

BUILDING BLOCKS



FOR A BETTER COMMUNITY.



LETTER TO THE COMMUNITY

In August 2010, United Way of Southwest Alabama's Board of Directors approved a new and exciting community impact mission dedicated to:

- (a) enhancing accountability and transparency,
- (b) proactively targeting and addressing the major human service issues facing our region – Education, Essentials, Financial Stability and Health, and
- (c) aligning our allocation process with our stated goals for the community.

WE CALL THE MISSION THE BUILDING BLOCKS FOR A BETTER COMMUNITY.

How did we arrive at the Building Blocks for a Better Community? In late 2009, the Board of Directors appointed an ad-hoc committee to review, critique and, if necessary, modify, UWSWA's community investment process. At their first meeting, the committee members adopted the following mission statement:

"We have a responsibility, both to the stakeholders and the community at large, to ensure that dollars entrusted to our care are invested in a manner that will produce the greatest impact on our community."

Working with United Way volunteers, community and agency partners, other service funders and providers and key community stakeholders, the committee developed the Building Blocks for a Better Community presented here, which we hope will serve as a call to collective, focused action that will produce what matters most to our region - results that change people's lives and better our community.

Our goal throughout this effort has been to foster discussion and seek input from the community at large. Like any strategic effort, we anticipate the Agenda to be fluid and ever-evolving. We hope that the committee's efforts will continue to be refined using new observations, studying community conditions and establishing measurable impacts at the agency level.

We would like to thank the many caring individuals that helped guide this process. Their considerable dedication to UWSWA and the community made the process enjoyable and rewarding. We hope you'll join us in what we believe is a bright future for UWSWA and our community.



Terry H. Harbin
Chair, Board of Directors



Elizabeth Freeman
Co-Chair, Community Impact



Henry F. O'Connor III
Co-Chair, Community Impact



ACCOUNTABILITY MEMBER AGENCY EXCELLENCE



PRINCIPLES AND PRACTICES FOR MEMBER AGENCY EXCELLENCE

“Accountability is crucial to our sector. Charitable organizations are an indispensable part of American society, offering relief from disasters, nurturing our spiritual and creative aspirations, caring for vulnerable people, protecting our natural and cultural heritage, and finding solutions to medical and scientific challenges. But they can fulfill these missions only by maintaining the trust of the public. Meeting the ethical standards that will justify this trust requires a series of ongoing commitments: from each charity and foundation, which must set standards and implement practices that manifest its dedication to transparency and governance...”

- Panel on the Nonprofit Sector - 2005



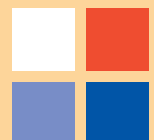


INTRODUCTION

The United Way of Southwest Alabama (“UWSWA”) believes that its member agencies have an obligation to conduct their activities with accountability and transparency. The member agencies should regularly and openly convey information regarding their mission, activities, accomplishments and financial condition. To assist its board of directors and community impact volunteers in allocating donor funds in a manner consistent with the stated goals of accountability and transparency, UWSWA has adopted the following Principles and Practices for Member Agency Excellence (hereinafter, the “Principles”). The Principles are based on the fundamental values of quality, responsibility and accountability and are designed to (a) build public understanding and trust in the goals and objectives of UWSWA, and (b) provide area non-profit organizations with a tool for strategic planning and operational evaluation relative to other agencies in the community.

EXECUTIVE SUMMARY OF THE PRINCIPLES

- **GOVERNANCE:** an agency should be governed by a board of active volunteers responsible for defining the agency’s mission and for providing leadership and strategic direction to the agency.
- **ADMINISTRATION:** an agency’s infrastructure should allow it to ably and efficiently administer and protect the assets that the community entrusts to it.
- **PLANNING:** organizational planning sets the overall strategy an agency employs to fulfill its mission. An agency has a duty to engage in sound planning, define a clear vision for its future, and specify strategies, goals and objectives for plan implementation and evaluation.
- **FINANCIAL MANAGEMENT:** an agency has an obligation to act as a responsible steward in managing its financial resources. An agency must comply with all legal financial requirements and should adhere to sound accounting principles that produce reliable financial information, ensure fiscal responsibility and build public trust.



