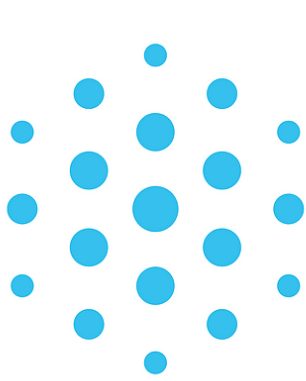


EST. 2017

COMPLETE FREE PERSONALIZED 1:1 TUTORING K-12



American Assimilation Helpline!

ACADEMICS

COMPUTER SCIENCE

The AAH! Learning Lab

Presented To: The United Way of Greater Atlanta

Date: November 3, 2021

Elly Kang, Abhishek Kona, Abhinav Kona
American Assimilation Helpline!
1200 Fairfield Dr
Marietta, GA 30068



Finalist Proposal

ORGANIZATION/FISCAL AGENT INFORMATION

Program/Initiative Name: AAH! Learning Lab

Organization/Agency Name: American Assimilation Helpline

Organization/Agency Street Address: 1200 Fairfield drive

City: Marietta
30068

State: GA

Zip:

Lead contact: Sirisha Narasapurapu
freetutoring@americanassimilationhelpline.org

Email:

Phone: 770-856-7967

EIN (if applicable): 86-1822706
www.americanassimilationhelpline.org

Website (if applicable):

Does the applicant/organization/agency have 501(c)(3) status?

Yes Yes – If yes, attach proof of status.

_____ No – if no, then complete the following section for your Fiscal Agent.

Fiscal Agent Name (if applicable): Sirisha Narasapurapu

Fiscal Agent Address: 1200 Fairfield drive

City: Marietta

State: GA

Zip: 30068

County: USA

Contact Name: SirishaNarasapurapu
freetutoring@americanassimilationhelpline.org

Email:

Phone: 770-856-7967

EIN: 86-1822706

Attach proof of fiscal agent 501(c)(3) status.

**2021 United Way SPARK Prize
Finalist Executive Summary**

Program Name: AAH! Learning Lab

Organization Name: American Assimilation Helpline!

Organization Staff Presenting Name: Elly Kang, Abhishek Kona, Abhinav Kona

Requested Grant Amount (up to \$20,000): \$20,000

Project Summary:

According to the Census Department Household Pulse Survey, which measures things such as computer and internet access for online learning, roughly 4.4 million households in the United States have computer access "sometimes, rarely or never" (See Appendix A: Pulse Survey) For internet access, the numbers were similar as 3.7 million listed their frequency of internet access as "sometimes, rarely or never." If a child lives in such a household, not only can they not often excel, but they may also not even meet the basic requirements of their classes as homework and study assignments have moved increasingly online. During the early months of the Covid-19 pandemic, students without devices were locked down. If they did not have access to either a computer or the internet, they were unable to participate in online learning. And if they did have the access, they often shared this access with siblings or even parents who required access for themselves. These limitations, combined with a lack of face-to-face teaching and one-on-one individualized help, mean many children in Cobb are falling further behind as Covid-19 complicates an already challenging academic environment (See Appendix A: WSBTV)

The Covid-19 pandemic continues to drag on. Already schools across Georgia have been forced to return to a virtual learning environment. With up to 8,000 unmet laptop and tablet requests, Cobb County is unprepared technologically to meet the potential crisis should the county be required also to go virtual.

Proposed Solution:

The AAH! Learning Lab will be a mobile computer lab that will travel throughout the most vulnerable areas of Cobb County (based on the United Way of Greater Atlanta's Child Well Being Map) to set up and provide device and internet access on a scheduled basis to Cobb students suffering from insecurity. Through our already established network of tutors, the

AAH! Learning Lab will also offer free one-on-one educational assistance to students who need additional help.

