



ELEVATE FLORIDA'S CAPITAL FOR BUSINESS: CATALYZING WORKFORCE DEVELOPMENT OPPORTUNITIES

OFFICE OF
**ECONOMIC
VITALITY**  

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ELEVATE FLORIDA'S CAPITAL FOR BUSINESS: CATALYZING WORKFORCE DEVELOPMENT OPPORTUNITIES

EXECUTIVE SUMMARY

The Elevate Florida's Capital Fund ("the Elevate Fund") is a local funding initiative of the Tallahassee- Leon County Office of Economic Vitality (OEV), a governmental entity of the Blueprint Intergovernmental Agency ("the Agency"). The Elevate Fund is designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-term plan for strategic economic development. The Elevate Fund provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives and strengthen the foundation for future growth and opportunities.

PROGRAM SUMMARY

This section of the Elevate Fund specifically addresses requests for workforce training grants that address gaps between existing workforce development/training programs, such as those currently offered by CareerSource Florida¹, and the identified needs of local businesses seeking to expand their workforce. It is intended to help organizations provide training programs to fill positions that fall within high skill/high wage occupations. For this reason, in addition to ensuring this program aligns with Tallahassee-Leon County's Economic Development Strategic Plan and its designated target industries, the program also aligns with CareerSource Capital Region's Industry Sectors designated as High Skill/High Wage Occupations. This ensures all high skill/high wage occupations in-demand in the local economy, and in need of additional resources to prepare and maintain a competitive workforce, are eligible to participate in this program. The Elevate Fund serves as a catalyst for ecosystem partners in the economic development landscape by equipping them with funds to execute programs that directly support the community's first-ever long-term plan for strategic economic development.

The Elevate Fund is modeled after the U.S. Department of Labor's Employment and Training Administration's (ETA) Innovation and Opportunity Network (ION), which strives for system improvement, capacity building, and excellence among practitioners, partners, industry leaders, and stakeholders. ION's Pay for Success model will be utilized to ensure limited dollars achieve positive, measurable outcomes. This model is an innovative funding strategy for achieving specific economic vitality objectives, discussed in more detail in Section XI.

1. The Incumbent Worker Training Program provides grant funding for customized training for existing for-profit businesses. Through this customer-driven program, Florida is able to effectively retain and keep businesses competitive through upgrade skills training for existing full-time employees. More information is available at https://careersourceflorida.com/wp-content/uploads/2017/06/2017_Incumbent_Working_Training_Guidelines.pdf.

The Quick Response Training program provides grant funding for customized, skills-based curriculum development and training, through partial reimbursement, to new or expanding businesses in Florida's qualified targeted industries. More information available at: https://careersourceflorida.com/wp-content/uploads/2017/06/2017_Quick_Response_Training_Guidelines.pdf.

PROGRAM SUMMARY

This program also draws from the State of Florida's Job Growth Grant Fund, specifically on workforce development, whereby OEV commits funds as the financial funding agency to pay for specific target outcomes achieved within a given timeframe. Payment of the committed funds by OEV is contingent on achievement of results. Ideally, some or all of the return on OEV's investment will yield increased economic vitality in Tallahassee-Leon County. In this way, this program mirrors traditional economic development incentive programs, and ensures accountable use of resources, to fund projects that achieve specific outcomes.

Through a partnership with CareerSource Capital Region, individuals who participate in programs funded by this grant will be evaluated, on a regular basis, regarding the employment status, promotions, and wage increases of the participating employees for approximately one year following the completion of training. This ensures programs funded by OEV are effective in catalyzing and strengthening career ladder opportunities in Tallahassee-Leon County.

SUBMISSION AND OTHER IMPORTANT DATES

A. All applications are electronically to the Office of Economic Vitality by Wednesday, May 22 by 5:00 p.m. Each applicant must the application by email to info@OEVforBusiness.org with "**Elevate: Workforce Development Grant Application**" in the e-mail subject line and include the following information:

1. The Primary Organization's name and address;
2. A general overview of the Elevate Fund project proposal;
3. The organizations partnered with for the application.

B. Important Dates:

Grant Applications Published: **Monday, April 22, 2019**

Grant Submission Due Date: **Wednesday, May 22, 2019 by 5:00 p.m.**

Applicant Informed of Decision: **Wednesday, June 5, 2019**

C. Extraordinary opportunities may be considered outside of the grant cycle on a case-by-case basis at the sole discretion of the Director of Planning, Land Management, and Community Enhancement (PLACE), or designee, and the Competitive Projects Cabinet (CPC). Such opportunities will be evaluated by the Director of PLACE, or designee, and the CPC, and recommended to the Blueprint Intergovernmental Agency Board of Directors for approval at their next regularly scheduled meeting². All other rules governing the Elevate Fund apply.

ABOUT THE FUNDING ORGANIZATION

A division of PLACE, OEV is the central economic development hub for Florida's Capital and is creating a vibrant and sustainable economic ecosystem through implementation of the community's first-ever Economic Development Strategic Plan.

A. Purpose

We grow innovation! Tallahassee-Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation, and sustainable growth.

B. Mission

OEV is guiding Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.



2. More information about the Blueprint Intergovernmental Agency Board of Directors meeting schedule can be found at <http://blueprint2000.org/blueprintevents/>.

