



City of Apache Junction
HEALTH & HUMAN SERVICES COMMISSION
Request for Financial Assistance



Application Cover Sheet

Name of Agency: A New Leaf, Inc.

Mailing Address: 868 E. University Drive, Mesa, AZ 85203

Street Address: 2066 W. Apache Trail, Suite 101, Apache Junction, AZ 85120

Phone: 480.969.4024

Agency Director: Michael Hughes, CEO

Email Address: contracts@turnanewleaf.org

Direct Line: 480.969.4024 x. 4021

Project Manager: Dana Martinez, Director of DV and SV Services

Email Address: dmartinez@turnanewleaf.org

Direct Line: 602.768.8192

Project: A New Leaf's CAAFA DV Outreach

Total Amount requested: \$20,000

Population and number of people to be served: 50 Apache Junction Domestic and Sexual Violence Survivors

Agency Description:

Please provide a brief description of your organization's history, experience, and services provided. Please address the following:

- 1. Has your agency received funding from Apache Junction in the past? If yes:**
 - a. What was the year**
 - b. Amount,**
 - c. Project/Service**
 - d. How your agency met the expectations of the funding agreement.**

A New Leaf most recently received Apache Junction funding in FY25. The agency received \$6,750 from Apache Junction to provide services for domestic violence survivors through the agency's Community Alliance Against Family Abuse (CAAFA) shelter and outreach programs. Services included hotel stays, emergency food, provision of basic needs and essentials, and transportation. A New Leaf's CAAFA programs were able to serve 40 Apache Junction households (72 individuals), including 1 household in CAAFA shelter, hotel stays for 8 Apache Junction households, food cards for 9 households, gift cards for essential items for 10 households, and Lyft transportation for 12 households. A New Leaf exceeded the proposed expectations of the contract.

2. Purpose of the agency

A New Leaf was established in 1971 as PREHAB of AZ, with a focus on providing residential and outpatient behavioral health services for youth experiencing mental health challenges and navigating substance use concerns. In 2006, the organization adopted the name A New Leaf to reflect a broader spectrum of community services and commitment to offering individuals and families the opportunity to make meaningful, positive change in their lives.

Over the years, the organization has grown through collaboration with local leaders, organizations, and community members to address critical needs and fill service gaps. This growth has also been driven by the integration of smaller agencies that provided vital services but faced sustainability challenges.

A New Leaf is committed to transforming lives by empowering individuals and families through tailored support services, ensuring every person can achieve long-term stability and well-being.

In July 2021, A New Leaf merged with the Community Alliance Against Family Abuse (CAAFA), located in Apache Junction. Community Alliance Against Family Abuse (CAAFA) was founded in 1998 by community members who were confronted by the tragic reality that local survivors of domestic violence and their children were living in their cars and out in the desert because they had nowhere to go. The agency has grown

substantially since then, now serving survivors of domestic and sexual violence from Pinal and eastern Maricopa Counties (i.e. the East Valley). CAAFA provides a 16-bed emergency shelter, legal advocacy, case management, victim advocacy, community outreach services, and more. A New Leaf requests funding to support essential services for residents of Apache Junction.

3. Type of agency

A New Leaf is a 501 (c) 3 non-profit organization.

4. Services provided

Last year, 18,825 community members experiencing economic disadvantages and systemic barriers to stability were positively impacted by services including:

- 4,004 individuals accessed emergency shelter and supportive housing
- 2,587 survivors of domestic or sexual violence received essential support services
- 9,001 individuals benefited from financial assistance, employment and career support, and financial empowerment
- 1,691 adults and children received behavioral health services
- 1,304 children and their parents/caregivers benefited from family support services
- 238 children received educational opportunities that supported their development

Services provided by A New Leaf's CAAFA include:

- CAAFA DV Shelter
- CAAFA DV Outreach

5. Provide target population and demographic information on your current clientele to include percentage located within the City of Apache Junction

A New Leaf's CAAFA serves under-served families, children, and adults experiencing domestic violence and other crisis situations. Of 466 individuals served in FY25, 72 (15%) were Apache Junction residents.

