

United Way of Greater Portland Fiscal Year 2019 Community Investments Announcement

Purpose: United Way of Greater Portland (UWGP) has opened its Fiscal Year 2019 community investments to programs, initiatives, or collaborations serving Cumberland County, Maine (except Brunswick and Harpswell) that will help to make measurable progress on Thrive2027's three community goals (Thrive2027.org).

Eligibility: The lead organization applying for funding:

1. Must be recognized as a federal tax exempt or governmental organization; or
2. Is an organization or non-exempt group with an identified fiscal sponsor that is a recognized federal tax exempt or governmental organization.

All partners named in the application must operate consistent with applicable federal, state, and local laws, regulations, and ordinances, and comply with the UWGP's counterterrorism compliance agreement (see application).

Funding Requirements: All UWGP Fiscal Year 2019 community investment applicants:

1. Will be required to demonstrate a commitment to help impact the Thrive2027 Goals by identifying the specific contribution, effort, or action the program, initiative, or collaboration will make, including:
 - a. Data-driven program activities and evidence-based best practices or promising practices, that are based in research; and
 - b. Measurable impact on Thrive2027 Goals Framework¹ Strategies demonstrated through performance measures.
2. Are strongly encouraged to collaborate with various community partners, and:
 - a. Demonstrate a plan to collaborate with at least one community partner to share data around one or more shared or complementary performance measures; and/or
 - b. Articulate different approaches of working together to leverage and increase impact.

Please note that this is not a complete list of requirements. Before applying, refer to the UWGP Fiscal Year 2019 Community Investment Summary on the following pages for a complete list of requirements.

Application Period: January 16, 2018 – February 26, 2018. Applications must be submitted through UWGP's application website by 9:00 a.m. (EST) on Monday, February 26, 2018. **Applications will not be accepted after the deadline.**

How to Apply: Application materials, including a link to the website to complete and submit an application, are posted at www.unitedwaygp.org. Frequently Asked Questions will be updated every Friday by 5:00 p.m. until February 23, 2018.

Grant Amount: Requests must be at least \$10,000; there is no maximum request amount.²

Grant Funding/Reporting Period: July 1, 2018 – June 30, 2019. Funding will be announced in early June 2018.

Technical Assistance: Technical assistance regarding the application process is available by email, phone, or appointment. In-person meetings are held at United Way of Greater Portland, 1 Canal Plaza, Suite 300, Portland 04101.

For more information: Please visit www.unitedwaygp.org and refer to the UWGP Fiscal Year 2019 Community Investment page. For additional questions, contact Nicole Evans at nevans@unitedwaygp.org or 207-347-2302.

¹ Available on the UWGP website, www.unitedwaygp.org, and in the UWGP Fiscal Year 2019 Community Investment Summary.

² Currently funded community partners may combine or redistribute program funds that fall outside of this guideline, and may choose to combine or redistribute Fiscal Year 2019 funding requests among one or multiple existing or new, programs, initiatives, or collaborations. The amount a Goal area has to invest will be determined by the aggregate amount of money that all currently funded community partners received in Fiscal Year 2018 and apply under a respective Goal. The median Fiscal Year 2018 UWGP community investment pool programmatic grant award was \$34,490.

United Way of Greater Portland Fiscal Year 2019 Community Investments Summary

Overview

Thrive2027 is a community commitment to achieving three 10-year goals to drive measurable and meaningful change in Greater Portland so that:

- More children have a strong start so that they are reading at grade level by the end of third grade,
- More people have the education and employment opportunities they need so that they can afford to live and work here, and
- More of our neighbors live longer, healthier lives.

Our community came together because, despite our best efforts, population-level improvements were not happening quickly enough or reaching as deeply or widely as we need. Too many in Greater Portland are struggling. It is clear that we need more people from all sectors at the table collaborating at a large scale to build a thriving community for us all.

There are many important programs and initiatives with the goal of improving lives in Greater Portland. The challenge is that they are often disconnected and sometimes conflicting with one another and working within the silos of their respective area of expertise.

We cannot expect only the “experts” to address all of the education, financial stability, and health issues in our community, nor can we expect to find simple solutions. Complex, interconnected challenges require coordinated community action in order for us to take full advantage of our human capital.

