8157

b. Is your company a State of Texas certified HUB? ☐ - Yes ☑ - No

c. Requisition #: 019-225-09-04-YZV — Bid Open Date: 9/4/2019 (mm/dd/yyyy)

Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

SECTION 2: RESPONDENT'S SUBCONTRACTING INTENTIONS

After dividing the contract work into reasonable lots or portions to the extent consistent with prudent industry practices, and taking into consideration the scope of work to be performed under the proposed contract, including all potential subcontracting opportunities, the respondent must determine what portions of work, **including contracted staffing, goods and services will be subcontracted**. Note: In accordance with 34 TAC §20.282, a "Subcontractor" means a person who contracts with a prime contractor to work, to supply commodities, or to contribute toward completing work for a governmental entity.

a. Check the appropriate box (Yes or No) that identifies your subcontracting intentions:

☐ - ***Yes***, I will be subcontracting portions of the contract. (If ***Yes***, complete Item b of this SECTION and continue to Item c of this SECTION.)

☐ - ***No***, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources, including employees, goods and services. (If ***No***, continue to SECTION 3 and SECTION 4.)

b. List all the portions of work (subcontracting opportunities) you will subcontract. Also, based on the total value of the contract, identify the percentages of the contract you expect to award to Texas certified HUBs, and the percentage of the contract you expect to award to vendors that are not a Texas certified HUB (i.e., Non-HUB).

Item #	Subcontracting Opportunity Description	HUBs		Non-HUBs
		Percentage of the contract expected to be subcontracted to HUBs with which you do not have a continuous contract* in place for more than five (5) years.	Percentage of the contract expected to be subcontracted to HUBs with which you have a continuous contract* in place for more than five (5) years.	Percentage of the contract expected to be subcontracted to non-HUBs.
1	24-hour call center operations- clinical and work-life	%	%	46 %
2	Printing	.005 %	%	%
3		%	%	%
4		%	%	%
5		%	%	%
6		%	%	%
7		%	%	%
8		%	%	%
9		%	%	%
10		%	%	%
11		%	%	%
12		%	%	%
13		%	%	%
14		%	%	%
15		%	%	%
	Aggregate percentages of the contract expected to be subcontracted:	.005 %	%	46 %

(Note: If you have more than fifteen subcontracting opportunities, a continuation sheet is available online at https://www.comptroller.texas.gov/purchasing/vendor/hub/forms.php).

c. Check the appropriate box (Yes or No) that indicates whether you will be using **only** Texas certified HUBs to perform **all** of the subcontracting opportunities you listed in SECTION 2, Item b.

☐ - ***Yes*** (If ***Yes***, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed.)

☑ - ***No*** (If ***No***, continue to Item d, of this SECTION.)

d. Check the appropriate box (Yes or No) that indicates whether the aggregate expected percentage of the contract you will subcontract **with Texas certified HUBs** with which you **do not** have a **continuous contract*** in place with for **more than five (5) years**, **meets or exceeds** the HUB goal the contracting agency identified on page 1 in the "**Agency Special Instructions/Additional Requirements.**"

☐ - ***Yes*** (If ***Yes***, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed.)

☑ - ***No*** (If ***No***, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method B (Attachment B)" for **each** of the subcontracting opportunities you listed.)

***Continuous Contract**: Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.*

Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

SECTION 2: RESPONDENT's SUBCONTRACTING INTENTIONS (CONTINUATION SHEET)

This page can be used as a continuation sheet to the HSP Form's page 2, Section 2, Item b. Continue listing the portions of work (subcontracting opportunities) you will subcontract. Also, based on the total value of the contract, identify the percentages of the contract you expect to award to Texas certified HUBs, and the percentage of the contract you expect to award to vendors that are not a Texas certified HUB (i.e., Non-HUB).

