

ARLINGTON COUNTY
DIGITAL EQUITY GRANT
GRANT AGREEMENT

This is a Grant Agreement (“Agreement”) by and between the COUNTY BOARD OF ARLINGTON COUNTY, VIRGINIA (“County”) AND SHIRLINGTON EMPLOYMENT AND EDUCATION CENTER, A 501(C) nonprofit organization located in ARLINGTON, VIRGINIA (“Grantee”). The County and the Grantee are hereinafter collectively referred to as “the Parties.”

1. BACKGROUND

- a. The Arlington County Digital Equity Initiative (**“Initiative”**) seeks to empower all Arlington residents with the tools and knowledge they need to fully participate in our tech-driven world, enabling and ensuring equitable access for all residents.
- b. As part of the 2026 Fiscal Year Budget, the County allocated Five Hundred Thousand Dollars (\$500,000) in one-time funding to support the Initiative’s expansion of programming. The Digital Equity Notice of Funding Availability (**“NOFA”**) solicited projects from nonprofits or Virginia public institutes of higher education up to \$500,000 to support digital navigation and digital skills training projects that address barriers to accessing and using technology across two focus areas.
- c. Grantee is a tax-exempt nonprofit under Section 501(c)(3) of the Internal Revenue Code. Grantee’s mission is to support and advocate on behalf of low-wage, immigrant Day Laborers in Arlington County so that Day Laborers and other immigrant workers can participate in dignified work, earn fair wages, and improve their overall conditions. SEEC fulfills its mission by providing free employment services, job and life skills training, and access to critical social, economic, and legal support.
- d. On September 13, 2025, the County Board approved the Grantee to receive grant funding in the amount of \$40,000 (**“Grant”**).
- e. County desires to support Grantee’s mission by making this Grant on the basis set out in this Agreement.

2. CORE TERMS

- a. Grant Term. This Agreement will take effect on the date of last signature and terminate 12 months thereafter (“Grant Period”) unless an extension is mutually agreed upon.
- b. Agreement Extension Option. The County Manager may at any time before this Agreement expires elect to extend the term of this agreement for up to

six (6) additional months by giving notice in writing to Grantee. The Agreement must be modified to reflect the time extension in accordance with the Section 7(n).

- c. Grant Use. The grant funds must be used to implement the project described in the Project Scope (**Exhibit B**). The Grantee shall be responsible for administrating the Project Scope in a manner satisfactory to the County Staff. The Grantee's administration of the Project Scope shall be subject to review and approval by the County Manager or his designee.
- d. Grant Disbursement: Grant is reimbursable. Grantee agrees to submit invoices at least once per quarter and pursuant to terms outlined in Sections 3 and 4. Grantee may submit reimbursement payments as frequent as monthly.
- e. Participation in the Digital Equity Coalition. The Grantee agrees to attend and participate in all Digital Equity Coalition meetings and activities for the duration of the grant term.

3. REPORTING

- a. Financial Reporting. Grantee will submit the Financial Report (Exhibit C) and invoices for funding via Submittable. For the invoice to be considered satisfactory, it must accurately and thoroughly reflect actual eligible expenses incurred by the Grantee since the previous invoice period. Grantee will notify the County's Primary Contact if Grantee needs to modify its budget. If meaningful progress aligned with the project proposal has not been made, the report should explain why not and what adjustments are being made to get back on track. Grantee will notify the County's Primary Contact if Grantee needs to modify any targets or milestones. Invoices and reports that are not submitted correctly and/or not sufficiently documented will be rejected by the County and sent back to the Grantee for correction. The Grantee will not receive funding until the report and invoice are submitted to the satisfaction of County Staff.
- b. Final Report. Grantee shall also submit a Final Report included in Exhibit D that details the impact of the grant. The Final Report should be submitted within thirty (30) days of the final invoice submission.
- c. Site Visit. The Grantee agrees to coordinate a site visit with County Staff to monitor project progress and discuss project accomplishments and challenges. The meeting will occur on or around the mid-point of the project.

d. Satisfactory Reporting. For a progress or final report to be considered satisfactory, it must demonstrate meaningful progress against the targets or milestones for that period. The Grantee agrees to submit other reports which the County may reasonably request. Financial reports, invoices, and the Final Report (Exhibit D) that are not submitted correctly and/or not sufficiently documented will be rejected by the County and sent back to the Grantee for correction. The Grantee will not receive funding until the report and invoice are submitted to the satisfaction of County Staff.