Thrive2027 integrates efforts so that the whole is greater than the sum of its parts. It brings organizations and individuals together in new, networked ways across sectors with the understanding that we cannot address complex issues in silos. The focus is on solving problems through deliberate, coordinated community action. Thrive2027 does not replace the important programs and services in our community. Instead, it integrates work so our region can:

- Identify needs and gaps using objective data to target solutions
- Convene influential players from across sectors
- Develop and implement research-based strategies
- Leverage and maximize limited resources
- Track and transparently share progress toward goals

United Way of Greater Portland (UWGP) serves as the backbone organization for Thrive2027 — acting as an “orchestra conductor” and an engine that drives the initiative forward — to ensure community partners align efforts, progress is measured, work is facilitated and evaluated, and everyone remains focused on the shared vision.

Separate from its role as the backbone organization, UWGP is one of more than 178 organizations who have fully embraced the Thrive2027 Goals as a Thrive2027 Community Partner. UWGP is ensuring the success of Thrive2027 by employing multiple, increasingly aligned strategies, such as public policy, direct services support, community engagement, and systems change initiatives.

One of the most important vehicles to achieve community impact remains UWGP’s financial support of direct services and other community initiatives.

UWGP has aligned its Fiscal Year 2019 community investments with the Thrive2027 Goals Framework (see page 8),³ the community's roadmap to achieving the Thrive2027 Goals by improving outcomes for individuals and families, and creating community-level change in the areas of education, financial stability, and health – the building blocks of a good life for all.

Transition Year

UWGP's Fiscal Year 2019 (July 1, 2018 – June 30, 2019) community investments will support programs, initiatives, and collaborations that can articulate measureable impact on the Thrive2027 Goals and Framework, reflecting a transition from:

1. **A historically closed investment process to one that is open with a continued commitment to currently funded community partners.**
Currently funded community partners and new community partners are welcome to apply for funds to support a currently funded program, or a new or existing program, initiative, or collaboration. Whether existing or new, the program, initiative, or collaboration must connect with Thrive2027.
2. **Program outcome-based investments to community outcome-based investments.**
Investments in single programs as well as initiatives and collaborations will be considered. Investments can impact a single population-level strategy or complementary strategies across other goal areas. Whichever approach is taken, programs, initiatives, and collaborations will be evaluated on their ability to meet the Thrive2027 Goals, not solely on their organization's or program's goals.

Investment Criteria

All Fiscal Year 2019 UWGP investments, including currently funded and new community partners and initiatives, are required to demonstrate:

1. A commitment to help impact the Thrive2027 Goals by identifying the specific contributions/efforts/actions their program, initiative, or collaboration will make, including:
 - a. Data-driven program activities and evidence-based best practices or promising practices that are based in research;
 - b. Measurable impact on Thrive2027 strategies as demonstrated through performance measures, including how much, how well, and difference made;
2. Tracking and evaluation of program implementation;
3. Solid management and fiscal soundness; and
4. Organization and program/initiative/collaboration sustainability.

In addition to these criteria, applicants are strongly encouraged to collaborate with various community partners as well as demonstrate a plan to collaborate with at least one community partner to share data around one or more shared or complementary program performance measures, and/or articulate different approaches of working together to leverage and increase impact.⁴

³ See page 5 for definitions of common language used in the community investment process.

⁴ Examples include but are not limited to: using advocacy and public policy, and systems change (e.g., changing processes, policies, and systems in which partners operate).

Investment Structure

UWGP will make one-year investments in programs, initiatives, and collaborations that meet the above criteria,⁵ and:

1. Articulate how their program, initiative, or collaboration will make progress on at least one Thrive2027 Goal, population-level Indicator,⁶ and Strategy⁷. For more information, please refer to the Goals Framework on page 8.
2. Demonstrate programmatic, initiative, or collaboration impact,⁸ which includes:
 - a. Identifying how many the program, initiative, or collaboration will serve;
 - b. Articulating in what way the program, initiative, or collaboration will measure the quality of its efforts (how well) in services, training, or supports; and
 - c. Show how participants or systems will be better off (difference made) because of the program, initiative, or collaboration's efforts to change policy, systems, resources, or individual behavior, circumstances, knowledge, attitude, opinion, and/or skills.
3. Provide a statement of need for the population(s) that the program, initiative, or collaboration is impacting that is based on disaggregated data and evidence and/or research that identifies how it is meeting the needs of the vulnerable population.
4. Agree to track relevant demographic information (town of residence, age, gender, household income, race, ethnicity, household status) about the target population(s) the program, initiative, or collaboration is impacting, and if funded, agree to share aggregated data that will be used to inform, track, and evaluate the impact of Thrive2027.
5. Provide financial information, including the Lead Organization's most recent audit or IRS Form 990, and budget spreadsheets for the Lead Organization and program, initiative, or collaboration.
6. Agree to endorse and align with Thrive2027 (www.thrive2027.org), and be listed as a Thrive2027 Community Partner in Action.

