

RESTORE, REINVEST, AND RENEW (R3) PROGRAM
SFY2023 PLANNING & CAPACITY BUILDING GRANT NOFO INSTRUCTIONS
NOFO # 2378-2076

Important Dates

Task	Date
NOFO posted	December 15, 2021
Technical Assistance Sessions	December 20-23, 2021
TA Recordings Available	Three business days after each webinar
NOFO question submission deadline	February 24, 2022
Applications due	2:00 p.m. CST, March 1, 2022
Estimated date for R3 Board approval of recommended designations	April 2022
Estimated date for Authority Budget Committee approval of recommended designations	May 2022
Estimated period of performance	July 1, 2022 – June 30, 2023

CHECKLIST

Prior to application due date:

- [Obtain a Data Universal Numbering System \(DUNS\) number](#)
- [Register with the System for Award Management \(SAM\)](#)
- [Apply for, update or verify the Employer Identification Number \(EIN\)](#)
- [Complete registration in the Grantee GATA Portal](#)

Submission Checklist:

- Uniform Application for State Grant Assistance – Submitted in AmpliFund.
- Basic Information –Submitted in Submitted in AmpliFund.
- Program Questions –Submitted in Submitted in AmpliFund.
- Equity Questions –Submitted in Submitted in AmpliFund.
- Budget/Budget Narrative – Submitted in AmpliFund.
- Performance Metrics –Submitted in Submitted in AmpliFund.
- Linkage Agreement(s) – Uploaded to AmpliFund. Required for each member of the collaborative if the application is made on behalf of a collaborative.
- Programmatic Risk Assessment –Submitted in Submitted in AmpliFund.

Submission Information:

This year, applications will be submitted in a NEW two-step process.

Step 1: Applicants will register for the Illinois Grant Accountability and Transparency Act (GATA) Grantee Portal at <https://grants.illinois.gov/portal/>. To register in the GATA Grantee Portal, applicants will need to obtain a Data Universal Numbering System (DUNS) and System for Award Management (SAM) registration or renewal.

Step 2: Applicants will submit the full application including attachments in AmpliFund at <https://il.amplifund.com/Public/Opportunities/Details/ad0b2bd1-60e7-44d0-b077-0d8ea839ef3b>. To be considered timely, the full application must be submitted in AmpliFund by the application deadline of 2:00 p.m., March 1, 2022. ICJIA encourages applicants to attend the [Technical Assistance Session at 10:00 am CST on December 20, 2021](#) for additional assistance on how to apply.

Uniform Notice for Funding Opportunity (NOFO)
 Restore, Reinvest, and Renew (R3) Program
 Assessment and Planning Grants

	Data Field	
1.	Awarding Agency Name:	Illinois Criminal Justice Information Authority (ICJIA)
2.	Agency Contact:	Mitchell Troup Program Manager Illinois Criminal Justice Information Authority 300 West Adams, Suite 200 Chicago, Illinois 60606 Mitchell.Troup2@illinois.gov
3.	Announcement Type:	<input checked="" type="checkbox"/> Initial announcement <input type="checkbox"/> Modification of a previous announcement
4.	Type of Assistance Instrument:	Grant
5.	Funding Opportunity Number:	2378-2076
6.	Funding Opportunity Title:	R3 Planning & Capacity Building
7.	CSFA Number:	546-00-2378
8.	CSFA Popular Name:	R3
9.	CFDA Number(s):	N/A
10.	Anticipated Number of Awards:	Unknown
11.	Estimated Total Program Funding:	\$4,500,000
12.	Award Range	Varies; please see Section B.2 of this Notice of Funding Opportunity for details.
13.	Source of Funding:	<input type="checkbox"/> Federal or Federal pass-through <input checked="" type="checkbox"/> State <input type="checkbox"/> Private / other funding
14.	Cost Sharing or Matching Requirement:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
15.	Indirect Costs Allowed Restrictions on Indirect Costs	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
16.	Posted Date:	December 15, 2021
17.	Application Range:	December 15, 2021 through March 1, 2022
18.	Technical Assistance Session:	Session Offered: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Session Mandatory: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No It is recommended that applicants view the recorded technical assistance, which will be available beginning on December 20, 2021 at 10:00 a.m. https://illinois.webex.com/illinois/j.php?MTID=mf47092315c2aef2f4433d34635705107
19.	Application Submission Link	https://il.amplifund.com/Public/Opportunities/Details/ad0b2bd1-60e7-44d0-b077-0dbea839ef3b

Notice of Funding Opportunity
RESTORE, REINVEST, AND RENEW (R3) PROGRAM
PLANNING & CAPACITY BUILDING GRANTS

A. Program Description

The Restore, Reinvest and Renew (R3) program was established by enabling statute House Bill 1438. R3 funds for state fiscal year 2020 became available through Public Act 101-0007 (Article 10, Section 40 g.1) in which \$10,000,000 or so much thereof as may be necessary, was appropriated from the General Revenue Fund to ICJIA for administrative costs, awards, and grants for Restore, Reinvest and Renew Programs. In fiscal year 2021, \$35,000,000 was set aside for grants under the R3 program. For fiscal year 2023, the Governor’s budget requests an appropriation of \$75,000,000. To allow for the administration of the program and the continuation of funding out of the trust fund, an estimated \$45,000,000 is being requested to release a new round of grants for SFY2023. These grants will operate concurrently with the existing first round of R3 grant programs.

Of the requested SFY2023 total, approximately 90%, or \$40,500,000, is allocated to Service Delivery grants, and approximately 10%, or \$4,500,000, is allocated to Planning and Capacity Building grants.

1. Purpose

The Restore, Reinvest and Renew (R3) program will target a significant portion of cannabis revenues to communities that have been ravaged by violence and have been disproportionately impacted by historical economic disinvestment.

In order to address these disparities, aggressive approaches and targeted resources to support local design and control of community-based responses to these outcomes are required. To carry out this intent, the Restore, Reinvest, and Renew (R3) Program is created for the following purposes:

- a.) to directly address the impact of economic disinvestment, violence, and the historical overuse of criminal justice responses to community and individual needs by providing resources to support local design and control of community-based responses to these impacts;
- b.) to substantially reduce both the total amount of gun violence and concentrated poverty in this State;
- c.) to protect communities from gun violence through targeted investments and intervention programs, including economic growth and improving family violence prevention, community trauma treatment rates, gun injury victim services, and public health prevention activities;
- d.) to promote employment infrastructure and capacity building related to the social determinants of health in the eligible community areas.¹

¹ The Cannabis Regulation and Trust Act. HB 1438.

Program funds will be used to reduce gun violence through intervention and prevention, to improve re-entry and diversion services for people involved with the criminal justice system, to provide access to legal representation and advice, to encourage investment and economic growth, to enhance youth development, and to support programs that improve the social determinants of health.²

2. Background

The Cannabis Regulation and Trust Act (HB 1438; “the Act”), legalized adult-use cannabis throughout the State of Illinois beginning January 1, 2020. In addition to redirecting the resources of the criminal justice system away from enforcement and prosecution of cannabis-related offenses and providing a source of revenue for the State, the Act also established a trust fund to provide funding for grants to communities impacted by economic disinvestment, violence, and the severe and multilayered harm caused by the war on drugs. The Restore, Reinvest, and Renew (R3) program established by the Act was founded on the principle of equity and conceived from a need to ensure that the financial proceeds from the legalization of adult-use cannabis would not only replenish the State’s coffers, but also would repair the harm caused to disadvantaged communities and aid the people who most need assistance.