4. GRANT ADMINISTRATION

- a. Payment Procedures. Pursuant to this Agreement, the County will disburse Grant funds to the Grantee within 10 business days after the following have been completed: (1) Parties have signed this Agreement (“Execution Date”), (2) Grantee has submitted the required financial form (Exhibit A), (3) the County has confirmed that the Grantee is current on Arlington County taxes as of December 31, 2024 and on its Arlington County business licenses, and (4) the Grantee has submitted its first Financial Report (Exhibit C) and related proof of expenses consistent with the approved budget and County policy concerning payments submitted. Thereafter, the County will disburse to the Grantee funds available under this Agreement within 10 business days of receipt of reimbursement requests from the Grantee including the Financial Report (Exhibit C) and related proof of expenses. Invoices submitted may not be more frequent than monthly or later than once per quarter. Payments will be made for eligible expenses actually incurred by the Grantee, not to exceed actual cash requirements. Payments will be adjusted in accordance with advanced funding and program income balances available in Grantee’s account. In addition, the County reserves the right to liquidate funds available under this Agreement for costs incurred by the County on behalf of the Grantee.
- b. Funds Management. Grantee will manage the grant funds in accordance with applicable law and the provisions of this Agreement. Expenditures must be (i) reasonable for the goods and services purchased, (ii) incurred during the Grant Period, and (iii) satisfactorily recorded with supporting documentation.
- c. Changed Circumstances. Grantee will notify the County immediately if Grantee determines in good faith that, because of a change in circumstances, it is no longer possible to complete the project for which the grant funds were awarded. In that case, and in cases where a portion of the grant remains unspent or unallocated upon completion of the Grant Period, the County may extend the Grant Period or request the return of unexpended funds.

d. **Suspension or Termination.** The County may terminate this Agreement if it determines that Grantee has materially failed to comply with the Agreement's terms, including, but not limited to, ineffective or improper use of funds or submission of materially incorrect or incomplete reports. Grantee will be required to return all or part of the awarded grant funds, as determined by the County.

In addition, this Agreement may also be terminated for convenience by either the County Board or Grantee, in whole or in part, upon written notification, setting forth the reasons and conditions for such termination, including the effective date, and, in the case of partial termination, the portion to be terminated. However, if in the case of a partial termination, the County Board determines that the remaining portion of the award will not accomplish the purpose for which the award was made, the County Board may terminate the award in its entirety.

5. COMMUNICATION; RECORDS

a. **Notices, Demands, and Communications between the Parties.** Formal notices, demands, and communications between the Parties shall be given by (i) personal service; (ii) reputable document delivery service, such as Federal Express, with a receipt showing date and time of delivery; or (iii) certified or first-class United States mail, postage prepaid, with a receipt showing date and time of delivery.

To the County: Arlington County
 Digital Equity Initiative, CPHD
 2100 Clarendon Blvd, Suite 700
 Arlington, Virginia 22201
 Attn: Jennifer Skow
 Digital Equity Coordinator
 jskow@arlingtonva.us
 703-228-3536

With Copies to: Arlington County
 Office of the County Attorney
 2100 Clarendon Blvd, Suite 403
 Arlington, Virginia 22201
 Attn: County Attorney

To Grantee: Shirlington Employment and Education Center
909 S. Dinwiddie St., Suite 422
Arlington, Virginia 22204
Attn: Andres Tobar
Executive Director
atobar@seecjobs.org
202-841-7988

Written notices, demands, and communications shall be sent in the same manner to other addresses that any party designates in writing.