Item #	Subcontracting Opportunity Description	HUBs		Non-HUBs
		Percentage of the contract expected to be subcontracted to HUBs with which you do not have a continuous contract* in place for more than five (5) years.	Percentage of the contract expected to be subcontracted to HUBs with which you have a continuous contract* in place for more than five (5) years.	Percentage of the contract expected to be subcontracted to non-HUBs.
16		%	%	%
17		%	%	%
18		%	%	%
19		%	%	%
20		%	%	%
21		%	%	%
22		%	%	%
23		%	%	%
24		%	%	%
25		%	%	%
26		%	%	%
27		%	%	%
28		%	%	%
29		%	%	%
30		%	%	%
31		%	%	%
32		%	%	%
33		%	%	%
34		%	%	%
35		%	%	%
36		%	%	%
37		%	%	%
38		%	%	%
39		%	%	%
40		%	%	%
41		%	%	%
42		%	%	%
43		%	%	%
	Aggregate percentages of the contract expected to be subcontracted:	%	%	%

Continuous Contract: Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

SECTION 3: SELF PERFORMING JUSTIFICATION **(If you responded "No" to SECTION 2, Item a, you must complete this SECTION and continue to SECTION 4.)** If you responded "No" to SECTION 2, Item a, in the space provided below **explain how** your company will perform the entire contract with its own employees, supplies, materials and/or equipment.

SECTION 4: AFFIRMATION

As evidenced by my signature below, I affirm that I am an authorized representative of the respondent listed in SECTION 1, and that the information and supporting documentation submitted with the HSP is true and correct. Respondent understands and agrees that, if awarded any portion of the requisition:

- The respondent will provide notice as soon as practical to all the subcontractors (HUBs and Non-HUBs) of their selection as a subcontractor for the awarded contract. The notice must specify at a minimum the contracting agency's name and its point of contact for the contract, the contract award number, the subcontracting opportunity they (the subcontractor) will perform, the approximate dollar value of the subcontracting opportunity and the expected percentage of the total contract that the subcontracting opportunity represents. A copy of the notice required by this section must also be provided to the contracting agency's point of contact for the contract no later than ten (10) working days after the contract is awarded.
- The respondent must submit monthly compliance reports (Prime Contractor Progress Assessment Report – PAR) to the contracting agency, verifying its compliance with the HSP, including the use of and expenditures made to its subcontractors (HUBs and Non-HUBs). (The PAR is available at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/ProgressAssessmentReportForm.xls).
- The respondent must seek approval from the contracting agency prior to making any modifications to its HSP, including the hiring of additional or different subcontractors and the termination of a subcontractor the respondent identified in its HSP. If the HSP is modified without the contracting agency's prior approval, respondent may be subject to any and all enforcement remedies available under the contract or otherwise available by law, up to and including debarment from all state contracting.
- The respondent must, upon request, allow the contracting agency to perform on-site reviews of the company's headquarters and/or work-site where services are being performed and must provide documentation regarding staffing and other resources.

Signature	Printed Name	Title	Date (mm/dd/yyyy)
	PaulAlan Boskind, Ph.D	CEO& Owner	8/30/2019

Reminder:

- If you responded "**Yes**" to **SECTION 2, Items c or d**, you must complete an "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed in SECTION 2, Item b.
- If you responded "**No**" **SECTION 2, Items c and d,** you must complete an "HSP Good Faith Effort - Method B (Attachment B)" for **each** of the subcontracting opportunities you listed in SECTION 2, Item b.

HSP Good Faith Effort - Method A (Attachment A)

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Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

IMPORTANT: If you responded "***Yes***" to **SECTION 2, Items c** or **d** of the completed HSP form, you must submit a completed "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed in **SECTION 2, Item b** of the completed HSP form. You may photo-copy this page or download the form at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/hub-sbcont-plan-gfe-achm-a.pdf

SECTION A-1: SUBCONTRACTING OPPORTUNITY

Enter the item number and description of the subcontracting opportunity you listed in SECTION 2, Item b, of the completed HSP form for which you are completing the attachment.

Item Number: _____ **Description**: _____

SECTION A-2: SUBCONTRACTOR SELECTION

List the subcontractor(s) you selected to perform the subcontracting opportunity you listed above in SECTION A-1. Also identify whether they are a Texas certified HUB and their Texas Vendor Identification (VID) Number or federal Employer Identification Number (EIN), the approximate dollar value of the work to be subcontracted, and the expected percentage of work to be subcontracted. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at http://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp. HUB status code "**A**" signifies that the company is a Texas certified HUB.

