

AGREEMENT

THIS PROFESSIONAL SERVICE AGREEMENT, made and entered into by and between the **LOUISVILLE/JEFFERSON COUNTY METRO GOVERNMENT**, by and through its **OFFICE FOR SAFE AND HEALTHY NEIGHBORHOODS**, herein referred to as “**METRO GOVERNMENT**”, and **THE CROSSNORE SCHOOL AND CHILDREN’S HOME**, with offices located at 100 D.A.R. Drive, Crossnore, North Carolina 28616, herein referred to as “**CONSULTANT**”,

WITNESSETH:

WHEREAS, the Metro Government is in need of certain professional services with respect to a trauma management assistance program to improve behavioral health, empowered community residents, and increase reductions in trauma and sustained community change; and

WHEREAS, the Consultant has been determined by the Metro Government to have the necessary experience, expertise and qualifications to provide those services,

NOW, THEREFORE, it is agreed by and between the parties hereto as follows:

I. SCOPE OF PROFESSIONAL SERVICES

A. Consultant shall, at the request of the Metro Government, provide services under the terms of this professional Agreement. The Consultant’s work product may be reviewed from time to time by the Metro Government for purposes of determining that the services provided are within the scope of this Agreement.

B. Consultant, while performing the services rendered pursuant to this Agreement, may incidental thereto utilize agents or employees of such Consultant. However, such use must be documented in the monthly invoice submitted for those services rendered.

C. If from time to time Consultant needs to utilize the records or personnel of the Metro Government relative to performing the services required of this Agreement, then Consultant shall notify the proper agent of the Metro Government of this need and arrangements may be made for that contingency. However, at no time shall the Metro Government make available its resources without the full consent and understandings of both parties.

D. The services of Consultant shall include but not be limited to the following:

1. The Crossnore School and Children's Home, Center for Trauma Resilient Communities (CTRC) is a trauma-informed, evidence-based model approved by the grant funder Substance Abuse and Mental Health Services Administration (SAMHSA). The purpose of the project is to assist high-risk youth and families managing trauma in West and South Louisville. Through project implementation, the team helps promote resilience and equity in communities that have recently faced civil unrest by providing evidence-based, violence prevention, and community youth engagement programs as well as linkages to trauma-informed behavioral health services. The goal of the SAMHSA ReCAST/Louisville TRC Project is for local community entities to work together in ways that lead to improved behavioral health, empowered community residents, and reductions in trauma and sustained community change. The program is further described in Attachment A attached hereto and incorporated herein.

II. FEES AND COMPENSATION

A. Consultant shall be reimbursed for professional services rendered according to the terms of this Agreement as described on Attachment A. Total compensation payable to Consultant for services rendered pursuant to this Agreement, including out-of-pocket expenses, shall not exceed **THREE HUNDRED TWENTY-THREE THOUSAND SIX HUNDRED TWENTY DOLLARS (\$323,620.00)**.

B. Unless otherwise agreed to in writing by the Metro Government, services shall be rendered and payment therefor shall be made at monthly intervals throughout the duration of this Agreement. Payment shall only be made pursuant to a detailed invoice presented monthly, which invoice shall indicate a descriptive daily accounting of the hours expended in service under the contract, the particular nature of such service and out-of-pocket expenses. Copies of invoices or receipts for out-of-pocket expenses and other third party charges must be included with the Consultant's invoice when payment is requested. In the event payment is made in lump sum at the end of the service period, Consultant's final invoice shall indicate a descriptive daily accounting of hours expended as described heretofore.

C. Consultant shall only be reimbursed out-of-pocket expenses if they are reasonable in amount and necessary to accomplish the scope of services of this contract. The Metro Government will not reimburse first class air fare, personal phone calls, short term parking expenses, or other premium type expenses. The Metro Government reserves the right to reduce or disallow expenses considered excessive or unnecessary under this contract.

D. Consultant, to the extent that it provides the same or related services to other parties agrees to pro-rate its billings and out-of-pocket expenses to the Metro Government which are of benefit to the other parties and to provide documentation to all

parties to verify the pro-ration of such billings and expenses. In no event will the Metro Government pay bills or expenses which are considered to be double billing (i.e. billing two different parties for the same work or expense).

III. DURATION

A. This is a professional service contract which shall begin September 30, 2021 and shall continue through and including September 29, 2022.

B. This Agreement may be terminated by submitting thirty (30) days' written notice to the non-terminating party of such intent to terminate. This Agreement may also be terminated by any party, without notice to the non-terminating party, because of fraud, misappropriation, embezzlement or malfeasance or a party's failure to perform the duties required under this Agreement. A waiver by either party of a breach of this Agreement shall not operate or be construed as a waiver of any subsequent breach.

C. In the event of termination, payment for services complete up to and including date of termination shall be based upon work completed at the rates identified in this Agreement. In the event that, during the term of this Agreement, the Metro Council fails to appropriate funds for the payment of the Metro Government's obligations under this Agreement, the Metro Government's rights and obligations herein shall terminate on the last day for which an appropriation has been made. The Metro Government shall deliver notice to Consultant of any such non-appropriation not later than 30 days after the Metro Government has knowledge that the appropriation has not been made.

IV. EMPLOYER/EMPLOYEE RELATIONSHIP

It is expressly understood that no employer/employee relationship is created by this Agreement nor does it cause Consultant to be an officer or official of the Metro

Government. By executing this Agreement, the parties hereto certify that its performance will not constitute or establish a violation of any statutory or common law principle pertaining to conflict of interest, nor will it cause unlawful benefit or gain to be derived by either party.

V. RECORDS-AUDIT

Consultant shall maintain during the course of the work and retain not less than five years from the date of final payment on the contract, complete and accurate records of all of Consultant's costs which are chargeable to the Metro Government under this Agreement; and the Metro Government shall have the right, at any reasonable time, to inspect and audit those records by authorized representatives of its own or of any public accounting firm selected by it. The records to be thus maintained and retained by Consultant shall include (without limitation): (a) payroll records accounting for total time distribution of Consultant's employees working full or part time on the work (to permit tracing to payrolls and related tax returns), as well as canceled payroll checks, or signed receipts for payroll payments in cash; (b) invoices for purchases receiving and issuing documents, and all the other unit inventory records for Consultant's stores stock or capital items; and (c) paid invoices and canceled checks for materials purchased and for subcontractors' and any other third parties' charges.

VI. HOLD HARMLESS CLAUSE AND INSURANCE REQUIREMENTS

The Consultant shall indemnify, hold harmless, and defend the Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors in interest from all claims, damages, losses and expenses including attorneys' fees, arising out of or resulting, directly or indirectly, from the Consultant's (or Consultant's Subcontractors, if any) performance or breach of the

contract provided that such claim, damage, loss, or expense is: (1) attributable to personal injury, bodily injury, sickness, death, or to injury to or destruction of property, including the loss of use resulting therefrom, or breach of contract, and (2) not caused by the negligent act or omission or willful misconduct of the Louisville/Jefferson County Metro Government or its elected and appointed officials and employees acting within the scope of their employment. This Hold Harmless and Indemnification Clause shall in no way be limited by any financial responsibility or insurance requirements and shall survive the termination of this Contract. Consultant shall comply with the insurance requirements attached hereto and fully incorporated herein as Attachment B.

VII. REPORTING OF INCOME

The compensation payable under this Agreement may be subject to federal, state and local taxation. Regulations of the Internal Revenue Service require the Metro Government to report all amounts in excess of \$600.00 paid to non-corporate contractors. Consultant agrees to furnish the Metro Government with its taxpayer identification number (TIN) prior to the effective date of this Agreement. Consultant further agrees to provide such other information to the Metro Government as may be required by the IRS or the State Department of Revenue.

VIII. GOVERNING LAW

This Agreement shall be governed by and construed in accordance with the laws of the State of Kentucky. In the event of any proceedings regarding this Agreement, the Parties agree that the venue shall be the state courts of Kentucky or the U.S. District Court for the Western District of Kentucky, Louisville Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Agreement or any rights or obligations

arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.

IX. AUTHORITY

The Consultant, by execution of this Agreement, does hereby warrant and represent that he is qualified to do business in the State of Kentucky, has full right, power and authority to enter into this Agreement.

X. CONFLICTS OF INTEREST

Pursuant to KRS 45A.455:

(1) It shall be a breach of ethical standards for any employee with procurement authority to participate directly in any proceeding or application; request for ruling or other determination; claim or controversy; or other particular matter pertaining to any contract, or subcontract, and any solicitation or proposal therefor, in which to his knowledge:

(a) He, or any member of his immediate family has a financial interest therein; or

(b) A business or organization in which he or any member of his immediate family has a financial interest as an officer, director, trustee, partner, or employee, is a party; or

(c) Any other person, business, or organization with whom he or any member of his immediate family is negotiating or has an arrangement concerning prospective employment is a party. Direct or indirect participation shall include but not be limited to involvement through decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing, or in any other advisory capacity.

(2) It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment, in connection with any decision, approval, disapproval, recommendation, preparation of any part of a purchase request, influencing the content of any specification or purchase standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling or other determination, claim or controversy, or other particular matter, pertaining to any contract or subcontract and any solicitation or proposal therefor.

(3) It is a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

(4) The prohibition against conflicts of interest and gratuities and kickbacks shall be conspicuously set forth in every local public agency written contract and solicitation therefor.

(5) It shall be a breach of ethical standards for any public employee or former employee knowingly to use confidential information for his actual or anticipated personal gain, or the actual or anticipated personal gain of any other person.

XI. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement and understanding of the parties with respect to the subject matter set forth herein and this Agreement supersedes any and all prior and contemporaneous oral or written agreements or

understandings between the parties relative thereto. No representation, promise, inducement, or statement of intention has been made by the parties that is not embodied in this Agreement. This Agreement cannot be amended, modified, or supplemented in any respect except by a subsequent written agreement duly executed by all of the parties hereto.

XII. OCCUPATIONAL HEALTH AND SAFETY

Consultant agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, 29 U.S.C. 650 *et. seq.*, as amended, and KRS Chapter 338. Consultant also agrees to notify the Metro Government in writing immediately upon detection of any unsafe and/or unhealthful working conditions detected at any Metro-owned property where Consultant performs work under this Agreement. Consultant agrees to indemnify, defend and hold the Metro Government harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

XIII. SUCCESSORS

This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, successors and assigns.

XIV. SEVERABILITY

If any court of competent jurisdiction holds any provision of this Agreement unenforceable, such provision shall be modified to the extent required to make it enforceable, consistent with the spirit and intent of this Agreement. If such a provision cannot be so modified, the provision shall be deemed separable from the remaining provisions of this Agreement and shall not affect any other provision hereunder.

XV. COUNTERPARTS

This Agreement may be executed in counterparts, in which case each executed counterpart shall be deemed an original and all executed counterparts shall constitute one and the same instrument.

XVI. CALCULATION OF TIME Unless otherwise indicated, when the performance or doing of any act, duty, matter, or payment is required hereunder and a period of time or duration for the fulfillment of doing thereof is prescribed and is fixed herein, the time shall be computed so as to exclude the first and include the last day of the prescribed or fixed period of time. For example, if on January 1, Consultant is directed to take action within ten (10) calendar days, the action must be completed no later than midnight, January 11.

XVII. CAPTIONS The captions and headings of this Agreement are for convenience and reference purposes only and shall not affect in any way the meaning and interpretation of any provisions of this Agreement.

XVIII. VIOLATIONS OF AND COMPLIANCE WITH KENTUCKY LAWS The Consultant shall reveal any final determination of a violation by the Consultant or subcontractor within the previous five (5) year period pursuant to KRS Chapters 136, 139, 141, 337, 338, 341 and 342 that apply to the Consultant or subcontractor. The Consultant shall be in continuous compliance with the provisions of KRS Chapters 136, 139, 141, 337, 338, 341 and 342 that apply to the Consultant or subcontractor for the duration of the contract.

XIX. REQUIRED FEDERAL TERMS As the funding for this Contract is partly federal, Consultant shall comply with the required federal contract terms attached hereto and fully incorporated herein as Attachment C.

WITNESS the agreement of the parties hereto by their signatures affixed hereon.

**APPROVED AS TO FORM AND
LEGALITY CONTINGENT UPON
METRO COUNCIL APPROVAL
OF THE APPROPRIATION FOR
THIS AGREEMENT:**

**LOUISVILLE/JEFFERSON COUNTY
METRO GOVERNMENT**

DocuSigned by:
Paul Rutledge
MICHAEL J. O'CONNELL
JEFFERSON COUNTY ATTORNEY

DocuSigned by:
Amber Burns-Jones
AMBER BURNS-JONES, ASSISTANT
DIRECTOR, OFFICE FOR SAFE AND
HEALTHY NEIGHBORHOODS

Date: 2/14/2022

Date: 2/17/2022

DS
TN

**THE CROSSNORE SCHOOL AND
CHILDRENS' HOME**

By: _____

Title: _____

Date: _____

Taxpayer Identification No.
(TIN): _____

Louisville/Jefferson County
Revenue Commission Account
No.: _____

ATTACHMENT A

SAMHSA ReCAST Creating a Trauma Resilient Community in Louisville, Kentucky Year 4 Budget

PROJECT NARRATIVE

The city of Louisville was awarded and accepted the SAMHSA ReCAST grant in 2018. The purpose of the Louisville TRC Project is to assist high-risk youth and families in West and South Louisville - most affected by trauma, violence and civil unrest gain access to culturally responsive and trauma-informed care resources. Project goals consist of the following:

- Promote resilience and equity
- Build community capacity in trauma-informed practices and behavioral health services
- Leverage existing community efforts that helps make Louisville a healing centered city

CENTER FOR TRAUMA RESILIENT COMMUNITIES (CTRC)

Name	Service	Rate	Other	Cost
1. CTRC	Implementation support and program coordination	\$6,160 per month	12-month period	\$ 73,920
2. CTRC	3 In-person TRC Model Boosters Travel	Flight, plus per diem	1 Day	\$5,700
3. CTRC	3-Day Leadership/Content Training Travel	Flight, plus per diem	3-Day	\$3,800
4. CTRC	(2) 2 Day Train-the-trainer Travel	Flight, plus per diem	2-Day	\$6,200
5. CTRC	(2) Resilience Academy Travel	Flight, plus per diem	2-Day	\$6,200
6. CTRC	Leadership/Content Training	2 trainers @\$2,500 per day x 3 day= \$15,000	3 Day	\$15,000

Name	Service	Rate	Other	Cost
7. CTRC	Train the Trainer	2 trainers @\$2,500 x 4 Days = \$20,000	(2) 2 Day Trainings	\$20,000
8. CTRC	Zoom TRC Booster	2 trainers \$750 hr. x 6 hrs. = \$9,000		\$9,000
9. CTRC	In-person TRC Booster	2 trainers @2500 x 3_15,000	1 Day	\$15,000
10. CTRC	Interpreter/Translations Services	\$50 hr. x 40hrs.= \$2,000		\$2,000
11. CTRC	In-person Meetings	24hrs. x \$350 = \$8,400	(3) 1-day trips	\$16,800
12. CTRC	Resilience Academy	2 trainers @\$2,500 x 4 Days = \$20,000	(2) 2-day trainings	\$20,000
13. CTRC	Zoom/Phone Consultations	144 hrs. x \$250= \$36,000	12-Months	\$36,000
14. CTRC	Zoom Coaching/Training Support	144 hrs. x \$250= \$36,000	12-Months	\$36,000
15. CTRC	TRC Team Meetings	60 hrs. x \$250 = \$15,00	5 hours per month	\$15,000
16. CTRC	Implementation Team Planning	60 hrs. x \$250 = \$15,00	5 hours per month	\$15,000
17. CTRC	Rental space & Training Materials		12-months	\$18,000

Name	Service	Rate	Other	Cost
18. CTRC	Facility of YCAB	<p>2-Day Onboarding Orientation \$30.00 per day totaling \$1200.00</p> <p>CAB meetings \$20.00 each totaling \$4800 for the 12 months.</p> <p>TicToc Project participation will be \$100 each totaling \$2,000</p> <p>Attendance at the Resilience Academy (2-day event) \$50.00 each day totaling \$2,000</p>	12-months	\$10,000
			TOTAL	\$323,620.00

JUSTIFICATION:

1. The implementation and coordination all activities pertaining to the TRC model implementation, including all TRC Model training (local BBA led and CTRC led), BBA consultations, BBA coaching, implementation meetings, workshops, networking events, champion trainer meetings, etc.
2. Travel Justification: The travel justifications for each of the line items above are in case in-person training starts again. We've found that online training is possible, but the relationships, information retention, and overall experience improve when doing in-person training.
 - a. **TRC Model Boosters:** Boosters focus on maintaining relationships, formalizing, and standardizing trauma-informed collaboration and coordination among our Backbone Agencies to continue embedding and embodying the TRC Model within their organizations and our trainees (Leadership and Certified Trainers).
 - b. **3-Day Leadership/Content Training:** The 3-Day Training consists of 8 modules focusing on different aspects of TRC Model implementation. These modules

formalize and standardize trauma-informed collaboration and coordination for our Backbone Agencies by implementing the TRC Model. To keep up to date with BBA leadership turnover, we have had requests for another round of 3-Day leadership training. This training will help to onboard new leadership to the TRC Model and continue the work with implementation across a system of care. Research shows that active participation from leadership is one of the most important pieces of culture change.

- c. **Train the Trainer Certification:** The TTT Certification continues formalizing and standardizing trauma-informed collaboration and coordination for our Backbone Agencies through the implementation of the TRC Model. By certifying champion trainers to facilitate and assist with implementation, CTRC creates a sustainable way to continue training and support long after the Louisville TRC Model grant has ended. Many of our original certified trainers have left their jobs, leaving a need for our BBAs to have more certified trainers. Having the opportunity for BBAs to have additional Certified Trainers increases their capacity to jump-start implementation and sustain organizational level change.
 - d. **Resilience Academy:** Resilience academy assists in formalizing and standardizing trauma-informed collaboration and coordination among the community through introductory level training of the TRC Model.
3. **Other:** The above "other" activities are essential to the support needed for Backbone Agencies and the coordination of the grant as a whole. The activities listed above are separated for in-person and online. Those that are in-person are also reflected in the travel section. These activities are itemized into quantity and unit price for those faculty/staff who are not full-time grant-paid staff.
- a. **TRC Model Boosters:** Boosters focus on maintaining relationships, formalizing, and standardizing trauma-informed collaboration and coordination among our Backbone Agencies to continue embedding and embodying the TRC Model within their organizations and our trainees (Leadership and Certified Trainers).
 - b. **3-Day Leadership/Content Training:** The 3-Day Training consists of 8 modules focusing on different aspects of TRC Model implementation. These modules formalize and standardize trauma-informed collaboration and coordination for our Backbone Agencies by implementing the TRC Model. To keep up to date with BBA leadership turnover, we have had requests for another round of 3-Day leadership training. This training will help to onboard new leadership to the TRC Model and continue the work with implementation across a system of care. Research shows that active participation from leadership is one of the most important pieces of culture change. We expect to do this in person. This is subject to change due to COVID restrictions and concerns.
 - c. **Train the Trainer Certification:** The TTT Certification continues formalizing and standardizing trauma-informed collaboration and coordination for our Backbone Agencies through the implementation of the TRC Model. By certifying champion trainers to facilitate and assist with implementation, CTRC creates a sustainable way to continue training and support long after the Louisville TRC Model grant has ended. Many of our original certified trainers have left their jobs, leaving a need for our BBAs to have more certified trainers. Having the opportunity for BBAs to have additional Certified Trainers increases their capacity to jump-start implementation and sustain organizational level change. **Resilience Academy:** Resilience academy assists in formalizing and standardizing trauma-informed collaboration and coordination among the community through introductory level training of the TRC Model. We expect to do these two certifications, one in Fall

2021 and another in Spring 2022, in person. This is subject to change due to COVID restrictions and concerns.

- d. **Resilience Academy:** Resilience Academy assists in formalizing and standardizing trauma-informed collaboration and coordination among the community through introductory level training of the TRC Model. We expect to do both of these Resilience Academy in person. This is subject to change due to COVID restrictions and concerns. Interpreter/Translation Services: We have an increasing need for interpreter/translation services because several of our grassroots programs have predominately Spanish-speaking staff. There have been several instances when support was needed for in-person meetings, coaching, training, etc. Having this as an option for our participants creates a more equitable environment.
 - e. **In-Person Meetings/Site Visits/Coaching:** When CTRC is in town for training, there are often opportunities to join in-person all-project meetings to help coordinate services, site visits with backbone agencies, and opportunities to do group coaching with champion trainers. Usually, these are done via Zoom, but while in person, CTRC can connect, coach, consult and gain a better understanding of those on the project team, community partners, and backbone agencies. Doing this in person establishes trust and connection to better establish communication and relationships on the project.
 - f. **Zoom/Phone Consultations:** Each agency is given group consultations to assist with their Core Team creation, implementation planning, etc. This time is utilized in whatever way the Backbone Agency needs at the time of the consult. Using zoom consultations is an efficient way for CTRC to support agencies throughout implementation.
 - g. **Zoom Coaching/Training Support:** CTRC offers coaching and training support via Zoom to assist Certified Trainers in preparing for facilitating module training. This opportunity allows certified trainers to have access to CTRC staff to help coach them through the content and delivery of each module.
 - h. **TRC Team Meetings:** To support the Louisville TRC Project team and break down siloed work within the project, CTRC has time available to the other Louisville TRC Project Teams (Metro, Clinical, and Evaluation) to connect and collaborate on all project needs.
 - i. **Implementation Team Planning:** CTRC staff plan and prepare for consultations, coaching, training, etc. and work to integrate implementation planning for each of the Backbone Agencies. This time is used to plan and continue supporting upcoming project deliverables.
 - j. **Space and Training Materials:** All in-person training is done to provide an exceptional experience. All participants are given materials such as printed documents, activity supplies, and training kits to support the participant experience. This line item is also used if community space has rental fees, etc. We plan on doing a 3-Day leadership/Content Training.
4. Facility of Youth Community Advisory Board members, **ONLY**. The Office for Safe and Healthy Neighborhoods will handle the practical duties of the YCAB, which will be comprised of 20 high risk youth 18-24, that reside in either South or West Louisville, such as onboarding, meetings, projects, etc.

**2021 TRC Model Training Evaluation Report
Summary of Pre-/Post-Surveys
Louisville Trauma Resilient Communities Project
Evaluation Data**

Contributing Authors:

**Edwards, E. E., Middleton, J., & Crosby, S.
University of Louisville Kent School of Social Work**

Research funded by a five-year grant from the Substance Abuse and Mental Health Services Administration (SAMHSA)

Suggested Citation: Edwards, E. E., Middleton, J., & Crosby, S. (2021). 2021 TRC training evaluation report: A summary of pre-/post-surveys.

