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Executive Summary

TKF's Hope Works Program is a partnership with schools to address education engagement and violence prevention with a mission to reduce destructive youth behavior. CA Dept. of Ed reports for 2009 San Diego County had a truancy rate of 25% and 43,078 suspensions. The expected impacts are mentored youth will improve attendance and decrease behavior infractions. Members are placed at twelve middle schools to mentor 485 youth. Members make weekly contacts in their school, home and community.

Rationale and Approach

INTRODUCTION

The Tariq Khamisa Foundation (TKF) is submitting this application to the Corporation for National and Community Service and CaliforniaVolunteers for the 2011 AmeriCorps RFA on behalf of the Hope Works Mentoring Program. TKF is a San Diego non-profit organization that has served as the lead agency for this re-competing AmeriCorps program. The mission of TKF is to transform violence prone youth into nonviolent, achieving individuals and create safer and productive schools. The AmeriCorps program is a coordinated California Governor's Initiative that will continue to build upon TKF's innovative school-based service model. The Hope Works collaborative is a public and private partnership currently involving three San Diego County school districts. This application requests \$408,319 in continued federal funding to support 30 MSY. The proposed program involves 32 AmeriCorps members in 28 Full-Time slots and 4 Part-Time slots. This application is for the second three-year funding cycle of the TKF AmeriCorps program. The Hope Works Mentoring Program design addresses the Corporation issue areas of education and public safety.

Children's exposure to violence as a victim, witness or perpetrator, shapes how they remember, learn and feel. According to the U.S. Dept of Justice, educational disconnect is one of the strongest predictors of youth violence, school failure, delinquency and gang involvement. Our schools become

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unsafe by the attitudes, beliefs and behaviors of the students that attend them. According to 2009 CA Dept. of Education data, San Diego County schools had a truancy rate of 25% and 43,078 student suspensions. Violence is a learned behavior that can be changed. Young people have a greater chance of succeeding when they are provided with supervision, encouragement and support. The TKF Hope Works Mentoring Program utilizes members to conduct a school-based intensive mentoring service that guides youth towards impacts of positive educational engagement and reduces negative behaviors. With AmeriCorps support, young people know someone cares that they succeed. Our violence prevention methods are generating knowledge on effective youth development strategies. The AmeriCorps program has been an opportunity for growth and partnership for TKF. In the organization's evolutionary experience, mentoring conducted through the active service of AmeriCorps members has become a critical component in TKF's innovative model for addressing violence.

Section 1: PROGRAM DESIGN

a. PROBLEM

The causes and consequences of youth violence remain rampant and widespread in American society. An October 2009 U.S. Dept. of Justice study revealed more than 60% of America's children under age 17 were exposed daily to violence. 2010 U.S. Dept. of Education statistics reveal students ages 12 to 18 were victims of 1.5 million crimes including 684,000 violent offenses while at school. TKF has a 15 year history of successfully conducting violence prevention programming. We cannot simply arrest our way out of the problem. We have to outreach to those most at-risk. This means connecting with youth who are having difficulties in school, who have demonstrated behavior problems, who are runaways, who have come to the attention of law enforcement and who have become isolated due to poverty and neglect. TKF directs its programs to communities with high crime rates and a gang presence.

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For the Hope Works Mentoring Program, TKF targets high need, middle school aged youth. We focus our programs at this age level because longitudinal research conducted by the National Institutes of Health (NIH) and the Center for Disease Control (CDC) have identified adolescence ages between 11 and 15 as the peak onset time for youth violence and the primary time for prevention. Results from TKF evaluation findings have revealed our services have been most effective with this age group. A 2009, San Diego State University's study of TKF programs found on an "Attitudes Towards Violence Scale," middle schoolers indicated a significant positive change in their attitudes towards violence and they were less likely to perceive violence as a desirable response to threats. CDC research demonstrates that youth who become violent before age 13 generally commit more crimes and more serious crimes for a longer time. Bullying behaviors peak during the ages of 10 to 13 years old. San Diego schools have a very diverse student body including many Hispanic, African-American, Indochinese, and Asian children. There are over 125,000 English learners enrolled in San Diego city schools. 90% of the youth who have participated in the TKF mentoring program were minorities. The Hope Works Mentoring Program will target 12 middle schools located in three county cities. AmeriCorps is an intervention strategy for addressing the needs of the identified target population because it promotes consistency in programming, allow young adults to give back in making a difference for others, and offers immediate attention to risky youth behaviors. A service program like AmeriCorps builds upon opportunities to create good will and positive change as TKF works in schools and communities struggling with the problems of youth violence.

San Diego, with a population of 1,257,000, is an urban city with beaches, mountains, agriculture and an international border with Mexico. Ethnically diverse and immigrant families are projected to comprise 49% of the total San Diego population by 2015. A 2005 regional survey showed there were an estimated 150 gangs and 13,000 documented gang members across the county's ten law enforcement jurisdictions. Youth are victims of violent crime at a rate of 72 per 10,000. The County

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had the second highest juvenile arrest rate in California. According to the San Diego Association of Government, everyday there are 50 youth arrested across the region. 54% of arrested youth interviewed reported past or present gang involvement. Local juvenile arrest for felonies is increasing. San Diego Unified School District has an enrollment of 29,730 middle school students. In 2009, the district had an overall truancy rate of 16%, yet some district middle schools had a truancy rate as high as 63%. The district experienced 8,876 suspensions that year. 64% of students qualify for free or reduced lunch. In 2008 the district had 251 middle school dropouts. Data from the 2009 CA Healthy Kids Survey indicated for the district's 7th graders, only 20% reported feeling very safe at school, 28% had been in a fight, and 10% were gang involved. TKF will focus Hope Works in the city's Southeastern and City Heights neighborhoods. Both areas are among the highest rated for community violence and juvenile offenders. The San Diego Police Dept. allocates greater resources and efforts toward outreach in these neighborhoods than anywhere else in the city.

Escondido, with a population of 133, 510, is a suburban city located in the northern region of San Diego County. With the city's growth, have also come many urban issues including gangs and youth violence. Juvenile arrests have increased by 25% over the last four years. Escondido has the highest violent crime rates among other cities in the region. Escondido Union School District has an enrollment of 6,270 middle school students. In 2009, the district had a truancy rate of 24% and experienced 1,914 suspensions. 61% of students qualify for free or reduced lunch. In 2008, the district had 97 middle school dropouts. Data from the 2009 CA Healthy Kids Survey indicated for the district's 7th graders that only 53% reported feeling very safe at school and 47% had been bullied.