Investment Process

Applications that pass an initial screen (ensuring basic eligibility requirements and investment criteria are met) will be reviewed by the appropriate Thrive2027 Goal Cabinet. The Thrive2027 Goal Cabinets each represent a cross-sector group, many with subject matter expertise across education, financial stability, and health. To ensure UWGP's community investments are aligned with Thrive2027 and represent a holistic view of UWGP's strategies (e.g. public policy), the Thrive2027 Goal Cabinets determine UWGP's community investment recommendations. All Goal Cabinet members without conflicts review and discuss the collective endorsements made by their respective Goal Cabinet. Once a consensus is reached, community investment recommendations are provided to the UWGP Community Impact Steering Committee to approve, who then in turn make final recommendations to the UWGP Board of Directors. Community investment decisions will be announced in early June 2018.

Additional documentation related to eligibility criteria and limited supplemental information may be requested as the UWGP staff and Thrive2027 Goal Cabinets deem necessary.

⁵ Thrive2027 Goal Cabinet recommendations are based on evaluation of basic compliance with the criteria and on how well the program, initiative, or collaboration meet the criteria.

⁶ A population-level Indicator is a measure that helps to quantify a Goal and a Result (i.e., work at the population level).

⁷ A population-level Strategy is a coherent collection of actions that have a strong possibility of improving a Result.

⁸ Performance measure examples are available at www.unitedwaygp.org.

Thrive2027 Common Language for United Way of Greater Portland Fiscal Year 2019 Community Investments⁹

Align	To adjust work, resources, and activities so that they match, support, or work in tandem with other work, resources, and activities to achieve the Goals. When alignment is done intentionally and successfully at organizational, community and systems levels, it is more likely there will be measurable improvement at the population level.
Backbone Organization	The Backbone Organization in a Collective Impact effort both helps maintain overall strategic direction and coordinates and manages the day-to-day operations and implementation of work, including stakeholder engagement, communications, data collection and analysis, and other responsibilities. United Way of Greater Portland serves as the Backbone Organization for Thrive2027.
Benchmark	A data point used for comparison. In this case, benchmark indicates a baseline measurement.
Collective Impact	A heightened form of collaboration with the following attributes: 1) common agenda, 2) shared measurement systems, 3) mutually reinforcing activities, 4) continuous communication, and 5) backbone support organization(s).
Data	Factual information used as a basis for reasoning, discussion, or calculation. Such information is collected in a systematic manner and can be either quantitative (numerical) or qualitative (e.g., text, audio or visual recordings, and observations).
Disaggregated Data	Numerical information broken down in component parts or smaller units of data (e.g., race, ethnicity, gender, or geography) for the purpose of revealing underlying trends, patterns, or insights that would not be observable in aggregated data sets, such as disparities across different populations.
Endorse	To declare public support of the Thrive2027 Goals.
Evidence-based Program/Practice/Strategy also: <i>Promising Program/Practice</i>	<p>A program or strategy that has demonstrated effectiveness based on rigorous evaluations. Criteria that qualify a program or strategy as evidence-based differ by organizations; however, common elements of the criteria include: a strong theoretical foundation, developmentally appropriate for the targeted population, quality data collection and procedures, and evidence of effectiveness.</p> <p>In contrast, a promising program/practice is one that shows potential impact during early stages of evaluation. It has not yet met the most rigorous standards for effectiveness to be called an evidence-based strategy.</p> <p>An innovative strategy or practice is one that offers a new way of approaching a problem and is based on a strong theory of change and research but has not yet been evaluated.</p>
Goal	A desired population condition of well-being for a group/location of people (children, adults, families, communities) stated in plain language.
Indicator	A measure that helps to quantify a Goal and a Result (i.e., work at the population level). The Headline Indicator identifies where the Greater Portland community is

⁹ Adapted from Thrive2027 Council-approved common language. Additional detail has been added to Evidence-based Program and Performance Measure.