TARGET INDUSTRIES

- A. Applied Science & Innovation
- B. Manufacturing&Transportation/Logistics
- C. Professional Services & Information Technology
- D. Health Care
- E. CareerSource Capital Region's Industry Sectors specifically identified as High Skill/High Wage Occupations

OBJECTIVES AND PRIORITIES

OEV seeks to catalyze programs that support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries, and effectively address one or more of the following strategic priorities:

- I. To specifically address at least one economic development cornerstone, which includes Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.³
- II. To better position and promote Tallahassee-Leon County as a business generator.
- III. To marshal two or more available assets, organizations, or resources.
- IV. To spur innovative growth.
- V. To responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

AWARD INFORMATION

- A. Up to **\$74,000** is available under the Elevate Fund for second round of funding in fiscal year 2018-2019. Future fiscal year amounts will be awarded up to the amount allotted by the Board.
- B. Workforce training grants are funded for a one-year period, and funds must be expended by December 31, 2019.
- C. No more than \$25,000 will be provided per fiscal year per organization. Any grant application with a proposed total value greater than \$25,000 will be deemed non-responsive and will not be considered. Note: OEV reserves the right to determine the final award amount.

3. Please note Business Formation, while important, has been intentionally excluded from this list. Starting a business is not the intent of this program; rather, this program aims to catalyze workforce development and training in areas of demonstrated need.

AWARD INFORMATION

- D.** OEV prefers programs structured such that outcome target achievement is determined toward the end of the grant's timeline, and a single payment request is made. OEV will consider programs with a second, mid-year payment point, but only if the payment point is tied to the achievement of validated outcome targets that are independent of each other. Organizations proposing a mid-year payment point should clearly show that the payment structure does not incentivize early program shutdown once particular outcome target levels are met. For example, applicants should not propose a mid-year payment point that pays out a disproportionate amount of the grant, thereby making the remaining timeline of the program economically unattractive to complete.
- E.** Final release of grant funds to the grantee will only be made upon proof of the timely achievement of the identified outcome target(s), as described in the application and finalized with OEV in the provisions of the grant agreement for those awarded funding under this solicitation.
- F.** Extension to the period of performance is not encouraged, but may be provided under exceptional circumstances; as a result, applicants should design payment point(s) that are measured and validated on a fixed timeline.
- G.** The amount(s) to be paid will be indicated in the grant agreement and, once the grant is awarded, will not be tied to actual final costs of implementation.
- H.** Applications will be reviewed and processed in the order in which they arrive. A notification will be posted on www.OEVforBusiness.org when funds are no longer available.
- I.** In the event funding for the Elevate Fund is not exhausted after the initial round, OEV retains the right to issue a second round of applications. The second round of applications will be made available. A notification will be posted on www.OEVforBusiness.org with updated submission and other important dates. **NOTE: This second grant is the second and final round of applications for FY 2018-2019.**

DEFINITIONS

- A.** "Asset" means item(s) of value owned by a single organization.
- B.** "CareerSource Capital Region's Industry Sector High Skill/High Wage Occupations" means all high skill/high wage occupations in-demand in the local economy, as demonstrated in the Regional Demand Occupations List.
- C.** "Competitive Projects Cabinet" means the Tallahassee City Manager, Leon County Administrator, and one business professional, sitting jointly to consider competitive economic development projects.
- D.** "Extraordinary Opportunity" means any program that requires consideration outside the grant cycle.

DEFINITIONS

- E.** “Fiscal Year” means the period beginning on October 1 and ending on September 30 of each year.
- F.** “Indirect Costs” means costs that are not directly accountable to the program, including administration, personnel and security costs.
- G.** “Intergovernmental Agency Board of Directors” means the five City of Tallahassee Commissioners and seven Leon County Commissioners, sitting jointly.
- H.** “Organization” means businesses, non-profit organizations, and educational institutions.
- I.** “Outcome Measure” means an assessment of a program’s impact that is applied to both target and comparison groups.
- J.** “Outcome Target” means the specific level of achievement that the project intends to attain.
- K.** “Outputs” means the in-program results a program produces that may be interim markers to gauge progress toward achieving the outcome target.
- L.** “Primary Organization” means the holder of the grant and lead entity for the program who will make final decisions and supervise funding and expenditures for the program.
- M.** “Programs” means a planned series of future events.
- N.** “Resources” means supply, support, or aid from an organization.
- O.** “Target Industry” means any industry identified in the Targeted Industry Analysis and Selection Study Final Study Document prepared for Tallahassee-Leon County, Florida by Camoin Associates in 2018.

GUIDELINES FOR SUBMISSION OF FUNDING REQUESTS

- A.** The Primary Organization must serve and benefit a demonstrated workforce need in Tallahassee-Leon County.
- B.** The Primary Organization must be in existence for at least three (3) years.
- C.** Elevate Fund awards are not retroactive.
- D.** Grant applications must specifically address at least one economic development cornerstone, which includes Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- E.** The Primary Organization must demonstrate that external funding has been, or will be, provided to support the initiative.

GUIDELINES FOR SUBMISSION OF FUNDING REQUESTS

- F.** Collaboration is required for funding consideration. Proposals for workforce training grants must demonstrate that at least one accredited educational institution or one private sector organization is a contributing partner.
- G.** The Primary Organization must demonstrate its commitment to include OEV's logo on all marketing materials for the program and submit for review to OEV prior to production and distribution.
- H.** Supporting material may be included as appendices, if needed.
- I.** The body of the application must include page numbers and be titled using the titles shown below.
- J.** Grant proposals must include the following:
 1. Proposal Cover Sheet. Include project title, requested grant amount, specific aims, and use lay language to the extent possible. A sample form is provided in Appendix B.
 2. Strategy. Include approach, timeline, expected results and benchmarks of success, strengths and weaknesses of the program, potential problems, and alternative strategies.
 3. Statement(s) of Relevance to OEV's Objectives and Priorities. Also, comment on the program's significance and innovation.
 4. Sustainability. Explain how the program could be sustained, if appropriate, after the requested funding period.
 5. Outcomes. Provide anticipated outcomes and evaluation methods to demonstrate progress and sustainability, if applicable.
 6. Funding. Detail other support provided for your program, including pending applications for external funding, as well as information regarding the requested number payment(s). This includes internal and external funding sources as well as capital and in-kind contributions.
 7. Letters of Intent to Collaborate. The organization seeking the grant ("the Primary Organization") must include at least one Letter of Intent to Collaborate from other individuals affirming the marshaling of two or more available assets, organizations, or resources.
 8. Budget. Provide a detailed budget and budget justification for the program. Note: The Elevate Fund does not fund indirect costs.
 9. Branding. Provide a detailed description about how OEV will be recognized throughout the program.