National City, with a population of 61,115, is an incorporated city located five miles from downtown San Diego. In May 2009, National City experienced an unemployment rate of 18%. The community leads the county with a crime rate of 9.6 violent crimes per 1,000 population. Juvenile arrest rates were up 11% in 2008. One third of all violent crimes in National City are committed by

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gang members. The National City schools have a dropout rate of 14% and a truancy rate of 49%. The Sweetwater Union School District has 12, 221 middle school students enrolled. 51% of students qualify for free or reduced lunch. Data from the 2009 CA Healthy Kids Survey indicated for the district's 7th graders, only 22% reported feeling very safe at school and 28% had been in a fight.

Since the Hope Works inception in October 2008, 1,043 youth have been enrolled in the mentoring intervention. The target population is high need because TKF prioritizes youth exhibiting violent behaviors, disengaging from school or residing in violent, dysfunctional households. According to OJJDP the predicting risk factors for youth gang involvement include antisocial peers, delinquency, aggression, violence, abusive parents, poor school performance, truancy, family criminality and gang ties. All participating youth must demonstrate at least two researched risk factors for gang involvement but on average youth have seven of these risk factors at referral. TKF AmeriCorps members have conducted 80,239 hours of mentoring over the last two years. In Year Two 85% of the youth reached the outcome dosage target of 60 hours of mentoring. For those youth, 90% had a measured positive change in their resiliency. A profile of serviced beneficiaries includes 59% were male and 41% were female. The average size of the youth's household is 5, 53% are single parent homes and 32% receive public assistance. The top five risk factors demonstrated by TKF mentored youth at enrollment are 1) School disciplinary problems at 79%, 2) Academic difficulties at 74%, 3) Defiant behavior at 58%, 4) Violent behavior at 45% and 5) Truancy at 38%. 32% of the youth have a family member incarcerated or involved with the justice system.

Critical efforts are still needed to reach out to youth in all three communities and redirect them from the violence sometimes surrounding their neighborhoods. More households are headed by a single parent or both parents are working. Many young people live in families that are under tremendous pressure because of poverty, divorce, drugs, violence or stress. Despite these risk-factors, resilient children emerge from abuse, neglect, poor family structure, gangs and delinquency to become

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emotionally whole, capable adults. One of the documented protective factors that contribute to their resiliency is the presence of a source of support outside of the family. Mentoring programs can be a source of this support. A study of Big Brothers Big Sisters of America reported that children with mentors were 46% less likely to initiate drug use, 27% less likely to initiate alcohol use and 32% less likely to commit assault. A 2010 comparative evaluation of the Hope Works Mentoring Program found TKF is helping youth make better choices and understand adults care about them. The study also indicated the program is positively impacting youth's attitudes and behaviors in regards to gangs and gang involvement.

b. SOLUTION: AMERICORPS MEMBER ROLES AND RESPONSIBILITIES

The principal service proposed to address the identified problem is an intensive mentoring intervention. Mentoring is defined as the ongoing relationship between an adult and a young person who needs assistance to achieve academic, career, social and/or personal goals. The Hope Works Mentoring Program represents a grass roots effort to build safe communities and schools by surrounding youth with adult role models versed in techniques of healthy youth engagement, awareness of local resources, understanding behavioral changes, and in creating opportunities for positive personal growth. Troubled youth need to be supported to find connection and value in their lives; they need to be redirected when they are lost and they need to be encouraged when they do well. Members will establish trust with youth, advocate for them at schools and with other organizations where they have often been disregarded due to their behaviors, and promote their involvement in positive alternatives in their neighborhoods. Without this level of connection these youth become more vulnerable to gang membership, dropping out of school and can end up with long term justice system involvement.

Interventions that link youth to mentors have become an increasingly common prevention strategy. It is estimated that three million children are participating in mentoring programs

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nationwide. Research on school-based mentoring outcomes indicates this method is improving academic performance, increasing completion of homework, reducing school infractions and increasing school attendance. Mentored students are developing positive attitudes towards school and higher self confidence when compared to non-mentored youth. As a school based intervention, TKF mentors have easy access to youth, use of school facilities, and connections to teachers and school counselors where they can support academics and offer immediate action when disciplinary issues occur. Studies of school based mentoring programs conducted by Public/Private Ventures verify this method is reaching underserved groups of youth. More positive outcomes are achieved when the relationship is extended beyond the classroom and the nine-month school calendar. To mentor a high need population, TKF incorporates high level members who can be flexible, capable of responding to volatile situations and skilled at structuring interventions as needed to address the many difficulties presented by enrolled youth. A volunteer-driven mentoring program is often not as effective and committed with this target population. A national service Corps program is a great partnership for TKF in accomplishing its mission. AmeriCorps creates opportunities for engaging young adults in their community in a meaningful manner that can have long range impacts for children, schools and their surrounding communities. With AmeriCorps, TKF can offer hands-on job training and engage young citizens in active civic participation.

Mentors are placed at school sites in teams of at least two. Each full-time mentor is responsible for mentoring youth at a average caseload ratio of 1:17. Each youth receives at least six hours of mentoring attention monthly. Mentors structure their time to insure meaningful connections are made with each youth on their caseload. Contacts are expected to be a minimum of twice weekly with a range in time duration of fifteen minutes to three hours. Each youth is expected to receive 60 hours of mentoring annually. An "Individual Service Plan" with achievable personal goals is developed for each enrolled youth. The average length of program participation is expected to be six to ten

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months. The program design allows members to perform approximately 35,000 hours of direct mentoring services annually. The specific direct service contacts members will be performing include; home visits, school advocacy, educational assistance, mentoring curriculum, recreational activities, community service, family support, life skills, crisis intervention, community referrals and summer programming. Skill development opportunities will help members in learning how to build trust and rapport, manage conflict as well as understand how to redirect youth to healthier choices and positive alternatives. Members will become aware of community resources, service planning concepts, group facilitation techniques and school system dynamics. Supervisory attention and coaching provides ongoing feedback and re-enforces learned skills.