I. Project

Statement of Need

The population of the Cobb County School District in 2020-2021 was 107,379 students in grades K-12. Of those students, the number of students who identify as "non-white" was 69,903 or 65.1 percent. According to the 2020 Census, of the minority population in Cobb, 17.4 percent of African Americans, 24.9 percent of Asians, and 38.7 percent of Hispanic citizens were foreign-born. As a result, a significant portion of Cobb students is first-generation American. The census also shows that 8.3 percent of Cobb residents live at or below the poverty line. According to the most recent census data, one can expect that roughly 8.3 percent of students or 8,912 Cobb students live at or below the poverty line (See Appendix A: Census.gov). Forty-three (43) percent of Cobb residents have either a high school diploma (or equivalent) or did not graduate high school (See Appendix A). By contrast, the total US population with at least a high school diploma is 90.6 percent. Nationally that means that 9.4 percent of Americans did not graduate high school. At the same time, that number is 23.4 percent in Cobb. Thus, many young Cobb students are being raised and taught at home by parents who did not themselves graduate high school. The Pew Research Center reported in June 2021 that of families earning \$30k or less each year, only 76 percent have a smartphone, 59 percent own a laptop or desktop, and 41 percent own a tablet device (See Appendix A). As of August 2020, Cobb County School District had 8,000 unfulfilled requests for county-issued laptops or tablets (See Appendix A). This lack of device access can severely hamper a student's ability to receive the much-needed educational assistance. Often, parents of these students cannot provide academic support as they are unfamiliar with the taught materials or did not learn themselves.

According to Cobb's 2050 population forecast, the overall population is expected to grow by 40 percent to over a million people, with 21 percent Hispanic (up from 15 percent in 2015) (See Appendix A). As these residents move into Cobb, many will be foreign-born and potentially non-native speakers, so the number of children growing up in a household where English is a second language will also grow. As the subject material gets more complicated by high school, the need for secondary support becomes even more critical.

According to the Census Department Household Pulse Survey, which measures things such as computer and internet access for online learning, roughly 4.4 million households in the United States have computer access "sometimes, rarely or never" (See Appendix A). For internet access,

the numbers were similar as 3.7 million listed their frequency of internet access as "sometimes, rarely or never." If a child lives in such a household, not only may they not be excelling, but (s)he may not be meeting the basic requirements of their classes as homework and study assignments move increasingly online. During the early months of the Covid-19 pandemic, students without devices were locked down. If they did not have access to either a computer or the internet, they could not participate. And if they did have the access, they often shared this access with siblings or even parents who required access for themselves. These limitations, combined with a lack of face-to-face teaching and one-on-one individualized help, mean many children in Cobb are falling further behind as Covid-19 complicates an already challenging academic environment.

Proposed Solution

The AAH! Learning Lab, a mobile computer lab comprised of 25 laptops that will move routinely throughout Cobb County, providing after-school and evening device and internet access to Cobb students who suffer from device or internet insecurity in their homes.

Our goal for The AAH! Learning Lab is to have 150 new students utilize the lab in year one. Using a non-duplicate student head count we will measure program progress and success.

Loaded with subject-specific software, Georgia Milestones test prep, and Microsoft Office 365, our devices will allow students the supplemental support they need to complete assignments, utilize additional study time and improve test scores. For those students who require more intensive assistance, our devices will allow students to schedule a one-on-one tutoring session with our network of volunteer tutors thru the American Assimilation Helpline! Website. As mentioned in our Logic Model (See Appendix C: Logic Model), we will be measuring software package usage rates by sessions used to better determine which learning tools our students use most frequently. We will also provide surveys to measure satisfaction with the AAH! Learning Lab as well as specific software packages. For virtual tutoring sessions we will survey student satisfaction as well as survey student progress from our tutors.

For high school students who are also moving into the workforce, The AAH! Learning Lab will provide resume building and job application assistance and a reliable and well-lit setting for conducting virtual job interviews. We will be surveying high school lab students to determine job assistance needs. Additionally, our goal is to provide resume, application, and interview job assistance to 5 Cobb parents in 2022. We will survey parents who drop-off students to determine work assistance needs (See Appendix D: Goals & Objectives)

During the summer months, The AAH! Learning Lab will host summer camps in Computer Science, providing a curriculum based on programs such as CS for All and CS First.

