

## *Families First's Response to Families in Crisis due to the Economic Downturn*

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### **Community Need**

The rise in unemployment and the economic downturn have had, and will continue to have, a significant and stressful impact on families. The first and most obvious impact is financial: leading to increased threats to the ability to secure food and shelter. According to the Bureau of Labor Statistics, the unemployment rate in 2008 for Georgia went from 5.2% in January, 2008 to 8.2% in January 2009. It was further reported that there was an 80% increase in new unemployment insurance claims filed in the metro Atlanta area. According to the Atlanta Regional Commission (ARC), Atlanta was the second hardest hit city for job loss, Phoenix being number one. Georgia is losing high paying jobs and only gaining low paying jobs. ARC reports that Fulton County was hit hardest by the loss of high paying jobs and the top three (3) counties with the most job losses in both low paying and high paying sectors were Rockdale (-7.1%), Clayton (-5.3%), and Cherokee (-4.6%)

Financial need associated with ability to secure food is demonstrated by an increase in applicants for food stamps and the increase number of requests from food banks. According to the Kaiser Foundation, there was a 16% increase in the number of people who applied for food stamps in Georgia in 2008. According to USA Today (5/19/2008), the Atlanta Community Food Bank reports an increase in requests of 15-20% from a year ago. In addition, both food stamp offices and food banks are seeing a new "breed" of family in need due to unpredicted unemployment rates and the increase in food prices.

Unemployment also affects housing and the number of families struggling with permanent housing issues. Without employment homes are lost. For example, on March 3, 2009, nine thousand (9,000) homes across the state of Georgia were slated to be auctioned off on courthouse steps, including 2,000 in Fulton County alone. Realtytracs January 2009 Foreclosure Report found that Georgia had one foreclosure filing for every 400 homes; the 8<sup>th</sup> highest rate in the nation.

In addition to these financial impacts, there are other serious negative consequences of unemployment on families that take place behind closed doors. The stress of unemployment on the family can be unbearable and leads to an increased risk for many other issues aside from the financial impact. Since the 1970's there have been scores of studies conducted on the mental health impact of unemployment on the unemployed. The studies come to the widely accepted conclusion that unemployment has negative effects on mental health (Scutella &

Wooden, 2008) (Rodriguez, Frongillo & Chandra, 2001) (Murphy & Athanasou, 1999) (Dew, Bromet & Hjort, 1993) (Graetz 1993) (Bolton & Oakley, 1987). These negative impacts manifest in increased depression and anxiety, which in turn may lead to increased alcohol and substance use, as well as trigger other more severe mental illnesses. Additionally, there is often an increase risk of suicide when one becomes unemployed. Suicide hotlines are already reporting a significant surge of calls in 2008 (USA Today, 2009). In addition to negative mental health consequences on the unemployed person, studies show that children whose parents are unemployed also experience more emotional and behavioral problems during this time (Harland, Reijneveld, et.al, 2002)

Other social concerns of unemployment include substance abuse and family violence. Unemployment is a major trigger for those people recovering from a drug addiction and/or alcohol abuse, so we are likely to see a rise in substance use and abuse during times of high unemployment (Pekka et al, 2008) (Rodriguez, Frongillo & Chandra, 2001). Studies show that the unemployed, especially men, tend to drink more heavily to cope with the loss of employment (Pekka et al, 2008). In addition, the rates of familial abuse rise during times of unemployment. Studies show that unemployment is a significant contributing factor to spousal abuse (Cunradi, Todd, & Duke, 2008) and child abuse (Freisthler, Bruce, & Needell, 2007) (Freidthler, Merritt, LaScala, 2006).

The research is supported in the reported rise of psychosocial problems in the metro Atlanta area related to unemployment. United Way of Metropolitan Atlanta provides a 211 service that helps connect people in need with appropriate services. When looking at the available data online at their website ([www.unitedwayatlanta.org](http://www.unitedwayatlanta.org)), we compared data from January 2007 and January 2009. In this 2 year period, there was a 9% increase in requests for services overall. When looking at Fulton County, there was a 16% increase in requests received. Specifically, the following increases were found in the 2 year period:

- 28% increase in requests for domestic violence services
- 26% increase in bill assistance (rent, mortgage, utilities, etc.)
- 23% increase in food related requests
- 17% increase in requests for substance abuse services
- 16% increase in referrals to emergency and transitional shelters
- 13% increase in requests for job-related services
- 14% increase in affordable housing requests

This data supports the literature about the problems that are associated with unemployment and we can expect to see these numbers increase as unemployment increases.

Families First has seen an increase in calls for supportive services over the past 2 years. We track all incoming calls for service through our centralized intake department. These calls are recorded in our database and the trends are presented in graphs attached (*see figures 1-4*). There has been a steady increase in calls each quarter and the results of the calls are consistent with the economic problems facing metro Atlanta. In a 2 year span we have seen increases in the following areas:

- 51% increase in total calls received (*figure 1*)
- 58% increase in calls from residents of Fulton County (*figure 2*)
- 56% increase in calls inquiring about Counseling services (*figure 3*)
- 76% increase in calls requesting information about services provided (*figure 4*)

In addition to the trends in our information and referral calls, we are seeing supporting evidence of economic problems in our clients who are receiving services (*see figures 5-7*). The majority of people receiving services present with problems of emotional/mental issues or marital/family issues (*figure 5*). A large number of the clients we see are low income (*figure 6*). Families with a household income of \$10,000 or less comprise about 30% of our clients. We have seen a 24% increase in the number of families served with an annual household income of \$10,000 or less. We saw an 18% increase in unemployment over the past year, but when compared over a 2 year period, there was no significant change (*figure 7*).

### ***How Families First Can Help***

Families First is a long standing organization that specializes in helping families through crisis. We have 118 years of experience serving children and families through critical times, serving over 40,000 individuals annually. Assisting families through unemployment aligns perfectly with our mission: *to ensure the success of children in jeopardy by empowering families*. Additionally, the services we are proposing below support the agency's key indicators: child well-being, adult self-sufficiency, and parenting skills. Families First values research and evidenced-based practice and continuously strives to improve the quality and success of its programs and services. In accordance with this, we have outlined in detail three (3) possible interventions that we can offer the community in direct response to the increased needs associated with rising unemployment and the overall devastating impact the current economic downturn is having on our community's families and children.