Members are actively out and about in the community conducting contacts Monday through Friday 9:00 AM to 7:00 P M. They are interacting with youth, parents, schools, law enforcement and other community based organizations in their assigned neighborhood. Members conduct a weekly schedule with a minimum of 35 service hours. Members are also on duty as scheduled in the evenings and alternating Saturdays. The typical daily schedule for members is: 9:00 AM -- 12:00 PM Activities include team meetings, service planning to coordinate caseload, school presence to intervene with youth behavioral problems and support campus safety by escorting enrolled youth to class, advocacy with school personnel, home visits for truant youth, or documentation, 1:00 PM -- 4:00 PM Activities include group facilitation of TKF Mentoring Curriculum, homework assistance, structured recreational activities after school, and referrals to community resources, 5:00 PM - 7:00 PM Activities include home visits, connections with parents to complete intakes, report on incidents and program progress, and documentation. The Saturday schedule is focused on recreational and community service activities from 9:00 AM to 1:00 PM. No services are scheduled on Sundays unless approved by the supervisor. TKF will have 30 members serving as the direct service mentors. Two members serve in a supportive capacity for planning and organizing the details and logistics for a

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variety of multiple youth activities that members and their youth participate in. These 2 members are also responsible for volunteer management within the project. The specifics of school sites, member placement and beneficiaries includes 1) San Diego Unified -- 7 schools with 18 FT, 2 PT members serving 310 youth, 2) Escondido Union -- 4 schools with 7 FT, 2 PT members serving 130 youth, and 3) Sweetwater Union -- 1 school with 3 FT members serving 50 youth.

c. AMERICORPS MEMBER SELECTION, TRAINING AND SUPERVISION

The characteristics, attributes and requirements for members will be: 1) ability to interact with high-need youth; 2) sensitivity to diversity; 3) willingness to conduct school/community based interventions; 4) capable of effectively managing a stressful caseload; 5) team player; 6) problem solver; 7) U.S. citizenship or lawful permanent resident status; 8) have completed high school or an equivalency program; 9) have a registered automobile and willingness to drive for work related activities; 10) able to networks with local resources, and 11) over the age of 18. Position descriptions are available that further detail expected skills and responsibilities. TKF operates as a nondiscriminatory organization in staffing and service delivery. Teams are set up to be diverse in terms of ethnicity, race, gender and language capabilities. A special effort is made to recruit members with second language capabilities especially Spanish speakers. The project will provide reasonable accommodations for people with disabilities in accord with the Americans with Disabilities Act.

The TKF member recruitment process begins in May and runs through November. The program recruits members through college presentations and career fairs, internet postings, flyers, networking with community organizations and "word of mouth" from members. TKF targets its recruitment efforts at individuals who have the personal history, insight, patience and thinking skills to manage the required service activities. The project makes a special effort to recruit within the neighborhoods the mentoring project takes place in. TKF outreaches to local churches, community colleges, Urban Leagues, workforce development programs and young adult organizations. Involving community

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members in AmeriCorps aids the project in understanding the community's characteristics, relationships and strengths. Potential candidates are invited to participate in a general information session hosted weekly during the recruitment months. In this two-hour session candidates are given information on Hope Works and an overview of AmeriCorps. Most importantly candidates are given a clear picture of the high-need youth they will be supporting, the year-long commitment is detailed and all the potential stressors are discussed. This initial screening step often weeds out those wanting employment with less demanding programs. The next step for potential AmeriCorps members is to go through a formal interview with the TKF Supervisors and supporting management staff. Final selection is made by the supervisors with input based on best candidates for the participating school sites. All final candidates must complete a criminal background clearance prior to their AmeriCorps enrollment. The clearance process includes a Department of Motor Vehicle driving report, a live scan FBI finger printing authorization and a check through the National Sex Offenders Registry. It is expected the final selected candidates will start their service in early September.

Members are trained in the skills necessary to conduct the Hope Works activities. All Hope Work's staff and AmeriCorps members participate in an initial orientation during their first month with the organization. All training content emphasizes building positive relationships with youth, achieving program objectives, professional skill development and documentation responsibilities. After the initial orientation, 10% of member service hours will be directed towards ongoing training. All trainings are facilitated by Site Supervisors, TKF personnel, partner representatives and other identified professionals. The member training plan and content is summarized as follows. WEEK 1 MONDAY- TKF Orientation and Benefits for 3 hrs, AmeriCorps Orientation, History and Enrollment for 4 hrs, TUESDAY Community Safety for 3 hrs, What is a Mentor for 5 hrs, WEDNESDAY- Your Service Time for 3 hrs, Developing Mentoring Relationships for 4 hrs. THURSDAY- Activity Planning for 2 hrs, Community Networking for 4 hrs FRIDAY -- Community Resource Scavenger Hunt for 8 hrs,

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WEEK 2 MONDAY-Documentation for 8 hrs, TUESDAY-Youth Development for 3 hrs, Understanding the Social Service System and CPS Reporting for 3 hrs WEDNESDAY- Family Centered Service for 3 hrs, Intake Process for 3 hrs THURSDAY- Facilitating Mentoring Curriculum for 4 hrs, Client File Reviews for 4 hrs. SATURDAY-- Group Community Service Activity for 3 hrs.

WEEK 3 MONDAY- Working with Education Systems for 3 hrs, Crisis Intervention for 2 hrs. TUESDAY- Community Violence and Gang Awareness for 4 hrs, Culture Awareness for 4 hrs. WEDNESDAY- Conflict Resolution for 6 hr. THURSDAY/FRIDAY- School Site Orientation for 2 hrs.

After the initial orientation training period members are in ongoing training for a minimum of five hours monthly. Topics include; Data Collection follow-up for 3 hrs, Suicide Prevention Training for 3 hrs, Self Defense Training for 3 hrs, Civic Training for 6 hrs Conflict Resolution for 6 hrs and Life After AmeriCorps for 6 hrs. Members will also participate in ongoing monthly service planning and case review meetings for 2 hrs, quarterly team building activities for 4 hrs and individual coaching session for 1 to 2 hrs. To support community emergency preparedness, members receive three hours of basic response training and a four hour first-aid/ CPR certification class. Members are encouraged to participate in CERT training offered by the local Fire or Rescue Departments. Members are provided a Member Orientation manual which further details standards of conduct, workplace policies, grievance procedures and prohibited activities to further explain service expectations and workplace processes.