- b. **Recordkeeping and Audits.** Grantee must retain all financial records, including receipts and invoices, books, records, and other documents related to this Agreement for at least five years after the Grant Period and must allow the County or its authorized agents to examine the records during this period and during the Grant Period. Grantee must provide any requested records to the County within 15 days of the request, at the Grantee's expense, for the County to audit, examine, and make excerpts or transcripts of all relevant data. Any deficiencies noted in audit reports must be fully cleared by the Grantee within 30 days after receipt by the Grantee. Failure of the Grantee to comply with the above audit requirements will constitute a violation of this Agreement and may result in the withholding of future payments. Notwithstanding the above, if there is litigation, claims, audits, negotiations or other actions that involve any of the records cited and that have started before the expiration of the five-year period, then such records must be retained until completion of the actions and resolution of all issues, or the expiration of the four-year period, whichever occurs later.
- c. **Feasibility.** The County may require the Grantee to demonstrate that it has the necessary facilities, ability, and financial resources to comply with the Agreement and furnish the service, material or goods specified herein a satisfactory manner at any time during the term of this Agreement.

6. COMPLIANCE

- a. **General Compliance.** Grantee will conduct, control, manage, and monitor activities conducted under the Grant Use in compliance with all applicable ethical, legal, regulatory, and safety requirements, including applicable state, local, institutional, and school district standards. Grantee will obtain and maintain all necessary approvals, consents, and review before conducting the applicable activity.

- b. Non-Discrimination. The Grantee will not discriminate against any individual with regard to employment or participation or in any other manner for reasons of race, color, religion, gender or gender identification, sexual identity, pregnancy, childbirth or related medical conditions, national origin, age, marital status, disability, or any other characteristic that is protected by local, state, or federal law.
- c. Anti-Corruption. The Grantee will not discriminate against any individual with regard to employment or participation or in any other manner for reasons of race, color, religion, gender or gender identification, sexual identity, pregnancy, childbirth or related medical conditions, national origin, age, marital status, disability, or any other characteristic that is protected by local, state, or federal law.
- d. Lobbying and Electioneering Prohibition. Grantee will not use Grant funds to influence the outcome of any election for public office, to carry out any voter registration drive, to support lobbying activities, or to otherwise support attempts to influence legislation.

7. GENERAL PROVISIONS

- a. Entire Agreement; Amendment. This Agreement constitutes the entire agreement among the parties as to the Grant Program and may not be amended or modified, except in writing signed by both Parties.
- b. Assignment. Grantee may not assign or transfer any of its rights or obligations under this Agreement without the County's prior written approval. This Agreement will bind and benefit any permitted successors and assigns.
- c. Third-Party Beneficiaries. This Agreement is for the exclusive benefit of the Grantee and the County, and not for the benefit of any third party, including, without limitation, any partner, employee, or volunteer of Grantee.
- d. Governing Laws; Venue. This Agreement is made and is intended to be performed in Arlington County, Virginia, and shall be construed and enforced by the laws of the Commonwealth of Virginia. Jurisdiction and venue for any litigation arising out of or involving this Agreement shall lie in the Circuit Court of Arlington County, Virginia, or in the United States District Court for the Eastern District of Virginia, and not in any other court.
- e. Severability. Each provision of this Agreement is to be interpreted in a way that is enforceable under applicable law. If any provision is held unenforceable, the rest of the Agreement will remain in effect.
- f. Interpretation. The terms of this Agreement shall be construed in accordance with the meaning of the language used and not for or against any Party by reason of the authorship or any other rule of construction that

might apply. The section headings are for purpose of convenience only and shall not be construed to limit or extend the meaning of this Agreement.

