File No. 101165	F	ile	No.	. 10	11	65
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Committee Item	No <u>. 1</u>
Board Item No	

## **COMMITTEE/BOARD OF SUPERVISORS**

AGENDA PACKET CONTENTS LIST

Committee:	Budget and Finance Committee	<b>Date:</b> October 13, 2010
Board of Su	pervisors Meeting	Date
Cmte Boa	rd	
	Motion Resolution Ordinance Legislative Digest Budget Analyst Report Legislative Analyst Report Ethics Form 126 Introduction Form (for hearings) Department/Agency Cover Letter MOU Grant Information Form Grant Budget Subcontract Budget Contract/Agreement Award Letter Application Public Correspondence	
OTHER	(Use back side if additional space	
-		Date: October 8, 2010 Date:

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

Packet Contents Checklist 5/16/01

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1314

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18 19

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2122

23

2425

[Accept and Expend Grant – San Francisco Arts Commission - WritersCorps Program - \$50,000]

Resolution authorizing the San Francisco Arts Commission to retroactively accept and expend a grant in the amount of \$50,000 from the National Endowment for the Arts Learning in the Arts for Children and Youth for general operating support for WritersCorps.

WHEREAS, The award-winning WritersCorps program of the San Francisco Arts

Commission celebrates its 16<sup>th</sup> anniversary in 2010 teaching creative writing to at least 500 of

San Francisco's at-risk youth in public schools, detention facilities, libraries and after-school

programs each year by placing professional writers in these community settings; and

WHEREAS, WritersCorps publications have received the New York Public Library's Best of Teen Books award and was featured in the *New York Times Review of Books*; and

WHEREAS, WritersCorps has received this grant award from the National Endowment for the Arts to help support the Corps of teaching artists; and

WHEREAS, This WritersCorps grant from the NEA does not require an ASO amendment; now, therefore be it

RESOLVED, That the Board of Supervisors allows for retroactively accepting and expending of this awarded NEA grant to the Arts Commission, with a grant cycle of 7/1/10-6/30/11, waiving inclusion of indirect costs in the grant budget; and, be it

FURTHER RESOLVED, That the Arts Commission's request, which has been funded, be carried out in accordance with all grant requirements and may be spent and reported upon accordingly.

1	Recommended:
2	Department Head: Luis R. Cancel, Director of Cultural Affairs
3	Approved:
4	Mayor Gavin Newson
5	Approved:
6	Controller
<del>,</del>	

Mayor Gavin Newsom
BOARD OF SUPERVISORS

File	e Number:
	(Provided by Clerk of Board of Supervisors)
	Grant Information Form (Effective March 2005)
	rpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and pend grant funds.
The	e following describes the grant referred to in the accompanying resolution:
1.	Grant Title: National Endowment for the Arts Learning in the Arts for Children and Youth
2.	Department: San Francisco Arts Commission
3.	Contact Person: Rachelle Axel Telephone: 415-252-2564
4.	Grant Approval Status (check one):
	[x] Approved by funding agency [] Not yet approved
5.	Amount of Grant Funding Approved or Applied for: \$50,000
b.	. Matching Funds Required: \$50,000 . Source(s) of matching funds (if applicable): San Francisco Public Library, Youth Arts Fund, California ts Council
	Grant Source Agency: <b>National Endowment for the Arts</b> Grant Pass-Through Agency (if applicable):
to and pul	8. Proposed Grant Project Summary: e San Francisco WritersCorps will place 3 professional writers in 3 underperforming public schools teach creative writing to 275 at-risk youth. 75% of students will improve their academic performance d writing skills. Final projects will include chapbooks, anthologies, multimedia presentations and blic performances. Since its inception in 1994, WritersCorps has helped more than 16,000 youth prove their literacy and increase their desire to learn. With reduction of funds, WritersCorps has duced the number of students, sites and teachers to reflect the NEA grand funds awarded.
9.	Grant Project Schedule, as allowed in approval documents, or as proposed:
	Start-Date: 7/1/10 End-Date: 6/30/11
10	a. Amount budgeted for contractual services: \$50,000
k	b. Will contractual services be put out to bid? <b>Yes</b>
(	c. If so, will contract services help to further the goals of the department's MBE/WBE requirements? <b>Yes</b>
(	d. Is this likely to be a one-time or ongoing request for contracting out? One-time.
11a	a. Does the budget include indirect costs? [] Yes [x] No
ł	b1. If yes, how much? \$

b2. How was the amount	calculated?			
c. If no, why are indirect c [x] Not allowed by gra [ ] Other (please expl	anting agency	[] To maximiz	e use of grant funds o	on direct services
c2. If no indirect costs ar	e included, what would	d have been the	indirect costs?	
12. Any other significant gra	ant requirements or cor	mments:		
**Disability Access Checkl	ist***			·
13. This Grant is intended fo	r activities at (check al	ll that apply):	•	
[x] Existing Site(s) [ ] Rehabilitated Site(s) [ ] New Site(s)	[ x] Existing Structure [ ] Rehabilitated Structure [ ] New Structure(s)		[x ] Existing Program [] New Program(s) of	
14. The Departmental ADA (concluded that the project as other Federal, State and local disabilities, or will require un	s proposed will be in co al access laws and reg	ompliance with t julations and wi	the Americans with D Il allow the full inclusi	isabilities Act and all on of persons with
Comments:				
Departmental or Mayor's Off  Date Reviewed: 30 Aug 2	·	ver: EWEA	NOR SANSAN (Name)	WONG
		.•		
Department Approval:	MEANUR WO	NG 1	nector of gran (Title)	tst Human Keronne
-	(Signature)	<i>← (-</i>		,



The Nancy Hanks Center 1100 Pennsylvania Avenue NW Washington, DC 20506-0001 202/682-5400 www.arts.gov

JUL 22 2010

Mr. Luis R. Cancel Authorizing Official San Francisco Arts Commission 25 Van Ness Avenue Suite 240 San Francisco, CA 94102-6053

Dear Mr. Cancel:

On behalf of the National Endowment for the Arts, it is a pleasure to inform you that your organization has been awarded a grant.

Grantee:

San Francisco Arts Commission

For:

San Francisco WritersCorps

Grant #:

10-5100-8211

CFDA #:

HELLS KONST

45.024

**Grant Amount:** 

\$50,000

Period of Support:

July 1, 2010 to June 30, 2011

Discipline/Program:

Learning in the Arts for Children & Youth

**Grant Project:** 

To support the WritersCorp program, as described in your application

(A09-907770) and the enclosed project budget.

Award materials are available online at <a href="https://www.arts.gov/manageaward">www.arts.gov/manageaward</a>. The General Terms & Conditions provide detailed information concerning the Endowment's regulations and procedures, the administrative requirements that apply to your grant, and your responsibilities as a grantee. Instructions for requesting grant funds and reporting on your project are also online. General information about this award can be found at <a href="https://www.arts.gov/mygrant">www.arts.gov/mygrant</a>.

If you have any questions regarding the administrative requirements of this grant, our Grants & Contracts Office staff will be happy to assist you. They may be reached at (202) 682-5403.

Congratulations on your grant award!

Sincerely,

Rocco Landesman Chairman

Enclosures



#### PROJECT BUDGET

Grantee: San Francisco Arts Commission

Grant #: 10-5100-8211

#### Important Information:

This budget is derived from your application, revised budget, and/or other communication as noted below. Expenditures on your project should be in general agreement with this budget. Deviation without prior NEA approval will be limited to the standards outlined in the General Terms & Conditions and the provisions of circulars A-110 or A-102, whichever is applicable. It is understood that costs included below may be estimates and that actuals will be reported on all payments requests and financial reports.

All costs must be incurred within the project period specified in your award letter. This budget cannot include overlapping project costs with any other Federal grant (direct or indirect). Proper documentation must be maintained for any In-Kind contributions claimed. Unless otherwise indicated in your award letter, this grant must be matched dollar for dollar.

#### **INCOME**

Cash: \$

In-Kind: \$

Total Contributions: \$

171,075

NEA Grant: \$

Total NEA Grant: \$

50,000

TOTAL PROJECT INCOME: \$

#### **EXPENSES**

#### **Direct Costs:**

Salaries and Wages: \$

37,500

Fringe Benefits: \$

Travel: \$

5,625

Other: \$

177,950

Total Direct Costs: \$

**Indirect Costs:** 

**TOTAL PROJECT EXPENSES: \$** 

221,075

Reference:

04/16/2010 Revised Budget

Notes:

Food and event supplies and T-Shirts for youth removed from OTHER: hospitality is unallowable. CASH decreased to balance the budget.



The Nancy Hanks Center 1100 Pennsylvania Avenue NW Washington, DC 20506-0001 202/682-5400 www.arts.gov

March 29, 2010

Janet Heller San Francisco Arts Commission 25 Van Ness Avenue Suite 240 San Francisco, CA 94102-6053

RE: Application #09-907770, for San Francisco WritersCorps

Dear Ms. Heller:

We are happy to inform you that your application to the National Endowment for the Arts was recently reviewed by an advisory panel and has been tentatively recommended by the National Council on the Arts for funding in the amount of \$50,000. Please see the enclosed sheet for details on your grant recommendation and the steps that you must now take.

