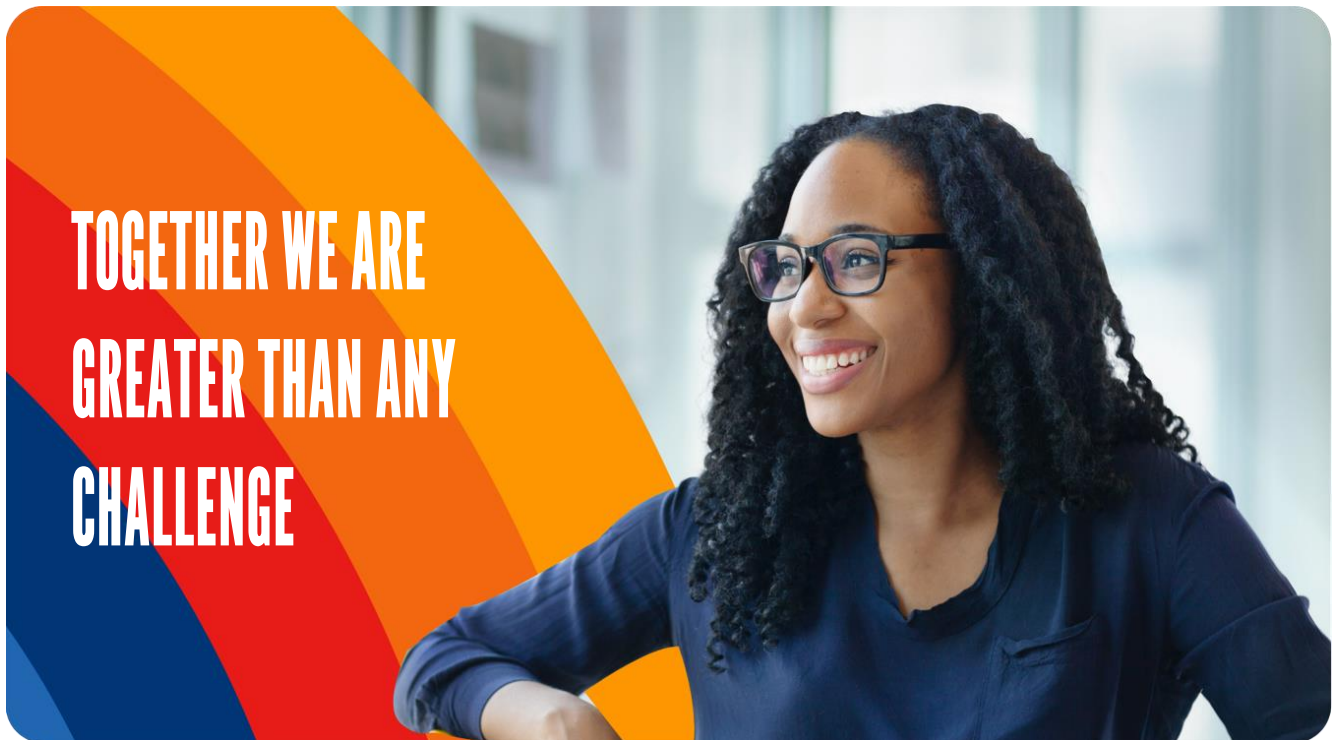


UNITED WAY SUNCOAST

COMMUNITY INVESTMENT GUIDELINES

For the funding cycle beginning July 1, 2022 and ending June 30, 2025



United Way Suncoast



unitedwaysuncoast.org



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How to Use this Guide

Before You Apply

The United Way Suncoast (UWS) Community Investment Guidelines are meant to give a detailed overview of who we are and how our funding process works. It includes requirements on eligibility, reporting, and programmatic focus. You should read each section carefully, as we have tried to be detailed in our instructions and to anticipate the most frequently asked questions about our grantmaking priorities. The first sections of the document contain information relevant to **all** applicants, with details pertaining to specific funding streams found at the end. In the Appendices, you'll even be able to preview the questions asked in our application.

This is primarily a digital document and contains many [hyperlinks](#) to outside resources and materials that help give a broader view of our work in the community and how we collaborate with our strategic community partners. To follow the links, hover over them and follow the prompt. This will also work with the Table of Contents.

During the Application Window

Certain application questions for both the Letter of Intent phase and Request for Proposal phase reference specific sections of this guide. Our goal was to provide an easily accessible resource to set up each applicant with a clear understanding of the question we are asking. The orange page numbers in the bottom right corner of each page will correspond to the page numbers referenced in the application.

Alternative Resources

While not a replacement for this guide, we wanted to acknowledge that video and audio resources can be a very helpful tool. In addition to the links included in the document, we invite you to review the following:

- Our [Community Investment webpage](#), which will contain a pre-recorded informational PowerPoint presentation (to be posted after November 10, 2021)
- The [Suncoast Snapshot](#) video series
- The [Freedom to Rise](#) podcast series

Questions and clarifications about the investment process are welcome and should be directed in writing to communityinvestments@uwsuncoast.org



Funding Overview and Eligibility

About United Way Suncoast

Our mission is to provide leadership that improves lives and creates lasting community change by mobilizing the caring people of our communities to give, advocate, and volunteer. United Way Suncoast provides pathways to education and financial stability that give everyone in our community the freedom to rise. [United We Rise, United We Win](#)

About the funding

United Way Suncoast (UWS) is seeking applications from nonprofit organizations to receive funding for programs in our focus areas of **early learning, financial stability, and youth success with an emphasis on our priority population, ALICE**.

ALICE is an acronym that stands for Asset Limited, Income Constrained, Employed. The ALICE population represents hardworking yet struggling residents who have little or no savings and are often one emergency from falling into poverty. You can find more information on ALICE on page 12 of this document.

Funding will be provided to qualifying programs for up to **three years**, contingent on program performance and continued availability of funds, and is expected to range from \$30,000 to \$150,000 annually (~average of \$75,000). Funding will begin on July 1, 2022.

Our investment streams are open to any eligible human services agency and are competitive. Please thoroughly read these guidelines before applying. By investing in community partners with their own individual and innovative approaches to supporting ALICE households, our goal is to create a collective impact on the success of children, youth, adults and families.

There are six available funding streams across our five-county footprint. Each funding stream is linked to strategic initiatives of UWS. The available streams are:

Hillsborough and Pinellas Counties

1. Early Learning Investment Stream
2. Financial Stability Investment Stream
3. Youth Success Investment Stream

Manatee County

1. Early Learning Investment Stream

Sarasota and DeSoto Counties

1. Early Learning Investment Stream
2. Financial Stability Investment Stream

The 2022 application for funding is a multi-step process as follows:

1. Applicants will submit a Letter of Intent (LOI) for **each** program they wish to be reviewed for funding. This is to be completed in E-CImpact, an online grant management system. LOIs will be reviewed to determine if an organization meets the qualifications necessary to be invited to complete a full application.
2. Agencies that meet eligibility criteria and that align with United Way Suncoast's priorities will be invited to submit a full proposal (RFP) in E-CImpact.

Investment Process Principles

United Way Suncoast is committed to being an excellent steward of donor dollars through our investment process with clear investment objectives linked to strategic priorities across the region. In order to uphold these values, we have developed a key set of investment process principles.

Our investment process principles are:

Accountability: The shared responsibility of United Way Suncoast and grantees to follow guidelines, meet deadlines, and report data in an accurate and timely way.

Collaboration: Communicating and sharing a clear and measurable vision around specific issues or topics and working together to solve these issues.