GOVERNANCE

An agency should be governed by a board of active volunteers. An agency's board of directors is responsible for defining the organization's mission and for providing overall leadership and strategic direction to the organization. Each agency's board of directors should (a) actively set policy and ensure that the organization has adequate resources to carry out its mission; and (b) provide direct oversight and direction to the executive director and be responsible for evaluating his/her performance

BOARD OF DIRECTORS COMPOSITION

- An agency's board of directors should be comprised of active volunteers who are committed to representing the best interests of the agency and its mission.
- To ensure broad public participation, vitality and diversity, board members should serve staggered terms lasting no more than five consecutive years.
- To allow for sufficient deliberation and diversity of perspectives, an agency's board of directors should consist of no fewer than seven individuals.
- An agency's board of directors must have a chair and a treasurer, and should have a vice-chair and secretary. No one should occupy more than one officer position in the same organization at the same time.
- If staff membership on the board of directors is deemed necessary, inclusion should be limited to the executive director, who should not serve as the chair, vice-chair, secretary or treasurer.

BOARD OF DIRECTORS' RESPONSIBILITIES

- An agency's board of directors should hold quarterly meetings (at a minimum) and expect regular attendance of its members.
- Board members should be provided with a clear job description, which should relate to or match their particular skills and expertise, and board members should fully understand their roles and responsibilities to the agency.
- An agency's board of directors should organize committees as needed to effectively structure members' roles and responsibilities.
- Board members should be actively engaged in establishing an agency's mission and programs.
- An agency's board of directors is accountable to the community and should make available to the community an annual report of programmatic and financial data.



ADMINISTRATION

An agency must comply with all applicable federal, state and local laws and regulations, should operate in accordance with professional industry standards, and should have formally adopted, written policies and procedures to safeguard its clients, employees and assets.

COMPLIANCE WITH LAWS AND REGULATIONS

- An agency must be incorporated as non-profit organization or be part of a larger agency that is incorporated as a non-profit agency.
- An agency must possess a letter of exemption from federal taxes under Section 501(c)(3) of the Internal Revenue Code and must maintain its tax-exempt status.
- An agency must be fully licensed by the appropriate federal, state, and local licensing authorities to operate its businesses at its location.
- An agency must comply with all applicable federal, state, and local laws, including, but not limited to, non-discrimination in public facilities, services and employment.

ORGANIZATIONAL STRUCTURE

- An agency should have an organizational chart identifying clear lines of authority.
- An agency should employ qualified staff members and should use qualified volunteers

LEGAL AND ETHICAL INTEGRITY

- An agency should disclose accurate and timely information to the public.
- An agency's volunteers and staff act in accordance with written policies addressing conflicts of interest, fundraising efforts, nondiscrimination, and codes of conduct.

SAFEGUARDS

- An agency must maintain adequate and appropriate insurance coverages to protect against liability, loss and damage.
- An agency's facilities must be safe, well-maintained and physically accessible.
- An agency should have an operations and procedures manual that is periodically reviewed and updated as needed.
- An agency should have in place a safety plan and a disaster and evacuation plan.



PLANNING

Organizational planning sets the overall direction, activities and strategies an agency employs to fulfill its mission. An agency has a duty to engage in sound planning, define a clear vision for the future, and specify strategies, goals and objectives for plan implementation and evaluation.

MISSION ■ An agency should have a written mission statement which is sufficiently specific to effectively guide its overall aims and activities.

■ As part of ongoing planning, the mission statement should be evaluated regularly by the agency's board of directors with regard to its relationship to the agency's current activities.

COMMUNITY INPUT AND PUBLIC INFORMATION ■ In planning its activities, an agency should be responsive to community needs and should solicit input from a variety of sources such as its board of directors, staff, clients and community members.

■ An agency should regularly consult with its counterparts in the community to determine the need for services and best use of community resources.

■ An agency should produce an annual report that contains information on its activities and performance.

STRATEGIC PLANNING ■ An agency should establish a set of clearly defined goals and objectives to accomplish its mission. An agency's strategic plan should be reviewed regularly and a new plan should be developed and adopted at least every five years.

■ An agency's goals and objectives should be reasonably attainable given staffing, resources, constituents and the number of people being served.

PROGRAMS ■ An agency's programs should be effectively designed to be consistent with the agency's mission and strategic plan.

■ An agency's programs should have defined goals and should be accessible to the target population.

■ An agency's programs should be evaluated and assessed regularly by collecting data on and/or conducting interviews with all client contacts, which data should be evaluated and analyzed to determine overall program effectiveness.