Demographics of Apache Junction residents served include:

Race/Ethnicity:

- African American: 1
- Asian: 1
- Caucasian: 54

- Hawaiian/Pacific Islander: 1
- Hispanic: 11
- Multi-racial: 1
- Native American: 2
- Other/Unknown: 12

Age:

- Under 18: 3
- 18–24: 5
- 25–59: 48
- 60+: 7
- Unknown: 10

Gender:

- Male: 7
- Female: 62
- Transgender/non-binary: 2
- Other/Unknown: 1

The U.S. Census bureau cites the median household income in the agency's service area ranges from \$77,588 in Pinal Co. to \$85,518 in Maricopa Co. (U.S. Census Bureau, 2023). Median household income in Apache Junction was \$58,619. During the last fiscal year, 65% of emergency shelter adults earned less than \$15,650 per year. Many of the survivors CAAFA serves in shelter are considered under-served: Rural/geographic isolation (approximately 10% of our shelter residents each year), men/boys (10%), ethnic/racial minorities (45%), victims with mental/physical/cognitive disabilities (13%) and low income (99%).

6. Explain how your agency will have adequate capacity to complete the project/service being requested.

Programmatic Capacity

A New Leaf's CAAFA adheres to the Arizona Service Standards for Domestic Violence Service Providers, the Arizona Service Standards for Sexual Violence Service Providers, and the Recommended Guidelines for a Coordinated Community Response to Adult Sexual Assault set forth by the Governor's Office of Youth, Faith, and Families. Services are designed with an empowerment philosophy, an anti-oppression framework that is healing centered, trauma informed, culturally sensitive, and strengths based. Services are provided in a sensitive, respectful, and nonjudgmental manner, where survivors are listened to and believed. Advocates empower survivors by prioritizing their safety, rights, needs, and wishes, and ensure that survivors have access to appropriate, accessible and quality services.

Dana Martinez, Director of DV and SV Services, provides oversight of 8 programs in the DV/SV Division, including CAAFA Shelter and CAAFA Outreach.. An employee of A New Leaf since 1996, Ms. Martinez has experience working with victims of sexual and domestic abuse, as well as homelessness.

Under Ms. Martinez's supervision, Cynthia Rodriguez, Associate Director of DV Outreach Services, manages CAAFA DV Outreach Services. Staff include a Community Engagement Coordinator, Program Manager, Administrative Support, two Lay Legal Advocates, and two Outreach Advocates.

Financial Capacity

Since the inception of its Domestic Violence (DV) services, A New Leaf has been able to provide quality, uninterrupted services to men, women, and children through grant funding, valuable partnerships, dedicated volunteers, and the generosity of local businesses and individuals. By leveraging such resources, DV Services has been able to maintain and expand facilities and services as the needs have changed over the years.

A New Leaf operates with diverse funding streams that include federal, state, and local funders along with various foundations and corporations. The agency also receives private and in-kind donations that aid in A New Leaf's commitment to its clients.

A New Leaf is currently operating with an approximate 60-day cash reserves for all programs to ensure the sustainability of services in the case of shortfalls in funding. The Government Grants and Contracts team maintains a schedule for applying for and renewing grants and contracts, as well as for meeting requirements for compliance. A New Leaf's Philanthropy team conducts fundraising activities to engage individual donors and corporate and foundation support to fill gaps in funding and to enhance services.

Financial oversight of the project will fall to John Moore, Chief Financial Officer. John holds an MBA in Finance from UCLA's Anderson School and a BA in Accounting from Cal Poly San Luis Obispo. He also completed an executive certification at Stanford Graduate School of Business and is a CPA (inactive). Known for his data-driven decision-making and cross-functional leadership, John has successfully secured multimillion-dollar grants, negotiated favorable contracts, and influenced state-level funding policies to benefit underserved communities.

Other Resources

Partnerships: A New Leaf/ CAAFA has established collaborative relationships with a variety of community partners to ensure a full continuum of care for the DV and SV survivors served through this project.

Apache Junction Police Dept - AJPD refers survivors to CAAFA; CAAFA offers training to AJPD officers on DV/SV dynamics and CAAFA services. A New Leaf offers a dedicated phone number for the AJPD to call to immediately assist survivors of DV/SV when safety is at risk.

Superstition Food Bank - to help supply necessary food and supplies to the families served.

Horizon Health: A New Leaf collaborates with Horizon Health to assist survivors by making referrals and by supporting survivors who are clientele of Horizon Health.

Empowerment Systems: Empowerment Systems offer support with employment, housing and nutrition assistance.

