

**AN ASSESSMENT OF THE STEVE YOUNG
MEMORIAL SCHOLARSHIP PROGRAM**

FINAL REPORT

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Prepared for:

National Fraternal Order of Police Foundation
309 Massachusetts Avenue, NE
Washington, D.C. 20002

Prepared by:

John Trutko
Capital Research Corporation
1910 N. Stafford Street
Arlington, VA 22207

The National Fraternal Order of Police Foundation, contracted with Capital Research Corporation to conduct this study. The views in this report are those of the authors and do not necessary reflect the views of the National Fraternal Order of Police.

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INTRODUCTION

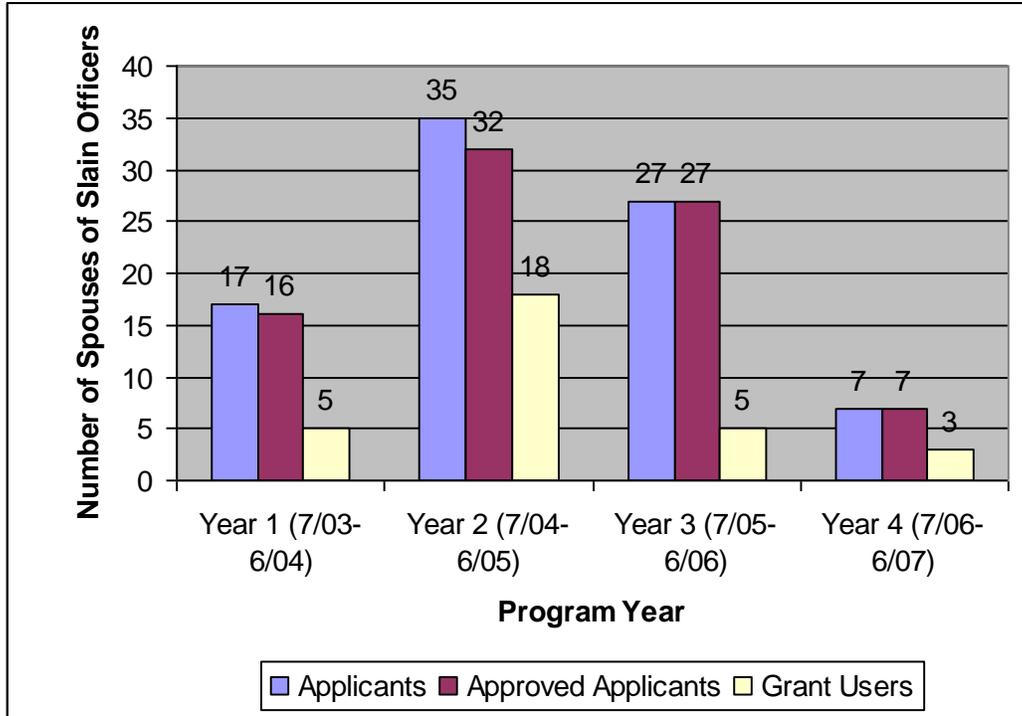
The Steve Young Memorial Scholarship Program (SYMSP) was created through a partnership between the U.S. Department of Labor (DOL) and the National Fraternal Order of Police Foundation (FOP) as a means of assisting spouses of law enforcement officers killed in the line of duty to obtain the skills needed to successfully support themselves and their children after the loss of their spouse. Launched in May 2002, the initiative has a total budget of \$3 million and will continue to provide scholarship assistance through June 30, 2010. Scholarship awards, which are typically limited to up to \$15,000, can be flexibly used to pay for education programs, job training, career counseling, and a range of other support services. Scholarship recipients can use their scholarship assistance to learn new skills, upgrade current skill sets, or pursue and complete a two-year, four-year, or graduate college degree.

The National Fraternal Order of Police Foundation contracted with Capital Research Corporation to conduct a multi-year assessment of the Steve Young Memorial Scholarship Program. The research activities conducted under this assessment effort are intended to: (1) describe and document the initiative, including types of assistance/services provided to SYMSP recipients; (2) document successful program strategies and the key factors and elements contributing to the success of such strategies; (3) assess major impediments/constraints to successful implementation of the initiative; (4) document recipient outcomes; (5) document major costs; and (6) assess resulting new and innovative approaches to service delivery on the basis of performance and customer satisfaction. The findings of this assessment are based upon review of existing documents and data; in-person interviews conducted with staff at the National FOP Foundation involved in administering the initiative; telephone interviews with FOP Grant Liaisons and local One-Stop Career Center case managers; and a customer satisfaction survey of Steve Young Memorial Scholarship Participants.

KEY STUDY FINDINGS

Trends in Program Participation. During the first four years of the Steve Young Memorial Scholarship Program (from July 2003 through June 2007), a total of 86 spouses of slain officers applied for scholarship assistance, 82 were approved for scholarships, and 31 used their scholarships. Exhibit ES-1 shows overall and annual trends in applications and participation in the Steve Young Memorial Scholarship Program. The numbers of grant applicants, as well as grant users, has lagged behind original expectations (of about 50 new scholarship awards each year). There are a variety of reasons that individuals who are potentially eligible do not apply:

**EXHIBIT ES-1: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
 APPLICANTS, APPROVED APPLICANTS, AND GRANT USERS,
 BY PROGRAM YEAR, JULY 2003 – JUNE 2007**



Program Year	# of Applicants	# of Applicants Approved	# of Applicants Using Scholarships	% of Applicants Approved	% of Approved Applicants Using Scholarships
Year 1 (7/03-6/04)	17	16	5	94%	31%
Year 2 (7/04-6/05)	35	32	18	91%	56%
Year 3 (7/05-6/06)	27	27	5	100%	19%
Year 4 (7/06-6/07)	7	7	3	100%	43%
Total	86	82	31	95%	38%

Source: Fraternal Order of Police Foundation, from participant data system and General Ledger (Transaction Detail by Account Report).

- They are simply not interested in pursuing education or training because they already are gainfully employed or do not need skills enhancement.
- Some spouses are no longer in the workforce (e.g., they have retired) or are not interested in entering the workforce.
- There are other federal and state sources of funding for education and training (such as Pell Grants, the Workforce Investment Act, and various state and federal programs targeted on family members of slain officers) that spouses rely on first and they find that Steve Young Memorial Scholarship Program funding is not needed.
- Some spouses of slain law enforcement officers are difficult or impossible to notify about assistance available under the program. For example, some local police departments are very protective of giving out contact information about family members of slain officers – and so, the National FOP Foundation staff and Grant Liaisons cannot in all cases get information about the program to potential participants.

Participant Views on Services Received. As shown in Exhibit ES-2, scholarship users were satisfied with the assistance they received from the FOP Foundation staff and FOP Grant Liaisons, but were more mixed in their views about the assistance received through the One-Stop Career Center. As shown in the exhibit, all 18 scholarship users responding to the survey (of the total 31 users to date) were either very satisfied or satisfied with the assistance received from the FOP Foundation and Grant Liaisons. Levels of satisfaction dipped somewhat when survey respondents were asked to rate their satisfaction with assistance and services received through the One-Stop – 5 scholarship users were very satisfied (28 percent) and 6 were satisfied (33 percent).

Participant Perspectives on Program Effects. As part of the survey, scholarship users were asked to rate the early effects of the scholarship in five areas – (1) enhanced my work-related skills/knowledge, (2) enhanced my ability to get a job, (3) enabled me to enter a new occupation, (4) improved my hourly wages/earnings, and (5) enabled me to upgrade to a new position (Exhibit ES-3). Although the numbers are very small – and on some measures it is clearly too early for participants to indicate effects -- as shown in the exhibit, scholarship users were somewhat more likely to indicate that their scholarship had a substantial or at least some effect on enhancing their work-related skills/knowledge and ability to get a job (11 of 18 scholarship recipients or 61 percent indicated substantial or some effect in these two areas).¹ In the other three areas, as shown in the exhibit, participants were more likely to indicate that there had been no effect so far, it was too early to tell, or they were unsure.

¹ There is no systematic data available as yet for the 31 participants who used their SYMSP scholarships concerning the numbers who successfully completed training.

EXHIBIT ES-2: SYMSP USERS RATINGS OF THE QUALITY OF ASSISTANCE/SERVICES RECEIVED FROM THE FOP FOUNDATION, FOP STATE GRANT LIAISON, AND ONE-STOP CAREER CENTER

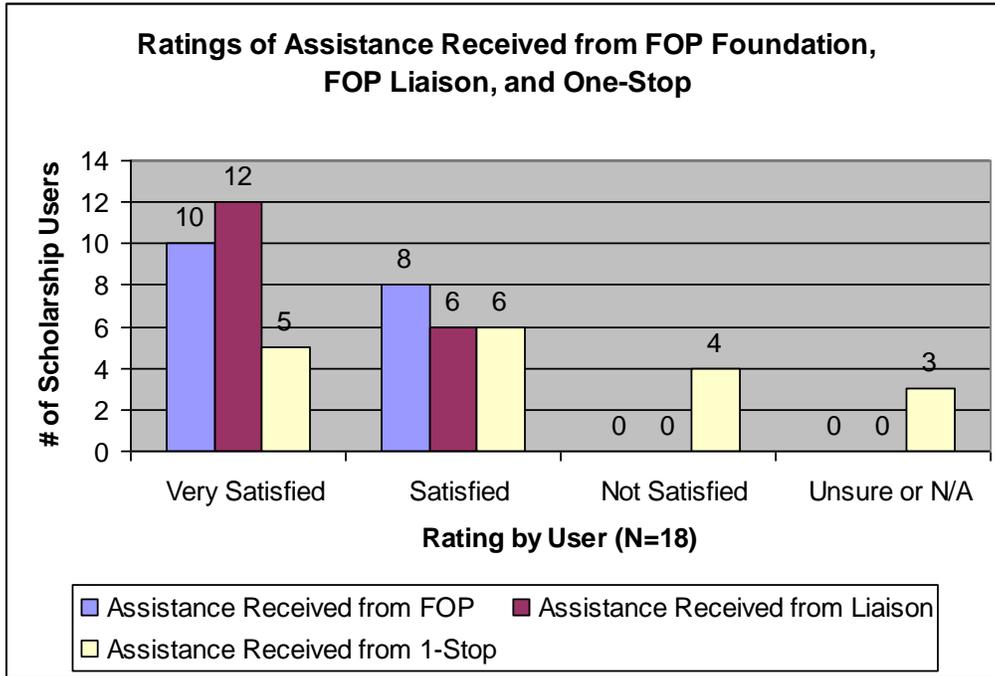
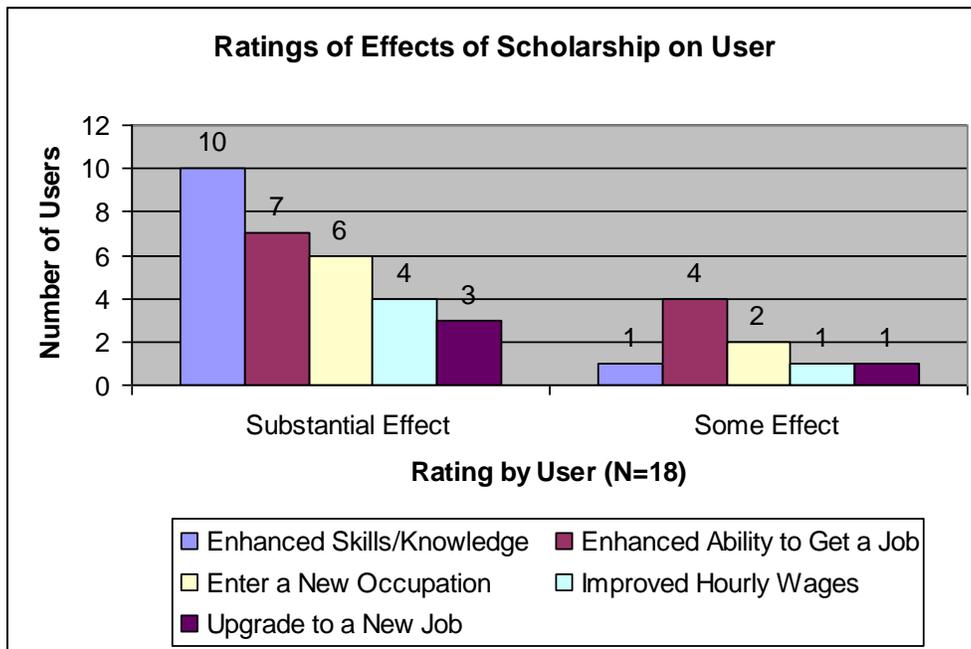
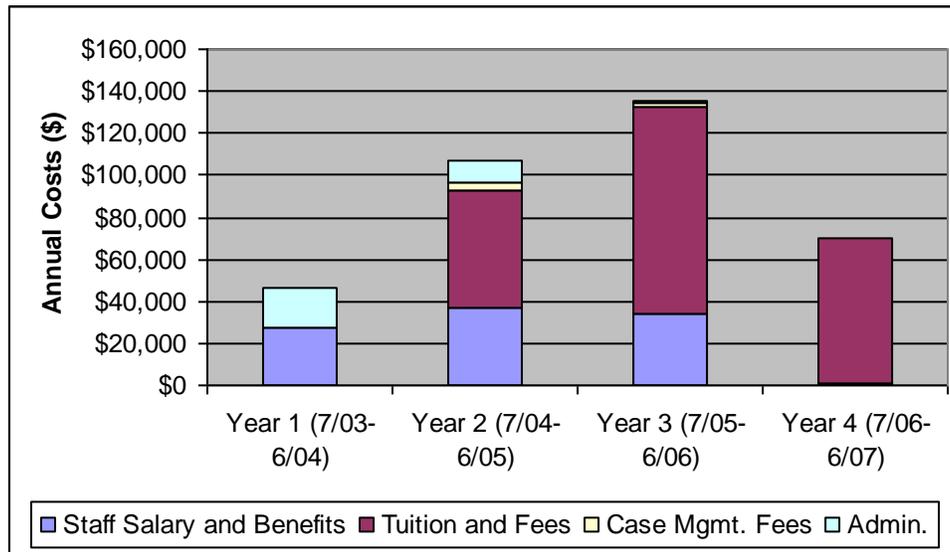


EXHIBIT ES-3: SYMSP USERS RATINGS OF THE EFFECTS OF THE SCHOLARSHIP



Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires.

**EXHIBIT ES-4: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
EXPENDITURES, BY TYPE AND PROGRAM YEAR, JULY 2003 – JUNE 2007**



Cost Item	Year 1 (7/03-6/04)	Year 2 (7/04-6/05)	Year 3 (7/05-6/06)	Year 4 (7/06-6/07)	Total	Percent
Project Staff Salary & Benefits	\$27,596	\$37,013	\$34,134	\$621	\$99,363	28%
Tuition, Books, Fees	\$0	\$55,653	\$98,517	\$69,726	\$223,896	62%
Case Management Fees	\$0	\$4,200	\$1,576	\$0	\$5,776	2%
Administrative	\$18,923	\$9,681	\$1,117	\$0	\$29,721	8%
*Total	\$46,519	\$106,547	\$135,343	\$70,347	\$358,756	100%

Source: Fraternal Order of Police Foundation, from General Ledger, Transaction Detail by Account Report.

Program Costs. As shown in Exhibit ES-4, actual program expenditures from the inception of the program through June 30, 2007 have amounted to \$358,756. Program expenditures to date represents slightly more than one-tenth (12 percent) of the total budgeted amount for the program (of \$3 million). As shown in the exhibit, the largest cost item during its first four program years has been expenditures on tuition, books and other fees for participants (62 percent of total expenditures). Slightly over one-fourth (28 percent) of total program expenditures have been expended on project staff salary and benefits. Other major cost items accounting for the remainder of costs incurred included general and administrative expenses (8 percent); and reimbursement of case management fees (2 percent). Although some individuals were still in training at the end of the grant period (and so can be expected to expend additional resources in the future) – the average costs of the program over the first four years of operation was \$4,375 per approved applicant and \$11,573 per individual using the scholarship.