TRC Model Overview

The Trauma Resilient Communities (TRC) Model is an organizational intervention that is grounded in constructivist self-development theory (CSDT; McCann & Pearlman, 1990; Pearlman & Saakvitne, 1995), structural violence theory (Galtung, 1969), and organizational social context theory (Glisson, 2000, 2007; Glisson & Green, 2006; Glisson & Hemmelgarn, 1998; Glisson & James, 2002), utilizing a resilience framework (Bronfenbrenner, 1992; Ogbu, 1990) to promote healing from the impact of the aftermath of trauma (including racial trauma), adversity, and violence within organizations and communities. Its goal is to improve organizational culture and climate by educating staff on the effects of trauma and stress on behavior. The TRC Model is unique from other trauma-informed care approaches in that it focuses on the oppression that shapes the experiences of an organization's staff or the clients being served. Existing trauma-informed models approach trauma-informed care for clients with a resilience lens without considering the need to dismantle the inherently and foundationally oppressive external systems that target and/or involve clients served by the organization to end the cycle of oppression and harm. The TRC Model seeks to close these gaps by 1) weaving together knowledge about trauma science, racial trauma, and equity, 2) promoting equity-based values and practices that are culturally adaptive, intersectional, and challenge dominant, white-centered culture, and 3) redefining resilience with an intentional focus on structural violence (Vides et al., 2021).

Resilience Framework



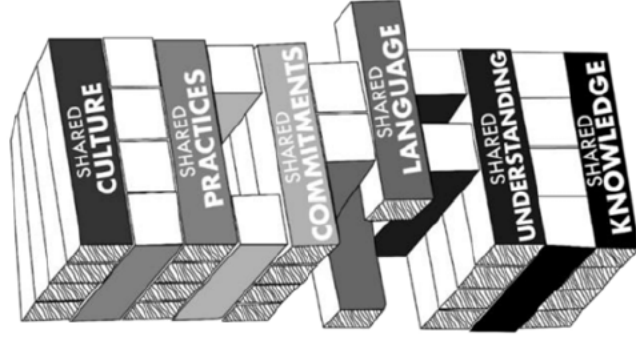
Note: Adapted from U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA), Mental Health Promotion Branch. (2018). *ReCAST grantee manual: Resilience in communities after stress and trauma*. Substance Abuse and Mental Health Services Administration. Retrieved from: <https://vision.recastmeck.com/wp-content/uploads/2020/11/ReCAST-Grant.pdf>

The operating system or framework utilized to envision this work is a Resilience Framework, with the understanding that all of this work happens within the context of “community.” The Resilience Framework is informed by Bronfenbrenner’s ecological systems theory (Bronfenbrenner, 1994), which considers the interpersonal and environmental factors that affect individual and community development. In this way, community is defined at the micro, mezzo, and macro level. This approach is also informed by the work of John Ogbu. Ogbu was a Nigerian-American anthropologist and professor known for his theories about the experiences and interactions regarding race, cultural identity, educational and economic achievement in relation to the dominant culture and oppressive systems, or in other words Structural Violence. John Ogbu’s cultural-ecological approach (1990) looks at the study of institutionalized patterns of behaviors interdependent with features of the environment.

At the *micro level*, the TRC Model aims to impact individuals, peers, families, and schools. At the *mezzo level*, the focus is on systems and institutions impacting communities, such as education, housing, transportation, employment/labor, law enforcement, health and human services providers, faith-based institutions, and community-based organizations. This is where the TRC Model focuses much of the initial initiative-development work. *Macro level* factors within the Resilience Framework include public (government) and private (corporations) sector policies; political climate; culture; and socioeconomic factors such as violence, race, gender, and income. The Resilience Framework aims to impact the aftermath of trauma (including racial trauma), adversity, and violence at the macro, mezzo, and micro levels (Vides et al., 2021).

The goal of the TRC Model is to build trauma-responsive organizations that share trauma knowledge, understanding, language, practices, values, commitments, and culture to create a place of healing and safety for all stakeholders. This is done by embedding a set of researched building blocks that, once embedded, create community protective factors or, in other words, community immunity. These protective factors not only mitigate and protect clients but staff, leaders and the organization, community, and system from the impact of adversity, trauma, and chronic stress. These trauma-informed building blocks are shared knowledge, shared language, shared understanding, shared values or commitments, and shared practices. These are the foundation that ultimately leads to a shared trauma-informed, trauma-responsive, trauma-driven culture (Vides et al., 2021).

The Trauma Resilient Community Model Building Blocks



Note: Adapted from McCorkle, David (2019). Train the Trainer Manual (2019). North Carolina: Center for Trauma Resilient Communities.

Evaluation Overview

Members of the Louisville TRC Backbone Agencies (BBAs) completed a 3-day and 5-day training in the Trauma Resilient Communities (TRC) model. The training covered eight modules, which address the first, foundational building block of the model, *Shared Knowledge*, to create a trauma-resilient organization, community, and system. The modules focus on a body of trauma research essential for every person or organization working with individuals affected by trauma. Other areas embedded in the curriculum focus on resilience building, equity and justice, adverse childhood experiences, organizational chronic stress, trauma science, and compassion fatigue. For each module, participants were asked to complete a pre-assessment and post-assessment survey on knowledge, skill, and satisfaction with the training.

Methods

Participants

All TRC Model module training participants were invited to complete the pre- and post- training survey. A total of 446 participants completed the surveys. It is important to note that only 297 completed surveys were analyzed for the purposes of this report, and 149 surveys were excluded from data analyses due to missing data. The pre-test for Module 1 included demographic questions. Of the 297 participants completing the Module 1 pre-test, 260 were trained by Backbone Agency facilitators and 37 were trained by the Center for Trauma Resilient Communities (CTRC) facilitators. Most (39.9%, $n = 178$) participants were from Seven Counties Services, 5.6% ($n = 25$) were from UofL Health Peace Hospital, 5.2% ($n = 23$) were from Bellewood & Brooklawn, and 1.8% ($n = 8$) were from Center for Women and Families. It is important to note that 2 participants reported their agency as “other” and that almost half (47.1%, $n = 210$) of participants did not report their agency. Due to the small sample sizes reporting agency, statistical analyses were conducted for only the overall sample ($n = 297$).

Overall, 53.8% ($n = 240$) were women, 61.4% ($n = 274$) not Hispanic/Latinx, 52% ($n = 232$) white, and 8.5% ($n = 38$) Black. Participants reported an average of 8 years of full-time human services work, ranging from 2 months to 46 years in the field. Participants averaged 4 years at the agency receiving training, running from 3 days to 30 years at their current agencies. Participants averaged 39.3 years of age, ranging from ages 20 to 73.

Procedures

Surveys were distributed via Qualtrics before and after each module. Statistical analyses were conducted for overall Backbone Agencies and by each agency. For the CTRC training, statistical analyses were conducted only for the overall sample ($n = 37$) due to the small sample size.

Results

Module 1: The Trauma Resilient Communities (TRC) and The Seven Commitments

This module focuses on introducing the TRC Model, the definitions of trauma-informed care and trauma-informed systems, and the activities incorporating mindfulness and community building. This introductory module also focuses on trauma-informed norms and the Seven Commitments (Bloom & Farragher, 2013).

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach’s alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .94$) and Facilitator Alliance ($\alpha = .90$) demonstrated excellent reliability and can be interpreted with confidence. Conflict in Group Cohesion ($\alpha = .88$) and Engagement in Group Cohesion ($\alpha = .70$) ranged from

acceptable to good reliability and can interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .48$) demonstrated an unacceptable level of reliability and should be interpreted with caution.

Backbone Agency Training

For Module 1, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 1, average knowledge assessment scores decreased slightly from 7.14 at the beginning of the module to 6.98 after the module was completed. However, knowledge assessment scores had no significant differences between the pre-test and post-test. Seven Counties Services (SCS) employees' ($n = 178$) average knowledge assessment scores increased significantly in Module 1 from 7.01 to 7.48: $t(177) = -2.35, p = .02, d = .22$. University of Louisville (UofL) Health - Peace Hospital employees' ($n = 25$) average knowledge assessment scores decreased significantly from 7.28 at the beginning of Module 1 to 5.20 at the end: $t(24) = 2.24, p = .04, d = .65$. Bellewood & Brooklawn ($n = 23$) and Center for Women and Families ($n = 8$) employees showed no significant differences between the pre-test and post-test for Module 1. See Appendix A for overall frequencies.

At the end of Module 1, participants overall rated their satisfaction as 4.18, the group's engagement as 3.94, the group's conflict as 1.68, the group's avoidance of responsibility as 3.46, and the facilitator alliance as a 5.31. See average scores of satisfaction, group cohesion, and facilitator alliance by each agency in the Table 1.

Table 1: Module 1 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Bellewood & Brooklawn	4.10	3.87	1.79	3.82	5.59
Center for Women and Families	4.28	3.33	1.72	3.42	5.21
Seven Counties Services	4.12	3.95	1.70	3.43	5.16
UofL Health - Peace Hospital	4.71	4.40	1.48	3.49	6.36

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 1, average knowledge assessment scores decreased from a 7.30 at the beginning of Module 1 to a 6.27 at the end. This difference was not significant, however. At the end of Module 1, participants overall rated their satisfaction as 4.55, the group's engagement as 4.05, the group's conflict as 1.34, the group's avoidance of responsibility as 3.51, and the facilitator alliance as 6.08. See Appendix A for overall frequencies.

Module 2: Adverse Childhood Experiences (ACEs)

This module provides a knowledge baseline for participants regarding Adverse Childhood Experiences (ACEs; Felitti et al., 1998; Harris, 2018; Center for Disease Control and Prevention, 2020), giving a foundation for proceeding modules. This module focuses on ACEs concerning clients and ultimately brings awareness to participants' own ACEs and how their experiences can impact their interactions with clients' ACEs. Introduced in this section are Safety Plans, a trauma-informed tool that helps participants manage emotions during challenging situations.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .94$) and Facilitator Alliance ($\alpha = .91$) had excellent reliability and can be interpreted with confidence. Conflict in Group Cohesion ($\alpha = .93$) and Engagement in Group Cohesion ($\alpha = .74$) ranged from acceptable and excellent reliability and can be interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .37$) showed unacceptable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 2, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 2, average knowledge assessment scores decreased significantly from 8.54 at the beginning of the module to 8.08 after the module was completed: $t(313) = 2.58, p = .01, d = .18$. There were no differences between the pre-test and post-test within agencies. See Appendix B for overall frequencies.

At the end of Module 2, participants overall rated their satisfaction as 4.24, the group's engagement as 4.58, the group's conflict as 1.62, the group's avoidance of responsibility as 3.69, and the facilitator alliance as 5.45. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 2.

Table 2: Module 2 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Bellewood & Brooklawn	4.38	5.29	2.42	3.91	5.82
Center for Women and Families	4.23	3.90	1.88	3.56	5.30
Maryhurst	4.14	4.39	1.45	3.39	5.10
Seven Counties Services	4.21	4.55	1.67	3.75	5.42

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 2, average knowledge assessment scores decreased significantly from a 8.92 at the beginning of Module 1 to a 5.64 at the end: $t(24) = 3.52, p = .002, d = .96$. At the end of Module 2, participants overall rated their satisfaction as 4.60, the group's engagement as 4.81, the group's conflict as 1.50, the group's avoidance of responsibility as 3.84, and the facilitator alliance as 5.54. See Appendix B for overall frequencies.

Module 3: Trauma Science 101

In this module, participants learn the basic knowledge of the impact of trauma on the brain, the body, the nervous system and how this impact can become central in functioning (van der Kolk, 2015). Trauma can impact not only personal functioning but also the environment and relationships with others. Participants are introduced to Polyvagal Theory (Porges & Dana, 2018), which postulates that the nervous system acts as an inner surveillance system that monitors what happens in the body, the environment, and relationships with others. This theory provides a framework for understanding how a response to a life-threatening event can retune the autonomic nervous system and remain in a defensive state (Porges, 2018). This theory is taught in the trauma science module because professionals working with traumatized clients bring in their trauma histories, and, at times, the nervous system will involuntarily react to others, even clients. Doing this work involves understanding the dynamics of the nervous system and learning strategies to retune the nervous system through social engagement, such as regulating muscles and facial expressions.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed

for overall scales including both groups. Satisfaction ($\alpha = .97$) and Facilitator Alliance ($\alpha = .91$) had excellent reliability and can be interpreted with confidence. Conflict in Group Cohesion ($\alpha = .93$) and Engagement in Group Cohesion ($\alpha = .72$) ranged from acceptable and excellent reliability and can be interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .44$) showed unacceptable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 3, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 3, average knowledge assessment scores increased significantly from 5.55 at the beginning of the module to 6.98 after the module was completed: $t(285) = -7.68, d = .61$. Seven Counties Services (SCS) employees' average knowledge assessment scores increased significantly in Module 1 from 5.70 to 7.44: $t(177) = -8.39, p = .000, d = .50$. Maryhurst employees' average knowledge assessment scores increased significantly from 5.22 at the beginning of Module 1 to 6.39 at the end: $t(66) = -2.84, p = .006, d = .84$. Americana ($n = 8$), Bellewood & Brooklawn ($n = 10$), Backside Learning Center ($n = 1$), and Center for Women and Families ($n = 6$) employees showed no significant differences between the pre-test and post-test for Module 3. See Appendix C for overall frequencies.

At the end of Module 3, participants overall rated their satisfaction as 4.77, the group's engagement as 4.59, the group's conflict as 1.55, the group's avoidance of responsibility as 3.69, and the facilitator alliance as 5.40. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 3.

Table 3: Module 3 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Americana	5.73	4.95	1.13	4.17	6.79
Bellewood & Brooklawn	4.51	5.17	1.93	4.19	6.03
Center for Women and Families	3.96	3.88	1.85	3.73	4.74
Maryhurst	4.60	4.49	1.51	3.46	5.17
Seven Counties Services	4.85	5.60	1.57	3.72	5.40

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 3, average knowledge assessment scores decreased slightly from a 5.57 at the beginning of Module 1 to a 4.97 at the end. At the end of Module 3, participants overall rated their satisfaction as 5.22, the group's engagement as 4.83, the group's conflict as 1.58, the group's avoidance of responsibility as 4.19, and the facilitator alliance as 6.11. See Appendix C for overall frequencies.

Module 4: Trauma Science 201

The second module on trauma science deepens participants' knowledge and understanding of the working brain as it relates to trauma. This module introduces the traumatic symptoms of reenactment (van der Kolk, 1989) and disassociation (Steinberg & Schnall, 2001). After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .96$), Facilitator Alliance ($\alpha = .91$), Conflict in Group Cohesion ($\alpha = .94$) had excellent reliability and can be interpreted with confidence. Engagement in Group Cohesion ($\alpha = .68$) and Avoidance in Group Cohesion ($\alpha = .41$) ranged from unacceptable to questionable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 4, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 4, average knowledge assessment scores decreased slightly from 6.48 at the beginning of the module to 6.36 after the module was completed. There were no differences between the pre-test and post-test within agencies. See Appendix D for overall frequencies.

At the end of Module 4, participants overall rated their satisfaction as 4.32, the group's engagement as 4.64, the group's conflict as 1.68, the group's avoidance of responsibility as 3.71, and the facilitator alliance as 5.49. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 4.

Table 4: Module 4 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Americana	4.87	4.97	1.17	3.11	6.79

Bellewood & Brooklawn	4.54	4.79	2.02	4.10	6.21
Center for Women and Families	3.95	3.53	1.88	3.83	4.94
Maryhurst	4.25	4.64	1.52	3.43	5.20
Seven Counties Services	4.32	4.66	1.71	3.79	5.50

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 4, average knowledge assessment scores decreased slightly from 6.69 at the beginning of the module to 5.92 after the module was completed. This difference was not significant. At the end of Module 4, participants overall rated their satisfaction as 4.44, the group's engagement as 4.85, the group's conflict as 1.56, the group's avoidance of responsibility as 3.98, and the facilitator alliance as 5.97. See Appendix D for overall frequencies.

Module 5: Organizational Chronic Stress

This module focuses on the organization as an entity susceptible to adversity, chronic stress, and trauma. These experiences can also become central in how the organization functions and operates (Bloom, 2010). This can lead organizations to shift their mission from trauma response to reactive or survival response (Bloom & Farragher, 2013). This module also focuses on resilient factors that help mitigate this impact.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .96$), Facilitator Alliance ($\alpha = .93$), Conflict in Group Cohesion ($\alpha = .91$) had excellent reliability and can be interpreted with confidence. Engagement in Group Cohesion ($\alpha = .63$) and Avoidance in Group Cohesion ($\alpha = .48$) ranged from unacceptable to questionable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 5, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 5, average knowledge assessment scores increased significantly from 2.17 at the beginning of the module to 4.85 after the module was completed: $t(240) = -10.08, p = .000, d = .91$. Bellewood & Brooklawn employees' average knowledge assessment scores increased significantly from 2.21 to 6.88: $t(23) = -7.34, p = .000, d = 1.88$. Seven Counties Services (SCS) employees' average knowledge assessment scores increased significantly in Module 5 from 2.11 to 6.72: t

(146) = -4.79, $p = .000$, $d = .56$. Maryhurst employees' average knowledge assessment scores increased significantly from 2.18 at the beginning of Module 5 to 3.86 at the end: $t(60) = -11.63$, $p = .000$, $d = 2.03$. Center for Women and Families employees' ($n = 7$) showed no differences between the pre-test and post-test. See Appendix E for overall frequencies.

At the end of Module 5, participants overall rated their satisfaction as 4.23, the group's engagement as 4.87, the group's conflict as 1.76, the group's avoidance of responsibility as 3.77, and the facilitator alliance as a 5.47. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 5.

Table 5: Module 5 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Bellewood & Brooklawn	4.23	5.23	2.48	4.27	5.96
Center for Women and Families	4.33	4.27	2.08	4.22	5.50
Maryhurst	4.19	4.76	1.69	3.59	5.19
Seven Counties Services	4.25	4.87	1.58	3.74	5.53

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 5, average knowledge assessment scores increased significantly from 2.12 at the beginning of the module to 6.65 after the module was completed: $t(33) = -7.06$, $p = .000$, $d = 1.67$. At the end of Module 5, participants overall rated their satisfaction as 4.46, the group's engagement as 5.05, the group's conflict as 1.72, the group's avoidance of responsibility as 3.78, and the facilitator alliance as 6.18. See Appendix E for overall frequencies.

Module 6: The S.E.L.F. Model

A trauma-informed framework, the S.E.L.F. Model (Bloom & Farragher, 2013b) stands for the four essential components that are central to process trauma and adversity: 1) Safety, 2) Emotions, 3) Loss and Grief, and 4) Future. The S.E.L.F. Model is an excellent problem-based learning tool that allows participants to see problems with practice and focus on the challenge and the solutions. Another trauma-informed problem-solving tool is the All Hands Meeting (Bloom, 2013). Much like a code red in a hospital, the All

Hands Meeting utilizes the team's trauma knowledge, expertise, and creativity to help each other and clients get unstuck from repetitive trauma patterns.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .97$), Facilitator Alliance ($\alpha = .92$), Conflict in Group Cohesion ($\alpha = .94$) had excellent reliability and can be interpreted with confidence. Engagement in Group Cohesion ($\alpha = .75$) showed acceptable reliability and can be interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .47$) showed unacceptable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 6, the knowledge assessment scores indicate the average number of correct responses out of nine possible correct responses. Among the overall sample of BBA training for Module 6, average knowledge assessment scores increased significantly from 6.09 at the beginning of the module to 6.88 after the module was completed: $t(217) = -4.37, p = .000, d = .37$. Maryhurst employees' average knowledge assessment scores increased significantly from 6.00 to 7.15: $t(59) = -3.07, p = .003, d = .51$. Seven Counties Services (SCS) employees' average knowledge assessment scores increased significantly in Module 6 from 6.10 to 7.01: $t(130) = -4.77, p = .000, d = .48$. Bellewood & Brooklawn ($n = 20$) and Center for Women and Families ($n = 7$) employees showed no differences between the pre-test and post-test. See Appendix F for overall frequencies.

At the end of Module 6, participants overall rated their satisfaction as 4.31, the group's engagement as 4.89, the group's conflict as 1.84, the group's avoidance of responsibility as 3.72, and the facilitator alliance as a 5.45. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 6.

Table 6: Module 6 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-7)
Bellewood & Brooklawn	4.61	5.59	2.23	3.90	6.23
Center for Women and Families	4.45	4.45	1.94	3.50	5.48

Maryhurst	4.35	4.73	1.72	3.53	5.22
Seven Counties Services	4.25	4.90	1.85	3.80	5.47

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 6, average knowledge assessment scores decreased slightly from 6.81 at the beginning of the module to 5.55 after the module was completed. However, this difference was not significant. At the end of Module 6, participants overall rated their satisfaction as 4.59, the group's engagement as 5.02, the group's conflict as 1.32, the group's avoidance of responsibility as 3.73, and the facilitator alliance as 6.24. See Appendix F for overall frequencies.

Module 7: Compassion Fatigue

Understanding the research related to compassion fatigue (Figley, 1995), burnout (Maslach, 2003), and secondary traumatic stress (Perron & Hiltz, 2006) is critical to working with highly traumatized clients and in pressured organizations with oppressive and economic environments. Understanding, identifying, and dealing with these issues can help minimize the impact of working with traumatized clients. Participants are also taught the before, during, right after, and ongoing forms of self-care (Middleton, 2015) used to mitigate the effects of compassion fatigue, burnout, and secondary trauma.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .98$), Facilitator Alliance ($\alpha = .96$), Conflict in Group Cohesion ($\alpha = .94$) had excellent reliability and can be interpreted with confidence. Engagement in Group Cohesion ($\alpha = .73$) showed acceptable reliability and can be interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .48$) showed unacceptable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 7, the knowledge assessment scores indicate the average number of correct responses out of 12 possible correct responses. Among the overall sample of BBA training for Module 7, average knowledge assessment scores decreased slightly from 7.49 at the beginning of the module to 6.89 after the module was completed. This difference was not significant. Center for Women and Families employees' average knowledge assessment scores decreased significantly in Module 7 from 7.33 to 1.67: $t(5) = 4.51$, $p = .006$, $d = 1.79$. There were no significant differences between the pre-test and post-test among Bellewood & Brooklawn ($n = 6$), Center for Women and Families ($n = 6$), and Seven Counties Services ($n = 134$). See Appendix G for overall frequencies.

At the end of Module 7, participants overall rated their satisfaction as 4.36, the group's engagement as 4.67, the group's conflict as 1.64, the group's avoidance of responsibility as 3.71, and the facilitator alliance as a 4.09. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 7.

Table 7: Module 7 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-5)
Center for Women and Families	3.80	N/A	N/A	N/A	N/A
Maryhurst	4.72	4.78	1.67	3.75	4.02
Seven Counties Services	4.36	4.77	1.63	3.69	4.11

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 7, average knowledge assessment scores decreased slightly from 6.27 at the beginning of the module to 5.09 after the module was completed. At the end of Module 7, participants overall rated their satisfaction as 4.68, the group's engagement as 4.80, the group's conflict as 1.21, the group's avoidance of responsibility as 3.67, and the facilitator alliance as 4.31. See Appendix G for overall frequencies.