The impact of the war on drugs has been felt acutely, chronically, and disproportionately in many communities throughout the State of Illinois. While white, Latino, and African American demographic groups use cannabis products at approximately equal rates, African Americans are almost four times as likely as whites to be arrested for marijuana-related crimes.³ The enforcement of drug prohibition has been disproportionately felt among minority communities throughout the state. As Weisner and Reichert (2020) explain, for those residents who are incarcerated for these crimes, the impact is more extensive than the fact of the incarceration. Incarceration can be closely tied to health problems during and after the period of incarceration and can also cause future cascading effects in areas ranging from employment to housing to democratic participation. The negative consequences of incarceration are also felt beyond the individual, and impact the health, well-being, and economic stability of families and of entire communities.⁴

Many of the same communities disproportionately affected by incarceration and other negative effects of the ‘war on drugs’ also experience high levels of poverty and unemployment due to historical disinvestment in those communities. Unemployment, like incarceration, impacts individuals, families, and communities in many and diverse ways. As cited in Weisner & Reichert (2020), “Community health consequences of unemployment have included an increase in opioid deaths,⁵ poor mental health amongst members,⁶ poor

² Illinois Justice Project. “Fact Sheet. House Bill 1438 – R3 Program.” <https://iljp.org/r3factsheet>. Accessed 3/13/2020.

³ WGN9. “Illinois marijuana law aims to undo harm of war on the drug.” November 2, 2019. Associated Press. Retrieved from <https://wgntv.com/news/illinois-recreational-marijuana/illinois-marijuana-law-aims-to-undo-harm-of-war-on-the-drug/>.

⁴ Weisner, L., & Reichert, J. (2020). *The Impact of Indicators Determining Restore, Reinvest, and Renew (R3) Eligibility*. Illinois Criminal Justice Information Authority.

⁵ Hollingsworth, A., Ruhm, C. J., & Simon, K. (2017). Macroeconomic conditions and opioid abuse. *Journal of Health Economics*, 56, 222-233.

⁶ Nichols, A., Mitchell, J., & Lindner, S. (2013). Consequences of long-term unemployment. Washington, DC: Urban Institute.; Paul, K. I. & Moser, K. (2009). Unemployment impairs mental health: Meta-analyses. *Journal of Vocational Behavior*, 74(3), 264-282.

physical health amongst members,⁷ and an increase in crime (when the length of unemployment is considered).⁸ Furthermore, unemployment disproportionately impacts Black communities. An analysis by the Brookings Institute found that of 28 Black-majority American cities, 25 had higher rates of unemployment for Blacks than for Whites, with an average unemployment rate difference of 7%.^{9,10}

Unemployment and poverty are self-reinforcing problems, and while the effects are seen throughout the community, they are perhaps most stark in the most vulnerable community members—children. Child poverty is associated with severe immediate and long-term outcomes, from malnutrition and poor health to employment prospects and lifetime earnings.¹¹ These outcomes not only sap the resources of their families and communities in addressing the immediate concerns, they also represent obstacles to the children’s eventual growth and development, constraining their ability to provide for their families and communities in the future.

Inextricably intertwined with the forces of economic disinvestment, poverty, and unemployment in communities throughout the state is the problem of gun violence. Research cited in Weisner & Reichert (2020) indicates that “[g]un violence is typically concentrated in inner city neighborhoods (affecting primarily Black residents) that tend to also experience higher rates of poverty, joblessness, and low rates of educational investment.¹²” Additionally, an “Urban Institute evaluation found that an increase in gun violence in three U.S. communities (Minneapolis, Minn., Oakland, Calif., and Washington, D.C.) decreased the number of businesses, employment, and business’ sales in those communities, directly impacting the local economy.^{13,14}

As such, while the direct results of gun violence on victims, families, and communities can be dire, the additional and interacting consequences of gun violence, poverty, and the war on drugs can lead (and have led) to communities facing a self-reinforcing feedback loop of malign neglect, disinvestment, and lack of access to services. The R3 program was created to reverse this trend, and to be intentional and equitable in bringing back investment,

⁷ Nichols, A., Mitchell, J., & Lindner, S. (2013). Consequences of long-term unemployment. Washington, DC: Urban Institute.; Woolf, S. H., Aron, L., Dubay, L., Simon, S. M., Zimmerman, E., & Luk, K. X. (2015). How are income and wealth linked to health and longevity? Washington, DC: Urban Institute.

⁸ Lee, D. Y. & Holoviak, S. J. (2006). Unemployment and crime: An empirical investigation. *Applied Economics Letters*, 13(12), 805-810.; Papps, K. & Winkelmann, R. (2009). Unemployment and crime: New evidence for an old question. *New Zealand Economic Papers*, 34(1), 53-71.; Pratt, T. C., & Cullen, F. T. (2005). Assessing macro-level predictors and theories of crime: A meta-analysis. *Crime and Justice*, 32, 373-450.; Raphael, S. & Winter-Ember, R. (1998). Identifying the effect of unemployment on crime. *The Journal of Law and Economics*, 44(1), 259-283.

⁹ Perry, A. M. (2019, June 26). Black workers are being left behind by full employment. *The Avenue*.

¹⁰ Weisner, L., & Reichert, J. (2020). The Impact of Indicators Determining Restore, Reinvest, and Renew (R3) Eligibility. Illinois Criminal Justice Information Authority.

¹¹ Weisner, L., & Reichert, J. (2020). The Impact of Indicators Determining Restore, Reinvest, and Renew (R3) Eligibility. Illinois Criminal Justice Information Authority.

¹² Everytownresearch.org. (2019). The impact of gun violence on children & teens. Retrieved from <https://everytownresearch.org>

¹³ Irvin-Erickson, Y., Bai, B., Gurvis, A., & Mohr, E. (2016). The effect of gun violence on local economies: Gun violence, business, and employment trends in Minneapolis, Oakland, and Washington, DC. Washington, DC: Urban Institute.

¹⁴ Weisner, L., & Reichert, J. (2020). The Impact of Indicators Determining Restore, Reinvest, and Renew (R3) Eligibility. Illinois Criminal Justice Information Authority.

opportunity, and aid to the communities in our state that have suffered the most from previous policies and biases.

3. Program Design

The Planning and Capacity Building grant opportunity is available for organizations who would like to build capacity within and between organizations to address the R3 Program Priorities most relevant to their communities. These Program Priorities, as established in The Cannabis Regulation and Trust Act, are 1) Civil Legal Aid, 2) Economic Development, 3) Reentry, 4) Violence Prevention, and 5) Youth Development (collectively referred to as the “R3 Program Priorities”). Applicants may develop programs that address multiple R3 Program Priorities. More information about each of these R3 Program Priorities, as well as a summary of some promising practices in each field, are included in the R3 Program Priorities Reference Guide (Appendix A of this NOFO).

