



Planning your Proposal: Finding the Right Grant and Planning for Impact

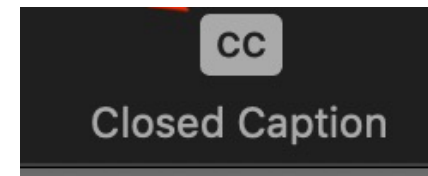
Non-profit Capacity Building Program

March 30th, 2023

Housekeeping

- Join us on camera if you can 😊
- There will be time for Q&A. Please enter questions into the chat and they will be addressed after the presentation.
- Contact sphcollaboratory@uic.edu for assistance during today's session
- This event is being recorded

Click here
for **captions**



Agenda



Time	
12:00 pm	Welcome to the Nonprofit Capacity Building Program
12:10 pm	Searching for Grant Funding and Identifying the Best Fit for Your Organization <ul style="list-style-type: none">• Robin Sylvester, Director of Research Services at The UIC School of Public Health• Olivia Desormeaux, Assistant Director of Research Services at The UIC School of Public Health
2:00 pm	BREAK
2:10 pm	Introduction to Program Evaluation <ul style="list-style-type: none">• Alexis Grant, Beyond Today Solutions
3:55 pm	Concluding remarks and post-session survey

The COVID-19 pandemic has left many nonprofit organizations experiencing financial hardship. Nonprofits have experienced a significant increase in the demand for their services without a comparable increase in their financial and operational capacity to meet that demand.

Program description: To ensure a strong recovery for our City's nonprofits, the City of Chicago has created the Nonprofit Capacity Building Program. This program will provide technical assistance and capacity building services for disproportionately impacted nonprofits, helping to stabilize and scale their operations.

Nonprofit Capacity Building Program includes four types of programs:

- Readiness Summits: Quarterly virtual meetings covering best practices and common mistakes when applying for City RFPs and upcoming opportunities.
- Monthly Webinars
- Weekly Small-Group Workshops
- One-on-one Application Assistance



NONPROFIT CAPACITY BUILDING

SCHEDULE OF EVENTS

WOMEN'S BUSINESS DEVELOPMENT CENTER

APRIL 5, 2023	APRIL 11, 2023	APRIL 12, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 12:00PM: Corporate Governance for Nonprofits	WORKSHOP 11:00AM: City Grant Opportunity Review
APRIL 19, 2023	APRIL 26, 2023	APRIL 27, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 12:00PM: From Strategy to Budget
MAY 3, 2023	MAY 10, 2023	MAY 17, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review
MAY 24, 2023	MAY 25, 2023	
WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 10:00AM: How to Register your Nonprofit Organization in SAM.gov	

GREATER AUBURN GRESHAM DEVELOPMENT CORPORATION

APRIL 21, 2023		
WEBINAR 12:00PM: Fundraising 101 for Nonprofits		

1:1 assistance available on a weekly basis

- Mondays: 1pm to 4pm
- Wednesdays: 9am to 4pm
- Thursdays: 9am to 1pm
- Fridays: 1pm to 4pm

[Sign up!](https://chicago.gov/BACPRecoveryPlan)
[Chicago.gov/BACPRecoveryPlan](https://chicago.gov/BACPRecoveryPlan).



Searching for Grant Funding and Identifying the Best Fit for Your Organization

Robin Sylvester, Director of Research Services at The UIC School of Public Health

Olivia Desormeaux, Assistant Director of Research Services at The UIC School of Public Health



- ★ Sources of Funding
 - ★ 1. Government Grant/Contracts
 - ★ 2. Other Sources (Non-Governmental)
- ★ Finding the Right Fit
- ★ Grant Search Tools by Funding Source
- ★ Understanding Applicant Requirements





★ Government Funding Sources

★ Federal

★ State

★ Local Government:

★ County

★ City

★ Town/Village

★ Flow-through or Pass-through
funding



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BACP About Government Funding



- ★ Coordinated by a department, agency, office with specific focus (for example, EPA = Environment)
- ★ State/local government often redistribute federal funds via their departments (for example, IL Department of Public Health IDPH)
- ★ Offered as grant (assistance) or contract (purchase)
- ★ Grant funds must support a specific scope of work or program as described in the proposal
- ★ Government grants/contracts must comply with specific rules because they are funded by tax dollars
- ★ Application process requires careful preparation and is highly competitive





BACP Other Funding (Non-Governmental)



- ★ Voluntary agency/public charity
Example: American Cancer Society
- ★ Independent foundation
Example: Robert Wood Johnson Foundation
- ★ Corporate foundations and corporate giving
Example: BlueCross BlueShield Grant & Sponsorship Program
- ★ Community foundation
Supported by multiple local donors; usually funds programs in a specific geographic area.
Example: Chicago Community Trust



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- ★ Mission Driven
- ★ Focused Funding Priorities
 - ★ Programmatic Area
 - ★ Population Served
 - ★ Geographic Area
- ★ May or may not fund certain activities (general operating expenses, research)
- ★ May require invitation to apply



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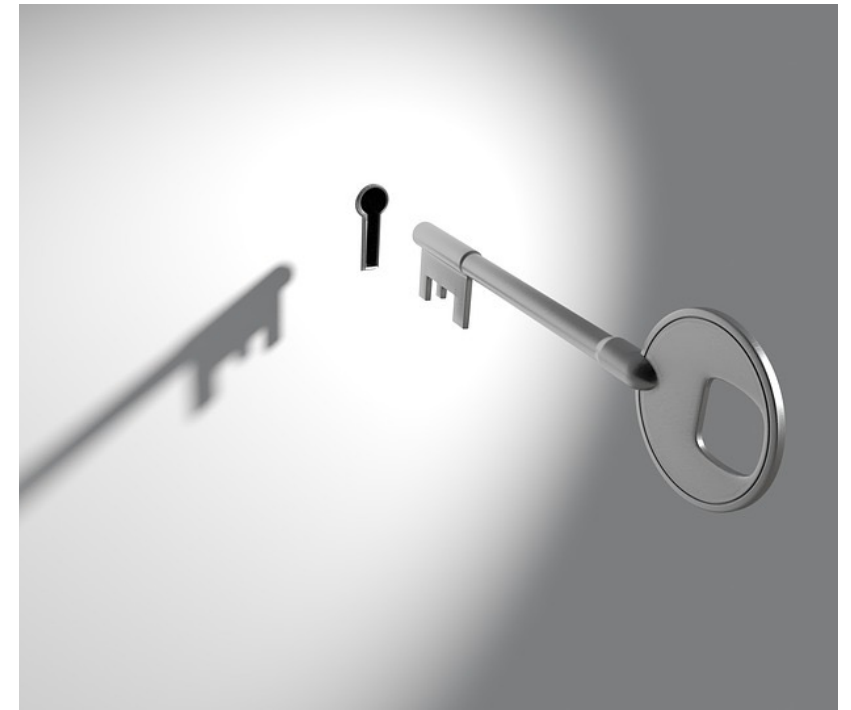


- ★ **From: 5 Steps For Prospecting for Funders, The NonProfit Times**
https://www.thenonproffitimes.com/npt_management_tips/5-steps-prospecting-funders/
- ★ *“Researching grantmakers shouldn’t be crisis-instigated or something you tackle in response to a specific funding need. A proactive approach requires that you assess the universe of private grantmakers (foundations and corporations) and government funding programs, identify those that are the best fit for your organization’s work, build relationships, and only make the ask when the time is right.” ...*
- ★ ***“Grant seekers who are deliberate, methodical, and strategic in their approach to funder research, and to grant requests, are much more likely to succeed.”***





- ★ Basic Research: Become Familiar With Funders and Identify Shared Interests
 - ★ Funding Priorities
 - ★ Geographic Area Served
- ★ Deeper Dive: Gather Information About Funding Programs
 - ★ Websites
 - ★ Strategic plans
 - ★ Current funding opportunities
 - ★ Past awards
 - ★ News outlets/ press releases/ social media
- ★ Cultivate Relationships
 - ★ Participate in partner networks
 - ★ Join email listservs from government agencies or large non-profits with shared interests





★ Questions to ask about your organization's needs:

- ★ What do we want to fund? A specific program? Operations?
- ★ How do the activities align with funder interests?
- ★ How much funding do we need for the proposed activities to be successful?
- ★ What is a realistic amount of funding based on available funds and our capacity to manage the grant?
- ★ Will our organization be eligible for certain types of funding?
For example, funding for 501c3 non-profits.
- ★ What partners might be involved in the proposed activities?
How should they be involved? Will they also require funding?





★ Answer these questions in your group:

- ★ What activities are you looking to fund with grants?
- ★ Have you applied for grants before?
What types of funding government/non-profit?
- ★ What were your successes / challenges?
- ★ What search parameters do you use when you look for funding?
 - ★ Population served
 - ★ Geographic area
 - ★ Program focus
- ★ Have you been involved in networks or groups that helped you find grant funding in the past?





Searching for Funding and Deciding to Apply





- ★ Grants.gov - All federal grant opportunities

<https://www.grants.gov/>

- ★ Sam.gov – Federal contract opportunities (purchase of goods/services)

<https://sam.gov/content/opportunities>

- ★ Agency Websites (examples):

- ★ Administration for Children and Families (ACF) <https://www.acf.hhs.gov/grants>

- ★ Environmental Protection Agency (EPA) <https://www.epa.gov/research-grants>

- ★ Substance Abuse and Mental Health Services Administration (SAMHSA) <https://www.samhsa.gov/grants>





The screenshot shows the Grants.gov homepage. A red banner at the top reads "Attention EBiz POCs: Your login process has changed. [Learn about the improvements.](#)". Below this, a large image shows hands holding a smartphone displaying the Grants.gov mobile app interface. Callout boxes point to specific features: "Search Tool" points to the "SEARCH GRANTS" button; "Create and Manage Account" points to the "REGISTER" button; and "Register and Log-in to Track Funding Opportunities and Save Searches" points to the "LOGIN" button. The footer contains a navigation bar with icons for Search Grants, Get Started, Grant Policies, Grant-Making Agencies, Prevent Scams, Community Blog, Twitter Feed, YouTube Videos, User Guide, and Support Center.