### ***Intervention Proposal #1: Family Life Education***

Families First specializes in helping families cope and function with the stress experienced during crisis like unemployment. We recognize that unemployment leads to stress and stress increases the risk of mental health problems, substance abuse, family violence, and child abuse

(See figure 8). The intervention that we are proposing would target the stress the unemployed person is experiencing to reduce the risk of more serious problems developing (See figure 9). We propose to address the impacts of unemployment and the economic recession through Family Life Education Groups. We recognize that the face of unemployment has changed significantly over the past year or so and that a lot of unemployed families are in uncharted territory. With a growing number of people becoming unemployed who have always been self-sufficient, the stress of financial insolvency is immense. We also know that they may not be as willing to seek help or be as knowledgeable about where to find help given their limited finances. Therefore, we want to help people recognize the stress and familial risks associated with unemployment and offer help to them in a non-threatening and unobtrusive manner.

#### *Family Life Education and Stress Management Groups*

The Family Life Education Groups that we are proposing would focus on stress management. These groups would help attendees identify and learn effective and healthy coping and functioning strategies to deal with all the stressors caused by unemployment as well as become more educated on pertinent mental health and familial topics such as depression, substance use, and family violence. In addition, the groups would be a place for attendees to gain practical advice and emotional support for handling their situation. The group leaders will also provide a wealth of resources dealing with all the topics covered as well as any financial resources. They will be prepared to help make necessary referrals and link attendees with additional services as needed.

We would propose to partner with the Clayton County Career Center, DeKalb County Career Center, and the South Metro Atlanta Career Center to provide the stress management services to those who are filing unemployment and using the career center for employment opportunities. Together these centers serve the following counties: Clayton, DeKalb, Douglas, Fayette, Fulton, Henry, and Rockdale. Additionally, we would like to partner with large networking groups in North Fulton to add our stress management group to their offerings. For example in the Roswell United Methodist Church Job Networking Group, they have a dinner, guest speaker, and breakout sessions. We would serve as guest speakers to the networking groups and provide stress management group session. Once these groups are up and running, we would like to expand services to all of United Way's 13 metro counties.

Given the diverse services provided by Families First, people attending these groups can easily be referred to one of our 7 counseling locations throughout the metro area if he/she requires more intensive services that go beyond the stress management groups. We offer individual, couples, family, and group counseling. If the need arises, we can even offer support groups at any of our offices. We acknowledge that this program will have to be delivered in locations where people are comfortable and where the need is greatest. Thus, the target locations may

change as economic conditions change. Families First will constantly stay in tune with the statistics and needs of the target population.

### *Online Support Services*

Complimenting the Family Life Education groups, we would like to offer online support for unemployed persons. We recognize that many unemployed persons are now seeking employment and networking opportunities through online services. In response, we would like to set-up bulletin boards for support as well as start online stress management and support groups. To do this, we would set-up a sub-domain to our Families First website (*i.e.* [www.counseling.familiesfirst.org](http://www.counseling.familiesfirst.org)) that would also have links from the agency's main website pages (Counseling page, home page, *etc.*). This sub domain site would have bulletin boards that would be monitored and educational materials would be posted by a Families First counselor.

The site would also include monitored and secure chat rooms that would be specifically used for online support groups. To ensure that the groups are open and accessible to anyone in need, yet still confidential, we would have a registration process built into the website so that individuals can register and receive a login and password. Then, only at the time of the groups, would the chat room be accessible. In addition, we could use these chat rooms for guest speakers and other educational seminars. All of these online tools would be moderated and monitored by dedicated Families First staff members to ensure the quality and accuracy of the information being disseminated.

Families First is poised to deliver these services in an effective and efficient manner. The agency has been providing similar services through its Counseling department for many years and served 17,343 people last year. The services we are proposing are an expansion on the services we already have expertise in providing. Families First employs licensed, Master level clinicians for all counseling programs and has experience working in community based settings as well as in offices. Families First values professional development and holds several staff trainings annually to keep clinicians informed and educated on evidenced-based interventions and approaches. In addition, we have several bilingual staff that can be strategically placed given the need.

In order to ensure that we reach people in need, Families First will market these services in several ways. Flyers and brochures will be created to give an overview of the services and the contact information for attending these groups. Extensive community outreach will be conducted in order to spread the word about the services. Ways in which we would like to reach the target populations include:

- Distribute and post/hand out flyers with local organizations throughout communities including congregations, community centers, grocery stores *etc.* who serve the targeted populations;
- Partner with area chambers of commerce and provide flyers and/or links to their respective chat rooms/bulletin boards on their websites;
- Partner with the Georgia Department of Labor One Stop Centers and private/public recruiting/employment agencies and professional career development organizations to provide a link to our site from their web site, and vice versa, as well as distribute flyers/brochures;
- Partner with specific non-profits within the targeted areas such as the Atlanta Community Food Bank to provide flyers/postcards for them to give to their clients and we would both have links to each other web sites;
- Promote services in our monthly newsletter and on our web site ([www.familiesfirst.org](http://www.familiesfirst.org)); and,
- Post ads and announcements on Craig's List and Facebook.

Since the proposed intervention is fluid and will be primarily driven by community need and response the overall cost of the program will, in part, be driven by the number of sessions and groups conducted. The estimated cost for an education session of 25 people or less for 1 hour is \$741. The estimated cost for support group for 12 people or less for 1 hour is \$766. The estimated cost for monitoring and maintaining the bulletin board would be \$35 a day. The programmatic costs for starting and maintaining the program as well as the marketing and technology costs are outlined in Appendix A.

### ***Intervention Proposal #2: Families and Community Economic Support Meetings (FACE-ME)***

For over fifteen (15) years Families First has developed and conducted training and skills programming to provide children and adult family members with the tools and knowledge they need to cope with crisis. Based on our extensive experience addressing the needs of families in crisis, the agency is poised to efficiently and effectively adapt family skills development programming to meet the needs of families affected by unemployment. The FACE-ME program will enhance family functioning and aid children and families in coping with the stress associated with changes in quality of life due to unemployment. The program will provide an avenue for parents to talk with their children about their concerns and fears associated with the family's economic challenges and change in quality of life and provide tools for facilitating and enhancing family communication. In addition, both parents and children will have the opportunity to establish a support system with other families in similar situations.

The target population for this program is: families who have recently become unemployed or have experienced a significant reduction in pay; are experiencing emotional stress related to change in employment status or the loss of their home; and/or report their children are experiencing stress or difficulty coping with the change in family status. Ideally families will participate in the program for eight (8) weeks which facilitates the families' ability to be fully vested and engaged and establish support systems within the group. However, if needed, an abbreviated version with fewer sessions can be piloted.