Commitment to results: Organizational commitment to using data for continuous improvement in partnerships with programs and initiatives supported through investments.

Diversity, Equity and Inclusion: Using equity data as a lens to influence our work and discussing the need and benefits of diversity and inclusion in our supported programs and within our communities.

Shared learning and training: Working alongside agencies through learning communities. Providing learning and training opportunities for grantees.

Transparency: Open and honest communication with grantees and setting clear expectations for performance.

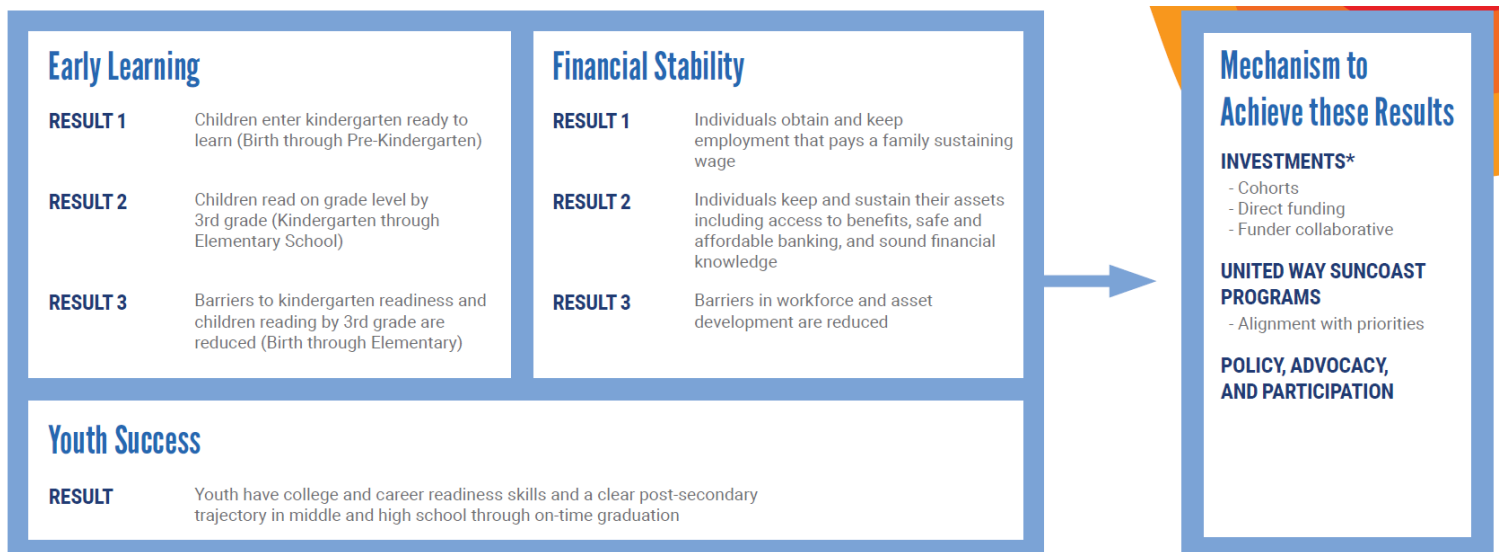
Our Goals and Why We Fund

At UWS, we prioritize our role as a collaborator and convener. Our ability to fund good work is tied directly to our ability to fundraise by telling the story of collective impact across our own programs and those with whom we partner. We believe that a community investment goes beyond dollars granted; we invest in a partnership of shared successes as well as shared learning.

Through partnership, we lift up families as they cultivate a future beyond the circumstantial constraints put on them. We provide choices. We provide opportunities. We create space for families to grow without limitations, elevating communities by building a future with equity for all. Lasting change cannot happen alone. We unite our community around our strategic focus to motivate and encourage activism and change.

Partners who receive funding through the 2022 Community Investment can expect an active collaborator in UWS. Any expertise or knowledge that we can share, we will. Any opportunity we have to listen and learn, we will do that as well. We aim to build a diverse cohort of on-the-ground programs that connect and build upon each other's impact to the betterment of the families in our Suncoast region.

OUR INVESTMENT FRAMEWORK



Who can apply for funding?

The 2022 UWS Community Investment is open to nonprofit organizations serving the Suncoast region of Hillsborough, Pinellas, Manatee, Sarasota and Desoto Counties – more information regarding specifics of geographic focus and populations to be served can be found below on page 13.

Please note that **if you have a program that, for example, operates in both Manatee and Hillsborough, you will have to submit two separate applications** for funding consideration in each region. However, if your program serves two counties already grouped together by stream (eg, Sarasota and DeSoto), you will only submit one.

To ensure the viability and sustainability of the proposed programs, the applicant organization **must**:

- Have 501c3 status, or have an established 501c3 organization serving as fiscal agent
 - 501c3 documentation will be required to submit the LOI
- Have at least one full time staff member
- Have been in operation for at least three years
- Partner organizations may apply as a collaborative venture with one serving as the fiscal sponsor of the project.

When you submit a letter of intent to apply, you will be asked to verify these conditions as well as some further programmatic requirements. Starting on page 10, you will find more detail related to those requirements and alignment with UWS priorities.

Summary of Programmatic Requirements:

- At least 75% of program participants residing in the areas of focus for the county or two-county region for which you are applying
- A strong focus on the ALICE population in addition to households living below the federal poverty line
- Ability to share quarterly and annual participant outcome data using verified measurement tools
- Alignment with and participation in related regional initiatives
- Collect information about and learn to address disparities in program outcomes

How to Apply

All applications and supporting documentation will be submitted through United Way Suncoast's online portal. No emailed or mailed submissions will be accepted.

Step 1: Login or sign up to United Way Suncoast's Grant Portal – E-CImpact

- Use the link provided to open the agency portal page to log in or sign up.
<https://agency.e-cimpact.com/login.aspx?org=11435F>
- Set up your organization account. This will include a summary, mission and key contacts. If your organization already has an account, sign in accordingly.

Step 2: Find Open Investment Streams in the System

- Once you have logged in or signed up, you will find all open funding streams on the left-hand tool bar.

Step 3: Start Letter of Intent (LOI) Process on December 1, 2021 at 9:00 AM

- All eligible organizations are welcome to submit an LOI in one or more funding stream. You may attach multiple projects or programs to an LOI submission, though you will enter all details for each. If you are applying in a different focus area, your agency will need to submit an LOI for each program.

Step 4: Select “create new project or program”

- You will see a button in the middle right or top right of your screen to add the title of your project or program. Please click this to add the name of project or program you are seeking support. You may apply for more than one program and add to your LOI.

Step 5: Complete LOI by the deadline – December 15, 2021 at 5:00 pm

- Please DO NOT send any hard copies to United Way Suncoast. If you miss the deadline, your agency's LOI will NOT be considered.

Step 6: Proposal (RFP) invitation and submission – January 25 to February 8, 2022

- If your agency is invited to submit an RFP, you will be notified by United Way Suncoast via email. The RFP process will also be in E-CImpact. Your agency information will carry over from the LOI process.