Planning

The first step towards delivering appropriate services within a community is often initiating a community assessment and/or planning process. Not all R3 zones will have the same needs or resources. Single applicant organizations or collaboratives will need to develop a clear, well-defined process to assess and identify which of the R3 Program Priorities will be addressed in their community. Applicants for a planning grant should be prepared to identify the particular needs and service gaps in their community in the areas of the R3 Program Priorities. The organization should also identify the current resources that exist in the community and how they can be used to address those needs. The applicant should explain the method(s) used to assess the needs and resources, explain why the method was chosen, and how the assessment will be completed and evaluated. Examples of assessment methods are quantitative or qualitative data analysis (use of mathematical or statistical data), gap analysis (identification of service gaps in the community), or community meetings; however, other approaches may be utilized if they are more useful for your community.

A successful assessment and planning program will result in a community planning process. This planning process should include active representatives from a broad range of organizations that support the effective strategies to address one or more of the R3 Program Priorities. The community plan should include the participation of community residents and stakeholders; require a unified vision and approach; utilize data and local experience and knowledge to define the community’s needs; and create concrete goals, objectives and performance measures to track the progress of the program. The plan may also be used to apply for future funding and therefore should not be directed towards a specific funding source. The final plan should help the community as it relates to the R3 Program Priorities. The required elements of the planning process are detailed below.

- 1.) Partnership: Members of the planning group may include, but are not limited to, representatives from the following areas.
 - State-funded Service Providers: Representatives from relevant State-funded drug and violence prevention, public health, economic development, child welfare, and youth service providers;

- Community-Based Agencies and Groups: Non-state-funded community-based groups that have youth development or community safety as a primary goal and focus of activity;
 - Local Government: Local schools, law enforcement agencies, public health and municipal/county government agencies, including parks and recreation departments;
 - Community Members: Recognized community leaders, representatives from community associations, neighborhood councils, neighborhood watch organizations, or other neighborhood associations;
 - Families and Youth: Parents, caregivers, and youth leaders from within the community;
 - Business and Commerce: Representatives from local businesses and corporations operating in the community, as well as local business associations and chambers of commerce.
- 2.) Collaboration: An essential initial task is developing a shared vision, mission, and language.
 - 3.) Community engagement: The proposal must prioritize community resident engagement in planning group meetings and community fora.
 - 4.) Staffing: The proposal must include sufficient staff allocated to accomplish the plan. It can include contractual employees or consultants with expertise in the planning processes.
 - 5.) Information Gathering and Evaluation of the Assessment
 - a. Planning group will discuss, evaluate, and adopt the conclusions of the assessment developed as part of this grant. Other methods of information gathering may be needed, such as:
 - i. Data collection: quantitative and qualitative
 - ii. Gap analysis of current programming: describes the difference between what is currently being done under the R3 Program Priorities and what is desired to be done.
 - 6.) Community Gatherings: The project must include the development and execution of community events that are open to the public where the planning process information is shared and community resident feedback is requested.
 - 7.) Developing the Plan
 - a. Planning group will gather information and decide which R3 Program Priorities will be addressed.
 - b. Planning group will develop concrete goals and recommendations relevant to the issues and identify strategies and indicators of success (such as action steps) based on research and data collected during the information-gathering phase.
 - c. Planning group will submit a completed plan that includes comprehensive community-based strategies for addressing at least one of the R3 Program Priorities.

Submitted plans will be published and shared with the community. These plans may be used to guide service delivery for R3 programs or other programs in the community.

Capacity Building

The overall objective of an R3-funded capacity building grant is to assist organizations, especially new and emerging organizations, to increase their ability to achieve their mission and build long-term organizational sustainability so that they can effectively provide community services to address the R3 Program Priorities mentioned above. This type of assistance can involve improving an organization's operations, administration, management, and/or building relationships within their communities. Organizations wishing to apply for capacity building funding may be hoping to provide needed services in R3-eligible communities but may have identified some challenges that are preventing them from providing those services. Other organizations may be actively involved in providing services, but feel that they could do more if those challenges were addressed. These limitations could be internal, such as a lack of training opportunities for program staff, a lack of staff with experience in managing grants, lack of expertise in financial matters, or a lack of time to focus on applying for grants in addition to performing all of the hard work of providing community services. Limitations may also be external, such as a lack of connections with other community organizations or difficulty in performing outreach and marketing activities that are necessary for the program to thrive and grow. Capacity building funding is available for those organizations that have identified some strategic and/or organizational obstacles limiting their ability to successfully provide services in their community and who have a well-defined program to overcome those obstacles. The increased capacity would then allow the organization to be more competitive in future grant opportunities and to more effectively provide services to address the R3 Program Priorities.

There are no specific required elements of a capacity building grant, as the needs of each organization may differ widely. However, any organization seeking to apply for this grant should be able to propose a clear and detailed plan for how the requested funding will resolve or help to resolve their capacity issues creating barriers to providing services in the R3 Program Priorities of Civil Legal Aid, Economic Development, Re-entry, Violence Prevention, and Youth Development. As such, a successful application for a capacity building grant must have two parts:

- A Statement of Need: What challenges, limitations, or obstacles does the organization face that limit its capacity to help its community and provide needed services in the R3 Program Priorities mentioned above? This description should be specific and should identify any and all of the problems that the organization wants to address in the capacity building project.
- A Program Design: This component should explain how the funding will be used to address the challenges, limitations, or obstacles noted in the Statement of Need. It should also be specific and should explain both what the funding will be used for and why that activity will help to resolve the issues that limit the organization's capacity.

While there may be as many different types of capacity building grants as there are organizations, a few examples of capacity building projects may assist potential applicants in determining if a capacity building grant is of interest. While the list below is not exhaustive, it does provide some examples of possible capacity building grant activities. An organization in a capacity building project might receive funding to:

- Hire a staff person whose job it is to do all of the communication, coordination, reporting, and documentation associated with receiving and managing grant funds;

- Hire or contract with a grant writer who could focus on writing successful grant applications to increase the organization's revenue and financial ability to carry out programming;
- Hire or contract with financial staff or a financial firm to manage the organization's finances, prepare financial reports, track revenue and expenditures, maintain financial backup documentation, and assist with audits;
- Recruit (and retain) staff or volunteers with relevant knowledge and expertise in the R3 Program Priorities which can then pass their knowledge along to the rest of the organization;
- Train program staff in new or evolving best practices in providing R3-eligible services;
- Implement and learn how to use new technological innovations that can cut down on routine or repetitive administrative work, with the intent to free staff up to do more important programmatic tasks;
- Develop outreach and marketing strategies to ensure that potential clients receive information about services provided by the organization in the areas of the R3 Program Priorities;
- Orchestrate a collective planning/assessment process among multiple partners seeking to address a community issue in an R3-eligible area;
- Establish networking events and community strategy summits to create connections and referral routes between community organizations for organizations who lack those resources; and
- Contract with a larger or more established organization who can act as a mentor in a variety of ways needed by the applicant organization, either by assisting with administrative needs or by serving as a role model for R3 programming, grant management, or some other needed area of performance for the applicant (or both).