- g. Non-Liability of Officials, Employees, and Agents. No member, official, employee, or agent of the County Board shall be personally liable to Grantee in the event of any default or breach by the County for any amount that may become due to Grantee or its successors or assigns under the terms of this Agreement.
- h. Attorney's Fees. Each Party shall pay its own attorney's fees.
- i. Force Majeure. No Party will be held responsible for failing to perform its responsibilities under this Agreement if the failure results from any act of nature, public health emergency, or other cause that is beyond the reasonable control of the Party and that makes performance impossible or illegal.
- j. Breach. If the County determines that the Grantee submitted false information or otherwise has not complied with this Agreement, Grantee will be required to return any awarded grant funds in full upon request by the County.
- k. Business Day Convention. If the date of any required action falls upon a weekend day or a holiday when the New York Stock Exchange is not open for business, the required action may be deferred to the next business day.
- l. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be an original and all of which together shall be one and the same instrument. A facsimile, .pdf copy or other electronic signature (e.g., DocuSign) of this Agreement, is an enforceable, original agreement for all purposes.
- m. Dispute Resolution. If an issue regarding or arising under this Agreement cannot be resolved by the parties, the issue will be brought to the County Manager for a final decision.
- n. Amendments. The County Manager or Grantee may amend this Agreement at any time provided that such amendments make specific reference to this Agreement, and are executed in writing, signed by a duly authorized representative of each organization. Such amendments shall not invalidate this Agreement, nor relieve or release the County Board or Grantee from its obligations under this Agreement.
- o. Hold Harmless. The Grantee shall indemnify, defend and hold the County Board and its respective officers, employees, agents, successors and assigns harmless from and against: (1) any and all claims, liabilities and losses whatsoever (together with any expenses related thereto, including but not limited to, damages, court costs and attorney's fees) occurring to or resulting from any and all persons, firms or corporations furnishing or supplying work, services, materials, or supplies in connection with the

performance of this Agreement, and (2) any and all claims, liabilities and losses occurring or resulting to any person, firm, or corporation for damage, injury, or death arising out of or connected with the Grantee's performance or nonperformance called for in this Agreement. "Grantee's performance" includes Grantee's action or inaction and the action or inaction of Grantee's officers, employees, agents, contractors, and subcontractors. This provision shall survive the expiration or termination of this Agreement.

- p. Independent Contractor. Nothing contained in this Agreement is intended to, or shall be construed in any manner, as creating or establishing the relationship of employer/employee between the Parties. The Grantee shall at all times remain an "independent contractor" with respect to the services to be performed under this Agreement. The County Board shall be exempt from payment of all Unemployment Compensation, FICA, retirement, life and/or medical insurance and Workers' Compensation Insurance, as the Grantee is an independent contractor.
- q. Relationship of Parties. The provisions of this Agreement are intended solely for the purpose of defining the relative rights of the Parties as grantor and grantee and no relationship of partnership, relationship of employment, joint venture or other joint enterprise shall be deemed to be created hereby by and among the Parties pursuant to this Agreement.
- r. Conflict of Interest. No member of the County Board or any employee of Arlington County shall be admitted to any share or part of this Agreement or to any pecuniary benefit that may arise therefrom.
- s. Workers' Compensation. If applicable, the Grantee shall provide Workers' Compensation Insurance coverage for all employees involved in the performance of this Agreement.
- t. No Waiver of Sovereign Immunity by County. Notwithstanding any other provisions of this Agreement to the contrary, nothing in this Agreement nor any action taken by County pursuant to this Agreement nor any document which arises out of this Agreement shall constitute or be construed as a waiver of either the sovereign immunity or governmental immunity of the County's elected and appointed officials, officers and employees.
- u. Attorney's Fees. Each Party shall pay its own attorney's fees.
- v. Language Construction. The language of each and all paragraphs, terms and/or provisions of this Agreement, shall in all cases and for any and all purposes, and in any way and all circumstances whatsoever, be construed as a whole, according to its fair meaning, and not for or against any Party and with no regard whatsoever to the identity or status of any person or persons who drafted all or any portion of this Agreement.
- w. Remedies. All remedies available to the County Board under this

Agreement are cumulative and no remedy hereunder shall be exclusive of any other remedy available to the County Board at law or in equity.

In witness thereof, the County and Grantee have caused this Agreement to be executed by the following duly authorized officials.