Gilbert PD - GPD refers survivors to CAAFA, and CAAFA assists survivors with needs they may have with their civil or criminal court processes.

Local motels – A New Leaf's staff work with a third-party booking site specifically designated for victim service providers to quickly book emergency hotel stays. These hotels are vetted by the booking site and ensure the hotels' responsibility in maintaining survivors' confidentiality.

Volunteers: A New Leaf's volunteers play a vital role throughout the agency. Individuals, businesses, churches, civic and community groups take an active role in the success of A New Leaf's programs. Volunteer hours are consistently provided in the areas of tutoring, recreational activities, sorting donations, gardening, landscaping, office assistance, and other projects that help to improve the lives of shelter residents. In FY25, A New Leaf engaged 91 individual community volunteers and 47 volunteer groups comprised of 573 people, contributing over 17,500 hours of valuable time to the operations of A New Leaf's programs.

Donations: Clients benefit from generous donations made by businesses, foundations, and individual community members. Annual drives for specific needs, including water, food and hygiene products for residents, are conducted on a regular basis by volunteer groups and individuals such as Eagle Scouts. Once the drive is complete, donations are brought to the agency's Basic Needs area for storage and distribution to individuals and families. Additional donations include new clothing, bicycles, household goods, cleaning items, homemade quilts, holiday gifts, and more.

7. Provide a list of your annual fundraisers and average amount raised.

A New Leaf hosts two annual fundraisers. The amounts are the averages of the last three years.

With One Voice: \$158,670
Camaraderie Gala: \$817,258

8. Are you listed on the www.211Arizona.org website?

Yes, A New Leaf is listed on the [211Arizona.org](http://www.211Arizona.org) website.

9. Have you participated in the following: a Project Connect event, a Health and Wellness Expo or the Apache Junction Community Resource Center in the past?

A New Leaf strives to be a valued community partner. Staff have participated in Project Connect, a Health and Wellness Expo, and the Apache Junction Community Resource Center in the past and will continue to participate in events to provide outreach materials and other resources to the community.

Project/Service Description:

Please describe the proposed project/service to be funded. Please address the following:

1. Who will be served?

CAAFAs serve under-served families, children, and adults experiencing domestic violence and other crisis situations. In FY25, 466 individuals served through A New Leaf's CAAFA programs, including 72 Apache Junction residents.

2. How will this project serve Apache Junction proper residents?

Located in Apache Junction, A New Leaf's CAAFA provides easy access to services for survivors of domestic and sexual abuse. Outreach advocates provide crisis intervention, resources and referral to assist survivors in obtaining the support needed to meet their specific needs. When needed, overflow shelter through hotel stays are provided. Outreach advocates also offer support groups and education classes for survivors.

In addition to direct services, A New Leaf staff participate in Apache Junction community events to provide education and outreach for those who may be seeking assistance.

3. What services will be provided?

The mission of A New Leaf's CAAFA DV Outreach is to empower individuals, families, and communities to be free from abuse through collaboration, prevention, awareness,

and support. The program, based in Apache Junction, is a key provider of domestic and sexual violence services in Pinal County, where there are limited services available and a high need.

According to the Arizona Department of Economic Security, 14,942 adults and children received services from mobile DV outreach, which was nearly triple the number of individuals who received shelter—5,588. As many survivors of Domestic Violence do not receive shelter services, the advocacy services provided by programs like A New Leaf's DV Outreach is crucial in filling this gap. (Arizona Department of Economic Security DOMESTIC VIOLENCE SERVICES REPORT, FY2024).

While emergency shelter is important to secure immediate safety, focusing responses solely on shelter services fails to address the diverse needs of victims and survivors. While many people who have been victimized may not be in immediate need of safety, the trauma of domestic violence may impact their ability to stabilize after they have left. By expanding these resources to those who do not seek shelter, A New Leaf is able to fill crucial community needs. A New Leaf's services help individuals through every step of their journey, whether that is helping individuals navigate the process of leaving, helping those in current crisis, or providing resources to those who are struggling after they have left a dangerous situation. Overall, this program helps individuals who have been victimized overcome barriers to independence and self-sufficiency.