Module 8: Structural Violence and Racial Trauma

A trauma-informed system cannot exist without also being an equitable and racially just system. This module focuses on the interconnectedness and intersectionality of structural violence (Galtung, 1969) and trauma, as well as understanding racial trauma (Carter, 2007) and how it is embedded in individuals, organizations, and cultures.

After the module was completed, in addition to knowledge tests, participants completed a survey that also included satisfaction with the training, group cohesion, and alliance with the facilitator(s). Though scores were analyzed and ran separating BBAs and CTRC facilitators, Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for overall scales including both groups. Satisfaction ($\alpha = .97$), Facilitator Alliance ($\alpha = .91$), Conflict in Group Cohesion ($\alpha = .90$) had excellent reliability and can be interpreted with confidence. Engagement in Group Cohesion ($\alpha = .70$) showed acceptable reliability and can be interpreted with confidence. Avoidance in Group Cohesion ($\alpha = .45$) showed unacceptable reliability and should be interpreted with caution.

Backbone Agency Training

For Module 8, the knowledge assessment scores indicate the average number of correct responses out of 10 possible correct responses. Among the overall sample of BBA training for Module 8, average knowledge assessment scores decreased slightly from 7.20 at the beginning of the module to 6.91 after the module was completed. There were no differences between the pre-test and post-test among Maryhurst (n = 57), and Seven Counties Services (SCS) (n = 128). Center for Women and Families employees did not report post-test scores for Module 8. See Appendix H for overall frequencies.

At the end of Module 8, participants overall rated their satisfaction as 4.92, the group's engagement as 4.93, the group's conflict as 1.71, the group's avoidance of responsibility as 3.78, and the facilitator alliance as a 4.13. Maryhurst employees did not report group cohesion and facilitator alliance scores for Module 8. See average scores on satisfaction, group cohesion, and facilitator alliance by each agency in Table 8.

Table 8: Module 8 Average Scores by Agency

	Satisfaction (1-5)	Group Cohesion – Engaged (1-7)	Group Cohesion – Conflict (1-7)	Group Cohesion – Avoiding (1-7)	Facilitator Alliance (1-5)
Maryhurst	4.72	N/A	N/A	N/A	N/A
Seven Counties Services	4.99	4.93	1.71	3.77	4.13
Center for Women and Families	3.80	4.20	2.00	4.33	4.00

Center for Trauma Resilient Communities (CTRC) Training

Among the overall sample of CTRC training for Module 8, average knowledge assessment scores decreased significantly from 8.00 at the beginning of the module to 3.77 after the module was completed: $t(29) = 4.92, p = .000, d = 1.21$. At the end of Module 8, participants overall rated their satisfaction as 4.82, the group's engagement as 5.45, the group's conflict as 1.40, the group's avoidance of responsibility as 3.49, and the facilitator alliance as 4.58. See Appendix H for overall frequencies.

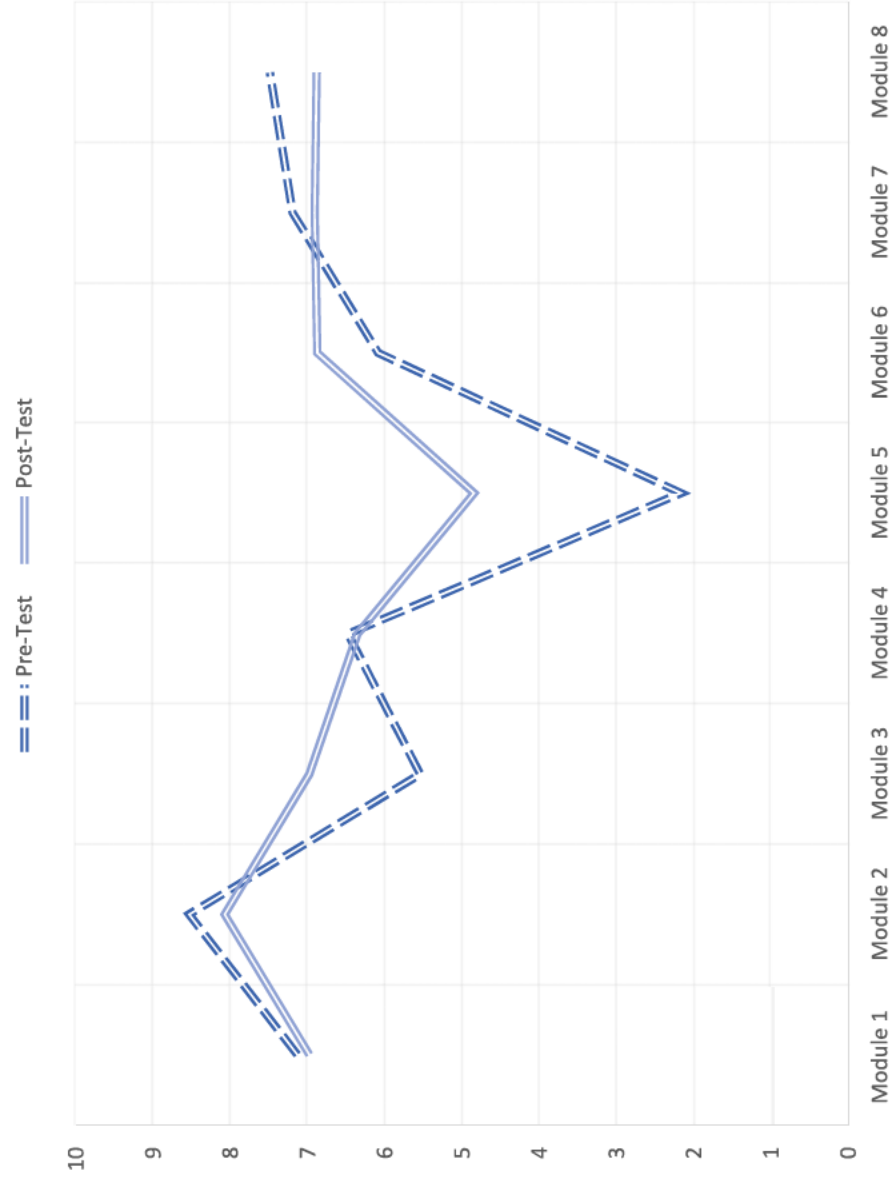
OVERALL ANALYSES

Backbone Agency Training

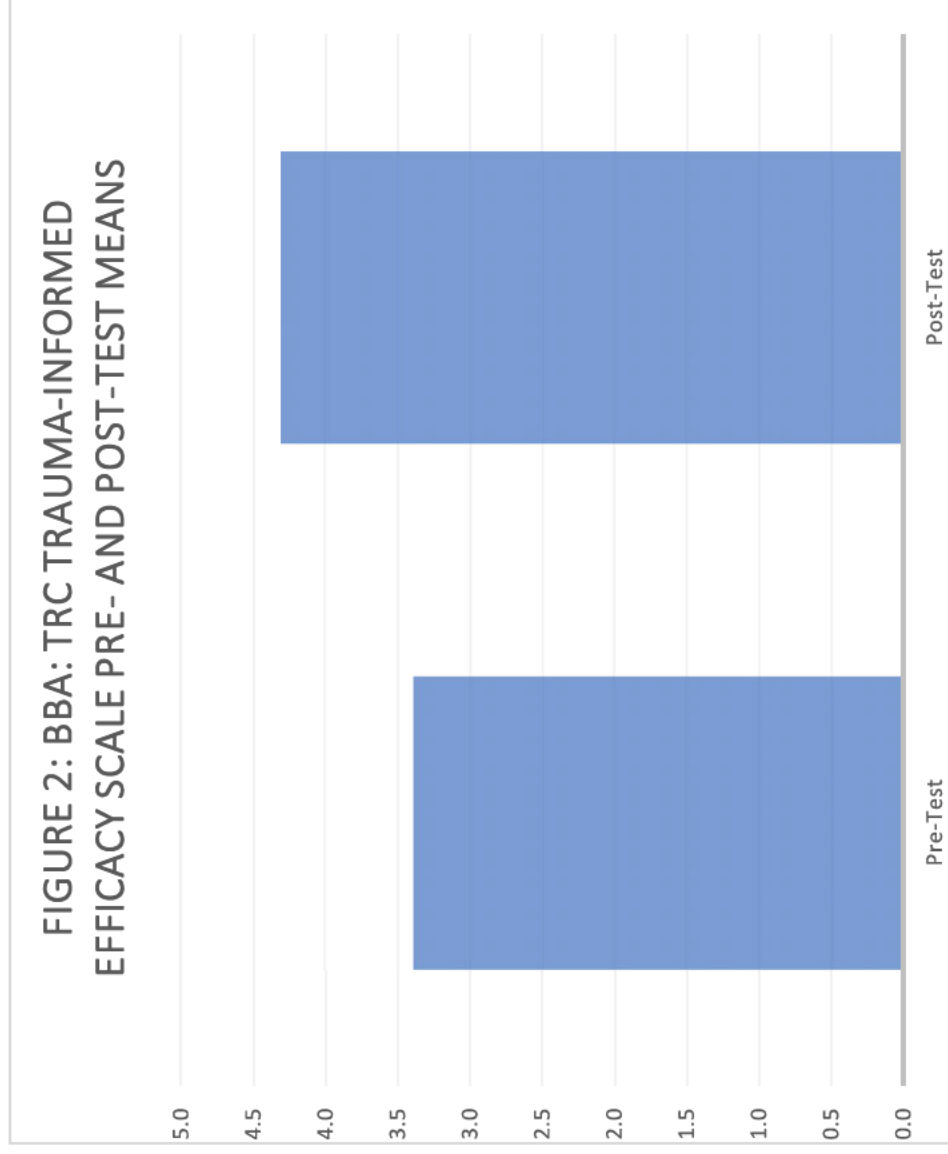
In Figure 1, average scores for pre-test and post-test at each module are presented in a graph, showing more variability in the pre-test scores than in post-test scores. See Knowledge Test Frequencies in Appendices A-H.

Between Module 1 and Module 8, a paired samples t-test was conducted to examine the differences in scores on satisfaction, group cohesion, and facilitator alliance. The scores in satisfaction (see Figure 5) among Backbone Agency trainings increased significantly from an average of 4.10 in Module 1 to 4.34 in Module 8: $t(107) = -5.58, p = .000, d = .44$. Scores on group cohesion (see Figure 6) increased significantly from 3.02 in Module 1 to 3.53 in Module 8: $t(107) = -5.45, p = .000, d = .63$. Scores on facilitator alliance (see Figure 7) decreased significantly from 4.73 in Module 1 to 3.93 in Module 8: $t(106) = 9.62, p = .000, d = .93$. See Figures 5-7 below for the trend line among these domains across the module trainings.

FIGURE 1: BBA TRAINING KNOWLEDGE TEST MEANS

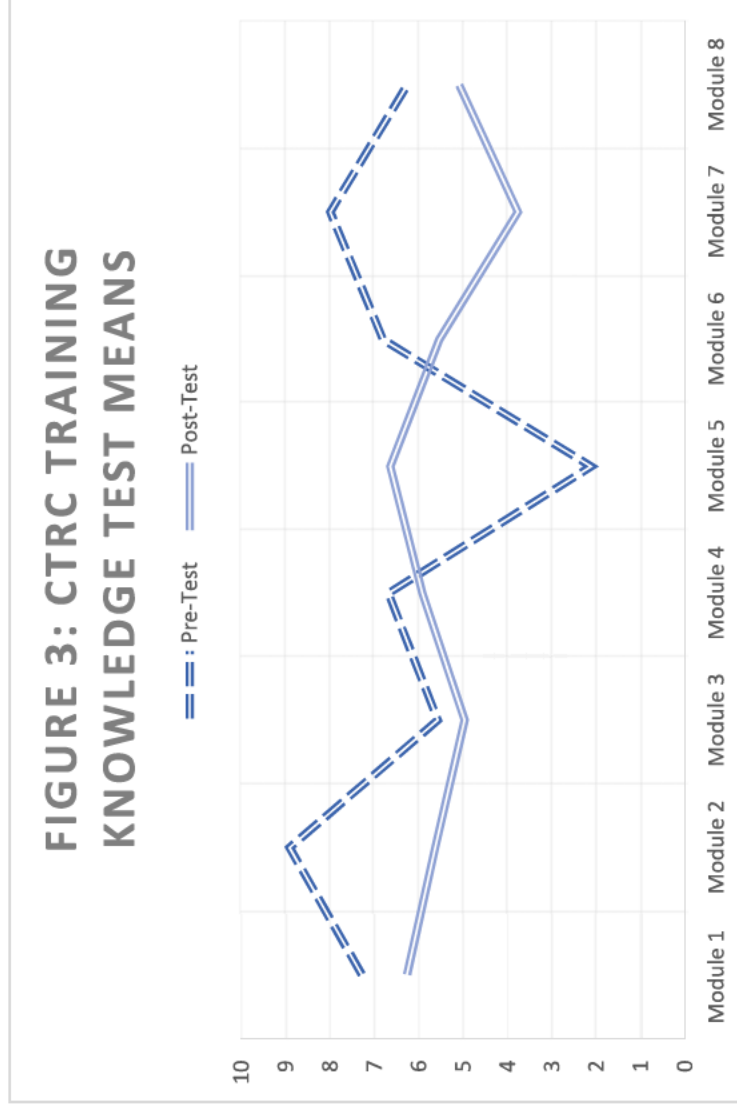


Additionally, within the pre-test of the first module, participants completed a TRC Trauma-Informed Efficacy Scale (agreement scale of 1-5) and again at the end of Module 8 (see Figure 2), which measured participants' confidence and efficacy regarding the application of specific trauma-informed terms, tools, and responses. Cronbach's alpha reliability coefficients (α ; ranging from 0 as unacceptable to 1 as excellent reliability) were computed for the TRC Trauma-Informed Efficacy Scale including both groups. The TRC Trauma-Informed Efficacy Scale taken at the beginning of Module 1 ($\alpha = .96$) and taken at the end of Module 8 ($\alpha = .97$) showed excellent reliability and can be interpreted with confidence. A paired samples t-test was conducted to examine the differences in mean scores on the TRC Trauma-Informed Efficacy Scale. Overall, in the Backbone Agency trainings, there was a statistically significant increase in trauma-informed efficacy: $t(115) = -15.97, p = .000, d = .74$. Notably, the final sample size examining differences in the TRC Trauma-Informed Efficacy Scale between module 1 and module 8 was smaller than the overall sample ($n = 297$). This difficulty tracking progress across time was due to ID user error. Due to the smaller sample size, statistical analyses were conducted on the differences between the TRC Trauma-Informed Efficacy Scale pre- and post- survey only for the overall sample and not between agencies.

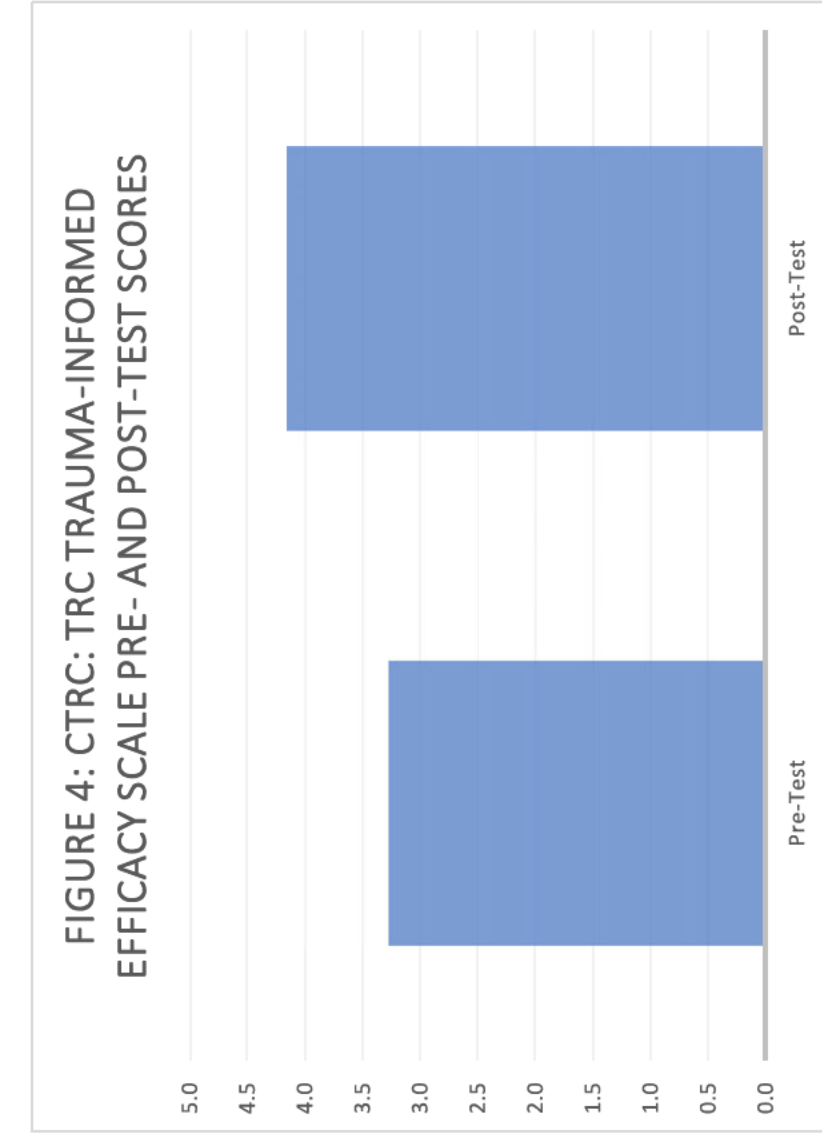


Center for Trauma Resilient Communities (CTRC) Training

Average scores for pre-test and post-test at each module are presented in Figure 3, also showing more variability in the pre-test scores than in post-test scores. See Knowledge Test Frequencies in Appendices A-H.

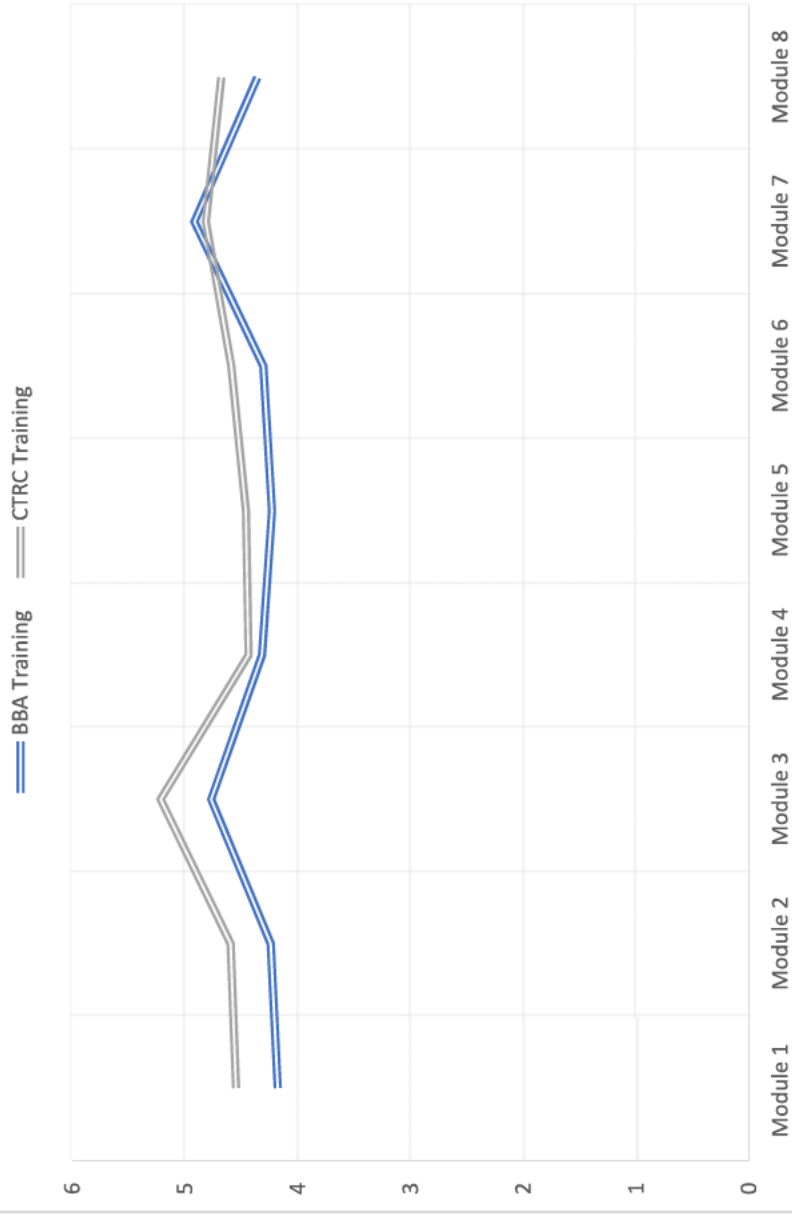


A paired samples t-test was conducted to examine the differences in mean scores (scale of 1-5) on the TRC Trauma-Informed Efficacy Scale (see Figure 4). Cronbach's alpha reliability coefficients (α), ranging from 0 as unacceptable to 1 as excellent reliability) were computed for the TRC Trauma-Informed Efficacy Scale including both groups. The TRC Trauma-Informed Efficacy Scale taken at the beginning of Module 1 ($\alpha = .96$) and taken at the end of Module 8 ($\alpha = .97$) showed excellent reliability and can be interpreted with confidence. Overall, in the CTRC trainings, there was a statistically significant increase in trauma-informed efficacy: $t(12) = -6.81, p = .000, d = .32$. The final sample size was smaller than the overall sample ($n = 297$). Due to the smaller sample size, statistical analyses were conducted on the differences between the TRC Trauma-Informed Efficacy Scale pre- and post-test only for the overall sample and not between agencies.



