



**“Uniting Pinellas: Building Economic Access  
Together (UPBEAT)”**

***A Grant Proposal Submitted to***

**University of South Florida Saint Petersburg  
Spring 2010 Student Philanthropy Board #9**

**Community Impact Grant: Stimulating Environmental or  
Economic Progress to Empower Underserved Communities**

***Submitted by***

**Pinellas County Coalition for the Homeless  
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**March 22, 2010**

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## A. EXECUTIVE SUMMARY

**Pinellas County Coalition for the Homeless**  
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The Pinellas County distressed target area is a densely populated, geographically small area, with a 12.7% unemployment rate and a 20% increase in the number of homeless persons in the last two years, mostly due to economic reasons. As of March 10, 2010, January's unemployment rate in Pinellas County jumped from 11.9% in December to 12.7% in January, equaling a loss of 3,382 jobs, according to the Florida Agency for Workforce Innovation. Pinellas County's workforce numbers 446,993, according to statistics from FAWI, and 56,861 are unemployed. For the metropolitan statistical area of Tampa-St. Petersburg-Clearwater, which includes the counties of Hernando, Hillsborough, Pasco and Pinellas, January's unemployment rate was 13.1%, up 0.7% percent from December. The national unemployment rate for January was 9.7%. Pinellas County is one of 33 counties in Florida with double-digit unemployment; there are pockets of extreme distress spread throughout the entire county, not just in one contiguous area. Economists predict a continuation of this jobless trend through the middle of 2011. There is a need to improve the level of economic recovery services throughout the overall county continuum of services, especially through the use of advanced technology.

**“Uniting Pinellas: Building Economic Access Together” (UPBEAT)** is a 24-month collaborative initiative to strengthen the capacity of faith-based and community organizations (FBCOs) in Pinellas County to provide more effective social and economic recovery services for homeless families and individuals, resulting in more of them becoming and remaining employed and securing Federal and State benefits.

Small- and medium-sized nonprofits that provide economic recovery services are struggling organizationally, lack sustainability in this poor economy, and need assistance to create and deliver better economic recovery services. UPBEAT's technical assistance and training (TA/T) will prioritize the use of advanced technology and social networking communications to improve the quality and outcomes of services provided, service efficiencies and cost-effectiveness, and improve organizations' data-driven decision-making regarding program effectiveness. TA/T in the five critical capacity areas will be tailored to each organization's needs, prioritized through a comprehensive self-assessment process. The purpose of the proposed grant is to offer to homeless service providers technical assistance and training (in-person and web-based) in developing and providing employment services for homeless individuals. UPBEAT will deliver these capacity building services to 20–25 nonprofits.

Pinellas County Coalition for the Homeless, Inc. (PCCH) is an independent, community-based, tax-exempt (IRS 501(c)(3) designation) nonprofit corporation whose mission is to provide services coordination, community education, capacity building and technical assistance for organizations concerned with homelessness and homelessness prevention. PCCH incorporated in 1988 as a collaboration of nonprofit organizations (35), local governments (6), and concerned individuals *“working together to end homelessness in Pinellas County.”* PCCH serves as the community's lead entity for homeless and homeless prevention services to identify needs, maintain inventories of beds and services, identify service gaps, develop a continuum of strategies to respond to those gaps, and advocate for and solicit funds to move those strategies forward.

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**B. ONE-YEAR PLAN**

The following implementation plan has been established for the first year.

**120 Days to Implementation of Enhancement**

June 2010 – July 2010:

- Installation or registration of purchased software, subscriptions, etc.
- Draft of design requirements for the capacity-building website.
- Recruitment of Project Partners, organizational mentors and VISTA volunteers.