Search Tool

Create and Manage Account

Register and Log-in to Track Funding Opportunities and Save Searches

Convenience Comes to Federal Grants

Download the Grants.gov Mobile App to search and submit on the go.

Download on the App Store | GET IT ON Google Play

Reminder: Federal agencies do not publish personal financial assistance opportunities on Grants.gov. Federal funding opportunities published on Grants.gov are for organizations and entities supporting the development and management of government-funded programs and projects. For more information about personal financial assistance benefits, please visit [Benefits.gov](#).

- ★ Search and apply for federal grants on grants.gov
- ★ Register to save searches and subscribe to updates
- ★ View full funding announcement and application package





★ Search Filters

★ Date range

★ Eligibility

★ Category

★ Agency

★ Sort by

★ Agency

★ Post and Close Date

★ Get Automatic Updates

★ Subscribe to announcements

★ Save searches by Key words |

Agency | Applicant type

The screenshot shows the Grants.gov Search Grants interface. On the left, there are several filter sections: BASIC SEARCH CRITERIA (Keyword(s), Opportunity Number, CFDA), OPPORTUNITY STATUS (Forecasted, Posted, Closed, Archived), FUNDING INSTRUMENT TYPE (All Funding Instruments, Cooperative Agreement, Grant, Other, Procurement Contract), ELIGIBILITY (All Eligibilities, City or township governments, County governments, For profit organizations), CATEGORY (All Categories, Agriculture, Arts, Business and Commerce, Community Development), and AGENCY (All Agencies, All Agency for International Development, All AmeriCorps, All Denali Commission, All Department of Agriculture, All Department of Commerce, All Department of Defense). On the right, there is a table of search results. A red circle highlights the 'DATE RANGE' dropdown menu, which is currently set to 'All Available'. Red arrows point to the 'ELIGIBILITY', 'CATEGORY', and 'AGENCY' filter sections. The table shows columns for Opportunity Number, Opportunity Title, Agency, Status, Posted Date, and Close Date. The first few rows of the table are: DOS-MWI-ASSHF-FY22, DOS-GHANA-ECON-2023-01, CDC-RFA-GH-23-0040, CDC-RFA-GH-23-0016, ED-GRANTS-020323-001, VA-GPD-CM-FY2024, CDC-RFA-CE-23-0007, O-NIJ-2023-171566, FEA-ETA-23-04, FEA-ETA-23-05, FEA-ETA-23-06, FEA-ETA-23-09, CDC-RFA-PS21-21030301SUPP23, HT9425-23-ERP-VIRTUAL-P-TERC-F, HT9425-23-ERP-RPA, HT9425-23-ERP-IDA, HT9425-23-ERP-LRA, W911KB-23-2-0002, and PAR-23-077.





BACP Funding Opportunity Example



PUBLIC HEALTH

Collaboratory for Health Justice



EPA-R-OEJECR-OCS-23-01
ENVIRONMENTAL JUSTICE COLLABORATIVE PROBLEM SOLVING (EJCPS) COOPERATIVE
AGREEMENT PROGRAM
Environmental Protection Agency

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[PACKAGE](#)

[Print Synopsis Details](#) ?

General Information

Document Type:	Grants Notice	Version:	Synopsis 1
Funding Opportunity Number:	EPA-R-OEJECR-OCS-23-01	Posted Date:	Jan 10, 2023
Funding Opportunity Title:	ENVIRONMENTAL JUSTICE COLLABORATIVE PROBLEM-SOLVING (EJCPS) COOPERATIVE AGREEMENT PROGRAM	Last Updated Date:	Jan 10, 2023
Opportunity Category:	Discretionary	Original Closing Date for Applications:	Apr 10, 2023 See Section IV of funding opportunity for close date information.
Opportunity Category Explanation:		Current Closing Date for Applications:	Apr 10, 2023 See Section IV of funding opportunity for close date information.
Funding Instrument Type:	Cooperative Agreement	Archive Date:	May 10, 2023
Category of Funding Activity:	Environment	Estimated Total Program Funding:	\$30,000,000
Category Explanation:		Award Ceiling:	\$500,000
Expected Number of Awards:	83	Award Floor:	
CFDA Number(s):	66.306 -- Environmental Justice Collaborative Problem-Solving Cooperative Agreement Program		
Cost Sharing or Matching Requirement:	No		

Eligibility

Eligible Applicants: Others (see text field entitled "Additional Information on Eligibility" for clarification)

Additional Information on Eligibility: See Section III of funding opportunity for eligibility information.

Additional Information

Agency Name: Environmental Protection Agency

Description: EPA is issuing this solicitation to request applications for projects supporting community-based nonprofit organizations (CBOs) in their efforts to collaborate and partner with other stakeholders (e.g., local businesses and industry, local government, medical service providers, academia, etc.) to develop solutions that will significantly address environmental and/or public health issue(s) in communities disproportionately burdened by environmental harms and risks. These projects will help transform disadvantaged and underserved communities into healthy, thriving communities capable of addressing the environmental and public health challenges they have historically faced, as well as current and future challenges.

Link to Additional Information: [See Related Documents](#)

AGENCY: U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)
OFFICE OF ENVIRONMENTAL JUSTICE AND EXTERNAL
CIVIL RIGHTS (OEJECR)

TITLE: ENVIRONMENTAL JUSTICE COLLABORATIVE
PROBLEM-SOLVING (EJCPS) COOPERATIVE
AGREEMENT PROGRAM

ACTION: REQUEST FOR APPLICATIONS (RFA)

FUNDING NO.: EPA-R-OEJECR-OCS-23-01

ASSISTANCE LISTING: 66.306

DATES: ANNOUNCEMENT DATE: January 10, 2023
CLOSING DATE: April 10, 2023

DEADLINE: Application packages must be submitted on or before **April 10, 2023, at 11:59 PM (Eastern Time)** through Grants.gov. Applications received after the closing date and time will not be considered for funding.

Note - Prior to naming a contractor (including consultants) or subrecipient in your application as a "partner", please carefully review Section IV.d, "Contracts and Subawards", of EPA's Announcement Clauses that are incorporated by reference in this announcement (See Section I.H). EPA expects recipients of funding to comply with competitive procurement contracting requirements as well as EPA's rule on Participation by Disadvantaged Business Enterprises in EPA Programs in 40 CFR Part 33. The Agency does not accept justifications for sole source contracts for services or products available in the commercial marketplace based on a contractor's role in preparing an application.

CONTENTS BY SECTION



City of Chicago, Department of Business Affairs and Consumer Protection, Small Business Advocacy