GUIDELINES FOR SUBMISSION OF FUNDING REQUESTS

10. Biographical Information. Provide biographical information on the personnel significant to the proposal.
 11. Facilities. Provide a statement of facilities available for the project, if applicable.
 12. Financial Viability. The Primary Organization must demonstrate financial viability by providing a copy of the Primary Organization's most up-to-date full operating budget.
 13. Recognition of OEV's Support. Provide specific examples of how the Primary Organization plans to include OEV's logo on all marketing materials.
- K.** Grant applications must be received electronically or postmarked no later than 5:00 p.m. on the grant submission due date (see Section II).

EXCLUSIONS

The Elevate Fund is designed to support shifting market needs and unanticipated opportunities for growth, and effectively address one or more of the cornerstones listed in Section V. In particular, to ensure Elevate Fund is reserved exclusively for opportunities that responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities, the following exclusions apply.

Financial support will not be provided for:

- A.** Individuals;
- B.** Private foundations;
- C.** National or regional organizations unless their initiative addresses at least one strategic initiative in the Economic Development Strategic Plan for and in Tallahassee-Leon County;
- D.** Initiatives where the primary purpose is the promotion of religious doctrine or tenets;
- E.** Organizations who receive financial support from the City of Tallahassee or Leon County Government, including other grants;
- F.** Starting or expanding a business;
- G.** Operational expenses (except those incurred as a direct result of the program);
- H.** Food, beverage, or other hospitality items;
- I.** Staff salaries or any other form of staff compensation;
- J.** Indirect costs;

EXCLUSIONS

- K.** Political action or legislative advocacy groups;
- L.** Endowments or memorial campaigns;
- M.** Fundraising events;
- N.** Sponsorships, grants, or other financial assistance initiatives and/or programs;
- O.** Deficit reduction;
- P.** Dues; or
- Q.** Organizations located in and solely benefitting communities outside Tallahassee-Leon County.

TRANSPARENCY

OEV is committed to conducting a transparent grant award process and publicizing information about program outcomes. Posting grant applications on public websites is a means of promoting and sharing innovative ideas. For the Elevate Fund, we will publish the Proposal Cover Sheet for all applications on OEV's public website and/or similar publically accessible location(s). Additional information about the project will be made available for all those applications that are awarded grants on OEV's public website and/or similar publically accessible location(s). Proposal information will not be published until after the grants are announced. Information about grant progress and results may also be made publicly available, subject to public record laws.

APPLICATION REVIEW INFORMATION

- A.** This section identifies and describes the criteria that will be used for each category to evaluate workforce training grant proposals for Elevate Fund. The evaluation criteria are described below:

- I.** Criterion 1: Partnership and Work Plan

To be eligible for funding hereunder, you must provide evidence of a fully-formed partnership with at least one organization. The partners must agree to 1) the problem(s) to be solved; 2) the outcome target(s) to be achieved; and 3) the outcome measure(s) and associated data that will be used to verify achievement of the outcome target(s). In your proposal, you must identify the members of your partnership; describe their roles and responsibilities; and provide evidence that all partners are in agreement with the program elements listed above. Points will be awarded based on the following factors:

1. Factor 1: Partnership Agreement. A maximum of 17 points will be awarded for this factor based on the extent to which you address the following:
 - a. You fully describe the roles and responsibilities of each major program partner.

APPLICATION REVIEW INFORMATION

of 13 points will be awarded for this factor based on the extent to which you address the following:

- a.** You describe your outcome target(s), showing that it is specific, measurable, achievable, realistic, and can be achieved within the timeframe of the grant. Outcome targets can be a defined change of an outcome measure or a percentage improvement of that outcome measure when compared to a comparison or control group. Outcome targets must be defined relative to the comparison or control group (e.g. a reduction of, or improvement to, an outcome measure relative to a comparison or control group.)
 - b.** You describe the outcome measure(s) that you will use to ascertain the level of achievement the project attains. The outcome measure is determined using relevant program data and has defined units of measurement by which the impact can be tracked.
 - 2.** Factor 2: Program Design. You must present a narrative theory of change, supported by evidence as available, that; 1) explains how your proposed program will generate the outcome target(s) you identified above; and 2) identifies a set of connected actions or steps that will generate the change necessary to realize the project's outcome target(s). A compelling theory of change: 1) identifies key assumptions upon which the program is based; 2) provides a set of testable hypotheses that can be used to measure the effect of the proposed strategy; and 3) describes interim outputs that provide indications of your program's progress toward the agreed-upon outcome target(s). You must also show that the partnership is capable of adapting the program as needed. A maximum of 15 points will be awarded for this factor based on the extent to which you address the following:
 - a.** You clearly describe the strategy you plan to use to achieve the target outcome(s) and provide a compelling theory of change.
 - b.** You provide compelling evidence (quantitative, qualitative, and/or theoretical) that suggests that the program strategy is likely to be successful.
 - c.** You describe the process the partnership will use to determine when changes in the program strategy are needed during the course of the project in order to achieve the outcome target(s).