Congratulations on reaching this point in the review process. We look forward to working with you.

Sincerely,

Patrice Walker Powell

Deputy Chairman for Programs and Partnerships

Enclosure

PS: We want to remind you that future applications to the Arts Endowment **must** be submitted electronically through Grants.gov. If you have not yet done so, we recommend that you renew your registration with Grants.gov now. For more information, visit www.arts.gov.



## **Grant Application Package**

Opportunity Title: Offering Agency: Offering Agency: National Endowment for the Arts  OFDA Number: OFDA Number: OFDA Description: Opportunity Number: Competition ID: Opportunity Open Date: Opportunity Open Date: Opportunity Open Date: Opportunity Close Date: Opportunity Close Date: Opportunity Is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or triblal government, academia, or other type of organization.  Application Filing Name:  Application Filing Name:  San Francisco Arts Commission  Move Form to Debete  Optional Documents  Optional Documents  Optional Documents  NEX Learning in the Arts for Children and Youth, FY 201  This electronic grants applications in the ised to apply for the specific Faderal funding opportunity listed is not the opportunity for which you want to apply, close (filia application for several funding opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the properture) of the opportunity for which you want to apply, close (filia application and in the propertur					
CFDA Number:  CFDA Description:  Opportunity Number:  Competition ID:  Opportunity Open Date:  Opportunity Close Date:  Opportunity Close Date:  Agency Contact:  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  * Application Filing Name:  Mandatory Documents  Move Form to Delde  Optional Documents    Submission List   Move Form to Submission	Opportunity Title:	NEA Learning in the Arts fo	r Children and	Youth, FY 201	
CFDA Number:  CFDA Description:  Opportunity Number:  Competition ID:  Opportunity Open Date:  Opportunity Close Date:  Agency Contact:  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  *Application Filing Name:  Mandatory Documents  Move Form to Delete  Optional Documents  Optional Documents  Optional Documents  Optional Documents  October Information  Move Form to Submission  Move Form to Submission  Move Form to Submission  Move Form to Submission  Optional Documents  Optional Documents  Optional Documents  Optional Documents  October Information  Move Form to Submission  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents for Submission  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents for Submission	Offering Agency:	National Endowment for the	Arts		This electronic grants application is intended to
Opportunity Number:  Competition ID:  Opportunity Open Date: Opportunity Close Date: Agency Contact:  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  *Application Filing Name:  San Francisco Arts Commission  Move Form to Delete  Optional Documents  Move Form to Delete  Optional Documents  Optional Documents  Optional Documents  Optional Documents  Optional Documents for Submission  Optional Documents  Optional Documents for Submission  Optional Documents for Submission  Optional Documents for Submission  Optional Documents for Submission	CFDA Number:	45.024			
Opportunity Number: Competition ID: Opportunity Open Date: Opportunity Close Date: Opportunity Close Date: Office In Inc. Opportunity Close Date: Office In Inc. Opportunity Close Date: Office In Inc. Opportunity Inc. Opportunit	CFDA Description:	Promotion of the Arts Grant	s to Organizat	ions and Indiv	If the Enders) frod the connection is 11 45 d to 250
Opportunity Open Date:  Opportunity Close Date:  Agency Contact:  Learning in the Arts: 202/682-5707  Learning in the Arts: 202/682-5707  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  *Application Filing Name:    Mandatory Documents	Opportunity Number:	2010NEA01LITA			the opportunity for which you want to apply;
Opportunity Open Date: Opportunity Close Date: Agency Contact:  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  * Application Filing Name:  Mandatory Documents  Move Form to Delete  Optional Documents  Optional Documents for Submission  Optional Documents  Optional Documents for Submission	Competition ID:	NONE			
Agency Contact:  Learning in the Arts: 202/682-5707  This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents  Move Form to Delete  Move Form to Delete  Mandatory Documents for Submission  Application for Federal Domestic Assistance-Sho Project/Performance Site Location(s)  NEA Supplemental Information  NEA Organization & Project Profile  Attachments  Optional Documents  Optional Documents for Submission	Opportunity Open Date:	01/12/2010			will then need to locate the correct Federal
This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents    Mandatory Documents for Submission	Opportunity Close Date:	06/10/2010			
tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents  Move Form to Complete  Complete  Move Form to Delete  Move Form to Delete  Optional Documents  Move Form to Submission  Move Form to Submission  Application for Federal Domestic Assistance-Sho Project/Performance Site Location(s)  NEA Supplemental Information  NEA Organization & Project Profile  Attachments  Optional Documents  Move Form to Submission  Optional Documents for Submission	Agency Contact:	Learning in the Arts: 202/6	82-5707		and have apply
tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents  Move Form to Complete  Complete  Move Form to Delete  Move Form to Delete  Optional Documents  Move Form to Submission  Move Form to Submission  Application for Federal Domestic Assistance-Sho Project/Performance Site Location(s)  NEA Supplemental Information  NEA Organization & Project Profile  Attachments  Optional Documents  Move Form to Submission  Optional Documents for Submission					•
tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents  Move Form to Complete  Complete  Move Form to Delete  Move Form to Delete  Optional Documents  Move Form to Submission  Optional Documents  Move Form to Submission  Optional Documents  Move Form to Submission  Optional Documents for Submission	• .				
tribal government, academia, or other type of organization.  * Application Filing Name: San Francisco Arts Commission  Mandatory Documents  Move Form to Complete  Complete  Move Form to Delete  Move Form to Delete  Optional Documents  Move Form to Submission  Move Form to Submission  Application for Federal Domestic Assistance-Sho Project/Performance Site Location(s)  NEA Supplemental Information  NEA Organization & Project Profile  Attachments  Optional Documents  Move Form to Submission  Optional Documents for Submission					
Submission List  Move Form to	* Application Filing Name	ademia, or other type of organization	ion  Move Form to Camplete  Move Form to	Mandatory Docum Application for Project/Perform NEA Supplementa NEA Organization	nents for Submission r Federal Domestic Assistance-Sho mance Site Location(s) al Information on & Project Profile
	Optional Documents			Optional Documer	nts for Submission
				,	

#### Instructions



#### Enter a name for the application in the Application Filing Name field.

- This application can be completed in its entirety offline; however, you will need to login to the Grants.gov website during the submission process.
- You can save your application at any time by clicking the "Save" button at the top of your screen.
- The "Save & Submit" button will not be functional until all required data fields in the application are completed and you clicked on the "Check Package for Errors" button and confirmed all data required data fields are completed.



#### Open and complete all of the documents listed in the "Mandatory Documents" box. Complete the SF-424 form first.

- It is recommended that the SF-424 form be the first form completed for the application package. Data entered on the SF-424 will populate data fields in other mandatory and optional forms and the user cannot enter data in these fields.
- The forms listed in the "Mandatory Documents" box and "Optional Documents" may be predefined forms, such as SF-424, forms where a document needs to be attached, such as the Project Narrative or a combination of both. "Mandatory Documents" are required for this application. "Optional Documents" can be used to provide additional support for this application or may be required for specific types of grant activity. Reference the application package instructions for more information regarding "Optional Documents".
- To open and complete a form, simply click on the form's name to select the item and then click on the => button. This will move the document to the appropriate "Documents for Submission" box and the form will be automatically added to your application package. To view the form, scroll down the screen or select the form name and click on the "Open Form" button to begin completing the required data fields. To remove a form/document from the "Documents for Submission" box, click the document name to select it, and then click the <= button. This will return the form/document to the "Mandatory Documents" or "Optional Documents" box.
- All documents listed in the "Mandatory Documents" box must be moved to the "Mandatory Documents for Submission" box. When you open a required form, the fields which must be completed are highlighted in yellow with a red border. Optional fields and completed fields are displayed in white. If you enter invalid or incomplete information in a field, you will receive an error message.



#### Click the "Save & Submit" button to submit your application to Grants.gov.

- Once you have properly completed all required documents and attached any required or optional documentation, save the completed application by clicking on the "Save" button.
- Click on the "Check Package for Errors" button to ensure that you have completed all required data fields. Correct any errors or if none are found, save the application package.
- The "Save & Submit" button will become active; click on the "Save & Submit" button to begin the application submission process.
- You will be taken to the applicant login page to enter your Grants.gov username and password. Follow all onscreen instructions for submission.