Feasibility

The AAH! Learning Lab was explicitly designed to be an innovative, low-cost approach to providing computer and internet access to students. We have done this, in part, by partnering with organizations throughout Cobb to provide multiple locations for the AAH! Learning Lab, such as The Lutheran Church of Incarnation, The Cobb County Public Library System, and the Cobb County Department of Parks and Recreation. By reducing the launch costs, we have helped ensure the short and long-term viability of the program. The Spark Prize funding will not only fully fund the launch of The AAH! Learning Lab but will allow for additional locations to be secured or additional devices to be purchased.

II. Innovation, Replication and Collaboration

A New, Innovative Approach

Typically, students who need additional help have few options. They can ask a teacher to stay after school, which is then dependent on several factors (teacher availability, transportation, etc.), or a private tutoring service that can cost families hundreds of dollars a month. They could utilize the computers at the public library. Yet, these devices are often limited in number, require a library card or ID (which many students do not have), and lack vital supplemental software for learning. Also, library staff is often unfamiliar with computers beyond essential maintenance and upkeep. So, students needing help beyond simple internet browsing often find these computers unhelpful.

The AAH! Learning Lab computers will be an all-encompassing learning tool where students, regardless of grade level or subject, and regardless of where they attend school, will be able to get the help they need to either keep pace with their studies or get ahead by having the quiet learning time they need.

Students who cannot afford private tutors or test preparation courses will no longer fall behind because they cannot compete with their peers financially. Since 2017 AAH! has built a network of over 600 volunteer teachers who provide one-on-one virtual tutoring sessions. Students can simply register through our website to schedule their sessions. The AAH! Learning Lab will provide a dedicated space where students schedule and sit through those sessions undisturbed. The AAH! Learning Lab closes the supplemental educational support gap.

III. Alignment

United Way of Greater Atlanta Child Well-Being Priorities

The AAH! Learning Lab aligns with The United Way of Greater Atlanta's goals of Creating Strong Learners and College and Career Ready. Furthermore, The AAH! Learning Lab meets the United Nations Sustainability Goal #4 of Quality Education which seeks to "Ensure

inclusive and equitable quality education and promote lifelong learning opportunities for all." Lastly, The United Nations Sustainability Goal #10 of "Reducing inequalities within and among countries" is met by providing access to educational support to underprivileged students normally reserved for families with significant financial resources.

With an unemployment rate of 2.6 percent, Cobb is well below the national average. But that still means nearly 20k Cobb residents are unemployed. Based on the ethnic makeup of Cobb, some 8,700 adults who identify as "non-white" are unemployed. Often these adults are non-native speakers who are learning English. Trying to find gainful, full-time employment can be difficult if you are struggling with a language barrier. If these residents lack resources or transportation, they find it challenging to attend interviews. And suppose they do not have regular and reliable access to either a computer or the internet. In that case, they are incapable of effectively applying for jobs online or maintaining correspondence with job providers. The AAH! Learning Lab will offer to parents of Cobb students the same resume and job application assistance available to working-age students. Parents can also utilize The AAH! Learning Lab for virtual job interviews. For parents who qualify as ESL, access to language learning software (Rosetta Stone) will be provided free of charge. Through this holistic approach to family educational success, AAH! is helping to ensure the academic success of future generations.

Men with bachelor's degrees earn \$655k more on average than high school graduates. For women, this number is \$450k (See Appendix A). The economic impact of educational advancement cannot be over-stated. If a parent did not graduate high school, they are less likely to read to their children. They ask fewer questions and have a less complex vocabulary. By age three, the children of parents who receive public assistance hear approximately one-third fewer words than children of wealthier (and ostensibly more educated) parents (See Appendix A). And even if these children are successful enough to make it to college, they drop out at a rate of roughly 33 percent of their parents did not graduate college themselves, as opposed to 14 percent of college students who drop out despite their parents having a college degree.

Each of these factors helps to contribute to 13 percent of Cobb students who currently drop out. School-age children who do not have an adequate device or internet access suffer academically. And if they drop out and have children, those children are equally likely to suffer academically. And if their parents are non-native speakers who struggle to find full-time employment, they are less likely to provide their children with adequate devices or internet access.

IV. Target Demographic

Zip Codes Serviced

The AAH! Learning Lab will launch within three locations across Cobb County.