Through its DV Outreach Program, A New Leaf offers individual advocacy, safety, basic needs, and support to vulnerable individuals and families in our community who are experiencing domestic or sexual violence and other crisis situations. Services include crisis stabilization, safety planning, basic needs, advocacy, and emergency hotel placement when safety is compromised. Services are personalized and delivered with consideration and understanding of the trauma victims have endured to support them in rebuilding their lives.

A New Leaf's trained advocates accept referrals from community partners to provide survivors with information and connection to needed shelter, support, and community-based services.

This program applies best practices that incorporate an understanding of the unique dynamics of domestic violence and its many co-occurring issues to achieve positive outcomes. This approach assists clients in rebuilding their lives by strengthening their capacity to deal with the complex issues they face while obtaining long-term safety and recovering from the impacts of domestic violence and other abuse. Healing centered and trauma-informed services are offered in an environment that is inclusive, welcoming, destigmatizing, and non-retraumatizing. Advocacy and support services are client-directed and empowerment-focused to support clients in reaching self-identified goals, obtaining needed community resources, and gaining long-term stability.

The DV Outreach Team's experienced staff offer:

- Crisis stabilization
- Immediate and long-term safety planning
- One-on-one advocacy and support
- Basic needs assistance
- Support groups
- Lay legal advocacy for protective orders and/or family court navigation
- Assistance with securing safe long-term housing resource
- Referrals to partnering organizations

In FY27, A New Leaf expects to serve 450 people (50 Apache Junction residents) through its outreach program.

4. What are the benefits?

A New Leaf's DV Outreach services provide crucial support to survivors of crimes that need help that a traditional DV shelter cannot provide. The following testimony illustrates how these services can be life-changing for Arizona residents:

Frank was referred to A New Leaf by law enforcement; the mother of his child was physically abusive, and he needed an Order of Protection. When arriving at A New Leaf, Frank was not aware that what he had experienced was in fact domestic violence. He had a stable place to stay, and did not need shelter, but was in need of other services.

Frank needed an order of protection for his child from his wife who was physically abusive. Lay Legal Advocates from A New Leaf's DV Outreach Team helped him obtain the Order of Protection for Frank and his child and then accompanied him to court when the child's mother contested it. With guidance from A New Leaf's DV Lay Legal Advocates, his Order was upheld and Frank successfully negotiated visitation rights with his child.

With help and education from A New Leaf's DV Lay Legal Advocates, Frank has a better understanding of his rights, and how to identify controlling behaviors and red flags in his relationships. He was also able to participate in counseling services and peer support groups to assist him in achieving stability for himself and his child.

As demonstrated by Frank's story, many people are lost in a labyrinth of confusing options when they seek help from a domestic violence situation. And while the stereotypical victim of domestic violence is a romantic partner escaping a threat, there are many other individuals who benefit from these services who might be in danger. A New Leaf's services assist survivors in regaining safety and well-being.

5. Provide a timeline and who is responsible.

Services are ongoing, and the DV Outreach Team is prepared to serve clients from Day One of contract execution. Under the oversight of Dana Martinez and Cynthia Rodriguez, direct service activities include:

Outreach Advocates:

- meet with clients and help them to gain access to resources.
- provide crisis intervention, resources, and referrals.
- help clients access emergency overflow shelter through hotel nights.
- coordinate support groups and educational classes.

Lay Legal Advocates:

- assist clients with navigating court processes such as filing for orders of protection, and emergency custody orders and visitation
- provide clients with safety planning, assistance with reporting violations of protective orders, information on victim rights, as well as gathering information and evidence
- Accompany or provide transportation assistance (e.g. bus passes, taxi, etc.) to court or other important appointments related to legal issues resulting from victimization.
- provide referrals to Community Legal Resources and support with safely exploring alternative options for legal remedies

Administrative Support:

- delivers assistance to clients and callers through crisis intervention, safety planning, providing information and referrals, education on DV and offering emotional support.
- provides basic needs to clients as appropriate while they are receiving services.
- conducts intakes for clients who walk-in to the outreach office.

In addition to direct service activities, the Administrative Support also runs data quality reports, submits monthly, quarterly, and annual reports, assists with distribution of program information, and other administrative tasks.

6. Where will the services be provided?

A New Leaf has an office site within the Apache Junction location. Services are provided at that site or other locations that are more convenient for clients. The goal is making services easily accessible for all clients, even for rural clients throughout Pinal County.