OMB Number: 4040-0003 Expiration Date: 7/30/2011

APPLICATION FOR FEDERAL DOMESTIC ASSISTANCE - Short O	)rgan	izatio	nal	
* 1. NAME OF FEDERAL AGENCY:		************		
National Endowment for the Arts				
2. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:				
45.024				
CFDA TITLE:				
Promotion of the Arts_Grants to Organizations and In	ndiv:	idual	S	
* 3. DATE RECEIVED: 06/10/2010 SYST	гем с	JSE O	NLY	
* 4. FUNDING OPPORTUNITY NUMBER:				
2010NEA01LITA				
* TITLE:				
NEA Learning in the Arts for Children and Youth, FY	2011	1.		
				ļ
			,	Value
	<del></del>			
5. APPLICANT INFORMATION  * a. Legal Name:				,
San Francisco Arts Commission				
b. Address:				
* Street1:			Street2:	
25 Van Ness Avenue			Suite 240	
* City:			County/Parish:	
San Francisco			San Francisco	
* State:		7	Province:	
CA: California		<u></u>		
* Country:	<del></del>	<b>-</b> 1	* Zip/Postal Code:	
USA: UNITED STATES			94102-6053	
c. Web Address:				
http:// www.sfartscommission.org/WC	<del></del>			
* d. Type of Applicant: Select Applicant Type Code(s):	_		* e. Employer/Taxpayer Identification Number (EIN/	rin):
C: City or Township Government Type of Applicant:			94-6000417	
B: County Government	7		* f. Organizational DUNS:	
Type of Applicant:	!		0703842550000	,
	7		* g. Congressional District of Applicant:	
* Other (specify):			CA-008	
6. PROJECT INFORMATION		***************************************		
* a. Project Title:			,	
San Francisco WritersCorps				
* b. Project Description:				
WritersCorps works with under-performing schools, li	hrar	100 5	and community sites to teach areative w	citing to more
than 750 students each year. This grant request focus	ses .	speci	fically on hiring five teachers to work	with five
public schools, serving 500 students. These schools	are:	5 te	achers at 5 schools: Mission High School	ol; Downtown
High School; International Studies Academy; Hilltop 975% of these students will improve their writing ski				
have their original works published in one of severa	l si	te ar	thologies. Since its inception in 1994,	WritersCorps
has helped more than 16,100 youth improve their lite:				-
•				
c. Proposed Project: *Start Date: 07/01/2011 *End Dat	te: 0	6/30/	2012	1

APPLICATION FOR FEI	DERAL DOMESTIC ASSISTANCE - Sho	ort Organizatio	onal
7. PROJECT DIRECTOR	₹		
Prefix:	* First Name:		Middle Name:
Ms.	Janet		
* Last Name:	1		Suffix:
Heller			
* Title:			* Email:
Program Manager			janet.heller@sfgov.org
* Telephone Number:			Fax Number:
(415) 252-2546	-		(415) 252-2595
* Street1:			Street2:
25 Van Ness Avenue			Suite 240
* City:			County/Parish:
San Francisco			San Francisco
* State:	2"		Province:
	CA: California		
* Country:			* Zip/Postal Code:
	USA: UNITED STATES		94102-6053
8. PRIMARY CONTACT/	GRANTS ADMINISTRATOR		- Comment of the Comm
	ector (skip to item 9):		
,	* First Name:	1	Middle Name:
Ms.	Rachelle	The state of the s	
* Last Name:		J	Suffix:
Axel			
* Title:			* Email:
Development Directo	r		rachelle.axel@sfgov.org
* Telephone Number:			Fax Number:
(415) 252-2564		-	(415) 252-2595
* Street1:			Street2:
25 Van Ness Avenue			Suite 240
* City:			County/Parish:
San Francisco			San Francisco
* State:			Province:
	· CA: California		
* Country:			* Zip/Postal Code:
I	USA: UNITED STATES		94102-6053

APPLICATION FOR	R FEDERAL DOMESTIC ASSISTANCE - Sh	ort Organizational	
accurate to the best	of my knowledge. I also provide the required	ained in the list of certifications** and (2) that the st assurances** and agree to comply with any result ubject me to criminal, civil, or administrative penalti	ing terms if I accept an award. I am aware
** i Agree 🔀			
** The list of certifica	tions and assurances, or an internet site who	re you may obtain this list, is contained in the anno	suncement or agency specific instructions.
AUTHORIZED REI	PRESENTATIVE		
Prefix:	* First Name:	Middle Name:	
Mr.	Luis	R.	` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` ` `
* Last Name:		Suffix:	
Cancel			
* Title:		* Email:	
Director of Cul	tural Affairs	luis.cancel@sfgov.org	·
* Telephone Number		Fax Number:	
(415) 252-2592		(415) 252-2595	**************************************
* Signature of Author	ized Representative:	* Date Signed:	
Luis Cancel		06/10/2010	

OMB Number: 4040-0010 Expiration Date: 08/31/2011

## Project/Performance Site Location(s)

Project/Pe		application as an individual, and not on behalf of a company, state, nment, academia, or other type of organization.
Organizati	on Name: Mission High School	
DUNS Nu	mber:	
* Street1:	3750 18th Street	
Street2:		
* Citý:	San Francisco	County: San Francisco
* State:	CA: California	
Province:		
* Country:	USA: UNITED STATES	
* ZIP / Pos	tal Code: 94114-2614	* Project/ Performance Site Congressional District: CA-008
Project/Per	rformance Site Location 1 I am submitting an a local or tribal govern	pplication as an individual, and not on behalf of a company, state, ment, academia, or other type of organization.
Organizatio	on Name: Downtown High School	·
DUNS Nun	nber:	
* Street1:	693 Vermont Street	
Street2:		
* City:	San Francisco	County: San Francisco
* State:	CA: California	
Province:		
* Country:	USA: UNITED STATES	
* ZIP / Post	al Code: 94107-2635	* Project/ Performance Site Congressional District: CA-008
r	local or tribal govern	oplication as an individual, and not on behalf of a company, state, ment, academia, or other type of organization.
DUNS Num	n Name: International Studies Academy	
٠ ٣	655 De Haro Street	
Street2:	obs be half Street	
L,	2	Courte la .
* State:	San Francisco	County: San Francisco
Province:	CA: California	
L	ICA - VIVITATE CARACTE	
L	JSA: UNITED STATES	
ZIP / Posta	al Code: 94107-2727	* Project/ Performance Site Congressional District: CA-008

# Project/Performance Site Location(s)

Project/Performance Site Location 3	I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.
Organization Name: Hilltop School	, Pregnant Minors Program
DUNS Number:	
*Street1: 1325 Florida Street	
Street2:	
* City: San Francisco	County: San Francisco
* State:	CA: California
Province:	
* Country: USA: UNITED STATES	
* ZIP / Postal Code: 94110-4114	* Project/ Performance Site Congressional District: CA-008
Project/Performance Site Location 4	I am submitting an application as an individual, and not on behalf of a company, state, local or tribal government, academia, or other type of organization.
Organization Name: Aptos Middle So	
DUNS Number:	
DUNS Number:  * Street1: 105 Aptos Avenue	
DUNS Number:  * Street1: 105 Aptos Avenue  Street2:	chool
DUNS Number:  * Street1: 105 Aptos Avenue  Street2:  * City: San Francisco	County: San Francisco
DUNS Number:  * Street1: 105 Aptos Avenue  Street2:	chool
DUNS Number:  * Street1: 105 Aptos Avenue  Street2:  * City: San Francisco  * State:  Province:	County: San Francisco
buns Number:  * Street1: 105 Aptos Avenue  Street2:  * City: San Francisco  * State:  Province:  * Country: USA: UNITED STATES	County: San Francisco  CA: California
DUNS Number:  * Street1: 105 Aptos Avenue  Street2:  * City: San Francisco  * State:  Province:	County: San Francisco
buns Number:  * Street1: 105 Aptos Avenue  Street2:  * City: San Francisco  * State:  Province:  * Country: USA: UNITED STATES	County: San Francisco  CA: California

# National Endowment for the Arts

# Supplemental Information

OMB Number: 3135-0112 Expiration Date: 11/30/2010

1. Applicant				
* Legal Name:	San Francisco Art	s Commission		
Popular name (if different):				
* For this application, the ap	plicant is serving as a:	IC: Parent	of a Component	
*For: San Francisco W	ritersCorps			
* Total organizational opera	ting expenses for the m	ost recently completed fi	scal year: \$ 447,	900.00
* For year ending (Month/Ye	ear, e.g., 00/0000): 06/	2009		
2. Application Information	1			
* Project Field/Discipline:		52: Literature		
* Category:	8510027:	Learning in the A	rts for Children and Youth: Sch	ool-Based
* Intended Outcome (select	one):			
AA2Z: Artistic works  A3Z: Organizations e public service goals.  A4Z: Audiences throu experience a wide rai	organizations have opp d perform artistic work. and cultural traditions at nhance their ability to re aghout the nation have o nge of art forms and act ute to the strengthening	re preserved.  ealize their artistic and  opportunities to  ivities.		erstanding of and skills in the arts al, state, or local arts education will demonstrate increased engage children and youth in
3. Project Budget Summa	ry .			
* Amount Requested:	\$	125,000.00	,	
* Total Match for this Project	: \$	323,400.00		
* Total Project Costs:	\$ .	448,400.00		