Company Name	Texas certified HUB	Texas VID or federal EIN Do not enter Social Security Numbers. If you do not know their VID / EIN, leave their VID / EIN field blank.	Approximate Dollar Amount	Expected Percentage of Contract
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%

REMINDER: As specified in SECTION 4 of the completed HSP form, if you (respondent) are awarded any portion of the requisition, you are required to provide notice as soon as practical to **all** the subcontractors (HUBs and Non-HUBs) of their selection as a subcontractor. The notice must specify at a minimum the contracting agency's name and its point of contact for the contract, the contract award number, the subcontracting opportunity they (the subcontractor) will perform, the approximate dollar value of the subcontracting opportunity and the expected percentage of the total contract that the subcontracting opportunity represents. A copy of the notice required by this section must also be provided to the contracting agency's point of contact for the contract no later than ten (10) working days after the contract is awarded.

HSP Good Faith Effort - Method B (Attachment B)

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Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

IMPORTANT: If you responded "***No***" to **SECTION 2, Items c** and **d** of the completed HSP form, you must submit a completed "HSP Good Faith Effort - Method B (Attachment B)" for **each** of the subcontracting opportunities you listed in **SECTION 2, Item b** of the completed HSP form. You may photo-copy this page or download the form at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/hub-sbcont-plan-gfe-achm-b.pdf..

SECTION B-1: SUBCONTRACTING OPPORTUNITY

Enter the item number and description of the subcontracting opportunity you listed in SECTION 2, Item b, of the completed HSP form for which you are completing the attachment.

Item Number: 1 **Description:** 24-hour call center operations- clinical (master's level) and work-life

SECTION B-2: MENTOR PROTÉGÉ PROGRAM

If respondent is participating as a Mentor in a State of Texas Mentor Protégé Program, submitting its Protégé (Protégé must be a State of Texas certified HUB) as a subcontractor to perform the subcontracting opportunity listed in **SECTION B-1**, constitutes a good faith effort to subcontract with a Texas certified HUB towards that specific portion of work.

Check the appropriate box (Yes or No) that indicates whether you will be subcontracting the portion of work you listed in SECTION B-1 to your Protégé.

☐ - **Yes** (If ***Yes***, continue to SECTION B-4.)

☑ - **No / Not Applicable** (If ***No*** or ***Not Applicable***, continue to SECTION B-3 and SECTION B-4.)

SECTION B-3: NOTIFICATION OF SUBCONTRACTING OPPORTUNITY

When completing this section you MUST comply with items **a**, **b**, **c** and **d**, thereby demonstrating your Good Faith Effort of having notified Texas certified HUBs and trade organizations or development centers about the subcontracting opportunity you listed in SECTION B-1. Your notice should include the scope of work, information regarding the location to review plans and specifications, bonding and insurance requirements, required qualifications, and identify a contact person. When sending notice of your subcontracting opportunity, you are encouraged to use the attached HUB Subcontracting Opportunity Notice form, which is also available online at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/HUBSubcontractingOpportunityNotificationForm.pdf.

Retain supporting documentation (i.e., certified letter, fax, e-mail) demonstrating evidence of your good faith effort to notify the Texas certified HUBs and trade organizations or development centers. Also, be mindful that a working day is considered a normal business day of a state agency, not including weekends, federal or state holidays, or days the agency is declared closed by its executive officer. The initial day the subcontracting opportunity notice is sent/provided to the HUBs and to the trade organizations or development centers is considered to be "day zero" and does not count as one of the seven (7) working days.

a. Provide written notification of the subcontracting opportunity you listed in SECTION B-1, to three (3) or more Texas certified HUBs. Unless the contracting agency specified a different time period, you must allow the HUBs at least seven (7) working days to respond to the notice prior to you submitting your bid response to the contracting agency. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at http://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp. HUB status code "**A**" signifies that the company is a Texas certified HUB.

b. List the **three (3) Texas certified HUBs** you notified regarding the subcontracting opportunity you listed in SECTION B-1. Include the company's Texas Vendor Identification (VID) Number, the date you sent notice to that company, and indicate whether it was responsive or non-responsive to your subcontracting opportunity notice.