**365 Days to Spend All Monies**

Period	Activities	Accomplishments	Target Dates
<b>Year 1 Quarter 1</b>			
	PCCH announces UPBEAT, and conducts outreach and recruitment of FBCOs (Faith-based and Community organizations – all nonprofits)	FBCOs recruited to participate in TAT; general public aware of this activity to spur economic recovery	Month 1
	PCCH conducts UPBEAT orientation sessions	FBCOs complete self-assessments, identify/ rank priority needs for capacity building TAT; sign agreements	Month 2-23
	PCCH begins initial TA/T activities and 2-1-1 Tampa Bay Cares begins work on web-based Resource Directory	2 training sessions held; 45 persons attend. Initial TA begins for 3 organizations	Month 2-3
<b>Year 1 Quarter 2</b>			
	PCCH submits quarterly report Project Partners and community stakeholders	Project accountability established; opportunities for media coverage.	Month 4
	PCCH launches online capacity building library and begins live “Help Desk” function. 2-1-1 Tampa Bay Cares completes online Benefits Resources Directory	Dissemination of capacity building information & tools; additional avenue for TA	Month 5
	PCCH develops evaluation plan for working with Group 1 Project Partners, and creates outcome measures and evaluation of project activities	Project accountability established; means for measuring and evaluating outcomes	Month 6
	PCCH conducts Employer Roundtable with emphasis on “green” jobs	Increased access to jobs; increased networking and collaboration; decreased barriers to employment	Month 6
	Training and TA continues during all of second quarter	3 training events held; 60 people attend. TA to 9 organizations; 2 new / better services in place in month 6	Months 4-6
<b>Year 1 Quarter 3</b>			
	PCCH submits quarterly report to Project Partners and community stakeholders	Project accountability continued; opportunities for media coverage	Month 7
	PCCH conducts ongoing TA/T	3 training sessions held; 60 persons attend. TA to 9 organizations; 3 new services open. 50 clients get jobs or benefits	Months 7-9
	PCCH conducts a Networking Fair for 50 nonprofits, local governments, others concerned with economic recovery	Shared resources, activities, and ideas around specific issues	Month 8
<b>Year 1 Quarter 4</b>			
	PCCH submits quarterly report to Project Partners and community stakeholders	Project accountability continued; opportunities for media coverage	Month 10
	PCCH conducts ongoing TA/T	3 training sessions held; 60 attend. TA to 12 organizations; 3 new services open. 100 clients get jobs or services.	Months 10-12
	PCCH conducts Employer Roundtable with emphasis on “green” jobs	Opportunities for networking and collaboration for increased job creation	Month 11

### C. PROGRAM GOALS LINKED TO CRITICAL NEEDS

This proposal addresses three critical needs facing Pinellas County: homelessness, poverty and economic development. The following are brief explanations defining these issues of community development in the underserved communities of Pinellas County.

#### Homelessness

More individuals and families have been pushed into homelessness in Pinellas County than ever before. The most recent point-in-time homeless count and survey in the county (January, 2009) recorded 6,235 homeless men, women and children – a 20% increase over 2007’s figures. The biggest increase was among women and children – 34% of the homeless are women (compared to 20.5% in 2007), and 31.2% are children (compared to 18.5% in 2007). Of all those surveyed, 86.3% cited lack of income, lost job or financial reasons as the primary reason for their homelessness. Another 18.6% pointed to eviction or foreclosure as a primary reason for their homelessness. The reduction of homeless services and beds due to budget cuts and the ongoing increase in the number of homeless individuals and families in Pinellas County must be addressed in order to mitigate the adverse effects of homelessness on the entire community.

#### Poverty

The rate of poverty in Pinellas County, Florida has increased by 1.1 percent since the amounts published in 2000, moving from 10 percent to 11.1 percent – over 99,000 individuals or 12,250 families. (Source: U.S. Bureau of the Census; 2000 Decennial Census; 2005 American Community Survey.) Of the total population classified as living in poverty, 29% are under the age of 18 (representing 16.2% of the total under age 18 population). Families in Pinellas County with related children under the age of 18 and in poverty accounted for 5.2% of all Pinellas County families during the 2000-2007 period. According to the 2000 Census, the ZIP Codes with the highest number and percentage of families with related children under age 18 living in poverty are 33701, 33705, 33711, 33712, 33755, 33759, and 33760, which are located in the middle and southern portions of Pinellas County.

#### Economic Development

The economic outlook in Pinellas County is not encouraging, and most economic forecasters do not expect a reversal of the downward trend until mid-2011. Dramatic increases in the rates of homelessness, joblessness and foreclosures throughout the county have increased the number and complexity of problems of the low-income persons.