Regional Community Investment Process Timeline

Action	Important Dates
Letter of Intent (LOI) for to Apply for Funding	Opens: December 1, 2021 Closes: December 15 at 5:00 PM
Unsuccessful LOI applicants notified	Week of January 24, 2022
Request for Proposal – Invite only Organizations invited to apply will receive updated instructions by Monday, January 24	Opens: January 25 at 9:00 AM Closes: February 8 at 5:00 PM
Virtual Application Follow Ups, as needed Should our review panels have additional questions, we will schedule Zoom meetings to address those.	March 1 – March 10
Physical Site Visits, as needed Organizations who have never been funded by UWS will require a physical site visit; previously funded programs will be notified if a physical visit is required.	March 1 – April 14
Board Recommendations for Funding	May 2022
Agencies Notified	June 2022
Partnership Agreements and Orientation	June 2022
Reporting Partners will submit short, quarterly data updates throughout the three-year grant period. Partners will also submit more detailed narrative and demographic data once per fiscal year.	Ongoing, specific dates TBA

Communication during the application process

Questions and clarifications about the investment process are welcome and should be directed in writing to communityinvestments@uwsuncoast.org. Questions about specific program details will likely not be addressed, unless the answer would be beneficial to all applicants and could be shared among them. Please note that all UWS team members and volunteers have been instructed to re-direct any communication regarding the investment process back to the email listed above.



Programmatic Requirements and Important Considerations

Diversity, Equity and Inclusion

As an anti-racism organization, UWS vows to purposefully identify, discuss, and challenge all factors of inequity and the impact(s) they have on our organization, its systems, its people, and our community. We recognize that **diversity and inclusion gains will not be sustained unless our community promotes and encourages new ways of problem-solving** and diversity of thought. We advocate for diverse, equitable, and inclusive practices that unite, rather than divide.

In our work through the Community Investment, we believe it is crucial for all of us as a collective to commit to understanding and responding to disparities and inequities that exist within our organizations (*Who are we hiring/recruiting? For what positions?*) and within the outcomes of our programs (*Who is excluded from our services? Why?*) To read more about we define diversity, equity and inclusion and about how we strive to enact our principles through community work, [please visit our webpage](#).

For organizations invited to submit a full application for funding, we will be asking questions directly about your approach to measuring and addressing those types of disparities. We've included below a few items to help you think through your responses.

- **What is an identity group?** When discussing DEI, it is common to immediately think of issues of race and racism; however, that doesn't paint the full picture. Identity groups include racial and ethnic identities, as well as other categories including:
 - Sexual preference
 - Biological sex
 - Economic status
 - Neurological diversity
 - Gender expression
 - (Dis)ability status
- **What is a disparity?** A disparity exists when members of one group are disadvantaged compared to members of another because of the design of the program and because of systemic discrimination. Examples might include:
 - A significantly higher proportion of White individuals among leadership positions and a significantly higher proportion of People of Color among frontline/service positions
 - A significantly higher success rate among program participants identifying as male vs those identifying as female, despite there being an equal number of male and female participants in the program.
 - Lack of participation in program activities among the LGBTQIA+ community

UWS, along with its partners, will continue **to research, develop, and implement strategies and best practices that dismantle racism and oppression within all aspects of our community** and our society including the removal of barriers to quality education and financial stability to all.

For additional resources, please visit the [Nonprofit Leadership Center](#), the [Center for Nonprofit Excellence](#), the [Nonprofit Village](#) and the [National Council of Nonprofits](#).

ALICE Focus

At UWS, we focus our work on a group of families and individuals known as ALICE. This is an acronym standing for “Asset Limited, Income Constrained, Employed” and is a way for us to capture the situation for many members of our community who might not fit traditional definitions of “poverty.” It is a framework allowing us to account for high costs of housing, childcare, etc., even for individuals making above minimum wage.

We encourage all applicants to take the time to understand ALICE and determine whether their program is a fit for this population. All of the following resources are recommended:

- [Florida ALICE Interactive Dashboards](#)
- [The 2020 Florida ALICE Report](#)
- [Florida ALICE County Profiles](#)
- [The United Way Suncoast ALICE Page](#)

We have also recorded [this five-minute video](#) giving an overview of ALICE in 2021.

To be eligible for funding through the UWS Community Investment, your program *must* focus on serving those living within the ALICE threshold, as well as those living in poverty. As part of your letter of intent to apply, you will be asked to provide an estimate for the percentage of program participants in the following categories:

- Above the top ALICE household income
- Within the ALICE threshold
- At or below the Federal Poverty Line

Because the ALICE category is based on a multitude of factors, and because each household is unique in its composition, we have provided an average ALICE threshold for single adults, single seniors, and families factoring those variables together. When you are asked to make the estimates mentioned above, please use the data from the following table. Counties are separated to account for local costs of living.

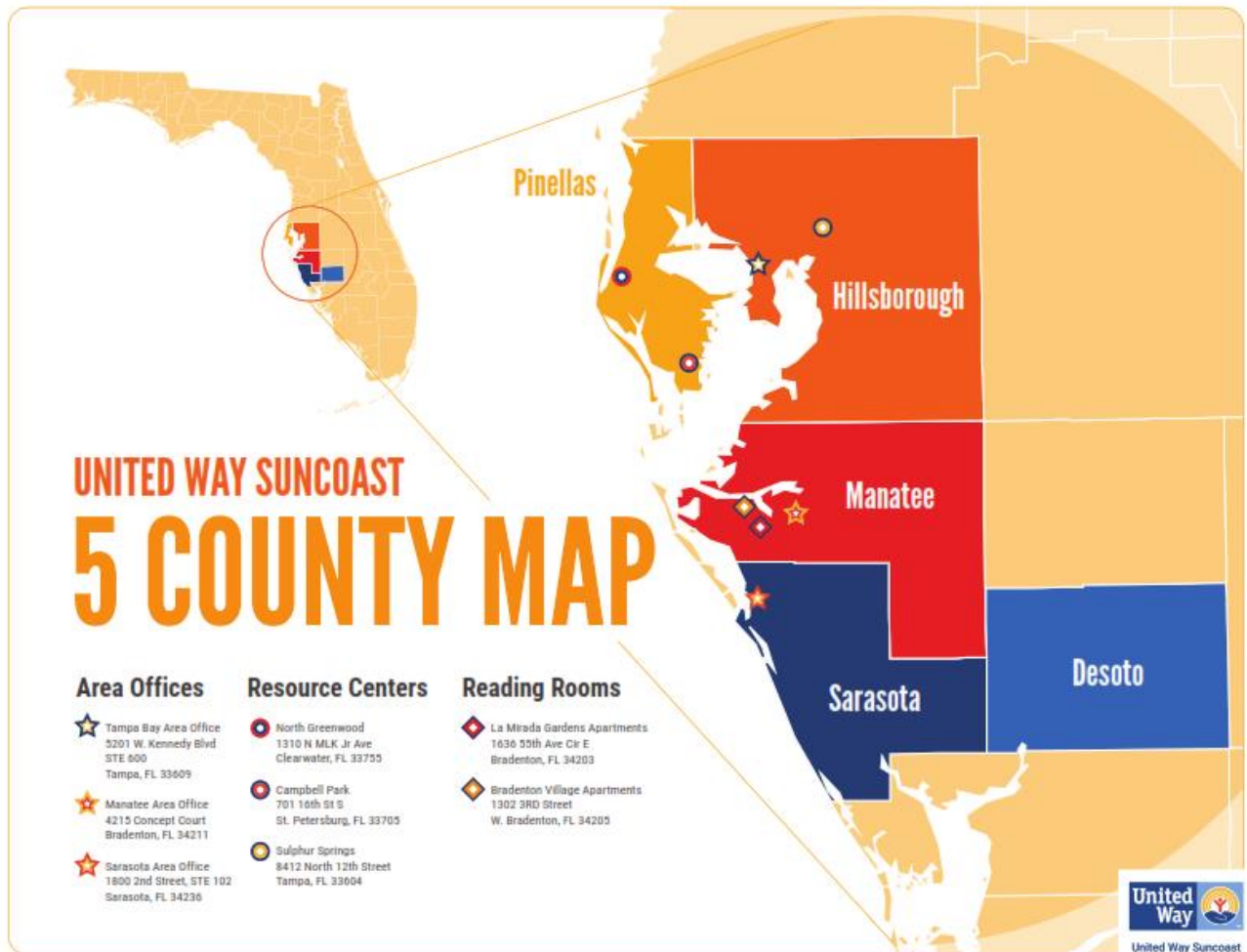
A Table defining the Upper and Lower limits of ALICE