Similar to the agency's FAST program, FACE-ME can be offered in a school based setting. Families would be identified by the School Counselors or Social Workers who have specific insight into what is going on with the children in their schools. While the school based setting has a demonstrated benefit, it is conceivable that many families will be uncomfortable revealing their financial or living situation to school representatives. An alternative setting could be churches, synagogues, temples, or other worship settings. Faith based settings proved to be extremely fruitful during the implementation of the Gulf Coast –Hurricane Katrina Program, which is a very similar in service. Faith communities represent a natural source for help and emotional consultation. Additionally, many moderate size churches, synagogues, temples and worship centers have already initiated efforts to respond to the economic needs of its members. Collaboration with a willing faith community provides direct referrals to the program, individuals who are likely to return to the setting and are likely to express their economic and emotional challenges. Recruitment in collaboration with faith communities can be achieved through the use of service announcements, bulletin board postings and flyer distribution. Obtaining public support from faith leaders will reinforce the program and add validity to the effort among their respective membership and faith community.

The FACE-ME program includes several elements: family dinner, group sessions, gift exchange, and homework. Each session would begin with a family dinner where families would rediscover the benefit of having dinner together without interruptions such as television, telephone or visitors. Activities would include providing each family with a list of discussion points. Both children and the adults would be assigned questions. The task of the family is to cover as many issues as possible.

Following dinner, parents and children will breakout into separate groups. Children would engage in communication activities in a play therapy format. The task here is to get children to talk about adjusting to changes in their living condition or quality of life. It is possible that some children may now be a part of multiple family household. Children would also discover how other children are coping with the change as well as what the school or church can do to help them with the adjustments. It is possible that some children may be ashamed of their situation

and begin acting out in class therefore it is important that teachers are aware of their situation and how to support them.

The adult group will be used to explore coping strategies as well as to share resources that others have found to be helpful. This also provides an opportunity to talk about issues such as substance abuse and family friction that can accompany hard economic times. Parents are also introduced to the value and importance of communication and conducting family meetings.

Once families get back together, a “rigged” lottery would be conducted that ensures that at the end of eight weeks every family would have won. Each winning family would receive a family game and cash gift of \$40.00 for a family outing. They are then encouraged to play the family game at least once a week and to report on their activity during the next session.

All families would be encouraged to do at least once activity together a week. Ideally this would also include having family meetings. Families would then report during their group sessions on how they are progressing with the family meetings and activities.

Based on our experience with similar programs, the FACE-ME program, as proposed, would require no more than two (2) full-time staff members: one Case Manager and one School/Community Liaison. Both individuals would be responsible for recruitment, preparation, and conducting the sessions. Also, a custodian would be needed to aid in clean up after each session.

Success for the program will be measured by how well a child is functioning at the school including attendance, class participation and performance. Also outcomes can be determined by program evaluations in which families report how well the program has aided in their overall functioning as a family.

Unintended outcomes may also be captured in terms of family members who get job referrals or interview opportunities. Additionally, schools have noted the value of similar programs in terms of the assistance they provide addressing the challenges associated with educating children who are coping with family instability and crisis.

The cost for this program is based on serving eight (8) families in each a session or about 60 individuals. The overall cost per session is \$976.00. The expenses and fixed programmatic costs are outlined in Appendix B.

### ***Intervention Proposal #3: Rapid Re-Housing (Rapid RESCUE)***

The unemployment and foreclosure rates in the communities Families First traditionally serves are unprecedented and, accordingly, the need for an emergency response to prevent, and/or minimize, the impact of homelessness is needed more than ever before. In response Families First recommends implementing a Rapid Re-housing Economic and Strategic Community Utilization Efforts (Rapid RESCUE) initiative serving metropolitan Atlanta that will follow the model proposed by the state of Georgia. The aim of this program is to prevent homelessness and to help families remain in stable housing through comprehensive case management and supportive services. The target population will be individuals and families who have moderate barriers to housing stability but who can obtain self-sufficiency with time-limited support. Thus, clients will be employed or employable at time of their request for services.

More specifically, Families First 's Rapid Re-housing initiative would be modeled after the Georgia Department of Community Affairs Homeless Prevention Activities program. According to the State of Georgia Emergency Shelter Grants (ESG) 2010 Application's Manual, Rapid Re-Housing Programs are designed to help homeless people transition more rapidly out of the shelter system or to avoid a shelter stay altogether. The primary goal is to stabilize a client family in permanent housing as quickly as possible. Program goals rests on the premise that: (a) re-housing is the central goal of working with people experiencing homelessness; and (b) providing assistance and follow-up case management services after a family or individual is housed can significantly reduce the time people spend in homelessness.

For many years Families First has responded to the needs of homeless families through its Housing Relocation Programs. These programs are dedicated to providing supportive services to clients who are displaced. Families First has worked effectively to move families from homelessness to housing through our Supportive Housing Programs which are dedicated to providing housing for families who have previously been homeless and are at continued risk for homelessness without supportive services. In addition, clients served by this initiative also have disability issues such as substance abuse, mental illness, or HIV/AIDS. Families First's housing programs are provided at Delowe Village and the Shelter-A-Family communities of Georgian Hills and Pavilion Place, all of which are located in Metro Atlanta. More than 215 individuals were served during FY 07-08 and more than 98% of the clients in the program remained in stable housing for more than 60 days.

Families First's experience with families in housing crisis and in need of stabilization also includes the agency's Housing Relocation programs which provide supportive services to clients who are displaced from public housing. The services provided primarily include case management which occurs in the client's home and in the community. During FY 07-08 Families First worked intensely with families in the Red Oak, Leila Valley, U Rescue, MLK, and

McDaniel Glen housing communities. More than 1,680 individuals were served and over 90% were successfully relocated in metro Atlanta.

Rapid Re-Housing services can include housing placement by providing flexible, time limited financial assistance for rent, security deposits, moving cost, furnishings, utility payments or other housing costs. Ideally, these families will be current leaseholders who are in danger of losing their place of residence. Additionally, we will offer other housing supportive services including assessments, development of housing stability plans, connection to mainstream resources such as consumer credit counseling, coordination with other providers, and monitoring of participant's progress to include advocating on behalf of clients when necessary. It is also possible to provide supportive services as a stand-alone activity. Families First is positioned to provide such stand-alone services in light of our existing work with homeless families and extensive experience in the areas of intensive case management, collaboration and advocacy.