FINANCIAL MANAGEMENT

An agency should act as a responsible steward in managing its financial resources. An agency must comply with all legal financial requirements and should adhere to sound accounting practices that produce reliable and consistent financial information, ensure fiscal responsibility and build public trust. An agency should establish clear policies and practices to regularly monitor how funds are used.

- PRACTICES**
- An agency's board of directors should approve a written budget (preferably at the program level) prior to the beginning of each fiscal year.
 - The budget planning process should include the participation of both board and staff members and should consider such factors as (a) assessment of the annual budget in relation to the agency's goals, (b) projected funding, and (c) targeted levels of operating reserves.
 - Individuals responsible for an agency's financial reporting should prepare and analyze consistent, timely and accurate financial reports on at least a quarterly basis.
 - An agency should adopt written financial procedures to monitor major expenses, including payroll, travel, investments, expense accounts, contracts, consultants and leases.
 - An agency's board of directors should set compensation for the agency's executive director and stay informed of compensation levels for other key personnel.
 - An agency should periodically assess its risks and purchase appropriate levels of insurance to prudently manage its liabilities.

- COMPLIANCE**
- As required by law, an agency must submit timely reports (including, without limitation, IRS form 990) and payments to the taxing authorities including the IRS and state and local taxing authorities.
 - An agency should engage an independent auditing firm to audit the agency's financial records as required by the United Way of Southwest Alabama.
 - Any audit should be presented to an agency's full board of directors for review and approval.

- TRANSPARENCY**
- An agency must openly communicate its annual financial reporting information to the United Way of Southwest Alabama and others who request such information.
 - An agency should work diligently to avoid recurring deficits and to secure appropriate levels of funding to carry out its mission and activities.
 - An agency must ensure that its assets are used solely for the benefit of the organization and not for personal or other gains.

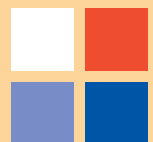


COMMUNITY BUILDING BLOCKS



“United Way has a proud history of raising and distributing funds. Our new mission of community impact challenges us to take that history to new heights where the focus is on issues, strategies and actions needed to improve lives and create lasting change in our communities.”

- United Way of America Standards of Excellence - 2005





INTRODUCTION

The United Way of Southwest Alabama (“UWSWA”) has a proud history of raising and distributing funds to a broad mix of agencies that respond to the health and human service needs of the community. For several years, under the leadership of Brian Gallagher, President and Chief Executive Officer of United Way of America, over 1400 local United Ways across the country, including UWSWA, have been working to modify their business model from one focused primarily on fundraising to one aimed at achieving positive and sustained community change. Following the model adopted by the United Way of America, using data mined from the 2009 Capacity Inventory Update underwritten by UWSWA, Junior League of Mobile, Mobile Area Education Foundation, Mobile County Commission and The Center for Healthy Communities, and soliciting input from stakeholders, member agencies and community leaders, UWSWA’s Board of Directors has adopted a new mission of community impact dedicated to advancing the common good by targeting four building blocks that will improve lives and create lasting change in our community – Education, Essentials, Financial Stability and Health – our Community Building Blocks.

UWSWA believes that advancing the common good is less about helping one person at a time and more about changing systems to help the community at large. Our community members are connected and interdependent; and, as such, everyone wins when a child succeeds at school, when families are financially stable, when people are healthy and when the community can respond to extraordinary circumstances and events.

EXECUTIVE SUMMARY OF THE COMMUNITY BUILDING BLOCKS

- **EDUCATION:** to strengthen our community we must provide a quality educational system that prepares our students from early childhood to their careers. We aspire to improve the quality of pre-school in our community, improve the academic achievement of our students, and provide services beyond our student’s academic needs.
- **ESSENTIALS:** to strengthen our community we must help and treat those who are most in need. We aspire to ensure that our citizens’ immediate and basic needs are met during times of crisis and personal challenges.
- **FINANCIAL STABILITY:** to strengthen our community we must promote financial stability and independence, assisting individuals and families in achieving economic self-sufficiency. We aspire to increase income, savings and assets and to assist our community members in times of crisis.
- **HEALTH:** to strengthen our community we must promote health and wellness. We aspire to focus on prevention, intervention and health maintenance, helping individuals and families live healthier and more productive lives.



EDUCATION

IMPACT GOAL: As a result of our efforts, students will be able to enter school ready to succeed, read proficiently by 4th grade, make successful transitions to middle and high schools, graduate on time from high school, and be ready for success in college, work and life.