Company Name	Texas VID (Do not enter Social Security Numbers.)	Date Notice Sent (mm/dd/yyyy)	Did the HUB Respond?
A BETTER ANSWER, INC.	1751532513600	08/12/2019	☐ - Yes ☑ - No
ASPIRE SOLUTIONS IT OF TEXAS, LLC	1475454310700	08/12/2019	☐ - Yes ☑ - No
OAK HILL TECHNOLOGY INC.	1742861021000	08/12/2019	☐ - Yes ☑ - No

c. Provide written notification of the subcontracting opportunity you listed in SECTION B-1 to two (2) or more trade organizations or development centers in Texas to assist in identifying potential HUBs by disseminating the subcontracting opportunity to their members/participants. Unless the contracting agency specified a different time period, you must provide your subcontracting opportunity notice to trade organizations or development centers at least seven (7) working days prior to submitting your bid response to the contracting agency. A list of trade organizations and development centers that have expressed an interest in receiving notices of subcontracting opportunities is available on the Statewide HUB Program's webpage at https://www.comptroller.texas.gov/purchasing/vendor/hub/resources.php.

d. List **two (2) trade organizations or development centers** you notified regarding the subcontracting opportunity you listed in SECTION B-1. Include the date when you sent notice to it and indicate if it accepted or rejected your notice.

Trade Organizations or Development Centers	Date Notice Sent (mm/dd/yyyy)	Was the Notice Accepted?
Southwest Minority Supplier Development Council	08/12/2019	☑ - Yes ☐ - No
Women's Business Council-Southwest	08/12/2019	☑ - Yes ☐ - No

HSP Good Faith Effort - Method B (Attachment B) Cont.

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Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

SECTION B-4: SUBCONTRACTOR SELECTION

Enter the item number and description of the subcontracting opportunity you listed in **SECTION 2, Item b,** of the completed HSP form for which you are completing the attachment.

a. Enter the item number and description of the subcontracting opportunity for which you are completing this Attachment B continuation page.

Item Number: 1 **Description:** 24-hour call center operations- clinical (master's level) and work-life

b. List the subcontractor(s) you selected to perform the subcontracting opportunity you listed in **SECTION B-1**. Also identify whether they are a Texas certified HUB and their Texas Vendor Identification (VID) Number or federal Emplioyer Identification Number (EIN), the approximate dollar value of the work to be subcontracted, and the expected percentage of work to be subcontracted. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at http://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp. HUB status code "**A**" signifies that the company is a Texas certified HUB.

Company Name	Texas certified HUB	Texas VID or federal EIN Do not enter Social Security Numbers. If you do not know their VID / EIN, leave their VID / EIN field blank.	Approximate Dollar Amount	Expected Percentage of Contract
Workplace Options, LLC	☐ - Yes ☑ - No	20-4343554	$ 74,271.60	46%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%

c. If any of the subcontractors you have selected to perform the subcontracting opportunity you listed in **SECTION B-1** is **not** a Texas certified HUB, provide written justification for your selection process (attach additional page if necessary):

Deer Oaks has selected Workplace Options for the provision of integrated clinical and work/life call center administration. We have contracted with Workplace Options since 2012 and have an established relationship. Additionally, we reached out to 3 HUB call centers listed in the CMBL; however, we did not receive quotes from any of the solicited companies nor did we receive any leads from the trade organizations contacted.

REMINDER: As specified in SECTION 4 of the completed HSP form, if you (respondent) are awarded any portion of the requisition, you are required to provide notice as soon as practical to **all** the subcontractors (HUBs and Non-HUBs) of their selection as a subcontractor. The notice must specify at a minimum the contracting agency's name and its point of contact for the contract, the contract award number, the subcontracting opportunity it (the subcontractor) will perform, the approximate dollar value of the subcontracting opportunity and the expected percentage of the total contract that the subcontracting opportunity represents. A copy of the notice required by this section must also be provided to the contracting agency's point of contact for the contract no later than ten (10) working days after the contract is awarded.

HSP Good Faith Effort - Method B (Attachment B)

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Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

IMPORTANT: If you responded "***No***" to **SECTION 2, Items c** and **d** of the completed HSP form, you must submit a completed "HSP Good Faith Effort - Method B (Attachment B)" for **each** of the subcontracting opportunities you listed in **SECTION 2, Item b** of the completed HSP form. You may photo-copy this page or download the form at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/hub-sbcont-plan-gfe-achm-b.pdf..

SECTION B-1: SUBCONTRACTING OPPORTUNITY

Enter the item number and description of the subcontracting opportunity you listed in SECTION 2, Item b, of the completed HSP form for which you are completing the attachment.