STUDY CONCLUSIONS

As was originally envisioned by the National Fraternal Order of Police Foundation and the U.S. Department of Labor, the Steve Young Memorial Scholarship Program is meeting its two main objectives of (1) helping provide the spouses of fallen officers with the skills and training needed to obtain a job that allows them to provide for the needs of themselves and their family; and (2) “demonstrating ongoing commitment to the law enforcement families which have lost a loved one in the line of duty.” With funding provided by DOL, the National FOP Foundation established the program structure, staffing, and partnerships necessary to operate the scholarship program nationwide. The National FOP Foundation’s network of Grant Liaisons has been instrumental in making it possible for the scholarship program to be available to spouses of slain officers in all states across the country. To ensure that the program is capable of reaching out to and then connecting scholarship recipients to appropriate training providers in every locality across the country, the National FOP Foundation has benefited from its partnership with DOL’s One-Stop Career Center system. This nationwide network – which features over 1,700 One-Stop Career Centers serving every community across the country – has been a critical partner in the effort ensuring that SYMSP scholarship recipients have had access (within their locality) to services to assess training needs, identify and facilitate referral to qualified training providers, and process invoices from training providers in a timely manner.

Although there are limits to what the National FOP Foundation and others involved in the initiative can do to increase the numbers of scholarship applicants and actual users, some possibilities include the following:

- ***Notify Grant Liaisons and major police departments that SYMSP is still available.*** Some Grant Liaisons were unsure as to whether SYMSP was still accepting applications. The National FOP Foundation should consider disseminating a notice to both Grant Liaisons and larger police departments across the country indicating that the program is active and accepting applications – including the date through which applications will be accepted.
- ***Usage rates among already approved applicants who have not yet used their scholarships might be spurred by sending out letters informing such individuals that they are still eligible for up to \$15,000 in scholarship assistance under the program.*** Some of those approved may not have been ready to use scholarships when they were first eligible for them, but may now be interested in using them. Such individuals may not be aware that they could still make use of their scholarships.
- ***Consider lengthening the six month window for applying to the program (to perhaps one year or longer).*** Several Grant Liaisons suggested that lengthening the period of eligibility to one year might provide the breathing room needed by some individuals to consider applying for the program. The pool of eligible individuals for the program could be substantially expanded by making the period of eligibility even longer – perhaps, given the amount of remaining funding, retroactively back to the start date of the grant.

- ***Continue and intensify outreach efforts so that every eligible individual is aware of the availability of scholarships under the program.*** Getting the word out about the availability of scholarships is made more difficult because some police departments are very careful about sharing contact information for spouses of slain officers. FOP Grant Liaisons may be able to provide information about police departments within their state that are particularly difficult with respect to disseminating information about SYMSP.
- ***Consider increasing the cap on scholarship amounts.*** The cap on training costs under SYMSP is typically limited \$15,000 per individual. Given the rapid escalation on tuition and fees at colleges and universities in recent years – coupled with the large reserve of budgeted funds remaining unexpended for SYMSP – the National FOP Foundation might consider lifting the cap to \$25,000 or more per individual. An increase in the cap may entice some additional eligible individuals to apply for and use scholarships under the intervention and would also have a likely effect of increasing average scholarship expenditures under the grant.
- ***Request extension beyond June 2010.*** Should the pace of enrollments and expenditures not accelerate sufficiently to exhaust the remaining budget, the National FOP Foundation could – as it has done previously – request an extension to the period of performance for distribution of SYMSP funds. Another possible course of action would be to examine possibilities for a modification in the scope of work under the existing grant to initiate other education and training initiatives, for example, perhaps a related initiative that would provide scholarship assistance to sons and daughters of slain officers.

Finally, the results of this evaluation effort indicate that while the take-up rate for SYMSP scholarships has lagged behind what had perhaps been anticipated when the program was launched, that the spouses of slain law enforcement officers who have received financial assistance and support service have benefited substantially. The program has not only assisted participants in tangible ways – such as upgrading job-related skills and securing certification or degrees to help participants qualify for better jobs and to be better able to support their families – but, just as importantly, helped to begin the healing process and bring hope for a better future. The Department of Labor brings much needed education and training assistance through a variety of programs (such as the Workforce Investment Act), but it is hard to envision another program or initiative that provides education, training, and supportive services to a group that is more deserving or has sacrificed more than the spouses (and families) of slain law enforcement officers.

AN ASSESSMENT OF THE STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM

A. INTRODUCTION

The Steve Young Memorial Scholarship Program (SYMSP) was created through a partnership between the U.S. Department of Labor (DOL) and the National Fraternal Order of Police Foundation (FOP) as a means of assisting spouses of law enforcement officers killed in the line of duty to obtain the skills needed to successfully support themselves and their children after the loss of their spouses. The total amount of the original grant – announced in May 2002 -- was \$2 million (to be distributed over four years at \$500,000 per year). Less the amount allowed for expenses, the grant was originally expected to provide up to 50 scholarships per year for spouses of officers slain in the line of duty between January 1, 2001 and December 31, 2006. In November 2004, the grant amount for the initiative was increased to \$3 million. In August 2007, the end date for distributing funding under SYMSP was extended to June 30, 2010. The scholarship objectives are two-fold:

- to help provide the spouses of fallen officers with the skills and training needed to obtain a job that allows them to provide for the needs of themselves and their family; and
- to demonstrate ongoing commitment to the law enforcement families which have lost a loved one in the line of duty.

Scholarship awards, which are typically limited to up to \$15,000, are based on the anticipated needs of the individual, consistent with the funds available. Funds can be used to pay for education programs, job training, career counseling, and a range of other support services. Scholarship recipients can use the money to learn new skills, upgrade current skill sets, or pursue and complete a two-year, four-year, or graduate college

degree. Up to \$750 of the scholarship can be used to cover expenses related to job training such as textbooks and computers. Scholarship funds may also help defray the costs of certain supportive services incurred by the participant during pursuit of job training, such as childcare or transportation expenses, if the acceptance of job training services is contingent upon assistance with these expenses. The Steve Young Memorial Scholarship Program is intended to complement other grant/scholarship programs available through the U.S. Department of Justice and the U.S. Department of Education. Award amounts may be reduced by the amount of other awards/benefits the spouse receives.

The National Fraternal Order of Police Foundation, which maintains staff in their Washington, D.C. office, is responsible for overall administration and oversight of grant activities. An innovative aspect of this project is the role that local One-Stop Career Centers play (in conjunction with state FOP Grant Liaisons) in (1) helping to plan for and manage each recipient's scholarship and (2) ensuring that each scholarship recipient receives access to a comprehensive array of employment, training, and support services customized to the individual recipient's needs. For example, the One-Stop Career Center often helps the scholarship recipient develop an Individual Employment Plan and a scholarship budget, as well as identify an appropriate educational institution. Additional background about this program and details about services available and the flow of participants through the program are provided throughout this report.

B. STUDY SCOPE AND METHODOLOGY

The National Fraternal Order of Police Foundation contracted with Capital Research Corporation to conduct a multi-year assessment of the Steve Young Memorial Scholarship Program. The research activities conducted under this assessment effort were originally intended to: (1) describe and document the initiative, including types of assistance/services provided to Steve Young Memorial Scholarship recipients; (2) document successful program strategies and the key factors and elements contributing to the success of such strategies; (3) assess major impediments/constraints to successful implementation of the initiative, both with respect to the programmatic/operational models and the implementation strategy; (4) document recipient outcomes; (5) document major costs; and (6) assess resulting new and innovative approaches to service delivery on the basis of performance and customer satisfaction. Among the key research questions that this study was designed to address were the following:

- What types of financial and non-financial assistance did recipients receive through the program (e.g., documentation of the basic recipient flow into and through the program; the basic structure of the service delivery system; and range of services/assistance provided) (See Sections C and E)?
- Did the program meet its participation goal and, if not, what factors accounted for its inability to meet its goal (see Section D)?
- What were the basic characteristics of the individuals receiving scholarship awards (see Section D)?
- How did program recipients view the services they received through the One-Stop Centers and Grant Liaisons (See Sections E and F)?
- What were the basic outcomes for recipients (e.g., completion of job training; enhanced employment; increased earnings)? To what extent did services provided through the initiative enhance skills and employability of program recipients? What were recipients' views about services provided under the program and how they may have been assisted in preparing for the workplace and making the

transition to being the primary wage earner in the household? (See Sections F and G)?

- What were the basic costs involved in the initiative (See Section H)?
- What are the overall lessons learned from this project? (See Section I)?

The findings of this assessment are based upon (1) existing documents and data, (2) in-person interviews with staff at the National FOP Foundation involved in administering the initiative, (3) telephone interviews with FOP Grant Liaisons, (4) telephone interviews with local One-Stop Career Center case managers, and (5) a customer satisfaction survey of SYMSP participants. Each of these data collection activities is briefly highlighted below.

Collection of Existing (Secondary) Data. The research team collected and reviewed reports and other program documents prepared by the National FOP Foundation -- including the original grant statement of work from DOL, progress reports, and other internal memoranda/documentation. For example, progress reports provided basic information on the numbers and some characteristics of individuals receiving scholarships and contained contextual information that helps identify implementation challenges and how they were overcome. The program's Training Manual provided a starting point for documenting the basic program initiative and plans for operating the program.

In-person Interviews with FOP Project Staff. The research team conducted interviews with key staff at the National FOP Foundation who were involved in the day-to-day operation and management oversight of the Steve Young Memorial Scholarship Program. Discussions with FOP program staff throughout the evaluation effort also provided an opportunity to obtain additional program documentation and reports.

Telephone Interviews with Grant Liaisons and One-Stop Career Centers

Case Managers. An important part of this evaluation focused on documentation of the role of the One-Stop Career Centers in the service delivery process. Researchers conducted telephone interviews with nine FOP Grant Liaisons and eight local One-Stop Career Center case managers. These interviews provided an opportunity to gain input on issues such as: the recipient assessment process; recipient flow through services; types of education and training undertaken and providers utilized; other supportive services utilized; nature of case management services provided; perceptions of challenges faced by recipients and Career Centers in providing services; recipient outcomes; and general views concerning the program. Discussion guides are attached in Appendix A (for One-Stop Case Managers) and Appendix B (for FOP Grant Liaisons) that were used to structure these interviews. The discussion guides included mostly open-ended questions designed to provide varying perspectives on the structure and services provided through the program, as well as assessments of implementation challenges and how the recipients benefited from program participation.

Scholarship Recipient Customer Satisfaction Survey. To address the research questions, it was important to obtain direct input from scholarship recipients. This survey provided an opportunity to obtain direct input from scholarship recipients concerning their views of the program, including types of services received; whether the scholarship and other assistance was sufficient; how satisfied recipients were with the application process, assessment, case management services, and other services made available through the One-Stops; why a particular type of training/education was selected; how the recipient has benefited from program participation; and suggestions about how the

program might be improved. A total of 18 of 31 Steve Young Memorial Scholarship recipients responded to the survey (58 percent). Appendix C provides a draft of the scholarship recipient follow-up survey.

C. PROGRAM ELIGIBILITY AND APPLICATION

Eligibility for the Steve Young Memorial Scholarship Program. Under the original grant guidelines, all current spouses of fallen law enforcement officers whose deaths were determined to have been "in the line of duty" and occurred between January 1, 2001 and December 31, 2006 were eligible to receive Steve Young Memorial Scholarship grants. Under a grant modification issued in August 2007, the period of eligibility was extended with the provision that FOP is authorized to distribute funds under the SYMSP initiative until June 30, 2010. While eligible individuals are required to make application to the program within 180 days of the death of their spouse, there is no requirement to begin education or training with SYMSP grant funds (or even have set plans to do so) within the six-month time frame. Eligible applications for the Steve Young Memorial Scholarship Program must meet the following five conditions:

1. ***The applicant was the spouse of the deceased.*** "Spouse" is defined as a U.S. citizen that fulfills one of the following criteria:
 - Legally married to officer at time of death.
 - Legally separated or divorced from officer at time of death, if they have one or more dependent children who are: (1) under the age of 18; (2) under the age of 25, currently enrolled as a fulltime undergraduate student; (3) over the age of 18, but incapable of self-support due to a physical or mental disability; or (4) legal dependents of the fallen officer.²
2. ***Applicant's deceased spouse was a "law enforcement officer".*** "Law enforcement officer" means: An individual employed fulltime by a local, county, State or Federal law enforcement agency, rail carrier or private institution of

²No other non-marital unions will be considered, regardless of whether the couple shared children. No other children (step-children, foster children) will be considered for purposes of eligibility.

higher education in an official capacity, with or without compensation, who is sworn, licensed or certified under the laws of a State and is involved in crime control or reduction, or the investigation, apprehension or detention of individuals suspected or convicted of violations of criminal law. This includes, but is not limited to, police officers, sheriffs and deputy sheriffs, correctional officers, probation and parole officers, and judicial officers.

3. *Applicant's deceased spouse "died in the line of duty".* "Died in the line of duty" means:
 - While engaged in any action which the officer was obligated or authorized by law, rule, regulation, written condition of employment or service to perform;
 - As a direct and proximate result of a personal injury sustained in the line of duty, including victim law enforcement officers who, while in an off-duty capacity, act in response to a violation of law;
 - While in an off-duty capacity, was on route to or from a specific emergency or responding to a particular request for assistance;
 - While driving his employer's vehicle to or from work, as required or authorized by law or condition of employment;
 - While driving his own personal vehicle, was killed while in route to or from work as required by law, or condition of employment;
 - As the direct and proximate result of a heart attack or stroke suffered while, or not later than 24 hours after, participating in a training exercise or engaging in any action which the officer was obligated or authorized by law, rule, regulation, written condition of employment or service to perform; or during a continuous period of hospitalization immediately following such engagement or participation;
 - Died as a result of heart, lung, hypertension, respiratory, or other employment-related diseases while still employed as a law enforcement officer.³
4. *Applicant has not remarried since his/her spouse's death.*
5. *Applicant did not contribute in any way to the death of the deceased.*

Program Outreach and Recruitment. The National FOP Foundation is primarily responsible for getting the word out about the availability of scholarship assistance under the Steve Young Memorial Scholarship Program. At the time of start-up and over the years since program start-up in 2002, the National FOP Foundation has used

³Not included under this definition are deaths attributed to voluntary alcohol or controlled substance abuse, deaths caused by the intentional misconduct of the officer, deaths caused by the officer's intention to bring about his/her own death, or those attributed to an officer performing his/her duty in a grossly negligent manner at time of death.

a variety of outreach methods to increase general awareness of the program and the assistance provided to the spouses of officers slain in the line of duty, including:

- ***Distribution of information and regular contact with state FOP Grant Liaisons*** – Grant Liaisons have been among the most important conduits for distributing information about the program to local police departments, and when an officer dies in the line of duty, making information about the program directly available to the surviving spouse. Since the program’s inception, Grant Liaisons in states such as in Arizona, Pennsylvania, Texas, Indiana and Florida have played critical roles in distributing information about the program.
- ***Placement of articles in National FOP Foundation and other law enforcement association publications.***
- ***Web links on the National FOP Foundation Internet site*** (at www.fop.net/programs/symssp/) provide details about how to apply for the program and assistance available to scholarship recipients.
- ***National FOP Foundation press releases*** announcing receipt of grant funding or grant modifications, and highlighting program features and accomplishments to date.
- ***Distribution of information about the program through FOP Advisory Board members.***
- ***Staffing of exhibition booths at meetings/conferences and speaking engagements at FOP conferences.***

Over time, word-of-mouth within the law enforcement community – among those receiving grants and their families, FOP membership, law enforcement officers, and other individuals within the law enforcement community -- has become an increasingly important method for getting the word out about the program.

In addition to generally publicizing the program, the National FOP Foundation makes a concerted effort to establish contact with spouses of slain law enforcement officers directly or through the local police departments (that the slain officer formerly worked) to notify them of the availability of grant funds. A principal resource the National FOP Foundation has used for its outreach efforts since the start of the program

has been the Officer Down Memorial Page (at www.odmp.org) which keeps a current running list of the officers killed in the line of duty. The FOP staff regularly checks this website (often on a daily basis) to identify new officers added to the list, then go through the mini-biographies they have for each officer and determine which of them are eligible for the scholarship (i.e., in particular, identifying which officers have living spouses). After creating this list of potential and eligible scholarship recipients, FOP staff research the contact information for the local department for which the officer had worked and contact the department. Often, the departments will request that background information about the Steve Young Memorial Scholarship Program be sent to the department, so that it can be sent along to the spouse. In some cases, the department provides contact information to staff at the National FOP Foundation, so that information about the scholarship program can be directly sent to the spouse. Sometimes, the National FOP Foundation is notified of an eligible spouse by a third party whether it be an FOP state or local president, a state FOP Grant Liaisons, an officer at the department, or a friend of the officer's family.