The Hope Works Project offers several benefits to support member retention. All first year full-time members (1,700 hours) receive a monthly living allowance of \$1,300. Part-time (900 hours) members receive a living allowance of \$650. Second year returning AmeriCorps members will receive a 15% increase in the stipend rate. Stipends are paid twice-monthly in equal payments on the 1st and 15th. Full-time members are eligible to receive health care benefits. Service gear is provided for members to incorporate into their workplace apparel. Because members are asked to conduct

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program field services in their personal vehicles they are reimbursed for mileage. Team-building activities are conducted throughout the year to build bonds among members and encourage team success. To promote continued civic engagement TKF staff and members participate in multiple community service activities throughout the year.

To ensure adequate support and guidance is taking place members are closely supervised by an experienced TKF Supervisor. The two supervisors have a professional background in staff management, social service concepts, counseling, training, networking and direct services experience with children, youth and families programming. Supervisors are trained by TKF management in AmeriCorps processes, organizational practices and documentation protocol. They also have to demonstrate the capability to professionally network with school partners and local resources as well as understand the dynamic of the neighborhoods and their trends that can impact service delivery. Each supervisor is directly responsible for supervising twelve to fifteen members placed in regionally located school sites. Members provide weekly schedules and interact with their supervisor at twice monthly team meetings and weekly school site visits to coordinate member's field efforts. Supervisors are expected to conduct weekly site checks with members at their assigned school. They are also responsible for reviewing and approving all youth referrals, enrollments and weekly documentation of service delivery. Supervisor organized service planning meetings and coaching sessions help members to address youth service strategies, problem solves issues and takes time for reflection. Members have easy access to their supervisor to help members address difficulties that arise in the field. Supervisors conduct formal performance evaluations with members during the third, eighth and final months of their service. A supervisor's time is generally distributed as 60% in direct contact with their assigned members, 20% monitoring quality assurance tasks such as enrollment, documentation and member service time and 20% conducting management tasks such school site networking, member recruitment and training, admin planning and community meetings. The TKF Program Director is

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responsible for the oversight, support and monitoring of the TKF Supervisors to ensure cohesion and accountability across all participating schools. Supervisors meet at least twice monthly with the Program Director to review policy and procedure processes, progress towards performance measure accomplishment, member management and program planning. All TKF Management staff are committed to the integrity and success of the Hope Works Program. To support this effort the CEO, Operation Director, Program Director and Operations Specialist will be visiting two school sites each month. The visits will focus on service observations, evaluation, and consistency. This shows members support from all levels of the organization, creates buy-in with our partner schools and gives all organizational decision makers direct feedback from the field.

d. OUTCOMES: PERFORMANCE MEASURES

To be an effective prevention organization, TKF consistently monitors and researches trends in best practice programming. You have to know what works in achieving the impacts your organization wants to make in supporting the greater goals of school engagement and community safety. In a school setting, the most effective way to measure impacts is to assess patterns and changes in attendance and behavioral infractions and their consequences. The overall change TKF wants to see as a result of the mentoring intervention is to have transformed disruptive youth into productive and nonviolent individuals. The desired community impacts for the Hope Works Mentoring Program are youth will improve school attendance and decrease behavior infractions. Performance measure targets for member development and volunteer recruitment were determined based on organizational capabilities, service history and previous levels of achievement. In year two TKF met or exceeded all its approved Hope Works performance measures.

The specific TKF AmeriCorps performance measures in Year 1 for needs and service activities are:

1) 490 youth/mentor matches will be commenced, 2) 80% of youth/mentor matches will be sustained through 60 hours of mentoring, 3) 70% of mentored youth will have improved school attendance over

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the program's involvement. 4) 70% of mentored youth will have no or decrease disciplinary referrals over the program's involvement. These measures correlate with Corporation's National Education Performance Measures ED 3, 4, 7. The Year 1 performance measures for member development activities are: 1) Full-time members will receive 110 hours and part-time receive 80 hours of training, 2) 90% of members will increase their skills by 20%. The Year 1 performance measures for volunteer recruitment are: 1) Recruit 77 (7 on-going, 70 one-time) volunteers, 2) Volunteers will perform 700 hours of service. Performance measure outputs are monitored monthly and outcomes are compiled for quarterly monitoring. Reports are prepared twice a year to report on progress, accomplishments, barriers as well as to keep CaliforniaVolunteers and our partners formally informed on the development of the Hope Works Mentoring Program. The Program Director will be responsible for programmatic contractual tasks including completion of AmeriCorps progress reports. To support ongoing improvements and assess performance the program will also conduct a satisfaction survey with members, partners and staff. A TKF drafted evaluation plan is incorporated.

e. VOLUNTEER GENERATION

Volunteer generating is strategic to the success for many of TKF's activities with youth. Volunteers serve as a means to further involve the community as a resource for the mentoring program. To support their success and reduce potential problems, higher risk youth often need supervision in ratios of 3:1. Volunteers help make that possible and allow more youth to participate in organized activities. Volunteers play a key role in TKF's activities for National Service Days. TKF has incorporated the assistance of over 150 volunteers performing 1,527 hours of service during the last two years. Volunteers are expected to primarily be recruited from college campuses, schools, involving youth's family members, member acquaintances and partnering organization. Annually a minimum of 77 volunteers will be recruited. Both one-time and on-going volunteers are welcome. One-time volunteers are community members who offer episodic support, often participating in only a one-time

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activity. On-going volunteers are community members who commit to a minimum of 20 service hours with TKF. 10% of volunteers generated are expected to be on-going. Volunteers are utilized based on the best fit with their skills, interests and availability. They can assist with operational tasks, evaluation, community service events, recreation and educational enhancement. More specific examples of volunteer involvement include partnering with youth during community service, assisting with homework, researching community events, performing data entry of a collected survey or speaking at a career workshop. Volunteers are expected to perform a minimum of 700 service hours annually. Two AmeriCorps members are specifically assigned to be responsible for the recruiting, screening and management of volunteers. All volunteers complete an enrollment form and document their service hours in a volunteer log. For long-term volunteers working directly with youth, a background clearance check and formal interview are also required. They receive an orientation that provides an agency overview, organizational policies for working with children and volunteer expectations. A calendar of TKF involvement opportunities will be maintained.