Item Number: 2 **Description:** Printing-Promotional Materials

SECTION B-2: MENTOR PROTÉGÉ PROGRAM

If respondent is participating as a Mentor in a State of Texas Mentor Protégé Program, submitting its Protégé (Protégé must be a State of Texas certified HUB) as a subcontractor to perform the subcontracting opportunity listed in **SECTION B-1**, constitutes a good faith effort to subcontract with a Texas certified HUB towards that specific portion of work.

Check the appropriate box (Yes or No) that indicates whether you will be subcontracting the portion of work you listed in SECTION B-1 to your Protégé.

☐ - **Yes** (If ***Yes***, continue to SECTION B-4.)

☑ - **No / Not Applicable** (If ***No*** or ***Not Applicable***, continue to SECTION B-3 and SECTION B-4.)

SECTION B-3: NOTIFICATION OF SUBCONTRACTING OPPORTUNITY

When completing this section you MUST comply with items **a**, **b**, **c** and **d**, thereby demonstrating your Good Faith Effort of having notified Texas certified HUBs and trade organizations or development centers about the subcontracting opportunity you listed in SECTION B-1. Your notice should include the scope of work, information regarding the location to review plans and specifications, bonding and insurance requirements, required qualifications, and identify a contact person. When sending notice of your subcontracting opportunity, you are encouraged to use the attached HUB Subcontracting Opportunity Notice form, which is also available online at https://www.comptroller.texas.gov/purchasing/docs/hub-forms/HUBSubcontractingOpportunityNotificationForm.pdf.

Retain supporting documentation (i.e., certified letter, fax, e-mail) demonstrating evidence of your good faith effort to notify the Texas certified HUBs and trade organizations or development centers. Also, be mindful that a working day is considered a normal business day of a state agency, not including weekends, federal or state holidays, or days the agency is declared closed by its executive officer. The initial day the subcontracting opportunity notice is sent/provided to the HUBs and to the trade organizations or development centers is considered to be "day zero" and does not count as one of the seven (7) working days.

a. Provide written notification of the subcontracting opportunity you listed in SECTION B-1, to three (3) or more Texas certified HUBs. Unless the contracting agency specified a different time period, you must allow the HUBs at least seven (7) working days to respond to the notice prior to you submitting your bid response to the contracting agency. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at http://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp. HUB status code "**A**" signifies that the company is a Texas certified HUB.

b. List the **three (3) Texas certified HUBs** you notified regarding the subcontracting opportunity you listed in SECTION B-1. Include the company's Texas Vendor Identification (VID) Number, the date you sent notice to that company, and indicate whether it was responsive or non-responsive to your subcontracting opportunity notice.

Company Name	Texas VID (Do not enter Social Security Numbers.)	Date Notice Sent (mm/dd/yyyy)	Did the HUB Respond?
410 Printing Center	1453991464900	08/12/2019	☐ - Yes ☑ - No
Diversified Printing Services, Inc.	1742304077700	08/12/2019	☐ - Yes ☑ - No
Prestige Printing, Inc.	1465662255300	08/12/2019	☑ - Yes ☐ - No

c. Provide written notification of the subcontracting opportunity you listed in SECTION B-1 to two (2) or more trade organizations or development centers in Texas to assist in identifying potential HUBs by disseminating the subcontracting opportunity to their members/participants. Unless the contracting agency specified a different time period, you must provide your subcontracting opportunity notice to trade organizations or development centers at least seven (7) working days prior to submitting your bid response to the contracting agency. A list of trade organizations and development centers that have expressed an interest in receiving notices of subcontracting opportunities is available on the Statewide HUB Program's webpage at https://www.comptroller.texas.gov/purchasing/vendor/hub/resources.php.

d. List **two (2) trade organizations or development centers** you notified regarding the subcontracting opportunity you listed in SECTION B-1. Include the date when you sent notice to it and indicate if it accepted or rejected your notice.

Trade Organizations or Development Centers	Date Notice Sent (mm/dd/yyyy)	Was the Notice Accepted?
Southwest Minority Supplier Development Council	08/12/2019	☑ - Yes ☐ - No
Women's Business Council-Southwest	08/12/2019	☑ - Yes ☐ - No

HSP Good Faith Effort - Method B (Attachment B) Cont.