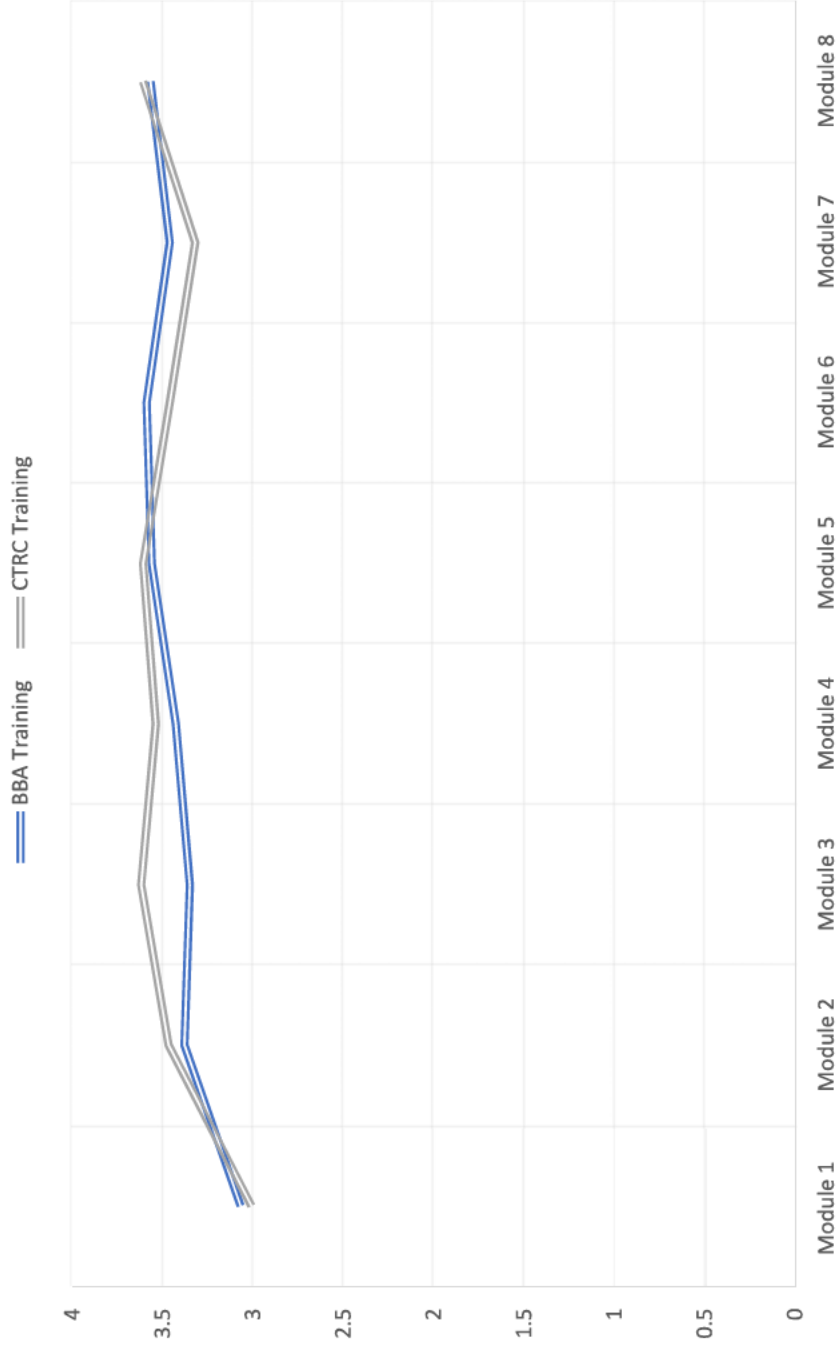
Between Module 1 and Module 8, the scores in satisfaction among CTRC trainings increased significantly from an average of 4.38 in Module 1 to 4.68 in Module 8: $t(12) = -3.38, p = .006, d = .81$ (see Figure 5). Scores on group cohesion increased significantly from 2.97 in Module 1 to 3.61 in Module 8 (see Figure 6): $t(12) = -2.92, p = .013, d = 1.23$. Scores on facilitator alliance decreased significantly from 5.61 in Module 1 to 4.26 in Module 8 (see Figure 7): $t(12) = 10.91, p = .000, d = 3.36$. See Figures 5-7 below for the trend line among these domains across the module trainings.

FIGURE 5: SATISFACTION MEANS



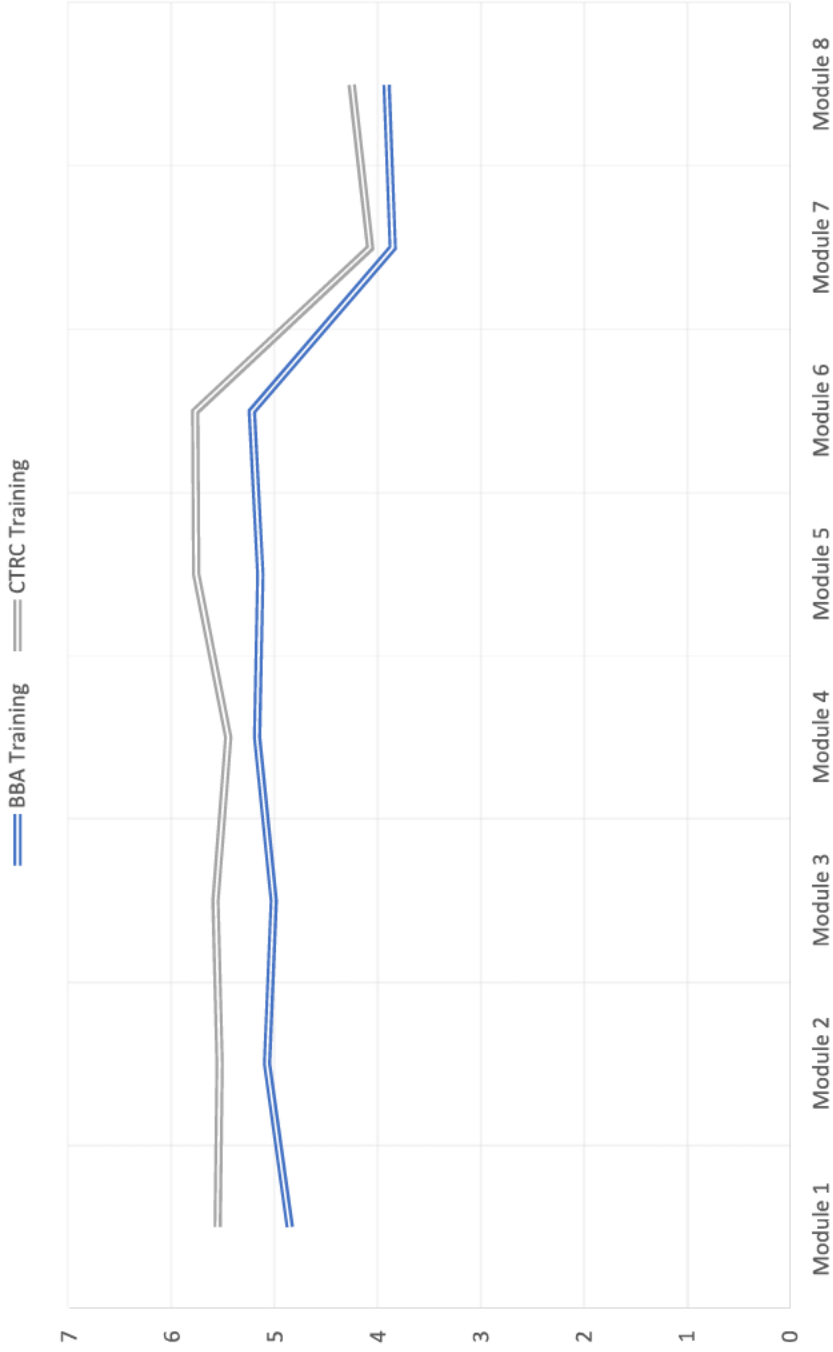
See Satisfaction Frequencies in Appendices I-P.

FIGURE 6: GROUP COHESION MEANS



See Group Cohesion Frequencies in Appendices Q-X.

FIGURE 7: FACILITATOR ALLIANCE MEANS



See Facilitator Alliance Frequencies in Appendices Y-FF.

Discussion

Overall, results indicate noteworthy improvements among participants regarding their experiences, knowledge, and skills gained as a result of their participation in the TRC Model training sessions. In regard to knowledge gains, average scores on the knowledge tests were shown to increase in most modules from the pre-test to post-test assessments. The most noticeable increase in participant knowledge occurred during Module 5: Organizational Chronic Stress, which is, reportedly, often a new concept for participants. Module 5 focuses on the organization as an entity that is just as susceptible to adversity, chronic stress, and trauma as clients, and teaches several new concepts such as the parallel process and the collective disturbance (Bloom & Farragher, 2013a). Variations in knowledge test scores may be a result of the shift from in-person training to online training, which occurred half-way through the year, due to COVID-19 restrictions. In addition, it is important to note that the knowledge test items were developed this year in response to the need to transition to remote training via modules versus in person training across three days. As such, the items had not yet been tested, which has implication for future research and evaluation efforts, as noted below (see Implications section).

In regard to participant satisfaction with the training, results indicate a significant increase in overall satisfaction from Module 1 to Module 8. In addition, participants' perceptions of group cohesion and trauma-informed efficacy increased overtime as well. Interestingly, participants' perceptions of their alliance and connection with the facilitator(s) remained strong until Module 7. Results indicate a slight decrease in facilitator alliance scores after Module 7 and Module 8, which perhaps is indicative of the topics of study within both of those modules (e.g., compassion fatigue and structural violence). Additionally, it is possible that "training fatigue" began to occur, although this is not reflected in the overall satisfaction scores (which increased steadily over time).

Lastly, results suggest that the BBA "champion" trainers are performing well, even when compared to "seasoned," experienced CTRC trainers. This is encouraging news and is perhaps an indication of a positive outcome of the TRC Train-the-Trainer Certification process, including the significant level of training and coaching they have received by the CTRC over the course of the last year. It also directly informs the project's goal of increasing capacity at the local, community level to sustain this trauma-informed change process, even after the grant period ends.

Limitations

This was an observational, longitudinal study using survey methods, indicating difficulty in drawing conclusions about the cause-and-effect relationship between the intervention (training) and outcome (knowledge test scores). Furthermore, the difficulty tracking progress across time was due to ID user error. Thus, the smaller sample size in the paired sample analyses is problematic in drawing conclusions about the collective experiences of all participants within training. Due to COVID-19, the training was also conducted via an online platform, likely reducing the energy between trainees and with the facilitators, indicated by the significant decrease in

facilitator alliance scores. Additionally, these surveys were self-reported, being at risk for response bias and sampling bias. In other words, self-reporting presents the risk for false or inaccurate reporting and receiving responses from individuals more likely to participate in a survey. The inconsistent use of Likert scales Modules 1-6 used a 1-7 Likert scale, Modules 7 and 8 used a 1-5 Likert scale) made it difficult to track scores of facilitator alliance across all modules and make conclusions about facilitator alliance.

Implications

Despite the abovementioned limitations, several implications must be considered for future training efforts as well as future research and evaluation approaches.

Training

- Variations in knowledge test results suggest the need for enhanced practices within the training to help deepen the learning of key concepts. As such, Center for Trauma Resilient Communities (CTRC) trainers and Champion Trainers at Backbone Agencies (BBAs) may want to consider having “Recap” moments after each module, during which participants extrapolate and summarize key ‘take home’ messages. This ‘Recap’ would not be considered as a training component for knowledge tests (e.g., would not translate into ‘teaching to the test’) but would reinforce learning among participants.
- It is important to consider participants’ preconceived knowledge. For example, in regard to Module 7: Compassion Fatigue, participants might come into the training session thinking they have a good understanding of specific constructs, but as training progresses, participants may realize what they do *not* know, which may impact their overall confidence and/or efficacy, and they may revert to what they’ve learned previously. This might explain the lower post-test scores on Module 7. Additionally, the “heavy” and traumatic nature of the material may fatigue participants, which may also impact their knowledge test taking ability (e.g., recall). Regardless, implementing “Recap” opportunities within each Module may increase their knowledge development.
- Due to the topics of study in Modules 7 and 8, the Evaluation Team recommends that the two modules are switched so that Module 7 focuses on Structural Violence and the TRC Model Module training concludes with Module 8: Compassion Fatigue, which includes a focus on resilience and skill building to mitigate the impact of compassion fatigue, burnout, and secondary trauma.

Research

- The knowledge test items were developed this year in response to the need to pivot to remote learning/training. As a result, the knowledge test items were not formally tested. Therefore, several of the knowledge test items will need to be reworked or replaced by the TRC Evaluation Team, in partnership with the Implementation Team. Items will be selected for revamping based on frequencies in post-test scores compared to pre-test scores (see Appendices A-H). It may be helpful to conduct further research using factor analysis to help bolster the validity of the tools used to measure knowledge.
- Training is only a gateway into learning. After training, it is important to implement embedding practices, which include reviewing the content of the training and practicing the new skills. For this reason, for future projects, the TRC Evaluation Team recommends providing a follow-up knowledge test once embedding occurs (e.g., 6-months post training). Additionally, the CTRC Training Team may want to add an embedding session to the TRC Model Module training plan/curriculum in order to reinforce the learning (e.g., after each module, or include it as a required activity as part of each organization's implementation plan).

Conclusions

The results suggest that, while some areas for improvement exist, the TRC Model training content and approach that was delivered across eight modules this past year is serving to address the first, foundational building block of trauma-informed organizational change, *Shared Knowledge*. When members of the Backbone Agencies (BBAs) in the Louisville Trauma Resilient Communities (TRC) Project completed a 3-day and 5-day training in the TRC Model, they demonstrated overall significant increases in confidence and efficacy regarding the application of specific trauma-informed terms, tools, and responses. This significant increase in efficacy was found among facilitators from the BBAs and from the Center for Trauma Resilient Communities (CTRC). Satisfaction with the training and group cohesion among other trainees also showed significant increases from Module 1 to Module 8, among both BBA and CTRC facilitators. In addition, BBA “champion” trainers appear to be performing well, which is encouraging news for the overall capacity building goal of this project and the community-at-large.

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Appendices

Knowledge Test Frequencies

Appendix A.

Module 1: Knowledge Test Frequencies (n = 383)

		Pre		Post	
		Incorrect	Correct	Incorrect	Correct
1	A trauma-informed system is an organizational approach where all sectors and levels of the organization operate from a trauma-informed lens (T/F).	88	295	64	319
2	When everyone knows that trauma science and its impact on individuals, organizations, families, and systems is the meaning of: _____	184	199	161	222
3	As a part of this model, we promise to create, establish, and practice what we have learned is the meaning of: _____	190	193	156	227
4	Shared understanding is about making sure that everyone shares the same trauma-informed knowledge, understanding, commitments, and practices (T/F).	121	262	74	309
5	Which of the following is not one of the seven commitments?: (Choose one)	322	61	103	280
6	The Commitments only apply to our clients and ourselves (T/F).	99	284	73	310
7	Open Communication is shown through: (Choose one)	93	290	73	310
8	Cultural _____ refers to everything within a culture (the physical environment, the quality of relationships, the tenor of culture, the tangible and intangible characteristics, etc.).	371	12	256	127
9	Change is: _____	116	267	82	301
10	Which of the following is not a emotion/feeling word?	119	264	92	291

Appendix B.

Module 2: Knowledge Test Frequencies (n = 440)

	Pre		Post	
	Incorrect	Correct	Incorrect	Correct
1 Which of the following is NOT included in the ACEs (Adverse Childhood Experiences scale)? (Choose one)	164	276	79	361
2 From the original ACEs study, 16% of the participants reported that they had a score of four or more ACEs (T/F).	159	281	76	364
3 Those who have an ACE score of one or more may have an increased risk of physical and mental health diagnoses such as cancer, stroke, heart disease, COPD, etc. in adulthood (T/F).	146	294	103	337
4 The ACEs trajectory is correlated with disrupted neurodevelopment which can lead to social and emotional impairment which can lead to _____	109	331	66	374
5 Those with a higher number of ACEs are at the same level of risk for negative health outcomes (T/F).	165	275	107	333
6 Your ACE score is always a predictor of your individual health outcomes and can be treated as a diagnosis (T/F).	156	284	94	346
7 ACEs are to _____ as organizational toxic stress is to _____.	129	311	66	374
8 _____ can be a helpful tool to interrupt the survival response that occurs in the brain when a person experiences stress.	185	255	97	343
9 When creating an Emotional Safety Plan which of the following is not a good example of a task: _____	123	317	67	373
10 Your Emotional Safety Plan should only include tasks that involve you and no one else (T/F).	122	318	92	348

Appendix C.

Module 3: Knowledge Test Frequencies (n = 384)

		Pre		Post	
		Incorrect	Correct	Incorrect	Correct
1	What is a Healing Centered Engagement question? (Choose one)	368	16	377	7
2	In what ways do young children build attachment? (Choose one)	77	307	68	316
3	Why is trauma such a big deal? (Choose one)	384	0	75	309
4	Which part of your brain is responsible for processing language, auditory information, organizing information, memory, and learning? (Choose one)	269	115	159	225
5	Which part of your brain is responsible for planning and reasoning, problem solving, recognizing and regulating emotions, and social skills? (Choose one)	199	185	119	265
6	The brain is a pattern seeking device (it seeks what is familiar) (T/F).	67	317	60	324
7	The _____ is responsible for breathing, body temperature, etc. while the _____ controls balance and muscles.	232	152	120	264
8	There are only three trauma responses; fight, flight, and freeze (T/F).	208	176	99	285
9	The _____ is responsible for the warm fuzzies felt while hugging.	177	207	84	300
10	Our bodies are continually watching and picking up on other people's behavior (T/F).	68	316	62	322

Appendix D.

Module 4: Knowledge Test Frequencies (n = 374)

		Pre		Post	
		Incorrect	Correct	Incorrect	Correct
1	Reenactments occur for the following reasons EXCEPT:	200	174	115	259
2	Reenactments reinforce the notion that the world is unpredictable and helps to control the unpredictable (T/F).	109	265	92	282
3	In the reenactment triangle framework, the victim is: ___	73	301	72	302
4	In the reenactment triangle framework, the rescuer is often: ___	118	256	101	273
5	If drawn into the victim role, it is important to: ___	358	16	362	12
6	In order to escape the reenactment triangle, one must use past experiences to build healthier, new ones (T/F).	84	290	86	288
7	Dissociation is a disconnection between a person's thoughts, memories, feelings, actions, or sense of who they are and is a normal process that everyone experiences (T/F).	115	259	65	309
8	Dissociation can be related to the following trauma response: ___	370	4	371	3
9	Resilience is a genetic trait (T/F).	112	262	80	294
10	Building resilience factors can be done by: ___	66	308	77	297

Appendix E.

Module 5: Knowledge Test Frequencies (n = 333)

	Pre		Post	
	Incorrect	Correct	Incorrect	Correct
1 Which of the following contribute to chronic stress for organizations? (Choose one)	125	208	157	176
2 When two or more systems have a significant relationship and start to develop similar thoughts, feelings and behaviors, this is called: ____	317	16	137	196
3 When certain topics become undiscussable this is an example of organizational: ____	333	0	332	1
4 When everyone feels a loss of purpose, meaning, and opportunity, this is due to: ____	326	7	125	208
5 Which is NOT an effect of trauma on the organization? (Choose one)	333	0	123	210
6 The drive to take action and a state of high alert are indicators of an organization that has managed trauma effectively (T/F).	242	91	152	181
7 When strong feelings get disconnected from their source and become attached to unrelated events or interactions, this is called: ____	62	271	142	191
8 Unresolved negative emotions can spread to unrelated areas and people, creating more problems in the organization such as dissociation and working in silos (T/F).	328	5	112	221
9 Which of the following is a symptom of collective disturbance? (Choose one)	333	0	117	216
10 Emotional intelligence and regulation management is one way to mitigate a collective disturbance (T/F).	333	0	112	221

Appendix F.

Module 6: Knowledge Test Frequencies (n = 338)

	Pre		Post	
	Incorrect	Correct	Incorrect	Correct
1 The SELF model consists of: ____	290	48	78	260
2 The SELF model can be used for the following: ____	198	140	114	224
3 Safety that affects you, your beliefs, and values is: ____	195	143	147	191
4 Safety with yourself is: ____	140	198	92	246
5 Which of the following is NOT true of feelings? (Choose one)	145	193	75	263
6 Recreating our old narratives or scripts of trauma is called: ____	123	215	50	288
7 Processing loss keeps us stagnant and prevents us from looking to the future (T/F).	126	212	77	261
8 An All Hands Meeting is: ____	135	203	78	260
9 Which of the following is NOT a step in the All Hands Meeting? (Choose one)	145	193	53	285

Appendix G.

Module 7: Knowledge Test Frequencies (n = 308)

		Pre		Post	
		Incorrect	Correct	Incorrect	Correct
1	The difference between tolerable and toxic stress is: ____	308	0	308	0
2	Secondary traumatic stress and burnout are two components of: ____	158	150	124	184
3	A state of physical, emotional, and mental exhaustion caused by long term involvement in emotionally demanding situations is: ____	163	145	106	202
4	Secondary trauma stress results from knowing about trauma experienced by others and mimics the symptoms of PTSD (T/F).	93	215	56	252
5	The reduced capacity or interest in being empathic or bearing the suffering of clients is: ____	169	139	120	188
6	Burnout is more pervasive than secondary traumatic stress and there are many individual and organizational solutions (T/F).	284	24	308	0
7	Which of the following is typically associated with burnout? (Choose one)	117	191	78	230
8	Which of the following is NOT an indicator of secondary trauma? (Choose one)	122	186	71	237
9	Profound changes to professionals' cognitive schemas and core beliefs about themselves, others, and the world that result from trauma exposure is : ____	181	127	133	175
10	Transitions to work, grounding check-ins, and anticipating potential triggers are strategies for which quadrant of self care? (Choose one)	193	115	90	218
11	Grounding techniques, body awareness, and mantras are strategies that can help: ____	169	139	72	236
12	Social support, self awareness, and supervision are examples of: ____	132	176	97	211

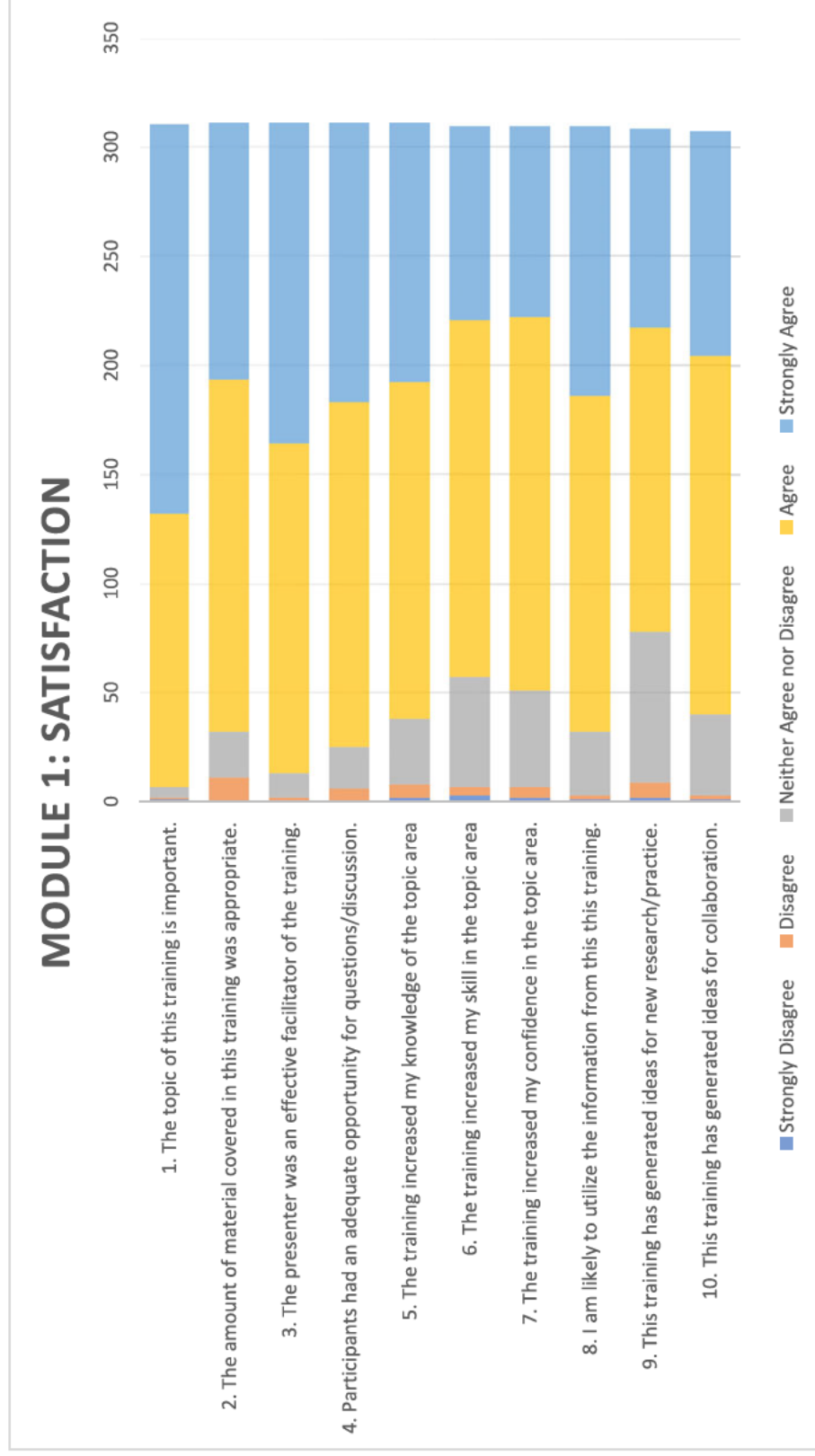
Appendix H.