Economic development is concerned with the economic well-being and quality of life for a community. Ideally, the community will create and retain jobs and provide a stable tax base. However, three major economic indicators substantiate the county’s bleak economic outlook – unemployment rate, foreclosure rate and health care coverage:

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- Unemployment – January's unemployment rate in Pinellas County escalated to 12.7%, representing a loss of 3,382 jobs, leaving 56,861 unemployed; for the Tampa-St. Petersburg-Clearwater MSA, January's unemployment rate was 13.1%, up 0.7% percent from December;
- The Tampa Bay area logged 6,681 foreclosure filings in February (a 15% increase from a year ago and a 10% increase over January), which includes a 3% increase in Pinellas County; Florida's foreclosure rate of one filing for every 163 households was third-highest in the nation; there were 54,032 filings in Florida in February, up 15 percent from January and up 16 percent from a year ago; and
- According to The Health Councils of West Central Florida, Inc., 17.9% of adults in Pinellas County has no personal health care provider; the number of non-elderly (age 0-64) uninsured in Pinellas County in 2004 stood at 139,474 (19% of the population) – an increase of 5% since 1999; in today's current economic climate, that number is expected to continue to grow.

The Pinellas County Coalition for the Homeless engages local nonprofit and grassroots organizations to assist in reaching the people directly affected by these situations. These local nonprofits -- typically faith-based and community-based organizations (FBCOs) -- work tirelessly in the trenches with the most difficult low-income, homeless clients to prepare them for and place them in gainful employment, and to assist them to find and maintain housing. Thus, it is necessary for local grassroots nonprofit organizations in economically distressed areas to improve their effectiveness in order to address the broad economic recovery issues present in their communities.

PCCH staff recently contacted 38 FBCOs (prospective Project Partners) to discuss their capacity building needs. The organizations reported 20–40% reductions in the amount of donations or revenues generated by local fundraising. They report being overwhelmed by the demand for economic recovery and other services at the same time as they are laying off staff. All organizations contacted cited a need for capacity building to maintain most of the services they do provide. The top needs are: expanding and stabilizing their funding base, strategic planning, realistic forecasting, rationally deciding which services to keep and which to stop, more effective and efficient use of their resources, how to combine forces with other small organizations to stay in business, better internal systems so they can be more effective, learning to use technology more effectively, getting their name out in public, and helping people with poor work histories or other barriers find jobs.

To address these organizational needs outlined above, UPBEAT will strengthen the capacity of the nonprofit-based homeless system of care in Pinellas County to provide more effective social and economic recovery services for homeless families and individuals, resulting in more of them becoming and remaining employed and securing Federal and State benefits. The following program goals, stated as outcomes, have been established:

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1. Homeless residents will have more effective and accessible economic recovery services that help them successfully get and retain jobs, and secure Federal and State benefits for which they are eligible. The objectives for this outcome include:
  - a. Ten (or more) new or improved job-related economic recovery services will be implemented, with at least 40% of the persons completing the services securing jobs;
  - b. Eight new or improved benefits-access economic recovery services will be implemented, with at least 40% of persons accessing services securing new benefits.
  
2. Project Partners will have increased their sustainability and effectiveness in least three of the five critical capacity building areas (see chart in the Appendix). The objectives for this outcome are:
  - a. 75% of the Project Partners will have successfully implemented improvements in at least three of the five critical capacity areas;
  - b. 60% of all Project Partners will have diversified their funding;
  - c. 40% of the Project Partners will have implemented management and organizational improvements;
  - d. 80% of the Project Partners will have expanded or enhanced their economic recovery and/or social services;
  - e. 80% of the Project Partners will have increased the number of persons receiving economic recovery services.
  
3. Nonprofit FBCOs in the homeless system of care in Pinellas County will use advanced technology to improve the efficiency, cost-effectiveness, and data-driven decision-making of their organizations and economic development services to homeless and low-income families and individuals. The objectives for this outcome are:
  - a. 85% of the Project Partners will use the new Internet-based comprehensive Directory of Federal and State Benefits Programs with their clients;
  - b. 80% of the Project Partners will regularly use the UPBEAT web-based capacity-building library and project Intranet as tools for fund, leadership and organizational development;
  - c. Five more organizations will have become licensed, active users of the Tampa Bay Information Network (TBIN), the web-based homeless management information system which collects, analyzes, shares and reports on client data.