The program staffing will include professional outreach teams consisting of peer support personnel, trained case managers, and mental health and addictive disease professionals. The program will employ the knowledge base of the agency's experienced Social Work Case Managers. Initially the program will utilize 3-4 staff and will increase as the caseload size dictates. Furthermore the program staff will work closely with the agency's business office to monitor and facilitate funding distributions.

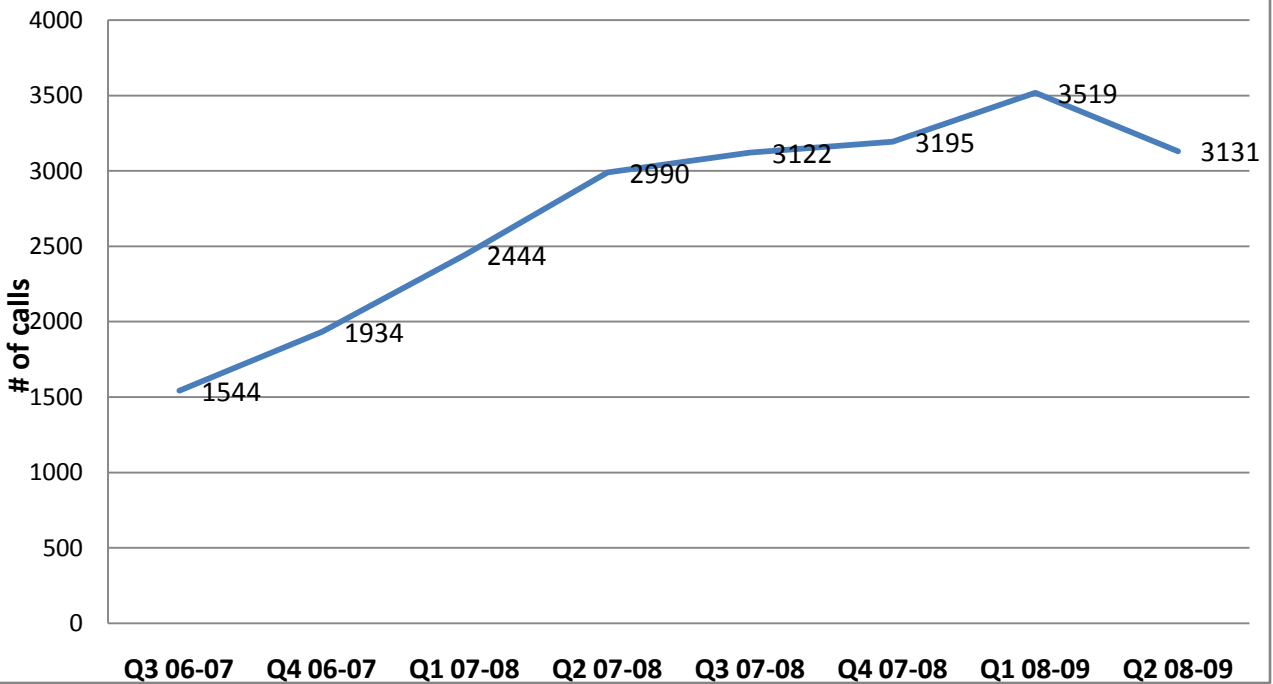
Referrals to the program will follow existing referral sources including: (a) United Way First Call for Help; (b) shelters or homeless programs, and (c) direct calls to the agency's Point Of Entry (POE) Service, the agency's appointment scheduling department. This department has reported a significant rise in self-referrals seeking utility, rent and other housing needs over the last two years. Additional marketing will be conducted through the distribution of flyers and brochures throughout the community.

A cap on re-housing program services will not extend beyond 90 days (three months) with an additional 30 days of follow-up to monitor progress and stability. The amount of financial support and caseload size will be based on funding availability. Families First recognizes that we are in a time that requires us all to do more with less. Thus, every effort will be made to assist as many families as possible.

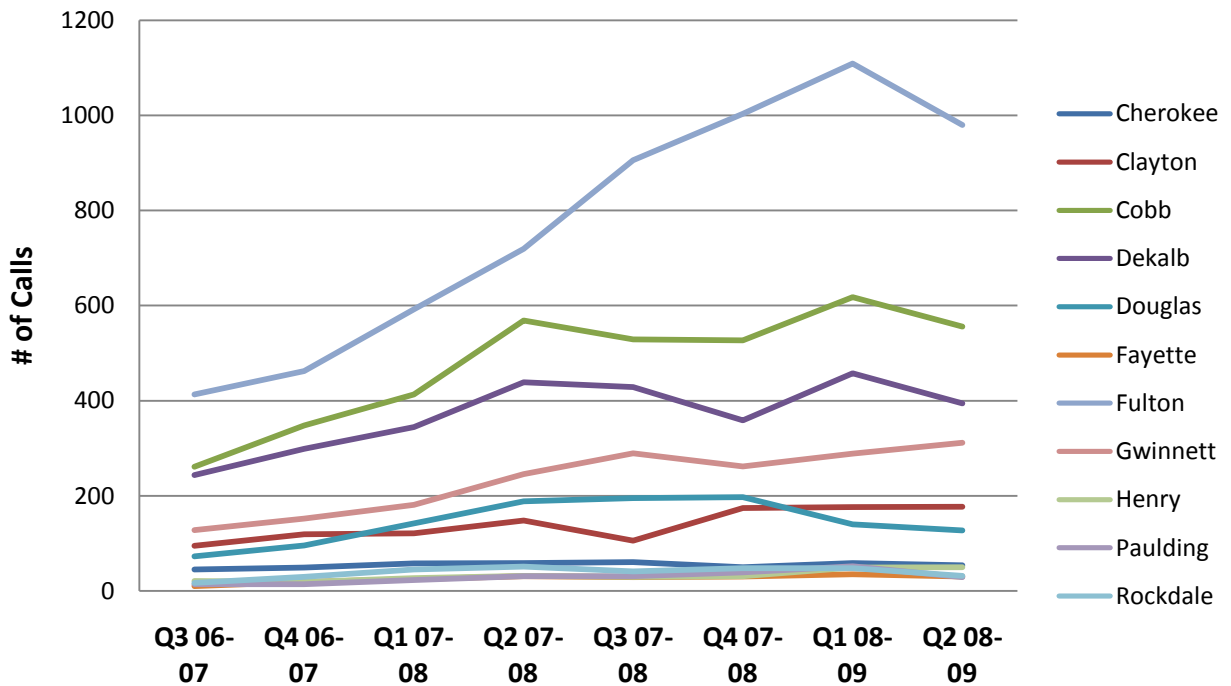
Program and client success will be assessed along strict measurement guidelines and include: (a) the number of families who remain stable after initial intervention; (b) the number of families who meet case management goals; (c) the number of employable individuals who obtain employment, and; (d) the number of individuals who remain in their home/apartment following intervention and follow-up.