BACP

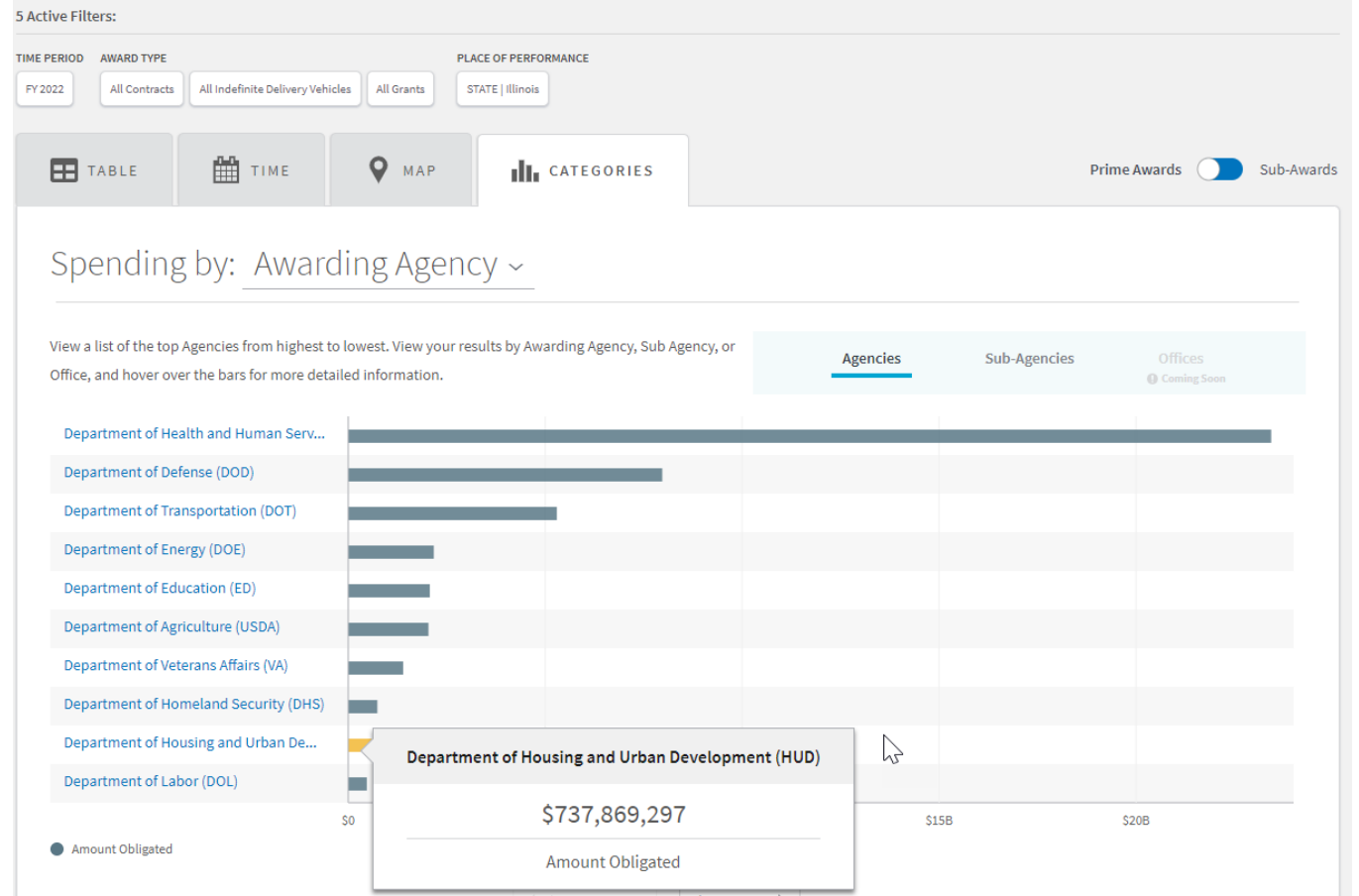
More Federal Funding Search Tips



PUBLIC HEALTH

Collaboratory for Health Justice

- ★ USAspending.gov
- ★ View history of federal spending to understand how agencies spend \$
- ★ Learn about spending in your region
- ★ See what similar organizations have received awards
- ★ Visit agency websites and explore program links



City of Chicago, Department of Business Affairs and Consumer Protection, Small Business Advocacy



- ★ **Illinois Catalog of State Financial Assistance**

<https://www2.illinois.gov/sites/GATA/Grants/SitePages/CSFA.aspx>

- ★ Send a blank (Subject and Body) email to subscribe-omb-gata-grants@lists.illinois.gov to subscribe to a weekly mailing list to receive a **weekly email with Notice of Funding Opportunities**, or NOFOs, published the previous calendar week.

- ★ IL Department Sites (examples):

- ★ Illinois Department of Commerce and Economic Opportunity IDCEO

<https://dceo.illinois.gov/aboutdceo/grantopportunities.html>

- ★ Illinois Department of Public Health IDPH

<https://www.idphgrants.com/user/home.aspx>

- ★ Illinois Department of Human Services IDHS

<https://www.dhs.state.il.us/page.aspx?item=85526>





★ Cook County

- ★ Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) Programs

<https://www.cookcountyl.gov/content/grant-applicants-2023-cdbg-esg>

- ★ Cook County Bureau of Economic Development

<https://www.cookcountyl.gov/agency/bureau-economic-development>

★ City of Chicago

- ★ City of Chicago [eProcurement Bid Opportunities](#)

- ★ Chicago Recovery Plan

<https://www.chicago.gov/city/en/sites/dpd-recovery-plan/home.html>

★ Chicago Cook Workforce Partnership

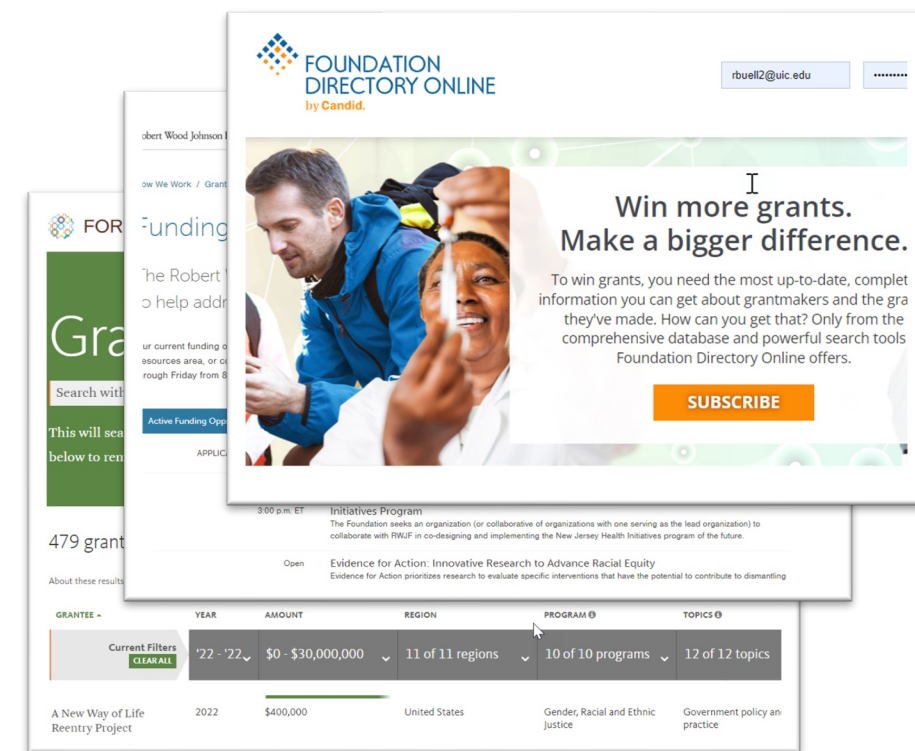
Designated administrator of federal workforce development funding for the City of Chicago and Cook County

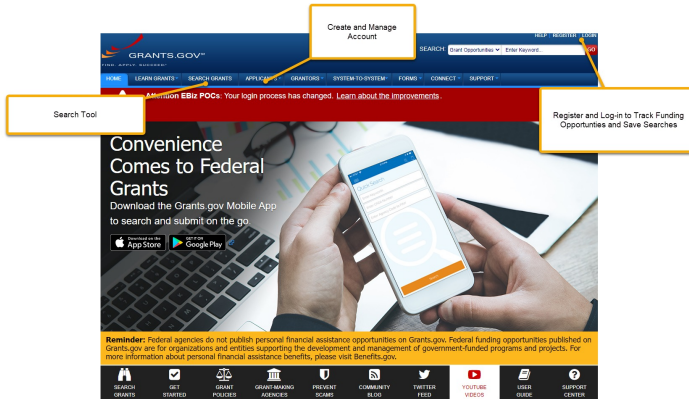
<https://chicookworks.org/our-network/request-for-proposals/>





- ★ Grant search engines (by paid subscription)
 - ★ Foundation Directory Online (free access at some libraries)
 - ★ GrantWatch
 - ★ Grant Gopher (free lite account)
- ★ Non-profit and foundation websites and listservs
 - ★ Subscribe to funder listservs for regular updates
 - ★ Join a network (Example: <https://myforefront.org/>)
- ★ Philanthropy News Digest RFPs
<https://philanthropynewsdigest.org/rfps>
- ★ Web searches
 - ★ Filter by site type: .gov, .org, .edu
 - ★ Example: "illinois community health grant **site:.org**"





★ Demonstration

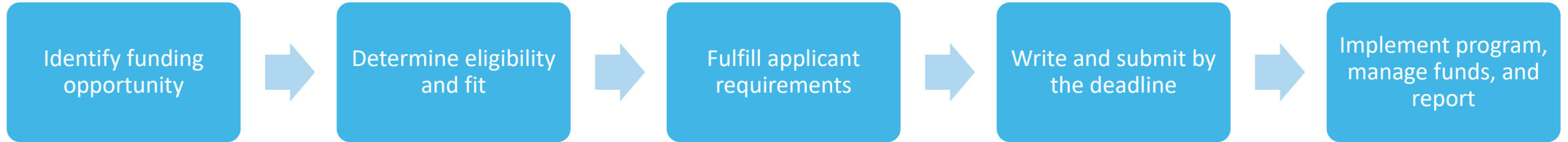
★ Follow along or try your own search:

www.grants.gov





BACP Should we apply?



- ★ Read the funding opportunity carefully. Is it a good fit?
- ★ Are we eligible?
- ★ Will our application be competitive?
- ★ Could this opportunity lead to other funding in the future?





- ★ Will our application be **competitive**?
- ★ Does the project align with the priorities of the funder and the stated purpose?
- ★ Can we address all the required elements or include partners who can?
- ★ Do we have the bandwidth to develop a proposal by the deadline?
- ★ Do we have the capacity to implement the project within the funding period?
(Program coordination, Financial management, Reporting)





BACP Funding Announcements



- ★ Key Information
 - ★ Eligibility (type of applicant, number of applications)
 - ★ Deadline
 - ★ Purpose/ Overview
 - ★ Budget limit
 - ★ Cost share or matching requirements
 - ★ Required applicant qualifications/capacity
- ★ Use keyboard command Control “F” to search for words “**must**” and “**should**”
- ★ Costs or activities that are “not allowable” or “will not be considered”
- ★ Review evaluation/scoring criteria

OMB No. 1121-0329
Expires 12/31/2023

U.S. Department of Justice
Office of Justice Programs
Bureau of Justice Assistance



BJA FY 23 Office of Justice Programs Community Based Violence Intervention and Prevention Initiative

Assistance Listing Number # 16.045

Grants.gov Opportunity Number: O-BJA-2023-171647

Solicitation Release Date: March 07, 2023 4:00 PM ET

Step 1: Application Grants.gov Deadline: May 18, 2023 8:59 PM ET

Step 2: Application JustGrants Deadline: May 25, 2023 8:59 PM ET

Overview

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA), in coordination with the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Office for Victims of Crime (OVC), seeks applications for funding to prevent and reduce violent crime in communities by supporting comprehensive, evidence-based violence intervention and prevention programs. These programs include efforts to address gang and gun violence, based on partnerships among community residents, local government agencies, victim service providers, community-based organizations (CBOs), law enforcement, hospitals, researchers, and other community stakeholders. This initiative furthers the DOJ's mission to ensure public safety and provide federal leadership in preventing and controlling crime. It also supports OJP's mission to provide leadership, resources, and solutions for creating safe, just, and engaged communities.