4. Program Requirements

Planning

- Purpose of the Plan: Develop a clear, well-defined process to assess how the R3 Program Priorities will be addressed and/or how the capacity building program will prepare the applicant to be effective in addressing one or more of the R3 Program Priorities.
- Scope of the Plan: Identify the needs and current resources in the community that can be used to address those needs.
- Process to develop the plan, including public input via hearings, surveys, etc. Explain why this method was chosen, and how the assessment will be completed and evaluated.
- Develop and maintain an active, multi-sector program planning group. Selected applicants will be required to report on the number of meetings held, number of members in attendance, and what sectors they represent.
- Outline of key goals, strategies and desired outcomes: Create a comprehensive plan that recommends specific strategies and action steps to address any of the R3 Program Priorities and/or how the capacity building program will prepare the applicant to be effective in addressing one or more of the R3 Program Priorities. The plan must include

required elements as outlined in the Program Design section above. Selected applicants will be required to report on ALL the elements.

- Allocate sufficient and knowledgeable staff to accomplish the plan, including contractual employees or consultants with expertise in assessment and/or planning processes or explain how the proposed capacity building program will assist the applicant in recruiting, training, and/or allocating sufficient and knowledgeable staff.
- Submit quarterly program and monthly fiscal reports to ICJIA.
- Submit the community plan to ICJIA as Final Close-out report due 30 days following the end of the program plan (or no later than July 31, 2023). Submission and approval of the plan will allow for publication and use by community members and ICJIA.

Capacity Building

- Identify clearly the limitations, barriers, and obstacles to organizational capacity that hinders provision of services in the R3 Program Priorities
- Develop a clear, reasonable, and achievable plan made up of concrete steps that can be taken to address each of those limitations, barriers, and obstacles.
- Make progress on those concrete steps and document the ways in which your organization is overcoming the limitations to your organizational capacity.
- Outline of key goals, strategies and desired outcomes: Create a comprehensive plan for future service provision that recommends specific strategies and action steps to address any of the R3 Program Priorities and indicates how the capacity building program will prepare the applicant to be effective in addressing one or more of the R3 Program Priorities.
- Allocate sufficient and knowledgeable staff to accomplish the tasks, including contractual employees or consultants with expertise in recruiting, training, and/or allocating sufficient and knowledgeable staff.
- Submit quarterly program and monthly fiscal reports to ICJIA.
- Submit the achievements and plan for future services to ICJIA as Final Close-out report due 30 days following the end of the program plan (or no later than July 31, 2023). Submission and approval of the plan will allow for publication and use by the organization and ICJIA as a resource for additional capacity building activities.

5. Goals, Objectives, and Performance Metrics

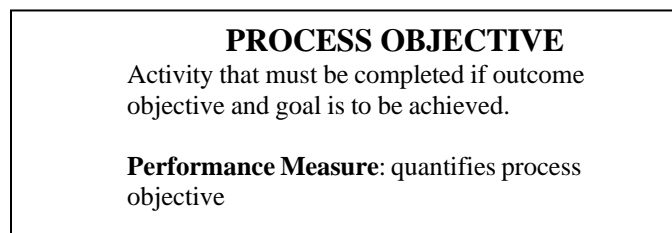
A performance goal is defined in the Code of Federal Regulations as “a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.”¹⁵ Funded programs will be required to submit quarterly progress reports that include documentation of progress on performance goals. To achieve this, applicants will state program-specific goals, objectives, and performance measures. These concepts are defined in the dot points below. The dot points split the federal “performance goal” definition into components, making it easier to create an overall plan. Goals, objectives, and performance measures will differ for each applicant, based on the proposed program(s) and must be documented in the Program Narrative section of the application. Applicants must create at least one set of goals, objectives, and performance measures for each service type they apply for (civil legal aid, economic

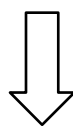
¹⁵ 2 CFR 200.76

development, reentry, violence prevention, youth development). **See Appendix B for guidance on how to develop effective goals, objectives, and performance measures.**

- **Goals** are general statements of purpose that state longer-term or big picture results to be achieved by the program. Goals should be directly related to program activities. Avoid goals that propose wide-scale community-level change. For example, avoid goals such as “reduce violence in the community” as, even if the program positively impacts participants, violence may still be committed by non-participants, be caused by factors not addressed by the program, etc. A better choice may be “decrease recidivism by program participants.”
- **Process objectives** are short-term activities that must be completed in order to achieve *outcome objectives* and *goals*. *Process objectives* are contingent upon the program’s design and theory (i.e., the reasons why the program will achieve its goals after program activities are implemented). Examples include “youth will participate in a skill building activity”, “we will contact employers that may be willing to hire participants”, or “we will provide legal education in the community to promote awareness of legal rights.”
- **Outcome objectives** are mid-level results directly related to completion of *process objectives*. *Outcome objectives* are similar to *goals*, but generally smaller-scale and less ambitious. For example, if the *process objective* is “youth will participate in a skill building activity”, the *outcome objective* may be “skill-building participants will report increased self-esteem.” Achievement of this *outcome objective* can contribute to completion of a larger *goal*, such as “decrease recidivism by program participants.”
- **Performance measures** are quantities that determine whether you are achieving your *process objectives*, *outcome objectives* and, *goals*. *Performance measures* must specify the amount or scope of expected performance. When developing performance measures, applicants should be mindful of ways that the measures can help their organization improve program outcomes, share lessons learned with other stakeholders, and spread the adoption of promising practices. Examples include “20 mentors/support persons trained and matched with youth”, “75% of a random sample of clients who received extended services report a positive experience with the program”, and “16 participants will participate in at least one volunteering project or outing.”

The figure below summarizes relationships between the four concepts described in the dot points.

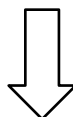




OUTCOME OBJECTIVE

Direct outcome that is achieved if process objective is completed.

Performance Measure: quantifies outcome objective



GOAL

Larger result program will achieve if outcome objective(s) are achieved.

Performance Measure: quantifies goal

Applicants will use this approach to create unique, program-specific goals, objectives, and performance measures. In addition, all grantees awarded funding under the R3 program will be required to report an additional set of mandatory metrics. This is because the legislation that created the R3 program requires that the R3 Program Board evaluate the success of the program in a variety of issue areas on a statewide level. **Appendix C presents the list of additional metrics.**

Because the legislation that created the R3 program requires that the R3 Board evaluate the success of the program in a variety of issue areas on a statewide level, grantees awarded funding under the R3 program may be required to report additional metrics that will assist the R3 Board in completing the overall program evaluation. In the event that additional reporting is needed, the R3 Board will make available sufficient tools and technical assistance to ensure that grantees develop the capacity to meet the additional reporting requirements.

6. Choosing Appropriate and Successful Programs or Practices

It is crucial that the funds available for R3 programs are successful in achieving the outcomes envisioned by the R3 program's enabling legislation, the legislative intent, the R3 Board, and the communities that need the services the program will support. To that end, applicants should incorporate the most useful and appropriate types of programs and practices into their proposed program design. The type of approach that is most appropriate to the program may

vary based on the type of program proposed, and the application should clearly describe why that approach was chosen. Standard approaches used in program design are evidence- or research-based practices and evidence-informed (or promising) practices. In some cases, innovative practices that have not been extensively researched, tested, and evaluated may be appropriate for use as well, but these innovative practices should be subjected to evaluation during and after the program period.