Application Process. The goal is to notify the spouse within one month of the officer's death, though sometimes notification occurs outside of the first month after death because of delays in the National FOP Foundation receiving notification of an officer's death. Following initial notification about availability of scholarship assistance, the spouse will often contact the National FOP Foundation or the state FOP Grant Liaison for more information. During this initial telephone discussion with the spouse, the FOP Project Director or Grant Liaison will refer the spouse to the Grand Lodge Fraternal Order of Police's website for further information about the scholarship and to download

application forms. If the individual is unable or unwilling to download the application from the website, the National FOP Foundation staff will mail out an application packet to the participant. Early direct contact with spouses by the FOP Project Director and/or Grant Liaison to make them aware of the program was felt by FOP staff and Grant Liaisons to be critical to securing participation because it helped to establish legitimacy of the Steve Young Memorial Scholarship as opportunity in the mind of spouses at a very difficult time in their lives. In interviews, several Grant Liaisons noted that local police departments were protective about providing information about spouses of slain officers' for fear that they might be taken advantage of or that they would be bothered by contacts during a very difficult time in their lives.

The eligible applicant must complete and submit an application form and eligibility checklist, along with supporting documentation,⁴ to the state FOP Grant Liaison within 180 days of the officer's death. The application form, which is streamlined to encourage participation in the program, requires submission of the following information about the applicant: name, address, home/work telephone, e-mail address, sex, date of birth, and Social Security number. In addition, the following information is required as part of the application process with regard to the fallen officer: name and rank, department, name and telephone number of officer's supervisor, length of duty in law enforcement, date of the officer's death, description of the incident surrounding the officer death, and number of children. The Grant Liaison reviews the applicant's information for accuracy and completeness, and then submits the application,

⁴Verification of eligibility requirements can be achieved with death certificates, marriage licenses, tax forms, birth certificates, or other document(s) that will verify marriage and/or dependent children. Also, a birth certificate, Social Security card, passport, or other official documents can be used in verifying citizenship.

signed eligibility checklist, and supporting documents to the National FOP Foundation Project Director for review. At this time, the Grant Liaison also locates the nearest One-Stop Career Center and includes that information on the eligibility checklist before submitting the documents to the Selection Committee.

Upon receipt of an application, the FOP Project Director will review the application, eligibility checklist, and the eligibility verification documents. The Project Director then forwards a recommendation on the application to the Selection Committee, which makes the final decision. Once the application has been approved, the Project Director sends a Notice of Award to the approved applicant with directions to visit the One-Stop Career Center listed on the applicant's submitted documents. The applicant is notified of the status of the application within 45 days of eligibility verification by the Selection Committee. All applications from ineligible parties are returned immediately.⁵

The FOP Project Director notifies the U.S. Department of Labor so that the Department can send a letter to the local One-Stop Career Center, informing the One-Stop Career Center of a grant approval in its area. The FOP Project Director also sends a notice of award to the approved applicant with directions to visit a One-Stop Career Center. Once the approved applicant has been introduced to their local One-Stop Career Center, an evaluation will be conducted to determine what services will be needed. A budget will then be put together by the One-Stop Career Center based on the needs of the individual. The budget will then be forwarded to the National FOP Foundation for approval. The National FOP Foundation will also send a notice of award to the One-Stop

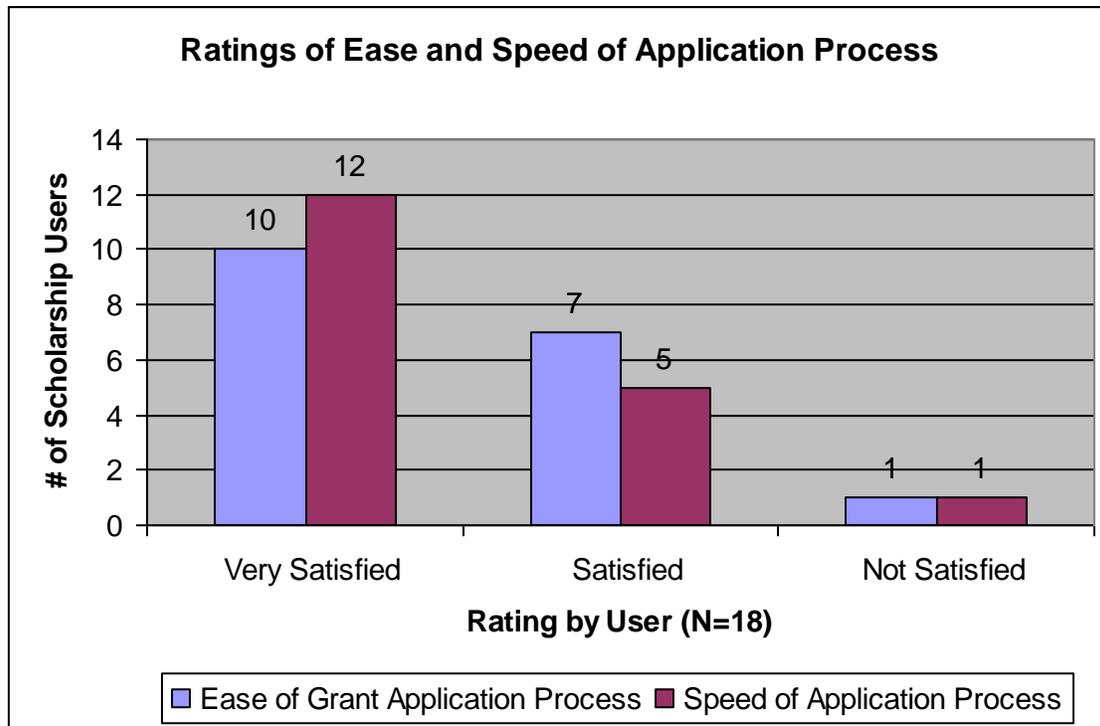
⁵If more applications are received than funds available, there is a provision that awards be granted by the Selection Committee based on specific factors, such as financial need and number of dependent children. Because of relatively low rates of participation to date, it has not been necessary to limit the number of awards – all eligible applicants have been authorized to receive grants to date under the program.

Career Center with a contract to be signed that authorizes payment (of \$700 per participant) to the One-Stop Career Center and says that each additional and follow-up invoice for reimbursement for training services must be accompanied by an authorization from the One-Stop Career Center that academic policies have been met and money has been spent correctly. The One-Stop Career Center will disburse the funds to the institution providing the education or training services. Funds are not distributed directly to scholarship recipients.

Participant Views on the Application Process. As shown in Exhibit C-1, 17 of the 18 Steve Young Memorial Scholarship users responding to the survey (94 percent) were either very satisfied (10 respondents) or satisfied (7 respondents) with the ease of the grant application process. Just one user indicated dissatisfaction with the process. Similarly, 17 of 18 scholarship users returning surveys indicated either being very satisfied (12 respondents) or satisfied (5 respondents) with the speed of the grant application process.⁶ One area of concern expressed in the written comments of several survey respondents about the application process centered on the six-month window for making application to the program. In several open-ended comments, survey respondents indicated with all of the grief and complicated personal issues/problems that followed the death of their spouse, that the six-month window of eligibility following the death of the slain officer was not enough time for some of those affected to commit to returning to school. Some suggested lengthening the period of eligibility to one year to provide some

⁶Seven additional responses to the survey were received from approved applicants who have as yet not utilized their grants. When added to the 18 scholarship users, 21 of 24 survey respondents were either very satisfied (12 respondents) or satisfied (9 respondents); two respondents indicated dissatisfaction with the application process and one indicated they were uncertain.

EXHIBIT C-1: STEVE YOUNG MEMORIAL SCHOLARSHIP USERS’ RATINGS OF THE EASE AND SPEED OF THE GRANT APPLICATION PROCESS



Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires.

breathing room for the spouse to grieve and determine what they wanted to do next, particularly with respect to making a well-conceived plan for securing additional training and education. Among the comments that scholarship users offered about the application process were the following:

- *“The application process was quick; friendly staff.”*
- *“It was easy to apply for; payments were made directly to my school.”*
- *“Allow more time for the surviving spouse to respond to the scholarship program. It took 2½ years for my husband’s trial to take place and I was in no condition (mentally) to concentrate on school. I started class (fall semester) when my husband’s trial was starting – it was difficult having to concentrate on both activities.”*
- *“I received the scholarship shortly after the death of my husband. I felt pressured*

to start classes for fear of losing the scholarship due to timing. After starting classes, I soon realized that I was no way ready for school at this point in my life. Overcome by grief and the unusual circumstances that followed his death were extremely consuming.”

D. TRENDS IN PROGRAM PARTICIPATION

During the first four years of the Steve Young Memorial Scholarship Program (from July 2003 through June 2007), a total of 86 spouses of slain officers applied for scholarship assistance, 82 were approved for scholarships, and 31 used their scholarships. Exhibit D-1 shows overall and annual trends in applications and participation in the Steve Young Memorial Scholarship Program.

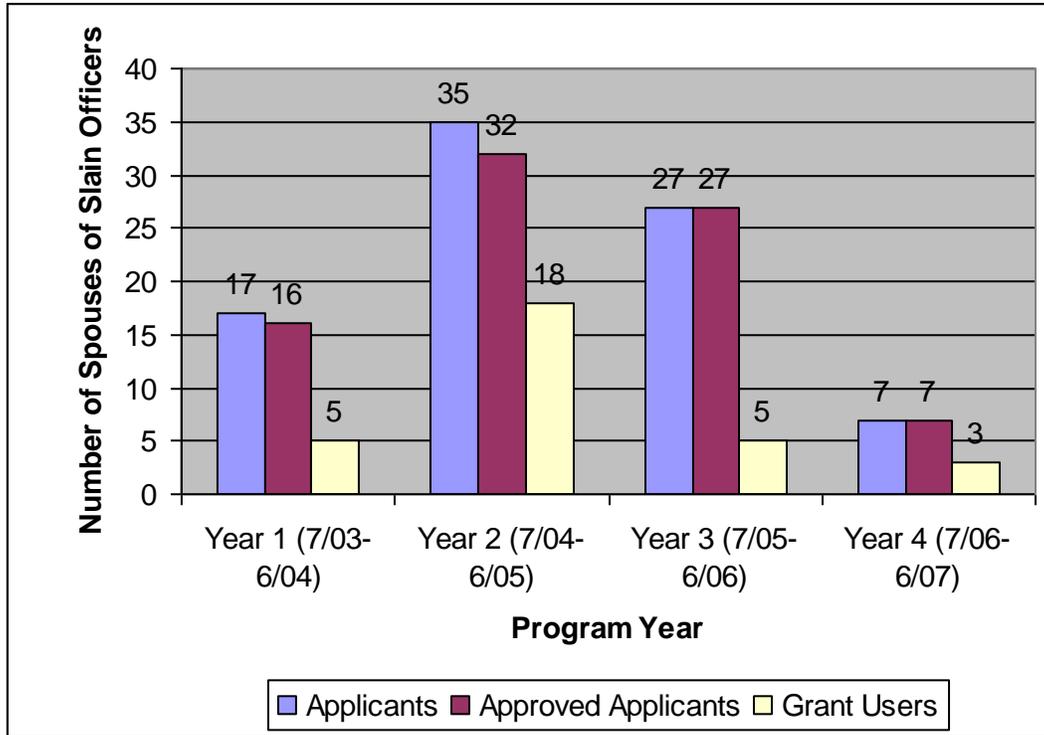
Applications to the Program. As shown in the exhibit, there has been considerable fluctuation across the four program years in the numbers of individuals who have applied and been approved for grants. On average, there have been slightly over 20 new applications (21.5 applications) per year. The number of applicants ranged from 7 for the most recently completed program year (June 2006 – July 2007) to 35 applicants in the second year of the program (June 2004 – July 2005). The number of applications to the program about doubled from Year 1 (17 applicants) to Year 2 (35 applicants); there was then a slight drop in applications in Year 3 (27 applications) followed by a precipitous decline in Year 4 (7 applications). FOP Foundation program officials attributed this decline in applications in part to the loss of a full-time Project Director for the scholarship program, who had played a central role in promoting the program and facilitating the recruitment process with both Grant Liaisons and eligible individuals. During much of Year 4, the project did not have full-time Project Director assigned to the initiative -- i.e., tasks of operating the program were handled by several staff until a new

Project Director was hired near the end of Year 4. It is anticipated that in the upcoming year that the number of applications and those approved will increase to pre-Year 4 levels with intensified recruitment and a staff person devoted full-time to the effort.

Over the four years of program operations, as shown in Exhibit D-2, it is estimated that a total of 418 spouses of slain law enforcement officers were potentially eligible for assistance under the scholarship program. Of that total, 86 applied for scholarship assistance under the program or about one-fifth (21 percent) of those potentially eligible to participate. There are a variety of possible reasons that individuals who are potentially eligible do not apply:

- They are simply not interested in pursuing education or training because they already are gainfully employed or do not need skills enhancement.
- Some spouses are no longer in the workforce (e.g., they have retired) or are not interested in entering the workforce.
- There are other federal and state sources of funding for education and training (such as Pell Grants, the Workforce Investment Act, and various state and federal programs targeted on family members of slain officers) that spouses rely on first and they find that Steve Young Memorial Scholarship Program funding is not needed. For example, no spouses of officers slain in the line of duty working for the federal government have yet applied for grants under the initiative.
- Some spouses of slain law enforcement officers are difficult or impossible to notify about assistance available under the program. For example, some local police departments are very protective of giving out contact information about family members of slain officers – and so, the National FOP Foundation staff and Grant Liaisons cannot in all cases get information about the program to potential participants. In these situations, the National FOP Foundation can only provide information about the program for dissemination by the local police department to the spouse of the slain officer or hope the spouse learns about the program through alternative sources.

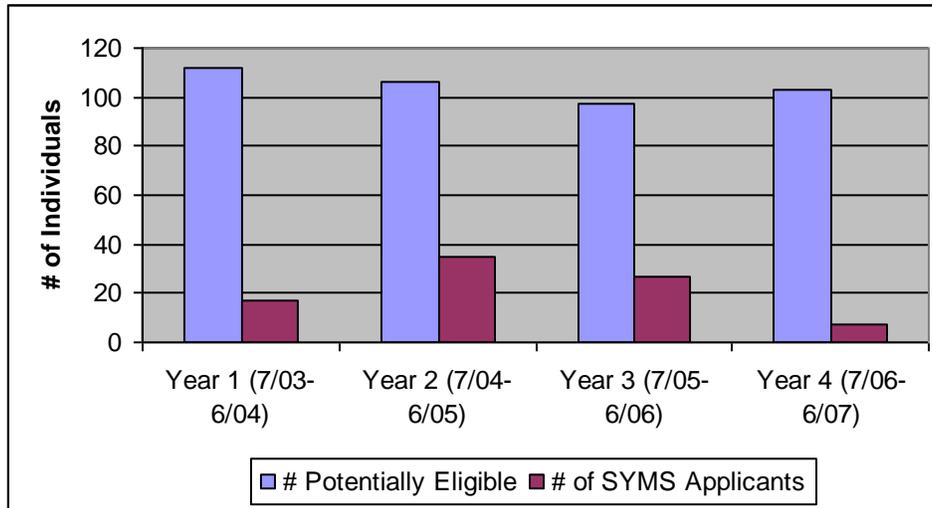
**EXHIBIT D-1: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
APPLICANTS, APPROVED APPLICANTS, AND GRANT USERS,
BY PROGRAM YEAR, JULY 2003 – JUNE 2007**



Program Year	# of Applicants	# of Applicants Approved	# of Applicants Using Scholarships	% of Applicants Approved	% of Approved Applicants Using Scholarships
Year 1 (7/03-6/04)	17	16	5	94%	31%
Year 2 (7/04-6/05)	35	32	18	91%	56%
Year 3 (7/05-6/06)	27	27	5	100%	19%
Year 4 (7/06-6/07)	7	7	3	100%	43%
Total	86	82	31	95%	38%

Source: Fraternal Order of Police Foundation, from participant data system and General Ledger (Transaction Detail by Account Report).