This solicitation incorporates guidance provided in the OJP Grant Application Resource Guide which provides additional information for applicants to prepare and submit applications to OJP for funding. **If this solicitation expressly modifies any provision in the OJP Grant Application Resource Guide, the applicant is to follow the guidelines in this solicitation as to that provision.**





★ Answer the questions about a sample funding opportunity:

- ★ Who is eligible to apply?
- ★ What date is the application due? What time?
- ★ What is the purpose of the funding?
- ★ Is there a budget limit? Is it a total amount or amount per year?
- ★ What registrations or qualifications are required?
- ★ Did you find surprises when you searched for the words “**must**” and “**should**”? (CTRL “F”)



★ Sample funding opportunities from grants.gov:

- ★ [Environmental Justice Thriving Communities Grantmaking Program \(EJ TCGM\)](#)
- ★ [Office of Justice Programs Community Based Violence Intervention and Prevention Initiative](#)





BACP



PUBLIC HEALTH

Collaboratory for Health Justice

Understanding Grant Applicant Requirements Before You Apply



City of Chicago, Department of Business Affairs and Consumer Protection, Small Business Advocacy



★ Organizations that Apply for Federal Funding Must Complete the Following:

★ Must have an active SAM.gov registration for the organization.

(See [entity registration checklist](#))

★ Must have a Unique Entity ID (UEI), a 12-character alphanumeric ID assigned an entity by SAM.gov, and requires assertions, representations and certifications, and other information about your organization.

★ Organizations must have an active Grants.gov registration with Authorized Organization Representative (AOR).

★ Specific agencies may require additional registrations (for example, eRA commons for NIH)

★ Please note that this process can take a month or more for new registrants. Applicants must ensure that all registration requirements are met in order to apply





- ★ Review funder registration requirements early. Process can take several weeks.
May involve multiple steps.
- ★ Examples:
 - ★ State of IL Pre-Award Grant Requirements
<https://gata.illinois.gov/grantee.html>
 - ★ iSupplier registration for City of Chicago
[eProcurement Bid Opportunities](#)
- ★ Non-governmental funders use a variety of application platforms.
- ★ Pass-through funding often requires Sam.gov registration in addition to state/local registration requirements.



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- ★ Be prepared to provide organizational information as part of your application.
- ★ Examples of common information:
 - ★ Employer Identification Number (EIN)
 - ★ Unique Entity Identifier (UEI)
 - ★ Legal Applicant Name and Address
 - ★ Authorized Official (AO) or Signing Official (SO)
 - ★ Indirect Cost Rate Agreement
 - ★ Assurances
 - ★ Audit Report
 - ★ Operating Budget
 - ★ Annual Financial Reports
 - ★ Description of organization mission, capacity, and resources

When a funder asks to give your mission, history, and outcomes in 100 words or less



<https://www.instrumentl.com/blog/grant-writing-memes>





★ Homework

- ★ Try different funding search tools such as grants.gov
- ★ Research non-profit/foundations that offer grants by program focus, population served, or geographic area
- ★ Create a table of links to websites you want to revisit for future grant searches
- ★ Start a folder to collect and save common information for applications (501c3 letter, EIN/Tax ID, etc.)





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Introduction to Evaluation

Alexis Grant, PhD, Beyond Today Solutions




Dr Alexis Grant

Dr. Alexis Grant is a full-time evaluator who brings strong experience in community engagement methodologies, equitable evaluation design, and strategic planning. She works closely with a variety of clients, including individual organizations and city and county governments. Dr. Grant recently founded Beyond Today Solutions, whose goal is to equip organizations and programs to have maximum impact. Dr. Grant received her PhD in Public Health from University of Illinois at Chicago.



Roadmap

- Why do evaluation?
 - Overview of evaluation types and approaches
 - Creating and Using Logic Models
 - Breakout Activity #3
 - Reading RFP for Evaluation and Monitoring expectations
 - Breakout Activity #4
- 

Your impact...right?




Hi, I donated \$20 last year.
Can you tell me exactly how many
Children I've saved?



freshspectrum.com

What is Evaluation?



An assessment using systematic data collection and analysis of one or more programs, policies, and organizations intended to assess their effectiveness and efficiency.

-Foundations for Evidence Based Policy Act of 2018

- Seeks to determine **merit** or **worth**
 - Examine, describe, make judgements about the product, personnel, program, or policy
 - Is context-specific
 - Is intended to be used by stakeholders
- 

Why Evaluate



- Required by funders
- Improve program design and implementation
- Demonstrate program impact



Example: RFP for Outreach and Education for Vulnerable Workers RFP #9348

General Invitation:

“BACP will provide funding to one community-based organization (CBO) to conduct outreach and provide information on labor rights and protections to vulnerable populations, focusing on low wage workers and emphasizing reaching workers who reside in neighborhoods (as defined by the City of Chicago Recommended Opportunity Zone Tracts) which have the highest rates of poverty as designated by IRS Qualified Census Tracts (See Appendix A) [...] The selected CBO will screen workers for City labor violations related to paid sick leave, minimum wage, scheduling (the Fair Workweek), wage theft, domestic worker right to a contract, Bodily Autonomy Ordinance(s), and anti-retaliation. If alleged violations are reported, the CBO will help the worker(s) to file a complaint with BACP’s Office of Labor Standards (“OLS”). For State or Federal labor violations, the CBO will make referrals to the appropriate government agency with jurisdiction.

Reporting/Evaluation Requirements



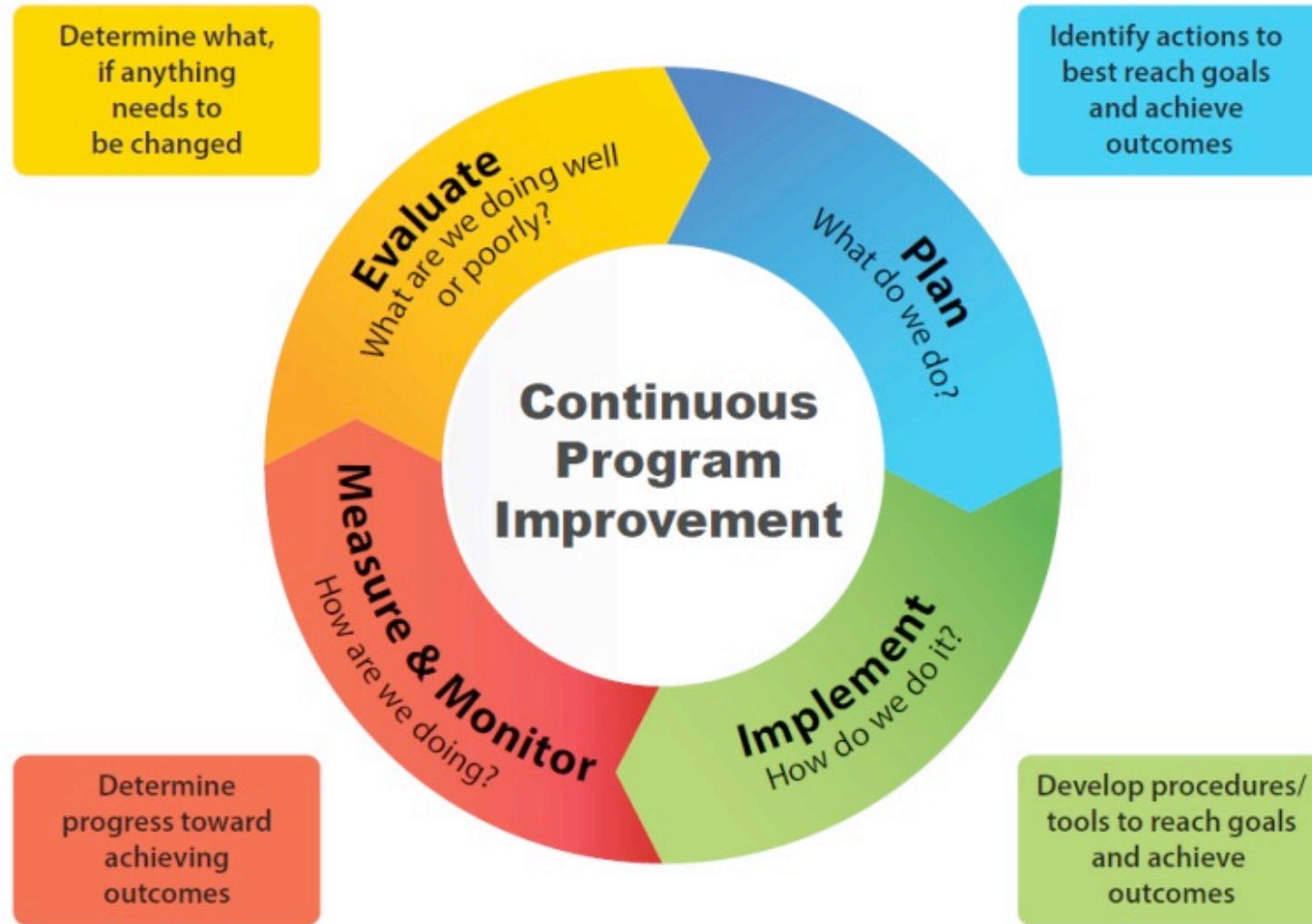
“The grantee will be required to track a range of metrics using BACP-mandated platforms, and will report on targets outlined above and as defined in the executed contract. A portion of these will be measured against preset agency targets as part of their contractual obligation, while others will be collected for information-gathering purposes for the City. An important component of that report will be the evidence that the grantee referred cases for complaints and/or submitted complaints on behalf of the worker.”