If a particular type of program has extensive history and background of research-based evaluation, then applicants seeking to operate a similar program may utilize *evidence-based practices* into their program design. Evidence-based practices are those for which strong evidence is available to indicate that these programs achieve the results they intend to achieve. Applicants using this approach should identify the evidence-based practice being proposed for implementation, identify and discuss the evidence that shows that the practice is effective, discuss the population(s) for which this practice has been shown to be effective, and show how it is appropriate for the community and the target population.

Applicants whose programs lack such extensive evidentiary support may refer to the R3 Program Priorities Resource Guide (Attachment A of the NOFO) for a sample of some *promising practices* in each of the five R3 Program Priorities. These practices may not have been extensively tested but should be informed by research and/or experience that indicates that the programs achieve the results intended. Applicants are encouraged to refer to these promising practices when developing their programs, but may also draw from other sources, including knowledge and experience gained from lived experience or experience in working within their communities.

One of the core values of the R3 program is the recognition that the most valuable knowledge and understanding of communities and their concerns throughout the state resides in those local communities and organizations themselves. As such, different communities may require different approaches based on their experience and community needs, not all of which may have benefitted from rigorous social science research and evaluation. Applicants who believe that an *innovative practice* is the best approach to their proposed program should identify that practice in their applications and explain why this approach was chosen for the program proposed in the application. Such innovative practices will, in the course of the program and afterwards, be subject to research and evaluation to confirm the success of the program in achieving the outcomes desired and to expand the options available to other organizations who seek to provide services informed by existing evidence.

B. Funding Information

Funding will come from revenues collected through the legalization of adult use of cannabis. After meeting costs associated with administration and enforcement of the legalization of cannabis and expungement of old records, the R3 program will receive 25 percent of remaining cannabis revenues. During the first year of this program, applications were funded for the development of a community plan for addressing issues identified in the R3 legislation and/or for providing direct services to mitigate those issues. In this second round, this NOFO establishes funding for programs to develop a community plan or to build their organization's own capacity to provide services is available for applications. Funding for programs to provide direct services

is available for applications under a companion Notice of Funding Opportunity (R3 Service Delivery, NOFO #2378-2076).

1. Award period

Grant awards resulting from this opportunity will have a target period of performance of July 1, 2022, to June 30, 2023. Additional funding of up to 24 months may be awarded after the initial funding period, contingent upon satisfactory performance and availability of funds. Total funding for the grant program under this NOFO will not exceed 36 months. This award period applies only to grants awarded under this NOFO and does not preclude organizations whose applications are unsuccessful in this NOFO from applying for funding under the R3 program in future Notices of Funding Opportunity.

2. Available Funds

An estimated total of \$4,500,000 in funding is available through this solicitation. The minimum and maximum amounts of funding for which applicants may request for their planning and capacity building proposal will vary based on the amount of funding available in the geographic region of the state within which the service area falls. Please refer to the map at <https://r3.illinois.gov/eligibility> and click on the R3 zone on which the assessment and planning or capacity building program will be centered for information regarding the ranges of funding available for that R3 zone.

Agreements that result from this funding opportunity are contingent upon and subject to the availability of sufficient funds.

Applications must include a list of Deliverables that describes how the program activities will be carried out. The Deliverables must include information that will allow ICJIA to assess grant activity relative to planned project performance.

C. Eligibility Information

Before applying for any grant, all entities submitting applications must be registered through the Grant Accountability and Transparency Act (GATA) Grantee Portal at www.grants.illinois.gov/portal as well as the AmpliFund grant management system. Not all members of a collaborative that is proposing a program for funding need to be registered as long as the responsible applicant organization that is submitting the application on behalf of the collaborative is registered and pre-qualified. However, the responsible applicant organization that submits the application on behalf of the collaborative must be registered in the GATA Grantee Portal and AmpliFund; failure to achieve and/or maintain registered status will be grounds for the entire application to be deemed ineligible.

In addition, all applicants and all members of a collaborative application need to be in good standing for all pre-qualification requirements before any grant agreement is executed, if the application is selected for funding. Pre-qualification requirements do not need to be met at the time of application, but they must be met by the time an agreement is signed. If any selected applicant or collaborative partner does not achieve or maintain good standing for all pre-

qualification requirements, they will not be eligible to receive state funds and no grant agreement will be finalized with that organization. Registration and pre-qualification are required annually each state fiscal year. During pre-qualification, verifications are performed, including a check of federal SAM.gov Exclusion List and status on the Illinois Stop Payment List. The Grantee Portal will either indicate a “qualified” status or inform on how to remediate a negative verification (e.g., inactive DUNS, not in good standing with the Secretary of State). Inclusion on the SAM.gov Exclusion List cannot be remediated. Go to <https://icjia.illinois.gov/gata> for a list of pre-qualification steps.

Applicants are also required to submit a financial and administrative risk assessment utilizing an Internal Controls Questionnaire (ICQ) for state fiscal year 2023 before March 1, 2022 (NOFO close date) and obtain approval from their cognizant agencies before execution of the grant agreement. Delay in obtaining SFY23 ICQ approval will result in a delay in grant execution or in ICJIA being unable to grant the award to the selected applicant.

1. Eligible Applicants

Location

Only applicants proposing to carry out a planning process or proposing a plan to build capacity so that they can provide services centered on a designated R3 zone are eligible for funding under this NOFO. Please refer to the [map of the designated R3 zones](#) to determine if your program is eligible for funding based on the place of performance.

Applicant Categories

Applications for this NOFO may be submitted either by a single organization or by a collaborative of organizations. For collaboratives, a responsible applicant submits the application on behalf of all members of the collaborative. Applicants may be included in only one application submitted per funding region. In other words, if an organization is part of a collaborative submitting an application in one region, they may not submit a single application in the same region. Organizations may submit additional applications in different funding regions, as long as they are only included in one application per funding region. Organizations who seek funding for programs located in different funding regions will need to submit a separate application for each funding region. Funding regions are identified as different color-coded areas in this [map of the designated R3 zones](#).

A single organization applicant must be an organization certified by the IRS as a 501(c)(3) nonprofit organization, a local unit of government, a faith-based organization determined to be tax-exempt by the IRS, a local business, or a community or neighborhood organization that does not have 501(c)(3) status.

Collaboratives are groups of two or more organizations that apply for funding for a single cooperative program under one application. The application must be submitted by a responsible applicant organization, which assumes the responsibility for submitting the application on behalf of the entire collaborative. The responsible applicant and all members of the collaborative application must be 501(c)(3) nonprofit organizations, local units of

government, tax-exempt faith-based organizations, local businesses, community and neighborhood associations that do not have 501(c)(3) status, and other organizations from the community that would like to participate materially in the proposed program.

More about Collaboratives

A collaborative is not a separate organization, but rather is a partnership or coalition that includes multiple partner organizations carrying out a single project together. Each member of the collaborative should be selected based on their common goals in the project, but each should have a specific role within the program. For example, partner organizations within the collaborative may carry out the same program in different communities or for different populations, or partner organizations may have different roles in the overall project based on their particular strengths and capacities.