# Organization & Project Profile

OMB Number: 3135-0112 Expiration Date: 11/30/2010

* Applicant (official IRS name): San	Francisco Arts Commission		
help the Arts Endowment to comply of the projects that it funds to report this form is a required part of all appl PART 1 This section collects information	with the Government Performance and R to Congress and the public. While your r lication packages.  about the applicant. If you are a paren	pout all applicants and their projects. The infi desults Act (GPRA) and will be used to devel esponses will not be a factor in the review o at organization or the lead member of a group or component on whose behalf yo	lop statistical profiles f your application,
* A. ORGANIZATIONAL STATUS:	Select the one item which best describes	the legal status of the organization:	
02: Nonprofit organization	05: State government	07: County government	
8: Municipal government	09: Tribal government	99: None of the above	•
(e.g., select 'Performing Group' here Select the one item which best described as the select the one item which best described as the select the one item which best described as the select the selec	and "Theater" below to indicate that your ibes the organization:  32: Community Service Organization  14: Fair or Festival  30: Foundation  10: Gallery/Exhibition Space  38: Government	12: Independent Press 27: Library 13: Literary Magazine 11: Media-Film 45: Media-Radio	03: Performing Group 47: Presenter/Cultural Series Organization 19: School District 48: School of the Arts 50: Social Service
	28: Historical Society/ Commission 29: Humanities Council or Agency	46: Media-Television   08: Museum-Art   09: Museum-Other   07: Performance Facility	Organization  18: Union or Professional Association  99: None of the above
* C. ORGANIZATIONAL DISCIPLINE	E: Select the one item which best describ	es the organization's area of work in the arts	s (not the project for which it is applying
07: Crafts	10: Literature	03A: Opera	11: Interdisciplinary
01: Dance	09: Media Arts	08: Photography	14: Multidisciplinary
06: Design	02: Music	04: Theater	99: None of the above
12: Folklife/Traditional Arts	03B: Musical Theater	05: Visual Arts	
13: Humanities			

#### Organization & Project Profile (continued) \* Applicant (official IRS name): | San Francisco Arts Commission D. ORGANIZATIONAL RACE/ETHNICITY (OPTIONAL): Select the one item which best describes the predominant racial/ethnic identity of the organization. If at least half of the board, staff, or membership belongs to one of the listed racial/ethnic groups, use that designation. If no one group predominates, select "General": N: American Indian or O: Native Hawaiian or Other **B:** Black or African American X G: General Alaska Native Pacific Islander H: Hispanic or Latino A: Asian W: White E. ACCESSIBILITY (OPTIONAL): Check below as applicable to indicate if the organization's board or staff includes an older adult (65 years of age or older) or a person with a disability (a physical or mental impairment that substantially limits one or more major life activities); otherwise leave blank. X Older Adults Individuals with Disabilities PART II This section collects information about the project. \* A. PROJECT DISCIPLINE: Select the one item which best describes the project discipline or subject matter: 07: Crafts 09: Media Arts -03B: Musical Theater 11: Interdisciplinary 01: Dance · 09B: Audio 03A: Opera 14: Multidisciplinary 01A: Ballet 09A: Film 08: Photography 99: None of the above 01C: Modern 09C: Video 04: Theater -06: Design 09D: Technology/ 04E: Theater for Young Experimental Audiences 12: Folklife/Traditional Arts 05: Visual Arts 10: Literature 02: Music -02B: Chamber 02C: Choral 02F: Jazz 02D: New 02I: Orchestral B. PROJECT RACE/ETHNICITY (OPTIONAL): Select the one item which best describes the predominant racial/ethnic identity of the project. If the majority of activities are intended to involve or act as a clear expression or representation of the cultural traditions of one particular group, or deliver services to a designated population listed below, choose that group. If the activity is not designated to represent or reach any one particular group, select "General":

B: Black or African American

H: Hispanic or Latino

O: Native Hawalian or Other

Pacific Islander

W: White

X G: General

N: American Indian or

Alaska Native

A: Asian

Organization & Project Profile (continued)

* Applicant (official IRS name): San	Francisco Arts Commission		
* C. ACTIVITY TYPE: Select the one  04: Artwork Creation  05: Concert/Performance/ Reading  06: Exhibition  08: Fair/Festival  09: Identification/ Documentation  16: Recording/Filming/ Taping  17: Publication	item which best describes the main activit  28: Writing About Art/Criticism  18: Repair/Restoration/ Conservation  22: Seminar/Conference  25: Apprenticeship  02: Audience Services  36: Broadcasting  24: Distribution of Art  13: Marketing  14: Professional Support:	y of the project:  15: Professional Support: Artistic  29: Professional Development/Training  19: Research/Planning  33: Building Public Awareness  34: Technical Assistance  12: Arts Instruction	20: School Residency 21: Other Residency 31: Curriculum Development/ Implementation 30: Student Assessment 35: Web Site/Internet Development 99: None of the above
D. PROJECT DESCRIPTORS: Select 9F: Accessibility 90: Arts for Older Adults	ct up to four items that represent a signific    X   9L: Arts for Youth   X   Persons (Adults or Youth)   9Q: Arts and Health/Healing	ant aspect of the project:  9D: Arts for Inner-City Communities 9C: Arts for Rural Communities 91: International Activity 9B: Touring	9M: Presenting 9A: Computer/Digital Technology
	one response that best characterizes the each measurable outcomes designed to increase the second of	ease knowledge of and/or skills in the art marily directed to:  Idren dents	

# Organization & Project Profile (continued)

* Applicant (official IRS name)	San Francisco Arts Commission		
Support" that you have indica	our figures should encompass only those activities ted for your project (with one exception for broadce not have actual figures or reasonable estimates.	and individuals directly affe asts as noted in help tip fo	ected by or involved in your project during the "Period or that item). Leave blank any items that are not
F. PROJECT ACTIVITY:			
600	# of artwork(s) to be created		# of artworks to be identified/documented
14	# of concerts/performances/readings	5	# of artists' residencies
	# of lectures/demonstrations/ workshops/symposiums	5	# of schools (pre-K through grade 12) that will actively participate
	# of exhibitions to be curated/presented	5	# of organizational partners
5	# of books and/or catalogues to be published	5	# of apprenticeships/internships
1	# of artworks to be conserved/restored to save or prevent from decay or destruction		# of hours to be broadcast on radio, television, or cable
G. PARTICIPANTS/AUDIEN	CES BENEFITING:		
10	# of artists	1,000	Total # of individuals benefiting
18	# of teachers		For radio, television, and cable broadcasts,
500	# of children/youth		<sup>e</sup> total audience

#### ATTACHMENTS FORM

**Instructions:** On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	SFACOrgBackground.pdf	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2	SFACDetailsofProject.pdf	Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3	SFACBios.pdf	Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4	SFACProjBudget.pdf	Add Attachments	Delete Attachment	View Attachment
5) Please attach Attachment 5		Add Attachment	Delete Atlachment	View Attachment
6) Please attach Attachment 6	SFACFinancialInfo.pdf	Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7		Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8	SFACOrgActivites.pdf	Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9	SFACStatements.pdf	Add Attachment	Delete Attachment	View Attachment
10) Please attach Attachment 10		Add Attachment	Delete Attachment	View Attachment
11) Please attach Attachment 11	SFACWorkSampleIndex.pdf	Add Attachment	Delete Attachment	View Attachment
12) Please attach Attachment 12		Add Attachment	Delete Attachment	View Attachment
13) Please attach Attachment 13		Add Attachment	Delete Attachment	//iew Attachment
14) Please attach Attachment 14		Add Attachment	Delete Attachment	View Attachment
15) Please attach Attachment 15		Add Attachment	Delete Attachment	View Attachment

#### **ATTACHMENT 1: Organizational Background Statement**

Date Organization Was Incorporated: WritersCorps was founded July 1, 1994.

Mission/purpose of Organization: The San Francisco WritersCorps places professional writers in community settings to teach creative writing to low-income urban youth. Since its inception in 1994, the program has helped over 16,000 young people in San Francisco improve their literacy and increase their desire to learn. The program is a joint project of the San Francisco Arts Commission and the San Francisco Public Library. It is also part of a national alliance with programs in the Bronx and Washington D.C., whose shared vision is to transform and strengthen individuals and communities through writing.

- a) Organization Overview: For the past 15 years WritersCorps has helped more than 50,000 people at its three national sites, which are in economically disadvantaged neighborhoods, to improve their literacy and self-sufficiency. Through its creative writing education programs, WritersCorps gives voice to youth who have been systematically overlooked. WritersCorps also creates publications and produces events featuring young people and the work they create. WritersCorps was born out of discussions between Jane Alexander, former Chair of the NEA, and Eli Siegel, then Director of AmeriCorps. More than 300 writers have committed to teach in their communities, inspire youth, serve as mentors, and create safe places for youth to write and discover themselves in the process. The teachers in WritersCorps are serious writers, first and foremost. They have published and performed widely; many have graduate degrees in writing from notable universities including the University of Iowa and New York University. Writers in the corps have performed on HBO's Def Poetry Jam, have won distinguished fiction prizes, and have been published by Norton, HarperCollins and Random House. After working with this diverse body of artists, young people learn that they can also--with hard work and dedication-become respected writers and artists in their communities.
- b) Previous Activities: In addition to providing writing workshops, the San Francisco WritersCorps has published 46 anthologies of youth writing. These books have received critical acclaim from *The New York Times*, School Library Journal, Kirkus, and others. City of One (Aunt Lute Books) was selected as a Book of the Year by Foreword Magazine and was designated Best Book for Teens by the American Library Association. WritersCorps youth have appeared on the News Hour with Jim Lehrer, NPR's All Things Considered, CNN, The Tavis Smiley Show and other media. WritersCorps youth have traveled nationally to perform and teach writing workshops. For five years, WritersCorps has been a featured charitable organization of the San Francisco Giants. Jump Write In! (Jossey-Bass, 2005) offers lesson plans that adhere to state and national academic content standards, and is widely used by classroom teachers.
- c) Community/Audience: More than 800 public school youth, aged 12 to 19, will participate in WritersCorps 2011-12. Data from 2008-09 shows our students are: 17% African American, 27% Asian/Pacific Islander, 32% Latino, 9% Caucasian, 13% Multiracial, and 2% Other.
- d) Special Efforts: We have selected five public schools to work which have a disproportionate number of immigrant or low-performing students, in addition to the Youth Guidance Center where incarcerated minors are able to participate in WritersCorps.