Outreach events take place in Apache Junction, Mesa, and other locales.

7. How will you provide the services?

A New Leaf uses a healing centered, trauma-informed approach to serving survivors of domestic and sexual abuse. Services are provided with focus on three intentional goals:

JUSTICE: The program assists DV and SV victims to understand and participate in the criminal justice system. Advocates partner closely with victims to help them navigate the civil court system and educate them along the way. A New Leaf's DV Outreach staff advocate for survivors within the system, offer court accompaniment, and provide ongoing moral support and encouragement as they face the difficult task of asserting their rights. It is also important to note that "justice" may mean something different to each victim, and many choose not to get involved in the criminal justice system. DV Outreach staff are available to help participants safely explore alternatives.

SAFETY: This program improves victims' immediate safety by helping to secure orders of protection and supporting victims as they participate in prosecutions of their abusers. DV Outreach Staff help improve victims' long-term safety by ensuring that through safety planning, understanding the dynamics of DV and SV, establishing abuse-free lives, accessing concrete supports, and achieving stability, they are equipped to maintain their safety in the community. Another important note is that DV and SV victims often struggle with emotional and mental safety as well. Whether or not their physical safety continues to be at risk, A New Leaf DV Advocates can help them safety plan to cope with and respond to emotional and psychological triggers in a safe and healthy way, and to stabilize their mental health.

HEALING: The program responds to helping clients heal in a number of ways. A New Leaf's DV Advocates provide case management, which often results in direct financial assistance to ensure that victims' basic needs (food, clothes, transportation, etc.) are met. These basic needs can be a tremendous barrier as survivors seek to get their lives back. This program helps victims access medical care, as appropriate, to address injuries, comorbidities related to neglected health, and other physical needs that may have been caused by or overlooked during their experiences with DV and SV. The project responds to victims' emotional needs through trauma-informed services, including supportive listening, support groups, personal advocacy, and referrals to mental health providers.

8. Are there any community partners in this project? If so, please list.

DV Outreach Team participates in several activities with the Town of Apache Junction's Parks and Recreation Department. Some of these activities are focused

on bringing awareness to the community of our resources and services. Other activities are geared towards creating safe spaces for survivors. For the second summer in a row, we will be hosting workshops for teens and parents separately to discuss Teen Dating Violence and Healthy Relationships. This summer sessions are held at the Multi-Gen Center in Apache Junction.

The DV Outreach Leadership Team meets with the Apache Junction Police Department on a monthly basis to ensure that the services we are offering to the community are helpful and relevant. In response to their feedback during these meetings, we were able to create a hotline number specific for law enforcement officers to access an emergency response protocol that helps them place DV/SV Survivors in a hotel when there is an immediate safety risk. Our Community Engagement Coordinator has also provided training to AJPD officers.

A New Leaf also participates in collaborations, designed to identify barriers and challenges and develop new strategies for efficient service delivery, as well as improve systemic response to DV. Collaborations include Arizona Coalition to End Sexual and Domestic Violence and the domestic Violence Fatality Review Team.

A New Leaf partners with multiple community agencies, including additional Family Advocacy Centers, government agencies, county attorney's offices, mental health and substance use service providers, Apache Junction Police Department, Superstition food Bank, Horizon Health, and local motels.

9. What is the project/service and agency goals?

With 55 years of service to local communities, A New Leaf recognizes the resilience, resourcefulness, and potential within every family. Lasting change is achieved by building on these strengths and offering personalized support that honors each person's goals and supports their progress toward stability.

Specific to the DV Outreach program, the primary objective is to meet people where they're at, meet basic needs, and assist with achieving safety and wellness.

Goals include:

Meeting Clients' Basic Needs

- To achieve this goal, A New Leaf will ensure accessibility to services through outreach and flexible services. Clients will receive basic needs, transportation, and flexible funding when needed.
- 450 clients (50 Apache Junction residents) will receive access to basic needs.

- Outcome: Within the 12-month contract period, 450 clients will have access to basic needs. 95% will report having an increased knowledge of community resources.

Ensure Client Safety

- To achieve this goal, staff will assist clients in assessing their safety and creating safety plans. Staff will also assist with obtaining Orders of Protection when necessary.
- 300 domestic violence and sexual survivors (30 Apache Junction residents) will be assisted with creating a safety plan.
- Outcome: Within the 12-month contract period, 85% of program participants will report knowledge of how to plan for their continued safety.