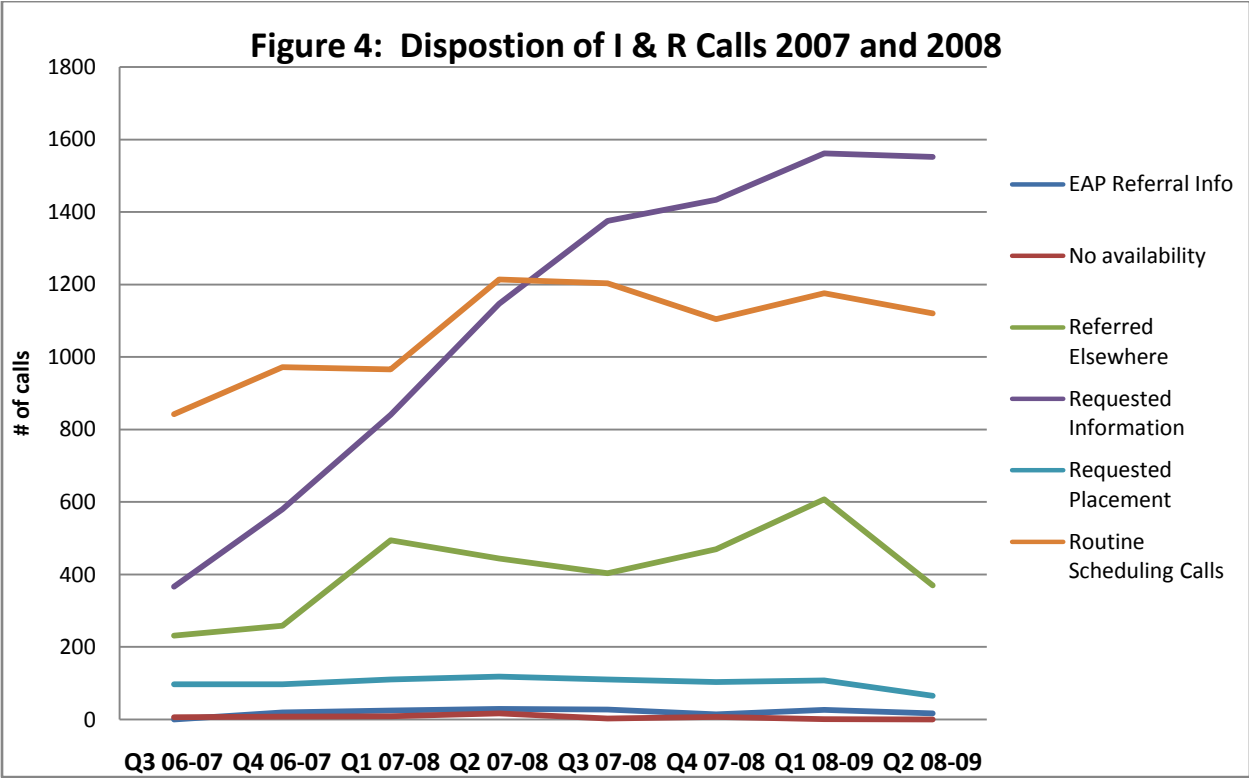
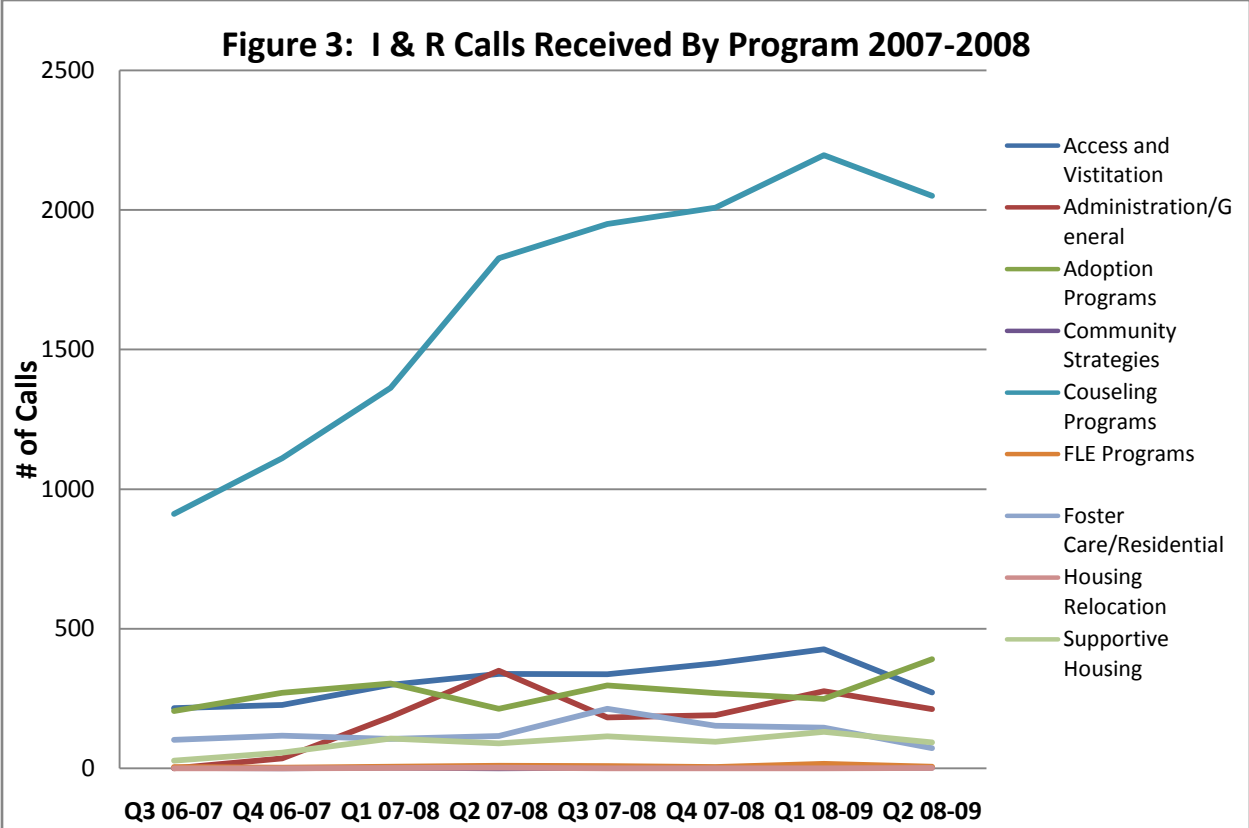
The staffing for this program is based upon serving 60 families for 3 months by one case worker. Direct costs include the financial support that will be offered to clients. Mileage was not included due to the variance in how far clients will be located from Families First offices. For further details and fixed programmatic costs, please see Appendix C.