## D. PROGRAM ACTIVITIES

### Development of Program that Facilitates Economic Progress

The majority of agencies serving in the economically-distressed areas of the county are FBCOs with budgets of \$1 million or less. These small- to mid-sized organizations, representing the core of the nonprofit sector, are on the front lines of the economic recovery effort, but struggle to maintain their sustainability and effectiveness because of the need to increase their capacity to serve. Nonprofit capacity building through UPBEAT will increase the capacity, effectiveness, and accountability of small to mid-sized nonprofits and, ultimately, improve the quality of life in local communities.

Meeting the needs of these FBCOs requires preparation on three levels: 1) gathering nonprofit needs data through organizational self-assessments, 2) developing a comprehensive nonprofit management curriculum, and 3) coordinating and providing technical assistance services for local nonprofits.

### How Program will be Implemented

Small- and medium-sized FBCOs providing critical economic recovery and other services to low-income residents of Pinellas County, who are willing to invest their own time and efforts, will have access to nearly two years of targeted capacity building activities that may include financial assistance. Organizations eligible to receive capacity building TA/T will be recruited through a systematic process. The criterion for participation in UPBEAT include: 1) operating with a budget under \$3 million; 2) providing critical services to low-income and/or homeless families, children, individuals, and communities; and 3) sustainable for the next year (i.e., ability to continue operations while getting the assistance).

A three-step process will be used to implement this project among the FBCOs providing economic development services in Pinellas County:

1. **Gathering Data** – The pre-assessment strategy has three components: an organizational self-assessment, a baseline assessment of funding diversity and social service delivery, and a collaborative assessment. All organizations applying to be part of the UPBEAT capacity building initiative will complete the organizational self-assessment that is a modified version of the Self-Assessment Tool from “Sustaining Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Service Providers” (DHHS Pub No. [SMA] 08-4340). The second component, a supplement to the *Capacity Benchmarking Tool*, will establish baseline funding diversity and delivery of economic recovery services related to securing and maintaining employment or better jobs, and successfully accessing Federal and State benefits and mainstream resources. The last component is a collaborative assessment using the Wilder Collaboration Factors Inventory (Mattesich, Murray-Close & Monsey, 2001), designed for nascent and established collaborations.



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2. **Developing Curriculum** -- The initiative is a collaborative effort of a variety of organizations with extensive experience in providing assistance in the five critical capacity building areas (see Appendix 3). The collaboration includes major capacity-building organizations (PCCH, JWB Children’s Services Council, i-Con), larger and more stable nonprofits serving specialized populations (STARS/STRIVE, Boley Centers, Operation PAR, etc.), a local foundation (Allegany Franciscan Ministries), the information/referral system (2-1-1 Tampa Bay Cares), the Florida TANF agency (Department of Children and Families) and more.
  
3. **Providing Training** – Following the analysis of the FBCOs’ self-assessment forms, UPBEAT will discuss with them their identified needs, with special attention paid to needs relating to short- and longer-term organizational sustainability, and enhanced and effective economic recovery services for their clients. The FBCO and PCCH will agree on the priorities for capacity building in all five critical areas, and decide how the assistance will be delivered (TA, training, online Intranet, website, or other). TA/T will be provided by the resource among the collaborating organizations and experts that is most appropriate to the needs of the organization: (1) PCCH (lead agency) staff and Board members, (2) the three contracted TA/T local organizations with specialized knowledge, or (3) a network of collaborating partners in the county that will provide in-kind TA/T services.