Module 8: Knowledge Test Frequencies (n = 281)

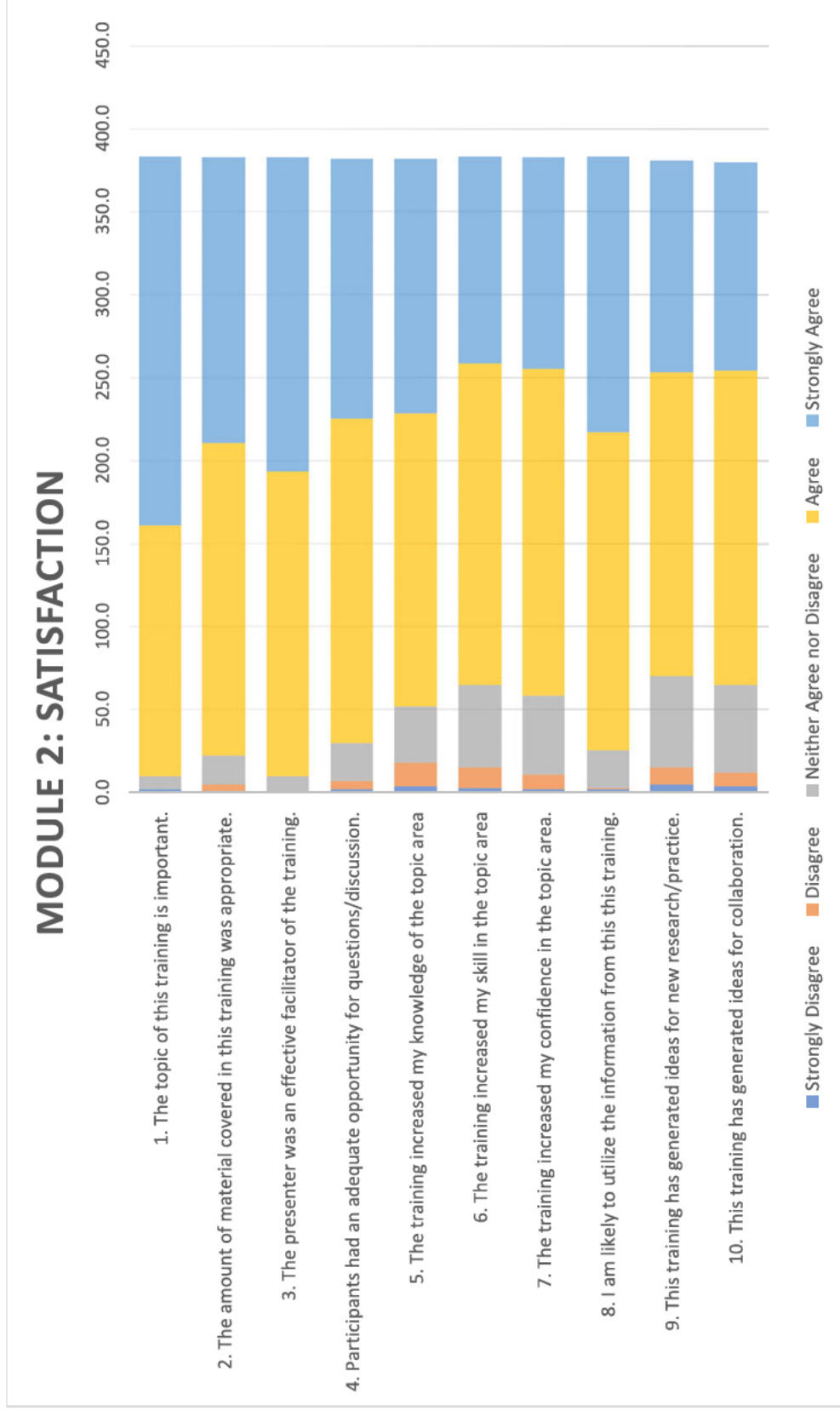
		Pre		Post	
		Incorrect	Correct	Incorrect	Correct
1	96% of Black Americans report experiencing racism and discrimination daily (T/F).	43	238	71	210
2	What are the types of race-related stress? (Choose one)	31	250	73	208
3	Structural violence, a term commonly ascribed to Johan Galtung, includes the following characteristics: (Choose one)	59	222	96	185
4	When working with individuals affected by race trauma, what question should we NOT use to shift the paradigm? (Choose one)	34	247	74	207
5	Which of the following is not a microaggression? (Choose one)	187	94	151	130
6	Explicit racial derogations characterized primarily by a violent verbal, nonverbal or environmental attack meant to harm the victim is a type of: _____	159	122	125	156
7	People of Color experience elevated levels of PTSD, which cannot be explained by exposure to physical trauma (T/F).	58	223	82	199
8	Which of the following is a psychological impact of racial trauma? (Choose one)	33	248	71	210
9	The stress hormones that account for many of the biological impacts of racial trauma is: _____	109	172	95	186
10	Cultural competence focuses on _____, while cultural humility focuses on _____.	135	146	165	116

Satisfaction Frequencies

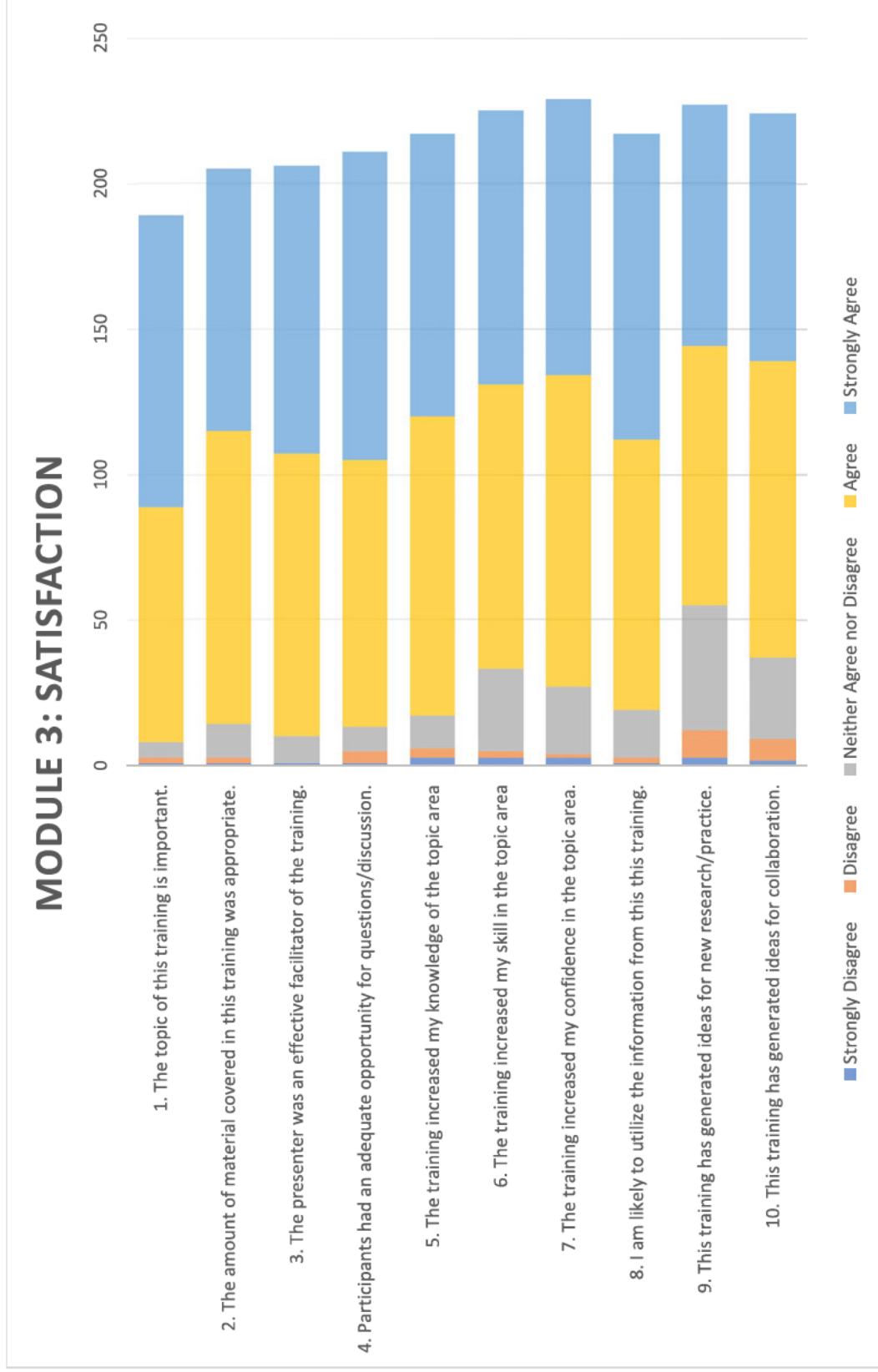
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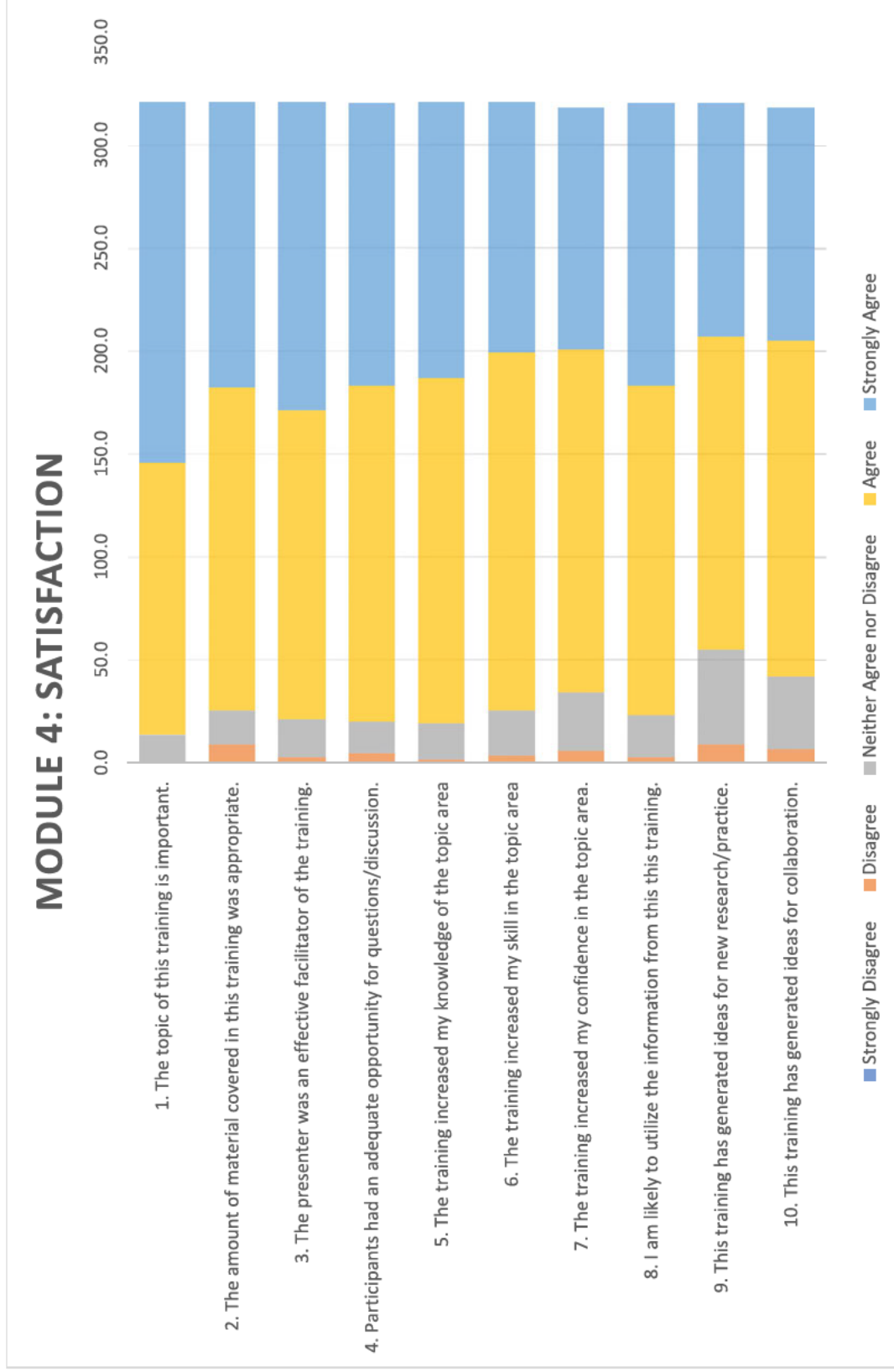
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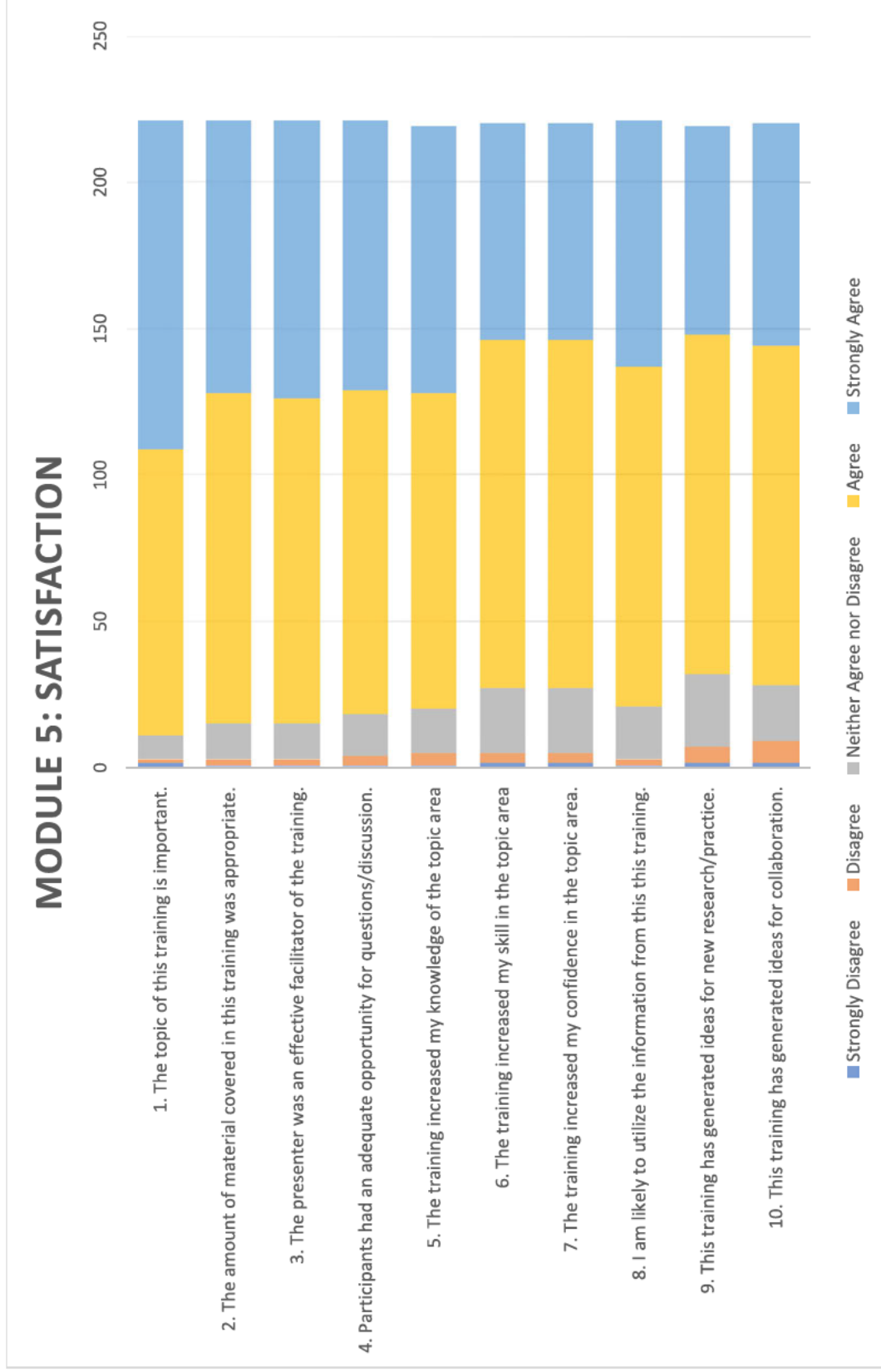
Appendix K.