**EXHIBIT D-2: NUMBERS OF POTENTIALLY ELIGIBLE AND
NUMBER OF APPLICANTS TO THE STEVE YOUNG MEMORIAL
SCHOLARSHIP PROGRAM, BY PROGRAM YEAR, JULY 2003 – JUNE 2007**



Program Year	# Potentially Eligible	# of SYMSP Applicants	% Potentially Eligible Applying
Year 1 (7/03-6/04)	112	17	15%
Year 2 (7/04-6/05)	106	35	33%
Year 3 (7/05-6/06)	97	27	28%
Year 4 (7/06-6/07)	103	7	7%
Total	418	86	21%

Source: Fraternal Order of Police Foundation, from participant data system and General Ledger (Transaction Detail by Account Report). Program year for an applicant is based on year that original application was made. Number of potentially eligible spouses is based on counts of officers killed in the line of duty who were married at the time of their passing, obtained through the Officer Down Memorial Page (at www.odmp.org).

Approved Applicants. As shown earlier in Exhibit D-1, nearly all (95 percent) of those spouses of slain officers who applied through June 30, 2007 met the program's eligibility criteria and were approved for receipt of scholarship assistance under the Steve Young Memorial Scholarship Program. The four applicants not accepted since the program's inception were rejected because their scholarship applications were not made within the six-month period of eligibility following the death of the officer.

To keep the burden of application to a minimum, the program has a streamlined application – and as a result does not collect much demographic data on applicants or those who use the program. Exhibit D-3 provides details on the limited available data on characteristics of approved program applicants (a total of 82 individuals). As shown in the exhibit, the 82 approved applicants had the following characteristics:

- **Gender.** All were female.
- **Number of Children.** About four-fifths (79 percent) of the approved applicants had children – 19 percent one child, 33 percent two children, 18 percent three children, and 10 percent four or more children.
- **Cause of Spouse's Death.** There were three principal causes of death of the spouses of applicants who were approved for scholarships: vehicular accidents, 43 percent; murder, 40 percent; and heart attacks, 10 percent.
- **State of Residence.** Applicants were approved in 27 states – with the number of approved applicants per state ranging from one (in eight states) to eight (in two states). Six states had five or more of the approved applicants (accounting for 45 percent of approved applicants) – Arizona and Pennsylvania (8 approved applicants each), Florida (6 applicants), and Illinois, Indiana, and Texas (5 applicants each).

**EXHIBIT D-3: SELECTED CHARACTERISTICS OF STEVE YOUNG
MEMORIAL SCHOLARSHIP PROGRAM APPROVED APPLICANTS AND
SCHOLARSHIP USERS, JULY 2003 – JUNE 2007**

Characteristics	SYMSP Approved Applicants	SYMSP Scholarship Users	SYMSP Approved Applicants	SYMSP Scholarship Users
Gender				
Female	82	31	100%	100%
Male	0	0	0%	0%
Total	82	31	100%	100%
# of Children				
None	17	7	21%	23%
One	15	10	19%	33%
Two	26	7	33%	23%
Three	14	4	18%	13%
Four	5	1	6%	3%
Five	3	1	4%	3%
Total	80	30	100%	100%
Cause of Spouse's Death				
Vehicular Accident	35	11	43%	35%
Murder	33	11	40%	35%
Heart Attack	8	6	10%	19%
Other	6	3	7%	10%
Total	82	31	100%	100%
State of Residence				
Arizona	8	1	10%	3%
Pennsylvania	8	5	10%	16%
Florida	6	2	7%	6%
Illinois	5	2	6%	6%
Indiana	5	2	6%	6%
Texas	5	4	6%	13%
Missouri	4	0	5%	0%
New Jersey	4	0	5%	0%
North Carolina	4	1	5%	3%
Georgia	3	1	4%	3%
New Mexico	3	3	4%	10%
Ohio	3	2	4%	6%
South Carolina	3	0	4%	0%
Virginia	3	1	4%	3%
Michigan	2	0	2%	0%
Oklahoma	2	2	2%	6%
Tennessee	2	1	2%	3%
Utah	2	0	2%	0%
Washington	2	2	2%	6%
Arkansas	1	0	1%	0%
Colorado	1	0	1%	0%
Connecticut	1	0	1%	0%
Kansas	1	1	1%	3%
Kentucky	1	1	1%	3%
Louisiana	1	0	1%	0%
Montana	1	0	1%	0%
New York	1	0	1%	0%
Total	82	31	100%	100%

Source: Fraternal Order of Police Foundation, from participant data system.

Grant Users. As shown earlier in Exhibit D-1, of the 82 approved applicants to receive Steve Young Memorial Scholarships during the program's first four years, 38 percent (31 individuals) had used the scholarships as of the end of the fourth program year (as of June 30, 2007). It is possible that some of those approved will eventually use their scholarships for which they have been approved, which could push up the percentage of approved applicants using their scholarships. As shown in Exhibit D-3, the 31 grant users had the following characteristics:

- **Gender.** All grant users were female.
- **Number of Children.** About three-fourths (77 percent) of the scholarship users had children – 33 percent one child, 23 percent two children, 13 percent three children, and 6 percent four or more children.
- **Cause of Spouse's Death.** There were three principal causes of death of the husbands' of the spouses who used their Steve Young Memorial Scholarship grants: vehicular accidents, 35 percent; murder, 35 percent; and heart attacks, 19 percent.
- **State of Residence.** Scholarship users resided in 16 states – with the number of scholarship users per state ranging from one (in seven states) to five (in one state). The three states with three or more scholarship users were: Pennsylvania (5 users), Texas (4 users), and New Mexico (3 users).

E. PROGRAM SERVICES AND ASSISTANCE RECEIVED THROUGH GRANT LIAISONS AND ONE-STOP CAREER CENTERS

State FOP Grant Liaisons and One-Stop Career Centers play critical roles in assisting eligible individuals to enroll in SYMSP and guide decisions concerning the ways in which scholarship assistance is utilized. The two sections below examine the ways in which State FOP Grant Liaisons and One-Stop Career Centers have helped to tailor scholarships and other support services to meet the individual needs of SYMSP participants.

FOP State Grant Liaison Role in and Views on SYMSP. As part of the evaluation effort, nine FOP State Grant Liaisons who have provided assistance to SYMSP-approved applicants were interviewed by telephone. All of these Grant Liaisons served at least one SYMSP-approved applicant and most served three or four applicants (some served as many as eight). The specific role and responsibilities of the Grant Liaison (sometimes in collaboration with the FOP Project Director) are delineated in the *Steve Young Memorial Scholarship Training Manual*:

- The Project Director or Grant Liaison will contact the spouse of the fallen officer within 30 days (approximately 1 month) of the officer's death to provide information about the Steve Young Memorial Scholarship Program. After initial contact, the Project Director or Grant Liaison will provide the spouse with the scholarship informational packet or will refer the spouse to the Grand Lodge Fraternal Order of Police's Web site for scholarship materials. The eligible applicant will review and complete the application and eligibility checklist and will provide the application, along with supporting documents, to the Grant Liaison within 180 days of the officer's death.
- The Grant Liaison will review the applicant's information and will submit the application, signed eligibility checklist, and supporting documents to the Project Director for review immediately upon receipt from the eligible applicant. The Grant Liaison will locate the nearest One-Stop Career Center and include that information on the eligibility checklist before submitting the documents to the Selection Committee.⁷

Telephone discussions with the nine FOP State Grant Liaisons indicated that Grant Liaisons were involved in the activities set forth in the *Training Manual*, though the specific role and activities of Grant Liaisons varied across states and according to the needs of each applicant. All Grant Liaisons indicated that they disseminated information about the program to spouses of fallen officers in their state, as well as to police departments where officers had been killed in the line of duty. When contact information was available for the spouses of fallen officers – which was usually the case, but not

⁷National Fraternal Order of Police Foundation, *Steve Young Memorial Scholarship Program Training Manual*, pages I-4 and I-5.

always the case because local police departments were sometimes unwilling to share contact information for spouses of slain officers – Grant Liaisons called spouses to inform them about the scholarship (and other types of assistance) available under SYMSP and to urge them to apply to the program within the six month window of eligibility. If spouses were interested in applying to the program, the Grant Liaisons typically played the role of an “intermediary” – reviewing the application to make sure it was complete and contained necessary supporting documents, sending the application forward to the National FOP Foundation for review, and then assisting approved applicants in setting up initial appointments with their local One-Stop Career Centers. In many instances, the Grant Liaison attended the initial meeting at the One-Stop, though this depended on whether the applicant wanted the Liaison to attend and sometimes on the distance that the Grant Liaison had to travel to attend this meeting. If he or she attended, the Grant Liaison oftentimes provided background information about the program and rules if questions arose, but did not get actively engaged in assisting One-Stop personnel with assessing client needs or determining appropriate training vendors. The role of the Grant Liaison in the initiative was mostly on the front-end of the process – once the individual made the connection to the One-Stop and was involved in education or training, the Liaison’s involvement was limited to mainly responding to questions from the participant or One-Stop staff or troubleshooting problems/issues that arose. Several of the more active Grant Liaisons had the following to say about their involvement in the program – generally, emphasizing their role in dissemination of information and facilitating the application process:

- *“As a Grant Liaison, I (a) provided background information about the scholarship program and how the individual would benefit from involvement*

in the program; (b) assisted individuals with completing the application; (c) served as an intermediary between National FOP Foundation, the One-Stop and the participant, (d) attended the 1st meeting at the One-Stop; (e) periodically checked in with participant and provided support services (e.g. making sure that bills were paid).”

- *“Mostly, as the Liaison, I told them [the spouse of the slain officer] about the program and how it could help them. I contacted the local One-Stops to involve them with each of the participants and attended the initial meeting with several (but not all) of the approved applicants in my state. As a Grant Liaison, I tried to break through the red tape. I was involved with the recipient at the front-end of the process – once in training, I did not have contact with participants.”*

All State Grant Liaisons interviewed indicated that they had received a copy of the *Training Manual* from the National FOP Foundation and that this document had been very helpful with respect to understanding the basics of SYMSP and delineating the role of the Grant Liaisons in the effort. Most of the Grant Liaisons indicated that they telephoned or e-mailed the FOP Project Director several times to receive clarification on program rules or to check on the status of applications. Grant Liaisons indicated that the National FOP Foundation was responsive and able to address questions they had, for example, according to one Grant Liaison:

- *“Yes – I have talked a lot with the National office – usually to clarify payment issues, to check on the status of applications, to check to see if there are individuals that the National Office have been notified about, but that the state FOP does not know about, and to get contact information on potential participants.”*

Grant Liaisons indicated that they ran into a number of challenges in administering this program within their states. One of the most prevalent problems across states from the perspective of Grant Liaisons was a lack of knowledge and understanding of the program by potential applicants, local police departments, and One-Stop Career Centers. In particular, Grant Liaisons singled out One-Stop Career Centers as generally not knowing about SYMSP when first approached and sometimes initially

confusing SYMSP rules with those in effect under the Workforce Investment Act (WIA).

As is evidenced in the comment of two Grant Liaisons, it sometimes took a while before the One-Stop staff understood program rules under the initiative:

- *“There are a lot of differences across One-Stops in terms of: how much they know about the program, how willing and free they are to work with you, how many resources they are able to generate. The Steve Young program does not fit into the way that One-Stops normally operate. Once things are set up they work fine, but the dollars flow somewhat differently and cover a much wider range of things that One-Stops have some trepidation about covering. They are not used to covering costs of long-term education (associated with Bachelor’s and Master’s level degrees) and the Steve Young program is very flexible in terms of covering a wider range of expenses that are not normally reimbursed (babysitters, computers, mileage, books, etc.). It is tough initially to get the details of reimbursement worked out, but once it is worked out things work fine.”*
- *“The main challenge is that One-Stop staff are not aware of the program – very small numbers are served and so it does not make sense to train One-Stop staff across the state about the program. As a result, when you go to a One-Stop, staff are often not aware of the program.”*

While noting that One-Stop staff often had never heard of SYMSP when first contacted, Grant Liaisons indicated that once they became better informed about the program (often they checked a DOL Training and Employment Guidance Letter (TEGL) to get additional background information) that staff at the One-Stops were generally cooperative.

Several Liaisons noted that some police departments were guarded about giving out contact information for spouses of slain officers, for fear that spouses would be unnecessarily bothered with inquiries and might even be taken advantage of.

Additionally, as observed by two Grant Liaisons, gaining access to contact information could be a particular problem if a union representing local law enforcement officers was not cooperative:

- *“As the State Grant Liaison, I sent out 2 or 3 letters to unions representing officers in local police departments...some of these unions view the FOP as a potential threat (i.e., that the FOP could potentially try to organize their workforce). It is a necessity in downstate area of the state, for example, for*

me (as the Liaison) to go through the Police Benevolence Associations (PBAs) – and they may or may not distribute program information to the spouses of slain police officers.”

- *“I have found that local departments are not all that cooperative and that it is better to work through the COPS representative. COPS always hears about the death of the police officer and is in contact with the family of the slain officer.”*

With regard to suggestions on improvements to the program or administration of the program, several Grant Liaisons pointed to the need for providing more timely and detailed information about SYMSP to the One-Stop Career system. For example, one Liaison suggested that the National FOP Foundation prepare and disseminate a program brochure targeted on One-Stop Career Center staff:

- *“It would be helpful if National FOP Foundation developed an information package that could be provided to the One-Stop at the time that FOP makes the initial contact with the One-Stop. A contact person that One-Stop officials could contact would also be helpful.”*

One Grant Liaison suggested enhanced outreach to local departments that were not associated with the Fraternal Order of Police:

- *“My only suggestion would be that it would be helpful if the National FOP Foundation sent out a staff person to informed large local departments (located in states where police officers are represented by unions) about the assistance available under SYMSP. In my state, departments are very protective of the identity of spouses of police officers killed in the line of duty because they are afraid that the spouses will be taken advantage of by unscrupulous businesses and persons.”*

Several Grant Liaisons observed that it would be helpful to obtain information about the future status of the program – in particular, some Grant Liaisons were unsure whether the program was still ongoing, when the last date was for submitting applications to the program, and when accepted applicants would need to complete their education.

- *“Recently, I have experienced some difficulty in obtaining information about participant status and also answers to questions. I am uncertain as to whether the program is still ongoing. Also, I am uncertain when training must*

be completed. It would be helpful if the National FOP Foundation sent out a notice indicating whether the program has been extended, and if so, until when.”

One Liaison indicated that it would be also be helpful and interesting to secure some feedback from the National FOP Foundation on active and former participants’ current status in the program, whether they have successfully completed training, and whether they secured a job in their field of interest. Finally, several Liaisons indicated that the National FOP Foundation should consider extending the six-month window of eligibility to perhaps one year after the death of an officer in the line of duty.

- *“The 6-month time limit on making application seems too short because spouses are grieving and sorting out a lot of family issues in the period following the death of their spouses. The period for application should be expanded to one year.”*

Role of One-Stop Career Centers and One-Stop Case Manager Views on

SYMSP. As part of the evaluation effort, eight One-Stops who provided assistance to SYMSP approved applicants were interviewed by telephone. In all but one instance, the One-Stop Career Center case managers had served one SYMSP approved applicant (one of the case managers had served two participants). Recipients of the Steve Young Memorial Scholarship Program are required to work with their local One-Stop Career Center to access information and services that will help them enter the workforce, upgrade their skills, or explore new career opportunities. Recipients have the opportunity to receive personal attention from a One-Stop Career Center representative who will help them identify a career interest, access training and education programs, and help them find and applying for a job. The specific role and responsibilities of the One-Stop Career Center are delineated in the *Steve Young Memorial Scholarship Training Manual*:

- Scholarship recipients receive a Notice of Award letter from the FOP Foundation SYMSP Project Director, which directs them to schedule an appointment with the local One-Stop Career Center that was provided on their application and eligibility checklist. Often the State FOP Grant Liaison offers to schedule the scholarship recipient's appointment with the One-Stop Career Center and may attend the initial meeting.
- The local One-Stop Career Center is to work with the FOP to manage the recipient's scholarship and ensure that the spouse receives access to a comprehensive array of employment and training services, customized to the extent possible, that will meet their needs and help them adjust to a new role as head of household and primary wage earner for the family. For example, the One-Stop Career Center will typically help the spouse develop an Individual Employment Plan and a budget for the plan. One-Stop Career Center staff will also assist spouses with accessing information about other financial assistance available through partner programs.⁸

The National FOP Foundation is responsible for ensuring timely payment of scholarship funds to the One-Stop Career Center for services, education and training tuition, and supportive services, as well as a one-time payment of \$700 to the One-Stop Career Center per SYMSP participant to defray case management costs.