Improved Feelings of Well-Being

- To achieve this goal, staff will provide individual and group support, as well as connection to other services and resources necessary to achieve well-being.
- 300 domestic and sexual violence survivors (30 Apache Junction residents) will participate in case management, counseling, and group support activities.
- Outcome: Within the 12-month contract period, 85% of program participants will report feelings of safety and well-being.

Services are evaluated through the following methods:

- Intake and Assessment: basic client information is collected to provide an initial assessment and a baseline from which to measure progress
- Individual Service Plan: identifies client goals and objectives, strengths, and challenges
- Program Discharge Report: information about discharge destination, financial situation, ongoing goals, and social support networks is collected
- Satisfaction Surveys: used in determining effectiveness of services and to gauge the level of client confidence, knowledge, and skill development in a variety of areas

10. How and will you sustain this project after the agreement has ended?

Since the inception of its DV services, A New Leaf has been able to provide quality, uninterrupted services to men, women, and children through grant funding, valuable partnerships, dedicated volunteers, and the generosity of local businesses and individuals.

A New Leaf benefits from diverse funding streams that include federal, state, and local funders along with various foundations and corporations. The agency also receives private and in-kind donations that aid in A New Leaf's commitment to its clients.

A New Leaf is currently operating with an approximate 60-day cash reserves for all programs to ensure the sustainability of services in the case of shortfalls in funding. The Government Grants and Contracts team maintains a schedule for applying for and renewing grants and contracts, as well as for meeting requirements for compliance. A New Leaf's Philanthropy team conducts fundraising activities to engage individual donors and corporate and foundation support to fill gaps in funding and to enhance services.

Project/Service Budget:

Provide a detailed project budget and narrative based on activities indicated above including:

- 1. Amount being requested: \$20,000**
- 2. Amount of funding provided by your agency (include source)**

A New Leaf receives private grant funding, individual donations, and in-kind donations to support services. For this program, \$82,524 in private funding will assist in providing services to DV and SV survivors.

- 3. Amount of funding provided by partners (include source)**

A New Leaf's DV Outreach program is funded by the following partners:

- AZ Department of Public Safety (VOCA Funding)- \$285,804
- AZ Department of Economic Security- \$227,464

- 4. A detailed narrative of the costs**

- Salaries - A New Leaf requests funding to pay for .2 FTE of the Administrative Support position. This position provides both direct care and administrative activities necessary for providing services to DV and SV survivors. (\$44,754 annual salary x .2 = \$8,951).
- Employee-Related Expenses (ERE)- ERE includes payroll taxes, health and life insurance, and retirement benefits. Providing benefits assists in obtaining and retaining quality staff. ERE are calculated at 22.5% of salaries (\$8,951 x .225 = \$2,104).
- Flexible Housing Stability Funds- These funds help vulnerable households remain housed by helping with utilities, food, transportation, or other vital needs (\$615.83/mo. x 12 months = \$7,390).

- Indirect Costs- Indirect expenses cover accounting, contract management, IT, and other activities necessary for providing services at CAAFA. This is calculated at the federally-approved 15% de minimis rate of modified total direct costs (MTDC); for this request, the MDTC is \$10,965 ($\$10,965 \times .15 = \$1,645$).

The total request is \$20,000.

5. What percentage of your agency's total annual budget is this funding request?

The total DV Outreach project budget is \$615,792. The \$20,000 requested from Apache Junction represents 3% of the project budget. A New Leaf projects that 11% of program participants will be Apache Junction residents.

The agency's total annual budget is \$43,552,126; the Apache Junction request is less than .5% of the total budget.

6. Indicate if you would accept partial funding and if so, provide the minimum amount and how your project will change.

Each funder is a valuable partner to A New Leaf. Uniting with various municipalities strengthens our ability to serve, as we collaborate to achieve a common goal of improving the lives of underserved, vulnerable populations. A New Leaf is willing to accept partial funding in order to maintain our valued partnership with Apache Junction.

A New Leaf would accept \$13,500 for the DV Outreach project. This would impact the flexible funding available for client needs. If funded, A New Leaf wishes to leverage Apache Junction funding for salaries and ERE as match toward A New Leaf's AZ DPS (VOCA) contract.