FOCUS AREAS: ■ **SCHOOL READINESS:** provide parents and young children with quality early childhood development programs so that young children can enter school ready to succeed.

TARGET PROGRAMS:

- ▶ Early childhood development
- ▶ Quality preschools

■ **ACADEMIC ACHIEVEMENT:** provide a variety of educational experiences to improve student's achievement in the classroom.

TARGET PROGRAMS:

- ▶ Reading and math enrichment
- ▶ After school activities
- ▶ Tutoring services
- ▶ Middle and high school transition assistance
- ▶ Dropout prevention counseling

■ **BEYOND THE CLASSROOM:** provide development opportunities to enhance student and family social development and overall quality of life.

TARGET PROGRAMS:

- ▶ Mentoring programs
- ▶ Arts enrichment
- ▶ Career awareness and planning
- ▶ Health and fitness
- ▶ Parental involvement and training



FINANCIAL STABILITY

IMPACT GOAL: As a result of our efforts, we hope to help our citizens (a) increase average household income, (b) reduce dependency on unconventional financial products and services (c) increase home ownership, and (d) ultimately, achieve economic self-sufficiency.

FOCUS AREAS: ■ **ENHANCE FINANCIAL LITERACY:** increase awareness by educating our citizens in areas of financial products and services.

TARGET PROGRAMS:

- ▶ Credit counseling and debt management
- ▶ Tax return preparation services
- ▶ Earned income tax credit counseling
- ▶ Subsidized housing program education

■ **INCREASE INCOME:** provide skill-development training to facilitate job readiness and preparedness for higher wage, sustainable employment opportunities.

TARGET PROGRAMS:

- ▶ Workforce development
- ▶ Transitioning from unskilled to skilled positions

■ **INCREASE SAVINGS:** promote savings as a preferred method of paying unexpected expenses and discourage the use of predatory lending institutions and services.

TARGET PROGRAMS:

- ▶ Establish banking relationships
- ▶ Decrease reliance on check cashing and pay day loan businesses
- ▶ Savings campaigns – America Saves

GAIN AND SUSTAIN ASSETS: promote asset accumulation and growth.

TARGET PROGRAMS:

- ▶ Education regarding individual development accounts and retirement accounts
- ▶ Financial planning programs



ESSENTIALS

IMPACT GOAL: As a result of our efforts, we hope to (a) help our citizens identify and satisfy their immediate needs during times of crisis and personal challenges, (b) maintain reliable information about available services in the community and (c) connect people in crisis with the appropriate services.

FOCUS AREAS: ■ **FOOD FOR THE NEEDY:** provide food and meals to our most vulnerable citizens.

TARGET PROGRAMS:

- ▶ Efficient and effective distribution organizations
- ▶ Food pantry network with strategically established locations
- ▶ Meal delivery for senior population whose mobility is limited

■ **HOUSING ISSUES:** address chronic homelessness, assist those at risk of losing homes, and provide emergency repair and maintenance to homes.

TARGET PROGRAMS:

- ▶ Temporary rent, mortgage and utilities assistance programs
- ▶ Essential emergency repairs and maintenance to homes
- ▶ Shelter care – providing minimum necessities of life on a short-term basis.

■ **HELPING VICTIMS OF ABUSE:** provide a safe-haven for victims of abuse that includes shelter, counseling and additional support focusing on a return to a normal, healthy and productive life.

TARGET PROGRAMS:

- ▶ Professional support and counseling
- ▶ Advocacy and legal support
- ▶ Temporary shelter for abuse victims and their families

■ **CRISIS MANAGEMENT:** provide help and leadership during natural and man-made disasters and address our citizens' immediate needs in the aftermath of unforeseen events.

TARGET PROGRAMS:

- ▶ Frontline service providers addressing immediate human needs, including counseling and emotional support
- ▶ Long-term recovery programs assisting individuals and families return to safe, sanitary and secure housing



HEALTH

IMPACT GOAL: As a result of our efforts, our community will have citizens who are healthier and more likely to lead productive lives.

FOCUS AREAS: ■ **PREVENTION:** provide programs and services that assist children and adults to receive timely, regular preventative health care and health education.