For collaborative programs we expect that the following elements would be in place and clearly documented:

- Collaborative structure and priorities are inclusive and demonstrate an equitable approach;
- Roles and responsibilities of collaborative partners are clearly defined and demonstrate an equitable approach; and
- Decision making processes demonstrate an equitable approach.

Equity in leadership, structure, opportunity, and outcomes is a key value of this program, so it is important that all collaboratives prioritize equity in their approach. In the context of this program, that means that collaboratives must ensure that the priorities of the local community as conveyed through local members of the collaborative are kept at the forefront of the program. Collaborative structure and decision-making processes should support the leadership of diverse, local organizations and stakeholders, and provide opportunities for local community-based organizations to build capacity as leaders in the program with the support of, rather than at the direction of, more established organizations.

Additionally, equity means that all members of the collaborative are equal partners, regardless of designation as “responsible applicant organization.” ICJIA expects all collaborating members to have an equal voice within the collaborative and that their knowledge and contributions are valued and legitimate contributions to the shared goals of the effort.

Applications on behalf of a collaborative are submitted by the responsible applicant organization, and must include a signed Linkage Agreement from each partner organization expressing a commitment to work jointly to carry out the program proposed in the application. It is important to note that collaborative applications are considered for this NOFO to be one unified program. As such, collaboratives should work closely to develop the project together, to ensure that every member is in agreement with their own and others’ roles in the project, and to maintain a healthy relationship and communication. Applicants need to ensure that all members of the collaborative are able and willing to participate in accordance with the program design as described. Collaborative members cannot be removed

from the project unless by mutual agreement, and any such removal or loss of a collaborative member may result in the application not being funded.

2. Cost Sharing or Matching

There are no cost sharing or matching requirements for this program.

3. Indirect Cost Rate

In order to charge indirect costs to a grant, the applicant organization must either have an annually negotiated indirect cost rate agreement (NICRA) or elect to use a standard *de minimis* rate. There are three types of allowable indirect cost rates:

- a) Federally Negotiated Rate. Organizations that receive direct federal funding, may have an indirect cost rate that was negotiated with the Federal Cognizant Agency. Illinois will accept the federally negotiated rate.
- b) State Negotiated Rate. The organization may negotiate an indirect cost rate with the State of Illinois if they do not have a Federally Negotiated Rate. If an organization has not previously established an indirect cost rate, an indirect cost rate proposal must be submitted through the State of Illinois' centralized indirect cost rate system no later than three months after receipt of a Notice of State Award (NOSA). If an organization previously established an indirect cost rate, the organization must annually submit a new indirect cost proposal through the centralized indirect cost rate system within the earlier of: six (6) months after the close of the grantee's fiscal year; and three (3) months of the notice of award.
- c) De Minimis Rate. An organization that has never negotiated an indirect cost rate with the Federal Government or the State of Illinois is eligible to elect a *de minimis* rate of 10% of modified total direct cost (MTDC). Once established, the *de minimis* Rate may be used indefinitely. The State of Illinois must verify the calculation of the MTDC annually in order to accept the *de minimis* rate.

A recipient of grant funds must register its indirect cost rate election through the [Grantee Portal](#), [Crowe Activity Review System \(CARS\) system](#), or other appropriate system. It is the organization's responsibility to ensure that any indirect cost rate utilized is properly registered.

Grantees have discretion and can elect to waive payment for indirect costs. Grantees that elect to waive payments for indirect costs cannot be reimbursed for indirect costs. The organization must record an election to "Waive Indirect Costs" into the State of Illinois' centralized indirect cost rate system. Indirect Cost election must be completed annually, for every state fiscal year.

4. Other

For the purposes of this Notice of Funding Opportunity, the State of Illinois has been divided into 12 separate funding regions (please see the map of funding regions at

<https://r3.illinois.gov/eligibility>). Applicants may only submit one application per region. Thus, if an applicant proposes to execute a planning or capacity building project centered around multiple R3 areas within one region, the applicant should submit only one application for that region identifying the different R3 zones that will be covered. However, if the applicant seeks to work across multiple regions identified below, the applicant will need to submit a separate application for each region.

Applicants may submit only one application per funding region. However, if an organization is part of a collaborative submitting an application in one region, they may also submit a collaborative application of their own or a single application in the same region. This is being allowed as part of our program's ongoing goal of providing opportunities to build capacity as they participate in the program. Organizations may submit additional applications in different funding regions, as long as they only submit one application per funding region as the responsible applicant. Organizations who seek funding for programs located in different funding regions will need to submit a separate application for each funding region. Funding regions are identified as different color-coded areas in this [map of the designated R3 zones](#).

In addition to competing in separate regions, applicants will also be divided into tiers of competition. The tier structure is intended to ensure that applicants compete only with applicants of similar longevity and resources. In the Basic Information section of the NOFO application, applicants will be asked for their organization's annual budget and for the length of time their organization has been active in providing services in the community. The answers to these questions will allow ICJIA to group applicants into different tiers. Tier One is made up of organizations with less than two years of history (or startup organizations that may not yet be incorporated). Tier Two is made up of organizations with between two and five years of providing services or whose budget is less than \$2,000,000 annually regardless of how long they have been in existence. Tier Three is made up of organizations with more than five years of history and with an annual budget of \$2,000,000 or more. Funding will be allocated separately to each tier (25% of the funding to Tier One, 50% to Tier Two, and 25% to Tier Three) to ensure that organizations only compete for funding with others within their own tier and region.

Funding will be divided among successful applications based on the amount available in each tier of competition and in each region until funding is exhausted or until all applications selected for funding have been awarded. In the event that all funding assigned to a tier or region of the state is not exhausted following this process, the remaining funds may be made available to other programs in other regions of the state at the discretion of ICJIA and of the R3 Board. Priority for distribution of these remaining funds will be given based on geographic need, program priority coverage, and equity goals.

D. Application and Submission Information

1. Accessing Application Package

Applications can be accessed as a link from <https://icjia.illinois.gov/gata/funding> or <https://r3.illinois.gov> by clicking on the link titled "Restore, Reinvest, and Renew (R3) Planning and Capacity Building NOFO." These links will route applicants to the AmpliFund

grant management system, which is the system that all applicants must use to complete the application. Paper copies of the application materials may be requested from Mitchell Troup by: calling (312) 793-8675; mailing Mitchell Troup, 300 West Adams Street, Suite 200, Chicago, Illinois 60606; or via Telephone Device for the Deaf (TDD) (312) 793-4170. Applications, however, may only be submitted via the AmpliFund grant management system at <https://il.amplifund.com/Public/Opportunities/Details/ad0b2bd1-60e7-44d0-b077-0dbea839ef3b>.

2. Content and Form of Application Submission

Applications must be submitted in the AmpliFund grant management system. If the application is being submitted on behalf of a collaborative, separate linkage agreements for each collaborative partner must be uploaded PDF documents in AmpliFund.

a) Forms and Formatting.

The complete application must be completed in AmpliFund. All required parts of the application need to be complete in order for the application to be completed. Other documents, such as linkage agreements for collaborative partners, may not be listed as required and will not prevent an application from being submitted, but the application may not be reviewed if a necessary document is not submitted.