How is this relevant in the application?



- Showing capacity
 - What specific knowledge and experience do you have in terms of reaching out to low wage and vulnerable workers?
- Project Proposal
 - What is your proposal to address the following: a focus of the project must be on low wage workers and emphasizing reaching workers who reside in neighborhoods (as defined by the Office of Tourism) which have the highest rates of poverty as designated by IRS Qualified Census Tracts (See Appendix A).
 - What is your plan to refer complaints, issues to the Office of Labor Standards and track and measure performance of number of referrals through the life of the contract.

Program and evaluation are best when they are integrated...



Purposes for an evaluation



Informational:

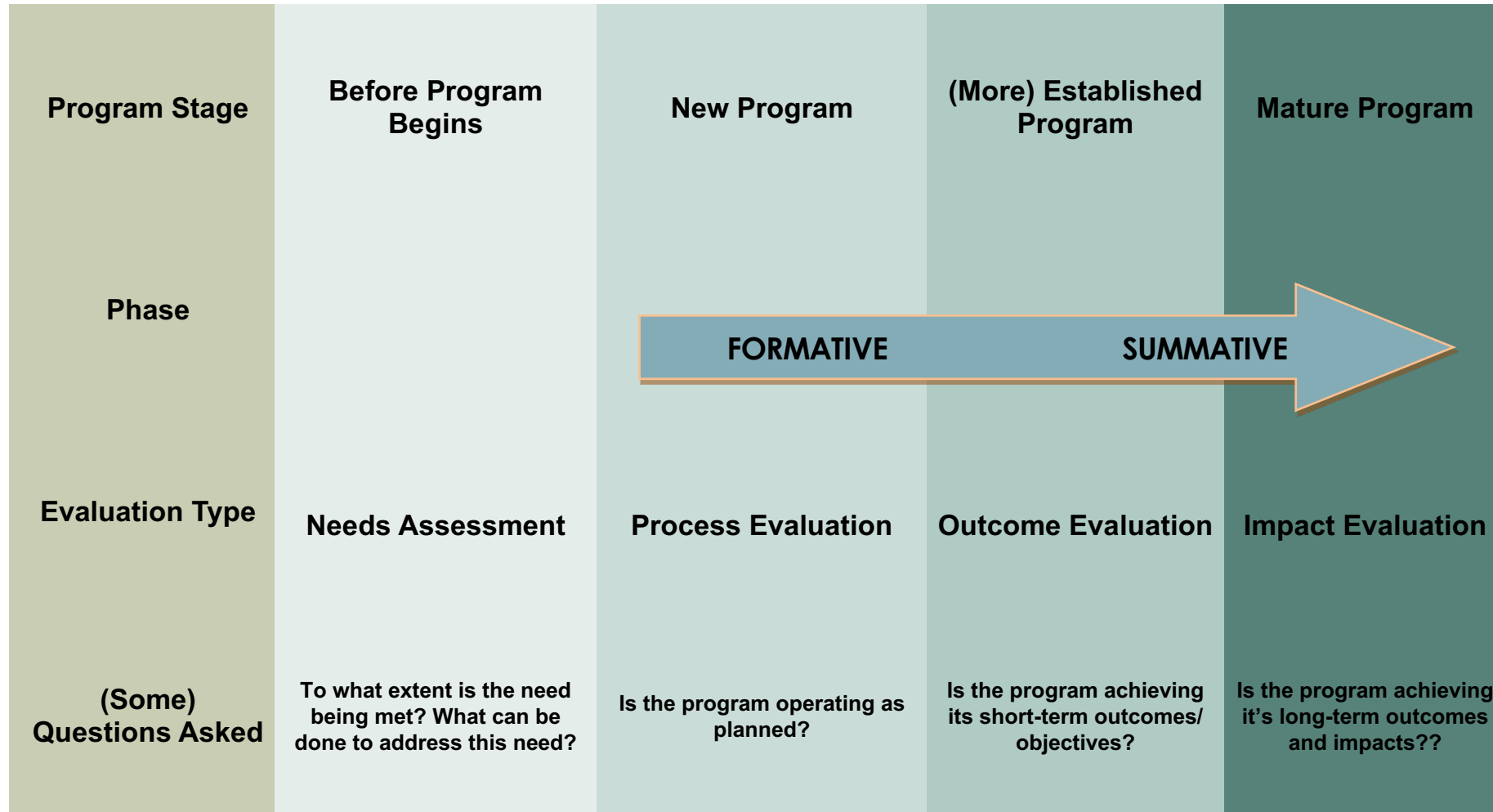
- Render judgments about the quality of a program
- Satisfy oversight and compliance requirements
- Inform policy decisions about a particular program or policy
- Guide changes and/or improvements in a program
- Build knowledge about social issues and programs

Non-informational:

- Evaluation capacity building
- Empowering stakeholders
- Advancing equity and social justice



Phases and Types of Evaluation





Phases of Evaluation: Formative vs. Summative

When will you conduct the evaluation?

Formative

- Purpose: Guide changes and identify improvements
- When: Early in the program cycle
- Target audience: program personnel

Summative

- Purpose: Provide information to render judgements, inform policy decisions, or satisfy compliance
 - When: End of program cycle or at designated milestone
 - Target audiences: decision makers and/or program leaders
- 



Types of Evaluation: Needs Assessment, Process, Outcome Evaluation

What kind of question do you want to answer?

- **Needs Assessment:** Seeks to establish whether a problem/need exists, to describe that problem/need, and/or to make recommendations for ways to reduce the problem/need.
- **Process Evaluation:** Seeks to examine what the program is, how it operates, and/or how it achieves its outcomes.
- **Outcome Evaluation:** Seeks to describe or measure changes that occur in program beneficiaries or communities as a result of the program.
- **Impact Evaluation:** assesses program effectiveness in achieving its ultimate goals.



Process Evaluation



Activities:

- What actually happens during implementation/program fidelity
- The number/type of services provided
- The number/type of people reached by services
- The number of coalition activities and meetings

Inputs:

- How much money the project costs
- The staffing for services/programs

Outcome Evaluation



- Results of program services
- Changes in individuals
 - Knowledge/awareness
 - Attitudes
 - Beliefs
- Changes in the environment
- Changes in behaviors
- Changes in disease trend




Who Does the Evaluation: Internal vs. External

Internal evaluation: conducted by employees of the program or organization (e.g. “insiders”)

- Pros: familiarity with the program and context
- Cons: can be too close to be objective, may not be financially independent

External evaluation: conducted by an evaluator who is external to the program or organization (e.g. “outsiders”)

- Pros: Distant from the program, financially and administratively independent, specialized skills and expertise
 - Cons: difficult to learn context and the program, potential conflicts of interest for repeat business
- 

Internal vs. External Evaluation



Depends on...



Budget



Timeline



Expertise and Capacity



Setting Focus



- **Purpose:** Toward what end is the evaluation being conducted?
- **User:** Who wants the info and what are they interested in?
- **Use:** How will they use the info?

Evaluation Scenario 1



You are doing an evaluation 1 year into your program to train community health workers. Another community wants to adopt your program model but want to know “what are they in for.”

- What’s the purpose of your evaluation at this point in time?
- Who is(are) the user(s)?
- What is this being used for?
- Formative or Summative?
- Needs Assessment, Process, Outcomes, Impact?
- Should it be internal or external?

Example

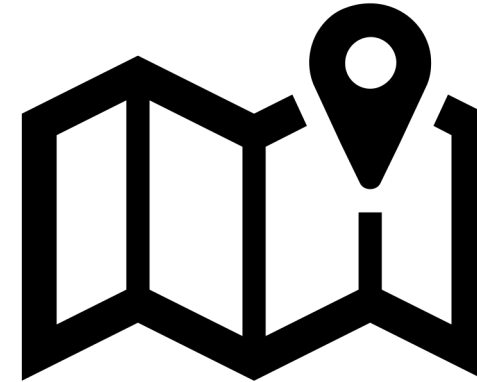


You received a 2 year grant to implement a job readiness program and the grant funding is ending. The funder wants a complete description of how the funding was used.

- What's the purpose of your evaluation at this point in time?
- Who is(are) the user(s)?
- What is this being used for?
- Formative or Summative?
- Needs Assessment, Process, Outcomes, Impact?
- Should it be internal or external?

First Step of Evaluation: Describe the Program

- Inputs: What resources are required to implement?
- Activities: what activities are done to develop that program, product, or service?
- Outputs: What amount of services are delivered to effect change?
- Outcomes: what is the change that participants are expected to experience (in short, intermediate, and long-term)?



Describing the program – what's a logic model?