Often when first contacted by a SYMSP participant or the State Grant Liaison, the One-Stop Career Center personnel had little or no knowledge of SYMSP. Career Center staff indicated that the State FOP Grant Liaison often served as a critical initial source of general information about the program. Some indicated that they contacted the National FOP Foundation to obtain further information about the program and the role of the One-Stop in delivery of services. Some also indicated that they referred to a U.S. Department of Labor-issued TEGP to obtain more definitive background information about the program. As noted later in this report, in their initial contact with the One-Stops, SYMSP participants observed that One-Stop personnel appeared sometimes uncertain or unfamiliar with the program.

⁸National Fraternal Order of Police Foundation, *Steve Young Memorial Scholarship Program Training Manual*, pages II-2.

The actual role that One-Stop Career Center personnel played with respect to providing assistance depended on the particular needs of participants. Career Center staff indicated that as is the case under Workforce Investment Act (WIA), they tailored services to the specific needs of each participant. Several of the One-Stop case managers noted that they were only minimally involved with the participant because the participant already knew the type of education or training they wanted to undertake. In these instances, the One-Stop case manager primarily served as a “middle man,” sending along tuition/fee invoices from the educational institution to the National FOP Foundation for payment and monitoring that participants were enrolled in courses each semester. This provision of more minimal services is illustrated in the comments of several of the One-Stop case managers interviewed:

- *“The student was already in school and so there was no need to assist with assessment or selection of training provider. The One-Stop’s main involvement has been to make payment by voucher to the school for tuition and books. The One-Stop also monitors that the individual attends classes and receives grades each semester.”*
- *“There wasn’t all that much to do because the individual was already in the field that she wanted to be in (radiology) and she wanted to use the scholarship to go from having an Associate degree to a BA. It wasn’t necessary to provide assessment or counseling services. The main role of the One-Stop was to invoice the National FOP Foundation for tuition and books each semester.”*
- *“Some case management was provided – but not all that much because the scholarship recipient was already in education and knew what type of training she wanted to undertake (which was a Ph.D. program). It was not necessary to provide testing, assessment, or career guidance. The agency served mainly as a “middle man” – informing the school about SYMSP and forwarding invoices from the school to the National FOP Foundation for payment. The case manager touched base with the scholarship recipient at the start of each semester to check on progress.”*

Several other One-Stop case managers indicated that they were much more involved – especially on the front-end – assisting participants by assessing interests and aptitudes, helping with identifying possible career paths and training institutions, developing an

employability development plan (linking career goals to training plans), and providing ongoing counseling. These case managers provided intensive services that mirrored the services that they often provided for individuals whose training was paid for under the Workforce Investment Act. Several examples of this more intensive approach to providing case management services follow:

- *“Initially the One-Stop Center provided testing, assessment, and career guidance. This included administration of the CAPS, COPES, and COPS (aptitude and interest inventory assessments). The Center provided labor market information about the field of interest and information about training providers. Once the training provider was selected, the One-Stop provided the school with background information about SYMSP and information about the invoicing process. The One-Stop addressed questions that the SYMSP scholarship recipient had and monitored their progress throughout involvement in the program.”*
- *“We first assessed the individual based on an interview and the CHOICES interest profile, and then prepared an EDP (Employability Development Plan). The scholarship recipient knew the type of training she wanted to undertake (which was a two-year Associates Degree in Accounting). We contacted the individual by telephone several times and received grades for the one semester that she was in training. The One Stop also processed the invoice from the school – sending it on to the National FOP Foundation for payment (which FOP made directly to the school).”*

Several One-Stop Career Center case managers indicated that the main challenge they encountered in administering the program was initially understanding the basic configuration of SYMSP (and how it differed from the Workforce Investment Act Program) and the specific role of the case manager. Generally, they were able to overcome this challenge by talking with the National FOP Foundation or state FOP Grant Liaison, and by reviewing background materials about the program. The following illustrate this challenge and how One-Stops and FOP staff responded:

- *“The main challenge was at the beginning – we were unfamiliar with the program and did not know what to do. We talked and e-mailed with Sara [the FOP Project Director] at National FOP Foundation several times – mainly to learn about the program and the role of the One-Stop Career Center. Sara*

provided helpful information about the program. After talking with the National FOP Foundation, the One-Stop quickly figured out what it had to do. It would have been helpful to have more information about the program, including a manual.”

- *“Initially the One-Stop lacked information about the program – but we were proactive to obtain information about the program. It would have been helpful if the National FOP Foundation had made more background information available about the program to local workforce areas and One-Stops.”*
- *“Sara at the national office provided guidance – she was wonderful and extremely helpful...any questions we had were answered...FOP was very responsive...they always got back to us right away when we had questions...FOP was very responsive to make sure tuition was paid on time.”*

A second challenge encountered with respect to One-Stop participation related to the very small numbers of SYMSP participants served – usually one. This meant that a One-Stop Career Center staff person had to learn about program rules and oversee the involvement of a single individual – with the likelihood that the knowledge gained about the program would not be used again. Third, though there were some similarities with the service delivery provided under the Workforce Investment Act – such as initial assessment, development of a service plan, help with finding an appropriate training provider, provision of support services, reimbursement of education/training institutions, and monitoring participant progress and providing troubleshooting, when needed – there were some notable differences in the two programs. In particular, a key difference between SYMSP and WIA is that the duration of training can be quite a bit longer and individuals may seek to obtain a four-year BA or a post-graduate degree (Masters or Ph.D.). In addition, as noted by a One-Stop Career Center case manager, the relationship with the SYMSP participant can be quite different from what is the case with WIA participants enrolled in training:

- *“The main challenge was that involvement in the program did not create a long lasting relationship with the scholarship recipient as is the case in a program like WIA – once the individual had the scholarship assistance she no longer interacted*

with the One-Stop case manager and we lost track of what happened to her – unlike WIA, where there are performance measures and a tracking system, there was no requirement to keep track of whether the individual completed training and/or obtained a job.”

Overall, One-Stop case managers interviewed for this study were in agreement that main impact of the Steve Young Memorial Scholarship Program was to enable participants to seek training that they might not have otherwise considered or been able to afford. Case managers noted that participants of the program were struggling to come to terms with their grief and, in some meaningful way, move on with their lives and provide for their families. Most One-Stop case managers indicated that participants seemed to benefit greatly from their participation, though several indicated that it was still too early to tell or that they had not received feedback from the participant about how they had been helped. Several examples of comments provided by One-Stop case managers about the effects of SYMSP on the participants they served follow:

- *“We only had the single recipient...but in her case it afforded her the opportunity to do something that she wanted to do, but might otherwise not had been able to do without the scholarship assistance. Our participant was fortunate to take advantage of the scholarship.”*
- *“The scholarship is really noble – it helps those surviving spouses who lose the main wage earner in their families to obtain training needed to better support their families.”*
- *“Not sure about the effects of the program – we dealt with only one participant and reimbursed her training costs only once.”*

With regard to suggestions for improvement of the program, the main one centered around increased communication about the program – in particular, better dissemination of information to One-Stops about their role in the program prior to the One-Stop receiving an initial inquiry about the program from a potential scholarship recipient. Two comments reflect this viewpoint, which was also expressed by several other One-Stop case managers:

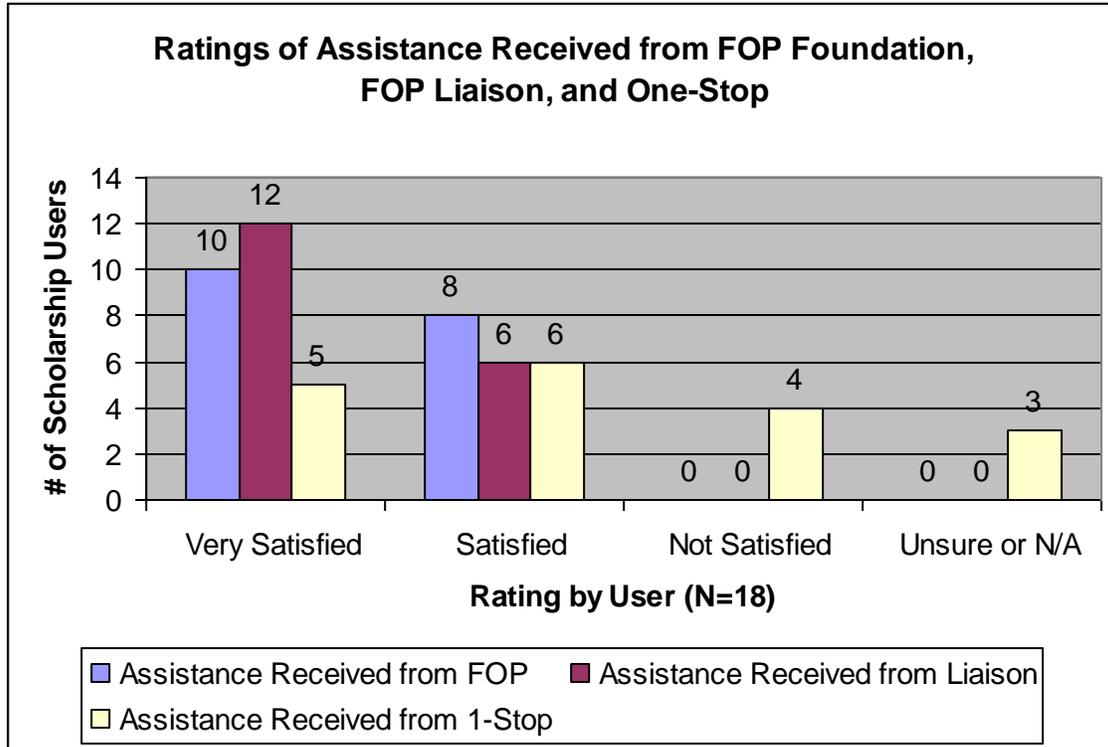
- *“It would be a good idea to provide a manual or other written information about the program to the One-Stop. Also, participants need to be provided some information about the role of the One-Stop.”*
- *“Make sure that communication is there and that everyone is on the same page. Initially, the One-Stop did not have much information about the program and wasn’t clear about its role in assisting participants. However, after contacting the National FOP Foundation, the One-Stop had the information it needed.”*

F. PARTICIPANT VIEWS ON PROGRAM SERVICES

Participant Views on Services Received. As shown in Exhibit F-1, scholarship users were satisfied with the assistance they received from the FOP Foundation staff and FOP Grant Liaisons, but were more mixed in their views about the assistance received through the One-Stop Career Center. As shown in the exhibit, the 18 scholarship users responding to the survey were either very satisfied or satisfied with the assistance received from the FOP Foundation and Grant Liaisons. For example, with respect to their views on FOP Grant Liaisons, 12 of 18 scholarship users (67 percent) indicated they were very satisfied and six respondents (33 percent) indicated they were satisfied with the assistance received.

Levels of satisfaction dipped somewhat when survey respondents were asked to rate their satisfaction with assistance and services received through the One-Stop – 5 scholarship users were very satisfied (28 percent) and 6 were satisfied (33 percent), 4 were not satisfied (22 percent), and 3 were unsure (17 percent). A number of the open-ended comments offered by respondents highlighted some of their dissatisfaction with

EXHIBIT F-1: STEVE YOUNG MEMORIAL SCHOLARSHIP USERS RATINGS OF THE QUALITY OF ASSISTANCE/SERVICES RECEIVED FROM THE FOP FOUNDATION, FOP STATE GRANT LIAISON, AND ONE-STOP CAREER CENTER

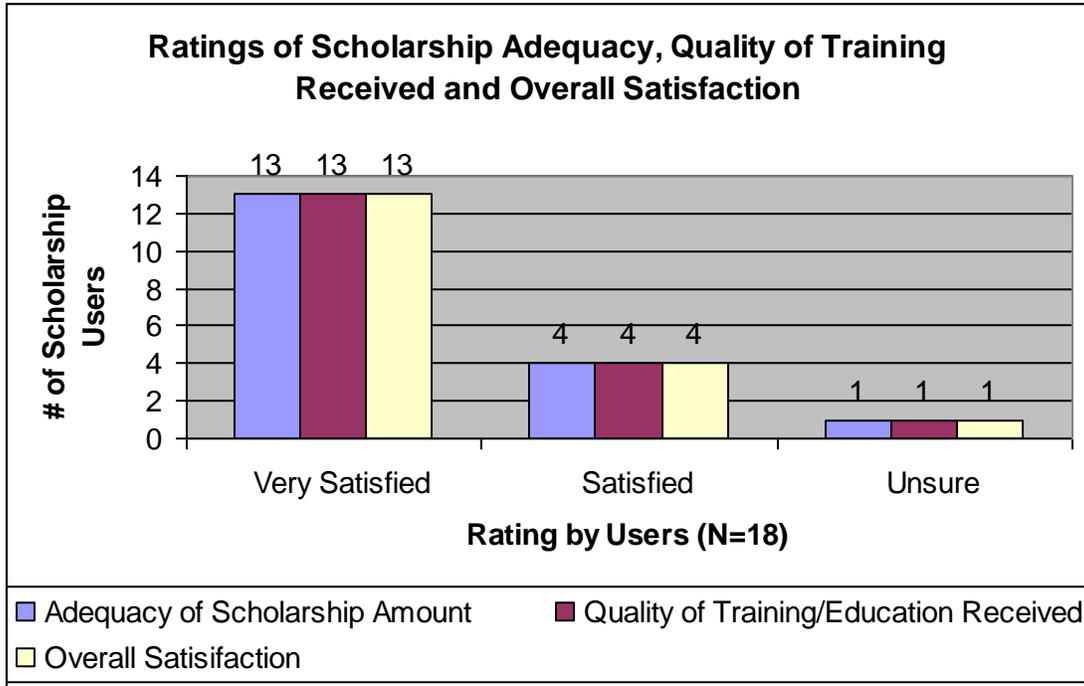


Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires.

either the knowledge of One-Stop case managers or the types of assistance that was provided:

- *“The people with [One-Stop Center] were professional; I just didn’t like the idea of having to go through them. Would have liked to have just worked with the school I wanted to attend along with the FOP. The “middle” man is very irritating to me.”*
- *“Getting the process started was downright painful. But my Liaison was excellent and the woman who helped at the Career Center was wonderful.”*
- *“It took way too long to get the funds from the career center to the college. My classes were always dropped and I could never get my books on time either. Too many middle-men to go through.”*
- *“The One-Stop Center was not educated and I wasted over two months with them and got nothing done.”*

EXHIBIT F-2: STEVE YOUNG MEMORIAL SCHOLARSHIP USERS RATINGS OF THE ADEQUACY OF THE AMOUNT OF THE SCHOLARSHIP, QUALITY OF EDUCATION AND TRAINING RECEIVED, AND OVERALL SATISFACTION



Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires.

- *“The One-Stop Career Center – They did not return my calls and when I finally got a hold of them, they did not have any answers to my questions.”*
- *“The One-Stop program was horrible. No one there knew what was going on or how to help me. I ended up dealing with just the FOP and not the One-Stop.”*
- *“It was hard to coordinate a meeting with the One-Stops and my Liaison...the One-Stop is kind of moot.”*

Participant Views on the Adequacy of Scholarship Amounts and Quality of

Training Received. Scholarship users responding to the survey were either very satisfied (13 of 18 respondents, or 72 percent) or satisfied (4 respondents, 22 percent) with the grant amount they received under the Steve Young Memorial Scholarship Program (see Exhibit F-2). None indicated that they were dissatisfied with the

scholarship amount, though one grant user (6 percent) indicated she was unsure about the adequacy of the grant amount.