IV. Criterion 4: Financial Analysis

You must describe the financing model for the project, including the demonstrated gains to the public sector resulting from the project, and the commitments from external funding sources to cover the full operating costs over the life of the project. We will award

APPLICATION REVIEW INFORMATION

points for this factor based on the extent to which you address the following:

1. Factor 1: Financial Analysis. You must provide a financial analysis that illustrates that the partnership is capable of achieving the outcome target(s). A maximum of 5 points will be awarded for this factor based on the extent to which you address the following:
 - a. You must provide a financial analysis that illustrates the anticipated total operating cost of achieving the outcome target(s) over the lifetime of the project. The total operating costs should include: 1) the cost of overhead; 2) the cost of the program; and 3) program management and oversight costs of the Primary Organization and its collaborators.
2. Factor 2: Investment. You must clearly identify the source of up-front operating capital and other in-kind support, and provide evidence of its availability upon grant award. You must identify the independent investor(s) and demonstrate that the quantity and availability of funds is adequate to sustain the life of the project, according to the anticipated total delivery cost of the project. A maximum of 5 points will be awarded for this factor based on the extent to which you provide, as an attachment, a specific letter of commitment from the investor(s) to provide working capital or in-kind support adequate to sustain the life of the project. The commitment of funding may be contingent on grant award.
3. Factor 3: Payments. You must provide a timeline that indicates the following: 1) when the program will begin; 2) when the program will end; 3) when the period of validating the outcome target(s) will take place; 4) the number of requested payments; and 5) when you will request the drawdown of funds from the grant. We strongly prefer there is a single payment point that occurs at the end of the grant's period of performance. A maximum of 5 points will be awarded for this factor based on the extent to which you address the following:
 - a. You must provide a workable project timeline that defines when the program will begin; when the program will conclude; when the validation period will take place; and when you will request the drawdown of funds from the grant that coincide with the requirements in Section VI.
 - b. If applicable, you describe each requested payment point, including the corresponding outcome target that must be achieved, the evidence that will validate the achievement of the outcome, and a justification for the level of payment requested. Should a mid-year payment point be proposed, each must be tied to achievement of validated outcome target(s), and not be based on interim outputs.

APPLICATION REVIEW INFORMATION

- c. You demonstrate the payment structure does not create high-stakes thresholds that would incentivize early project shutdowns once particular outcome target levels or payment points are met.

B. Bonus Opportunities

A maximum of 15 points will be awarded for applications who demonstrate additional criteria have been met.

- I. The primary audience benefitting from this program resides or works in one of the following areas⁴:
 1. Urban Vitality Job Creation Pilot Program Eligibility Area/Promise Zone;
 2. Historically Underutilized Business (HUB) Zone;
 3. Greater Frenchtown/Southside CRA;
 4. Downtown District CRA. (Max 5 points)
- II. A single reimbursement payment point was requested. (Max 5 points)
- III. The applicant demonstrated that requested funds will be matched. (Max 10 points)

APPLICATION PROCESS

The Elevate Fund application process is a collaborative effort between the Primary Organization, its collaborators, and OEV. The Elevate Fund recognizes the vital role ecosystem partners play in the economic development landscape and equips them with funds to execute programs that directly support the community's first-ever long-term plan for strategic economic development.

Grant applications must be received electronically no later than 5:00 p.m. on the grant submission due date. Upon receipt, the Primary Organization will receive a confirmation email that it has been received and the time at which the submission was received. Should the evaluation committee, comprised of OEV staff, have questions regarding the application, the Primary Organization will receive an email from OEV seeking clarification.

1. Information about the geographic borders for each of these designated areas can be found at [\[INSERT WEBLINK\]](#)

APPLICATION PROCESS

Grant applications will be preliminarily reviewed and evaluated by OEV staff and presented to the business leader member of the Competitive Projects Cabinet in the order in which they were received. Applications will be evaluated using the Elevate Fund Scoring System found in Appendix C. Up to 100 points may be awarded to an application, depending on the quality of the responses to the required information described in Section XI. The applications will be provided to the Director of PLACE, or designee, for review and recommendation. Under the budget authority provided by the Blueprint Intergovernmental Agency Board of Directors each fiscal year, and the oversight of the Intergovernmental Management Committee, the Director of PLACE has the authority to award applications and execute any and all documents representing awards up to \$25,000.

Upon approval of an application, a congratulatory email will be sent to the Primary Organization. The email will include the approved grant amount as well as a grant contract.

REPORTING REQUIREMENTS

Recipients of the Elevate Fund grant program are required to submit a Final Report within sixty (60) days of the initiative's completion. See [Appendix E](#) for a sample Final Report. Note: Additional program-specific questions may be added to the Final Report to demonstrate Tallahassee-Leon County's return on investment.

A copy of the Final Report will be provided to the Primary Organization upon execution of the Grant Contract.

GRANT AGREEMENT

- A. An Elevate Fund grant agreement, listing all parties, including OEV, the Primary Organization, and any collaborators, will be prepared and provided to the Primary Organization for signature by all parties. See Attachment F for a sample Elevate Fund grant agreement. The agreement must be returned to OEV for signature either electronically at info@OEVforBusiness.org, or via mail at:

OFFICE OF ECONOMIC VITALITY
Engagement & Operations Division
315 S. Calhoun Street, Suite 450
Tallahassee, Florida 32301

- B. Once received, OEV will execute the agreement. The executed agreement will be provided electronically to all parties. No disbursement of funds will be made until the agreement is fully executed.
- C. The agreement will set forth all processes and expectations for use of funds.
- D. Funds provided by the Elevate Fund must be spent within the time limitations of the agreement.