f. PARTNERSHIP AND COLLABORATION

TKF is viewed as a proven resource in violence prevention and often partners with local organizations and community stakeholders to address the identified problem. While programs to prevent violence and gangs can take place in various venues, TKF sees schools as a natural focal point for conducting an education focused youth intervention. The school setting provides a common ground for learning, working with children, and teaching youth to develop cooperative behavior. TKF has a successful history of conducting educational programs in partnership with schools. Our curriculums are designed to meet state educational standards for youth character building. We understand and have negotiated through the multiple levels of bureaucracy and politics that can exist when working with school districts. TKF currently has formal partnership agreements with the San Diego Unified School District, Escondido Union School District and Sweetwater Union School District

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to conduct Hope Works. The partner districts have provided input, guidance and buy-in into the development of the mentoring program and its operational processes with the schools. This has been especially important in regards to data sharing needed to document impacts. Each participating school site identifies a primary contact for coordination. For the collaboration the schools will be responsible for providing referrals of youth beneficiaries, on-campus office space for mentors, a school site orientation and access to school data on youth's behaviors. School site contacts are expected to meet with TKF supervisors monthly.

Multiple community partnerships, both formal and informal, are required to maximize services that may be needed in efficiently conducting youth mentoring services. TKF supervisors and members will connect with various family resource centers, counseling organizations and youth serving organizations to meet youth's needs. As a violence prevention organization it is essential TKF maintain working relationships with local law enforcement. Partnering with the San Diego, Escondido and National City Police Departments enhances TKF's intervention by demonstrating that law enforcement and youth can work together in building a safe community. Other key partnerships that support TKF and this collaboration include working with the San Diego Gang Commission and Crime Stoppers. Another important partnership for TKF comes from being an investee of San Diego Social Venture Partners. This philanthropic organization provides professional expertise to strengthen the internal operations of nonprofits, so they can deliver their programs and services more effectively. Their guidance has helped TKF to restructure organizational and better implement the AmeriCorps program within its internal operations, service delivery and resource development planning.

g. SUSTAINABILITY

TKF plans to be very diligent in its pursuit of resources that will ensure our impacts with youth are sustained beyond AmeriCorps. The organization advocates with its partners, stakeholders and funders to actively pursue a wide range of sources in our resource development activities. TKF works with its

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school district partners to explore funding possibilities within their overall budgets that could be utilized to sustain services. We frequently work in partnership with the districts to submit applications for education funding opportunities that could result in contracted services that can maintain the program even after AmeriCorps. One such funding avenue TKF can pursue with schools is for U.S. Dept. of Ed Safe School initiatives. Our program design is comparable to services this federal agency encourages schools to implement. TKF recently partnered with the City of San Diego and the Gang Commission to submit an appropriation request through congressional members that could be a source of sustainment. The California Endowment has met with TKF to explore how violence prevention programs can connect with regional health care funding initiatives because violence and gangs are viewed as a public health issue. Our Development Department has found mentoring is often an appealing ask when outreaching to potential sponsors, individual donors and others interested in investing in TKF. As part of our 2010 strategic planning and through the support received from Social Venture Partners, TKF has drafted a fund development plan that examines moving the mentoring program forward with and beyond AmeriCorps funding. The plan includes pursuing not only the avenues mentioned but also outlines working with our board, influential stakeholders and community partners to pursue resources such as government appropriation, corporate sponsorships, private foundation application and investment opportunities.

Organizational Capability

Section 2: ORGANIZATIONAL CAPABILITY

a. ORGANIZATIONAL BACKGROUND

TKF is a nationally recognized violence prevention organization dedicated to breaking the cycle of youth violence by inspiring nonviolent choices. TKF is a self-financed, nonprofit corporation that has been in existence since 1995. The organization was formed after Tariq Khamisa, a 20 year old college student was senselessly killed by a 14 year old gang member. His assailant became the first California

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juvenile under age 16 to be convicted as an adult. From this tragedy, TKF has strived to help young people become peacemakers and teach them to avoid the high-risk behaviors that can have life-long consequences. Our intervention strategy is centered upon reaching young people in the most vulnerable neighborhoods and schools in order to change the rooted violence culture and educate them on other ways to handle conflict.

TKF conducts a "Safe Schools Model" that is based on national research, industry expert's recommendations, TKF's service programming and our proven evaluation results. The model is a comprehensive, integrated continuum of primary and secondary prevention. We target California middle schools to transform destructive student behavior and create safer, productive educational environments. Students are taught about accountability, consequences and healthy choices. The model's components include a school safety assessment, assemblies, evidence-based classroom curriculum, skill development workshops, mentoring, organized community involvements and referral assistance. Healthy youth development and leadership training are promoted throughout the model's activities. Our strategy insures California youth are healthy, safe and ready to learn. Mentoring is seen by all levels of the organization as a key strategy to accomplish the organization's model on breaking the cycle of youth violence and making schools safer. AmeriCorps funding allows TKF to incorporate mentoring within its model in a cost effective manner.

TKF is an established direct service agency with a fifteen year history of ongoing development and funding stability. TKF is supported 35% through individual donations, 30% from private foundations and 35% from government grants or school contracts. The organization has a budget of \$1,800,000 for the current fiscal year. TKF has received over eight million dollars from a wide range of both public and private sources. Grant applications to the private sector, foundations and business sponsors are pursued on an ongoing basis. The organization also has financial support through outstanding fund raising efforts that generate over \$500,000 annually. 75% of every dollar that comes to the

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organization goes directly to service programs.