All Project Partners will have numerous opportunities to access assistance in other ways:

- Monthly in-person or Internet-based electronic Project Partner meetings: Achievements will be celebrated, shared issues discussed, and community partnerships made to help each other with services, look at ways of sharing common costs, and potentially expand assistance available to low-income persons;
  
- Two annual 6-hour Networking Fairs will encourage small groups of Project Partners and others to share resources, activities, and ideas around specific issues of community concern;
  
- Four 2-hour employer roundtables will be held for Partners, two per year, each highlighting one or two major jobs/employment categories in Pinellas County, with related employers in attendance to address skill needs, projections for future jobs, and to encourage Project Partners to establish relationships with the employers;
  
- Participation in Green Jobs Committee, a new collaborative effort of St. Petersburg College, local business and civic leaders, builders and nonprofits focused on developing green jobs and training workforce to do them; Project Partners will be involved in the ongoing group and gain information re: potential jobs and training for their clients;
  
- 2-1-1 Tampa Bay Cares, Inc. will create a Federal and State Benefits Access website, with details on where and how to apply, eligibility criteria, tips and

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instructions, etc.; this will be part of the Virtual 2-1-1, with full information and access to local services and resources to be used by Project Partners and clients;

- PCCH will create a web-based capacity building resource library with information from numerous sources, which will provide Project Partners a place to share documents (bylaws, policies and procedures, etc.) and ongoing problem-solving discussions.

The following is the project management structure and brief biographies of the project’s key staff:

Sarah K. Snyder, Executive Director of PCCH, will be project director for UPBEAT. Ms. Snyder has lengthy experience in the Pinellas County human services arena. She was President/Executive Director of the Pinellas Private Industry Council (PIC) (predecessor to the current WorkNet Pinellas Board) for over 16 years, during which PIC and Ms. Snyder won numerous state, regional and national awards of excellence. Following her service with PIC, Ms. Snyder consulted with local, state and national nonprofit and governmental organizations across Florida and the nation for 10 years, including a special project at USDOL for continuous improvement of government-funded programs. She specialized in the development and training of Boards of Directors, organizational development, staff training, strategic planning and continuous improvement/customer satisfaction.

Shelley Robertson, founder and CEO of Robertson Consulting Group, Inc. (RCG), is the lead evaluator for this project. She has worked in the nonprofit field since 1996 and holds an M.A. in Applied Economics and a Ph.D. in Organizational Leadership. She was Principal Investigator on the United Way of Lee County Resource House project, the 2005 Peter F. Drucker Award for Innovation runner-up. She has spoken at national education and evaluation conferences, is an experienced facilitator, and has provided outcomes and logic model training for hundreds of nonprofits. She is a member of the American Evaluation Association, ARNOVA, and the Southeast Evaluation Association, and has worked on several capacity building initiatives, helping participants measure their impact and identifying lessons learned.

George Bolden, PCCH Director of Development and Performance Evaluation, has nearly 30 years experience in nonprofit management and grantsmanship. He has been executive director of three nonprofits and director of development for two others. Mr. Bolden consults for nonprofits in the areas of nonprofit startup, grantsmanship, strategic planning, organizational development, and fund development. He has earned degrees in social work and theology, and recently earned a graduate certificate in nonprofit management. He will provide technical assistance and training to developing and grassroots FBCOs, and will develop and coordinate the online resource library.

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**Mission and Impact of the Program**

Work done by PCCH provided a strong foundation for the development of the *Ten-Year Plan to End Homelessness in Pinellas County*. A key initiative under the system oversight and evaluation strategy in the *Ten-Year Plan* is to provide technical assistance resources to service providers to ensure homeless persons are effectively transitioned out of homelessness into housing and self-sufficiency. Thus, this proposed nonprofit capacity building project not only fits squarely within PCCH’s mission to provide capacity building and technical assistance, it also advances a key strategy to end homelessness in Pinellas County.

Table 1 (below) shows the relationship between the program goals and the three critical community needs identified (Page 3).