APPENDIX A

CAREERSOURCE CAPITAL REGION'S REGIONAL DEMAND OCCUPATIONS LIST

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

WORKFORCE ESTIMATING CONFERENCE SELECTION CRITERIA:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code†	HSHW† †	Occupational Title†	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOW Training Code	In EFI Targeted Industry?	Data Source† ††
					Mean	Entry			
132011	HSHW	Accountants and Auditors	0.62	282	26.80	16.22	5	Yes	R
113011	HSHW	Administrative Services Managers	1.63	1,109	52.41	30.38	4	Yes	S
413011		Advertising Sales Agents	0.51	1,614	27.05	13.63	3	Yes	S
493011	HSHW	Aircraft Mechanics and Service Technicians	1.28	1,278	27.09	17.33	3	Yes	S
532011	HSHW	Airline Pilots, Copilots, and Flight Engineers	1.76	549	85.52	47.37	4	Yes	S
274011		Audio and Video Equipment Technicians	2.03	641	20.02	12.89	4	Yes	S
493023		Automotive Service Technicians and Mechanics	0.87	94	19.57	11.81	3	No	R
472021		Brickmasons and Blockmasons	NR	NR	17.19	12.63	3	No	R
493031		Bus and Truck Mechanics and Diesel Engine Specialists	1.60	1,294	22.58	15.79	3	Yes	S
533021		Bus Drivers, Transit and Intercity	1.27	1,553	16.60	12.57	3	Yes	R
131199	HSHW	Business Operations Specialists, All Other	0.61	239	32.06	19.81	4	No	R
251011	HSHW	Business Teachers, Postsecondary	1.16	31	89.90	46.62	5	No	R
435011		Cargo and Freight Agents	1.53	649	21.58	13.48	3	Yes	S
472031		Carpenters	0.70	76	19.65	12.51	3	No	R
472051		Cement Masons and Concrete Finishers	2.48	1,686	16.93	12.35	3	No	S
351011	HSHW	Chefs and Head Cooks	1.69	1,222	28.09	17.17	3	No	S
172051	HSHW	Civil Engineers	0.80	53	41.96	26.40	5	Yes	R
131031	HSHW	Claims Adjusters, Examiners, and Investigators	1.68	57	27.87	19.27	3	Yes	R
532012	HSHW	Commercial Pilots	1.61	572	44.86	23.00	3	Yes	S
131014	HSHW	Compliance Officers	1.07	1,490	30.30	17.84	3	No	S
151143	HSHW	Computer Network Architects	1.42	1,333	36.85	22.46	3	Yes	S
151152	HSHW	Computer Network Support Specialists	1.50	913	28.26	17.76	3	Yes	S
151121	HSHW	Computer Systems Analysts	2.18	60	37.55	25.41	4	Yes	R
151151		Computer User Support Specialists	1.35	75	18.26	12.38	3	Yes	R

APPENDIX A (CONT.)

CAREERSOURCE CAPITAL REGION'S REGIONAL DEMAND OCCUPATIONS LIST

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

WORKFORCE ESTIMATING CONFERENCE SELECTION CRITERIA:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code†	HSHW† †	Occupational Title†	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOW Training Code	In EFI Targeted Industry?	Data Source†††
					Mean	Entry			
474011	HSHW	Construction and Building Inspectors	1.89	926	28.56	18.88	3	No	S
333012		Correctional Officers and Jailers	0.39	2,751	21.04	16.19	3	No	S
131051	HSHW	Cost Estimators	1.80	1,649	29.57	18.16	4	No	S
151141	HSHW	Database Administrators	1.78	649	40.87	26.16	4	Yes	S
319091		Dental Assistants	1.15	38	19.44	14.53	3	Yes	R
292021	HSHW	Dental Hygienists	2.28	973	30.93	23.34	4	Yes	S
292032	HSHW	Diagnostic Medical Sonographers	3.24	511	30.76	24.58	3	Yes	S
472111		Electricians	1.74	50	20.41	15.43	3	No	R
252021	HSHW	Elementary School Teachers, Except Special Education	0.97	115	27.53	22.58	5	No	R
192041	HSHW	Environmental Scientists & Specialists, Including Health	0.30	68	25.47	19.45	5	No	R
436011	HSHW	Executive Secretaries and Executive Admin. Assistants	0.02	4,311	25.16	17.12	3	Yes	S
113031	HSHW	Financial Managers	0.66	35	55.60	35.98	5	Yes	R
332011	HSHW	Firefighters	0.14	37	23.39	15.03	3	No	R
371012	HSHW	First-Line Superv. Landscaping & Groundskeeping Workers	1.32	34	22.77	14.33	3	No	R
471011	HSHW	First-Line Superv. of Construction & Extraction Workers	1.01	85	29.82	20.64	4	No	R
351012		First-Line Superv. of Food Preparation & Serving Workers	NR	NR	17.96	12.23	3	No	R
371011		First-Line Superv. of Housekeeping & Janitorial Workers	1.49	1,776	18.92	12.61	3	No	S
531031	HSHW	First-Line Superv. of Material-Moving Vehicle Operators	1.20	1,311	28.32	17.81	3	Yes	S
491011	HSHW	First-Line Superv. of Mechanics, Installers, and Repairers	1.21	61	27.40	16.66	3	No	R
431011	HSHW	First-Line Superv. of Office and Admin. Support Workers	0.84	145	25.63	17.28	4	Yes	R
511011	HSHW	First-Line Superv. of Production and Operating Workers	0.23	32	27.78	17.67	3	Yes	R
411012	HSHW	First-Line Supervisors of Non-Retail Sales Workers	0.54	42	40.04	20.81	4	Yes	R
391021		First-Line Supervisors of Personal Service Workers	1.07	39	20.67	13.89	3	No	R

APPENDIX A (CONT.)