TKF has operated under the direction of a Board of Trustees since 1996. The Board is comprised of community representatives from education, business, law and community organizations. Board Trustees meet every other month to monitor project activities, ongoing development, financial stability and support fund raising. The Board has demonstrated an active commitment and engagement with TKF's mentoring efforts. TKF is in the 3rd year of AmeriCorps and its first time managing a federal grant. Over the last two years several significant challenges have been encountered as TKF has implemented the Hope Works Mentoring Program. In implementing the AmeriCorps grant TKF grew in its staffing pattern from 12 employees to 50 within a three month period. TKF has had to quickly redefine all its infrastructure and operating systems to accommodate these changes. TKF administration and management have all become familiar with AmeriCorps guidelines and compliance requirements. The organization is built on and monitored for good financial management systems that apply standard accounting practices. To fiscally track AmeriCorps funds a general ledger and account codes to segregate and track contract cost and matching obligations. TKF is annually audited by an independent auditing firm with no applicable accounting findings. The federal AmeriCorps grant is 23% of the total TKF budget. The total cost inclusive of grantee match for the Hope Works Mentoring Program is 48% of TKF's overall operating budget.

b. STAFFING

The primary contact for the AmeriCorps program is Lisa Grogan, TKF Chief Executive Officer. The secondary contact is Robin Hart, TKF Program Director. Their contact information is provided on the application State Title Page form. The project staffing plan includes the following personnel. Resumes are available upon request. Robin Hart, TKF Program Director, Master's degree in Conflict Analysis and Resolution - Mrs. Hart brings eight years experience in non-profit management and educational programming. She will be responsible for coordinating the program's ongoing

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implementation, monitor services, reporting, manage supervisors and coordinate the collaborative partnership. Project Percent Time: 90%. Two TKF Supervisors, Mayra Nunez and Jonathan Rios, will serve as the direct supervisors for AmeriCorps members. Both supervisors are experienced or degreed professionals with over five years experience in human services programming and staff development. The Supervisors are responsible for the management of service delivery, youth enrollment, team building, member recruitment, orientation, coaching, community/school networking and data collection oversight. Both are also fluent Spanish speakers. Project Percent Time: 100%. April Villanueva, TKF Operations Specialist - Ms. Villanueva has ten years experience in operational oversight and five years experience assisting with AmeriCorps programs. Ms Villanueva will be responsible for member enrollment, tracking service time, reviewing compliance, general office management, fiscal and human resources support and background clearances. Project Percent Time: 90%. The TKF Accounting Department will be responsible for conducting the fiscal aspects of the program. TKF's accounting staff has ten years of experience in contract and expenditure management. The accountant is responsible for preparing monthly billing, financial report, tracking in-kind support, fiscal compliance and working with PayChex on Human Resources procedures.

As a small non-profit organization, TKF contracts with PayChex, a professional employer organization, for its employment administration services. PayChex serves as a Human Resources Department for TKF. Their services include application and recruitment support, managing payroll, benefits, ensuring government compliance in hiring practices, liability management as well as providing training and professional development. For the Hope Works project PayChex will support TKF in time distribution records, payroll, stipend payments, benefit enrollment, and training opportunities.

TKF will send a minimum of two representatives to AmeriCorps trainings or conference opportunities as a means for staff to receive ongoing knowledge and training in AmeriCorps practices.

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The TKF Operations Director is an internal resource for the organization ongoing development with AmeriCorps. She brings twelve years of experience in managing AmeriCorps programming to the organization and is frequently consulted by other TKF staff. TKF offers ongoing management training opportunities through Non-Profit Management Solutions and PayChex. The TKF administration has taken a hands-on approach to being involved and knowledgeable to the activities of the members by periodically visiting school sites and participating in member organized activities. The TKF CEO conducts quarterly all-staff meetings to keep the entire organization informed and involved. On-going communication for technical assistance with the California Volunteers is maintained. Project staff will access program officer assistance through conference calls and e-mails.

d. CURRENT GRANTEES ENROLLMENT AND RETENTION

In fiscal year 09/10 of the Hope Works Mentoring Program TKF had an enrollment rate of 97.5%. Only one awarded full-time slot was not filled due to the limiting time frame in which 1,700 hours could be completed in. Partnering school sites did not require additional members so the slot was not converted impacting TKF reaching 100% enrollment. For the current program year TKF is working very closely with partner to have placements for all awarded slots so the organization attain 100% enrolment in a timely manner. Currently for fiscal year 10/11 member enrolment is 94.7%.

In fiscal year 09/10 of the Hope Works Mentoring Program TKF had a retention rate of 89.7%. During the year seven members exit without completing their term of service. Three departures were for personal compelling circumstances. 32 TKF members exited completing their full term of service. This is a significant change from the previous year in which the organization only had a retention rate of 55%. TKF improved member screening, monitoring of service time, training, supervision and other support systems that helped TKF be able to significantly improve its retention rate. Members now are eager to apply to do a second year of service with the program. Currently for fiscal year 10/11 member retention is 97.2%.

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e. SPECIAL CIRCUMSTANCES

The TKF program is not requesting special circumstances for organizational capability.

Cost Effectiveness and Budget Adequacy

Section 3: COST EFFECTIVENESS AND BUDGET ADEQUACY

a. COST EFFECTIVENESS

The proposed services are a very affordable, cost effective intervention. The economic cost of youth violence exceeds \$158 billion each year. It costs approximately \$80,000 per year to send a violent young offender to prison for one year, yet it costs less than \$1,800 to engage a youth in Hope Works Mentoring Program. Continued AmeriCorps funding allows TKF to deliver its mentoring intervention in a cost effective manner. The TKF funding application has a Corporation cost of \$13,611 per MSY. This is \$2,000 below CaliforniaVolunteer's limits for the cost per MSY.

The TKF grantee match needed to support the ongoing implementation of the Hope Works Mentoring Program is \$466,161. TKF historically pursues a variety of non-corporation resources to maintain the AmeriCorps program and its match requirement. To support the cash match TKF has a four year contractual commitment with the Escondido Union School District for \$60,000 annually. TKF was awarded a \$200,000 grant from the Kohlberg Foundation that will be available to support the recompeting grant cycle. Another two year grant application with the California Endowment for \$300,000 is currently pending. Additional applications will be submitted over the next year. TKF receives ongoing funding from its Seeds of Hope Society, which is a program by which individuals pledge to support TKF with \$1,000, \$5,000, or \$10,000 annual donations for a five year period. This program has been very effective and receives over \$500,000 yearly in donations for TKF programs. School sites also provide in-kind support in the form of office space, computers and access to other school resources. In a time of budget restraint TKF has managed to obtain the diverse resources that not only maintain the organization but have also grown them to include supporting the AmeriCorps

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program.

b. GRANTEE SHARE

TKF's share of the total program cost is at 53% which far exceeds the Corporation's required match of 24% for the fourth year of an AmeriCorps project. The TKF application budget actually proposes a 10% decrease in its federal funding compensation from its previous three year Corporation award. As TKF continues to better define the organization and its programs, the administrative team decided to conduct the AmeriCorps program at fewer school sites so fewer members were required. This change will allow the organization to focus on the quality of service delivery to ensure a deeper impact can take place.