❖ *Table 1: Program Goals and Impact on Critical Needs*

<b>PROGRAM GOALS AND IMPACT CRITICAL NEEDS</b>	
<p><b>Goal 1: Community Engagement –</b> Homeless residents will have more effective and accessible economic recovery services that help them successfully get and retain jobs, and secure Federal and State benefits for which they are eligible.</p>	<ul style="list-style-type: none"> <li>▪ Decreases the duration of homeless episodes</li> <li>▪ Reduces homelessness</li> <li>▪ Reduces poverty</li> <li>▪ Reduces the number of unemployed persons</li> <li>▪ Increases the number of persons with health care and/or other mainstream benefits</li> </ul>
<p><b>Goal 2: Sustainability –</b> Project Partners will have increased their sustainability and effectiveness in least three of the five critical capacity building areas.</p>	<ul style="list-style-type: none"> <li>▪ Improves and increases the number economic development activities within distressed areas of the county</li> </ul>
<p><b>Goal 3: Economic Recovery Services –</b> Nonprofit FBCOs in the homeless system of care in Pinellas County will use advanced technology to improve the efficiency, cost-effectiveness, and data-driven decision-making of their organizations and economic development services to homeless and low-income families and individuals.</p>	<ul style="list-style-type: none"> <li>▪ Increases among Project Partners the number of job placements made as a result of accessing and utilizing the shared processes, procedures, and resources available through the project’s Intranet and website</li> <li>▪ Increases among Project Partners the number of clients receiving mainstream benefits as a result of accessing and utilizing the shared processes, procedures, and resources available through the project’s Intranet and website</li> </ul>

**Empowering Underserved Communities**

This project speaks to three critical areas of community development – homelessness, poverty and economic development. Through the provision of capacity building activities and resources to the FBCOs serving in distressed, underserved communities, these targeted neighborhoods can help change their economic climate through strengthening the FBCOs that serve them.

## Innovative and Unique Aspects of the Program

Distinctive features of UPBEAT include:

- Major capacity-building organizations paired with smaller FBCOs to provide mentoring and support;
- Ongoing discussions and information sharing through monthly “Share the Wealth” sessions wherein all Project Partners present organizational changes, processes and services, and discuss lessons learned and next steps;
- Downloadable forms, templates and sample documents (e.g., bylaws, case plans, logic models, etc.) from the UPBEAT website for use by FBCOs to strengthen their capacity;
- Use of ten (10) AmeriCorps/VISTA volunteers assigned to Project Partners to provide onsite research and assistance in developing the resources to strengthen the organization and its services to unemployed homeless and/or low-income clients.

## Evaluation Plan

There are two process measures: to document the extent to which the project is being conducted in a manner consistent with the work plan presented, and to document the extent to which the project has achieved its stated objectives. Criteria include the work plan itself (activity and timeline), as well as the project objectives. Data collection methods include quarterly reports required by the project, feedback surveys of FBCOs quarterly, document review or program records, and semi-annual interviews with stakeholders to assess implementation.

To determine attribution, the evaluation will use the following four methods (Davidson, 2005): asking participants about the initiative’s impact and the impact of other external and internal forces through quarterly surveys; aligning initiative content with the desired outcomes; documenting whether the chain of outcomes is consistent; and checking effect timing. Data to support the above strategies will be collected through the pre-assessment supplement and quarterly surveys. For these items, organizations will be asked to report for up to five prior years, depending on the organization’s age, functioning as a multiple pre-test to increase the rigor of the evaluation (Coryn, Schroter & Hanssen, 2009). Quarterly surveys will: (1) assess benchmark progress to check effect timing, (2) document internal and external threats to validity, and (3) explore the impact of specific activities. The evaluation consultant will assess dosage and map progress among rubric categories to document the chain of outcomes.

The progress of Project Partners toward their capacity building goals will be reviewed at least monthly throughout the life of the grant by PCCH staff through site visits, desk review of quarterly reports, and individual meetings. Partner concerns will be addressed when they arise, and mentors (experienced nonprofit staff) will make regular contact and offer insight.

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Sustainability Plan

UPBEAT is designed for a two-year implementation schedule, which strategically positions itself to provide services throughout and just beyond the expected duration of Pinellas County’s economic downturn. The use of the VISTA volunteers to help conduct research and post it to the UPBEAT web-based resource library will enable the results and impacts of our work to remain perpetually beyond the timeframe of the project. The overall program will be sustained through proposed/pending grant funding from private foundations and the U.S. Department of Health and Human Services. Fees for some TA services will be established to create an additional revenue stream.