Document
Uniform Application for State Grant Assistance – Completed in AmpliFund
Basic Information – Completed in AmpliFund
Program Questions – Completed in AmpliFund
Equity Questions – Completed in AmpliFund
Performance Plan – Completed in AmpliFund
Budget/Budget Narrative – Completed in AmpliFund
Programmatic Risk Assessment – Downloaded from AmpliFund as an Excel document, then completed and uploaded to Amplifund
Collaborative Partner Linkage Agreements – Upload to application in AmpliFund as separate PDF documents. Required for collaborative applications only.

3. Dun and Bradstreet Universal Numbering System (DUNS) Number and System for Award Management (SAM)

Applicants are required to:¹⁶

- a) Be registered in SAM before submitting its application. To establish a SAM registration, go to <http://www.SAM.gov/SAM> and/or utilize this instructional link: How to Register in SAM from the www.grants.illinois.gov Resource Links tab.

¹⁶ Exempt from these requirements are individuals or agencies under 2 CFR § 25.110(b) or (c) and those with an exception approved by the federal or state awarding agency under 2 CFR § 25.110(d).

- b) Provide a valid DUNS number in its application. To obtain a DUNS number, visit from Dun and Bradstreet, Inc., online at <https://www.dnb.com/duns-number/get-a-duns.html> or call 1-866-705- 5711.
- c) Continue to maintain an active SAM registration with current information while it has an active award or application under consideration. ICJIA may not make a federal pass-through or state award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements.

4. *Submission Dates, Times, and Method*

Completed application materials must be received by and in possession of the AmpliFund grant management system by 2:00 p.m., March 1, 2022, to be considered for funding. Upon receipt, an automated confirmation receipt will be emailed. Proposals will not be accepted by email, mail, fax, or in person. AmpliFund will not accept late or incomplete submissions; any submissions rejected by the system for this reason or for incompleteness will not be reviewed. Agencies are encouraged to submit their applications 24-72 hours in advance of the deadline to avoid unforeseen technical difficulties. Technical difficulties should be reported immediately to ICJIA at CJA.R3Questions@Illinois.gov.

Following the application window, applicants and organizations who started but did not finish an application may be sent an anonymous survey requesting feedback on the application process. ICJIA seeks to ensure that our process is fair, understandable, and available to all potential applicants. We are grateful for any feedback applicants may be able to provide us in this survey, and we will not collect any identifiable information to ensure that this survey remains anonymous.

5. *Application Questions*

Questions may be submitted via email at CJA.R3Questions@Illinois.gov. The deadline for submitted questions is 2:00 p.m. on February 24, 2022. All substantive questions and responses will be posted on the ICJIA website at <https://icjia.illinois.gov/gata/funding> and on the AmpliFund grant management system. FAQs will also be posted at <https://r3.illinois.gov/faqs>. Due to the competitive nature of this solicitation, applicants may not discuss the opportunity directly with any ICJIA employee other than via this email address.

6. *Funding Restrictions*

- a) Federal Financial Guide. Applicants must follow the current edition of the Department of Justice Grants Financial Guide which details allowable and unallowable costs is available at: https://ojp.gov/financialguide/doj/pdfs/DOJ_FinancialGuide.pdf. Costs may be determined to be unallowable even if not expressly prohibited in the Federal Financial Guide.

- b) Prohibited Uses. The following is a non-exhaustive list of services, activities, goods, and other costs that cannot be supported through this NOFO:
- Land acquisition
 - New construction
 - A renovation, lease, or any other proposed use of a building or facility that will either result in a change in its basic prior use or significantly change its size
 - Minor renovation or remodeling of a property either listed or eligible for listing on the National Register of Historic Places or located within a 100-year flood plain
 - Implementation of a new program involving the use of chemicals
 - Capital expenditures
 - Fundraising activities
 - Lobbying
- a) Allowable expenses. All expenses must reasonable, necessary, and allocable to the program. The following is a non-exhaustive list of services, activities, goods, and other costs that can be supported through this NOFO:
- a. Personnel providing direct services to R3-eligible communities and residents and supervisory personnel to the extent that they are engaged in providing services to these communities and residents. It is recommended that applicants include personnel responsible for the management of the grant (including overall grant program direction, reporting, communication with ICJIA, etc for the organization).
 - b. Hiring and training costs for the above personnel that provide for their professional growth, development, and knowledge regarding best practices for the execution of their grant programs.
 - c. Equipment and supplies integral to providing program services.
 - d. All program operating costs related to providing services and prorated for use of this program, including
 - i. Rent for program space
 - ii. Utilities
 - iii. Billing
 - iv. Supplies
 - v. Staff travel related to other allowable expenses
 - vi. Grant-specific costs necessary for the particular program priorities addressed in the program (for example, temporary housing costs for reentry programs or workforce training programs for economic development programs)
 - vii. Contractual expenses necessary for the execution of the program, including subaward costs for collaborative partners included on collaborative applications.
- b) Pre-Award Costs. Pre-award costs may be allowed if the costs are directly pursuant to the negotiation and in anticipation of the award, where such costs are necessary for efficient and timely performance of the project description and deliverables or

milestones, both of which will be incorporated into the contract. Such costs are allowable only to the extent that they would have been allowable if incurred after the date of the Award. 2 CFR 200.458.

- c) Pre-approvals. Prior approvals may affect project timelines. Submission of materials for ICJIA approval should be incorporated into the application Implementation Schedules. ICJIA may require prior approval of the following:
- Out-of-state travel
 - Equipment over \$5,000
 - Certain Requests for Proposals, procurements, subawards, and sub-contracts
 - Conference, meeting, and training costs
- d) State Travel Guidelines. travel costs charged to ICJIA must conform to State Travel Guidelines, found here: <https://www2.illinois.gov/cms/Employees/travel/Pages/TravelReimbursement.aspx>. Out-of-state hotel rates are based on the General Service Administration (GSA) guidelines found here: <https://www.gsa.gov/travel/plan-book/per-diem-rates>. Applicant agencies with lower cost travel guidelines than the State of Illinois must use those lower rates.
- e) Supplanting. Grant funds must be used to supplement existing funds for program activities and must not replace those funds that have been appropriated for the same purpose. If grant funds will be used for the expansion of an existing program, applicants must explain how proposed activities will supplement, not supplant, current program activities and staff positions. Agencies may not deliberately reduce local, federal, state funds, or other funds because of the existence of these grant funds. A written certification may be requested by ICJIA stating that these funds will not be used to supplant other state, local, federal, or other funds.

Supplanting will be the subject of application review, as well as pre-award review, post-award monitoring, and audit. If there is a potential presence of supplanting, the applicant or grantee will be required to supply documentation demonstrating that the reduction in non-federal resources occurred for reasons other than the receipt or expected receipt of federal funds.

- f) Proposed Subawards and Subcontracts. Applicants may propose to enter into subawards or subcontracts under this award, each of which involve different rules and applicant responsibilities. A subaward carries out a portion of the grant agreement while a contract is often for obtaining goods and services for the grantee's own use. (44 Ill. Admin Code 7000.240). If a third party will provide some of the essential services or develop or modify a product that the applicant has committed to provide or produce, ICJIA may consider the agreement with the third party a subaward for purposes of grant administration.