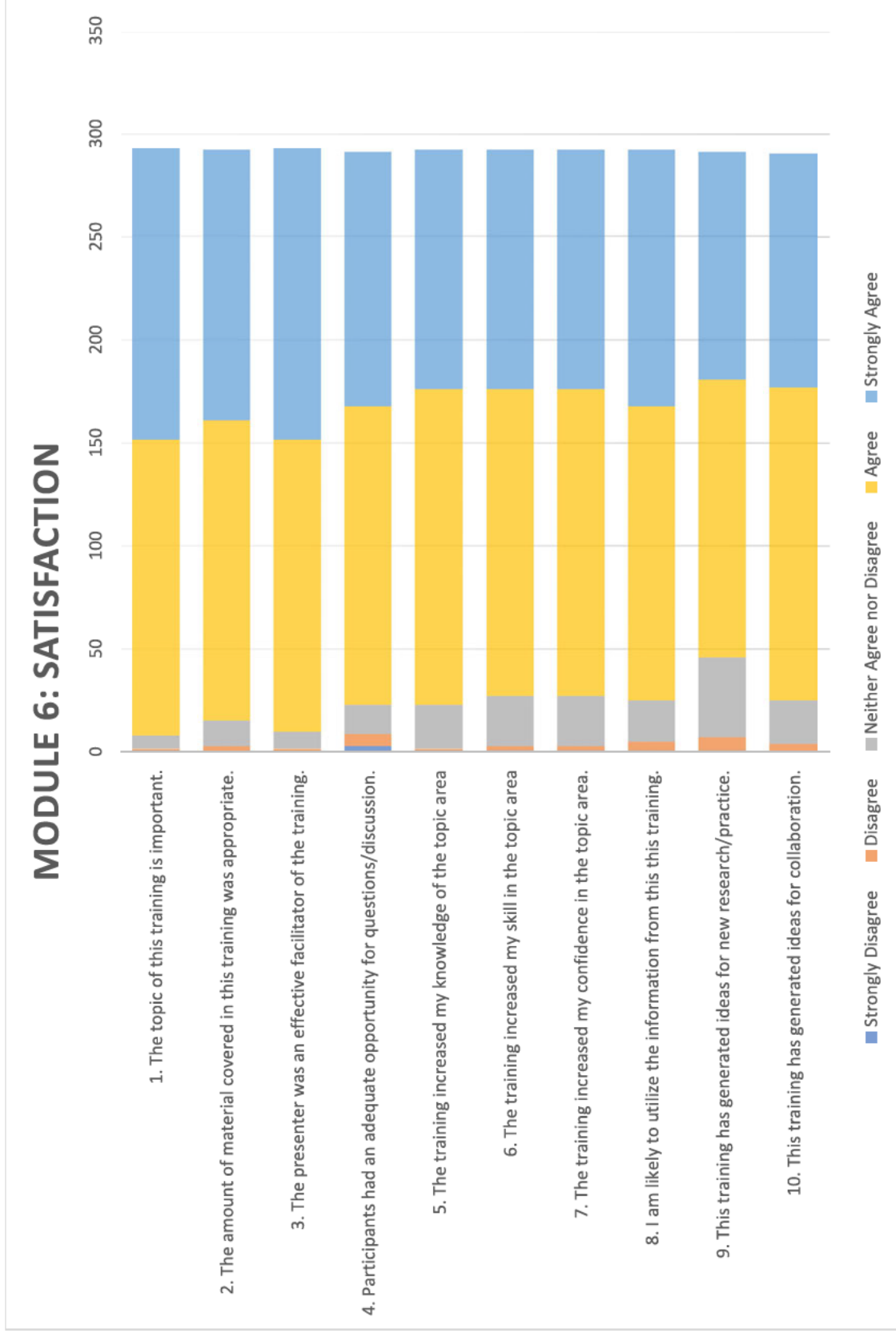
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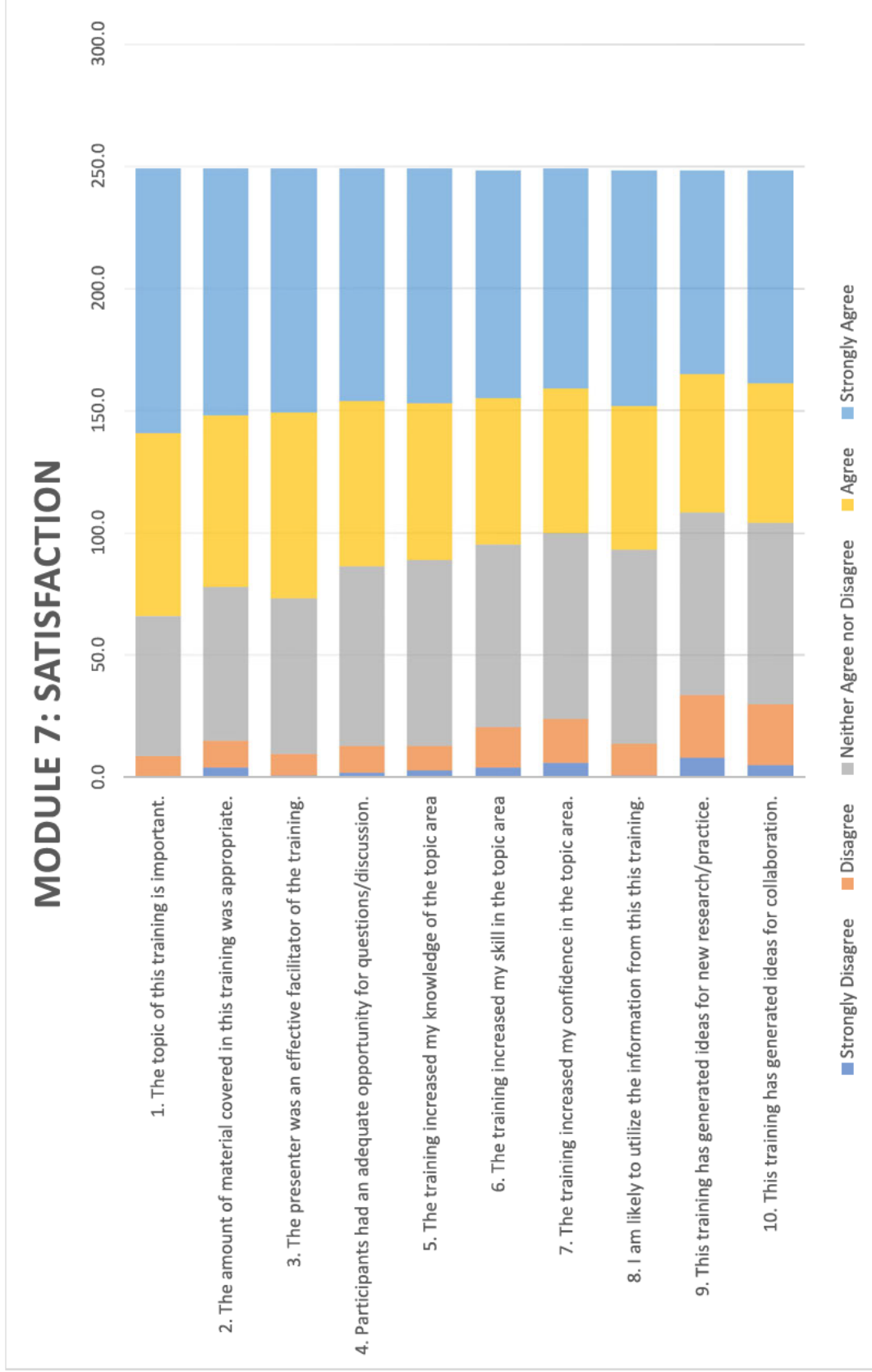
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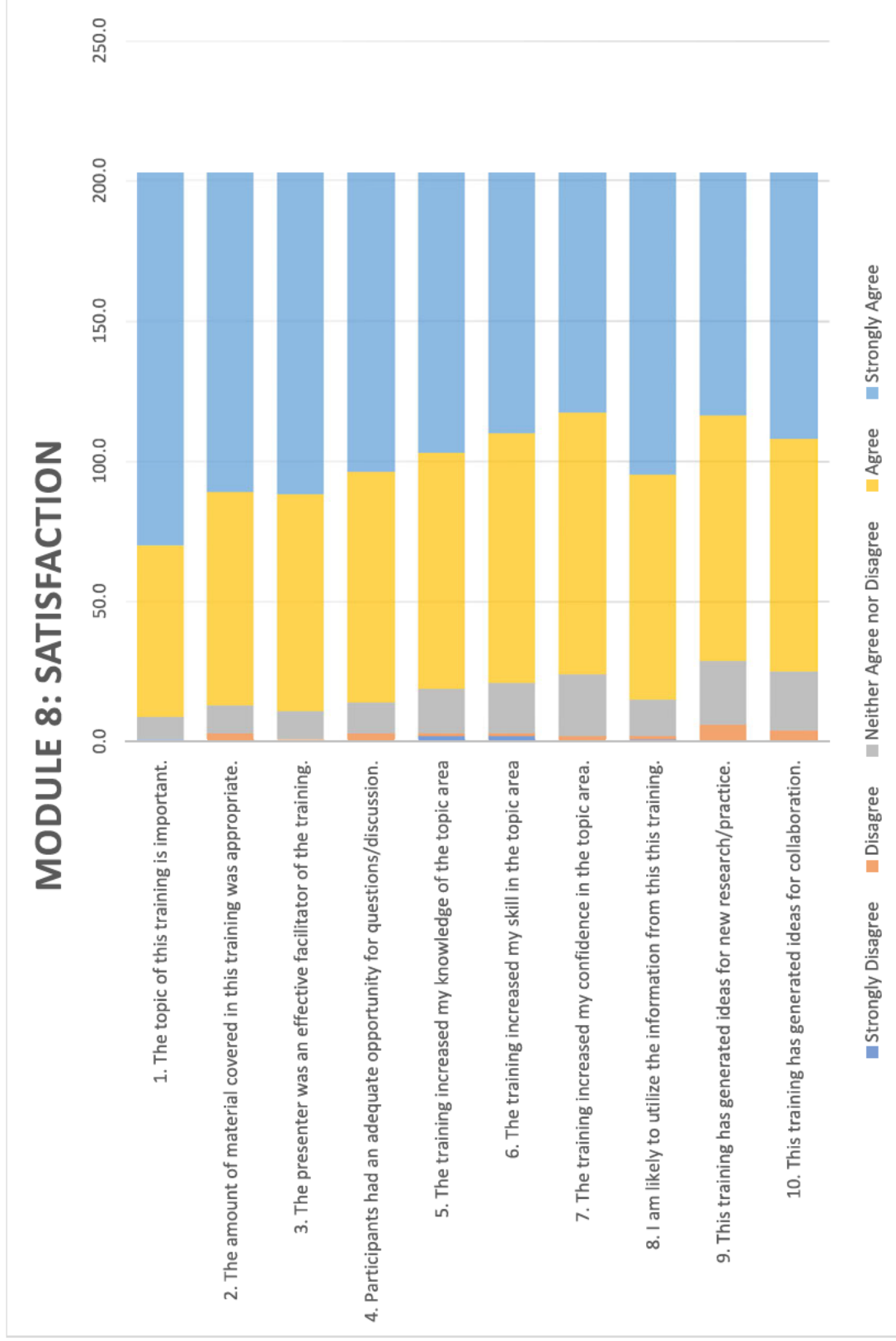
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Appendix O.

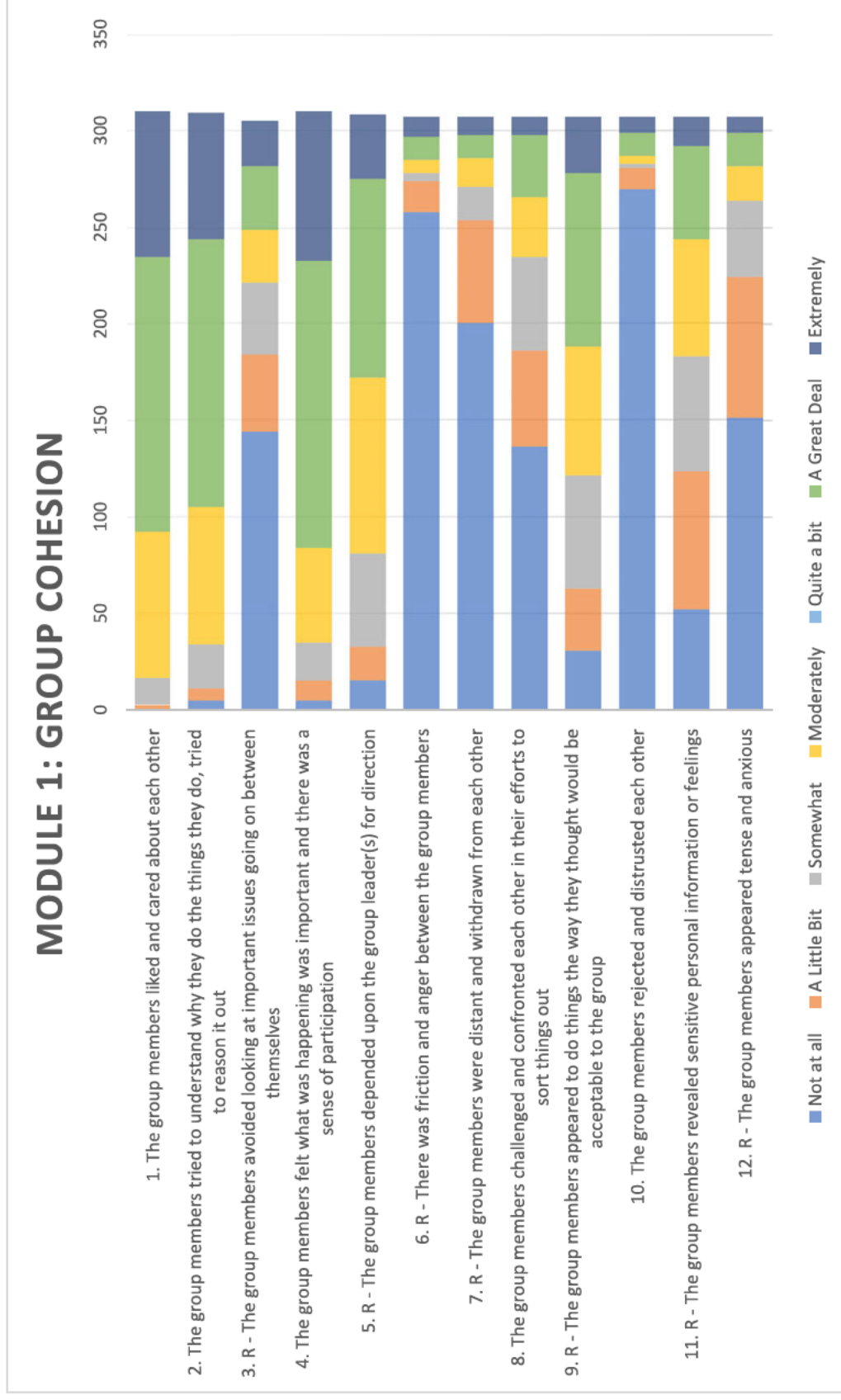


Appendix P.

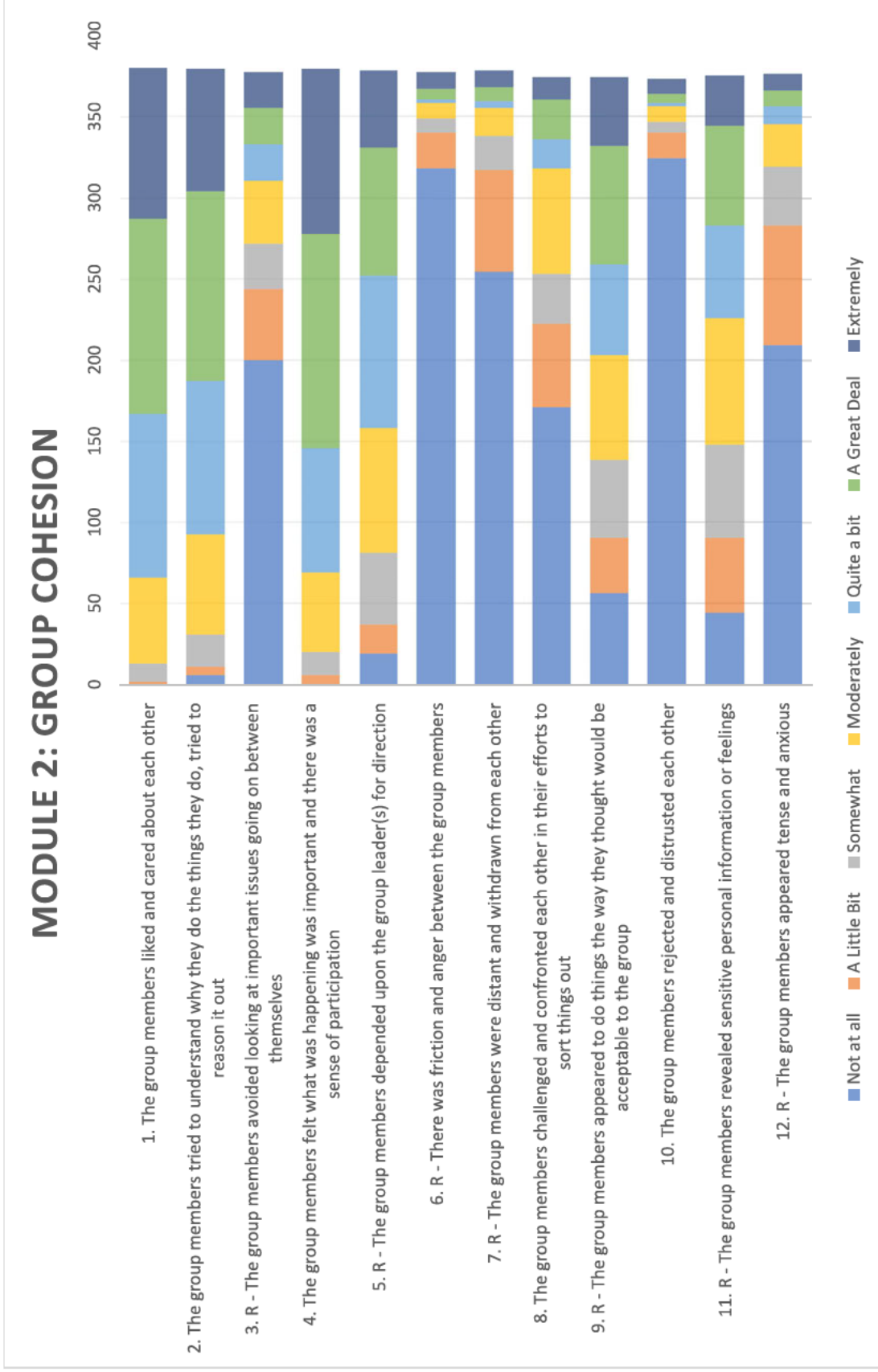


Group Cohesion Frequencies

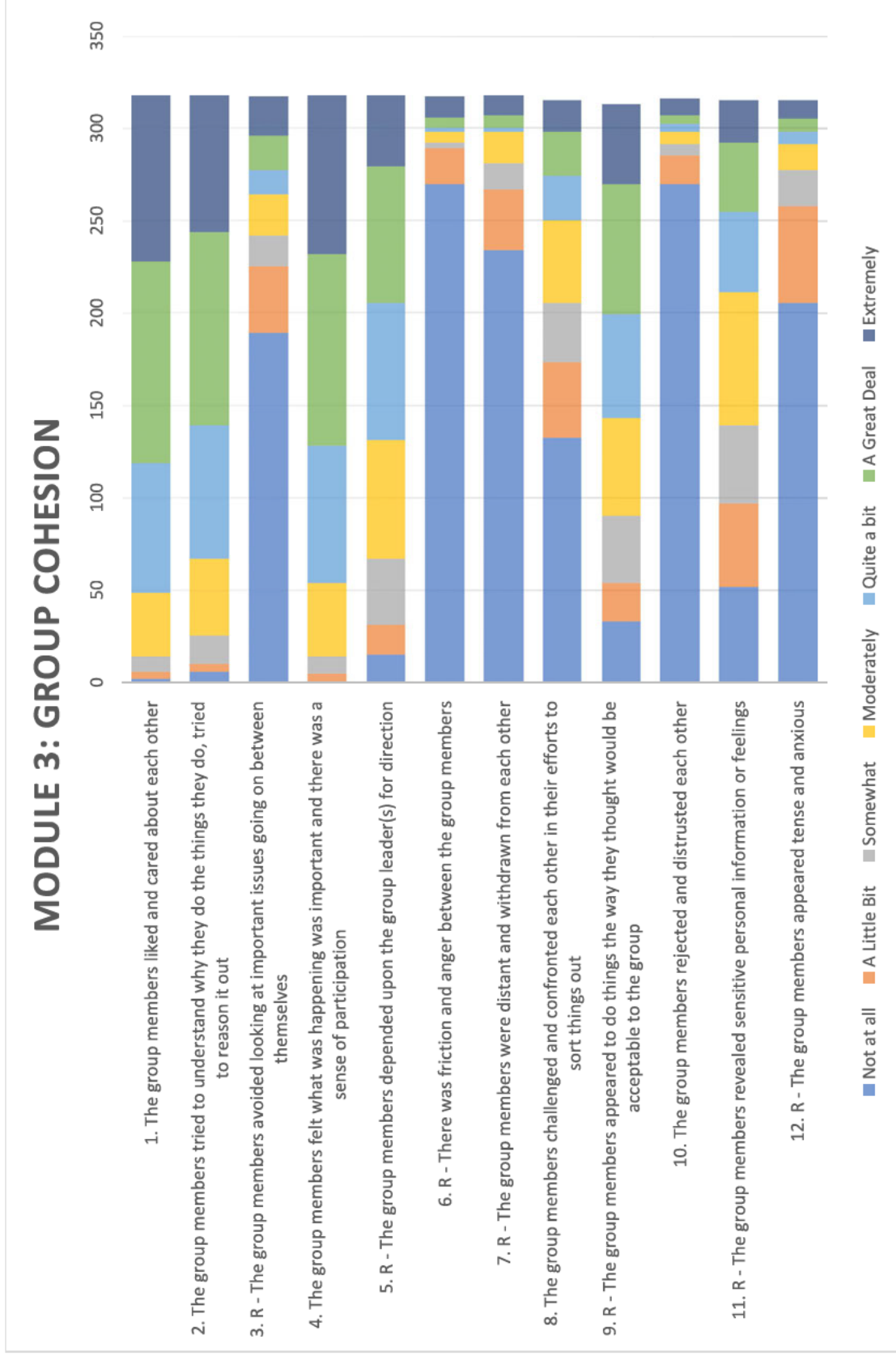
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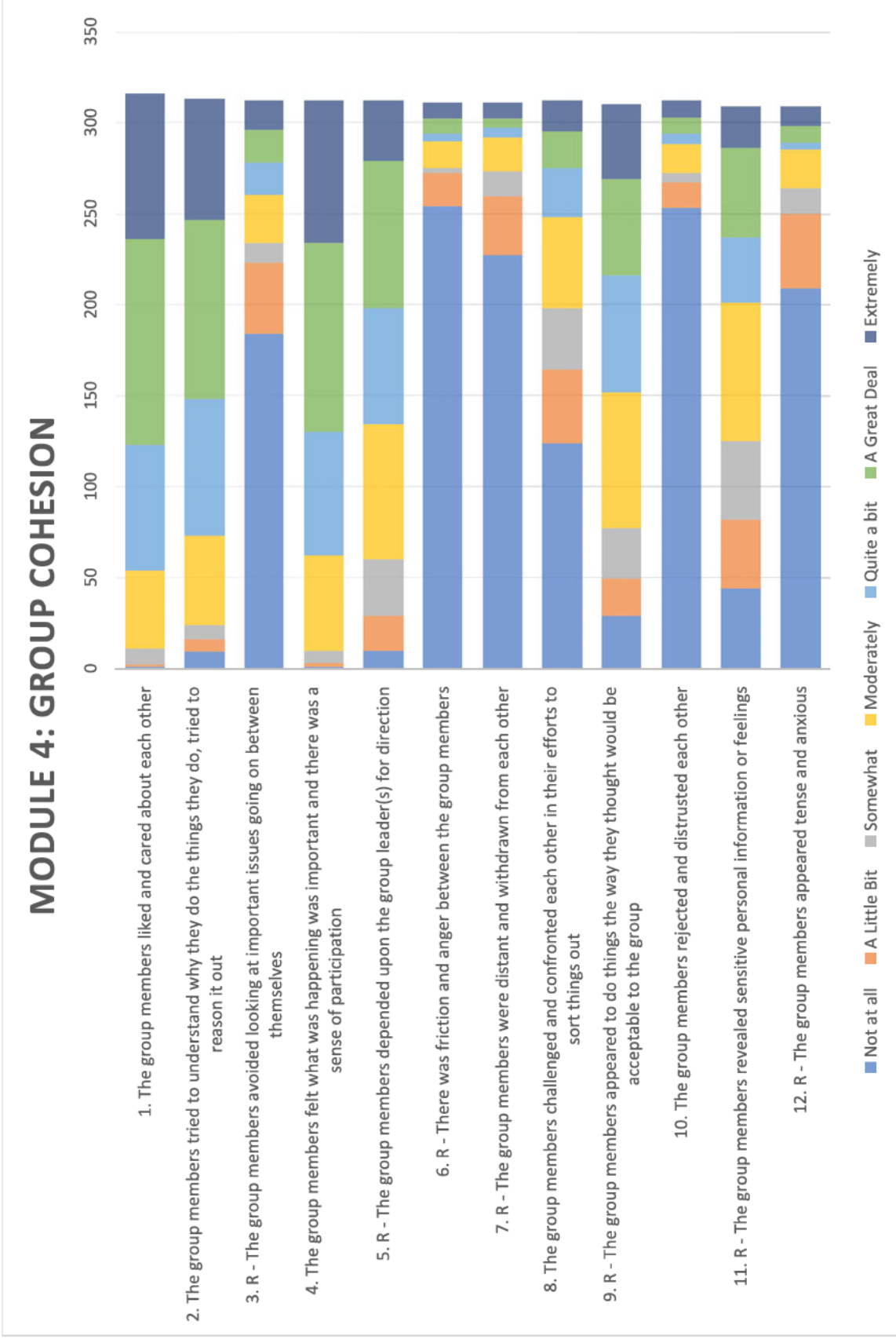
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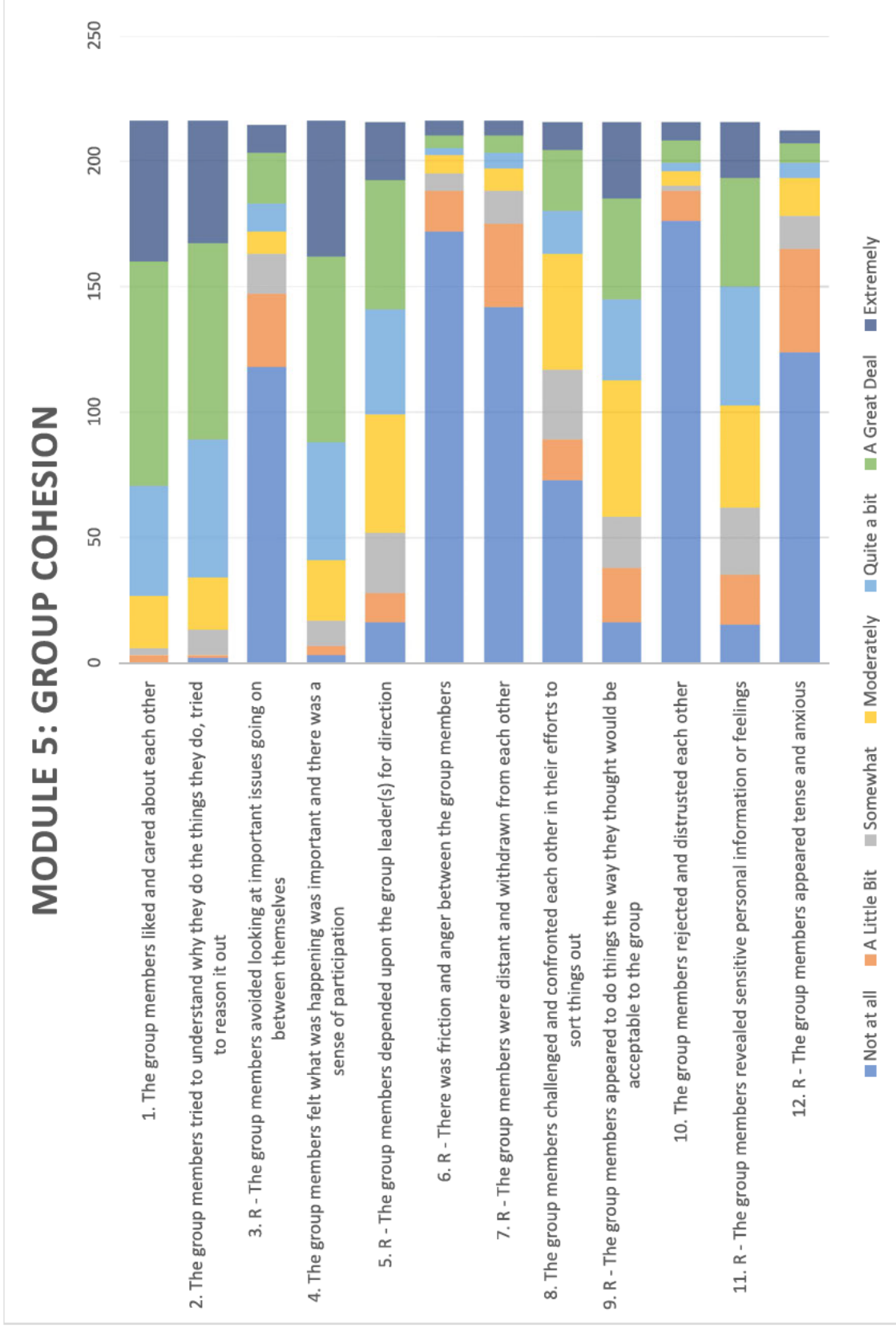
Appendix S.