CAREERSOURCE CAPITAL REGION'S REGIONAL DEMAND OCCUPATIONS LIST

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

WORKFORCE ESTIMATING CONFERENCE SELECTION CRITERIA:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code [†]	HSHW ^{† †}	Occupational Title [†]	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOW Training Code	In EFI Targeted Industry?	Data Source ^{† † †}
					Mean	Entry			
411011		First-Line Supervisors of Retail Sales Workers	0.50	220	20.92	14.85	3	No	R
119051	HSHW	Food Service Managers	1.44	1,764	36.15	22.74	4	No	S
111021	HSHW	General and Operations Managers	1.13	171	61.66	32.44	4	Yes	R
472121		Glaziers	1.48	510	17.04	12.54	3	No	S
251191		Graduate Teaching Assistants	NR	NR	NR	NR	5	No	R
271024		Graphic Designers	0.34	37	22.32	13.92	4	Yes	R
292099		Health Technologists and Technicians, All Other	2.38	948	19.80	12.98	3	Yes	S
499021		Heating, A.C., and Refrigeration Mechanics and Installers	1.97	53	19.54	14.33	3	No	R
533032		Heavy and Tractor-Trailer Truck Drivers	0.59	130	17.13	13.27	3	Yes	R
131071	HSHW	Human Resources Specialists	0.26	100	23.64	15.74	5	No	R
499041	HSHW	Industrial Machinery Mechanics	2.61	1,607	23.86	16.35	3	Yes	S
537051		Industrial Truck and Tractor Operators	0.89	2,544	16.55	12.09	3	Yes	S
413021	HSHW	Insurance Sales Agents	1.43	86	30.90	16.42	3	Yes	R
271025		Interior Designers	1.49	732	24.10	13.77	4	Yes	S
292061		Licensed Practical and Licensed Vocational Nurses	1.30	68	20.60	16.29	3	Yes	R
434131		Loan Interviewers and Clerks	1.41	1,937	19.69	14.37	3	Yes	S
132072	HSHW	Loan Officers	1.32	2,060	40.96	22.28	4	Yes	S
514041		Machinists	1.50	1,176	19.57	13.43	3	Yes	S
131111	HSHW	Management Analysts	0.34	563	25.52	18.86	5	Yes	R
131161	HSHW	Market Research Analysts and Marketing Specialists	2.48	75	29.58	15.17	5	Yes	R
319011		Massage Therapists	2.50	2,111	21.51	12.66	3	No	S
292012		Medical and Clinical Laboratory Technicians	2.46	618	18.70	12.94	4	Yes	S
292011	HSHW	Medical and Clinical Laboratory Technologists	1.81	811	29.94	24.24	4	Yes	S

APPENDIX A (CONT.)

CAREERSOURCE CAPITAL REGION'S REGIONAL DEMAND OCCUPATIONS LIST

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

WORKFORCE ESTIMATING CONFERENCE SELECTION CRITERIA:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code [†]	HSHW [†]	Occupational Title [†]	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOW Training Code	In EFI Targeted Industry?	Data Source ^{††}
					Mean	Entry			
319092		Medical Assistants	2.69	79	14.32	11.77	3	Yes	R
292071		Medical Records and Health Information Technicians	1.98	878	20.04	13.08	4	Yes	S
436013		Medical Secretaries	2.51	2,944	15.60	12.20	3	Yes	S
131121		Meeting, Convention, and Event Planners	1.96	1,074	22.89	13.81	4	No	S
252022	HSHW	Middle School Teachers, Exc. Special & Voc. Education	0.98	55	28.25	24.73	5	No	R
493042		Mobile Heavy Equipment Mechanics, Except Engines	1.45	594	21.82	15.57	3	Yes	S
151142	HSHW	Network and Computer Systems Administrators	1.42	1,435	39.74	26.06	4	Yes	S
472073		Operating Engineers/Construction Equipment Operators	1.75	2,201	18.77	14.16	3	No	S
292081		Opticians, Dispensing	2.68	506	18.48	12.54	4	Yes	S
232011	HSHW	Paralegals and Legal Assistants	0.43	51	22.26	15.89	3	Yes	R
373012		Pesticide Handlers, Sprayers, & Applicators, Vegetation	1.46	526	16.69	12.52	4	No	S
292052		Pharmacy Technicians	1.24	43	14.88	11.86	3	No	R
319097		Phlebotomists	2.55	31	14.69	13.30	3	Yes	R
274021	HSHW	Photographers	NR	NR	41.98	36.56	3	Yes	R
312021	HSHW	Physical Therapist Assistants	3.94	899	31.15	24.28	4	Yes	S
472152		Plumbers, Pipefitters, and Steamfitters	1.45	57	18.31	14.33	3	No	R
333051	HSHW	Police and Sheriff's Patrol Officers	0.15	63	26.82	18.37	3	No	R
119141	HSHW	Property, Real Estate & Community Assoc. Managers	1.32	45	30.56	16.38	4	No	R
273031	HSHW	Public Relations Specialists	0.60	85	40.12	17.56	5	Yes	R
131023	HSHW	Purchasing Agents, Except Farm Products & Trade	0.80	1,522	29.65	19.13	4	Yes	S
292034	HSHW	Radio Technologists	1.50	946	26.00	18.83	3	Yes	S
419021		Real Estate Brokers	1.65	735	41.39	13.96	3	No	S
419022	HSHW	Real Estate Sales Agents	0.57	47	26.15	14.50	3	No	R

APPENDIX A (CONT.)

