

**Tennessee First to the Top
Local System Scope of Work**

System: Knox County Schools

Director of Schools: Dr. James P. McIntyre, Jr.

* If consortium, list all participating systems with lead system first

* If consortium, list Director of lead system

Total amount of award (over four years): \$13,300,741

Summary of Four-Year Scope of Work

Year	Budget	Recurring Expense Y / N
2010-11	\$ 3,720,000	To Be Determined
2011-12	\$ 3,595,000	To Be Determined
2012-13	\$ 3,155,000	To Be Determined
2013-14	\$ 2,830,741	To Be Determined
Total Four-Year Budget	\$ 13,300,741	*If any recurring expenses have been incurred over the four-year period, attestation below must be signed.

Total four-year budget must match amount of award

Required System Signatures

I have approved the "Scope of Work" for use of funds generated by the "Race to the Top" grant, am fully committed to it, and will support its implementation. I understand that recurring costs that can be paid from current level LEA funding do not require a funding agency sign off.

Director of Schools _____

On behalf of the Board of Education, I affirm that the Board has approved the "Scope of Work" for use of funds generated by the "Race to the Top" grant and that the Board is fully committed to it and will support its implementation.

Chair, Board of Education _____

TEA Representative _____ (Optional)

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On behalf of the funding agency for the Board of Education, I affirm that the funding agency is aware that "Scope of Work" for use of funds generated by the "Race to the Top" grant creates recurring costs beyond the four-year scope of the grant and that they acknowledge that these costs will become the responsibility of the local funding body.

Chair, Local Funding Agency _____

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* If consortium, list Director of lead system

Total amount of award (over four years): \$13,300,741

System Contact Person: Russ Oaks

Year 1 (2010-11)

Phone Number: 865-594-1621

Activity	Correlation to state plan	Correlation to TCSP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached) Detailed metrics will be part of the final StratComp plan.	\$ 1,700,000	To Be Determined *
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010 (with RTTT funding starting in July). Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 725,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 450,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010 -2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 425,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 140,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 100,000	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 100,000	To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

* Decisions regarding continuing funding will be based on program effectiveness and results in the four year grant period.

Total budget 2010-11

\$ 3,720,000

**Tennessee First to the Top
Local System Scope of Work**

System: Knox County Schools

* If consortium, list all participating systems with lead system first

Total amount of award (over four years): \$13,300,741

Year 2 (2011-12)

Director of Schools: Dr. James P. McIntyre, Jr.

* If consortium, list Director of lead system

System Contact Person: Russ Oaks

Phone Number: 865-594-1621

Activity	Correlation to state plan	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached) Detailed metrics will be part of the final StratComp plan.	\$ 1,500,000	To Be Determined *
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010. Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 675,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 700,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010-2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 225,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 140,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 100,000	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DP's in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 100,000	To Be Determined *
Student Mobility Study & Pilot for low-achieving schools.	D(3)	Goal 4	Research the effects and potential correlation between high student mobility and low student achievement rates at schools that have struggled to make AYP. Based on the research, design and implement a student stability pilot program designed to monitor the effect of greater student stability on these schools.	Senior Advisor for High Needs Schools, Director of Elementary Schools	Decrease student mobility at low-achieving schools. Monitor academic achievement for potential growth.	\$ 75,000	To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

* Decisions regarding continuing funding will be based on program effectiveness and results in the four year grant period.

Total budget 2011-12

\$ 3,595,000

**Tennessee First to the Top
Local System Scope of Work**

System: Knox County Schools

Director of Schools: Dr. James P. McIntyre, Jr.

* If consortium, list all participating systems with lead system first

* If consortium, list Director of lead system

Total amount of award (over four years): \$13,300,741

System Contact Person: Russ Oaks

Year 3 (2012-13)

Phone Number: 865-594-1621

Activity	Correlation to state plan	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached) Detailed metrics will be part of the final StratComp plan.	\$ 1,400,000	To Be Determined *
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010. Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 675,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 600,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010-2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 150,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 50,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 50,000	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 50,000	To Be Determined *
Student Mobility Study & Pilot for low-achieving schools.	D(3)	Goal 4	Research the effects and potential correlation between high student mobility and low student achievement rates at schools that have struggled to make AYP. Based on the research, design and implement a student stability pilot program designed to monitor the effect of greater student stability on these schools.	Senior Advisor for High Needs Schools, Director of Elementary Schools	Decrease student mobility at low-achieving schools. Monitor academic achievement for potential growth.	\$ 100,000	To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

* Decisions regarding continuing funding will be based on program effectiveness and results in the four year grant period.

Total budget 2012-13

\$ 3,155,000

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Local System Scope of Work**

System: Knox County Schools

Director of Schools: Dr. James P. McIntyre, Jr.