Budget

<u>Budget Summary</u>	<u>From SPB</u>	<u>Matching</u>	<u>Totals</u>
Training	\$ 500	\$	\$ 500
Equipment	\$ 900	\$	\$ 900
Supplies	\$ 600	\$	\$ 600
Consultant	<u>\$3,000</u>	<u>\$_____</u>	<u>\$3,000</u>
<b>Totals</b>	<b>\$5,000</b>	<b>\$</b>	<b>\$5,000</b>

Budget Narrative

Training – for training materials for FBCOs; \$500.

Equipment – for a portable digital projector for use in training workshops for the FBCOs; 1 @ \$900.

Supplies – for licenses & memberships for academic research services, research databases and journal subscriptions to gather information for the online library; \$600.

Consultant – to retain a web design and development professional to design an interactive, web-based capacity-building library and Intranet that would serve as a companion to the existing PCCH website; includes design costs, hosting fees, domain name registration, etc.; \$3,000 (design, \$75/hr. x 35 hrs. = \$2,625; fees, \$375).

## E. ASSESSMENT PLAN AND PERFORMANCE MEASURES

### Criteria for Success

Success in this program can be defined in terms of the achievement of the measurable objectives under the three program goals (outcomes) listed on Page 5. We will use an outcomes-based evaluation methodology for measuring the effectiveness of this project. The evaluation will help determine the impact of the project on homeless and low-income households in Pinellas County and upon the FBCOs that serve them.

### Measuring Success

The post-assessment strategy mirrors the pre-assessment strategy and includes three components: the participatory organizational capacity self-assessment using the same tool as listed above, the supplement to document funding diversity and economic recovery service delivery, and the Wilder Collaboration Factors Inventory. The post-assessment will be administered at the end of the project. Interim assessments will occur, however, through documenting progress on TA plans and benchmarks through quarterly surveys.

Data collection methods include the pre- and post-capacity self-assessment; historical, pre- and post-assessment of funding diversity and economic recovery service delivery; pre- and post-assessment of collaboration; pre- and post-content tests, and online surveys quarterly. The pre-assessment components will be administered upon determination of successful award (by end of month 1 and ongoing); the post-assessment components will be administered at project end (months 23–24). Both strategies will be administered using online survey software with the database residing with the evaluation consultant; TA will be provided as necessary to facilitate online data collection. In addition, the evaluation consultant will conduct online surveys quarterly. These surveys will assess benchmark progress, collect data for the attribution strategies, and document process outcomes. Finally, project staff will administer pre- and post-tests delivered in conjunction with the provision of TA/T.

For process measures, analysis techniques include identifying discrepancies between planned and actual implementation, and comparing actual to planned achievement. Capacity in each of the five critical areas will be scored using a grading rubric and assessment of improvement (Davidson, 2005). For quantitative data, descriptive statistics will be used. For qualitative data, the evaluator will use the general inductive approach (Thomas, 2006).

### Assessment Timeline

Performance measurement benchmarks will be set into a performance “dashboard” so that the staff, the Project Participants and community stakeholders may easily see progress made on the client and program levels. Process measures will be analyzed monthly. Program measures will be analyzed monthly, quarterly and annually. These assessment activities will run June 2010 through June 2011.

## APPENDIX

Appendix 1: IRS Letter of Determination

Appendix 2: Project Organizational Chart

Appendix 3: Project Diagram



Appendix 1: IRS Letter of Determination

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P. 1

INTERNAL REVENUE SERVICE  
DISTRICT DIRECTOR  
C - 1130  
ATLANTA, GA 30301

DEPARTMENT OF THE TREASURY

GB-14  
ED  
5/3/10

Date:

FEB 19 1993

Employer Identification Number:

59-2935116

Contact Person:

LORI HALL

Contact Telephone Number:

(404) 931-0190

PINELLAS COUNTY COALITION FOR THE  
HOMELESS INC  
158 RIDGE RD, W  
LARGO, FL 34640

Our Letter Dated:

August 14, 1989

Addendum Applies:

No

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

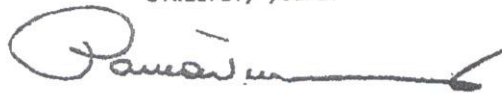
Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