SHIRLINGTON EMPLOYMENT AND EDUCATION CENTER

By: _____

DocuSigned by:
Andres Tobar
08C1312F0A3F415...

9/26/2025

Andres Tobar, Executive Director

Date

COUNTY BOARD OF ARLINGTON COUNTY, VIRGINIA

By: _____

Signed by:
Mark Schwartz
3897A255DD9741F...

9/26/2025

Mark Schwartz, County Manager

Date

Exhibit A

W-9 Form (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ► Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.																		
<div style="float: left; width: 100px; margin-right: 10px;"> Print or type. See Specific Instructions on page 3. </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; vertical-align: top; padding: 5px;">1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.</td> <td style="width: 85%;"></td> </tr> <tr> <td colspan="2" style="padding: 5px;">2 Business name/disregarded entity name, if different from above</td> </tr> <tr> <td colspan="2" style="padding: 5px;">3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</td> </tr> <tr> <td colspan="2" style="padding: 5px;"> <input type="checkbox"/> Individual/sole proprietor or <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate single-member LLC </td> </tr> <tr> <td colspan="2" style="padding: 5px;"> <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. </td> </tr> <tr> <td colspan="2" style="padding: 5px;"> <input type="checkbox"/> Other (see instructions) ► _____ </td> </tr> <tr> <td style="width: 15%; vertical-align: top; padding: 5px;">5 Address (number, street, and apt. or suite no.) See instructions.</td> <td style="width: 85%; vertical-align: top; padding: 5px;">Requester's name and address (optional)</td> </tr> <tr> <td colspan="2" style="padding: 5px;">6 City, state, and ZIP code</td> </tr> <tr> <td colspan="2" style="padding: 5px;">7 List account number(s) here (optional)</td> </tr> </table>			1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.		2 Business name/disregarded entity name, if different from above		3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.		<input type="checkbox"/> Individual/sole proprietor or <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate single-member LLC		<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.		<input type="checkbox"/> Other (see instructions) ► _____		5 Address (number, street, and apt. or suite no.) See instructions.	Requester's name and address (optional)	6 City, state, and ZIP code		7 List account number(s) here (optional)	
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Exhibit B

Digital Equity Grant Project Scope and Budget

Organization Name	Shirlington Employment and Education Center
Project Name	SEEC Digital Skills Project
Award Amount	\$40,000
Program Objective	Increase the ability of low-income Latino immigrants to participate in the workforce by providing digital training, equipment, and mentoring
Project Strategy	<p>1. Cross-train 2 bilingual Digital Navigators to provide Navigation assistance to Arlington's low-income Hispanic population. The Navigators will provide services at SEEC's Day Labor Center. Navigators will assist clients in mastering digital skills, help with completing online employment and onboarding processes, applications for services, including internet connections.</p> <ul style="list-style-type: none"> - Navigators will be trained on the principles of the National Digital Inclusion Alliance's Navigator Model. - Navigators plan to be available to clients, as needed by appointment. - Navigators will offer small group sessions quarterly to clients based upon areas of common interest. - Navigators will meet monthly with the Executive Director providing feedback on program progress, trouble-shooting challenges, and sharing/documenting lessons learned. <p>2. Provide additional Digital Skills for Life sessions (above what is provided under the UNIDOSUS grant) targeted to immigrant women (estimated at 3 sequences). Digital Skills for Life provides hands-on, culturally and linguistically competent curriculum for Spanish-speaking Latino adults. The curriculum covers digital basics including hardware, software, internet connection and mechanics, professional communication, social media, apps, and internet safety and security. Support for childcare and transportation costs will support families participating.</p>
Project Time Period	October 1, 2025 – September 30, 2026

Performance Measures

Key Indicators	Expected
# Navigators Employed	2
# Digital Navigation Hours Worked (108hrs x 2 navigators)	216
# Residents Supported by Navigators	120, unduplicated
# Quarterly Small-group sessions offered by Navigators	8
# Residents who participated and complete Digital Skills 4 Life Classes	60, unduplicated
# Devices provided to graduates of Digital Skills 4 Life Classes	60, unduplicated
# Digital Skills 4 Life Series offered	3, 7 weeks each
% Digital Skills 4 Life who feel increased confidence using technology	100%
Learning Comprehension Rate, after each lesson and in final exercise	75%
% Residents who feel they received the assistance needed after a navigation session	75%