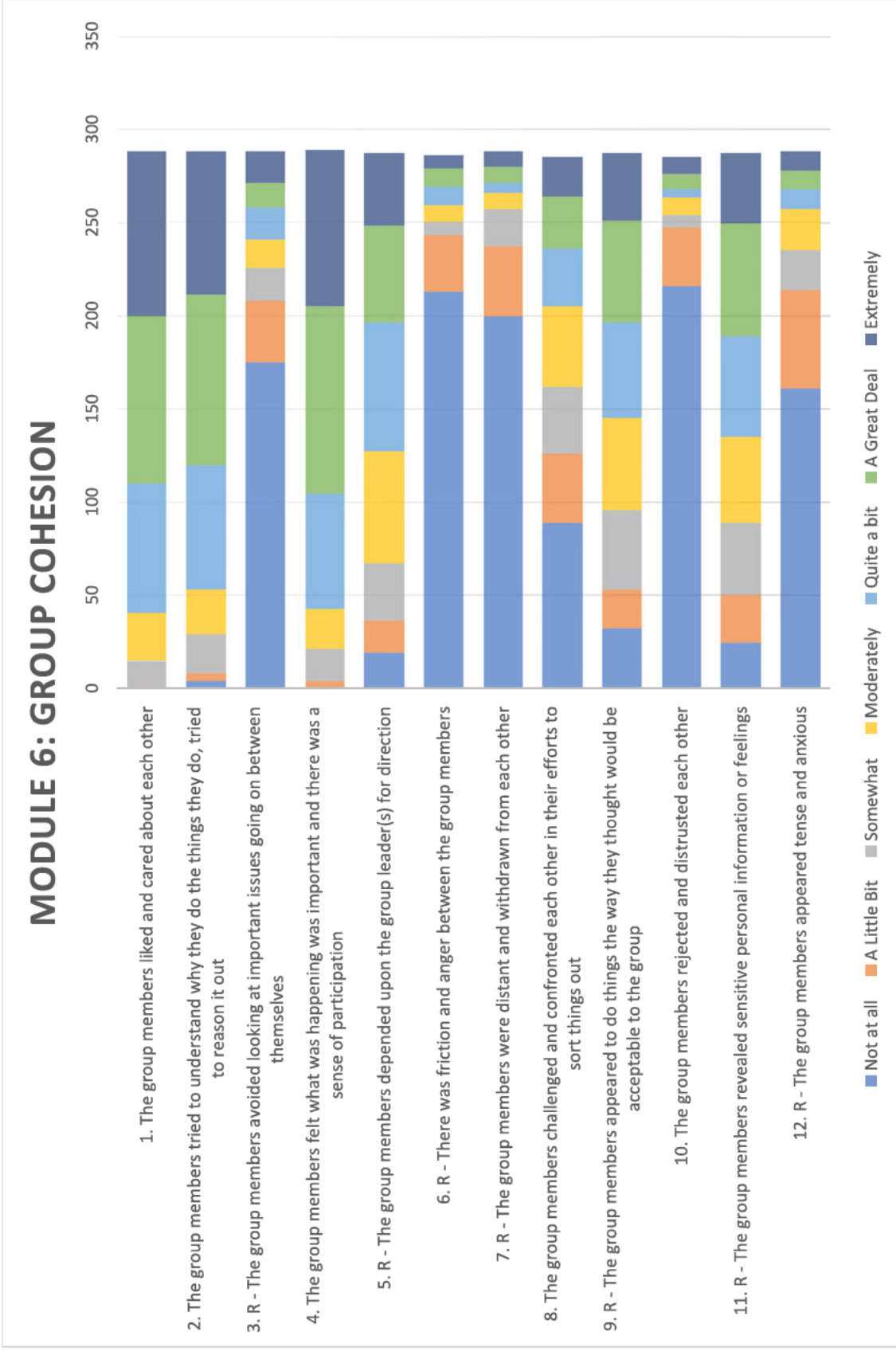
Appendix T.



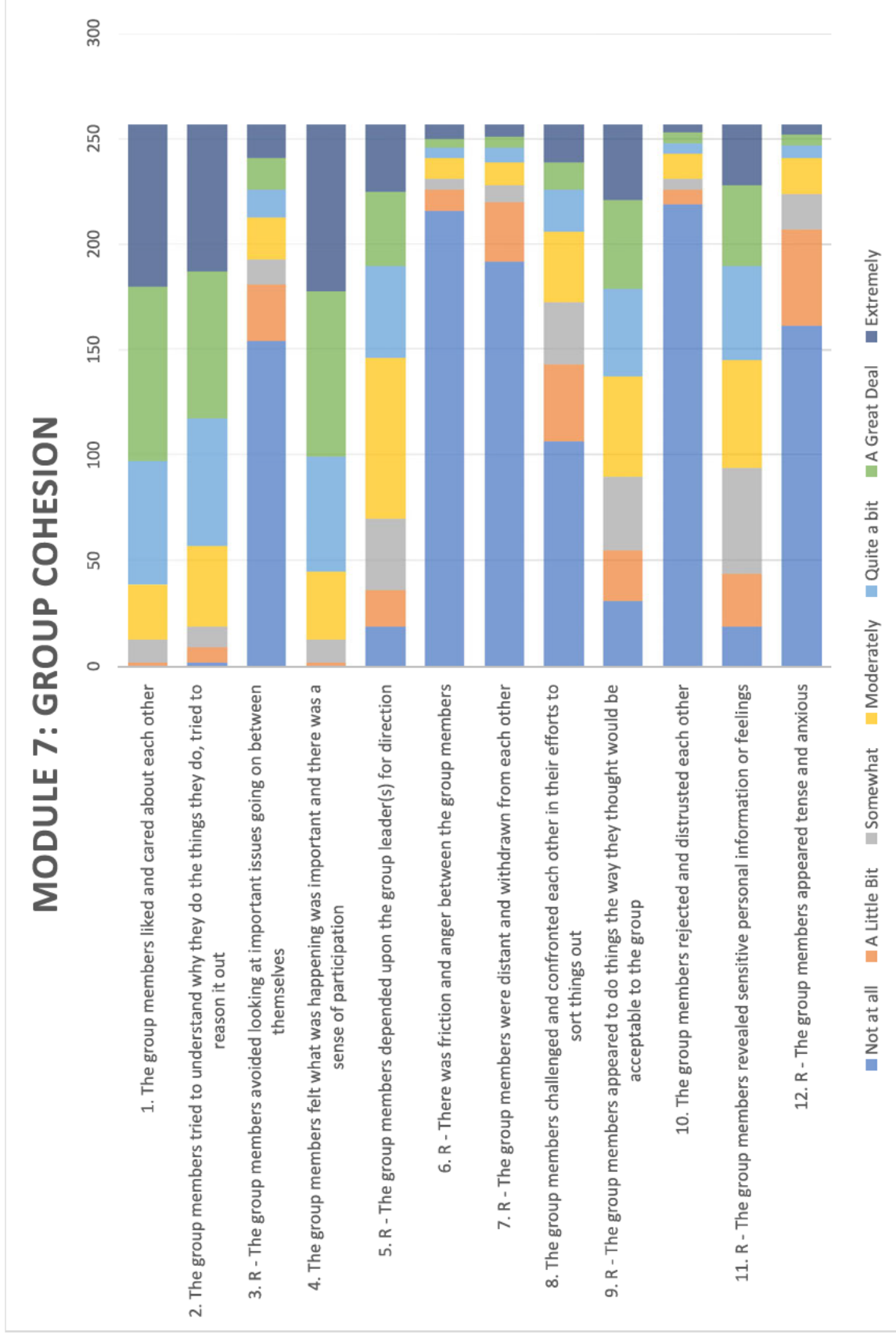
Appendix U.



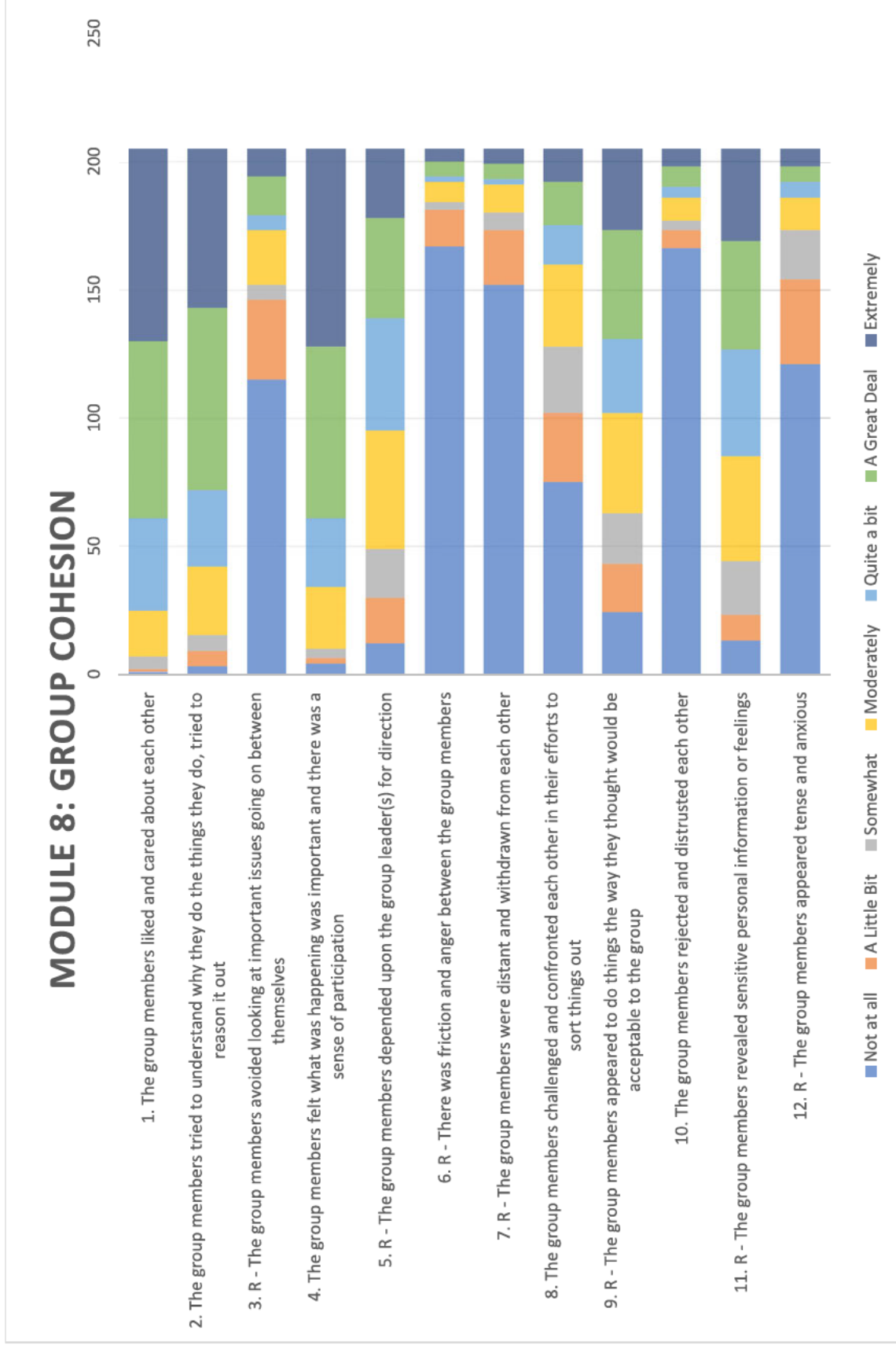
Appendix V.



Appendix W.

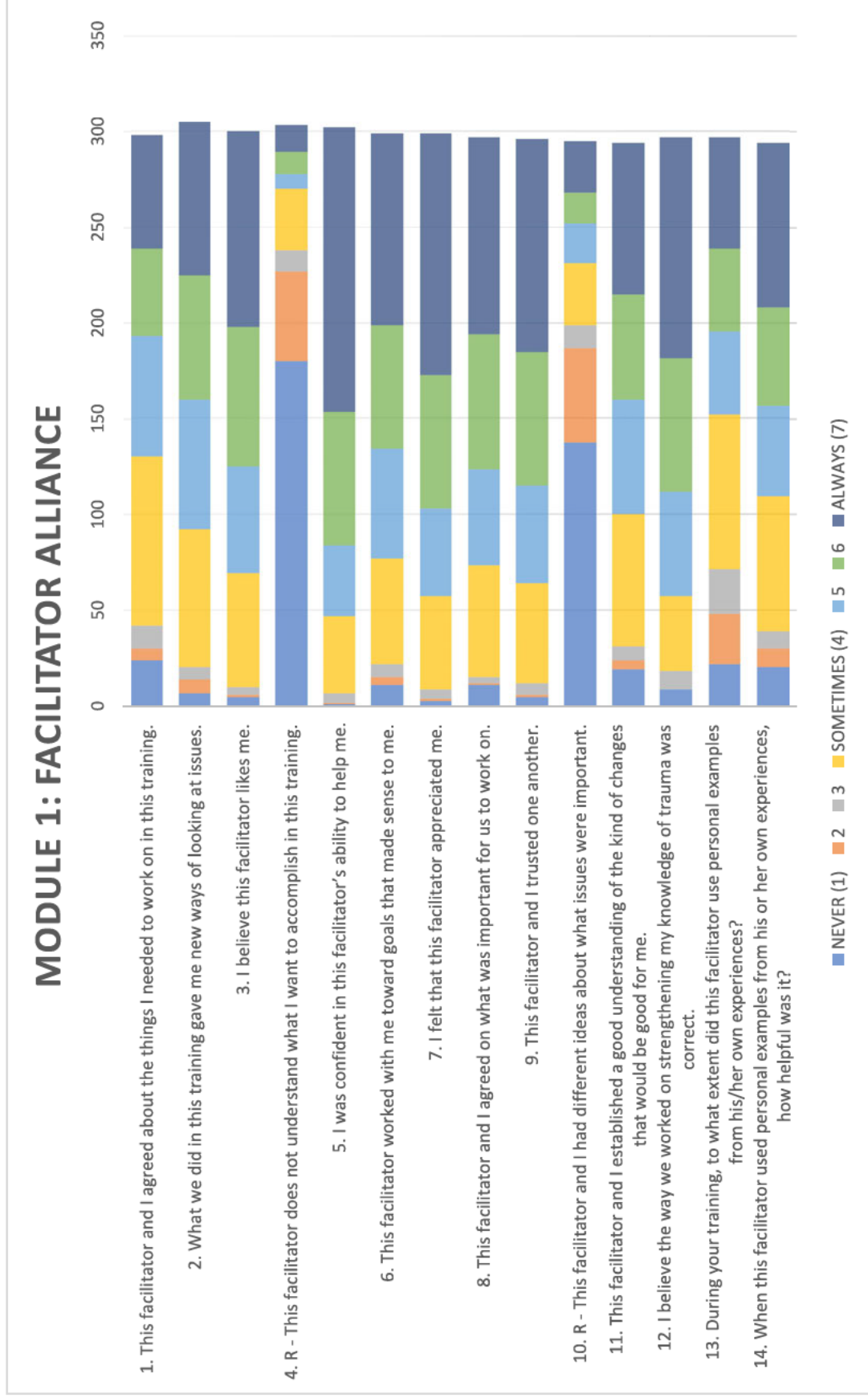


Appendix X.

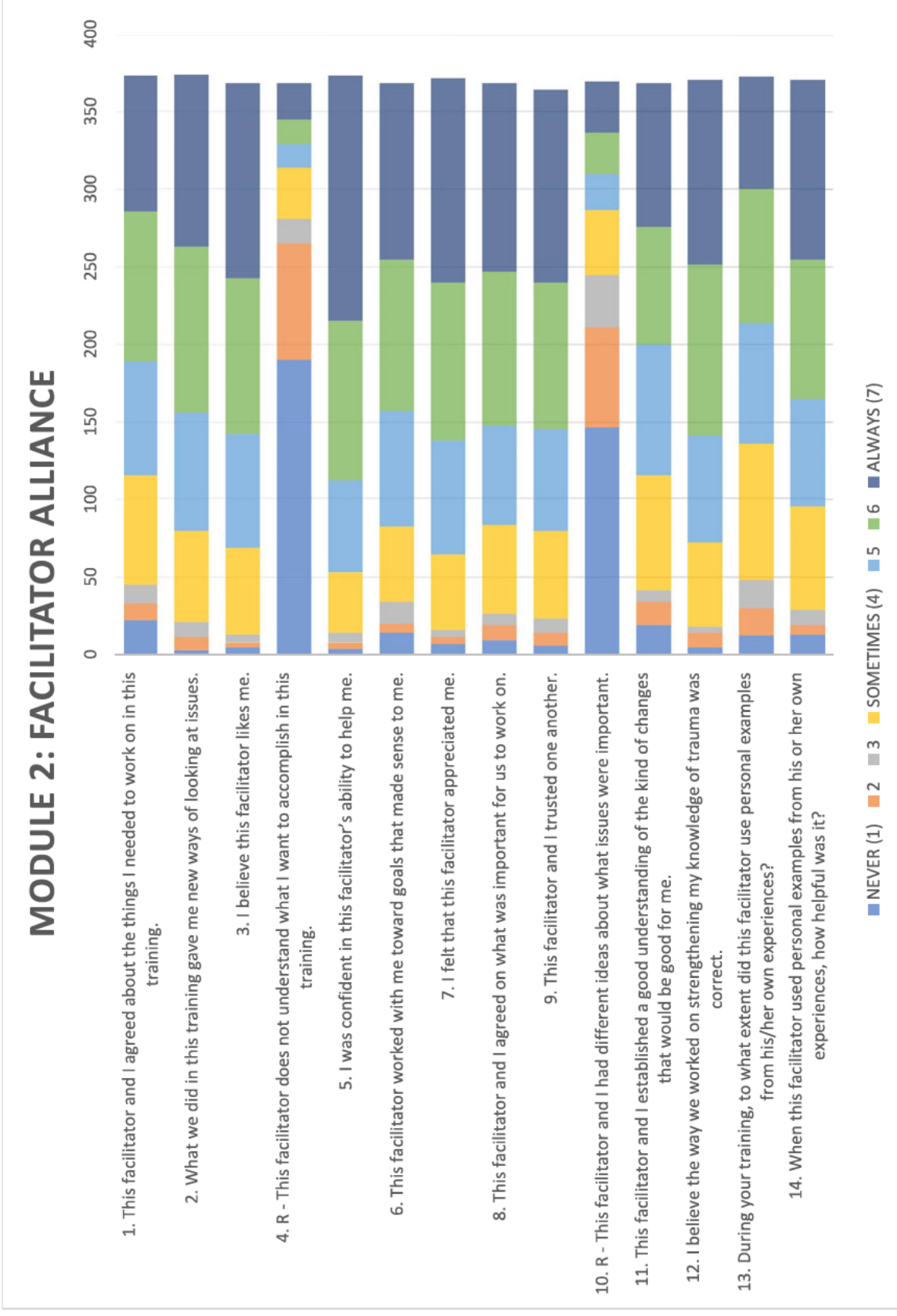


Facilitator Alliance Frequencies

Appendix Y.



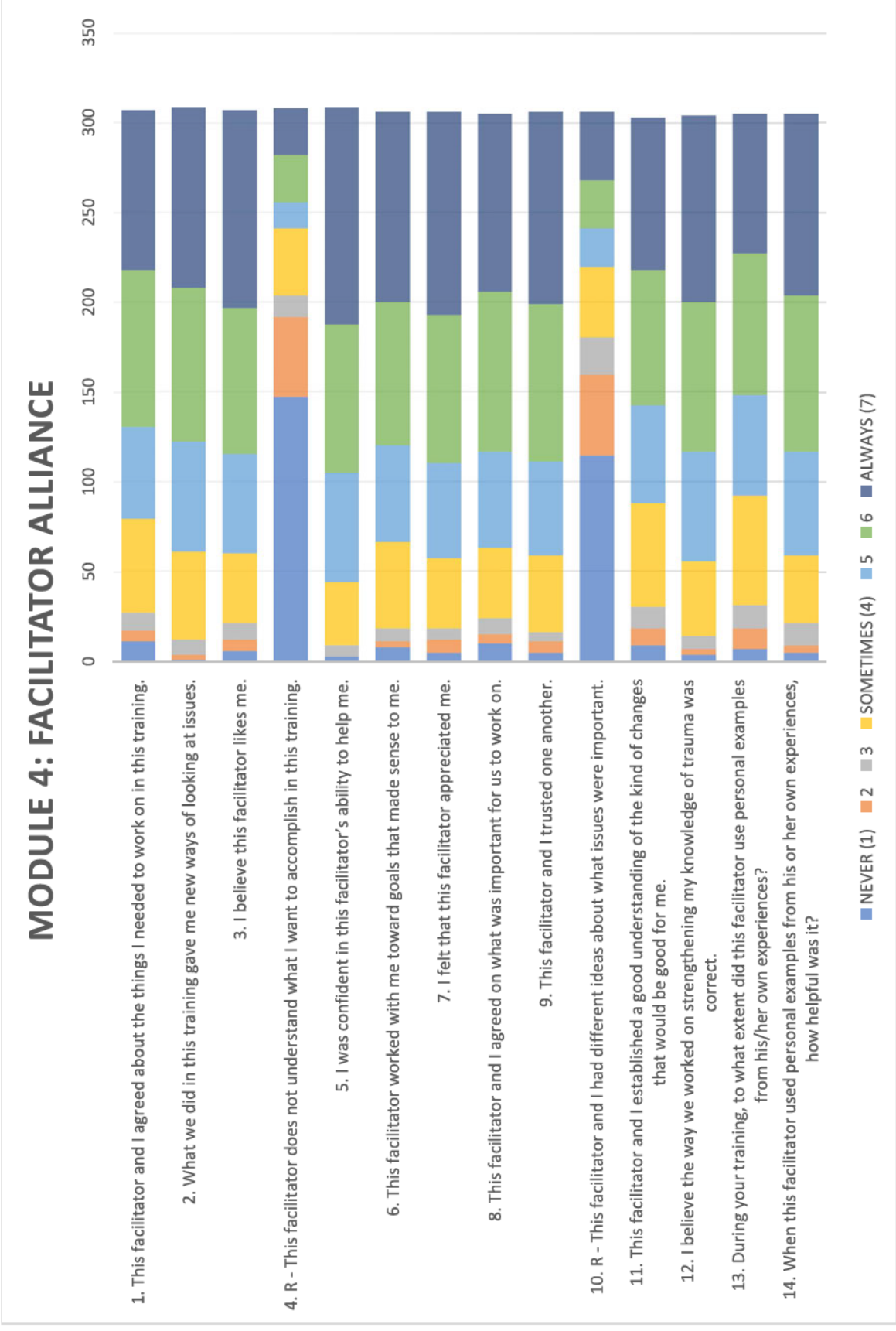
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Appendix AA.