**Figure 1: Number of Information and Referral Calls  
2007 and 2008**

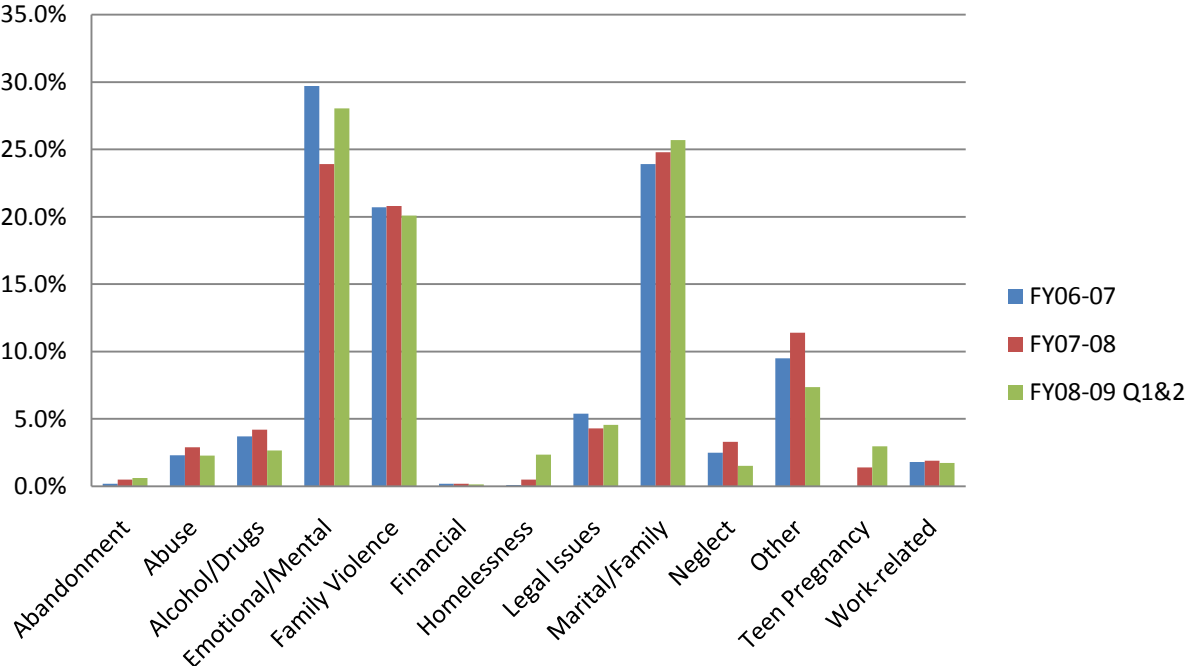


**Figure 2: County of I & R Callers 2007-2008**

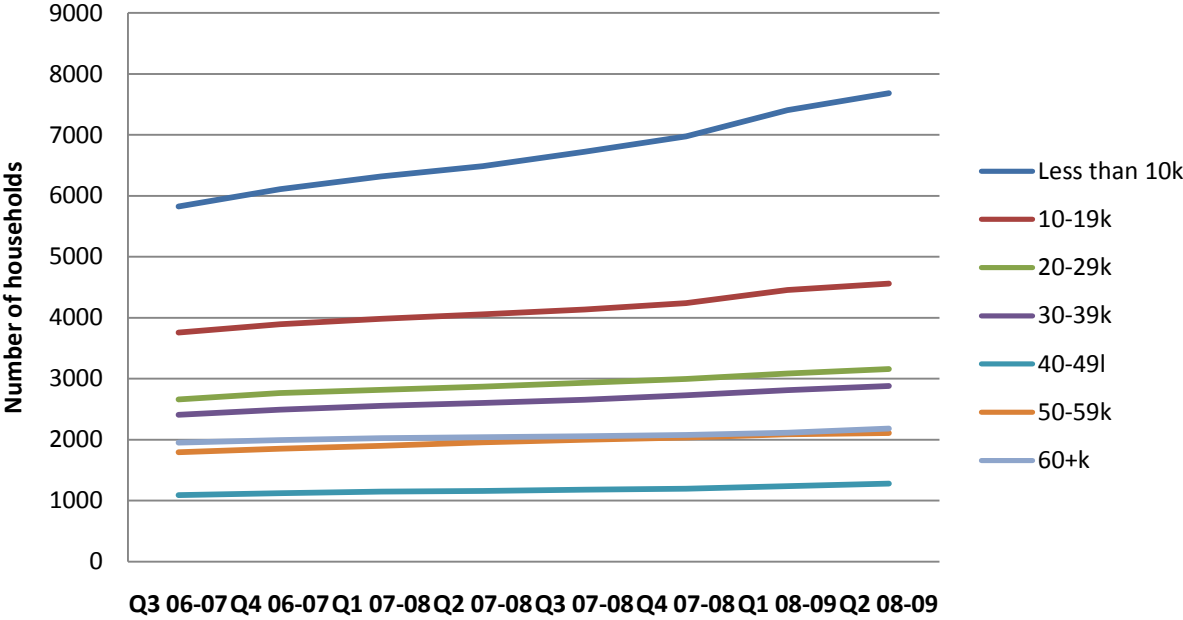




**Figure 5: Comparison of Client's Presenting