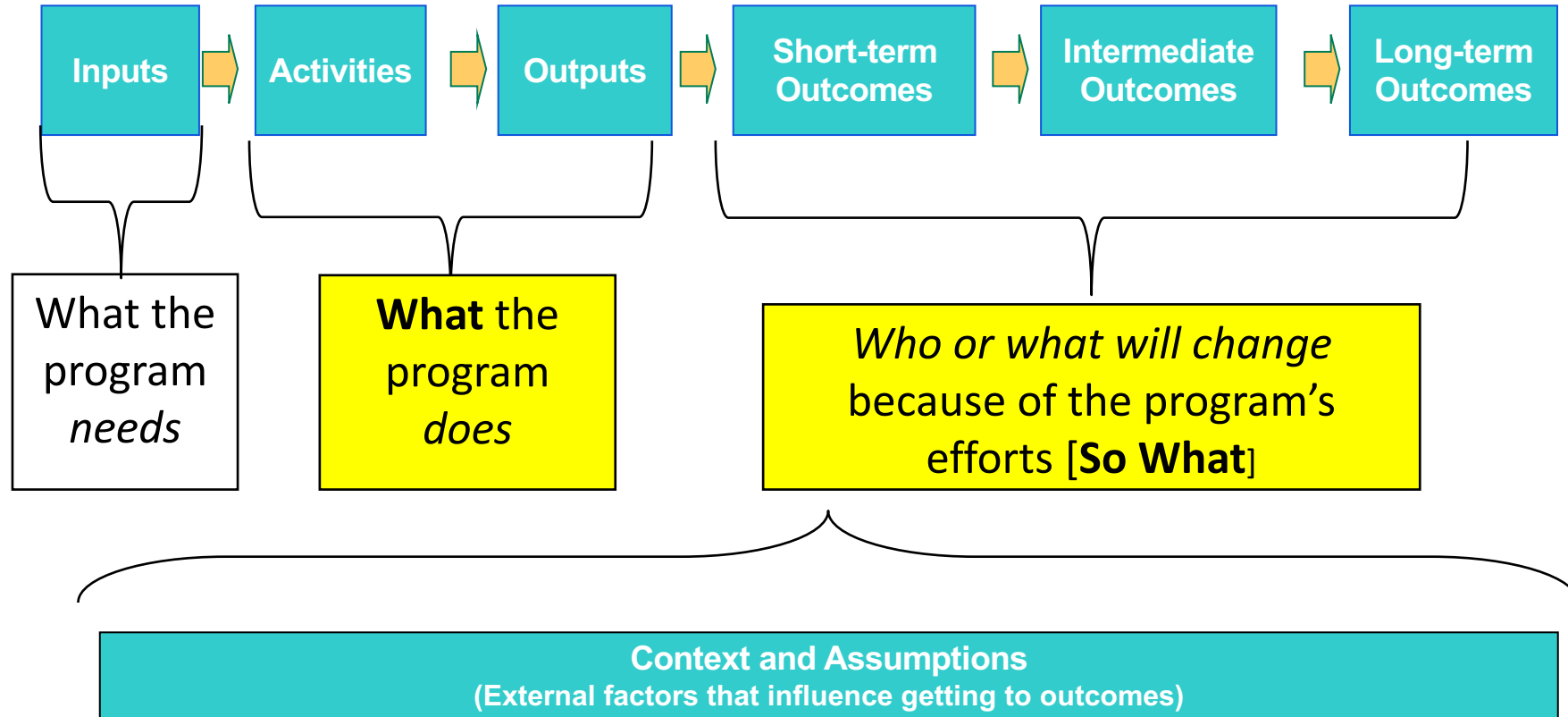
- Graphic depiction of the relationship between your program's activities and its intended effects or outcomes.
- Shows the 'if-then' relationships among the program elements
- Helps ensure clarity and consensus about the main strategies/activities AND intended program outcomes.



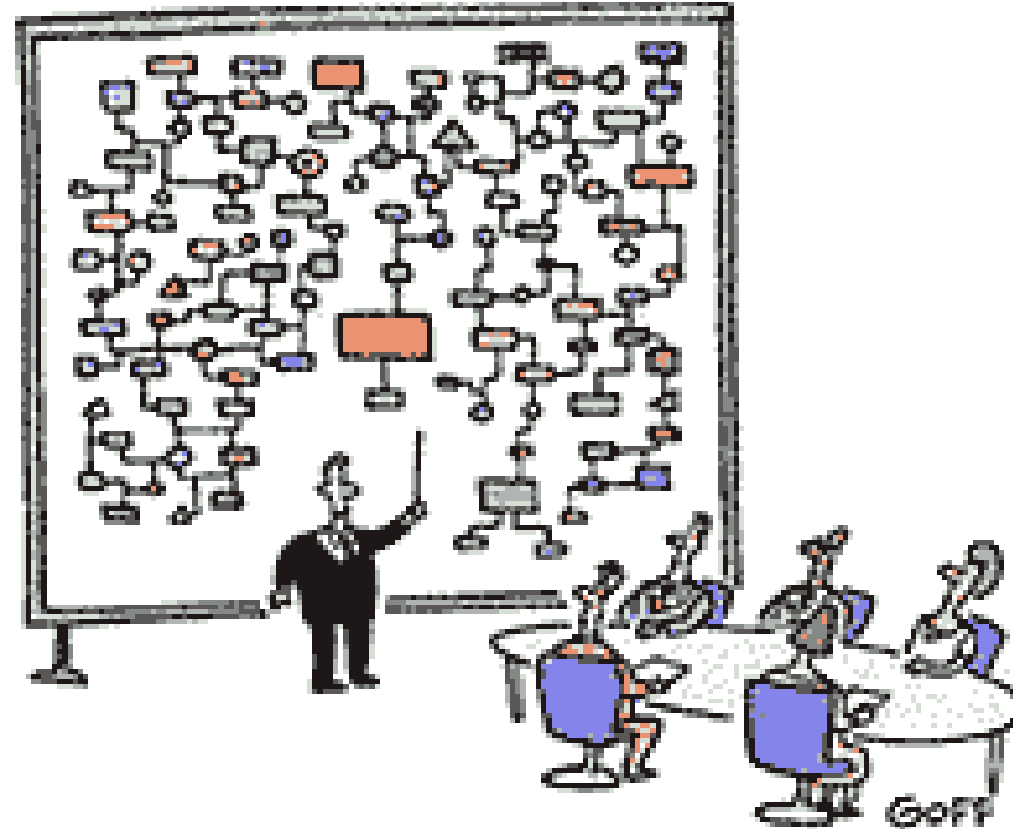
You Don't Need a Logic Model, BUT You Always Need a Program Description

- Don't jump into planning or evaluation without clarity on:
- The big "need" your program is to address
- The key target group(s) who need to take action
- The kinds of actions they need to take (your intended outcomes)
- Activities needed to meet those outcomes
- Relationships between activities and outcomes (why it works)

Describing the Program: “Complete” Logic Model



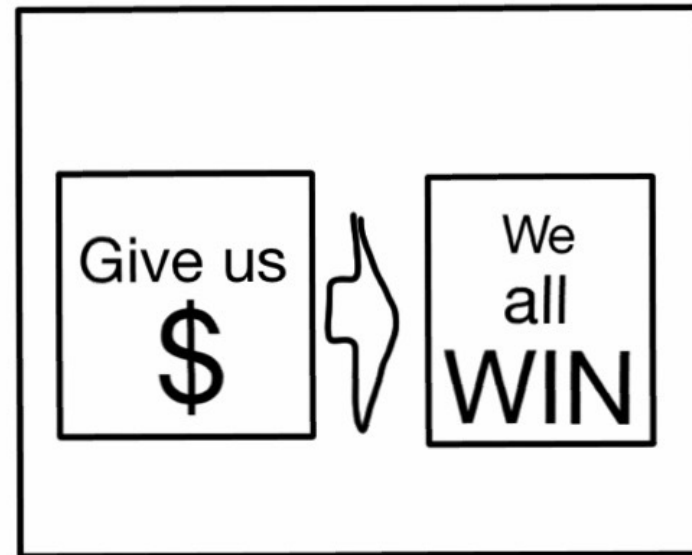
Avoid this...



or this...