	<p>aiming to be in the next ten years. The Thrive2027 Headline Indicators reflect ten-year S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, and Time-bound) Goals.</p> <p>Leading indicators are indicators that show a change of direction before the change appears. Lagging indicators reflect the change after it has happened.</p>
<p>Performance Measure</p> <p>also: <i>Difference Made</i></p> <p><i>How Well/ Quality of Effort</i></p>	<p>Performance measures are used to measure the efficacy (efforts and effects) of tactics. Generally, there are three types of measures: how much, How Well (Quality of Effort), and Difference Made.</p> <p>Difference Made shows how participants or systems will be better off because of the program, initiative, or collaboration's efforts to change policy, systems, resources, or individual behavior, circumstances, knowledge, attitude, opinion, and/or skills.</p> <p>How Well is the Quality of Effort made in services, training, or supports.</p>
Reading Proficiency	A child has attained reading proficiency when he/she can read at grade level as measured by educational assessments.
Result	Results state a condition of well-being for a population. In the Thrive2027 Goals Framework, Results are one level below the Goals. If attained, the Result will move Greater Portland toward accomplishing the stated Goal. Each Result has associated Indicators and Strategies connected.
Shared Data	Data utilized by multiple partners.
Strategy	A coherent collection of actions that has a strong possibility of improving a Result. If attained, the Strategies will move Greater Portland toward accomplishing the stated Result.
Sustainability	The extent to which the Strategy or program can be maintained and continue to have desired effects over time.
Tactic	A specific action or activities that have a reasonable chance of ensuring Strategies are successful. This is intended to include, but is not limited to, programs and activities.
Target	The amount and degree of change sought in the Indicator in a specific time period. The Target is included in the Headline Indicator and may be included in the Indicators tied to the Results.
Thrive2027 Council	Creates the ongoing buy-in for collective work and serves as the umbrella structure for ensuring meaningful, shared responsibility and ownership of Thrive2027. The Council oversees the work for all community partners and ensures the work is driven not only by the unifying vision, Goals, and Strategies, but advances a new way of working together characterized by collaboration, data, evaluation, community-wide accountability and engagement, blended and aligned funding where possible, and a pledged commitment to Results.
Thrive2027 Goal Cabinets	Goal Cabinets are primarily responsible for identifying and implementing the Thrive2027 Goals Framework (i.e., Results and associated Indicators and Strategies).
Thrive2027 Goals Framework	The Thrive2027 Goals Framework outlines the plan needed to accomplish each Goal. Included in the Thrive2027 Goals Framework are research-based strategies shown to support the achievement of the Results and population-level Indicators to measure success. There is a Framework for the three Thrive2027 Goals.



United Way
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Years of Potential Life Lost (YPLL)	YPLL is a summary measure of early death (before the age of 75 years). It represents the total number of years not lived by people who die before 75 years. YPLL puts more emphasis on causes of death that are more common at earlier ages, because persons dying at younger ages will have more years subtracted from age 75. The years of early death are determined by death certificate data.
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Thrive2027 Goals Framework

GOAL 1: By 2027, every child in Cumberland County has quality early learning experiences beginning at birth.

Headline Indicator: 70% of children read proficiently at the end of third grade.

Baseline: 59% of children read proficiently at the end of third grade.