#### ATTACHMENT 2: Details of the Project

#### A) Goals: Improve Creative Writing Skills

For more than 16 years, WritersCorps has been achieving its primary goal — to help students gain the creative writing tools to become better writers, and to provide a safe and supportive environment to help students fully express their feelings and unique experiences. WritersCorps students become prose and poetry lovers and gain a deep appreciation for the written word and performing one's own creative writing.

A typical day in WritersCorps begins with a breakout of a large classroom into small groups. During a 9<sup>th</sup> grade language arts class, WritersCorps students develop writing skills by teaching poetic forms, tools or figures of speech. WritersCorps will bring in model poems by contemporary writers such as Ruth Forman, Pablo Neruda or Justin Chin. In a 10<sup>th</sup> grade ethnic literature class, WritersCorps teaching artists will lead creative writing activities thematically linked to the literature. For example, after reading "Two Brothers" by Franz Kafka, WritersCorps teaches a "point of view" writing exercise asking students to write from the point of view of a bus driver, napkin or homeless woman. ESL classrooms will focus on vocabulary building and stimulating writing by teaching games like charades with 30 verbs. All of these sample lessons are tied to the National Council for Teachers of English and the Language Arts Standards for the State of California Grades 1-12, and this can be exemplified by the WritersCorps signature classroom text, Jump Write In!, culled from the classroom experiences of WritersCorps teachers as they adhere to standards. WritersCorps also incorporates the visual arts and bookmaking with English Learners. Final projects include chapbooks, anthologies, multimedia presentations and public performances in schools and at professional venues such as theaters and museums. As one student aptly described in the most recent WritersCorps survey, "I like being able to express my feelings. It makes me feel like I'm giving back and being able to communicate with others."

WritersCorps is committed to every student having their work published, and to that end every site produces a book, a tangible product of the students' poetry skills. Notably, in 2009, *Tell the World* was reviewed in the New York Times Book Review and awarded the Best of Teen Books Award from the New York Public Library; also, in 2004, WritersCorps' anthology *City of One* received the Book of the Year Award from *ForeWord Magazine*; and in 2003, the Allende Foundation's Espiritu Award for Peace and the Written Word was bestowed on WritersCorps; and another WritersCorps publication received Best Book for Teens from the Young Adult Library Services Association (2003). It is a goal of WritersCorps to continue to produce these award-winning publications and to instill a sense of pride and confidence in our students, their families and their communities.

#### B) Major Project Activities

WritersCorps will provide weekly creative writing workshops in five public schools to improve the academic performance and writing skills of at least 75% of the students. These youth are primarily low-income, immigrant or educationally disadvantaged. Participating schools include Mission High School, Downtown High School, Hilltop School, International Studies Academy and Aptos Middle School. WritersCorps teachers will work 15 hours per week for 8 months with 100 to 150 youth at each site. Recent data show the majority of these students are attending "underperforming schools" and are below grade level standards. These schools seek out

WritersCorps to supplement the curriculum with content and experiences that strengthen writing skills and bolster student confidence. WritersCorps will work primarily in language arts classrooms and provide additional support during poetry clubs or tutoring groups at lunch and after school. Students will be published in site-based chapbooks, broadsides, 'zines, audio CDs, and multimedia projects. As mentioned above, all WritersCorps teachers adhere to the literary standards as stipulated by the National Council of Teachers of English, NCTE and the California Standards for Language Arts.

Starting February 2012, WritersCorps will partner with San Francsico museums, such as the Contemporary Jewish Museum, Zeum, de Young, the Museum of the African Diaspora and Yerba Buena Center for the Arts to produce poetry readings showcasing youth from these five public schools. During these inter-generational readings, youth will share the stage with their teachers, and with well-known writers such as Luis J. Rodriguez, Diane di Prima, and devorah major. Youth will also be invited to perform at a teen open mic series, and at the end-of-year WritersCorps WordStorm, the annual literary festival at the San Francisco Main Library. Audiences will total at least 1,000 individuals.

Over the past 16 years, WritersCorps has developed a national model for literary arts programs serving youth. From its inception, there has been a plan to disseminate and expand the model throughout the United States beyond the three pilot cities of San Francisco, the Bronx and Washington, D.C. Urban and rural communities throughout the country have expressed a great deal of interest in the WritersCorps model. A 2005 feasibility study recommended that WritersCorps bolster its visibility and increase market share through its anthologies and newly released curriculum guide *Jump Write In!*. Based on this enthusiasm and support, WritersCorps is continuing to work with a consultant to further disseminate the WritersCorps model to new communities. We hope to begin this endeavor in 2012.

#### C) Schedule

Teachers currently serving in WritersCorps will submit letters of intent to request a new contract for 2011-12. The WritersCorps school year will begin September 2011 after a rigorous teacher training and planning ends (in August 2011). The first site representative meeting takes place in September as well. WritersCorps teachers and staff meet bi-weekly from September through June. The spring literary series kicks off in February 2012 with readings taking place at different San Francisco museums or other presenting venues for two months. The annual WritersCorps WordStorm, showcasing students from all of our sites and their publications and projects, will take place in May. Teachers also meet one Wednesday a month for an all-day professional development intensive to discuss their curriculum, their sites, their students, and to establish a supportive camaraderie among this corps of teaching artists. All teachers submit evaluation and final paperwork in June.

#### D) Key Individuals

The five WritersCorps teachers will be selected for their literary accomplishments, teaching experience, cultural literacy and familiarity with urban youth populations. Eligible applicants must have two years teaching experience in language arts; one year service with communities-in-need; evidence of literary achievement and/or prestige; and a BA or experiential equivalent. If any of our current teachers leave or we expand programming in spring 2012, WritersCorps will conduct open

houses and post-residency announcements online, at libraries, and at literary arts organizations throughout the Bay Area. (Please note, no WritersCorps teacher has ever left the program early and we have in recent years instituted a three-year commitment to the program for teaching artists.)

The review panel includes the WritersCorps Program Manager, Training Coordinator, San Francisco Arts Commission staff and a member of the WritersCorps Advisory Board. In addition to artistic accomplishment and integrity, panelists consider teaching experience, background and administrative ability. The WritersCorps candidate must present a lesson in the interview to demonstrate his/her teaching abilities. The lesson presented must adhere to standards for language arts and be substantiated as such. The Director of Cultural Affairs of the San Francisco Arts Commission conducts the final interview, and takes recommendations from the panel to make the final decisions.

WritersCorps teachers currently working in public schools have committed to teach through June 2012. WritersCorps makes certain to place the most qualified teacher at the sites. We have received site applications and letters of commitment from participating public schools: Mission High School, Downtown High School, International Studies Academy, Hilltop School and Aptos Middle School.

#### E) Target Population

WritersCorps serves approximately 800 students every year in all our sites. This request to the National Endowment for the Arts focuses exclusively on the public school sites which will serve 500 at-risk youth aged 12 to 19. WritersCorps seeks out sites with high populations of low-income, immigrant, or educationally disadvantaged youth. WritersCorps has worked with this population since its inception. In 2011-12, we will work with the five aforementioned public schools which have been identified as "underperforming" by the California State Department of Education. Demographics from youth served in 2009-10 shows our students are: 17% African American, 27% Asian/Pacific Islander, 32% Latino, 9% Caucasian, 13% Multiracial, and 2% Other (Arab & Native American).

#### F) Plans for Promoting WritersCorps

Following the high-profile publicity of WritersCorps' 2008-09 15<sup>th</sup> anniversary season with the release of two national anthologies (HarperCollins and City Lights) and a gallery exhibition from November 2008 to January 2009, WritersCorps keeps the momentum focused on the books released and the gaining interest in WritersCorps as a model for other communities who want to build arts/service programs. WritersCorps will:

- Continue promoting *Tell the World: Teen Poems by WritersCorps* through readings at schools, literary festivals and spring reading series (Litquake, National Poetry Month)
- Distribute nationally our creative writing exercise book *Jump Write In!* through Wiley (Jossey-Bass) and our website
- Present our standards-based work at statewide and national conferences
- Publish more of our work, both creative and academic, in national journals such as *Teaching Artist Journal*
- Develop local plan with school and non-school sites to present the work generated in WritersCorps workshops in the immediate community, i.e. local showcases, placing work in local businesses, etc.