c. SPECIAL CIRCUMSTANCES

The TKF program is not requesting special circumstances for an alternative match schedule.

d. BUDGET ADEQUACY

The TKF federal funding request for the 2011 AmeriCorps application for the Hope Works Mentoring Program is \$408,319 with a total program budget of \$864,660. Overall the grantee share of the total program cost is 53.3% which is above the required minimum of 26% for a Year 4 grantee. For budget section I the cost to the Corporation is \$96,265. For the Grantee, the Part I expenses are \$174,691, which is 64.5% of the section total of \$270,776. Expenses needed to adequately recruit, supervise and maintain the TKF program are included in this budget category. Other costs included here are funding for program staffing, member training, communication, mileage and data management or evaluation activities. For budget section II the cost to the Corporation is \$291,650. For the grantee the Part II cash match is \$291,650 which is 50% of the total member costs of \$583,300. Expenses in this budget section cover member stipends and benefits such as health insurance. Budget details including an itemized narrative are included in the budget section of this application.

Evaluation Summary or Plan

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EVALUATION PLAN

The Tariq Khamisa Foundation is consistently measured for results, constantly with an eye towards improvements and validation. Over the years, TKF has refined its evaluation processes to collect, compile, enter, analyze and report on data from its beneficiaries. For the next three years, the evaluation plan will be an internal assessment that includes the following tasks. First, the project will continue its process evaluation to measure progress against the implementation objectives defined in the proposal. The process evaluation will include quarterly summaries of significant milestones achieved as compared to established project objectives. This process analysis will include a discussion of complicating factors and methods used to address and overcome these barriers. This aspect of the evaluation plan support self assessment and quality assurance in service delivery. Second, the project will measure the quantifiable service objectives of the Hope Works Program. The number of youth benefiting from the mentoring services be tabulated and analyzed monthly. The program will also track level of dosage Third, the project will measure impact and effect on youth behaviors through the collection of qualitative data collected from project participants. To further examine impacts a comparative study will be conducted with collected qualitative data. The TKF evaluation will be funded through both awarded AmeriCorps funds and TKF matching funds. Funding will be used to support data collection and compilation refinement and research assistance time for data analysis and reporting.

To conduct the evaluation TKF will convene an evaluation team lead by the TKF Operations Director and include the TKF Program Director, a faculty consultant and a student research assistant. The program's partnering school district will support the evaluation process by providing school data on attendance, disciplinary infractions and suspension for enrolled youth. Establishing data collection

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protocols with the school sites will be essential. Working with our school partners TKF will determine which school site to incorporate in a comparison analysis. TKF's Operations Director will be responsible for identifying a local university to assist with evaluation support and help in maintaining objectivity. The selected university partnership will support hypothesis development, data collection, analysis and reporting. The university partner will also identify and support submission of program evaluation for publication. The AmeriCorps project will continue to build upon the existing computer and data systems of TKF. The organization has established a secured web based documentation system to collect performance measure and evaluation data. Members are able to complete all measures on-line. TKF will monitor evaluation progress quarterly. An annual evaluation report will be provided to each participating school site partner for review and feedback. An annual report summarizing evaluation progress and achievements will be drafted in September of years two and three. The final evaluation report will be submitted by October of grant year three.

In its evaluation TKF is proposing to address and evaluate the hypothesis listed below. All evaluation questions will be finalized by the evaluation team during the first year of the grant cycle. Program measures will be revised to insure collected data addresses the proposed evaluation questions.

- * Did program services focus on youth at-risk for violence, gang involvement and dropping out of school?
- * Did school attendance improve for TKF mentored youth?
- * Did school infractions decrease for TKF mentored youth?
- * Did school suspensions decrease for TKF mentored youth?

Amendment Justification

N/A

Clarification Summary

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BUDGET CLARIFICATION ITEMS

* Section 1-C. - Member and staff travel: travel is set at \$0.35/mile in the budget. Possibly consider reconfirming budget to adjust for higher allowable rate and spiraling gas prices. (Limit is 0.51/mile) Is the state rate \$0.35? The TKF Mileage Reimbursement rate will increase to \$.51 effective Sept. 1, 2011.

* Section I-E - Supplies: Please provide a more detailed calculation for how you arrive at \$300/month for consumable supplies. Please also itemize member communication items separately with calculations for each item. Itemized details are provided for supplies and narrative edited to reflect communication itemizing.

* All 32 members will have a phone (\$9,600). It seems to be provided for safety and confirmation. Please confirm/ justify. The staff is not given phones. Budget narrative text edits to reflect safety and confirmation use of members cell phones due to their working independently in the community. Program staff have work related cell phones but are not compensated by organization.

* Section I-G - Staff and Member Training: Please provide a calculation for how you arrive at \$75.00 per member for member training.

Itemized details for the \$75 are provided for member and staff training in the budget narrative.

* Section I-H - Evaluation: Please move costs associated with the daily/weekly gathering of data to assess progress toward meeting performance measures to Section 1-I. Other Program Operating Costs. Please ensure that the costs associated with meeting the internal program evaluation requirement clearly are included in Section I-H. Evaluation costs were corrected to show for database queries and analysis to support internal evaluation and not for data collection so cost were not moved to Section 1-I.

* Section 1-I: Other Program Operating Cost - please confirm criminal history background checks are provided for all staff supported by this grant and that FBI checks are provided for members and staff

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serving vulnerable populations. All members and Staff must complete a FBI criminal background check.

* Please itemize youth incentive items separately with a cost calculation for each. Youth incentives are itemized in detail in the budget narrative.

* Section I -J - Living Allowance: Please estimate the number of second year members who will be receiving 15% boost in living allowance. Describe if they will they have additional responsibilities. What is the living allowance of first-year members? For Member Living Allowances, TKF will have approximately 5 second year slots (4 FT, 1 HT). The exact living allowance for 1st year members is \$15,667 FT, \$7,713 HT and for 2nd year members it is \$17,998 FT, \$8,861 HT) Second year members serve as team leaders during training, special events and youth summer program.

* The narrative suggests that the members will receive 16,000 each. Please ensure consistency between the number of members in the narrative (sometimes 30 and sometimes 32) and in the budget 32- 34). Decide if part time slots are half time or minimum time or quarter time. The program has requested 30 MSY, (28 Full-time slots, 4 Half-time slots) for a total of 32 positions. All part-time positions are for half-time slots only.