	Family		Single Adult		Single Senior	
	<i>Bottom of Threshold</i>	<i>Top of Threshold</i>	<i>Bottom of Threshold</i>	<i>Top of Threshold</i>	<i>Bottom of Threshold</i>	<i>Top of Threshold</i>
DeSoto	\$25,104	\$65,016	\$12,144	\$21,996	\$12,144	\$24,816
Manatee	\$25,104	\$73,560	\$12,144	\$26,028	\$12,144	\$28,596
Sarasota	\$25,104	\$78,180	\$12,144	\$27,624	\$12,144	\$29,928
Hillsborough	\$25,104	\$74,268	\$12,144	\$27,768	\$12,144	\$30,540
Pinellas	\$25,104	\$79,800	\$12,144	\$27,504	\$12,144	\$30,732

Geographic Focus

To be eligible for funding through the UWS Community Investment, your program must serve one or more of our county regions:

- Pinellas/Hillsborough
- Manatee
- Sarasota/DeSoto



Because of our mission to serve the ALICE population, UWS has identified (through programmatic work, census data and the United for ALICE report) specific focus areas within each county where we fund programs. **To be eligible for funding, at least 75% of your program's total participants must reside in these focus areas.**

For each region, please find below these pre-identified areas listed. When submitting your letter of intent to apply, you will need to confirm the above 75% threshold; if invited to the next round of the application, you will then be required to specifically select and justify the areas your program will serve.

Hillsborough/Pinellas

For ease of use, we have provided the names of communities/municipalities as well as the specific ZIP codes within those communities where we wish our funded programs to focus. Serving individuals in ZIP codes not listed DOES NOT disqualify you from funding; however, those individuals would not count toward the 75% eligibility threshold noted above. If serving both counties, the 75% minimum applies to your work across **both** counties in combination, not individually.

Hillsborough County	
<u>Municipalities/Communities</u>	<u>ZIP Codes</u>
<ol style="list-style-type: none"> 1. Within City of Tampa <ol style="list-style-type: none"> a. University Area b. Seminole Heights c. Sulphur Springs d. East Tampa e. West Tampa f. Ybor 2. Brandon and Adjacent <ol style="list-style-type: none"> a. Brandon b. Palm River c. Gibsonton d. Riverview 3. Other Hillsborough County <ol style="list-style-type: none"> a. Temple Terrace b. Thonotosassa c. Plant City d. Wimauma 	<ol style="list-style-type: none"> 1. Within City of Tampa <ol style="list-style-type: none"> a. 33612; 33613 b. 33603; 33604 c. 33604 d. 33610 e. 33614; 33607 f. 33605 2. Brandon and Adjacent <ol style="list-style-type: none"> a. 33510; 33511 b. 33619 c. 33534 d. 33578; 33579 3. Other Hillsborough County <ol style="list-style-type: none"> a. 33617 b. 33592 c. 33563; 33565 d. 33598

Pinellas County	
<u>Municipalities/Communities</u>	<u>ZIP Codes</u>
<ol style="list-style-type: none"> 1. Lealman, Kenneth City, and Pinellas Park 2. Campbell Park and South St. Petersburg 3. Largo 4. N Greenwood and Clearwater 5. Tarpon Springs 	<ol style="list-style-type: none"> 1. 33713; 33714; 33709; 33781 2. 33711; 33712; 33705, 33701 3. 33770; 33771; 33773; 33764 4. 33755; 33756; 33763; 33765 5. 34689

Programs in Sulphur Springs, North Greenwood and Campbell Park should familiarize themselves with our [Neighborhood Resource Centers](#) before applying.

Manatee County

In alignment with [The Big Plan](#), UWS Community Investments for Manatee County focus on the **attendance zones for ten elementary schools** selected for their high concentrations of ALICE families. **Funded programs do NOT have to be located at these schools, nor must they only serve students who attend them.** However, using the geographic distinctions provided by the school districts has been a very effective way to target individuals who need the most help, including adults with no children.

You may learn more about the attendance zones for each school, and whether your program is active within them, [by clicking here](#). We have also provided proxy ZIP codes to assist in determining location, but the attendance zones themselves should be your primary source. Serving individuals in zones not listed DOES NOT disqualify you from funding; however, those individuals would not count toward the 75% minimum noted above.

Manatee County School Attendance Zones		Proxy ZIP Codes
Ballard Elementary School	Tillman Elementary School	
Blackburn Elementary School	Samoset Elementary School	34203; 34205
Daughtrey Elementary School	Rogers Garden Elementary School	34207; 34208
Manatee Elementary School	Palmetto Elementary School	34211; 34221
Oneco Elementary School	Palm View Elementary School	
<i>Given the high needs of Myakka City, programs serving 34251 may also use residents from this ZIP code to meet the 75% percent threshold noted above</i>		

Sarasota/DeSoto Counties

UWS Community Investments for Sarasota and DeSoto Counties focus on the **attendance zones for eight elementary schools** selected for their high concentrations of ALICE families. **Funded programs do NOT have to be located at these schools, nor must they only serve students who attend them.** However, using the geographic distinctions provided by the school districts has been a very effective way to target individuals who need the most help, including adults with no children.

You may learn more about the attendance zones for each school, and whether your program is active within them, [by clicking here](#) (Sarasota only). We have also provided priority ZIP codes to assist in determining location. Serving individuals in zones not listed DOES NOT disqualify you from funding; however, those individuals would not count toward the 75% eligibility threshold noted above. If serving both counties, the 75% minimum applies to your work across both counties in combination, not individually.

Sarasota County	
Schools of Focus	Wilkinson, Alta Vista, Tuttle, Gocio, and Booker Elementary Schools
Priority ZIP Codes	34231; 34232; 34234; 34235; 34236; 34237; 34239; 34243 (Sarasota)
DeSoto County	
Schools of Focus	West, Nocatee and Memorial Elementary Schools
Priority ZIP Code	34266

A note for Financial Stability focused programs in Sarasota and Desoto

Receiving funding in this stream does not require you to work with the schools of focus. Similarly, programs that target adults should not be discouraged from applying to the appropriate funding stream so long as they serve the noted priority ZIP codes. The above table is simply a way to define our geographic priorities.

Financial Eligibility and Documentation Requirements

Organizational Finances

To be eligible for funding, **applicant organizations should be prepared to submit financial documents from the two most recently available fiscal years**; only organizations invited to submit a full application will be required to supply them, but any applicant completing the LOI should be aware of what will be requested.

The following is the list of documents that will be requested by UWS to review the financial health of the organization, based on the annual budget of the applicant. In an attempt to be equitable, UWS has not requested the same level of documentation from all organizations; however, any organization of any size who can provide an audit is encouraged to do so.