Additionally, WritersCorps will continue to promote its program and the achievements of its students though local radio broadcasts, social media outlets and youth-focused events. The Arts Commission's cable television program, "Culture Wire" will also promote WritersCorps events and produce a magazine-style feature on the program. We are also pleased to report that just today, WritersCorps reached its fundraising goal on Kickstarter.com, generating enough revenue to publish the highly anticipated *City of Stairways: A Poet's Field Guide to San Francisco*. This has also been an ideal promotional tool, introducing the program to new audiences and readers.

#### G) Plans for Evaluating Writers Corps

WritersCorps has a comprehensive approach to determine its impact on youth and the site. At the beginning and at end of the school year, teachers will submit participants' writing samples with confidential rubric scores. An increase in scores will represent participants' improvement in writing mechanics, voice and style. WritersCorps will also collect in-depth surveys from youth, site representatives and WritersCorps teachers. The information collected will be used to hone the lessons for the coming year in our in-depth teacher trainings. These assessment tools will also be used to help identify youth who are falling behind and work with the schools to offer them supplementary support to increase their literary arts achievement. All of these processes are linked to the NTCE and state standards and will insure that youth are meeting their educational goals for success within the public school system.

Every year, the vast majority of students report that they not only feel they have a better command of grammar and vocabulary, but they feel more confident in what they have to say and in themselves. Contrary to expectations, students also revealed that they liked the simple act of writing, not necessarily the "big events" like slams and getting published in the anthology, though many expressed a great deal of pride in those activities as well.

Highlights of the data from a recent **Student Survey**, completed by nearly 350 WritersCorps students (54% of total participants) include:

- 94% agreed with the statement "I am more able to use my imagination when I write"
- 92% agreed that "I have learned how to identify and express my feelings"
- 87% agreed that "I am able to communicate better with other students"
- 86% agreed that "spelling, grammar and punctuation have improved"

#### H) Plans for Making the Project Accessible

WritersCorps will take place in five public school buildings in San Francisco. All buildings are ADA compliant. WritersCorps events are only held in ADA compliant buildings. WritersCorps is also accessible to students whose first language is not English, and we always hire several teachers who are bilingual.

#### I) Budget

The budget for this project is within the range of an annual budget for WritersCorps. We are seeking funds to find support for programs in the public schools. This year the City's budget offers fewer dollars for WritersCorps. If we receive 50% less than our requested amount, we will decrease number of artists hired and number of schools/youth served.

#### **ATTACHMENT 3: Biographies of Key Project Personnel**

WritersCorps staff is dedicated to working for the WritersCorps project. There is no overlap in staff who work for WritersCorps and our parent organization, the San Francisco Arts Commission.

#### WritersCorps Staff

Janet Heller is the founding director of the San Francisco WritersCorps. She has taught English in high schools, colleges and community settings in Louisiana and Florida. She is the co-founder of Runaway with Words, a creative writing program for runaway and homeless youth in Florida. She co-authored a chapbook, Back to Front, published by Red Window Press, and has been published in Florida in Poetry: A History of the Imagination, Apalachee Quarterly, and the Southeast Review. Janet graduated with a MA in creative writing from Florida State University and is the recipient of an Arts Administration Fellowship from the National Endowment for the Arts.

Melissa Hung, program manager, is an award-winning writer and journalist who has worked in the arts for more than 10 years. A graduate of Northwestern University's creative writing and journalism programs, Melissa has written for literary journals, newspapers, and magazines. She is the founding editor of *Hyphen*, a national magazine about Asian American culture, and a frequent speaker on the topic of independent media.

Judith Tannenbaum, training coordinator, has served on the training staff of WritersCorps since the program's inception. A panelist and keynote speaker on prison arts and education, she has taught through California Poets in the Schools, Arts-in-Corrections and University of California, Berkeley's Academic Talent Development Program. She received two cycles of California Arts Council Artist-in-Residence grants, one to teach poetry at San Quentin State Prison, and another to develop a multi-age community poetry project. She is the author of three books: By Heart: Poetry, Prison and Two Lives; Teeth, Wiggly as Earthquakes: Writing Poetry in the Primary Grades; and Disguised As a Poem: My Years Teaching Poetry at San Quentin.

#### WritersCorps Teaching Artists

Rick D'Elia is a Massachusetts native now residing in San Francisco. He has an MFA in poetry from San Francisco State University. He is the co-curator of the Living Room Reading Series and has been most recently published in *Switchback*. Prior to attending SFSU, Rick attended Elmira College in Elmira, New York where he played on the men's hockey team. He has taught writing to students of all ages, from middle school to college.

Aracely Gonzalez is a writer and teacher from Salinas, California. She earned an MA in English from San Francisco State University and is co-founder of Fish Soup, an all-women cross genre writing workshop. Her writing has appeared in Suspect Thoughts: A Journal of Subversive Writing and she has taught youth in a variety of settings.

Myron Michael Hardy is a poet, recording artist, and writing instructor. He is a Cave Canem fellow and earned an MFA in writing from California College of the Arts. His poems have been published in *The Blink, Tea Party, Reverie, Plucky* and *Nanomajority*. Myron was a finalist for the Blue Light Poetry Prize Chapbook Competition. He has recorded two albums: *Songs of Experience* and *Masters Thesis*, and has co-authored a book, *Hangman*. He lives in the Bay Area where he curates Heliotrope, a monthly reading series.

Carrie Leilam Love is a writer based in Oakland. She has an MFA in fiction from San Francisco State University and has been published by Drunk N Sailor Press and Intersection for the Arts. She has worked in education for more than 10 years, teaching students from preschool to college.

Cindy Je was born in Korea and moved to the United States as a child. She earned her BA at University of California, Riverside and her MFA in writing at the University of Oregon. She has taught students from a range of backgrounds, including homeless youth and university students. She is the recipient of the Ina Coolbrith Memorial Prize and the Roy T. Thompson Poetry Award.

#### OMB No. 3135-0112 Expires 11/30/2010

# NEA Application Project Budget, Page 1 of 2

Read the instructions for this form before you start.

Ар	plicant (official IRS name):	San Francisco	Arts Commission		
INC	OME				
1.	Amount requested from th	e Arts Endowme	nt:	\$	125,000
2.	Total match for this projec	t Be as specific a	s possible. Asterisk (*) thos	e funds that are committed	d or secured.
	Cash (Refers to the cash do	nations, grants, ar	nd revenues that are expect	ed or received for this	AMOUNT
	project) San Francisco Public	: Library *	•		100,000
	Department of Childr		f Families *		50,000
	Youth Arts Fund *				11,000
	California Arts Counc		•	•	10,000
	Shutterfly Foundation	1			10,000
		·			
			•	Total cash a. \$	181,000
, <u>.</u>	In-kind: Donated space, s under "Expenses" below or i	upplies, voluntee	r services (These same iter	ms also must be listed as	direct costs
	didei Exherises pelowor	in age 2 of ale in	ologe Badget term, Merkity e	ou. 000)	
			•	•	
				Total donations b. \$	n.
		Total ma	tch for this project (2a. ca	sh + 2b. donations) \$ 	181,000
3.	Total project income (1 + 2	)		\$	306,000
EX	PENSES			:	
1.	Direct costs: Salaries and	wages			
	TITLE AND/OR TYPE	NUMBER OF	ANNUAL OR AVERAGE	% OF TIME DEVOTED	AMOUNT
<del></del>	OF PERSONNEL  Program Manager	PERSONNEL 1	75,000	TO THIS PROJECT	22,500
	Program Manager Program Associate	1	50,000	30	15,000
	, , o g, ,	,	00,000		,
,	·	ı	Total sal	laries and wages a. \$	37,500
Frii	nge benefits	·	Tota	al fringe benefits b. \$	3,750
<del></del>		Tota	I salaries, wages, and frin	ge benefits (a. + b.) \$	41,250

## **NEA Application**

# **Project Budget, Page 2of 2**

Read the instructions for this form before you start.

OMB No. 3135-0112 Expires 11/30/2010

A	oplicant (official IRS nan	ne): San Francis	co Arte (	Commission		-
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	(PENSES, CONTINUED	a				
2.	Direct costs: Travel	(Include subsistence)	ŀ			
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		•		i	Total travel \$	' o
*******						
3.	fees, rights, evaluation	xpenses (Include cor and assessment fee	nsultant an s. access a	d artist fees, contra	ctual services, promotio lephone, photocopying,	n, acquisition
	supplies and materials,	, publication, distribut	ion, transla	tion, transportation	of items other than pers	connel, rental of
	space or equipment, ar	nd other project-spec	ific costs)			AMOUNT
	Artist Fees for W	ritersCorps (5 @	0\$900 w	eek/40 weeks)		180,000
	Training Coordin					27,000
	Photographer in					12,500
	Supplies (journal					7,500
	Books and subso					1,500
	Youth Poetry Rea	adings (food, rei	ntals, AV	') (\$350 x 12 re	adings)	4,200
	Artist Honorarium			,		3,600
	Design and Printi		sters, P	rograms		5,000
	Events Coordinat	or				2,000
	Phone/Fax					1,000
	Website Develop	ment				3,000
	Postage		4.			1,000
	Design and Editir		cations			6,000
	Printing of Site Pu		•			7,000
•	Video and Photo					2,000
	T-shirts for Youth					1,450
		•			*	
				То	tal other expenses \$	264,750
4.	Total direct costs (1. fr	om Project Budget, F	age 1 +2.	-3.)	\$	306,000
5.	Indirect costs (if applic	able)				
	Federal		Rate		A	^
	Agency:		(.00)	x Base	= <b>\$</b>	
6.	Total project costs (4.4			Page 11	\$	306,000

# NEA Application Financial Information

Read the instructions for this form before you start.