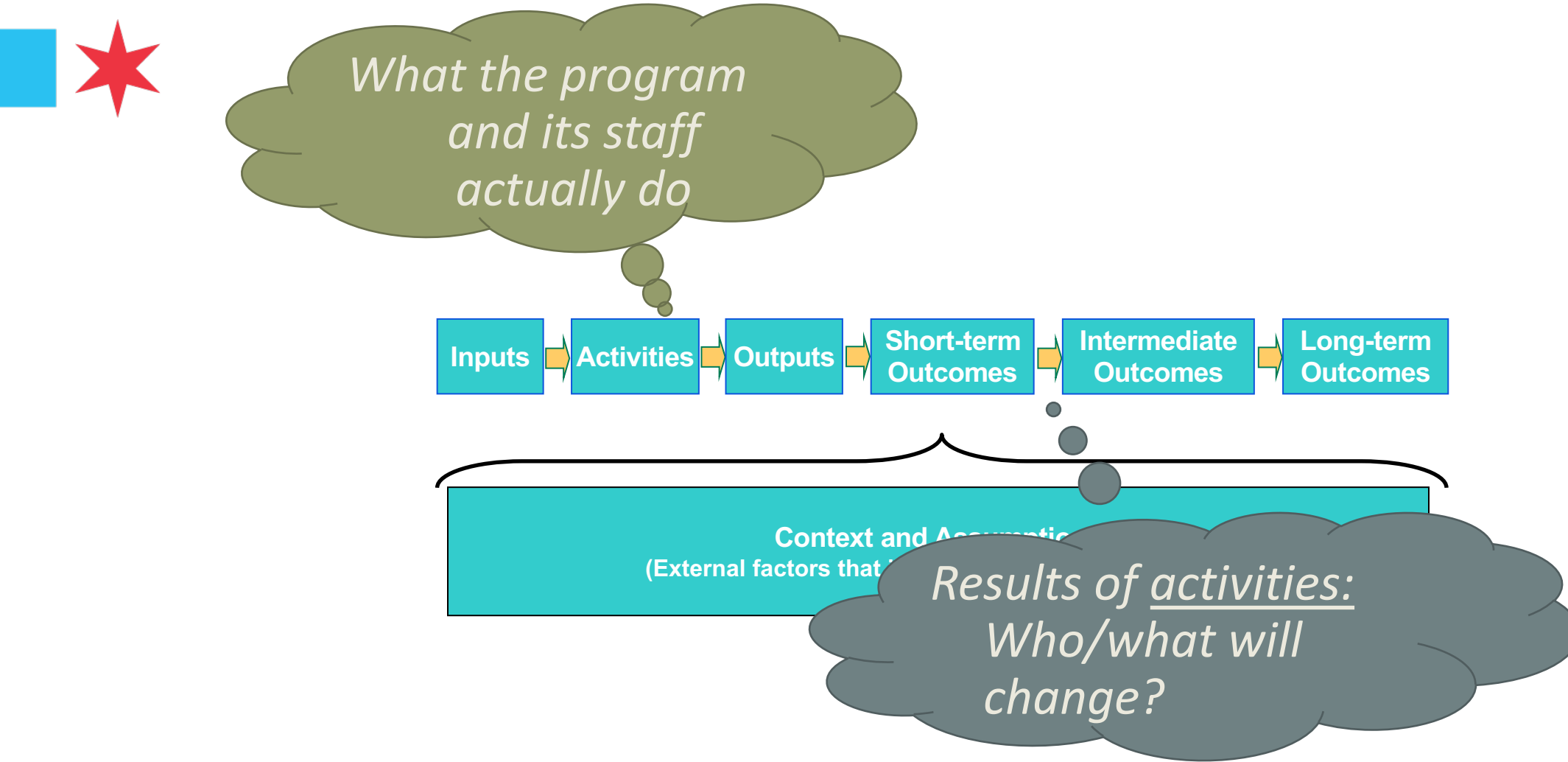
Create a "logic model"



Here is our
new simplified
logic model



Describing the Program: Complete Logic Model



Logic Model Template



Inputs	Activities	Outputs	Expected Outcomes/Impact
In this column, list the monetary and capacity resources that will be used in the project.	In this column, list the project's services or programming.	In this column, list the direct results of the project's activities.	In this column, list the intended short-term, intermediate, and long-term changes, or the difference the project expects to make in a participant's life.

Constructing Logic Models



Identify Activities and Outcomes by...

1. **Extracting** from program descriptions, missions, visions, plans, etc.
or
2. **Reverse mapping:** Starting with outcomes, ask “how to” in order to generate the activities which produce them
or
3. **Forward mapping:** Starting with activities, ask “so what” in order to generate the outcomes that are expected to result

Then Do Some Sequencing...



- Divide the **activities** into 2 or more columns based on their **logical** sequence.
 - *Which activities have to occur before other activities can occur?*
- Do same with the **outcomes**.
 - *Which outcomes have to occur before other outcomes can occur?*

Traditional Outputs



- *Outreach*: Pool (#) of eligible kids
- *Screening*: Pool (#) of screened kids
- *Referrals*: (#) referrals to medical treatment
- *Training*: Pool (#) of families trained

“Upgraded” Outputs: *More than Simple Counts*



- *Screening: Pool (#) of screened kids (meeting likely risk profile)*
- *Training: Pool (#) of clients trained (using culturally-competent curriculum and with appropriate supports)*
- *Referrals: Pool (#) of referrals to (qualified or willing) medical treatment providers*

Listing Outcomes



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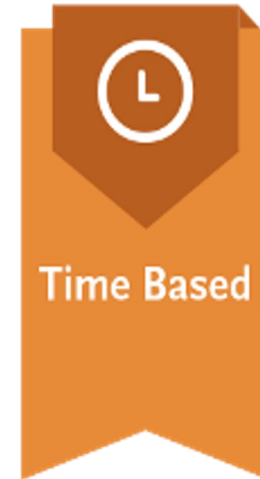
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Breakout Activity #3: Childhood Lead Poisoning Prevention



- Download [these worksheets](#)
- Read the first paragraph: Childhood Lead Poisoning Prevention
- Complete **Worksheet 1:**
 - What are the Activities and Outcomes that are described?
 - Discuss in your group: Consensus on activities and outcomes
- Complete **Worksheet 2:** Sequencing Activities and Outcomes
 - Discuss in your group: Sequence of activities and outcomes
- **Worksheet 3:** Program Description 'Cheat Sheet'
 - Discuss at your table:
 - Who are target audiences?
 - What actions do they need to take?

Listing Activities and Outcomes: Lead Poisoning



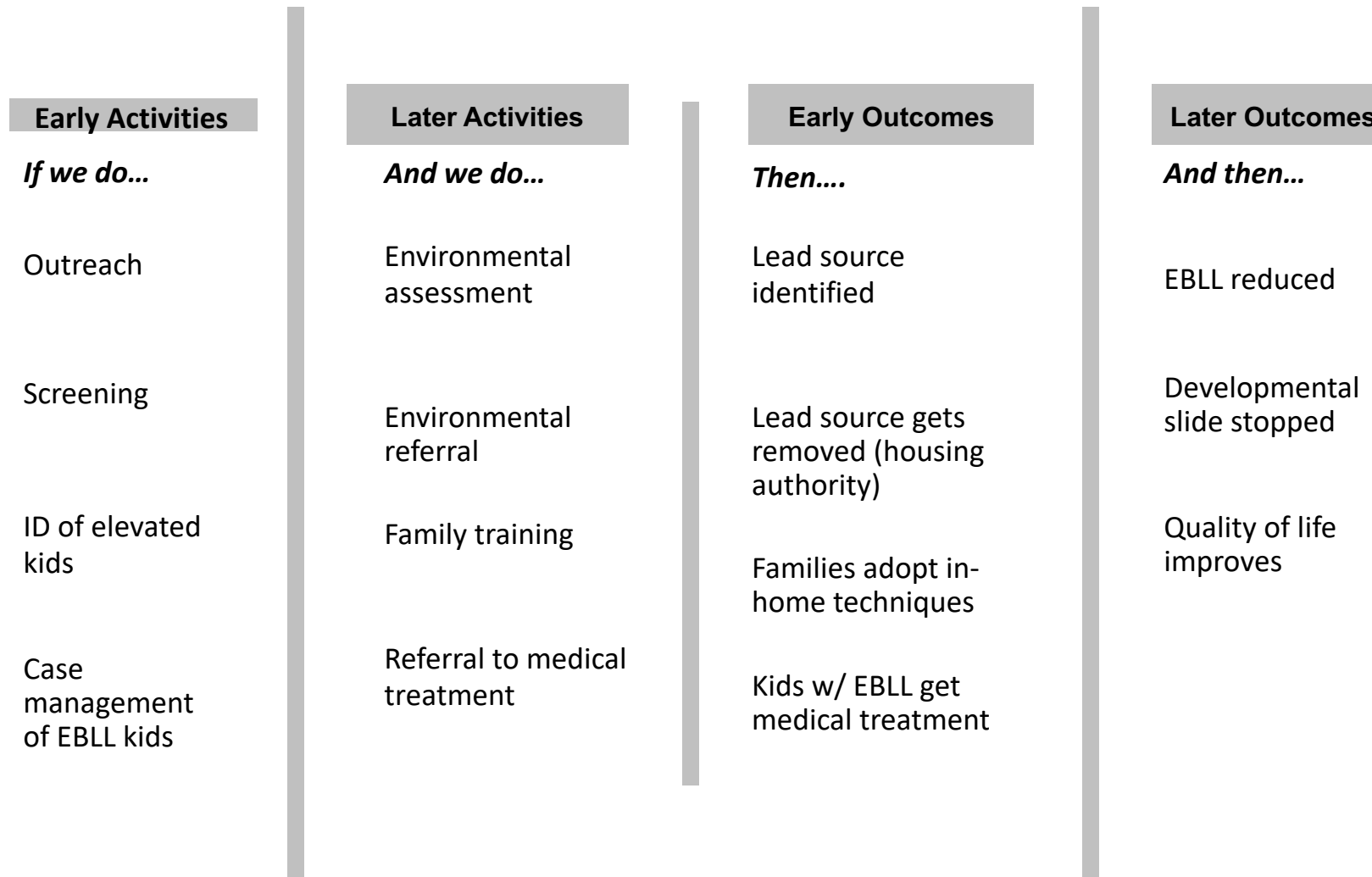
- **Activities**

- Outreach
- Screening
- Case management
- ***Referral*** for medical treatment
- Identification of kids with elevated blood lead levels (EBLL)
- Environmental assessment
- ***Referral*** for env clean-up
- Family training

- **Effects/Outcomes**

- Lead source identified
- ***Families*** adopt in-home techniques
- ***Providers*** treats EBLL kids
- ***Housing Authority*** eliminates lead source
- *EBLL reduced*
- *Developmental “slide” stopped*
- *Quality of Life improved*