Annual Budget	Financial Documents (from two most recent fiscal years)
\$750,000 or greater	Audited Financial Statements, or an Audit containing two years of data
\$250,000 - \$749,999	Compiled Financial Statements, prepared by a CPA
\$259,999 or less	Balance Sheet and Profit/Loss statement
<i>Program budget, Organizational budget, and most recently filed IRS Form 990 will be required for all organizations invited to complete a full application</i>	

Program Finances and Budgeting

All organizations submitting an LOI will be required to list the three-year total cost of their program as well as the three-year total amount requested in funding from UWS. Organizations invited to submit a full RFP will be required to submit a detailed program budget for each year in the grant cycle.

UWS does not require our dollars to be spent or not spent on specific budget line items. However, please note that **to be eligible for funding your budget must meet the following benchmarks:**

- Shared, indirect, and occupancy costs: 20% of three-year program budget or less
- Salary and benefits: 80% of three-year program budget or less
- Capital or equipment costs: 50% of non-salary, non-administrative three-year program budget or less
- Other direct program costs: no limit

When formulating a funding request, programs should ask for what is needed and not simply apply for the highest possible amount; **three-year total funding per organization is expected to range between \$75,000 to \$450,000.**

Below, we have shared an outline of what program budget categories will be required for the RFP phase. Remember that this level of detail is not required for the LOI.

Income

UWS Funding

Gov. Funding – City/State/County/Federal

Other United Ways Funding

Foundation and Corporate Support

Contributions / Donations / Fundraising

Membership Dues Received

Other Itemized Income

Expenses

Salaries & Benefits

Payroll Taxes

Professional Fees and Contracts

Occupancy (rent, utilities, building & grounds)

Shared/Indirect (office supplies, technology, postage, etc.)

Travel and Conferences

Marketing/Outreach/Printing

Program related Special Events

Other Itemized Program Expenses

Partnership Expectations

Organizations who are granted funding will receive a full, detailed Partnership Agreement outlining the various ways we intend to collaborate; below, we have shared an overview of some of the expectations we will have for our grant recipients.

Data and Reporting

Funded programs in our focus areas **report quarterly** on the number of individuals served as well as on the data points listed on pages 19 - 29 of this document. **At both the LOI and RFP stages of the application, programs will need to provide estimates and projections for these data points for the three-year grant period.** Reporting impact numbers will be for the whole program, not just the portion directly funded by UWS

On an annual basis, funded programs will be required to submit more detailed data on the individuals they serve including but not limited to: household income; demographic characteristics; and ZIP code of residence. Partner organizations will be expected to help UWS understand their program's impact on an individual level (ie, which specific person achieved which outcome) as part of measuring our collective impact.

Over the three-year grant period, UWS anticipates evolving into a more effective and efficient processor of community impact data and we look forward to training and working with partners to develop the best collection methods and tools, which may also involve changes from the data points requested in these guidelines.

Regional Initiatives and Communities of Practice

To support our impact pillars, and to engage the leadership and expertise of our strategic community partners, UWS facilitates task forces and communities of practice that involve regular meetings, resource sharing, and in some cases co-creating initiatives or special programs. Some current examples include our BankOn Coalition, RUSH to Literacy, the Financial Stability Network, and the Campbell Park Partnership Network, with the possibility for others to develop in response to community need.

Organizations who receive funding through the Community Investment will be invited and expected to participate in those groups that may be relevant to the geography or subject focus area for their program.

Volunteer Opportunities

Part of the convening conducted by UWS is the gathering of community members to a variety of volunteer experiences. As a funded partner, **we will invite you to share any volunteering needs your program may have and to participate in UWS volunteering events**, including the annual Week of Caring. You may look to see our current volunteer opportunities by visiting www.volunteersuncoast.org.



Early Learning

Community Investments

Hillsborough, Pinellas, Manatee, Sarasota and
DeSoto Counties

Overview

UWS [Early Learning](#) investments focus on programs whose interventions ultimately lead to children **entering kindergarten ready to learn and reading on grade level by 3rd grade**. Funded programs may or may not focus on developing specific literacy skills, but all will be designed to help children reach those stated goals of school readiness and to remove any barriers in their path.

Programs seeking funding should be aligned with relevant existing Early Learning initiatives supported by UWS, including:

- [The Big Plan](#)
- [Suncoast Campaign for Grade Level Reading](#)
- [RUSH to Literacy](#) (formerly the Hillsborough Campaign for Grade Level Reading)
- [Talk With Me Baby](#)

Results, Indicators and Measurements

When completing the application, **each program will need to select the Result and Indicator(s) aligned with their program**. These indicators will determine how your application is evaluated and how you will report progress over the grant period.

For all indicators in Results 1 and 2, **you will need to name and describe the verified measurement tool** the program will use to measure program outcomes. UWS has provided a list of preferred tools to select from. You may select one or more Indicators within each Result, but you may select only one Result.

For Result 3, only direct service providers may select this option. In other words, your organization should **directly provide** the health supports or access to food. Please note that for this result, the key word is “increased” – programs not addressing the baseline level of access will not be competitive.

Result 1: Children enter kindergarten ready to learn (Birth through Pre-Kindergarten)

Indicator	Verified Measurement Tool
Number and percent of children who demonstrate age appropriate communication, vocabulary and/or other early literacy skills or progress	<ol style="list-style-type: none"> 1. Ages and Stages Questionnaire 2. Teaching Strategies Gold 3. VPK Assessment Tool – moving to Renaissance STAR 4. High Scope COR Assessments 5. Get Ready to Read Assessment 6. Neumors BrightStart Preschool Screener 7. Early Bird Screener 8. Florida Kindergarten Readiness Screener (FLKRS) 9. Early Literacy Skills Assessment (ELSA) 10. Bracken School Readiness Assessment 3rd Edition (BRSA)

Number and percent of families who demonstrate appropriate knowledge of and/or engagement in their child's development	<ol style="list-style-type: none"> 1. PICCILO 2. HOME Inventory (0-3) 3. Parent Education Profile (PEP) Scale I 4. Nurturing Skills Competency Scale 5. University of Idaho Survey of Parenting Practices (UISPP) 6. ASQ-3 Parent Conf. Form (verify completion of activities) 7. Life Skills Progression (Nurturing, Discipline, Support of Development) 8. Abriendo Puertas
Number and percent of children who demonstrate age appropriate social-emotional skills needed to function in a school setting or progress	<ol style="list-style-type: none"> 1. Teaching Strategies Gold 2. Devereaux Early Childhood Assessment (DECA) 3. Social Skills Improvement System (SSIS) Rating Scales (3+) 4. Eyberg Child Behavior Inventory (ages 2 and up) 5. BRIGANCE Inventory of Early Development 6. Preschool/Kindergarten Behavior Scales 2nd Edition (PKBS-2) (ages 3-6) 7. Ages and Stages Social Emotional 8. High Scope COR Assessments

Result 2: Children read on grade level by 3rd grade (Kindergarten through 3rd Grade)