Similarly, grant users responding to the survey were generally either very satisfied (72 percent) or satisfied (22 percent) with quality of education and training received using their SYMSP scholarship. None indicated that they were dissatisfied with the education and training received, though one grant user (6 percent) indicated she was unsure about the quality of education and training received.

When asked about their overall level of satisfaction with the Steve Young Memorial Scholarship Program, grant users were similarly either very satisfied (72 percent) or satisfied (22 percent) the Steve Young Memorial Scholarship Program. None indicated that they were dissatisfied with the program, though one grant user indicated she was unsure about her overall level of satisfaction with the program. Some comments received on overall satisfaction with the program follow:

- *“The cost of the private school I am attending, once completed, will cost almost \$45K and the scholarship puts a nice dent in the cost.”*
- *“Excellent program...I am very happy to be a participant of the program. On another note, the Steve Young Memorial Scholarship Program allowed me to attend my husband’s alma mater...Therefore, his legacy will always be a part of me. Thanks for affording me a very wonderful opportunity!!”*
- *“I think it is a wonderful program. I would not otherwise be able to finish my BSN. This scholarship is helping me provide a better future for myself and my children.”*
- *“Without this program, getting my BA would have been impossible.”*

G. PROGRAM OUTCOMES AND EFFECTS

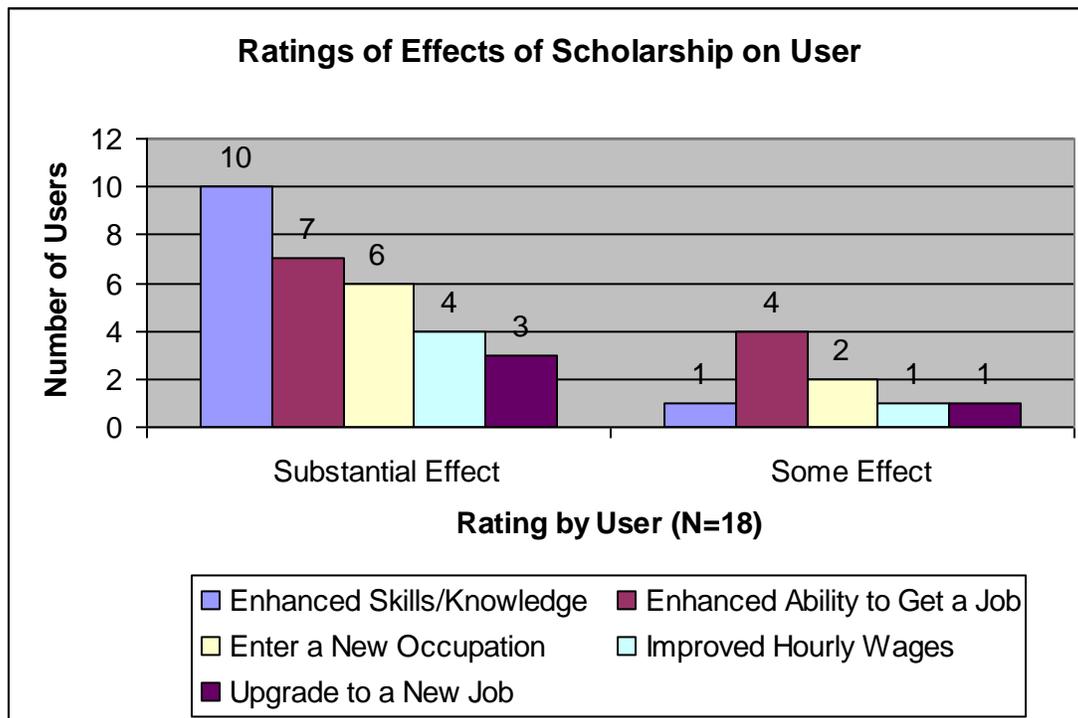
Gauging the effects of program participation on scholarship recipients is complicated by several factors: (a) there is a relatively small group who have received grants so far (31 individuals), 18 of whom have provided follow-up information in

response to the survey; (b) even among these 18, some are still involved in training and others have just recently completed training, so for these individuals it is too early to understand the full effects of training; and (c) the scholarship assistance received through FOP was sometimes not the only source of funding used to pay for training (e.g., Pell grants, Workforce Investment Act (WIA) grants, school loans, or other federal/state sources may have been used), so not all of the effects of the training received can be tied to the FOP scholarship.⁹

Participant Perspectives on Program Effects. As part of the survey, scholarship users were asked to rate the early effects of the scholarship in five areas – (1) enhanced my work-related skills/knowledge, (2) enhanced my ability to get a job, (3) enabled me to enter a new occupation, (4) improved my hourly wages/earnings, and (5) enabled me to upgrade to a new position (Exhibit G-1). Although the numbers are very small – and on some measures it is clearly too early for participants to indicate effects – some hints as to the potential effects of the program emerge from the data (and are reinforced by the open-ended comments that participants had about what they felt were the most important effects of program participation). As shown in the exhibit, scholarship users were somewhat more likely to indicate that their scholarship had a substantial or at least some effect on enhancing their work-related skills/knowledge and ability to get a job (11 of 18 scholarship recipients or 61 percent indicated substantial or

⁹ In addition, the intervention and evaluation are not designed as an impact study that has employed treatment and randomly assigned control groups – so it is not possible to detect true impacts of the intervention. Even if an experimental design had been mounted, the relatively small numbers of participants to date is such that it would not be possible to detect impacts statistically.

**EXHIBIT G-1: STEVE YOUNG MEMORIAL SCHOLARSHIP USERS
RATINGS OF THE EFFECTS OF THE SCHOLARSHIP**



Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires.

some effect in these two areas).¹⁰ In the other three areas, as shown in the exhibit, participants were more likely to indicate that there had been no effect so far, it was too early to tell, or they were unsure. The comments offered by participants shed additional light on what they thought were the most important effects of the program:

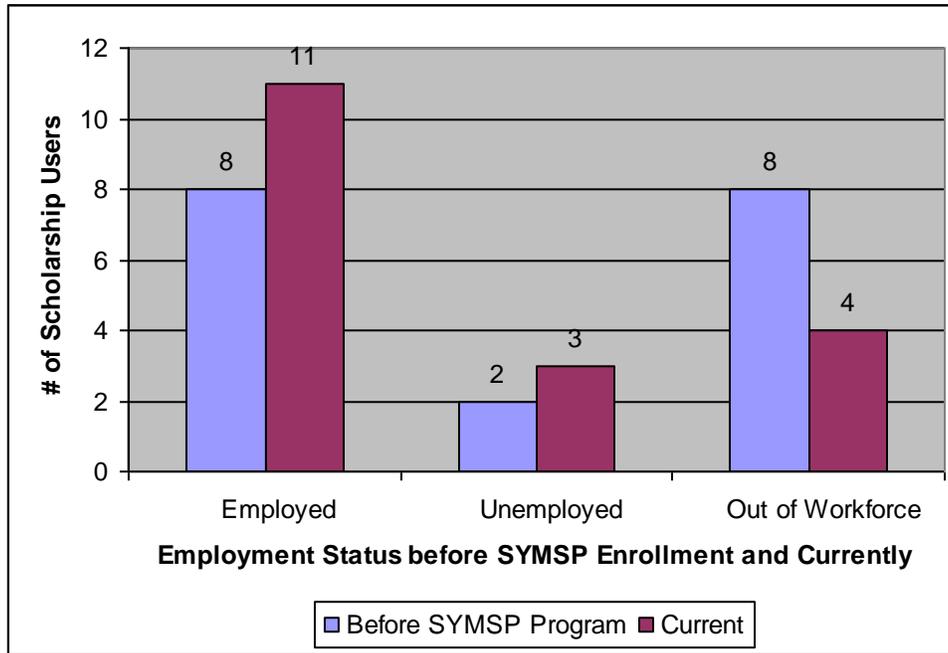
- *“New skill/license. Opened up a new field of opportunity. Something I accomplished on my own after my husband died.”*
- *“Allowing me to go to school without the stress of financial worries regarding tuition.”*

¹⁰ There is no systematic data available as yet for the 31 participants who used their SYMSP scholarships concerning the numbers who successfully completed training. As part of the participant survey, 11 of 18 scholarship recipients indicated they had received a degree or certificate as a result of their involvement in SYMSP (note: the remaining 7 survey respondents were either still involved in training, and so had not yet received a degree or certificate, or had left training before receiving a degree or certificate).

- *“Gives you a goal to work for; improves your job opportunity.”*
- *“My ability to accomplish my MSA Degree within a year and a half; as well as I am more marketable.”*
- *“It has provided me opportunity when I felt I had limited options.”*
- *“Gained self-confidence after the loss of my spouse.”*
- *“It gave me the resource to go back to school. I was involved in a disabling car accident after my husband was killed and was unable to continue my current employment. I am in the process of getting my BA and plan to enter the workforce with excellent tools.”*
- *“I wouldn’t have been motivated to take the Bar without the scholarship. I am finally considering a future (using my law degree, possibly return to being a prosecutor) as a direct result of the scholarship.”*
- *“It has given me the opportunity to expand my education without so much stress about tuition.”*
- *“Allowed me to stay unemployed and raise my children while going to school after the death of my husband.”*

Preliminary Analyses of Employment Outcomes of SYMSP Participants. As noted above, the sample size is quite small (31 scholarship users to date) and, among some of these 31 participants, it is too early to examine employment outcomes because they are still involved in training. Though very preliminary and offering data on only a very small number of individuals, the survey of participants provides some data on employment status. As shown in Exhibit G-2, among the 18 SYMSP scholarship users returning surveys, 8 were employed (44 percent) and 10 were either unemployed or out of the labor force (56 percent) at the time of SYMSP enrollment. As of the time the survey was undertaken (in May/June 2007), the number of survey respondents employed had increased to 11 of the 18 survey respondents (61 percent) and the number unemployed or out of the labor force had decreased to 7 (39 percent). Although not shown in the table, among the 18 scholarship users returning surveys, 13 participants had the same employment status at the time they enrolled in the program as at the time the

EXHIBIT G-2: STEVE YOUNG MEMORIAL SCHOLARSHIP PRE-ENROLLMENT EMPLOYMENT STATUS VERSUS CURRENT EMPLOYMENT STATUS



Source: Steve Young Memorial Scholarship Program Participant Questionnaire conducted by Capital Research Corporation; a total of 18 of 31 scholarship users returned completed questionnaires. Participants were asked to indicate their employment status before enrollment in SYMSP and currently (at the time of the survey, which was May or June 2007).

survey was conducted (in May/June 2007) – 7 were employed (i.e. at enrollment and at the time of the survey), 2 were unemployed, and 4 were out of the labor force. Of the five remaining participants, four showed improvement in their employment status – going from out of the labor force prior to enrollment in SYMSP to employed at the time they completed the survey; and one participant went from employed prior to SYMSP enrollment to unemployed at the time of the survey. Hence, among the very small numbers for which data are available, there appears to be an improvement in employment status.¹¹

¹¹Data on pre-enrollment and current (as of the time the survey was completed) hourly wages was provided by just 6 of the 18 SYMSP participants responding to the survey – 3 participants

H. PROGRAM COSTS

As noted earlier, the total amount of the original grant for the Steve Young Memorial Scholarship Program was \$2 million (to be distributed over four years at an estimated \$500,000 per year). In November 2004, the grant amount for the initiative was increased by \$1 million (to \$3 million). As shown in Exhibit H-1, actual program expenditures from the inception of the program through June 30, 2007 have amounted to \$358,756. Program expenditures to date represents slightly more than one-tenth (12 percent) of the total budgeted amount for the program.

As shown in the exhibit, the largest cost item during its first four program years has been expenditures on tuition, books and other fees for participants, at a cost of \$223,896 or 62 percent of total expenditures. A total of \$99,363, or slightly over one-fourth (28 percent) of total program expenditures have been expended on project staff salary and benefits.¹² Other major cost items accounting for the remainder of costs incurred included general and administrative expenses, accounting for \$29,721 or 8 percent of total program costs;¹³ and reimbursement of case management fees, totaling \$5,776, or 2 percent of total program costs.¹⁴

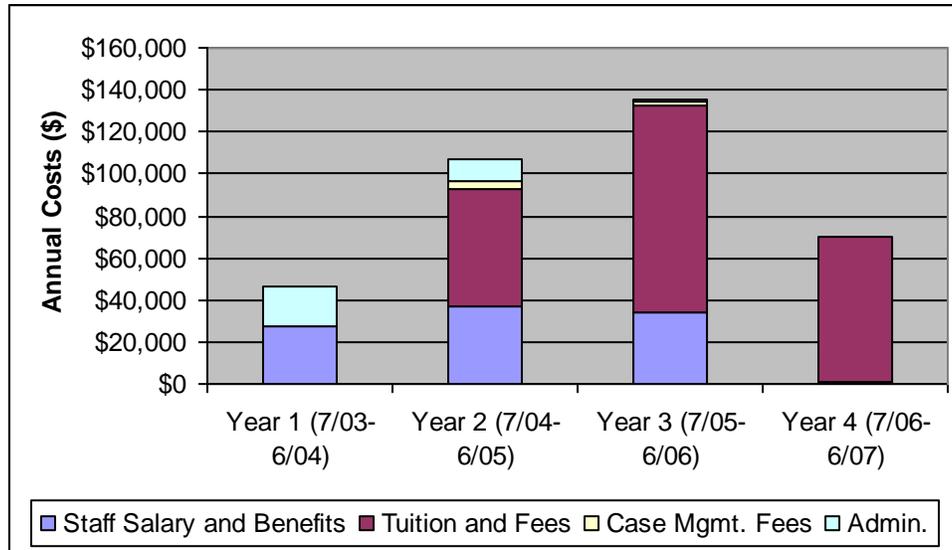
indicated their wages increased, 2 indicated their wages decreased, and one that their wages stayed the same.

¹²This includes project staff wage costs of \$87,499; FICA costs of \$6,694; and health benefit costs of \$5,171.

¹³General and administrative expenditures included 14 cost items covering costs associated with development and printing of a training manual, development of an on-line application form, computer costs, printing costs, costs of other miscellaneous office supplies, and subcontracting costs related to an independent evaluation of the program.

¹⁴Case management fees were reimbursed to One-Stop Career Centers to cover case management services for nine participants, eight of which were reimbursed at a cost of \$700 per participant and a ninth (based on hours billed) at \$175.98.

**EXHIBIT H-1: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
EXPENDITURES, BY TYPE AND PROGRAM YEAR, JULY 2003 – JUNE 2007**



Cost Item	Year 1 (7/03-6/04)	Year 2 (7/04-6/05)	Year 3 (7/05-6/06)	Year 4 (7/06-6/07)	Total	Percent
Project Staff Salary & Benefits	\$27,596	\$37,013	\$34,134	\$621	\$99,363	28%
Tuition, Books, Fees	\$0	\$55,653	\$98,517	\$69,726	\$223,896	62%
Case Management Fees	\$0	\$4,200	\$1,576	\$0	\$5,776	2%
Administrative	\$18,923	\$9,681	\$1,117	\$0	\$29,721	8%
*Total	\$46,519	\$106,547	\$135,343	\$70,347	\$358,756	100%

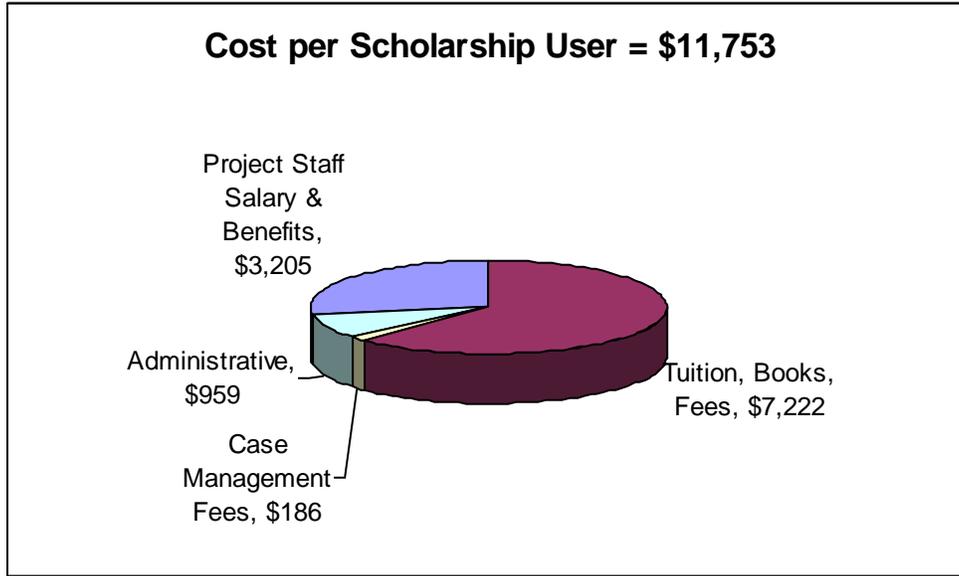
Source: Fraternal Order of Police Foundation, from General Ledger, Transaction Detail by Account Report.