Global Logic Model: Childhood Lead Poisoning Program

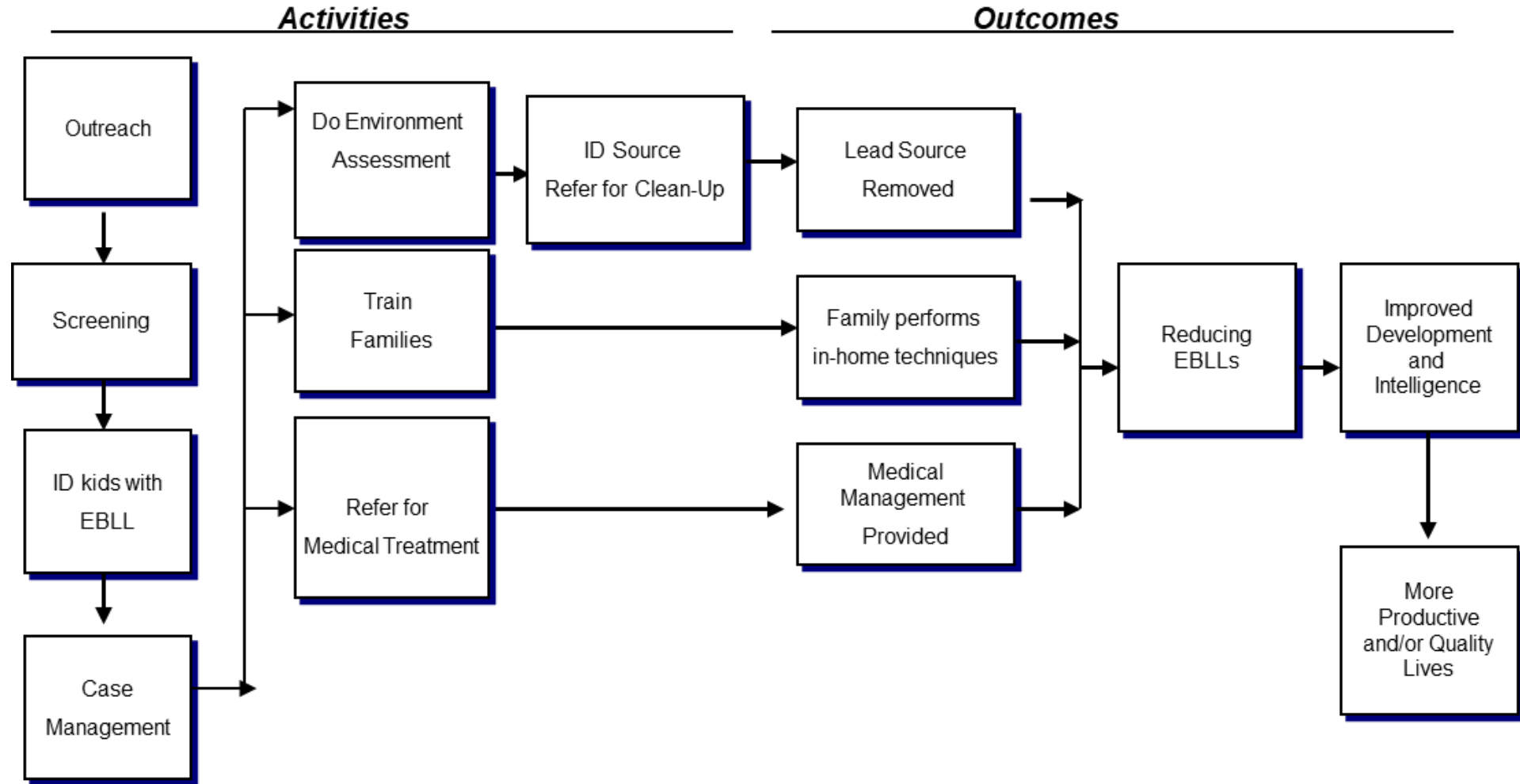


For Planning and Evaluation “Causal” Arrows Can Help



- **Not** a different logic model, but same elements in different format
- Arrows can go from:
 - ***Activities to other activities***
 - ***Activities to outcomes***
 - ***Early effects/outcomes to later ones***

Lead Poisoning: “Causal” Roadmap



Logic Models Take Time...So Be Sure to Use Them



- Often not worth it as “ends in themselves”
- But can pay off big in evaluation:
 - Clarity with stakeholders
 - Setting evaluation focus

Logic Model Purposes in Summary



- Guide evaluation planning
- Monitor program implementation
- Show accountability
- “Continuous” program improvement
- Increase the knowledge base

Program Scenario:



“The goal of the two-year SPRING Forward (Selected Pre-Release for Intensive Navigation Support Going Forward): Re-entry, Employment, and Housing Navigation Pilot Program is to address the negative economic impacts of the COVID-19 pandemic on residents returning from Cook County Jail (CCJ) or the Illinois Department of Corrections (IDOC) by providing re-entry, employment, and housing navigation services to facilitate access to affordable permanent housing, wrap-around supportive services, and connections to job training and employment placement programs in order to stabilize returning residents and mitigate the risk of recidivism.

Breakout Activity #4: Logic Model x Funding RFP



- Continue using [these worksheets](#)
- You will also need [this example RFP](#)
- In breakout groups, complete worksheets 1 and 4 (**left column only**), using the RFP as reference

Breakout Activity #4: Logic Model x Funding RFP

- Timeline: May 1, 2023 – December 31, 2024
- serve 150 clients **per year**
- Monthly reports are completed via an excel sheet and must capture participant information including but not limited to enrollment date, housing status, placement date, and hourly wages.
- Performance indicators: short term
 - 75% of participants will successfully enroll and complete a workforce training/work-based learning program
 - 75% of individuals enrolled in training will receive an industry recognized credential
 - 75% of participants will be placed in employment
 - 70% of participants will meet 30-, 60- and 180-day retention benchmarks in unsubsidized employment
 - 80% of individuals will earn wages at or above Chicago minimum wage

Breakout Activity #4: Logic Model x Funding RFP



- Performance Indicators: Intermediate
 - 150 individuals will receive an intake assessment annually (total of 300 for the duration of the contract). The intake assessment will be used for re-entry and employment navigation services.
 - 105 participants enrolled will become employed in high-quality jobs at or above minimum wage and retain employment +30 days annually (total of 210 for the duration of the contract).
 - 85 participants who reach 30-day benchmark will retain employment at a quality job at or above minimum wage +90 days annually (total of 170 for the duration of the contract).
- “In addition to the performance indicators and output metrics listed above, DFSS encourages Respondents to propose additional indicators and metrics, including those that demonstrate early success and are indicative of participants’ progress.”

Where Next?



- Identify questions you have for the funder
- Determine your own evaluation questions
- Finalize indicators and data sources for questions
- Analyze data
- Draw conclusions and results
- Turn results into action

But...

- Later Steps are informed by work in the earlier Steps

Evaluation Can Be About Anything



Evaluation can focus on any/all parts of the logic model
3-5 key questions closely connected to evaluation purpose

- ✓ Provide direction and focus
- ✓ Guide **what** data to collect and **how** to analyze data
- ✓ Gives a structure for reporting

Evaluation questions can pertain to

- Boxes: Did this component occur as expected?
- Arrows: What was the relationship between components?

Good Evaluation Questions



- Appropriate: aligned with the intended purpose, context, and resources
- Answerable: can be answered with data, sufficiently specific
- Timely: align with evaluation and decision-making time frames
- Informative: provide new insight, not leading or predetermined
- Evaluative: determine merit or worth



Examples



Scenario 1:

- Nutrition intervention in middle schools.
- Training and controlled diet in the lunchroom.
- But want to see if behavior is sustained at home.

Scenario 2:

- Want to intervene with high-school kids at risk of gang membership.
- Desire is to devise a “risk-assessment” instrument that can be administered in schools.
- But not sure what items should be part of the assessment instrument.

Scenario 3:

- Trying to understand bullying in schools.
- Want to do a survey on general attitudes and also involvement in bullying episodes
- But want to understand the factors and forces that seem to motivate and dampen motivation to bully.

Questions?





NONPROFIT CAPACITY BUILDING SCHEDULE OF EVENTS

WOMEN'S BUSINESS DEVELOPMENT CENTER

APRIL 5, 2023	APRIL 11, 2023	APRIL 12, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 12:00PM: Corporate Governance for Nonprofits	WORKSHOP 11:00AM: City Grant Opportunity Review
APRIL 19, 2023	APRIL 26, 2023	APRIL 27, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 12:00PM: From Strategy to Budget
MAY 3, 2023	MAY 10, 2023	MAY 17, 2023
WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review	WORKSHOP 11:00AM: City Grant Opportunity Review
MAY 24, 2023	MAY 25, 2023	
WORKSHOP 11:00AM: City Grant Opportunity Review	WEBINAR 10:00AM: How to Register your Nonprofit Organization in SAM.gov	

GREATER AUBURN GRESHAM DEVELOPMENT CORPORATION

APRIL 21, 2023		
WEBINAR 12:00PM: Fundraising 101 for Nonprofits		

Reminder to register!

1:1 assistance available on a weekly basis

- Mondays: 1pm to 4pm
- Wednesdays: 9am to 4pm
- Thursdays: 9am to 1pm
- Fridays: 1pm to 4pm

[Sign up!](https://chicago.gov/BACPRecoveryPlan)
[Chicago.gov/BACPRecoveryPlan](https://chicago.gov/BACPRecoveryPlan)
[an.](https://chicago.gov/BACPRecoveryPlan)



★ Please give us feedback



Your feedback will inform future sessions

Scan the QR code or type
bit.ly/NPCBWorkshop into your browser

For questions, email sphcollaboratory@uic.edu



Thank you for joining us!

Planning Your Proposal – Small Group Workshop

Thursday, March 30, 2023