Indicator	Verified Measurement Tool
Number and percent of students who read on grade level or demonstrate progress	<ol style="list-style-type: none"> 1. I-Ready Diagnostic 2. Florida Standards Assessment (FSA); FLKRS; or STAR 3. Amira 4. Local School District standardized test Data or Report Cards
Number and percent of families who demonstrate appropriate knowledge of and/or engagement in their child's development	<ol style="list-style-type: none"> 1. PICCILO 2. HOME Inventory (0-3) 3. Parent Education Profile (PEP) Scale I: 4. Nurturing Skills Competency Scale: 5. University of Idaho Survey of Parenting Practices (UISPP) 6. Abriendo Puertas
Number and percent of children who demonstrate age appropriate social-emotional skills needed to function in a school setting or progress	<ol style="list-style-type: none"> 1. Teaching Strategies Gold 2. Devereaux Early Childhood Assessment (DECA) 3. Social Skills Improvement System (SSIS) Rating Scales (3+) 4. Eyberg Child Behavior Inventory (ages 2 and up) 5. BRIGANCE Inventory of Early Development 6. Preschool/Kindergarten Behavior Scales 2nd Edition (PKBS-2) (ages 3-6) 7. High Scope COR Assessments 8. Ages and Stages Social Emotional

Result 3: Barriers to kindergarten readiness and children reading by 3rd grade are reduced (Birth through 3rd Grade) *Direct service providers only*

Number and percent of children who receive an increased amount of nutritious food
Number and percent of children who receive an increased amount of support for asthma, dental, vision and hearing issues

Additional Considerations for Early Learning Applicants

Program Alignment in Cohort

As stated above, our goals with this funding are to increase the rates at which children are entering kindergarten ready to learn or reading at grade level. We expect to fund a dedicated portion of programs who can report back to us on those specific data points, but if your program is solely dedicated to family engagement or social-emotional development, please choose the correctly aligned indicators when applying.

Data Collection and Measurement

For the results we wish to see in Early Learning, using a standardized set of measurement tools is crucial to understanding your programs' level of impact both on the individual and the community as a whole; this is why we have emphasized the list of tools above. Please keep the following in mind when applying:

1. Applicants may make the case for the use of a tool not on this list, so long as it has been independently verified as producing reliable measurement. UWS will make the final determination on whether the proposed tool is appropriate.
2. Understanding the correct usage of the tool you select is important. For example, the Ages and Stages Emotional Questionnaire only becomes a valid measure of growth *if* the pre-test was in a 'grey area.'
 - a. Our goal through community investments is to be a convener and collaborator. Funded partners will always have access to learning opportunities through UWS regarding data collection, measurement, and analysis.
3. Obtaining student data regarding test scores and performance from school districts can be difficult. For this information, you may consider requesting access to each student's data individually through their parent or guardian if you are not able to enter into a data-sharing agreement with the school.
4. Because the State of Florida is potentially moving away from the FSA and i-Ready, we understand that if you select these measures the standard tool may change during the grant cycle.
5. Your program budget can include costs you would incur by using a measurement tool for your program.



Financial Stability Community Investments

Hillsborough, Pinellas, Sarasota and
DeSoto Counties

Overview

UWS [Financial Stability](#) investments focus on programs whose interventions ultimately help individuals to **obtain and keep employment** as well as to **build and sustain their assets**. Funded programs will differ in their approach and focus, but all will be designed to help individuals reach those stated goals and remove any barriers in their path.

Programs seeking funding should be aligned with relevant existing Financial Stability initiatives supported by UWS, including:

- Workforce Development
- [BankOn](#) (For a video overview of this program, [click here](#))
- Financial Coaching

Results, Indicators and Measurements

When completing the application, **each program will need to select the Result and Indicator(s) aligned with their program**. These indicators will determine how your application is evaluated and how you will report progress over the grant period if selected for funding. If applicable, you may select multiple Results; for each Result you select, you will only be required to select one flagship indicator.

For Results 1, 2 and 3, organizations who receive funding will be required to report on **every** “sub-indicator” connected to each “Flagship Indicator(s).” Each Flagship Indicator also requires a specific type of documentation as listed below. Because of the three-year funding period, UWS is interested in seeing the long-term and holistic approach of our partners’ work, and collecting these additional data points allows us to do that.

Only direct service providers may select an indicator from Result 3. In other words, your organization should **directly provide** the legal supports or access to food.

Result 1: Individuals obtain and keep employment that pays a family-sustaining wage beyond the ALICE survival threshold.

Flagship Indicator	Required Sub-indicator
Number and percent of Individuals placed in jobs or promoted/given a raise. Measurement: Documentation of job placement or advancement	<ol style="list-style-type: none"> 1. Number and percent of Individuals that retain or advance in job in 6 months 2. Number and percent of Individuals that retain or advance in job in 12 months 3. Dollar amount of median wage of all participants 4. Number and percent of individuals who increased their income 5. Number and percent of Bank On checking accounts opened 6. Number and percent of Bank On accounts in use after one year

<p>Number and percent of Individuals earning certificates or higher education degrees</p> <p>Measurement: Documentation of certificates or degrees earned</p>	<ol style="list-style-type: none"> 1. Number and percent of Individuals placed in jobs in 6 months from certificate or degree attainment 2. Number/percent of individuals who increased income 3. Number and percent of Individuals who have completed FAFSA application 4. Number/percent of Bank On checking accounts opened 5. Number/percent of Bank On accounts in use after a year
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Result 2: Individuals keep and sustain their assets including access to benefits, safe and affordable banking, and sound financial knowledge

Flagship Indicator	Required Sub-indicator
<p>Number and percent of Individuals who demonstrate improvement in financial behaviors</p> <p>Measurement: CFPB Financial Well-Being Scale</p>	<ol style="list-style-type: none"> 1. Number and percent of Individuals who have saved at least \$500 in their savings account 2. Number/percent of Individuals who raise their credit score 3. Number/percent of Bank On checking accounts opened 4. Number/percent of Bank On accounts in use after one year
<p>Number and percent of Individuals who gain access to federal benefit supports</p> <p>Measurement: Dollar amount of benefits attained by number of individuals served</p>	<ol style="list-style-type: none"> 1. Number of Individuals who have received EITC / CTC 2. Number and percent of eligible Individuals who have completed benefit applications (specify: SNAP, FAFSA, rental assistance, homebuyer credits, etc) 3. Number and percent of individuals eligible who have renewed benefit applications 4. Number/percent of Bank On checking accounts opened 5. Number/percent of Bank On accounts in use after a year

Result 3: Barriers to engaging in the workshop and creating financial stability are reduced. *Direct service providers only.*

Flagship Indicator	Required Sub-indicator
<p>Number of individuals to gain access to identified legal supports</p>	<ol style="list-style-type: none"> 1. Per case focus area listed, # and % of cases resolved through extended representation 2. Per case focus area listed, # and % of cases resolved through advice and counsel
<i>Legal Focus Areas: Housing, Employer/Income, Family, Consumer Rights, Other</i>	
<p>Number of individuals to gain access to nutritious food</p>	<ol style="list-style-type: none"> 1. # and % of eligible Individuals who have completed benefit applications (specify: SNAP, FAFSA, rental assistance, homebuyer credits, etc)

Additional Considerations for Financial Stability Applicants

Data and Collaboration

As you envision how these data points will be captured during the normal cycle of your program, please note that it is understood that some reporting periods may yield “0,” and that many require at least a year to produce any results. That is exactly why we have transitioned our funding to cover three years of your program.

Our goal through community investments is to be a convener and collaborator. Funded partners will always have access to learning opportunities through UWS regarding data collection, measurement, and analysis. In addition to funding programs in financial stability, we also lead our own; we envision that developing best practices and data collection tools in workforce and asset development will be a collaborative exercise with our partners.

Bank On

Bank On is one of the programs that UWS leads in our financial stability work, but we are not encouraging its use as a required indicator as self-service. Being unbanked is a known issue for individuals; assisting individuals who are *underbanked* is just as important. Not all bank accounts are created equal, so while connecting your program participants to banking service is valuable, maximizing their experience is even more so.