First, AAH! will be utilizing the Switzer Library (266 Roswell St NE, Marietta, GA 30060). With a child well-being score of 36.1, 30060 is amongst the most vulnerable child population in Cobb

County. Just 21.4 percent of students are proficient or above third-grade reading standards, and the high school graduation rate is 12 percent below the regional average.

In 30008, The AAH! Learning Lab will be set up at The Fair Oaks Recreation Center (1465 W Booth Rd Ext SW, Marietta, GA 30008). In this zip code, 44 percent of families are not financially stable, and 21 percent of adults do not have a high school diploma. This means that a significant portion of the over 8,600 children living in this zip code are financially insecure or have a parent who did not graduate high school. As previously mentioned, these are predictors for children who themselves will drop out or not graduate.

Lastly, as students who live in 30068, AAH! feels it essential to make a difference here. While the children in 30068 do not suffer from the same insecurities, 10 percent of families are not financially stable. Thus, there are students living in vulnerable situations. Given the economic stability of their peers, these students are especially vulnerable if they are unable to keep pace. AAH! believes that all children be given the same educational opportunities, even if they find themselves living in an economically robust zip code. In this zip code, The AAH! Learning Lab will be located at The Lutheran Church of the Incarnation (1200 Indian Hills Pkwy, Marietta, GA 30068).

Constituency

While AAH! is at its' core an organization founded to assist low-income minority and refugee students, The AAH! Learning Lab will provide access to any Cobb student in grades K-12 who needs additional educational support regardless of gender or ethnicity.

V. Measures

Number Impacted

With over 27,000 children within the three launch zip codes of The AAH! Learning Lab, the potential reach of our program is exciting! In 2021, in just our third full year of operation, AAH! has provided one-on-one tutoring via our online portal to 96 Cobb students. By adding the mobility and accessibility of The AAH! Learning Lab, we hope to reach 150 new students in 2022 (See Appendix D: Goals and Objectives).

Differences

Historically AAH! has not captured data on the grade and test improvements from our online tutoring platform. The AAH! Learning Lab will allow the organization an opportunity to better track and monitor our recurring students' progress. Whether it be GA Milestones scores, test grades, or simply homework completion percentage, AAH! expects that measurable grade and test score improvements will be evident. Due to access to STEM subjects such as Computer

Science which are often unavailable in schools, we anticipate improvements in the number of serviced students who pursue these educational tracks. By surveying the students who utilize The AAH! Learning Lab, we will be able to identify areas of need and better tailor the support we offer to each student as an individual. AAH! will also receive survey feedback from our virtual tutors regarding individual student progress and/or need.

VI. Budget

Total Budget

The total budget for The AAH! Learning Lab is \$19,868.49. See Appendix B: Program Budget for budget spreadsheet and detailed line item justifications.

VII. Sustainability

Structure

Our primary focus is creating reliability amongst our students. Students must count on the availability of The AAH! Learning Lab in their area at its' normal scheduled time and day. At launch AAH! plans to offer The AAH! Learning Lab once a week at each of the three designated locations. We anticipate an M/W/F model whereby our students can make visiting The AAH! Learning Lab a part of their typical school week. Each of our three founders will serve as staff for the lab once a week, meaning our founders will be hands-on in the lab every day the lab operates.

AAH! has an in-person lab assistant list that contains 20 volunteers currently signed up to help staff and monitor the lab.

AAH! is currently working on securing a fourth lab location in Cobb zip code 30126 which will add an additional day to the program schedule and expand our student reach.

Exposure

Leading up to launch, and in the first quarter of 2022 AAH! will be increasing program awareness. AAH! has a targeted, multi-faceted plan for increasing program awareness, including contacting all schools (K-12) within our launch zip codes regarding speaking opportunities, digital flyers for Cobb families, and flyer postings within schools. This will also include working closely with school social workers. The AAH! Learning Lab will be listed on the Cobb Community Connection site under "Education" for families looking for additional resources from non-profits.

AAH! Has met with Kim Blass, Chief Impact Officer of Marietta City Schools, regarding The AAH! Learning Lab. She expressed interest in the program and requested details on the locations and schedule of the program at launch. As of October 27, The AAH! Learning Lab has been given program approval (pending funding) to begin working in cooperation with Marietta City Schools. This access will allow The AAH! Learning Lab to be offered all students directly through their school.