Program Budget

Expense	Budget
Compensation for DS4L Instruction, Navigators, Navigator Module Developer, Marketing/Outreach Support, and Childcare Provider	\$22,014
Tablets for graduates (60 tablets)	\$9,000
Transportation Stipends for Students	\$4,200
Marketing and recruitment materials	\$250
Office Supplies and certificates	\$750
Indirect Costs for Overhead and Executive Director's Management of the Project	\$3,786
Total	\$40,000

Data Tracking

At minimum, the organization will collect and track the following information to be shared with the County as part of the final report:

- Aggregated demographic information of participants of Navigation and Digital Skills 4 Life Classes– household income ranges; percentage assisted by race/ethnicity
- Number of participants enrolled in each Digital Skills 4 Life class, attendance rates over time, and number of learning hours
- Program satisfaction of participants, including general enjoyment of sessions, interest in furthering their learning of tech/digital tools, and confidence in using tech learned
- Aggregated pre- and post-program assessment rates of tech skills learned.
- Number of digital navigators employed, trained, and hours worked by navigators.

- Number of participants in small group sessions hosted by Navigators
- Number of digital navigation sessions conducted (individual and small group), average duration of engagement, and aggregated report of purpose of resident engagement (e.g., assistance with navigating web or mobile apps, assistance with operating digital devices, support in completing public assistance or job applications, teaching curriculum-based digital skills courses).
- Average number of navigator interactions per client and percentage of engagements by language used.
- Feedback about individuals' experience using navigation services, including whether the individual received the tech support needed.
- Feedback about the digital navigator's experience working at the site.

Exhibit C

Financial Report Template

Organization Name:

Budget

Expense	Budget	Expenses Spent this Invoice	YTD Expenses	Budget Remaining
Salaries				
Benefits				
Professional/ Contracted Services				
Travel & Transportation				
Supplies & Equipment				
Direct Client Expenses				
Communications & Marketing				
Other				
TOTAL				

All expenses should include attachments back-up documentation such as receipts, invoices, etc.

Project Status Update

Has your organization participated in activities of the Arlington County Digital Equity Coalition? Discuss how your organization has been involved. (up to 200 words)

What accomplishments has your project achieved since the last invoice period? How have these contributed towards achieving your strategy and goals?

How many unduplicated beneficiaries has your project supported thus far? Please be as accurate as possible, but estimates are accepted.

Has your project experienced any challenges? If so, discuss the challenges, how your organization is navigating them, and whether the project needs to be changed.

Exhibit D

Digital Equity NOFA Final Report Template

Organization Name:

Grant Period:

Impact Summary

- Discuss how your organization used the funding to support the project. What impact did the grant have on your organization's ability to deliver the project?
- The Digital Equity Initiative seeks to empower everyone with the tools and knowledge they need to fully participate in our tech-driven world. How did this project increase use of digital tools and knowledge among the clients you served? What skills did participants learn, how were those skills applied, and how did learning those skills improve their quality of life? Share photos, stories, or data to support your narrative and document how you know this to be true.
- Discuss any challenges your organization experienced in delivering the project and how your organization would tweak future programming to better navigate challenges.
- Share lessons learned from this project and how those learnings will inform future programming, number of beneficiaries, or target populations in the future.
- How did your organization contribute towards activities of the Arlington County Digital Equity Coalition? What suggestions does your organization have to sustain and grow this group?

Locations Served

List the names and addresses of locations where project activities took place throughout this project.

Impact Data

- Present summary of data tracking presented in Exhibit B and other data that supports documenting your project's impact.
- Present key program indicators, including expected vs. actual achievements using the table below.

Key Indicators	Expected	Actual	Notes

Financial Reporting

Complete Financial Report (Exhibit C) with appropriate backup detail.