Result Statement 1 All children and families have their basic needs met so that they are safe and healthy.	Result Statement 2 All children and families have quality early learning experiences to promote healthy development and school readiness.	Result Statement 3 All children and families have literacy-promoting experiences so that children are readers.
Indicators with Baseline: 1.1. 20.4% of children are food insecure (cv ¹⁰ -11,690). 1.2. 15.6% of children under 6 live below 300% of the Federal Poverty Level (cv-2,607). 1.3. 17.5% of children, ages 0-36 months, have been screened for lead poisoning (cv-1575). 1.4. 6% of children under age six are uninsured (cv-456). 1.5. 294 substantiated cases of abuse and neglect (total population of households with children under 18 years old - 30,691).	Indicators with Baseline: 1.6. % of children kindergarten ready. (This indicator will be developed.) 1.7. 34% of early childhood programs are accredited (cv-43).	Indicators with Baseline: 1.8. % of children reading proficiently by the end of second grade. (This indicator will be developed.)
Strategies: S1.1 Provide high quality, nutritious food in neighborhoods, childcare, and education settings. S1.2 Develop and implement coordinated, thorough, and timely approaches to screening, referral, and services for developmental concerns. S1.3 Advocate for adequate funding for TANF, SNAP, WIC, SSDI, Medicaid, childcare subsidies and CACFP. S1.4 Promote policies, programs and practices that support connecting parents to health care coverage. S1.5 Provide families with the necessary tools and resources to transition to stability, including housing, education, health insurance and jobs. S1.6 Be responsive to and reduce the impact of toxic stress on children, families and communities.	Strategies: S1.7 Provide professional development in instructional leadership, instructional practices, data use, and early childhood teaching and learning. S1.8 Provide social-emotional learning supports for children and caregivers. S1.9 Provide training in family engagement to encompass work with all families. S1.10 Provide high quality childcare with wrap-around family services.	Strategies: S1.11 Expand access to free books coordinated with tools for literacy skill development. S1.12 Support children and families in transition to school and between schools. S1.13 Develop and support community-wide messaging campaigns about the role of parents and the community in early learning. S1.14 Advocate for workplace policies that support parent participation in school activities. S1.15 Establish partnerships between schools and programs or organizations providing family supports. S1.16 Provide children with supports to develop language, math and reading skills.

¹⁰ Cv represents “current value.”

GOAL 2: By 2027, individuals and families in Cumberland County have the education, employment opportunities, and resources to achieve financial stability.

Headline Indicator: 70% of households pay less than 30% of their income on housing.

Baseline: 65% of households pay less than 30% of their income on housing.

<p>Result Statement 1 All individuals graduate from high school or complete a high school credential.</p>	<p>Result Statement 2 All individuals complete a post-secondary degree, certification and/or training to meet their career needs.</p>	<p>Result Statement 3 All individuals and families have the earnings/income and assets to be financially stable.</p>	<p>Result Statement 4 All individuals and families can afford and access goods and services.</p>
<p>Indicators with Baseline:</p> <p>2.1. 91.6% of students graduate within four years of beginning high school (cv-2,629).</p> <p>2.2. 95.9% of adults have a high school diploma or equivalency (cv-199,363).</p> <p>2.3. 68.8% of students graduate proficient in English Language Arts (cv-2,496).</p> <p>2.4. 47.5% of students graduate proficient in mathematics (cv-2,612).</p>	<p>Indicators with Baseline:</p> <p>2.5. 87.7% of students enroll in post-secondary education within one year of high school graduation and return for a second year (cv-2,749).</p> <p>2.6. 62.2% of students complete post-secondary education within six years (cv-2,803).</p>	<p>Indicators with Baseline:</p> <p>2.7. 29.7% of households fall below 300% of the Federal Poverty Level (cv-21,070).</p> <p>2.8. 32.3% of households with assets and liquid assets (cv-7,906).</p>	<p>Indicators with Baseline:</p> <p>2.9. 57.4% of renter households are unable to afford a two bedroom rental (cv-23,116).</p> <p>2.10. 14.5% of income spent on transportation.</p>
<p>Strategies:</p> <p>S2.1. Provide programming for youth to connect to caring adults (mentoring).</p> <p>S2.2. Support programming for students after school and during the summer.</p> <p>S2.3. Develop district level policies that provide focused supports for students most at risk for non-advancement.</p> <p>S2.4. Promote career education through credit-bearing, hands-on/experiential learning opportunities for students beginning in high school.</p> <p>S2.5. Implement restorative practices to keep students in school.</p> <p>S2.6. Support programming that eases transition between middle school and high school.</p> <p>S2.7. Promote social support systems; e.g., culturally</p>	<p>Strategies:</p> <p>S2.11. Increase targeted, intensive supports to low-income, first-generation and students of color entering and enrolled in college.</p> <p>S2.12. Promote multiple career pathways strategies into high-growth sectors through certificates, credentials of value, and degree programs for economically disadvantaged youth and adults, students of color, and English language learners.</p> <p>S2.13. Promote college aspirations through early financial planning for students and families.</p> <p>S2.14. Expand supported dual enrollment options to high school students at risk of not</p>	<p>Strategies:</p> <p>S2.15. Ensure individuals and families have the supports needed to access and remain in the workforce, including childcare and transportation.</p> <p>S2.16. Encourage public/private partnerships and collaborations to align the needs of employers and jobseekers to reduce barriers to and within the workplace.</p> <p>S2.17. Advocate for critical needs programs to ensure that individuals and families have a financial safety net.</p> <p>S2.18. Support and advocate for individual and employer incentives</p>	<p>Strategies:</p> <p>S2.23. Promote and ensure access to and availability of critical needs programs that lead individuals and families toward household stabilization.</p> <p>S2.24. Ensure individuals and families have safe shelter, temporary, supportive, and permanent affordable housing near employment hubs.</p> <p>S2.25. Increase access to <i>Housing First</i> models.</p> <p>S2.26. Increase senior housing opportunities</p>