TARGET PROGRAMS:

- ▶ Health education and awareness programs
- ▶ Health screenings
- ▶ Immunizations
- ▶ Obesity prevention and counseling – nutrition counseling
- ▶ Prenatal care
- ▶ Vision and dental care

■ **INTERVENTION:** support services designed to promote successful, healthy living.

TARGET PROGRAMS:

- ▶ Building developmental skills such as social and fine motor skills
- ▶ Treating mental disorders
- ▶ Addressing behavioral discipline problems
- ▶ Counseling for abuse victims
- ▶ Special needs services
- ▶ Addiction counseling
- ▶ Rehabilitation/physical therapy/occupational therapy

■ **HEALTH MAINTENANCE:** assist children and parents live a healthy life and avoid risky behaviors.

TARGET PROGRAMS:

- ▶ Proactive wellness education for children and adults
- ▶ Physical fitness and exercise programs



COMMUNITY IMPACT ALLOCATION MODEL



“Once the community has identified issues that are most important...and developed strategies for how to best make change happen, then your United Way can choose where you can have the greatest impact, where your presence is most logical and natural, where you can mobilize people and resources, where you are able to measure and achieve results, and where you have a good likelihood for success.

- United Way of America Standards of Excellence - 2005





INTRODUCTION

The United Way of Southwest Alabama (“UWSWA”) has always provided a simple and efficient way for our community to contribute to charitable organizations. By making a single gift, a donor can touch the lives of thousands through programs that provide a spectrum of services. As our Board of Directors adopted the Principles and Practices for Member Agency Excellence and developed the Community Building Blocks of Education, Essentials, Financial Stability and Health, it posed the following question: Is it enough to be an efficient fund-raising vehicle with an allocation model based on historical relationships with our provider organizations? Gathering input from volunteers, stakeholders and member agencies, the Board of Directors concluded that UWSWA owed its donors a significant social return on their campaign dollars; and, as such, it needed to revise its allocation model to focus on (a) transparency and accountability as highlighted in the Principles and Practices for Member Agency Excellence, and (b) the Community Building Blocks.

EXECUTIVE SUMMARY OF THE COMMUNITY IMPACT ALLOCATION MODEL

- **TWO FUNDS:** UWSWA’s annual allocable pool of campaign dollars will be segregated into two separate funds – the Community Impact Fund, representing at least 80% of the allocable pool and the Community Vision Fund, representing up to 20% of the allocable pool.
- **COMMUNITY IMPACT FUND:** UWSWA’s core fund available to member/partner agencies to be allocated in three-year funding cycles with renewed focus on accountability and transparency and new emphasis on the Community Building Blocks.
- **COMMUNITY VISION FUND:** UWSWA’s grant pool available on an annual basis to member and non-member agencies and designed to (a) target specific programs designed to enhance community well-being by focusing on one or more of the Community Building Blocks and (b) identify potential new member agencies.
- **ALLOCATION MANAGEMENT:** the allocation process will be managed by a new Community Impact Cabinet and will continue to be an open, volunteer-led analysis of non-profit organizations with less emphasis on historical relationships with provider organizations and more emphasis on becoming a catalyst for community improvement.



COMMUNITY IMPACT FUND (AT LEAST 80% OF THE ALLOCABLE POOL)

■ **REVIEW PROCESS:** Applications will be reviewed and assessed using the following guidelines:

▶ **ACCOUNTABILITY:** (a) the degree to which an agency meets the professional and operational standards set forth in the Principles and Practices for Member Agency Excellence; and (b) the stability of the organization in terms of board leadership and finances.

▶ **COMMUNITY IMPACT:** (a) the agency has a history of strong performance; (b) a clear and compelling need exists for the services being offered; (c) the agency addresses at least one of the community impact platforms, which we have identified as “The Community Building Blocks”; (d) the agency demonstrates the ability to collaborate with other organizations that will strengthen its program outcomes; (e) the agency and its programs will likely achieve a positive impact; (f) the agency is outcome focused and can demonstrate measurable results; and (g) the agency’s activities and results are understandable to donors and the general public.

■ **FUNDING CYCLE:** Allocations will be granted to United Way Partner Agencies for a three (3) year cycle: ,

▶ **REPORTING:** agencies selected for Community Impact Fund allocations will be required to submit quarterly and annual program reports, demonstrating that outcomes are being achieved on a consistent basis.

▶ **REVIEW:** in the second and third year of the funding cycles, funded agencies will complete a short application to illustrate its continued quality, effectiveness and financial stability. It should be noted that failure to satisfy the initial requirements set forth above may result in reduced or suspended funding in years two and three.