CAREERSOURCE CAPITAL REGION'S REGIONAL DEMAND OCCUPATIONS LIST

Workforce Development Area 5 - Gadsden, Leon, and Wakulla Counties

WORKFORCE ESTIMATING CONFERENCE SELECTION CRITERIA:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 30 annual openings and positive growth
- 3 Mean Wage of \$14.13/hour and Entry Wage of \$11.49/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$22.15/hour and Entry Wage of \$14.13/hour

SOC Code [†]	HSHW ^{††}	Occupational Title [†]	Annual Percent Growth	Annual Openings	2017 Hourly Wage		FLDOW Training Code	In EFI Targeted Industry?	Data Source ^{†††}
					Mean	Entry			
291141	HSHW	Registered Nurses	1.92	250	29.54	22.15	4	Yes	R
291126	HSHW	Respiratory Therapists	1.42	595	27.60	22.32	4	Yes	S
414011	HSHW	Sales Representatives, Wholesale & Manufacturing, Tech. & Sci. Prod.	1.21	2,641	41.47	18.89	3	Yes	S
414012		Sales Representatives, Wholesale & Mfg, Other	0.29	96	26.16	12.03	3	Yes	R
252031	HSHW	Secondary School Teachers, Exc. Special and Voc. Ed.	NR	NR	NR	NR	5	No	R
436014		Secretaries, Except Legal, Medical, and Executive	0.20	536	16.56	11.92	3	Yes	R
492098		Security and Fire Alarm Systems Installers	1.91	832	20.75	14.89	3	No	S
211093		Social and Human Service Assistants	1.27	1,546	15.75	11.97	3	No	S
151132	HSHW	Software Developers, Applications	2.21	71	40.48	24.44	4	Yes	R
292055		Surgical Technologists	1.98	695	20.79	16.25	3	Yes	S
259041		Teacher Assistants	1.06	151	16.82	13.40	3	No	R
492022	HSHW	Telecommunications Equipment Installers and Repairers	1.02	32	22.17	15.16	3	Yes	R
131151	HSHW	Training and Development Specialists	0.13	34	26.04	17.71	5	Yes	R
292056		Veterinary Technologists and Technicians	2.69	961	15.62	12.04	4	Yes	S
251194	HSHW	Vocational Education Teachers, Postsecondary	1.69	626	29.44	17.17	4	No	S
151134	HSHW	Web Developers	3.20	1,102	30.60	18.75	3	Yes	S
514121		Welders, Cutters, Solderers, and Brazers	0.93	1,706	18.32	12.91	3	Yes	S
131022	HSHW	Wholesale and Retail Buyers, Except Farm Products	1.65	574	32.23	16.96	4	Yes	S

EFI - Enterprise Florida, Inc.

[†] SOC Code and Occupational Title refer to Standard Occupational Classification codes and titles.

^{††} HSHW = High Skill/High Wage

^{†††} Data Source:

R = Meets regional wage and openings criteria based on state Labor Market Statistics employer survey data. Regional data are shown.

S = Meets statewide wage and openings criteria based on state Labor Market Statistics employer survey data. Statewide data are shown.

NR = Not releasable.

APPENDIX B

ELEVATE FUND WORKFORCE TRAINING GRANT PROPOSAL SAMPLE COVER SHEET

Date of Application: _____ Total Funds Requested: _____

Project Title: _____

Date(s) during which funding will be applied: _____

I. PRIMARY ORGANIZATION INFORMATION

Organization Name: _____

Organization Address: _____
Street Address

City State Zip County

Principal Contact Information: _____
Name Title

Phone Number Email Address

II. PROPOSED EVENT INFORMATION

Provide a brief overview of the proposed program, including its specific aims. Attach a separate sheet listing this information, if necessary.

APPENDIX B (CONT.)

ELEVATE FUND WORKFORCE TRAINING GRANT PROPOSAL SAMPLE COVER SHEET

III. ACKNOWLEDGEMENTS

I acknowledge that:

- A.** The Elevate Fund Grant is funded for a one-year period and will expire at the end of the current fiscal year.
- B.** No more than \$25,000 will be provided per fiscal year to my organization for this program.
- C.** OEV reserves the right to determine the final award amount for my program.
- D.** My organization is either headquartered or independently owned and operated in Tallahassee-Leon County.
- E.** My organization has been in existence for at least three (3) years.
- F.** I will not receive retroactive Elevate Fund awards for my program.
- G.** My organization must demonstrate that external funding has been, or will be, provided to support the program.

Authorized Signature

Date

Printed Name

APPENDIX C

ELEVATE FUND SCORING SYSTEM

PARTNERSHIP AND WORK PLAN CRITERIA #1	CHECK ONE	POINTS	SCORE
Number of collaborators, including the applying organization (organizations providing financial and/or in-kind goods/services).	2	6	
	3	8	
	4	10	
	5 or more	12	

PARTNERSHIP AND WORK PLAN CRITERIA #2	CHECK ONE	POINTS	SCORE
The roles and responsibilities of each major program partner are: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

PARTNERSHIP AND WORK PLAN CRITERIA #3	CHECK ONE	POINTS	SCORE
The application milestones demonstrating the applicant's complete understanding of all responsibilities required to start up the program are: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

APPENDIX C (CONT.)

ELEVATE FUND SCORING SYSTEM

PARTNERSHIP AND WORK PLAN CRITERIA #4	CHECK ONE	POINTS	SCORE
<p>The application presents evidence of readiness to begin implementing the grant immediately upon grant award and includes a feasible and reasonable timeframe for accomplishing all necessary grant start-up strategies within the first two months of the anticipated grant start date.</p> <p>Very well Somewhat Not at all</p>			
		5	
		2	
		0	

ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #1	CHECK ONE	POINTS	SCORE
<p>Number of overarching Economic Development Strategic Plan Goals met.</p>	1	4	
	2	6	
	3	8	
	4	10	

ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #1	CHECK ONE	POINTS	SCORE
<p>Number of Economic Development Cornerstone Initiatives addressed.</p>	1	5	
	2	6	
	3	7	
	4	8	
	5	9	
	6	10	

APPENDIX C (CONT.)