As shown in the exhibit, project expenditures increased for the first three project years from \$46,519 in Year 1, to \$106,547 in Year 2, to \$135,343 in Year 3. During Year 4, project expenditures nearly halved from the Year 3 high, to \$70,347. The average overall expenditure through the first four years was \$89,689 per year. Year 1 expenses were mostly associated with project start-up – with most expenditure accounted for by the salary and fringe benefits of the Project Director and other administrative charges associated with project start-up. There were no expenses related to tuition, books, and other fees or case management services in the first year. The first expenses for tuition, books, and other fees came in August 2004 (during the second program year), and thereafter, direct reimbursement of tuition, books, and other fees to educational institutions became the predominant expense of the program in Years 2 through 4. As shown in the exhibit, tuition, books, and fees accounted for nearly \$100,000 in program costs by Year 3. In Year 4, while the costs for tuition, books, and fees decline to \$69,726, this amount accounted for nearly all program costs (i.e., there was only an additional \$621 expended on staff salaries).

Through the first four program years, a total of 82 individuals were approved for Steve Young Memorial Scholarships and 31 of these individuals used their scholarships to pay for education and training. Although some individuals were still in training at the end of the grant period (and so can be expected to expend additional resources in the future) – the average costs of the program over the first four years of operation was \$4,375 per approved applicant and \$11,573 per individual using the scholarship (see Exhibit H-2). As shown in the exhibit, the average costs of tuition, books, and fees per scholarship user over the first four years of the program was \$7,222. This compares with

EXHIBIT H-2:

**STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM EXPENDITURES
PER SCHOLARSHIP USER, BY TYPE OF EXPENDITURE,
JULY 2003 – JUNE 2007**



Cost Item	Year 1-4 Project Costs	Cost per Approved Applicant (N=82)	Cost per Scholarship User (N=31)
Project Staff Salary & Benefits	\$99,363	\$1,212	\$3,205
Tuition, Books, Fees	\$223,896	\$2,730	\$7,222
Case Management Fees	\$5,776	\$70	\$186
Administrative	\$29,721	\$362	\$959
*Total	\$358,756	\$4,375	\$11,573

Source: Fraternal Order of Police Foundation, from General Ledger, Transaction Detail by Account Report.

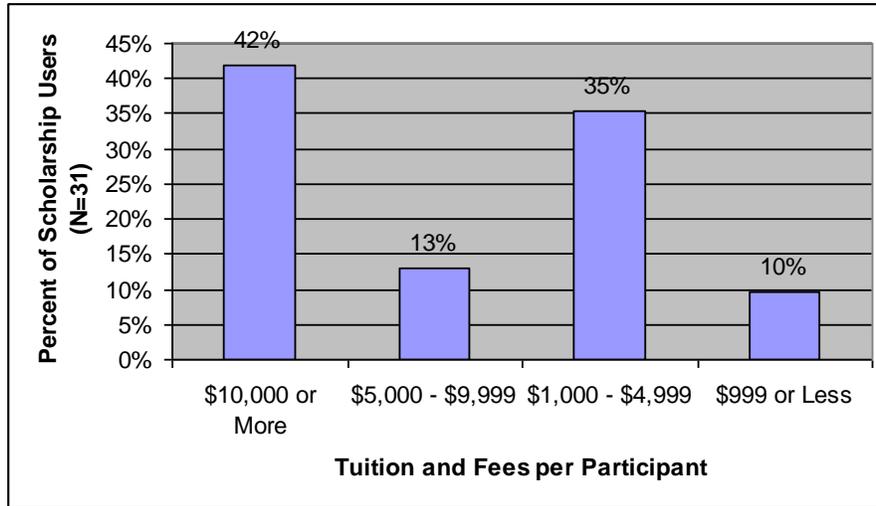
per scholarship user costs of \$3,205 in project staff salary and benefits, \$959 in administrative expenses, and \$186 in case management fees.¹⁵

Exhibit H-3 shows additional analyses that focus on expenses reimbursed under the Steve Young Memorial Scholarship Program for tuition, books, and other education/training related fees during the first four program years. As shown in the top panel of the exhibit, among the 31 participants using their scholarships, 13 participants (42 percent) expended \$10,000 or more on tuition, books, and other fees, 4 participants (13 percent) expended \$5,000 to \$9,999, 11 participants (35 percent) expended \$1,000 to \$4,999, and 3 participants (10 percent) expended \$999 or less.¹⁶ The bottom panel of the exhibit shows reimbursement amounts for tuition, books, and other educational fees for the 31 individual scholarship users, sorted in descending order. As shown in the exhibit, reimbursement for tuition, books, and other educational fees per scholarship user ranged from \$18,243 to \$228. The 13 scholarship users with expenses of \$10,000 or more accounted for nearly three-fourths (72 percent) of total expenditures on expenses tuition, books, and other fees. As shown in the exhibit, eight scholarship users accounted for just about half (49 percent) of the program's expenditures on tuition, books, and other educational fees.

¹⁵With respect to case management fees, it should be noted that such fees were only accrued for nine of the 31 scholarship recipients to date – so while the case management fees generally reimbursed to One-Stop Career Centers were typically \$700 per participant served, when total case management fees are averaged across participants, the average cost was much lower.

¹⁶Just under two-third (62 percent) of approved applicants (or 51 approved applicants) had not used their grants as June 30, 2007.

**EXHIBIT H-3: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
EXPENDITURES ON TUITION AND FEES PER PARTICIPANT, JULY 2003-
JUNE 2007**



Participant	State of Residence	Tuition, Books, & Fees Reimbursed	Relative Percentage	Cumulative Percentage
Participant #1	Pennsylvania	\$18,243	8.1%	8.1%
Participant #2	New Mexico	\$14,614	6.5%	14.7%
Participant #3	Texas	\$13,865	6.2%	20.9%
Participant #4	Indiana	\$13,728	6.1%	27.0%
Participant #5	Pennsylvania	\$13,111	5.9%	32.9%
Participant #6	Arizona	\$12,340	5.5%	38.4%
Participant #6	Florida	\$12,089	5.4%	43.8%
Participant #8	Pennsylvania	\$12,046	5.4%	49.1%
Participant #9	Tennessee	\$10,700	4.8%	53.9%
Participant #10	Kansas	\$10,492	4.7%	58.6%
Participant #11	Oklahoma	\$10,358	4.6%	63.2%
Participant #12	Kentucky	\$10,130	4.5%	67.8%
Participant #13	Washington	\$10,073	4.5%	72.3%
Participant #14	Pennsylvania	\$8,729	3.9%	76.2%
Participant #15	Oklahoma	\$7,599	3.4%	79.6%
Participant #16	Illinois	\$5,732	2.6%	82.1%
Participant #17	Washington	\$5,241	2.3%	84.5%
Participant #18	Ohio	\$4,591	2.1%	86.5%
Participant #19	Florida	\$4,288	1.9%	88.4%
Participant #20	New Mexico	\$4,074	1.8%	90.2%
Participant #21	Texas	\$3,594	1.6%	91.8%
Participant #22	Indiana	\$3,522	1.6%	93.4%
Participant #23	Texas	\$2,983	1.3%	94.7%
Participant #24	Virginia	\$2,816	1.3%	96.0%
Participant #25	Georgia	\$2,656	1.2%	97.2%
Participant #26	Ohio	\$2,026	0.9%	98.1%
Participant #27	New Mexico	\$1,299	0.6%	98.7%
Participant #28	Texas	\$1,299	0.6%	99.3%
Participant #29	Illinois	\$897	0.4%	99.7%
Participant #30	Pennsylvania	\$534	0.2%	99.9%
Participant #31	North Carolina	\$228	0.1%	100.0%
Total		\$223,896	100.0%	

Source: Fraternal Order of Police Foundation, from General Ledger, Transaction Detail by Account Report.

Exhibit H-4 displays a breakdown of the number of scholarship users per state and tuition, books, and others education fees reimbursed under the Steve Young Memorial Scholarship Program (sorted in descending order by amount reimbursed). As shown in the exhibit, scholarship users came from 16 states – nine states had more than one recipient (with three states having three or more scholarship users). The total amounts reimbursed across these 16 states ranged as high as \$52,663 for five recipients in Pennsylvania. Scholarship users from four states – Pennsylvania, Texas, New Mexico, and Oklahoma – accounted for half (50 percent) of all tuition, books, and other fees reimbursed under the program.

I. CONCLUSIONS AND IMPLICATIONS

This evaluation of the Steve Young Memorial Scholarship Program was intended to describe and document the initiative, including types of assistance/services provided to SYMSP recipients; assess major impediments/constraints to successful implementation of the initiative; analyze recipient outcomes and costs of providing services under the initiative; and assess resulting new and innovative approaches to service delivery on the basis of performance and customer satisfaction. Several key study conclusions and implications are discussed below.

As was originally envisioned by the National Fraternal Order of Police Foundation and the U.S. Department of Labor, the Steve Young Memorial Scholarship Program is meeting its two main objectives of (1) helping provide the spouses of fallen officers with the skills and training needed to obtain a job that allows them to provide for

**EXHIBIT H-4: STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
SCHOLARSHIP USERS AND EXPENDITURES ON TUITION AND FEES PER
STATE, JULY 2003-JUNE 2007**

State of Residence	# of Scholarship Users	Tuition, Books, & Fees Reimbursed	Relative Percentage	Cumulative Percentage
Pennsylvania	5	\$52,663	23.5%	23.5%
Texas	4	\$21,741	9.7%	33.2%
New Mexico	3	\$19,987	8.9%	42.2%
Oklahoma	2	\$17,957	8.0%	50.2%
Indiana	2	\$17,250	7.7%	57.9%
Florida	2	\$16,376	7.3%	65.2%
Washington	2	\$15,314	6.8%	72.0%
Arizona	1	\$12,340	5.5%	77.5%
Tennessee	1	\$10,700	4.8%	82.3%
Kansas	1	\$10,492	4.7%	87.0%
Kentucky	1	\$10,130	4.5%	91.5%
Illinois	2	\$6,629	3.0%	94.5%
Ohio	2	\$6,617	3.0%	97.5%
Virginia	1	\$2,816	1.3%	98.7%
Georgia	1	\$2,656	1.2%	99.9%
North Carolina	1	\$228	0.1%	100.0%
*Total	31	\$223,896	100.0%	

Source: Fraternal Order of Police Foundation, from General Ledger, Transaction Detail by Account Report.

the needs of themselves and their family; and (2) “demonstrating ongoing commitment to the law enforcement families which have lost a loved one in the line of duty.” With funding provided by DOL, the National FOP Foundation established the program structure, staffing, and partnerships necessary to operate the scholarship program nationwide. The National FOP Foundation’s network of Grant Liaisons has been instrumental in making it possible for the scholarship program to be available to spouses of slain officers in all states across the country. To date, 82 SYMSP applicants have been approved to receive grants in 27 states. To ensure that the program is capable of reaching out to and then connecting scholarship recipients to appropriate training providers in every locality across the country, the National FOP Foundation has benefited from its partnership with DOL’s One-Stop Career Center system. This nationwide network – which features over 1,700 One-Stop Career Centers serving every community across the country – has been a critical partner in the effort ensuring that SYMSP scholarship recipients have had access (within their locality) to services to assess training needs, identify and facilitate referral to qualified training providers, and process invoices from training providers in a timely manner. In addition, where needed, FOP Grant Liaisons and One-Stop Career Center staff have been available to provide ongoing case management services to troubleshoot challenges and help ensure that scholarship recipients complete training and secure jobs. Hence, a critical element in this initiative has been the partnership that has evolved between the National FOP Foundation and the One-Stop Career Centers – a partnership that facilitated start-up and without which it would have been difficult (if not impossible) for the program to have a nationwide reach. This partnership also helped to ensure that the National FOP Foundation could quickly

draw upon the institutional expertise of the One-Stop system and its close linkages within each locality to accredited education and training facilities.

While the stretch of the program has been nationwide, the numbers of SYMSP applications and actual scholarship users has been well below expectations. During the first four program years in which the program has been in existence (through June 30, 2007), there have been a total of 86 scholarship applicants, 82 of which were approved for scholarships (i.e., about 20 scholarships per year). This compares to what was anticipated to be 50 scholarship awards per year. In addition, actual usage rates once approved have been quite a bit lower than anticipated – slightly less than 40 percent of individuals approved for SYMSP scholarships have actually used their grants (through June 2007). While it is possible that some of these individuals will eventually use their grants, the numbers of grant users through the first four years of the program have been well below what was anticipated.

As a result of the slower-than-anticipated rate of use of scholarships, through June 2007 only a relatively small fraction of the \$3 million budget set aside for the program had been expended (\$358,756 or 12 percent of the budget). Although there are limits to what the National FOP Foundation and others involved in the initiative can do to increase the numbers of scholarship applicants and actual users, some possibilities include the following:

- ***Notify Grant Liaisons and major police departments that SYMSP is still available.*** Some Grant Liaisons were unsure as to whether SYMSP was still accepting applications. The original end date for the program was December 2006 – and during interviews several Liaisons indicated that they had not heard much about the program and wondered whether the program was still accepting new applications (or was just serving those who had already been approved). The National FOP Foundation should consider disseminating a notice to both Grant Liaisons and larger police departments across the country indicating that the

program is active and accepting applications – including the date through which applications will be accepted.

- ***Usage rates among already approved applicants who have not yet used their scholarships might be spurred by sending out letters informing such individuals that they are still eligible for up to \$15,000 in scholarship assistance under the program.*** Some of those approved may not have been ready to use scholarships when they were first eligible for them, but may now be interested in using them. Such individuals may not be aware that they could still make use of their scholarships.
- ***Consider lengthening the six-month window for applying to the program (to perhaps one year or longer).*** Some scholarship users indicated that the period immediately following the death of their spouses had been very difficult and that it was difficult to commit to and/or undertake training. Several Grant Liaisons also recognized that some spouses of slain officers had a very difficult time deciding what they wanted to do and considering whether to seek out training in the immediate aftermath of the death of their spouse. Several Grant Liaisons suggested that lengthening the period of eligibility to one year might provide the breathing room needed by some individuals to consider applying for the program. The pool of eligible individuals for the program could be substantially expanded by making the period of eligibility even longer – perhaps, given the amount of remaining funding, retroactively back to the start date of the grant. If such a change was made, it would be important to send out notifications of the existence of SYMSP funding to all spouses of slain officers likely to meet the program’s revised eligibility criteria.
- ***Continue and intensify outreach efforts so that every eligible individual is aware of the availability of scholarships under the program.*** As discussed earlier in this report, getting the word out about the availability of scholarships is made more difficult because some police departments are very careful about sharing contact information for spouses of slain officers. FOP Grant Liaisons may be able to provide information about police departments within their state that are particularly difficult with respect to disseminating information about SYMSP.
- ***Consider increasing the cap on scholarship amounts.*** The cap on training costs under SYMSP is typically limited \$15,000 per individual. Given the rapid escalation on tuition and fees at colleges and universities in recent years – coupled with the large reserve of budgeted funds remaining unexpended for SYMSP – the National FOP Foundation might consider lifting the cap to \$25,000 or more per individual. According to Grant Liaisons and One-Stop Career staff, the existing cap is generally adequate to cover several years of study – for example, to complete a 2-year Associates degree at a community college or perhaps to complete a couple years of study toward a BA degree (at a state university). However, given rapid escalation of college costs (particularly at private

institutions), the existing cap of \$15,000 is not enough to generally cover the cost of starting and completing a four-year degree. An increase in the cap may entice some additional eligible individuals to apply for and use scholarships under the intervention and would also have a likely effect of increasing average scholarship expenditures under the grant.