A Bank On Certified Checking Account [meets all of the standards on this list](#) to help ALICE families avoid the pitfalls of hidden fees and burdensome eligibility requirements. There are over 20 account types available at a number of institutions across the Suncoast Region. You can [learn about them here](#), along with all the work being done by the BankOn Suncoast Coalition (which you are welcome to join at any time!)



Youth Success Community Investments

Hillsborough and Pinellas Counties

Overview

UWS Youth Success investments focus on programs whose interventions ultimately lead middle/high school aged youth to **on-time graduation and post-secondary success**. Funded programs will differ in approach and focus, but all will be designed to help students achieve these goals and define a sustainable pathway into adulthood.

Results, Indicators and Measurements

All UWS Youth Success Investments are categorized in one overarching Result:

- **Youth have college and career readiness skills and a clear post-secondary trajectory in middle and high school and through graduation.**

When completing the application, each program will need to select the Indicator(s) aligned with their program. These indicators will determine how your application is evaluated and how you will report progress over the grant period if selected for funding.

The two possible indicators are separated by the program's target age groups: 6-8th grade, and 9-12th grade. Your program will report on progress made toward the selected "Flagship Indicator" as well as the required "sub-indicators" listed below (1-9 for high school, 1-5 for middle school).

Programs serving both middle and high school aged students may select both flagship indicators and complete only a single application, but they will need to report on outcomes for the two age groups separately. Organizations with separately operating programs for each age group should submit a separate application for each.

Flagship Indicator 1

Number and percent of high school aged youth who, through experiential learning, classroom training or mentoring**, demonstrate proficiency or progress in essential skills that lead to post-secondary education, steady employment and/or sustainable career pathways.

1. # and % of students who gain work experience that matches interests and abilities (e.g. internships or jobs)
2. # and % of students who improve and sustain improvement in GPA
3. # and % of students who display age-appropriate social emotional skills needed to function in a school setting or demonstrate progress
4. # and % of students who complete a FAFSA application
5. # and % of students who graduate high school or earn high school equivalency
6. # and % of graduated students accepted into military or full-time employment
7. # and % of students who enroll in a college program with a defined major and career pathway or goal
8. # and % of students who enroll in a workforce credential program
9. # and % of students who earn 3, 6 or more college course credits through dual enrollment or summer programming

Flagship Indicator 2

Number and Percent of middle school aged youth who, through experiential learning, classroom training or mentoring**, demonstrate proficiency or progress in essential skills that lead to on time high school graduation.

1. # and % of students exposed to post-secondary education or career options aligned with interests
2. # and % of students who improve and sustain improvement in GPA
3. # and % of students who display age-appropriate social emotional skills needed to function in a school setting or demonstrate progress
4. # and % of students who earn high school course credits
5. # and % of students on track for high school success

**Mentoring programs only will also report on the following sub-indicator:

- # and % of students matched with a mentor or tutor for 6, 12, 18 months or longer

Additional Considerations for Youth Success Applicants

Collaboration and Future Refinement of Youth Success

Our goal through community investments is to be a convener and collaborator. Funded partners will always have access to learning opportunities through UWS regarding data collection, measurement, and analysis. In addition to funding programs in youth success, we also lead our own; we envision that developing best practices and refining how we impact youth success will be a collaborative exercise with our partners.

Program Design

We recognize the day-to-day activities of Youth Success programs are not always focused specifically on improving GPA or test scores; our goal through this investment stream is not to create an army of tutoring programs but rather to support the holistic efforts you have designed to improve the rates of the more longitudinal data points we are requesting. As the applicant, you will explain to us how your program design ultimately leads to those outcomes.

Data Tips

Reporting on the Flagship Indicator showing the number of students showing proficiency/progress in essential skills is equally important to UWS as the data sub-indicators. Your program will determine how that is measured. For other data points, you may consider standardized test scores, program/project completion or enrollment data as your measurements. For Social-Emotional Learning, consider the following:

- [DESSA SEL Assessments](#)
- [Behavioral and Emotional Rating Scale](#)
- [Social Skills Improvement System Rating Scales](#)



Appendices

Letter of Intent (LOI) Questions

The following list of questions from the LOI/Pre-Application is provided as a courtesy reference. **Final wording and appearance of questions is subject to change.** Applicants should respond directly to what is requested in the online portal, e-CImpact.

Organization Information

1. Organization Name
2. Executive Director or CEO Name
3. Main contact for application
4. Organization Address
5. Organization Phone
6. Organization's Mission Statement
7. Organizational Overview

Eligibility Information

Instructions: Your answers to these questions will indicate your eligibility to receive funding through this investment stream. If you answer "No," to any question, other than Question 3, your application will not be reviewed. Please refer to the 2022 UWS Investment Guidelines as you complete this form.

1. Does your organization employ at least one full time staff member?
2. Has your organization been in operation for at least three years?
3. Does your organization have an established non-profit organization serving as the fiscal agent for this program? If yes, please list the organization below as well as their contact information.
 - o *Fiscal Agent Name:*
4. Annual Organizational budget:
5. Based on annual budget, will you be able to provide the requested financial documents during application stage? Please refer to Page 16 of the 2022 UWS Investment Guidelines to see the documents required for each budget range
6. Will this program be in operation through June 30, 2025?
7. Will you be able to routinely provide quarterly and annual program data (using validated tools and metrics published in our funding guidelines) and annual participant demographic data throughout the full three years of this grant? Please refer to Pages 19 – 29 of the 2022 UWS Investment Guidelines to see an example list of the type of data we will request.
8. *Multiple versions, will show depending on chosen application path*
 - o Does your program benefit families and individuals residing in Hillsborough and/or Pinellas Counties?
 - o Does your program benefit families and individuals residing in Manatee County?
 - o Does your program benefit families and individuals residing in Sarasota and/or Desoto Counties

9. In order to qualify for funding, at least **75%** of the individuals served by your program annually must reside within the listed communities/ZIP codes of focus or school attendance zones, selected for their concentration of ALICE families and listed on Page X of the 2022 UWS Investment Guidelines. Will your program meet that requirement for the funding period of July 2022 through June 2025?

Program Information

1. Program Name:
2. How many years has your program been operational? If this is a new program, enter 0. For any program initiated in 2021, enter 1 even if a full year has not passed.
3. Total amount requested for 3 years of funding:
4. Total cost of program over three years:
5. *Multiple versions, will show depending on chosen application path*
 - a. Will your program serve Pinellas, Hillsborough, or both?
 - b. Will your program serve Sarasota, DeSoto or both?
 - c. Your program serves Manatee County
6. Total Number of Unduplicated Individuals Served over 3 years:
7. At the time of this application, how many of your program participants reside in the communities of focus or school attendance zones highlighted by UWS? If this is a new program, please put zero
8. Describe your program participants. Who will you serve and why?
9. Based on the resources found in this video and on Page 12 of the 2022 UWS investment guidelines, please provide an estimate for the percentage of your program participants or their households who would fall into the following categories:
 - a. At or below the Federal Poverty Line
 - b. Within the ALICE Threshold
 - c. Above the ALICE Threshold
 - d. Unable to collect/determine
10. Which Result would your program address?
11. Which Indicator(s) would your program address?
12. Provide a summary of your program's purpose, operations and activities, including how progress will be made toward achieving the chosen result and indicator as well as any other required data points (please review pages X-X in the 2022 UWS Investment Guidelines to inform your answer to this question). As appropriate, include the tool(s)/procedure(s) you will use to measure said progress, how it will be used and when measurements would be taken during the course of the program.