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Enter your company's name here: Deer Oaks EAP Services, LLC Requisition #: 019-225-09-04-YZV

SECTION B-4: SUBCONTRACTOR SELECTION

Enter the item number and description of the subcontracting opportunity you listed in **SECTION 2, Item b,** of the completed HSP form for which you are completing the attachment.

a. Enter the item number and description of the subcontracting opportunity for which you are completing this Attachment B continuation page.

Item Number: 2 **Description:** Printing

b. List the subcontractor(s) you selected to perform the subcontracting opportunity you listed in **SECTION B-1**. Also identify whether they are a Texas certified HUB and their Texas Vendor Identification (VID) Number or federal Emplioyer Identification Number (EIN), the approximate dollar value of the work to be subcontracted, and the expected percentage of work to be subcontracted. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at http://mycpa.cpa.state.tx.us/tpasscmblsearch/index.jsp. HUB status code "**A**" signifies that the company is a Texas certified HUB.

Company Name	Texas certified HUB	Texas VID or federal EIN Do not enter Social Security Numbers. If you do not know their VID / EIN, leave their VID / EIN field blank.	Approximate Dollar Amount	Expected Percentage of Contract
Prestige Printing	☑ - Yes ☐ - No	1465662255300	$ 807.30	.005 %
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%
	☐ - Yes ☐ - No		$	%

c. If any of the subcontractors you have selected to perform the subcontracting opportunity you listed in **SECTION B-1** is **not** a Texas certified HUB, provide written justification for your selection process (attach additional page if necessary):

REMINDER: As specified in SECTION 4 of the completed HSP form, if you (respondent) are awarded any portion of the requisition, you are required to provide notice as soon as practical to **all** the subcontractors (HUBs and Non-HUBs) of their selection as a subcontractor. The notice must specify at a minimum the contracting agency's name and its point of contact for the contract, the contract award number, the subcontracting opportunity it (the subcontractor) will perform, the approximate dollar value of the subcontracting opportunity and the expected percentage of the total contract that the subcontracting opportunity represents. A copy of the notice required by this section must also be provided to the contracting agency's point of contact for the contract no later than ten (10) working days after the contract is awarded.

Deer Oaks EAP Services
Hidalgo County, Texas
RFP No. 2019-225-09-04-YZV for Employee Assistance Program

HUB Subcontracting Performance Plan:
Good Faith Effort- Email Log

HUB Firms Contacted							
Certification Type	**Company**	**Name**	**Address**	**Phone**	**Email**	**Nature of Work Requested**	**Date of Contact**
HUB- WO	PRESTIGE PRINTING LLC	Sonny Galvan	8 BURWOOD LN SAN ANTONIO, TX 78216	210-348-6333	sonny@prestigeprintingsa.com	printing	Email: 08/12/2019 Response: 8/12/2019- Confirmed participation
HUB- WO	410 PRINTING CENTER	Karen Mainz	7215 S WW WHITE RD SAN ANTONIO, TX 78222	210-648-7720	karen@410printing.com	printing	Email: 08/12/2019; no response received
HUB-HI, SB	DIVERSIFIED PRINTING SERVICES, INC.	Rick Salinas	1927 W COMMERCE ST SAN ANTONIO, TX 78207	210-226-2888	rick@dpsfoil.com	printing	Email: 08/12/2019; no response received
HUB-WO	A BETTER ANSWER, INC.	Dolores Hawkins	1410 G AVENUE PLANO, TX 75074	972-943-4000	accounting@abetteranswer.com	call center	Email: 08/12/2019; no response received
HUB-WO	ASPIRE SOLUTIONS IT OF TEXAS, LLC	Christy White	1750 FM 423 SUITE 545 FRISCO, TX 75033	972-910-7602	cwhite@aspiresolutionsit.com	call center	Email: 08/12/2019; no response received
HUB-WO	OAK HILL TECHNOLOGY INC.	Thomas Brownson	19690 RANCH ROAD 12 DRIFTWOOD, TX 78619	512-842-1000	tbrownson@OAKHILLTECH.COM	call center	Email: 08/12/2019; no response received
Trade Organizations & Development Centers Contacted							
Southwest Minority Supplier Development Council- Mayra Peña				512-386-8766	mayra@smsdc.org	Distribute subcontracting notifications to membership	Email: 08/12/2019
Women's Business Council-Southwest- Ruth Kapansa				817-299-0566	rkapansa@wbcsouthwest.org	Distribute subcontracting notifications to membership	Email: 08/12/2019

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HUB Subcontracting Opportunity Notification Form

In accordance with Texas Gov't Code, Chapter 2161, each state agency that considers entering into a contract with an expected value of $100,000 or more shall, before the agency solicits bids, proposals, offers, or other applicable expressions of interest, determine whether subcontracting opportunities are probable under the contract. The state agency I have identified below in **Section B** has determined that subcontracting opportunities are probable under the requisition to which my company will be responding.