Problem at Assessment**



**Figure 6: Income Comparison for Client Households in 2007 and 2008**



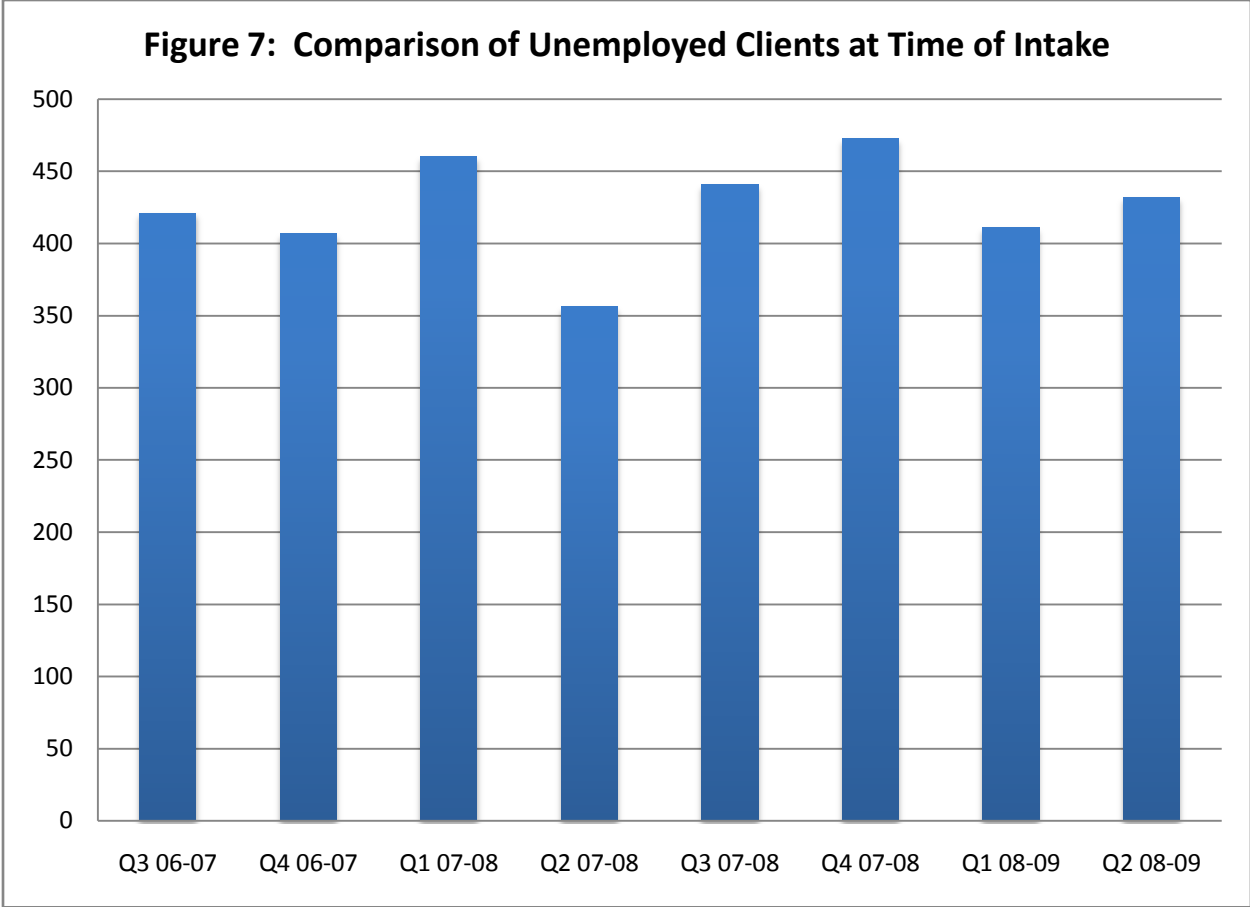


Figure 8: Risks of Unemployment

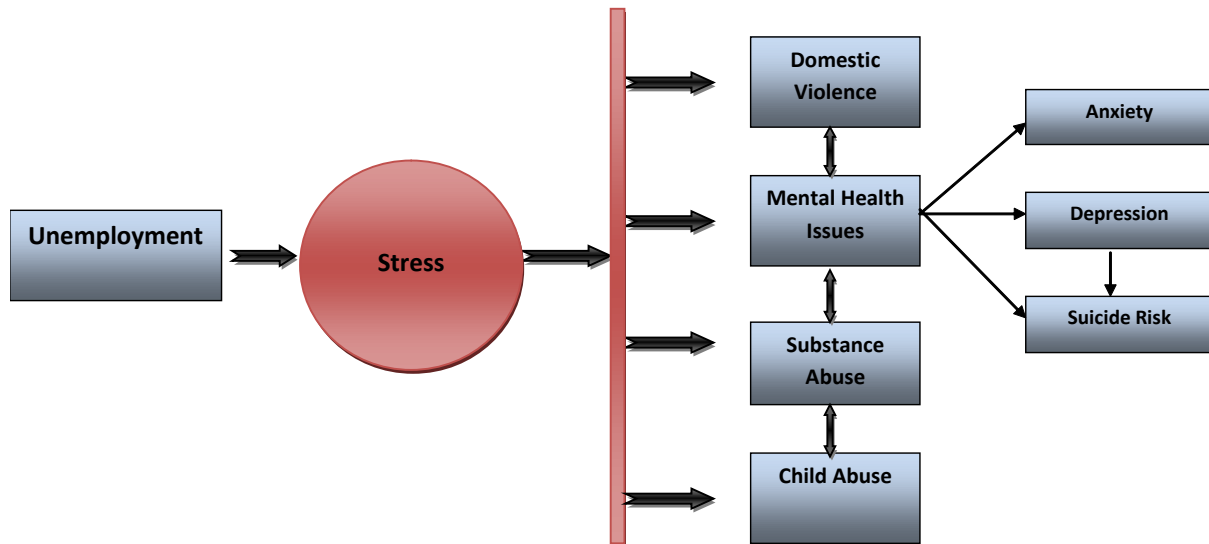
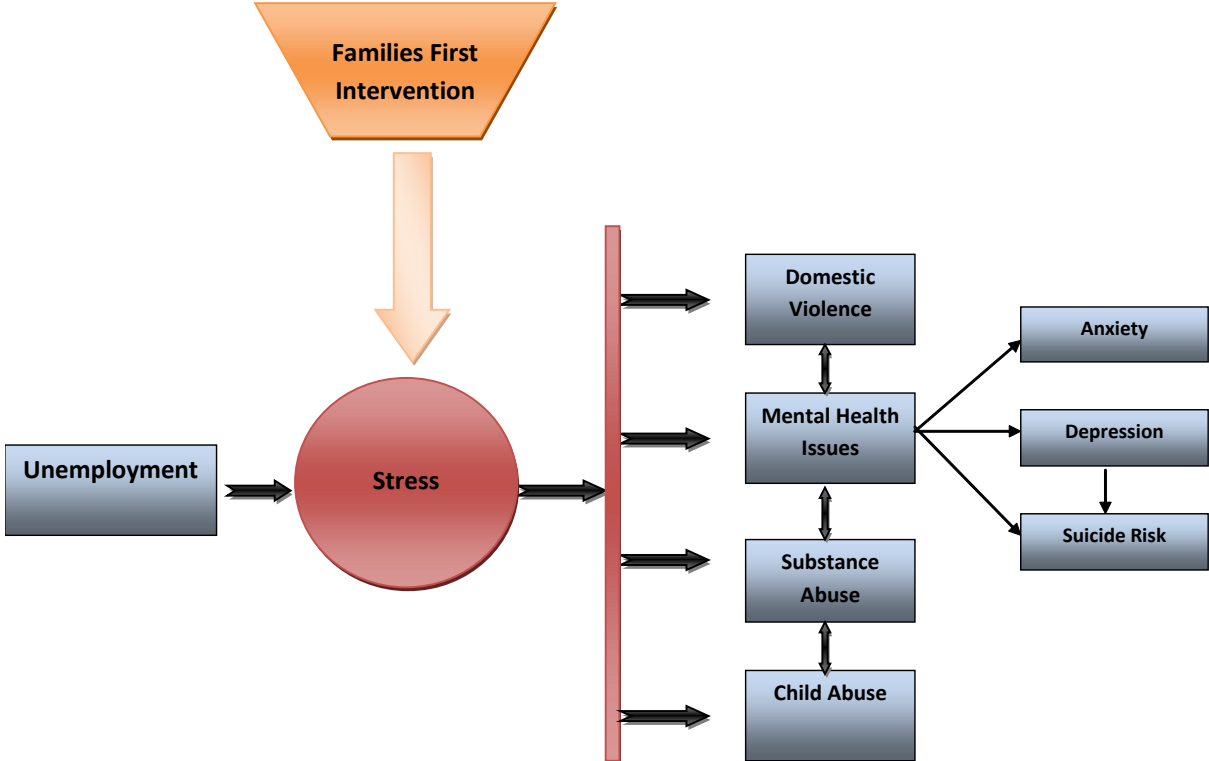