- ***Request extension beyond June 2010.*** Should the pace of enrollments and expenditures not accelerate sufficiently to exhaust the remaining budget, the National FOP Foundation could – as it has done previously – request an extension to the period of performance for distribution of SYMSP funds. Another possible course of action would be to examine possibilities for a modification in the scope of work under the existing grant to initiate other education and training initiatives, perhaps a related initiative that would provide scholarship assistance to sons and daughters of slain officers.

Aside from boosting enrollment levels in the program, one area of concern expressed by some SYMSP participants and Grant Liaisons was a need for One-Stops to be better informed about SYMSP program rules and their role in the delivery of services under the intervention. Better informing One-Stops of the program is somewhat problematic because there are many One-Stops across the country and relatively few SYMSP participants. It does not make sense to broadly disseminate information to the One-Stop system, as most of this outreach would be wasted because the chances of a One-Stop Center serving a SYMSP participant are small (and it would be likely that they would only serve one participant over the life of the program). It might, however, make sense for the National FOP Foundation to produce some type of pamphlet or mini-manual that could be sent via e-mail to One-Stops as soon as they are identified (during the application process) as a potential provider of services under the program. This e-mail could provide a “heads-up” to the One-Stop Center about the possibility of a participant coming to the Center in the near future, along with background about the program rules and the role of the One-Stop, and a contact person at the National FOP Foundation (who could answer questions that One-Stop staff have about the initiative).

Finally, the results of this evaluation effort indicate that while the take-up rate for SYMSP scholarships has lagged behind what had perhaps been anticipated when the program was launched, the spouses of slain law enforcement officers who have received financial assistance and support service have benefited substantially. The program has not only assisted participants in tangible ways – such as upgrading job-related skills and securing certification or degrees to help participants qualify for better jobs and to be better able to support their families – but, just as importantly, helped to begin the healing process and bring hope for a better future. The Department of Labor brings much needed education and training assistance through a variety of programs (such as the Workforce Investment Act), but it is hard to find another program or initiative that provides education, training, and supportive services to a group that is more deserving or has sacrificed more than the spouses (and families) of slain law enforcement officers.

APPENDIX A:

**DISCUSSION GUIDE FOR ONE-STOP CASE MANAGERS
SERVING THE STEVE YOUNG MEMORIAL SCHOLARSHIP
PROGRAM RECIPIENTS**

**DISCUSSION GUIDE FOR ONE-STOP CASE MANAGERS SERVING STEVE
YOUNG MEMORIAL SCHOLARSHIP RECIPIENTS**

Introduction: Hello, my name is _____. I am visiting/calling on behalf of Capital Research Corporation, a policy research firm located in the Washington, DC metropolitan area. We are under contract with the National Fraternal Order of Police Foundation to better understand the activities and results of the Steve Young Memorial Scholarship Program. This scholarship program was initiated through a grant with the U.S. Department of Labor's Employment and Training Administration. As recipients of the scholarship receive assessment, case management, and other services through One-Stop Career Centers, we want to speak with you about your experiences in helping scholarship recipients. Is this a good time to talk?

- If yes, proceed with the questionnaire.
- If no, when would be a convenient time to call back? Could we send you a copy of our questionnaire for you to prepare for our discussion?

Confidentiality Statement: Before beginning this interview, I want to thank you for agreeing to participate in the study. I know that you are busy and we will try to be as focused as possible. We are going to talk to many different people during our study, so please do not feel as though we expect you to be able to answer every question. In addition, before we start, I want to let you know that though we take notes at these interviews, information is never repeated with the name of the respondent. When we write our reports and discuss our findings, information from interviews will be compiled and presented so that no particular interviewee can be identified. Do you have any questions before we begin?

Respondent's Name: _____

Telephone: _____ Fax: _____ Email: _____

One-Stop's Name: _____

Address: _____

Telephone: _____ Fax: _____ Website: _____

FOP Liaison: _____ Telephone: _____

A. Background on the One-Stop Career Center

1. What geographic area (e.g., counties) is served by your One-Stop Career Center?
2. In addition to WIA, what are the other main programs that operate at the One-Stop? *[Note: If available, collect a brochure profiling services at the One-Stop.]*

3. Where does the Steve Young Memorial Scholarship Program fit organizationally within the One-Stop (e.g., within the WIA program)?
4. Is there anything about the service area (e.g., local economic conditions, population served) or the organizational structure of the One-Stop that it is important to understand with respect to the scholarship program?
5. How many of the scholarship recipients has the One-Stop Career Center enrolled/case managed to date? **[Please provide the names of each recipient.]**

B. Services Provided for Steve Young Memorial Scholarship Program Recipients Through the One-Stop Career Center

1. Please provide a general overview of the flow of a recipient into and through your One-Stop Career Center, including:
 - a. How did you first hear about and receive the referral of a recipient (e.g., through the FOP Grant Liaison)?
 - b. What did the intake process involve? Is the intake and assessment process essentially the same for a scholarship recipient and WIA participant? If not, how does the process differ? ***[Note: Collect a blank set of forms that are completed on each Steve Young Memorial Scholarship Program recipient.]***
 - c. How were the service needs of the recipient determined? Were any formal assessment tests conducted (e.g., TABE, interest inventories,)?
 - d. Was an individual service strategy (ISS) or employment development plan (EDP) created for the recipient? Was the same ISS/EDP form used for both WIA and scholarship recipients? ***[Note: Collect a copy of the EDP/ISS form.]***
 - e. What process was involved in the approval of training under the Steve Young Memorial Scholarship Program? How did the process for the scholarship recipient compare to the process used under WIA? What were the limits – if any – on the training provided by the scholarship program?
 - f. Was the same staff person who conducted intake and assessment also involved in ongoing case management of the recipient once the individual entered training? What types of ongoing case management assistance were provided for the recipient? Was case management for a scholarship recipient handled pretty much the same as for a WIA participant? Was the

scholarship recipient just part of the regular caseload handled by WIA case managers?

- g. Did the One-Stop Career Center provide job search/placement assistance for the recipient? If yes, what types of assistance were made available/provided for the recipient?
 - Job search workshops
 - Job club
 - Individualized job placement assistance
 - h. What types of other support services were made available to the recipient? What types of support services did the scholarship recipient actually use?
 - i. What was the process at the One-Stop for exiting the recipient from services?
 - j. Overall, are there any important differences between how the scholarship recipient and WIA participants are served and flow through the One-Stop Center? If so, what are the key differences?
2. Together, does the Steve Young Memorial Scholarship Program and One-Stop Career Center provide the full range of services needed by spouses of police officers that died in the line of duty? If not, what are the gaps in services?
 3. Do you feel that the level of scholarship assistance (capped at \$15,000) provided under the program is sufficient?
 4. Are there challenges to serving very small numbers of recipients (usually one or at most several recipients) of a special initiative (such as the Steve Young Memorial Scholarship Program) at the One-Stop Career Center? If yes, what have been the challenges?

C. Assessment of Collaboration with FOP and Program Effects

1. Did the case manager (and One-Stop Center) receive enough information from the Fraternal Order of Police (FOP) and DOL about the Steve Young Memorial Scholarship Program to understand the initiative and the role of the One-Stop Career Center in case managing and providing services for scholarship recipients?
2. Has there been good collaboration between the FOP Grant Liaisons and the One Stop Centers? If not, what have been the problems?
3. Was the One-Stop Career Center sufficiently reimbursed (at \$700 per recipient) for the case management services rendered for scholarship recipients?

4. What have been the greatest effects/impacts of the scholarship program on its recipients?
5. Overall, was it a good idea for One-Stop Career Centers to be involved in providing assessment and case management services for the recipients? Why?
6. Do you have any suggestions concerning ways the Steve Young Memorial Scholarship Program or One-Stop Career Center involvement in the program could be improved in the future?

Thank you for your time.

APPENDIX B:

**DISCUSSION GUIDE FOR FOP GRANT LIAISONS SERVING THE
STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM
RECIPIENTS**

**DISCUSSION GUIDE FOR FOP GRANT LIAISONS SERVING THE STEVE
YOUNG MEMORIAL SCHOLARSHIP PROGRAM RECIPIENTS**

Introduction: Hello, my name is _____. I am visiting/calling on behalf of Capital Research Corporation, a policy research firm located in the Washington, DC metropolitan area. We are under contract with the National Fraternal Order of Police Foundation to better understand the activities and results of the Steve Young Memorial Scholarship Program. Is this a good time to talk?

- If yes, proceed with the questionnaire.
- If no, when would be a convenient time to call back? Could we send you a copy of our questionnaire for you to prepare for our discussion?

Confidentiality Statement: Before beginning this interview, I want to thank you for agreeing to participate in the study. I know that you are busy and we will try to be as focused as possible. We are going to talk to many different people during our study, so please do not feel as though we expect you to be able to answer every question. In addition, before we start, I want to let you know that though we take notes at these interviews, information is never repeated with the name of the respondent. When we write our reports and discuss our findings, information from interviews will be compiled and presented so that no particular interviewee can be identified. Do you have any questions before we begin?

Respondent's Name: _____

Organization: _____

Address: _____

Telephone: _____ Fax: _____ Email: _____

1. How long have you been the FOP Grant Liaison for the Steve Young Memorial Scholarship Program?
2. How many of the scholarship recipients have you worked with to date? **[Please provide the names of each recipient.]**
3. How many different One-Stop Career Centers have you worked with in serving these recipients?
4. What types of assistance/services, if any, have you (or your FOP lodge) provided to spouses of fallen officers to assist them in making application or certifying

- eligibility for the Steve Young Memorial Scholarship Program? Please describe these services.
5. After eligibility has been certified, what role (if any) have you played in connecting the recipients with the appropriate One-stop Career Center?
 - a. Have you helped with setting up the initial meeting at the One-Stop?
 - b. Have you accompanied recipients to their initial meeting at the One-Stop?
 - c. If you have accompanied recipients to their initial meeting at the One-Stop, what role did you play during the initial meeting? Was it useful for you to attend?
 - d. If you have worked with more than one One-Stop Center, have there been any differences in your role and interactions across the various centers?
 - e. Do you feel that there has been a good collaborative arrangement with the One-Stops with which you have worked? If not, why not?
 - f. Overall, was it a good idea for One-Stop Career Centers to be involved in providing assessment and case management services for recipients? Why or why not?
 6. What other types of services/assistance have you (or your lodge) provided for recipients after they have connected with the One-Stop?
 7. What kinds of interaction/discussion have you (or your lodge) had with the National FOP Foundation regarding the Steve Young Memorial Scholarship Program?
 - a. Have you attended training or received technical assistance concerning the program? If yes, please describe.
 - b. Have you received a training manual about the program?
 - c. Have you contacted the National FOP Foundation with questions about the program? If yes, what types of questions and did you receive answers to your questions or the help that you needed?
 - d. Did you (and your lodge) receive enough information from the National FOP Foundation about the scholarship program to understand the initiative and the role of the FOP Grant Liaison in assisting scholarship recipients? If not, what additional information or assistance did you need?
 8. Together, does the Steve Young Memorial Scholarship Program and One-Stop Career Center provide the full range of services needed by spouses of police officers that have died in the line of duty? If not, what are the gaps in services?
 9. Do you feel that the level of scholarship assistance provided under the program is sufficient?
 10. Are there challenges to serving very small numbers of recipients (usually one or at most several recipients) of a special initiative (such as the Steve Young Memorial Scholarship Program) through your organization? If yes, what have been the challenges?

11. What have been the greatest effects/impacts of the program on its recipients?
12. Do you have any suggestions concerning ways the scholarship program or the involvement of the FOP Grant Liaisons or the One-Stop Career Center in the program could be improved in the future?

Thank you for your time.

APPENDIX C:

**DRAFT POST-PROGRAM SURVEY OF STEVE YOUNG
MEMORIAL SCHOLARSHIP PROGRAM RECIPIENTS**

STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM QUESTIONNAIRE

*Thank you for taking the time to complete our questionnaire on your experiences with the Steve Young Memorial Scholarship Program. Please note, questionnaire results will be tallied across all respondents and your individual responses will remain confidential. When you have completed this questionnaire, please return it in the enclosed stamped and addressed envelope to: John Trutko, Capital Research Corporation, 1910 N. Stafford Street, Arlington, VA 22207. If you have questions concerning this survey, do not hesitate to contact John Trutko, at 703-522-0885 or jtrutko@aol.com. **Please return the completed questionnaire by April 30, 2007. When your completed questionnaire is received, we will mail you a \$10 gift card to Wal-Mart or Starbucks.***

Please indicate if you would prefer a \$10 gift card to Wal-Mart or Starbucks:

- Wal-Mart
- Starbucks
- Do not want gift card

Contact Information (please note any address changes in the space next to the label):

Error! Bookmark not defined.

If you have one, please provide an e-mail address: _____

1. Please indicate your current status in the Steve Young Memorial Scholarship Program:

- Former participant – have completed coursework/training under the program
- Former participant – left program before coursework/training was completed
- Originally applied or enrolled in program, but did not actually received a scholarship
- Current participant
- Other, please describe:

2. Please indicate your current employment status:

- Employed -- current (gross/pre-tax) hourly wage: \$_____
- Unemployed (but looking for employment)
- Not in the Labor Force

3. Please indicate your employment status **before** your enrollment in the Steve Young Memorial Scholarship Program:

- Employed -- (gross/pre-tax) hourly wage: \$_____
- Unemployed (but looking for employment)
- Not in the Labor Force

4. Please indicate (with a check mark) your general level of satisfaction with various components of the Steve Young Memorial Scholarship Program:

	<i>Very Satisfied</i>	<i>Satisfied</i>	<i>Not Satisfied</i>	<i>Unsure</i>	<i>Not Applicable</i>
1. Ease of the Application Process					
2. Speed of the Application Process					
3. Assistance Received from the National Fraternal Order of Police Foundation					
4. Assistance Received from the Fraternal Order of Police Grant Liaison					
5. Assistance Received from the One-Stop Career Center					
6. Adequacy of the Scholarship Amount					
7. Quality of Training or Education Received Under the Program					
8. Overall Satisfaction with the Steve Young Memorial Scholarship Program					

5. What did you like most about the Steve Young Memorial Scholarship Program?

- 6 Please describe any areas in which you were dissatisfied with the Steve Young Memorial Scholarship Program:

7. To date, please rate the effect that involvement in the Steve Young Memorial Scholarship Program has had on you in the following areas:

	<i>Substantial Effect</i>	<i>Some Effect</i>	<i>No Effect</i>	<i>Negative Effect</i>	<i>Unsure/ Too Early</i>	<i>Not Applicable</i>
1. Enhanced my work-related skills/knowledge						
2. Enhanced my ability to get a job						
3. Enabled me to enter a new occupation						
4. Improved my hourly wages/earnings						
5. Enabled me to upgrade to a new position						

- 8 Overall, please briefly describe the most important effects that involvement in the Steve Young Memorial Scholarship Program has had for you:
9. As a result of the Steve Young Memorial Scholarship Program, did you receive an educational degree or certification?
- Yes
 - No
- If yes, which of the following did you receive?
- Certificate of Completion (in a trade or profession)
 - Two-Year (Associate) Degree
 - Four-Year Degree (i.e., Bachelor's Degree)
 - Master's Degree or Ph.D.
 - Other: _____
10. In addition to the assistance provided under the Steve Young Memorial Scholarship Program, did you receive other types of student financial assistance (check all that apply)?
- Pell grant
 - Financial assistance/loans from the education/training institution
 - Other (specify): _____
11. Would you have pursued this training or education without the financial assistance from the Steve Young Memorial Scholarship Program?
- Yes
 - No
12. Please describe any suggested changes or improvements that should be made to the Steve Young Memorial Scholarship Program:

THANK YOU FOR TAKING OUR SURVEY ON THE STEVE YOUNG MEMORIAL SCHOLARSHIP PROGRAM!