<p>appropriate family engagement, peer-to-peer support networks, and collaboration among agencies and organizations.</p> <p>S2.8. Implement professional development for teachers and staff that focuses on trauma-informed and social-emotional learning.</p> <p>S2.9. Implement professional development for teachers and staff that focuses on restorative practices, ensuring that students stay connected to school and community.</p> <p>S2.10. Provide high school credential programming (HiSET) that integrates academic support with coaching, social emotional learning, and wrap-around supports.</p>	<p>entering or completing college.</p>	<p>(e.g. Earned Income Tax Credit) to assist low-wage workers.</p> <p>S2.19. Increase individual employment options, placement, and retention.</p> <p>S2.20. Advocate for incentives and policies that promote asset growth programming.</p> <p>S2.21. Expand opportunities to increase household income and earnings, including entrepreneurship and small business ownership.</p> <p>S2.22. Advocate for stable, quality jobs that are safe, pay enough to live on, and offer essential benefits.</p>	<p>and supports to keep seniors in their homes.</p> <p>S2.27. Increase the number of individuals and households who have access to affordable healthcare.</p> <p>S2.28. Increase the number of quality childcare slots in Cumberland County.</p> <p>S2.29. Increase quality childcare options for low-to moderate-income parents.</p> <p>S2.30. Advocate for increasing access and affordability of regional public transportation.</p>
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GOAL 3: By 2027, children, adults and communities in Cumberland County have the resources and opportunities to achieve optimal health status.

Headline Indicator: 4,569 Years of Potential Life Lost per 100,000 people.

Baseline: 5,076 Years of Potential Life Lost per 100,000 people.

Result Statement 1 Individuals ages birth to 14 years have their behavioral and physical health needs met to reduce deaths by suicide and substance use disorders.	Result Statement 2 Individuals ages 15 to 24 years have their behavioral and physical health needs met to reduce deaths by suicide and substance use disorders.	Result Statement 3 Individuals ages 25 to 44 years have their behavioral and physical health needs met to reduce deaths by suicide and substance use disorders.	Result Statement 4 Individuals ages 45+ years have their behavioral and physical health needs met to reduce deaths by suicide and substance use disorders.
Indicators with Baseline: 3.1. Risk Factor Index. (This indicator will be developed.) 3.2. 294 substantiated cases of abuse and neglect (total population of households with children under 18 years old-30,691).	Indicators with Baseline: 3.3. 24.9 drug-induced deaths/100,000 population (2013-15) – 165 over 3 years. 3.4. 16.6 suicide deaths/100,000 population (2013 – 15) – 110 over 3 years. 3.5. 14.3 alcohol-induced deaths/100,000 population (2013-15) – 95 over 3 years.		
Strategies*: S3.1. Strengthen access and delivery of behavioral and physical healthcare. S3.2. Prevent, identify, mitigate & treat Adverse Childhood Experiences (ACES). S3.3. Create protective environments (<i>physical environment</i>) that reduce access to substances and lethal means. S3.4. Promote connectedness and social networks. S3.5. Teach coping and problem solving skills to enable individuals to tackle challenges, stress and adversity. S3.6. Identify and support people at risk by training others to recognize warning signs and providing crisis intervention and treatment. S3.7. Lessen harms and prevent future risk by providing supports for individuals, families, and friends and ensuring safe reporting about an event.			
S3.8 Strengthen economic supports systems during times of financial stress and stabilize housing.			
<i>* Strategies are consistent across Result Statements. Tactics will vary and are specific to each Result Statement.</i>			