Figure 9: Families First’s Place of Intervention



## Appendix A: Family Life Education (FLE) Cost Estimates

<b>Unit of service</b>	<b>1 session</b>
Community outreach	5-10 hours*
Session Preparation	2 hours
Session	1 hour
Supervision/Management of program	2 hours

<b>Unit of service</b>	<b>1 day bulletin monitoring</b>
Program staff time	1 hour

<b>Staffing **</b>			<b>Education session cost</b>	<b>Support session cost</b>	<b>Bulletin Board daily cost</b>
Program Manager hourly wage	\$45	7	\$315	\$315	
Program Staff hourly wage	\$35	8	\$280	\$280	\$35
Travel milegae rate	\$0.52	40	\$21	\$21	
Support group hourly rate	\$150	1	\$0	\$150	
FLE group hourly rate	\$125	1	\$125	\$0	
			<b>\$741</b>	<b>\$766</b>	<b>\$35</b>
<b>Annual Fixed Costs**</b>					
Training/staff development	\$3,125				
Website Hosting	\$600				
	<b>\$3,725.00</b>				
<b>One time Fixed Costs**</b>					
Marketing materials	\$6,250				
Website development	\$7,813				
	<b>\$14,063</b>				
<b>Advertising Costs</b>					
Announcements/Ads on FaceBook	Free				
Announcements/Ads on Craig's List	Free				
Leaderboard or Big Box Ads on Job posting websites -7 days continuous ad 24 hours a day	\$1,875			if deemed necessary	

\* Initially, hours needed to start and promote the program will be higher until the program is up and running with a solid referral base

\*\*Overhead cost are factored into these rates and costs

**Appendix B: Families And Community Economic Support Meetings (FACE-ME)  
Direct Program Cost**

**Contract Staff**

Case Manager	\$25.00	x4 hours=1 session	\$100.00	Use of contract staff or moonlighter Aid in recruitment, prg. facilitation, set-up/clean-up Taxes
Com/School Liaison	\$10.00	10 hours	\$100.00	
benefits/tases	17%	2 people	<u>\$34.00</u>	
<b>Total cost per week</b>			<b>\$234.00</b>	

**Program Supply**

Clean Up	\$30.00	fixed per session	\$30.00	Weekly expense Lottery/gift,etc) for Shopping and
Winning Family gift	\$40.00	family 1 per session	\$40.00	
Travel: shopping/pick-up	\$0.52	75 miles per week	\$39.00	transportation paper, dinner items (plates, cups,etc), play items
Materials	\$135.00	per session	\$135.00	
Dinner	\$10.00	per person	\$400.00	5 people per family @ 8 families a week
Facility usage	\$100.00	per session	<u>\$100.00</u>	Based on average cost of meeting room
<b>Total Program Supply Cost per week</b>			<b>\$744.00</b>	

Contract Staff	\$234.00
Program Supply	<u>\$744.00</u>
<b>Total Cost Per Session</b>	<b>\$978.00</b>
Eight Week Session	<b>8</b>
	<b>\$7,824.00</b>

**Fixed Costs**

Staff training/development	\$3,125
Marketing materials	\$6,250
	<b>\$9,375</b>

**Appendix C:**  
**Re-housing Economic and Strategic Community Utilization Efforts**  
*(Rapid R.E.S.C.U.E.)*

**Budgetary Considerations**

**Supportive Housing**

<b>Service (Max per client)</b>	<b>Cost</b>	<b>Length</b>	<b>Total</b>
Rent	750.00	3 months	\$2,250.00
Utilities	\$230.00	3 Months	<u>690.00</u>
<b>Grand Total per client</b>			<b>\$2,940.00</b>

**One Time Expenses per Client**

Furnishings	\$1,500.00
Deposit	\$375.00
Moving Expense	<u>\$750.00</u>
<b>Per client Total</b>	<b>\$2,625.00</b>

**Annual Staffing Cost**

Case Manager	\$30,000.00
Cost of benefits (20%)	<u>6,000.00</u>
	<b>\$36,000.00</b>

*\*Mileage has not been included in the overall program cost due to the variable nature. Mileage is reimbursed at a rate of \$.52 per mile*