Paul Williams  
District Director

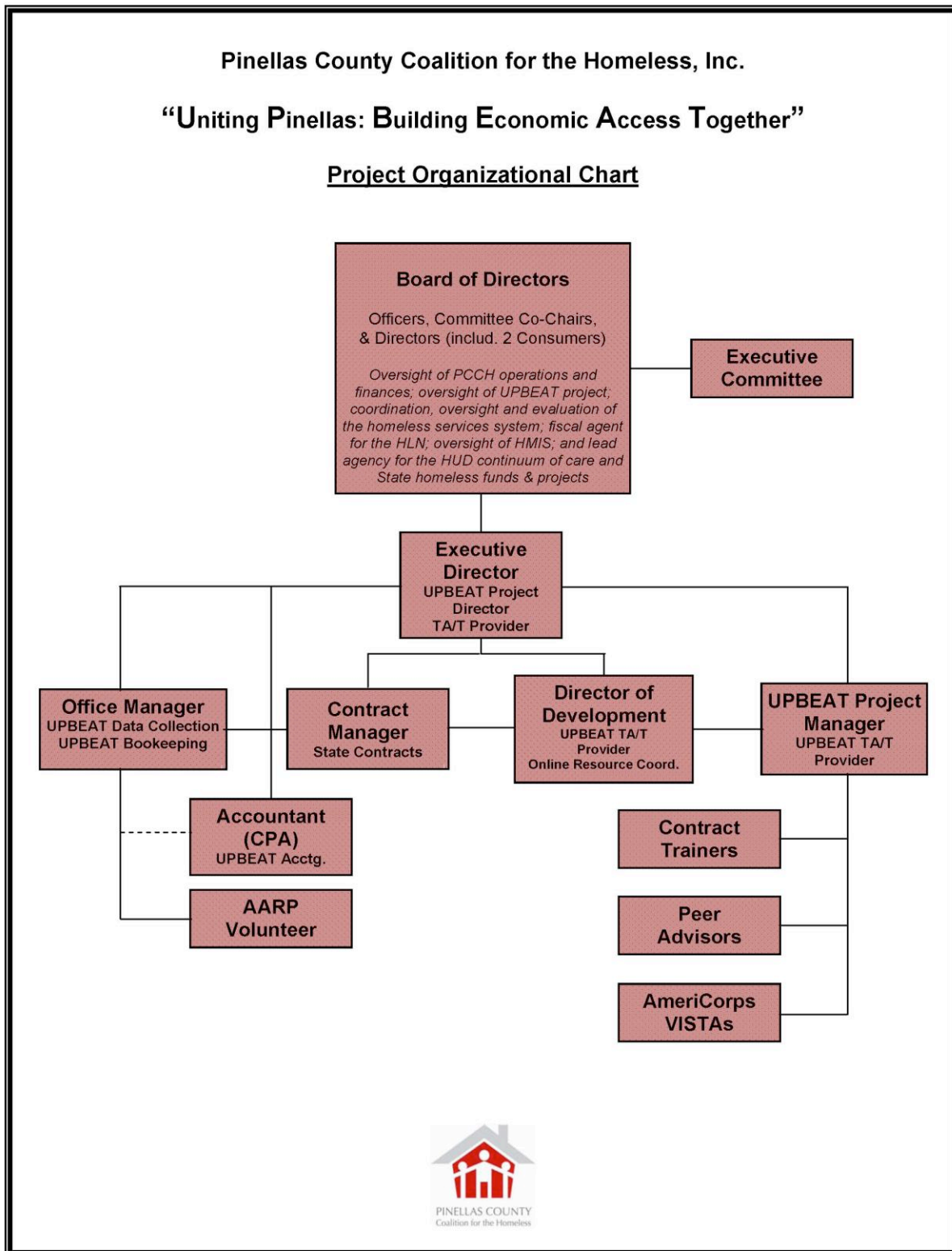
Ans  
ED

04/13/04 12:00

TX/RX NO.3445

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Appendix 2: Project Organizational Chart



# Appendix 3: Project Diagram

## Pinellas County Coalition for the Homeless “Uniting Pinellas: Building Economic Access Together” UPBEAT Project Diagram