▶ **MEMORANDUM OF UNDERSTANDING:** as a condition to receiving community impact funding, agencies will be required to enter into a Memorandum of Understanding, pursuant to which agencies will agree to

(a) join efforts with UWSWA to achieve a successful campaign,
(b) prominently display their affiliation with the UWSWA,
(c) cooperate with other community organizations to prevent duplication of effort and promote efficiency and economy of service, and
(d) operate in accordance with the Principles and Practices for Member Agency Excellence.

▶ **ZERO BASELINE FUNDING:** at the beginning of each funding cycle, applications will be reviewed without regard to prior allocations.

▶ **FUNDING LIMITS:** as a guiding principle, but not as a concrete requirement, allocations from the Community Impact Fund should not exceed 25% of an agency’s total operating budget.



COMMUNITY IMPACT FUND (UP TO 20% OF THE ALLOCABLE POOL)

■ **GRANTS TO MEMBER AND NON-MEMBER AGENCIES:** The Community Vision Fund will support time-limited grants (“Community Vision Grants”) available to member and non-member agencies.

▶ **COMMUNITY VISION GRANTS:**

- (a) one-year grants;
- (b) focused on the four Community Building Blocks; and
- (c) no less than four (4) and no greater than eight (8) grants per year.

▶ **TYPES OF GRANTS:**

- (a) seed money grants providing short-term support for start-up, development or stabilization of new agencies or programs at existing agencies; and
- (b) system building grants, intended to enhance the capability of existing agencies (member or non-member) and their service delivery systems.

▶ **EVALUATION CRITERIA:** applications for Community Vision Grants will be evaluated based on the following criteria:

- **Program Impact** – The program fits into one of the four Community Building Blocks and has a demonstrable likelihood of success.
- **Program Description** – The program’s activities and strategies should be clear and well defined and the application should be complete.
- **Outcomes** – The program’s anticipated outcomes should be clearly articulated and reasonably measurable.
- **Collaboration** – The agency applying for the Community Vision Grant should demonstrate collaboration with at least one other organization and explain how each partner will be engaged in the process.
- **Accountability** – The agency applying for the Community Vision Grants must adhere to the Principles and Practices for Member Agency Excellence.

▶ **STATUS OF GRANT RECIPIENTS:** Community Vision Grants are intended to be one-time allocations. The award of a Vision Grant does not confer upon the recipient status as a United Way Partner Agency; however, it may result in future funding preference with UWSWA and eventual admittance as a Partner Agency and access to the Community Impact Fund.

1. Over the next four months, we recommend establishing an ad hoc accountability task force responsible for working with the existing partner agencies to meet the Principles and Practices for Member Agency Excellence. Agencies that are not in compliance with the Principles will not be eligible for funding from the Community Impact Fund in 2011.

2. It is anticipated that, subject to compliance with the Principles as described in Footnote 1 above, the 2011-2013 Community Impact Fund allocations will be made to our existing partner agencies.

3. The committee recommends adjusting the allocation calendar as follows: applications submitted in the third quarter of a calendar year, site visits performed in the fourth quarter, allocation recommendations be made in December and be approved in January – permitting allocations to more closely follow a calendar year.



COMMUNITY IMPACT CABINET

The two funds would be administered by the Community Impact Cabinet (for ease of reference and continuity, the “CIC”). The CIC will appoint “Allocation Panels” and “Vision Panels.”

■ **ALLOCATION PANELS:** The CIC would appoint “Allocation Panels” to review Community Impact Fund applications. Allocation Panels would be segmented into four groups – Education, Essentials, Financial Stability and Health. Every effort would be made to assign volunteers to Allocation Panels matching their respective areas of expertise and experience. To ensure continuity during a three year funding cycle, volunteers will be asked to commit to an Allocation Panel for the entire cycle.

■ **VISION PANELS:** The CIC would also appoint smaller “Vision Panels” to review Community Vision Grant Applications. Like the Allocation Panels, Vision Panels would be designed to address each of the four Community Building Blocks and be staffed by volunteers having some expertise or experience in the applicable platform.

1. Our recommendation is to submit requests for proposal to the community on or before March 31st of each calendar year, require all applications to be submitted on or before August 31st of each year, analyze and approve the recipients on or before December 1st.





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