We have also been in contact with Alex Soto, Assistant Principal of Park Street Elementary School. He asked that AAH! provide flyers, in both English and Spanish, advertising The AAH! Learning Lab so he may include them in students' folders sent home every Thursday.

Fundraising

AAH! has not previously had a long-term or ongoing fundraising campaign. We have created our fundraising strategy as we move forward.

Our website is now equipped with a "Donate Now" button-thru which donors can easily make mobile donations with just a few clicks.

Our social media will now be utilized as a fundraising tool. All branded posts to Instagram will include a caption directing users to the link in our bio that redirects to our donation page.

In Q1 of 2022, AAH! will host an open house at each of our The AAH! Learning Lab locations. These will serve two purposes as they allow students and families to meet our organization, see the lab, and become a user. We will also use these open houses to invite friends, family, and coworkers from our network to visit and potentially become donors.

Appendix A

¹ Explore census data. (n.d.). Retrieved October 14, 2021, from <https://data.census.gov/cedsci/table?q=Employment+by+ethnicity&g=0500000US13067&tid=ACSDP1Y2019.DP03>.

² *Demographics*. Demographics | Cobb County Georgia. (n.d.). Retrieved October 14, 2021, from <https://www.cobbcounty.org/economic-development/why-cobb/demographics>.

³ Vogels, E. A. (2021, September 10). *Digital divide persists even as Americans with lower incomes make gains in tech adoption*. Pew Research Center. Retrieved October 14, 2021, from <https://www.pewresearch.org/fact-tank/2021/06/22/digital-divide-persists-even-as-americans-with-lower-incomes-make-gains-in-tech-adoption/>.

⁴ Staff, W. S. B. T. V. N. (2020, August 28). *Cobb County Schools gives out 31,000 laptops but still needs 8,000 for students*. WSB. Retrieved October 14, 2021, from <https://www.wsbtv.com/news/local/cobb-county/cobb-county-schools-gives-out-31000-laptops-still-needs-8000-students/DIP57QWJDZEF7CE5V3YBC6JXEM/>.

⁵ *Arc: Cobb's population to top 1 million by 2050*. ARC: Cobb's Population to Top 1 Million by 2050 | Cobb County Georgia. (2019, October 25). Retrieved October 14, 2021, from <https://www.cobbcounty.org/communications/news/arc-cobbs-population-top-1-million-2050>.

⁶ *The link between family background and academic success*. Institute for Family Studies. (n.d.). Retrieved October 14, 2021, from <https://ifstudies.org/blog/the-link-between-family-background-and-academic-success>.

⁷ *How parents' education level affect children's success*. Lamar University Online. (2021, August 12). Retrieved October 14, 2021, from <https://degree.lamar.edu/articles/undergraduate/parents-education-level-and-childrens-success/>.

Appendix B

AAH! Learning Lab Budget for Fiscal Year 2022

	Amount	Total
Revenues		
Spark prize	\$19,868.49	
Additional Funding Sources	\$0.00	
Total Revenues		\$19,868.49
Expenses		
Lenovo IdeaPad 3	\$9999.75	
Microsoft Office 365	\$1500.00	
Study Island	\$1000.00	
GA Milestones Assessment Program	\$899.75	
IXL	\$1079.00	
Rosetta Stone	\$895.00	
McAfee AntiVirus	\$69.99	
Rent (Switzer Library)	\$1200.00	
Rent (Fair Oaks Rec Center)	\$0.00	
Rent (Lutheran Church of Incarnation)	\$0.00	
Internet Access	\$0.00	
Lab On-Site Staff	\$0.00	
Online Tutoring Staff	\$0.00	
Marketing	\$1000.00	
Insurance	\$1725.00	
Lab Materials	\$500	
Total Expenses		\$19,868.49

Appendix B

American Assimilation Helpline! AAH! Learning Lab Spark Prize Proposal Budget Justification

Budget Term: Fiscal Year 2022 (January 1, 2022, thru December 31, 2022)

Revenues - \$19,868.49 (Total Revenues for this project)

\$19,868.49 Spark Prize: The Spark Prize will be the sole source of funding for the program at its' launch.