ELEVATE FUND SCORING SYSTEM

ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #3	CHECK ONE	POINTS	SCORE
Number of Tallahassee-Leon County’s Target Industries addressed (Health Care, Applied Science and Innovation, Manufacturing and Logistics/Transportation, Professional Services and Information Tech) and/or CareerSource Capital Region’s Industry Sectors specifically identified as High Skill/ High Wage Occupations not already identified by the target industries listed above.	1	4	
	2	6	
	3	8	
	4	10	

OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #1	CHECK ALL THAT APPLY	POINTS	SCORE
Outcome targets are: Specific Measurable Achievable Realistic			
		2	
		2	
		2	
		2	

OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #2	CHECK ONE	POINTS	SCORE
Outcome measures used to ascertain the level of achievement the project attains are: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

APPENDIX C (CONT.)

ELEVATE FUND SCORING SYSTEM

OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #3	CHECK ONE	POINTS	SCORE
The proposed strategy to be used to achieve the target outcome(s) and compelling theory of change is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #4	CHECK ONE	POINTS	SCORE
The evidence provided suggests that the program strategy is likely to be successful is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #5	CHECK ONE	POINTS	SCORE
The process that will be used when changes are needed to achieve the outcome target(s) is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

APPENDIX C (CONT.)

ELEVATE FUND SCORING SYSTEM

FINANCIAL ANALYSIS CRITERIA #1	CHECK ONE	POINTS	SCORE
The financial analysis that illustrates the partnership is capable of achieving the outcome target(s) is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

FINANCIAL ANALYSIS CRITERIA #2	CHECK ONE	POINTS	SCORE
The evidence of financial and in-kind support availability upon grant award is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

FINANCIAL ANALYSIS CRITERIA #3	CHECK ONE	POINTS	SCORE
The workable project timeline with commencement and conclusion dates and the validation period is: Clearly defined and fully described. Somewhat defined and partially described. Not at all defined or described.			
		5	
		2	
		0	

APPENDIX C (CONT.)

ELEVATE FUND SCORING SYSTEM

BONUS OPPORTUNITIES	CHECK ALL THAT APPLY	POINTS	SCORE
The primary audience benefitting from this program resides or works in one of the following areas: Urban Vitality Job Creation Pilot Program Eligibility Area/Promise Zone Historically Underutilized Business (HUB) Zone Greater Frenchtown/Southside CRA Downtown District CRA		5	
A single payment point was requested.		5	
The applicant demonstrated that requested funds will be matched.		10	

APPENDIX D

ELEVATE FUND GRANT PROPOSAL SAMPLE FINAL REPORT

Date of Application: _____ Total Funds Requested: _____

Project Date(s): _____ Grant Amount: \$ _____

Project Title: _____

Reporting Period (Reporting period begins on date Primary Organization signed the Elevate Fund grant contract and finishes on the due date of this report):

I. PRIMARY ORGANIZATION INFORMATION

Organization Name: _____

Organization Address: _____
Street Address

City

State

Zip

Principal Contact Information: _____
Name *Title*

Phone Number

Email Address

II. COLLABORATORS

Attach a separate sheet listing this information, if necessary.

Collaborating Organization Name #1: _____

Organization Address: _____

Principal Contact Information: _____
Name

Phone Number

Email Address

APPENDIX D (CONT.)

ELEVATE FUND GRANT PROPOSAL SAMPLE FINAL REPORT

II. COLLABORATORS

Collaborating Organization Name #2: _____

Organization Address: _____

Principal Contact Information: _____

Name

Phone Number

Email Address

III. RESOURCES

Grant Amount: \$ _____

Total Project Budget: \$ _____

Additional Sources of Funding: Please include funds provided by the Primary Organization and collaborators, if applicable, as well as any goods or services provided in-kind. Attach a separate sheet listing this information, if necessary.

SOURCE OF FUNDING/ORGANIZATION NAME	VALUE OF DONATION	GOODS/SERVICES PROVIDED IN-KIND
	\$	
	\$	
	\$	
	\$	
	\$	

IV. RECOGNITION OF OEV'S SUPPORT

Please provide as an attachment all marketing materials that have been used to promote the program, including print, web-based, or other types of media.

APPENDIX D (CONT.)

ELEVATE FUND GRANT PROPOSAL SAMPLE FINAL YEAR REPORT

V. *DESCRIPTION OF OUTPUTS AND OUTCOMES*

The answers to these questions provide an overview of the original intent of the grant and compares how the program performed versus what was initially intended. They also provide insight into how this grant affected Tallahassee-Leon County and your organization.

- A. Please describe this project's return on investment.
- B. Please describe specifically what you aimed to accomplish with this program.
- C. Did internal or external factors (e.g. new staff, unanticipated delays, increased funding, etc.) affect the achievement of this program or the anticipated timeline? If yes, describe how these modifications affected the specific aims mentioned in your grant application.
- D. Were there any unanticipated results, either positive or negative, that were not already described above? If yes, please identify them and describe the implications.
- E. Did the grant lead to any capacity-building within your organization? If yes, describe what capacity-building was accomplished and how it will enhance what you do.

VI. *FUTURE PLANS*

These questions provide OEV a sense of the legacy of a grant. We are interested in knowing if a program will continue or not, and if it will, how you intend to secure financing for it after funding from OEV ends. We also want to find out how others will have an opportunity to learn from the efforts of this grant.

- A. If discontinuing the program, what factors led to this decision?
- B. Did your organization document and disseminate the learnings from this grant?
- C. If you have identified areas where improved collaboration between organizations or sectors would lead to increased positive outcomes for your organization and/or clients, briefly describe your ideas.