OMB No. 3135-0112 Expires 11/30/2010

If you are a parent organization, this information should refer to the component on whose behalf you are applying. Do not complete this form if you are applying for a *Challenge America Fast-Track Review Grant*.

Applicant (official IRS name): San Francisco Arts Commission

OPERATING BUDGET		FISCA	LY COMPLETED L YEAR 06/30/09)	•	CURRENT FISCAL YEAR (ESTIMATED) 7/01/0906/30/10)	(O)		CAL YEAR CTED) . -06/30/11)
		START DATE	END DATE		RT DATE END DATE		ART DATE	END DATE
Income: Earned	\$		425,632	\$	483,081	\$		504,916
Contributed	\$		10,859,399	\$	11,517,092	\$	,	10,007,966
Total Income	\$	***************************************	11,285,031	\$	12,000,173	\$	1	0,512,882
Expenses: Artistic salaries and fees	\$		1,763,770	\$	2,094,025	\$		2,012,248
Production/exhibition/	\$		8,169,531	\$	8,431,620	\$		7,084,866
service expenses Administrative expenses	\$		1,351,730	.\$	1,474,528	\$		1,415,768
Total Expenses	\$		11,285,031	\$	12,000,173	\$	1	10,512,882
Operating surplus/(deficit	)\$	*************************	0	\$	0	\$		0

In the space below, discuss the fiscal health of your organization. You must explain 1) any changes of 15% or more in either your income or expenses from one year to the next, and 2) plans for reducing any deficit (include the factors that contributed to the deficit and its amount):

City agencies are required to operate with no operating deficits or surpluses. The decrease in the Arts Commission budget from this fiscal year to next is due to the local and state budget crises that result in a loss of revenue for municipalities. The City's \$522 million General Fund shortfall results in all agencies reducing their budgets by as much as 30%.

**ATTACHMENT 8: Organizational Activities** 

2007-08			Lancas de Capital de C	
Program/Location	Project Head	Participating Artists	Dates	Attend (youth/ adults)
WritersCorps at Litquake / Muddy Waters WritersCorps teachers perform in this annual city-wide literary festival.	Janet Heller	Mahru Elahi Myron Hardy Cindy Je Milta Ortiz Beto Palomar	10/13/07	70
Live From the Park Branch / Park Branch Library Open mic for up to 12 youth, hosted by WritersCorps teachers.	Karla Robinson	Myron Hardy Milta Ortiz Melissa Lozano	1/16/08	25
Intersection Spring Literary Series / Intersection for the Arts Multi-generational reading featuring 7 WritersCorps youth with established writers.	Melissa Hung	Luis J. Rodriguez Myron Hardy Milta Ortiz Beto Palomar	2/26/08	95
Intersection Spring Literary Series / Intersection for the Arts Multi-generational reading featuring 12 youth with established writers.	Melissa Hung	Octavio Solis Mahru Elahi Cindy Je Karla Robinson	3/25/08	75
Intersection Spring Literary Series / Intersection for the Arts Multi-generational reading featuring 10 youth with established writers.	Melissa Hung	Linda Watanabe McFerrin Karla Robinson	4/29/08	55
2008 WritersCorps WordStorm / San Francisco Main Library 30 youth perform in celebration of their year-end site publications and projects.	Melissa Hung	Mahru Elahi, Myron Hardy, Cindy Je, Milta Ortiz, Beto Palomar	5/22/08	200
Write Like a Giant! / AT&T Park WritersCorps student reads at home plate at a San Francisco Giants game.	Janet Heller	Beto Palomar	6/3/08	30,000
What is the Cure? / Galeria de la Raza Youth perform at this open mic, hosted by and featuring WritersCorps students.	Milta Ortiz	Karla Robinson	6/10/08	25

2008-09				
Program/Location	Project Head	Participating Artists	Dates	Attend (youth/
Litquake / Boys & Girls Club WritersCorps celebrate Tell the World (HarperCollins) with a performance by students and teachers at this annual city- wide literary festival.	Janet Heller	Milta Ortiz Myron Hardy Cindy Je Annie Yu Indiana Pehlivanova	10/11/08	adults) 50
This Place Called Poetry / San Francisco Arts Commmssion Gallery An interactive installtion of art, film and audio featuring 11 WritersCorps youth.	Janet Heller	Katharine Gin Kjell Nordeson Adrienne Aquino	11/7/08 - 1/24/09	2,000
Tell the World Reading / Booksmith 12 students read from Tell the World (HarperCollins) at this local bookstore.	Janet Heller	Milta Ortiz Cindy Je Aracely Gonzalez	11/14/08	30
Sherman Alexie Reading / Herbst Theater Sherman Alexie reads with 3 WritersCorps youth.	Janet Heller	Sherman Alexie	12/1/08	500
WritersCorps Panel / Chicago Marriott WritersCorps poets and novelists perform from the Days I Moved Through Ordinary Sounds (City Lights) at a panel at the AWP conference.	Melissa Hung	Thomas Centolella Hoa Nguyen Elissa Perry Maiana Minahal Jeffrey McDaniel Chad Sweeney	2/14/09	80
2009 WritersCorps WordStorm / San Francisco Main Library 30 youth perform in celebration of their year-end site publications and projects.	Janet Heller	Myron Hardy Cindy Je Milta Ortiz Aracley Gonzaelz	5/20/09	175
Poetry Pairings / 826 Valencia WritersCorps students, paired with their teachers, read together for an evening of poetry duets	Janet Heller	Alison Seevak Jime Salcedo-Malo Toussaint Haki Michelle Matz	6/5/09	45

				·
2009-10				
TeenQuake / San Francisco Main Library WritersCorps students perform in this evening of literary events for teens.	Milta Ortiz	Annie Yu Antonio Caceres	10/16/09	250
Litquake / Mission Comics WritersCorps teachers perform in this annual city-wide literary festival.	Janet Heller	Neelanjana Banerjee, Cindy Je, Rick D'Elia, Carrie Love, Myron Hardy, Milta Ortiz, Aracely Gonzalez	10/17/09	65
Claim the Block Reading Series/ Museum of the African Diaspora A collaborative reading series with San Francisco museums featuring Writers Corps teachers and youth.	Nirmala Nataraj	Myron Hardy Neelanjana Banerjee	2/13/10	50
Claim the Block Reading Series / Contemporary Jewish Museum A collaborative reading series with San Francisco museums featuring WritersCorps teachers and youth.	Nirmala Nataraj	Carrie Love Cindy Je	3/11/10	80
Claim the Block Reading Series / Zeum: San Francisco's Childrens Museum A collaborative reading series with San Francisco museums featuring Vriters Corps teachers and youth.	Nirmala Nataraj	Aracely Gonzalez Rick D'Elia	4/10/10	60
Claim the Block Reading Series / Yerba Buena Center for the Arts A collaborative reading series with San Francisco museums featuring Vriters Corps teachers and youth.	Nirmala Nataraj	Milta Ortiz	4/23/10	70
WritersCorps WordStorm / San Francisco Main Library 44 youth perform in celebration of their rear-end site publications and projects.	Nirmala Nataraj	Neelanjana Banerjee, Cindy Je, Rick D'Elia, Carrie Love, Myron Hardy, Milta Ortiz, Aracely Gonzalez	5/26/10	75

## **ATTACHMENT 9: Statements of Support**

"Mission High School is pleased to welcome back WritersCorps for another year of creative writing, especially for our ESL students who need more than basic dexterity with the language. Students need to speak and write with confidence, trusting their own voices and exploring their creativity through the written word, while meeting State and National Standards.

WritersCorps has helped Mission High School students achieve their best academically and personally, helping to close the achievement gap among under-performing students of color. We will enthusiastically continue their programs. Publishing writing, being introduced to cultural venues and community organizations (including library branches and museums), and performing in venues inside and outside of school are also extremely valuable learning opportunities for our students. The WritersCorps project for Mission this year incorporated student writing into eyecatching posters that were displayed in the windows of merchants in the surrounding neighborhood. We are pleased for the recognition WritersCorps has brought to our school, and for the continuing educational opportunities it has given our students."

Eric Guthertz, Principal, Mission High School 415-241-6240, guthertze@sfusd.edu

"I am writing in support of the Arts Commission's proposal to the National Endowment for the Arts to fund a WritersCorps teacher in 2011-12. This year was the fourth year Downtown High School hosted a WritersCorps teacher.