Expenses - \$16,643.49 (Total Expenses for this project)

\$1,200 Rent: The AAH! Learning Lab will be utilizing three initial locations during the first year of the program. These locations will be the: Switzer Public Library, at which monthly rental cost is \$100/month, The Church of the Incarnation (\$0/month), and The Fair Oaks Recreation Center (\$0/month).

\$9,999.75 Equipment: The AAH! Learning Lab will be purchasing 25 Lenovo IdeaPad 3 laptops, Model number 81W1018XUS (Retail price \$399.99/unit).

\$1,500 Microsoft Office 365: The AAH! Learning Lab will be purchasing 25 device licenses for Office 365. They are \$5/month or \$60/year/device. (25 devices *\$60 = \$1500).

\$1,000 Study Island: Thru Edmentum AAH! Learning Lab will purchase 25 user licenses for Study Island. Licenses are \$200/5 users/year or \$40/user/year (25 users *\$40/year = \$1,000).

\$899.75 GA Milestones Test Prep: Purchased thru Georgia Test Prep, the Milestones prep program is \$35.99/device (user). AAH! Learning Lab will be purchasing 25 device (user) licenses (\$35.99 * 25 = \$899.75).

\$1,079 IXL: Access to IXL will be purchased thru a "Classroom" license offering all subjects and all grade levels for up to 30 devices. The cost of this access is a flat fee of \$1,079.

\$895 Rosetta Stone: AAH! Learning Lab will be installing Rosetta Stone (Lifetime access/unlimited languages) on 5 devices. The cost for this access is \$179/device (\$179/device * 5 = \$895).

\$69.99 McAfee Antivirus Software: Yearly access for unlimited devices is \$69.99.

\$1,000 Marketing: AAH! Has budgeted 12 percent of the overall budget for marketing costs in year one. Estimated costs include printing of ad materials (flyers, etc), Open house costs including food and drinks.

\$1,725 Insurance: Based on quote from Insureon, cost to ensure a non-sports afterschool program is \$69/student possible per lab day. Our budget assume maximum possible expenditures given a full lab of 25 students per day (25 students in lab each day *\$69 = \$1,725).

\$500 Lab Materials: Includes items such as paper (College ruled \$2.59/pack, pencils (No.2 package of 72 \$9.19 each), masks (100 disposable masks/\$14.99)

Complimentary Costs - \$0

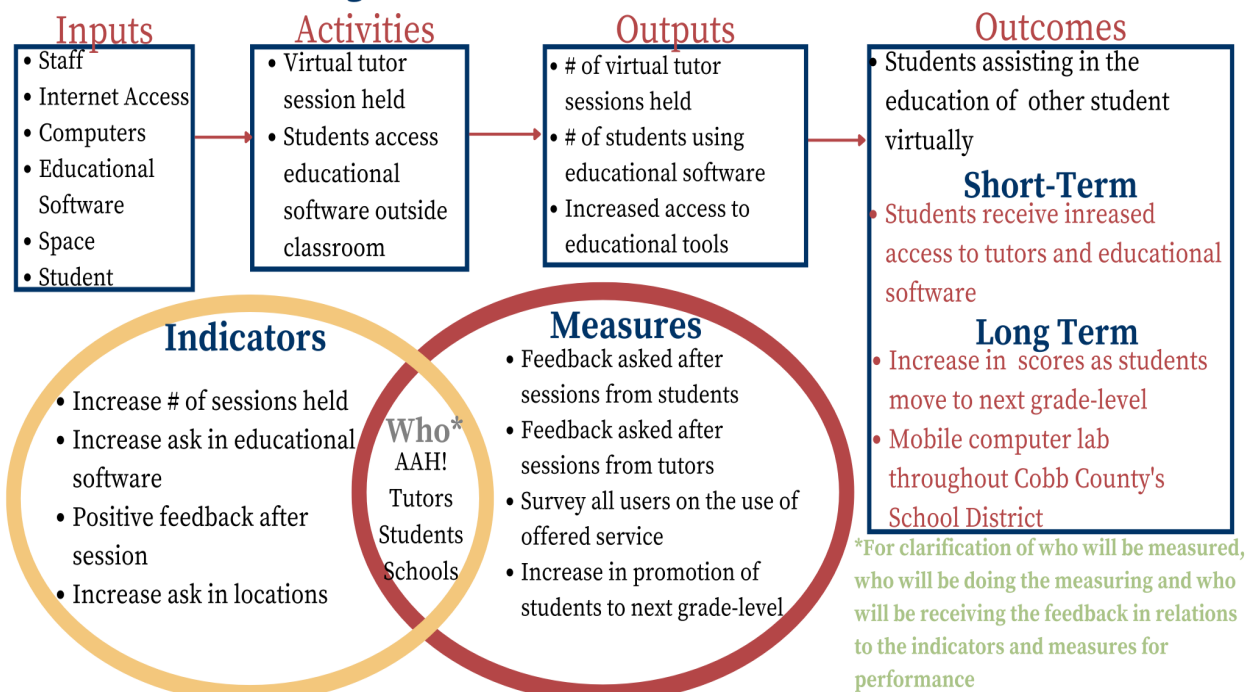
\$0 Staff: American Assimilation Helpline! founders Elly Kang, Abhinav Kona, and Abhishek Kona will be staffing the AAH! Learning Lab 1 day/week each. They will be donating t his time as volunteer hours.