* Section I -K - Member Support Costs: Please ensure the correct number of members is in the calculation for FICA and Workers' Comp. (The actual figure may be correct because it is based on total living allowance of members) The number of members was corrected in the calculation text.

* Section III Match- the source is not clear so it is not possible to determine if the matched funds are allowable. Additional detail is provided for match sources to further explain source of matching funds.

All budget clarification corrections have been made in the application budget and budget narrative in eGrants as instructed.

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PROGRAMMATIC CLARIFICATION ITEMS

- * Please describe how you will ensure that the member training and service experience will lead to post service civic engagement. Discussion and information on post civic engagement are incorporated within the Life After AmeriCorps training which occurs during the member's last month of service. Additionally throughout their service members are participating in service activities with various sponsoring community organizations as well as are connected with Volunteer San Diego. As a result of their participation with these organizations they are asked to join their mailing list to receive ongoing announcements of volunteer opportunities even beyond their AmeriCorps service with TKF.
- * Please remove reference to the requested number of member positions from the executive summary. The reference to member positions was removed from the executive summary.
- * Is the Operations Director who has twelve years managing an AmeriCorps the same person as the Operations Specialist? The TKF Operations Director, Benita Page, and the Operations Specialist, April Villanueva are not the same person.

PERFORMANCE MEASUREMENTS CLARIFICATION ITEMS

- * Although you provide a thorough explanation for how youth are identified for the mentoring intervention it is not evident that your selection criteria aligns with the standard specified for participation in ED3A and ED4A. Please review this standard and explain how your criteria align with the standard. In regards to Standards ED3A and ED4A: 89% of TKF enrolled youth qualify for free or reduced lunch and as a school based mentoring program youth receive an average minimum of one hour of mentoring per week and are enrolled for a minimum of six months with the same mentor. All TKF enrolled youth are at risk for delinquency due to school behaviors such as truancy, suspensions and behavioral referrals which are pre-indicators of delinquency.
- * Please verify that students kids counted for ED7 had previously demonstrated disciplinary or

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suspension problems.

Students are referred to the mentoring program because they have previously demonstrated disciplinary or suspension problems. This is verified by school records at referral.

2nd Round Items

1. Please explain how you will ensure that 100% of the results you report in the National Performance Measure Pilot for ED3A, ED4A, and ED7 must correspond to students who have been identified as both economically disadvantaged and have had previous disciplinary referrals or suspensions. (The results you report may not correspond with the 11% of individuals you serve who do not meet that standard.)

We verify the status of both economically disadvantaged and have had previous disciplinary referrals or suspensions through official school records. This is done at the school level and district level. We will only report on students who meet all of the qualifications for the national performance measures.

2. Please explain what the \$35/member teambuilding costs will cover. (We must ensure that these costs are allowable, reasonable and necessary and not for items that would be considered "entertainment" according to the OMB cost principles.)

We use these funds for fees/rental costs/facility fees for member group activities. Most teambuilding activities are conducted outside the primary operating facility or schools, in locations to build relationships between members and staff.

Continuation Changes

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N/A

Performance Measures

SAA Characteristics

- | | |
|--|---|
| <input type="checkbox"/> AmeriCorps Member Population - None c | <input type="checkbox"/> Geographic Focus - Rural |
| <input checked="" type="checkbox"/> Geographic Focus - Urban | <input type="checkbox"/> Encore Program |

Priority Areas

- | | |
|--|---|
| <input type="checkbox"/> Economic Opportunity | <input type="checkbox"/> Environmental Stewardship |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Education | <input checked="" type="checkbox"/> Healthy Futures |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Veterans and Military Families | <input type="checkbox"/> Other |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 30

Service Categories

Intensive Mentoring (at least 1 hour weekly for 9 months)

Conflict Resolution/Mediation

National Performance Measures

Priority Area: Education

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps members work in caseloads with an average size of 17 youth for FT and 9 for PT. Members develop individual service plans utilizing the referral/intake information and baseline assessment data. A member's typical service day activities is as follows; Mornings (10:00AM-1:00PM) can involve attendance checks, lunch time availability, requested classroom behavior monitoring, meetings with teachers, counselors or other school personnel, resource networking, documentation and team meetings. Afternoons (2:00PM to 5:00PM) can involve homework assistance, TKF mentoring curriculum sessions, after-school sports, games or recreational programming, walking/driving home from school, home visits. Evenings (6:00PM to 8:00PM) can involve home visits, connections with parents, crisis intervention and documentations. Weekends (scheduled twice monthly 10:00 AM to 1:00PM) can involve community service, sports or recreation, home visits or special events such as birthdays. Contact sessions range in duration from 15 minutes to 3 hours. Youth receive a minimum of one hour of mentoring services per week. Contacts are primarily conducted as one to one sessions. During these mentor activities members are focused on relationship building with the youth to get to know one another, develop trust, boundaries, communication channels, understand the youth's environment, promote educational engagement and address their specific issues. These are times for discussion, sharing, instruction, guidance and addressing goals. Service plans are reviewed monthly by the Site Supervisors.

Result: Output

Result.

Youth/Mentor matches will be sustained for 60 hours of mentoring

Indicator: (PRIORITY) ED4A: Youth/mentor matches sustained.

Target :Number of Youth/Mentor matches sustained for 60 hours of mentoring

Target Value: 388

Instruments: Weekly Contact Logs

PM Statement: 388 Youth/Mentor matches sustained for 60 hours of mentoring

Result: Output

Result.

Youth will be mentored

Indicator: ED3A: Youth/mentor matches started.

Target :The number of youth that start youth/mentor matches

Target Value: 485

Instruments: Youth Intake

National Performance Measures

Result.

PM Statement: 485 Youth will be mentored

Result: Intermediate Outcome

Result.

Youth will decrease risk for violence, gangs and school dropout by reducing incidents of school disciplinary referrals/infractions and suspensions.

Indicator: ED7: Students with fewer disciplinary referrals or suspensions.

Target :Number of mentored students with no or decreased disciplinary referrals and suspensions over the course of the AmeriCorps program's involvement

Target Value: 272

Instruments: Mentoring Progress Report

PM Statement: 272 mentored students will have no or decreased disciplinary referrals and suspensions over the course of the AmeriCorps program's involvement

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Not Applicable