The WritersCorps artist Myron Hardy worked closely with our teacher Anne Marie Grace as well as the after-school coordinator to develop relevant and engaging curriculum for students at our project-based continuation high school. The poetry lessons and after-school poetry club were implemented by Myron with great success. Students admire Myron as a published writer, and in turn, he holds them to high standards. Students increased their learning opportunities, their ability to express themselves, and their vocabulary. His writing workshops create an atmosphere of trust and caring, which helps student learn at their best.

Downtown students participated in WritersCorps events, including the reading at the Museum of African Diaspora. The reading gave students opportunities to share their thoughts and writing with a wider audience, an important moment for many of them. It was also an introduction to the museum for most of our students, and exposure to the connections between visual art and writing. We are thankful for all that WritersCorps has brought to our students."

Mark Alvarado, Principal, Downtown High School 415-695-5860, alvaradom@sfusd.edu

"International Studies Academy would be honored to place a WritersCorps teacher at our school for 2011-12. For the past two years we have worked with WritersCorps teacher Aracely Gonzalez who has taught creative writing in our language arts and ELD classes to over 125 students.

Aracely adds to the positive culture of our school. She knows most of the teachers and worked closely with them and other faculty to reach students. She is a perfect fit for ISA because of her background, artistic talent and ability to engage with youth on so many levels. She is excellent, a true professional who augmented curriculum in our classrooms. The curriculum was always appropriate, whether it was for GATE or ELD.

ISA serves an ethnically diverse population. In particular, we have many recent immigrants from Mexico and Central America. Many benefit from having the opportunity to express themselves in their second language, English. As most ISA students come from low-income families, WritersCorps provides them with valuable opportunities to perform and publish their work in city-wide venues."

Matt Livingston, Principal, International Studies Academy 415-695-5866, livingstonm@sfusd.edu

"Hilltop has been privileged to be a WritersCorps site for two years now, working with Cindy Je. Hilltop School provides pregnant girls and parenting teens an opportunity to complete their secondary education. Our students juggle parenthood with their education and part-time jobs or internships.

Poetry writing and poetry-related art projects were implemented at our school by Cindy. For example, students wrote many different kinds of poems and created postcards, sewn books, posters, holiday poetry cards, folded books, and more. We also held on-site poetry readings and celebrations. Cindy considered the unique population of students here for each session. She utilized poems with relevant themes to engage kids, always taking into consideration the kinds of issues (motherhood, pregnancy, culture, body issues, self-esteem, issues around incarceration, relationships, etc.) when planning and implementing poetry lessons. Her lessons were integrated very well, and in fact led to an improvement in the culture, climate, and curriculum here at Hilltop.

Cindy worked very hard to understand and mitigate the challenges of working with this population (high absenteeism, constant interruptions, student depression, neglect, abuse, and domestic violence at home, "shell shock" regarding pregnancy, etc.) This is not an easy place to wrap one's head around in order to develop an approach to teaching, and Cindy was exceptional.

Cindy was a positive role model for these young women. She used humor and kindness instead of getting irritated by some of our more oppositional students. She was never judgmental, always considering that there is usually a deeper, more tragic reason for a young mom acting out.

WritersCorps has been the single most influential factor in creating a more positive atmosphere at Hilltop. We are thankful for all the energy and educational opportunities and look forward to our collaboration with you in the 2011-12 academic year."

Conor Hallinan, English Teacher, Hilltop School 415-695-5606, conorh@sbcglobal.net

"Aptos Middle School is very pleased to commit to hosting a WritersCorps teacher for the 2011-12 school year. I have been excited to see the program take root with WritersCorps teacher Rick D'Elia.

Following the 7<sup>th</sup> and 8<sup>th</sup> grade curriculums, Rick implemented weekly journal writing with an emphasis on specific literary elements in short stories and poems. I wanted this program to work in seamlessly with existing curriculum and it more than met my expectations. It should be noted that WritersCorps activities fit directly into the standards and supplement the core curriculum lessons. Whether the lessons focus on poetry, fiction, journal writing, or performance, WritersCorps increases students' vocabulary, interpersonal skills, and written and verbal skills.

I appreciate all the work the organization has provided the students, the school and teachers. I look forward to this program in the next year."

Tony Payne, Assistant Principal, Aptos Middle School 415-469-4520, PayneCl@sfusd.edu

## ATTACHMENT 11: Work Sample Index

#### Work Sample A

Format: books/publications

Description of the Work: Tell the World: Teen Poems by WritersCorps with foreword

by Sherman Alexie

National anthology of WritersCorps youth featuring poetry by youth ages 12 to 19 who have worked with WritersCorps for one year or more. This is a classic example of the kind of quality writing produced within our program, including the wide range of topics and forms.

Date: Published October 2008 by HarperCollins

Relationship of Work Sample to the Project: Includes many submissions by high school aged youth who attend underperforming schools in urban neighborhoods. The selected sample poem is by an intermediate student, a 10<sup>th</sup> grader who emigrated from Egypt and has worked with WritersCorps for at least a year.

Instructions: See page 11, "Himalaya" by Abdessalam Mansori.

#### Work Sample B

Format: books/publications

Description of the Work: Tell the World: Teen Poems by WritersCorps with foreword by Sherman Alexie

National anthology of WritersCorps youth published by HarperCollins featuring 75 youth poems and two teacher essays. The essay by teacher Beto Palomar demonstrates the experience and background of one of our teaching artists.

Date: Published October 2008 by HarperCollins

Relationship of Work Sample to the Project: Beto Palomar taught at International Studies Academy and has worked with ESL students for over 5 years.

Instructions: See page 84, "Why I Write" by Beto Palomar.

## Work Sample C

Format: DVD

**Description of the Work:** Short documentary film created by WritersCorps artist-in-residence Katharine Gin and sound artist Kjell Nordeson who documented youth who have participated in WritersCorps from 1996 to present. Youth are filmed reading poetry and talking about the role of poetry in their lives.

Date: November 2008

Relationship of Work Sample to the Project: An example of advanced students and former students who are now college aged or older who reflect on the meaning of writing in their lives. This film was part of the 15<sup>th</sup> anniversary multimedia installation "This Place Called Poetry" at the SFAC Gallery.

Instructions: Please play the one film, which has a total running time of 4:35 minutes.

#### Work Sample D

Format: books/publications

Description of the Work: Write/Walk is a year-end project featuring work by youth ages 14 to 18 from Mission High School who have worked with WritersCorps weekly for up to 8 months in a school year. This walking tour of young writers and local merchants consisted of this booklet, as well as posters that displayed the writing of students in neighborhood storefronts.

Date: May 2010

Relationship of Work Sample to the Project: This work represents beginning students whose English skills are improving and who are gaining self-confidence in their work. The selected sample poem marked is by a beginning student who recently emigrated from China and is an English Language Learner.

Instructions: See page 31, "All My Loves from You" by Zola Li.

#### Work Sample E

Format: books/publications

Description of the Work: Jump Write In: Creative Writing Exercises for Diverse Communities, Grades 6-12, edited by Judith Tannenbaum and Valerie Chow Bush, is a compilation of lessons plans created by teachers in our program. Classroom teachers often feel pressure to choose between using standards-based lessons and activities that engage their students' creativity. This guide offers numerous exercises that do both: build key standards-based writing while encouraging personal expression. It offers plans for activities to use during the classroom day, especially with English learners and students with below average literacy skills. This curriculum has proven to be highly effective in recent years; WritersCorps plans to re-release this publication in 2012 with national distribution.

Date: Published August 2005 by Jossey-Bass

Relationship of Work Sample to the Project: This popular book of sample lesson plans is used in all our public school settings. All the lessons included can be matched to NCTE/IRE standards for the language arts.

Instructions: See page 77 "Exercise: In the Hear and Now." This lesson plan, with a model poem, teaches students about point of view.

#### Work Sample F

Format: printed evaluation

**Description of Work:** WritersCorps: Celebrating 15 Years is a report sharing evaluative data, core principles and the history of our program. WritersCorps teachers assess student writing skills using a rubric developed by our program. Student scores are reported in a pre and post format. Students also submit surveys which share data about communication, writing, presenting and overall mechanics. Sites (teaching staff at schools) also submit surveys.

Date: November 2008

Relationship of Work Sample to the Project: Our teaching staff use rubrics and collect data from students. Sites will be required to complete evaluative materials by June 1, 2011.

Instructions: See page 13, which shows evaluative results over eight years.

#### Work Sample G

Format: books/publications

**Description of Work: Days** *I Moved Through Ordinary Sounds* is an anthology of memoir, poetry and fiction by those who have taught in WritersCorps. This book represents the diversity and achievements of the many accomplished writers who have taught for the program.

Date: Published April 2009 by City Lights

Relationship to the Project: This brief memoir by Chad Sweeney, a former WritersCorps teacher and the editor of *Days*, demonstrates the experiences of one of our teaching artists, who found he learned from his students as he was teaching them. Instructions: See page 236, featuring Chad Sweeney.