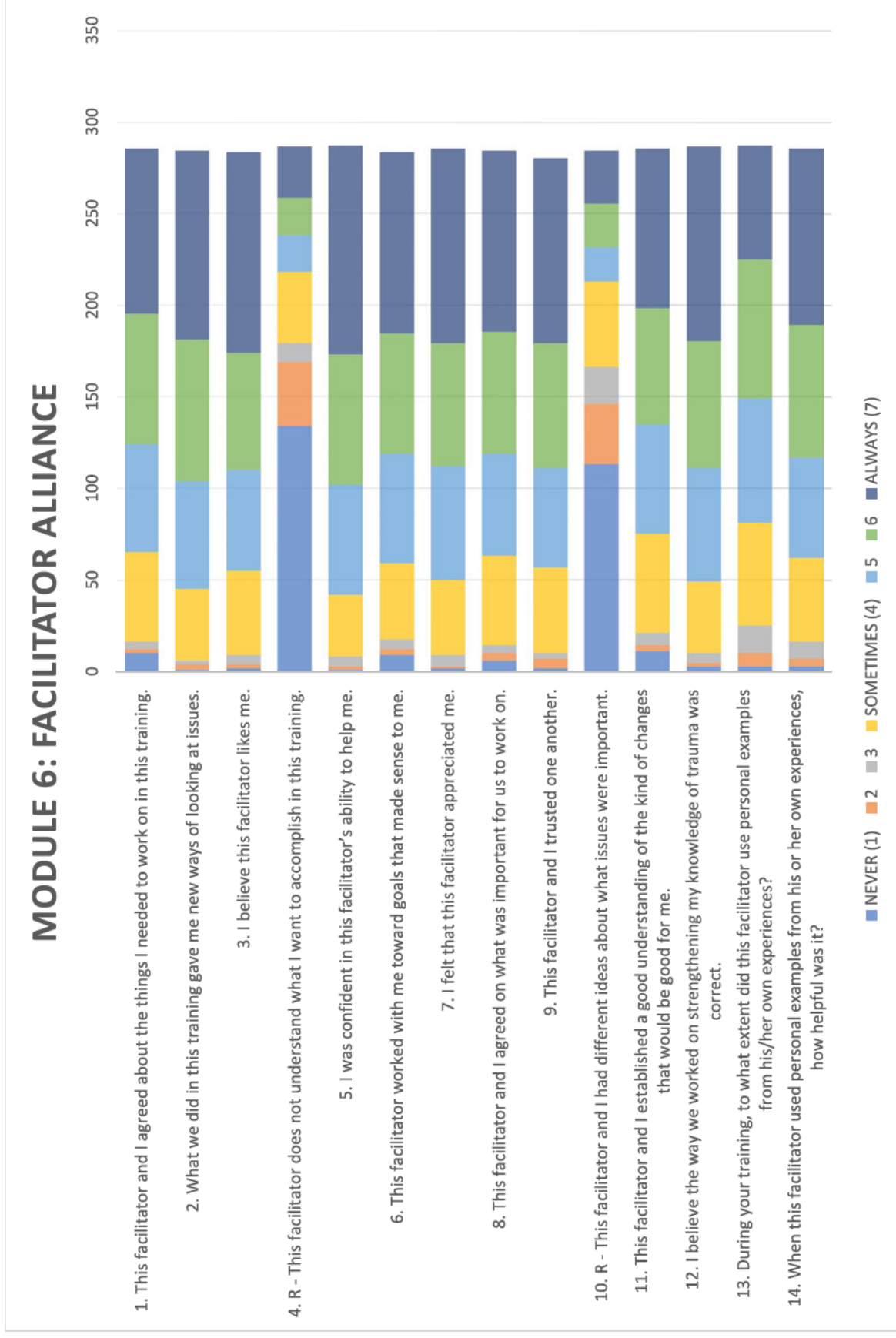
Appendix BB.



Appendix CC.



Appendix DD.



Appendix EE.



Appendix FF.



	BBA	Cohort	Leadership Training	Traing Participants
Americana Community Center *		1	2	2
Backside Learning Center *		2		
Bellewood & Brooklawn *		1	2	4
Boys and Girls Haven *		2		
Families *		1	2	2
Hope Collaborative *		2		
La Casita Center *		2		
Maryhurst *		1	3	9
Seven Counties Services *		1	3	5
Survivor's Corner *		2		
Skillz 4 Life *		1	2	2
UofL Peace Hospital *		1	2	3
Tomorrow				
ECHO			1	2
Louisville Urban League				3
Network			1	2
YMCA				2
Kentukiana			2	2
Violence Provention Research			1	1
School of Social Work			1	3
Kentucky				
Family Health Center				
I Would Rather Be Reading				
Kentuckiana Works				
OSHN				
Norton Healthcare				
Department of Psychiatry				
Children's Hospital				
Total			22	42

participants (Y3)	Training (Online)	Training)	Participants (Y3)	2-Day TTT
			1	
	3		2	3
	3		3	
	1		3	4
	2		3	
	3		2	
				5
			2	2
2			2	
		1	2	
			1	
1				
2				
1				
1				
1				
2				
1				
1				
12	13		21	14

Total:

124

	BBA	Cohort	January 2021	February 2021	March 2021	April 2021	May 2021	
Community Center	*	1	20		14		11	
Center	*	2	[REDACTED]					
Brooklawn	*	1					28	
Haven	*	2	[REDACTED]					
and Families	*	1				24	14	
Hope Collaborative	*	2	[REDACTED]					
La Casita Center	*	2	[REDACTED]					
Maryhurst	*	1						
Services	*	1	15		34	32	29	
Skillz 4 Life	*	1						
Survivor's Corner	*	2	[REDACTED]					
Hospital	*	1						

June 2021 July 2021 August 2021 ##### October 2021 November 2021 December 2021

9



49 60 21 9

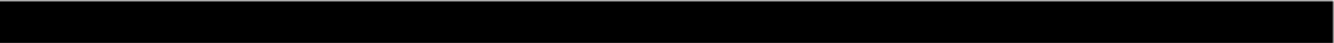


14 7



41 28 6 5 9 11

29 23 190 154



30 34 36

Total:

2021 Totals

54

0

167

0

59

0

0

100

506

0

0

100

986

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

From time to time, Louisville Metro Office of Safe and Healthy Neighborhoods (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

Getting paper copies

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact Louisville Metro Office of Safe and Healthy Neighborhoods:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: Amber.Burns@louisvilleky.gov

To advise Louisville Metro Office of Safe and Healthy Neighborhoods of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at Amber.Burns@louisvilleky.gov and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from Louisville Metro Office of Safe and Healthy Neighborhoods

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to Amber.Burns@louisvilleky.gov and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with Louisville Metro Office of Safe and Healthy Neighborhoods

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to Amber.Burns@louisvilleky.gov and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Louisville Metro Office of Safe and Healthy Neighborhoods as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Louisville Metro Office of Safe and Healthy Neighborhoods during the course of your relationship with Louisville Metro Office of Safe and Healthy Neighborhoods.

ATTACHMENT B – INSURANCE REQUIREMENTS

HOLD HARMLESS AND INDEMNIFICATION CLAUSE

The Contractor shall indemnify, hold harmless, and defend the Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors in interest from all claims, damages, losses and expenses including attorneys' fees, arising out of or resulting, directly or indirectly, from the Contractor's (or Contractor's Subcontractors, if any) performance or breach of the contract provided that such claim, damage, loss, or expense is: (1) attributable to personal injury, bodily injury, sickness, death, or to injury to or destruction of property, including the loss of use resulting therefrom, or breach of contract, and (2) not caused by the negligent act or omission or willful misconduct of the Louisville/Jefferson County Metro Government or its elected and appointed officials and employees acting within the scope of their employment. This Hold Harmless and Indemnification Clause shall in no way be limited by any financial responsibility or insurance requirements and shall survive the termination of this Contract.

5.2 INSURANCE REQUIREMENTS

A. Prior to commencing work, Contractor shall obtain at its own cost and expense the following types of insurance through insurance companies licensed in the State of Kentucky. Insurance written by non-admitted carriers will also be considered acceptable, in accordance with Kentucky Insurance Law (KRS 304.10-040). Workers' Compensation written through qualified group self-insurance programs in accordance with Kentucky Revised Statutes (KRS 342.350) will also be acceptable. The Contractor shall not commence work under this Contract until all insurance required under the Contract Document has been obtained and until copies of policies or certificates thereof are submitted to Metro Government and approved by the Metro Government's Risk Management Division. The Contractor shall not allow any subcontractor to commence work until the insurance required of such subcontractor has been obtained and copies of Certificates of Insurance retained by Contractor evidencing proof of coverages.

Without limiting Contractor's indemnification requirements, it is agreed that Contractor shall maintain in force at all times during the performance of this agreement the following policy or policies of insurance covering its operations, and require subcontractors, if subcontracting is authorized, to procure and maintain these same policies until final acceptance of the work by the Metro Government. Metro Government may require Contractor to supply proof of subcontractor's insurance via Certificates of Insurance, or at Metro Government's option, actual copies of policies.

B. The following clause shall be added to the Contractor's (and approved subcontractors) Commercial General Liability Policies:

1. "The Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors are added as an "Additional Insured" as respects operations of the Named Insured performed relative to the contract."

C. The insurance to be procured and maintained and minimum Limits of Liability shall be as follows, unless different limits are specified by addendum to the contract (and such minimum limits shall not limit access to the full amount of insurance available (whether through primary, excess or umbrella policies) on the contractors or subcontractors policy(ies), if that/those policy(ies) provide for Limits above the minimum):

1. COMMERCIAL GENERAL LIABILITY: via the Occurrence Form, primary and non-contributory, with a \$1,000,000 Combined Single Limit for any one Occurrence and \$2,000,000 aggregate for Bodily Injury, Personal Injury and Property Damage and Products/Completed Operations, including:
 - a. Premises - Operations Coverage
 - b. Products and Completed Operations
 - c. Contractual Liability
 - d. Broad Form Property Damage
 - e. Independent Contractors Protective Liability
 - f. Personal Injury
2. WORKERS' COMPENSATION (if applicable): insuring the employers' obligations under Kentucky Revised Statutes Chapter 342 at Statutory Limits, and EMPLOYERS' LIABILITY - \$100,000 Each Accident/\$500,000 Disease - Policy Limit/\$100,000 Disease - Each Employee.
3. AUTOMOBILE LIABILITY: insuring all Owned, Non-Owned and Hired Motor Vehicles. The minimum coverage Liability Limit is \$1,000,000 Combined Single Limit for any one accident. The Limit of Liability may be subject to increase according to any applicable State or Federal Transportation Regulations.
4. PROFESSIONAL LIABILITY (Errors and Omissions Liability): insurance policy, which includes a minimum limit of liability of \$1,000,000 for each Wrongful Act, and \$2,000,000 aggregate limit. In the event that the Consultant's policy is written on a "Claims Made" Form, the Consultant shall, after work has been completed, furnish evidence that the liability coverage has been maintained for at least one year after completion of work, either by submitting renewal policies with a Retroactive Date of not later than the date work commenced under this contract, or by evidence that the Consultant has purchased an Extended Reporting Period Endorsement that will apply to any and all claims arising from work performed under this contract.

D. ACCEPTABILITY OF INSURERS

Insurance is to be placed with Insurance Companies with an A. M. Best Rating of no less than "A- VI", unless proper financial information relating to the Company is submitted to and approved by Metro Government's Risk Management Division.

E. MISCELLANEOUS

1. The Contractor shall procure and maintain insurance policies and shall furnish Certificates of Insurance upon the execution of the Contract. The Certificates shall include the name and address of the person executing the Certificate of Insurance as

well as the person's signature. If policies expire before the completion of the Contract, renewal Certificates of Insurance shall be furnished to Metro Government at least fifteen (15) days prior to the expiration of any policy(s).

2. Upon execution of the contract, Certificates of Insurance as required above shall be furnished to:

Louisville/Jefferson County Metro Government
Procurement Division
611 West Jefferson Street
Louisville, Kentucky 40202

3. Upon Renewal of insurance coverage (s), Certificates of Insurance evidencing renewal shall be furnished to:

Louisville/Jefferson County Metro Government
Office of Management and Budget
Risk Management Division
611 West Jefferson Street
Louisville, Kentucky 40202

4. CANCELLATION OR MATERIAL CHANGE OF COVERAGE: Contractor shall notify Metro Government's Risk Management Division of any policy cancellation within two business days of its receipt of same. Upon any material change (changes that reduce/restrict limit or terms and conditions to your insurance coverage) in coverage as required above, Contractor shall notify Metro Government's Risk Management Division within two business days. If Contractor fails to notify Metro Government as required by this Agreement, Contractor agrees that such failure shall be a breach of this Agreement. Metro Government reserves the right to require the insurance policy(s) required above to be specifically endorsed to provide notice of cancellation and/or material change of coverage in accordance with policy provisions. When requested by the Metro Government, a copy of the policy endorsement shall be provided to Metro Government's Risk Management Division.
5. Approval of the insurance by Metro Government shall not in any way relieve or decrease the liability of the Contractor hereunder. It is expressly understood that Metro Government does not in any way represent that the specified Limits of Liability or coverage or policy forms are sufficient or adequate to protect the interest or liabilities of the Contractor.

ATTACHMENT C – REQUIRED FEDERAL TERMS

LOUISVILLE METRO GOVERNMENT REQUIRED FEDERAL CONTRACT TERMS

1. If this Contract is worth \$150,000 or more:

Clean Air Act

The contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.

The contractor agrees to report each violation to the Metro Government and understands and agrees that the Metro Government will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

Federal Water Pollution Control Act

The contractor agrees to comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

The contractor agrees to report each violation to the Metro Government and understands and agrees that the (Metro Government will, in turn, report each violation as required to assure notification to the Federal Emergency Management Agency, and the appropriate Environmental Protection Agency Regional Office.

The contractor agrees to include these requirements in each subcontract exceeding \$150,000 financed in whole or in part with Federal assistance provided by FEMA.

2. The following federal requirements apply to all contracts:

Debarment and Suspension

This contract is a covered transaction for purposes of 2 C.F.R. pt. 180 and 2 C.F.R. pt. 3000. As such, the contractor is required to verify that none of the contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

The contractor must comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, and must include a requirement to comply with these regulations in any lower tier covered transaction it enters into.

This certification is a material representation of fact relied upon by Louisville Metro Government. If it is later determined that the contractor did not comply with 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C, in addition to remedies available to (insert name of recipient/subrecipient/applicant), the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment.

The bidder or proposer agrees to comply with the requirements of 2 C.F.R. pt. 180, subpart C and 2 C.F.R. pt. 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The bidder or proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

Byrd Anti-Lobbying Amendment

Contractors who apply or bid for an award of \$100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient who in turn will forward the certification(s) to the awarding agency.


If applicable, contractors must sign and submit to the non-federal entity the following certification:

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

- i. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- ii. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- iii. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
- iv. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Crossnore Communities for Children, certifies affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. Chap. 38, Administrative Remedies for False Claims and Statements, apply to this certification and disclosure, if any.

DocuSigned by:

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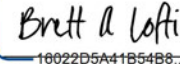
 Signature of Contractor's Authorized Official
 Brett A Loftis CEO

 Name and Title of Contractor's Authorized Official
 2/14/2022

 Date

Certification Regarding Telecommunications Services, Equipment and Systems.

Contractor certifies and confirms that no Services provided, supplied, installed or utilized under this Contract constitute telecommunications services, equipment or systems prohibited under the Uniform Guidance 2 C.F.R. 200.216. If Contractor later learns that prohibited telecommunications services, equipment or systems have been supplied, installed, or utilized under this Contract, Contractor shall immediately inform Louisville Metro Government in writing. Louisville Metro Government may treat such occurrence as an event of default under this Contract and Louisville Metro Government may require the Contractor to promptly replace such prohibited service, equipment and systems at the Contractor's sole cost or take such other actions.

DocuSigned by:

16022D5A41B54B8...

 Signature of Contractor's Authorized Official
 Brett A Loftis CEO

 Name and Title of Contractor's Authorized Official
 2/14/2022

 Date

Procurement of Recovered Materials

In the performance of this contract, the Contractor shall make maximum use of products containing recovered materials that are EPA-designated items unless the product cannot be acquired— 1. Competitively within a timeframe providing for compliance with the contract performance schedule; 2. Meeting contract performance requirements; or 3. At a reasonable price.

Information about this requirement, along with the list of EPA- designated items, is available at EPA's Comprehensive Procurement Guidelines web site, <https://www.epa.gov/smm/comprehensive-procurement-guideline-cpg-program>.

The Contractor also agrees to comply with all other applicable requirements of Section 6002 of the Solid Waste Disposal Act.

Domestic preferences for procurements.

Louisville Metro Government strongly encourages the purchase, acquisition, or use of goods, products, or materials produced in the United States (including but not limited to iron, aluminum, steel, cement, and other manufactured products) by contractors. (2 CFR § 200.322)

For purposes of this section:

1. "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.
2. "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

Access to Records

Contractor agrees to provide the Purchaser, the United States granting agency, the Comptroller General of the United States or any of their authorized representatives access to any books, documents, papers and records of the Contractor which are directly pertinent to this contract for the purposes of making audits, examinations, excerpts and transcriptions.

The Contractor agrees to maintain all books, records, accounts and reports required under this Contract for a period of not less than three years after the date of termination or expiration of this Contract, except in the event of litigation or settlement of claims arising from the performance of this contract, in which case Contractor agrees to maintain same until the Purchaser, the United States granting agency, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.

Energy Conservation - The Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act. See KRS 45A.351.

- a. TITLE VI The Metro Government and Contractor shall comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et. seq.) and all implementing regulations and executive orders, and Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 701) and the Kentucky Equal Employment Act 1978 (K.R.S. § 45.550 to 45.640) and the Americans with Disabilities Act (42 U.S.C. § 12101 et. seq.). No person shall be excluded from participation in, be denied the benefits of, or be subject to discrimination in relation to activities carried out under this bid or any contracting resulting from it on the basis of race, color, age, religion, sex, disability, or national origin. This includes provision of language assistance services to individuals of limited English proficiency seeking and/or eligible for services under this bid or resulting contract.
- b. ALL FEDERAL: Contractor's DUNS Number [REDACTED]
If you do not have a DUNS number, contact Dun & Bradstreet at (866) 705-5711 or go to <http://fedgov.dnb.com/webform/displayHomePage.do>.

3. If this is a construction contract include:

Equal Employment Opportunity

The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:

- a. Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places,

available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.

- b.** The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
- c.** The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.
- d.** The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e.** The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- f.** The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- g.** In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part and the contractor may be declared ineligible for further Government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- h.** The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance:

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

The applicant further agrees that it will be bound by the above equal opportunity clause with respect to its own employment practices when it participates in federally assisted construction work: Provided, that if the applicant so participating is a State or local government, the above equal opportunity clause is not applicable to any agency, instrumentality or subdivision of such government which does not participate in work on or under the contract.

The applicant agrees that it will assist and cooperate actively with the administering agency and the Secretary of Labor in obtaining the compliance of contractors and subcontractors with the equal opportunity clause and the rules, regulations, and relevant orders of the Secretary of Labor, that it will furnish the administering agency and the Secretary of Labor such information as they may require for the supervision of such compliance, and that it will otherwise assist the administering agency in the discharge of the agency's primary responsibility for securing compliance.

The applicant further agrees that it will refrain from entering into any contract or contract modification subject to Executive Order 11246 of September 24, 1965, with a contractor debarred from, or who has not demonstrated eligibility for, Government contracts and federally assisted construction contracts pursuant to the Executive Order and will carry out such sanctions and penalties for violation of the equal opportunity clause as may be imposed upon contractors and subcontractors by the administering agency or the Secretary of Labor pursuant to Part II, Subpart D of the Executive Order. In addition, the applicant agrees that if it fails or refuses to comply with these undertakings, the administering agency may take any or all of the following actions: Cancel, terminate, or suspend in whole or in part this grant (contract, loan, insurance, guarantee); refrain from extending any further assistance to the applicant under the program with respect to which the failure or refund occurred until satisfactory assurance of future compliance has been received from such applicant; and refer the case to the Department of Justice for appropriate legal proceedings.

Davis-Bacon Act

All transactions regarding this contract shall be done in compliance with the Davis-Bacon Act (40 U.S.C. 3141- 3144, and 3146-3148) and the requirements of 29 C.F.R. pt. 5 as may be applicable. The contractor shall comply with 40 U.S.C. 3141-3144, and 3146-3148 and the requirements of 29 C.F.R. pt. 5 as applicable.

Contractors are required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor.

Additionally, contractors are required to pay wages not less than once a week.

Copeland Anti-Kickback Act

Contractor. The contractor shall comply with 18 U.S.C. § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.

Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clause above and such other clauses as FEMA may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for debarment as a contractor and subcontractor as provided in 29 C.F.R. § 5.12.

4. If this Contract includes work by mechanics or laborers exceeding \$100,000:

Contract Work Hours and Safety Standards Act

Overtime requirements. No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.

Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (b)(1) of this section the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (b)(1) of this section, in the sum of \$27 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (b)(1) of this section.

Withholding for unpaid wages and liquidated damages. The (write in the name of the Federal agency or the loan or grant recipient) shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b)(2) of this section.

Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (b)(1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (b)(1) through (4) of this section.