34 Texas Administrative Code, §20.285 requires all respondents (prime contractors) bidding on the contract to provide notice of each of their subcontracting opportunities to at least three (3) Texas certified HUBs (who work within the respective industry applicable to the subcontracting opportunity), and allow the HUBs at least seven (7) working days to respond to the notice prior to the respondent submitting its bid response to the contracting agency. In addition, at least seven (7) working days prior to submitting its bid response to the contracting agency, the respondent must provide notice of each of its subcontracting opportunities to two (2) or more trade organizations or development centers (in Texas) that serves members of groups (i.e., Asian Pacific American, Black American, Hispanic American, Native American, Woman, Service Disabled Veteran) identified in Texas Administrative Code §20.282(19)(C).

We respectfully request that vendors interested in bidding on the subcontracting opportunity scope of work identified in **Section C, Item 2**, reply no later than the date and time identified in **Section C, Item 1**. Submit your response to the point-of-contact referenced in **Section A**.

SECTION A: PRIME CONTRACTOR'S INFORMATION

Company Name: Deer Oaks EAP Services, LLC
State of Texas VID #: 32036778846
Point-of-Contact: Denise McDonald, Proposal Manager
Phone #: 210-241-9778
E-mail Address: dmcdonald@deeroaks.com
Fax #: 210-569-8157

SECTION B: CONTRACTING STATE AGENCY AND REQUISITION INFORMATION

Agency Name: Hidalgo County, Texas
Point-of-Contact: Martha L. Salazar, CPPB, Purchasing Agent
Phone #: (956) 318-2626
Requisition #: 019-225-09-04-YZV
Bid Open Date: 9/4/2019 (mm/dd/yyyy)

SECTION C: SUBCONTRACTING OPPORTUNITY RESPONSE DUE DATE, DESCRIPTION, REQUIREMENTS AND RELATED INFORMATION

1. Potential Subcontractor's Bid Response Due Date:

If you would like for our company to consider your company's bid for the subcontracting opportunity identified below in Item 2, we must receive your bid response no later than 4:00 PM (Central Time) on 08/22/2019 (Date mm/dd/yyyy).

In accordance with 34 TAC §20.285, each notice of subcontracting opportunity shall be provided to at least three (3) Texas certified HUBs, and allow the HUBs at least seven (7) working days to respond to the notice prior to submitting our bid response to the contracting agency. In addition, at least seven (7) working days prior to us submitting our bid response to the contracting agency, we must provide notice of each of our subcontracting opportunities to two (2) or more trade organizations or development centers (in Texas) that serves members of groups (i.e., Asian Pacific American, Black American, Hispanic American, Native American, Woman, Service Disabled Veteran) identified in Texas Administrative Code, §20.282(19)(C).

(A working day is considered a normal business day of a state agency, not including weekends, federal or state holidays, or days the agency is declared closed by its executive officer. The initial day the subcontracting opportunity notice is sent/provided to the HUBs and to the trade organizations or development centers is considered to be "day zero" and does not count as one of the seven (7) working days.)

2. Subcontracting Opportunity Scope of Work:

24-hour call center operations- clinical (master's level) and work-life.

3. Required Qualifications: ☐ - Not Applicable

Ability to provide 24-hour call center operations staffed by master's level clinicians, work-life consultants (child care, elder care, and daily living), Accredited Financial Counselors, and attorneys. Must also provide a clinical case management system, maintain a national network of affiliate providers (currently 58,000+) among other requirements. Please contact Deer Oaks for more detailed information.

4. Bonding/Insurance Requirements: ☐ - Not Applicable

Maintain professional liability insurance at the level of $1 million per occurrence and $3 million aggregate and general liability insurance.

5. Location to review plans/specifications: ☐ - Not Applicable

Deer Oaks EAP Services, LLC
126 E. Main Plaza, Ste. 1
San Antonio, Texas 78205