\$0 Online Tutoring Staff: AAH! tutoring staff is made up of volunteers who have been donating their time to our one-on-one online platform since its inception in 2017. These volunteers will continue to contribute hours in AAH! Learning Lab students who utilize our online tutoring sessions.

\$0 Internet Access: Thru our partner and rental locations, The AAH! Learning Lab will be able to utilize free public Wi-Fi.

Appendix C

AAH! Logic Model with Performance Measures



Appendix D

American Assimilation Hotline!

AAH! Learning Lab Proposal

Goals and Objectives

10/28/21

Official Goals:

- I. **American Assimilation Helpline! (AAH!) is a non-profit dedicated to providing academic, computer science, and health assistance along with career guidance to reduce the equity gap for marginalized students through equal access to opportunities.**
 - a) **Create a totally mobile computer lab that moves throughout CCSD.**

Resource Goals:

- II. **Establish community relationships to provide multiple lab sites where students from throughout Cobb County can gain easy device and internet access.**
 - b) **Launch initial three locations, begin scouting additional two. Suggest Rec centers and libraries as rent is inexpensive and Wi-Fi is free.**
 - c) **Contact school administrators regarding opening channels of access to distribute information about lab. *Update 10/27 Kim Blass contacted, Impact Officer at Marietta City Schools. Also Alex Soto, Asst. Principal at Park Street Elementary.**

- III. Form a strategic partnership with equipment/software creators to increase total number of devices/licenses available.
 - a) Contact device manufacturers, hardware sales stores (Retail/Repair/Recycling) about potential donations. Inquire about large scale discounted software licensing agreements.
- IV. Develop volunteer staff from AAH! student peers who are willing to staff lab.
 - b) Create signup sheet and begin to identify and solicit volunteers. *Update 10/27 AAH! Has signed up 20 volunteers.

Market Goals:

- V. Create multiple sites of service throughout Cobb County School District (CCSD).
 - c) See Objectives under Resource Goal II
- VI. Expand market awareness throughout all elementary, middle and high schools in CCSD.
 - d) Contact school administrators about flyer placement, inclusion in email newsletter, county wide after school program approval. *See notes regarding school contacts thus far.

Innovation and Change Goals:

- VII. Ensure lab is 100% mobile and able to move seamlessly throughout CCSD.
 - e) Secure carts, laptops/tablets only, software preloaded. Lab should be both portable via vehicle and easily dismantled for movement.

Productivity Goals:

- VIII. Expand reach of program in calendar year 2022 to service 150 total clients (non-duplicates).
 - f) School contacts, also asking current client base for referrals to other students who may need assistance.
 - g) Create surveys for students measuring lab satisfaction and software usage to ensure accurate headcount.