Request for Proposal (RFP) Questions

The following list of questions from the RFP/invited application is provided as a courtesy reference. **Final wording and appearance of questions is subject to change.** Applicants should respond directly to what is requested in the online portal, e-CImpact. Please note that only programs invited to submit a full proposal will need to answer these questions.

Questions in **red** are repeated from the Letter of Intent. Your answers will automatically carry over if you are selected to submit a full application.

Narrative Form

Program

Instructions: Most information will have carried over from your letter of intent; for the remaining questions, please provide as much detail as needed to answer.

1. **Program Name:**
2. Please provide a shareable, marketing friendly description of your program.
3. **How many years has your program been operational? If this is a new program, enter 0. For any program initiated in 2021, enter 1 even if a full year has not passed.**
4. **Total Amount Requested for 3 years of Funding:**
5. **Total Program Budget for 3 years of Operation**
6. **Annual Organizational Budget**
7. **Which UWS Result and Indicator(s) would your program address?**
8. **Which indicator(s) would your program address?**
9. **Provide a summary of your program's purpose, operations and activities, including how progress will be made toward achieving the chosen result and indicator as well as any other required data points (please review Pages 19 – 29 in the 2022 UWS Investment Guidelines to inform your answer to this question). As appropriate, include the tool(s)/procedure(s) you will use to measure said progress, how it will be used and when measurements would be taken during the course of the program.**
10. Please expand upon the answer you provided to the above question during the LOI phase of this application. Beyond the selected UWS indicators, what benefit is provided to your program participants/how is their life changed for the better?
11. Why will this program work? What evidence exists for the effectiveness of the model you've chosen?

Plan

Instructions: The following questions allow you to situate the success of your program throughout the full grant cycle and in the context of your community and organizations doing similar work.

12. How are you building on best practices in your industry to innovate and increase your program's impact?

13. Who do / Who will you collaborate with directly to maximize your program's success? Why will that collaboration be beneficial?
14. Describe the three-year vision for this program, including if and how the program will evolve during that time. What will have changed about the community because of your involvement?

Place

Instructions: Please provide more specificity related to the place focus of your program.

15. *Multiple versions, will show depending on chosen application path*
 - Will your program serve Pinellas, Hillsborough, or both?
 - Will your program serve Sarasota, DeSoto or both?
 - Your program serves Manatee County
16. In your LOI, you indicated that at least 80% of your program participants would reside in our selected areas. Please check from the following all of communities/ZIP codes of focus/attendance zones you anticipate reaching through your programming. *Note: You will find these focus areas listed by county on pages 13 – 16 of the 2022 UWS Investment Guidelines. In the online application form, the list will be reproduced here along with checkboxes for your selection.*
17. Why are those selected?

People

Instructions: No successful community impact work is done in isolation or in a vacuum. In this section, explain your past, current and intended efforts be connected to those you serve.

18. *Total Number of Unduplicated Individuals Served over 3 years:*
19. *Describe your program participants. Who will you serve and why?*
20. *Based on the resources found in this video and on Page 12 of the 2022 UWS investment guidelines, please provide an estimate for the percentage of your program participants or their households who would fall into the following categories:*
 - At or below the Federal Poverty Line
 - Within the ALICE Threshold
 - Above the ALICE Threshold
 - Unable to collect/determine
21. Describe your relationship with the communities your program will serve. Starting from January 2019, how have you developed a meaningful connection to the residents of those communities? How have you collaborated with other entities as well as community leaders to build trust among and support ALICE families? If you have been working with your chosen communities for longer than three years, please indicate the full length of time in your answer as well.
22. Describe your intention and specific plans to deepen your relationship with the communities your program will serve through 2025. How will you monitor the needs of the community and ensure the voices of the people you serve are accounted for as you strive to meet those needs?

Diversity, Equity and Inclusion

Instructions: On Page 11 of the 2022 UWS Community Investment Guidelines, you will find details about our organization's commitment to DEI and how we envision growing in that work with our partners. For the following questions, please be *specific* to your organization, program and community.

23. How are you measuring and addressing potential disparities in service delivery and outcome among different identity groups for the population your program aims to serve?
24. How are you measuring and addressing potential disparities in representation, compensation and leadership opportunities for staff, board and volunteers within your organization?

Optional Budget Question

25. It is not required for your annual program or organizational budget to balance in order to receive funding. However, if there is any year that results in a significant surplus or deficit, please provide any relevant explanation here:

Existing UWS Connections

Instructions: For this section, it helps our volunteer reviewers to understand a program's existing connection to certain UWS initiatives. Please answer honestly – any response of N/A will not automatically disqualify you from funding nor singularly harm your chances to be funded.

26. [Hillsborough/Pinellas - ALL] For programs intending to operate in Campbell Park, North Greenwood or Sulphur Springs, please describe your current relationship with the UWS Resource Centers located in those neighborhoods. If you do not currently collaborate with any of our Resource Centers, please put 'N/A'
27. [Hillsborough/Pinellas – Early Learning] For programs intending to operate in Seminole Heights, please describe your current relationship with the R.U.S.H. to Literacy campaign (Read United Seminole Heights, formerly the Hillsborough Campaign for Grade Level Reading). If you do not currently collaborate with this campaign, please put 'N/A'
24. [Manatee] Please describe your current relationship with the schools located in our priority attendance zones. If you do not currently collaborate with any of these schools, please put 'N/A'
25. [Manatee]: How does your program align with the Big Plan?
24. [Sarasota/DeSoto] Please describe your current relationship with the schools located in our priority attendance zones. If you do not currently collaborate with any of these schools, please put 'N/A'

RFP Evaluation Rubric

Program

1. The program presents a clear, thoughtful and compelling definition of participant success and community impact for its chosen indicators that is aligned with UWS priorities.
2. The program has selected an appropriate tool/process for measuring success and demonstrates a clear understanding of how to implement said tool/process.
3. The purpose, operations and activities for the program are clearly defined and make a convincing argument for their effectiveness as a critical service for its participants.
4. The evidence presented for the effectiveness of the program is clear and compelling.

Plan

5. The program presents a clear, thoughtful and compelling three-year vision for its operations, utilizing both established best practices and innovative approaches.
6. The program shows a clear understanding of how it operates in the context of other programs in its area, and presents a thoughtful and compelling plan for collaboration.

Place

7. Beyond the link between its chosen areas of focus and high concentrations of ALICE households, the program provides a clear, thoughtful and compelling reason for basing operations in those chosen areas.

People

8. The population to be served by the program is clearly defined and is clearly aligned with the design and intended outcomes of the program.
9. The organization's existing connection to the communities to be served by the program is clear and authentic and demonstrates an existing buy-in from various stakeholders.
10. The organization has a clear, thoughtful and compelling plan for increasing connection to and accountability from the communities intended to be served by the program.

Diversity, Equity and Inclusion

11. The organization shows an understanding of the importance of measuring disparities in program outcomes and presents a clear, thoughtful and compelling plan for addressing and reducing those disparities.
12. The organization shows an understanding of the importance of measuring disparities in internal representation and presents a clear, thoughtful and compelling plan for addressing and reducing those disparities.

Budget

13. The program's budget meets all of the stated UWS benchmarks and leaves no concerning questions about appropriate financial planning for the program's success over three years.

Results and Indicators

14. Based on the stated purpose of the program, both the chosen indicators and projected achievement numbers for each are ambitious, realistic and aligned with UWS goals.