* If consortium, list all participating systems with lead system first

* If consortium, list Director of lead system

Total amount of award (over four years): \$13,300,741

System Contact Person: Russ Oaks

Year 4 (2013-14)

Phone Number: 865-594-1621

Activity	Correlation to state plan	Correlation to TCSPP	Plan for Implementation	Key Personnel	Performance Measure Target	Budget	Recurring Expense Y/N
Strategic Compensation - developing and implementing a program of strategic compensation for teachers and school leaders that will incent and reward the types of inputs and outcomes that are most closely aligned with student academic growth.	D(2) and D(3)	Goal 5	Under the Knox County Schools strategic plan, a committee is currently reviewing strategic compensation needs and models. The committee will make a recommendation to the Superintendent not later than August 2010. Based on the approved recommendations, a detailed implementation plan will be developed. The intent for any plan is that it will incent and reward specific teacher inputs and student academic outcomes that are aligned with our strategic goals.	Assistant Superintendents and Finance Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. Detailed metrics will be part of the final StratComp plan.	\$ 1,200,000	To Be Determined *
Leadership Academy - developing the next generation of outstanding school principals (a collaboration with the University of Tennessee - Knoxville)	D(2), D(3) and D(5)	Goal 4	An 18 month intensive program to prepare talented aspiring principals for school leadership. Fellows will spend four days a week in a school with a mentor principal and the fifth day in coursework at the University of Tennessee. The first cohort of 12 fellows has been selected and will begin the program in June 2010. Additional cohorts of 8-12 fellows will be selected each spring.	Superintendent, Grade Level Directors, and Assistant Superintendents	All fellows successfully complete the academy. 75% placed as school leaders within three years.	\$ 600,000	To Be Determined *
Teacher Advancement Program (TAP) expansion	D(2), D(3) and D(5)	Goal 4	The TAP System, a comprehensive school reform and instructional improvement model, includes components for incentive compensation, teacher collaboration, distributive leadership, and transformation of school culture. TAP is in place in four schools in Knox County. As part of a broader expansion that will include multiple sources of funds, RTTT will support expansion to two additional schools, beginning with 2010-11 as a planning and training year.	School Principals, HR Director, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 600,000	To Be Determined *
Formative Assessment	(B3), D(2) and D(5)	Goal 3	A system-wide formative assessment program will developed to allow both teachers and administrators to make detailed analysis of student progress. This assessment program will be complementary and compatible with the Education Management Information System currently under development and implementation. For the 2010 -2011 school year, before the state is in a position to provide formative assessment, RTTT funding will be used to provide assessment for all grades. In subsequent years this will be only for grades K-2 and 9-12.	Assistant Superintendent for Curriculum, Grade Level Directors	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 125,000	To Be Determined *
Broad Resident - capacity building to bring a more strategic focus to our Human Capital management function.	B(3) and C(3)	Goal 4	Broad residents bring superb analytical and project management skills to the public education environment, and can be a tremendous asset in accomplishing a district's strategic objectives. This residency is a capacity-building strategy to enhance the system's ability to analyze and implement elements of the system's strategic plan in the coming school years.	Superintendent and HR Director	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 25,000	No
Performance Evaluation Systems - support the development and implementation of new teacher and school leader evaluation systems required by the Tennessee First to the Top Act	D(2)(ii)	Goal 4	The Knox County Schools strategic plan and the Tennessee First to the Top Act both call for developing new performance evaluation protocol for both teachers and principals in the next few years. The resources delineated for this item anticipate development, implementation, and training costs associated with a new performance evaluation structure, instrument, and process.	HR Director, Grade Level Directors, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 50,741	No
Principal Professional Development	D(5)(i)	Goal 4	While the Knox County Schools offers some principal professional development, these funds will be used to provide a more robust professional development experience for our nearly 300 principals and assistant principals. This will begin in July 2010.	Superintendent, Assistant Superintendents	Performance measures stated in section B of the Knox County Schools Strategic Plan. (See attached)	\$ 40,000	To Be Determined *
Distinguished Professionals - to expand funding for Knox County's highly regarded adjunct faculty program - specially for STEM disciplines.	D(3)ii	Goal 4	The distinguished professionals program identifies, trains and places highly skilled professionals into part-time teaching positions in the area(s) of their expertise. Beginning in 2010-11 dollars will be used to expand the funding for DPs in STEM disciplines.	HR Director, Grade Level Directors, Assistant Superintendents	Increase the quality and quantity of STEM professionals who become adjunct faculty.	\$ 50,000	To Be Determined *
Student Mobility Study & Pilot for low-achieving schools.	D(3)	Goal 4	Research the effects and potential correlation between high student mobility and low student achievement rates at schools that have struggled to make AYP. Based on the research, design and implement a student stability pilot program designed to monitor the effect of greater student stability on these schools.	Senior Advisor for High Needs Schools, Director of Elementary Schools	Decrease student mobility at low-achieving schools. Monitor academic achievement for potential growth.	\$ 100,000	To Be Determined *
Education Management Information System (EMIS) training	B(3) and C(3)(ii)	Goal 4	The Education Management Information System is currently in phases of both development and implementation. Training with all teachers and administrators will begin in earnest during the 2010-2011 school year. This will be a sustained effort over time to ensure all teachers and administrators are in a position to make effective use of the data analysis provided through the EMIS.	Chief Information Officer	All end-users provided with an in-depth training within the four year period	\$ 40,000	No

* Decisions regarding continuing funding will be based on program effectiveness and results in the four year grant period.

Total budget 2013-14

\$ 2,830,741