Applicants must classify each expense in the contractual budget as a subaward or subcontract. The substance of the agreement, not the title or structure of the

agreement, will determine whether it is a subaward of a subcontract. Applicants are advised to use the “Checklist for Contractor/Subrecipient Determinations” available at the GATA Resource Library for guidance:

<https://www.illinois.gov/sites/gata/pages/resourcelibrary.aspx>.

Applicants are required to justify their use of subawards and explain their capacity to serve as “pass-through” entities in the program narrative. Applicants will monitor subaward compliance with grant terms, applicable federal and state law including the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Award, 2 C.F.R. Part 200, GATA, and ICJIA policies. Proposed subawards must be identified, if possible, and their roles described in both the program and budget narratives.

For procurement contracts, applicants are encouraged to promote free and open competition in awarding contracts. All subcontracts must comply with federal and state requirements.

8. Assistance Prior to Submitting the Application.

Applicant Technical Assistance Sessions. Applicants are advised to attend the following live (virtual) technical assistance sessions prior to application submission.

- General R3 NOFO Information: Monday, December 20, 2021 at 10:00 am CST (<https://illinois.webex.com/illinois/j.php?MTID=mf47092315c2aef2f4433d34635705107>)
- Budget Creation for the R3 NOFO Application: Tuesday, December 21, 2021 at 10:00 am CST (<https://illinois.webex.com/illinois/j.php?MTID=md675c3485ec7a984ebc81ffc6ed13911>)
- Collaborative Applications for the R3 NOFO: Thursday, December 23, 2021 at 10:00 am CST (<https://illinois.webex.com/illinois/j.php?MTID=me5e1cff4a38f6949ebc8e01c5a7e8332>)

These sessions will be recorded, and the recording links will be included in the FAQs the following week after they are held.

In addition, applicants may view past recordings located on the ICJIA [YouTube channel](#). Some existing recordings are on the subjects of:

- NOFO programmatic requirements
- GATA compliance
- Budget Requirements
- Allowable expenses
- Indirect costs
- Required documents
- Supplanting
- Collaborative applications

- Goals, Objectives, and Performance Measures

E. Application Review Information

1. Criteria

Application materials must address all components of this NOFO and demonstrate both a need for the program and an ability to successfully implement the program. Reviewers will score applications based on completeness, clear and detailed responses to program narrative questions, and inclusion of all mandatory program elements as well as past performance history and/or financial standing with ICJIA. The applicant must demonstrate that costs are reasonable, necessary, and allowable. ICJIA, in conjunction with the R3 Board, may also consider societal impact, economic impact, sustainability, and equity when evaluating applications for funding.

The total number of points available is 130. Some sections or questions of the scoring criteria may be worth zero points, but answers are necessary to determine eligibility or may be used as important information in the grant negotiation phase should the application be selected for funding. Please answer all questions posed in the Basic Information, Program Questions, and Equity Questions sections, and complete the full budget and performance plan templates regardless of point value assigned. Points may be deducted, or applications deemed ineligible, if required portions of the application are not completed. Point values are listed for each specific question within the Program Narrative and are based on responsiveness to the Program Narrative questions. Broad criteria for review of the Budget are listed below.

Technical Program Scoring Criteria		Possible Points
Local Preference		15
Statement of Need		25
Program Design		40
Program Staffing		5
Applicant Experience and Contribution to the Community		5
Budget Detail		10
Budget is complete.		
Budgeted items are cost-effective in relation to the proposed activities.		
Budget Narrative		
Narrative is complete for all line items, clearly detailing how the applicant arrived at and calculated the budget amounts.		
Total Possible Points		100
Equity Scoring Criteria		Possible Points
Agency Leadership		10
Front-Line Staff		10
Community to be Served		10
Total Possible Points		30

2. Review and Selection Process

All applications will be screened for completeness including GATA pre-qualification and ICQ submission for the current state fiscal year. Applications that are not complete will not be reviewed. Applications received from applicants that are not GATA pre-qualified or have not submitted an ICQ for the current state fiscal year may not be reviewed; no agreements can be made with any applicants who do not complete these steps or who remain or become ineligible for state funding.

Applications will be divided into tiers of competition based on the annual agency budgets and length of experience in providing services. Tier 1 will be comprised of applications from agencies with less than two years of service provision; Tier 2 will be comprised of applications from agencies with two to five years of service provision or whose annual agency budgets are under \$2,000,000; and Tier 3 will be comprised of applications from agencies with more than five years of service or whose annual agency budget is over \$2,000,000. Competition between applications for this NOFO will take place only within these tiers, so organizations should only be competing with like organizations within their regions for R3 funding under this NOFO.

Funding recommendations will be based on an evaluation of compiled scores from the evaluation panels, as well as the incorporation of all of the program requirements. Applicants will be selected based on overall scoring, with secondary consideration given to project implementation. The total number of points available is 100 for the technical program section and 30 for the equity section for a total of 130 points. Applications with at least 10 equity points will be ranked higher than those with fewer than 10 equity points. Awards will be made starting with applications that score the highest within each region and tier and will continue until funds are exhausted. For the purposes of this NOFO, there are 12 geographic regions: Central, Collar, Cook – Chicago Northern, Cook – Chicago Southern, Cook – Chicago Western, Cook – Suburban, Northeast Central, Northern, Northwest, Northwest Central, South Central, and Southern. The map of these regions can be found at <http://r3.illinois.gov/eligibility>; regions are identified as different color-coded areas on the map. Funding will be divided among successful applications based on the amount available in each region until funding is exhausted or until all applications selected for funding have been funded. In the event that all funding assigned to a particular region of the state is not exhausted following the aforementioned process, that funding may be made available to fund other programs in other regions of the state at the discretion of ICJIA and of the R3 Board. Awards of less than the full request may be offered depending on the amount of funding available in a region and/or tier or based on the determination of ICJIA staff as to the necessity and reasonableness of the program cost. If funds are remaining in a region or tier, those funds may be assigned to another.

ICJIA reserves the right to reject incomplete proposals, proposals that include unallowable activities, proposals that do not meet eligibility or program requirements, and proposals that are otherwise unsatisfactory. ICJIA may invite applicants to answer clarifying questions and modify budgets that include unallowable or unreasonable costs. NOFO application budgets will be reviewed for allowability, completeness, and cost-effectiveness. ICJIA will perform

an in-depth budget review of all grants awarded and may require budget modifications that do not materially change the nature of the program.

Successful applicants whose applications contained unallowable or unreasonable costs may have their awards reduced by the total amount of those costs. ICJIA may award all or part of any award request based on the application details and on program needs, and the applicant may decline or accept such an offer. Upon applicant acceptance of the grant award, announcement of the grant award shall be published by ICJIA to the GATA portal. Review team recommendations will be forwarded to the R3 Board and the ICJIA Budget Committee for approval. Applicants will be notified of the decision of the ICJIA Budget Committee and the R3 Board following approval of designations from each entity.

3. Programmatic Risk Assessment

All applicant agencies will be required to submit a completed ICJIA Programmatic Risk Assessment (PRA). This assessment will identify elements of fiscal and administrative risk at the program level and will be used to determine required specific conditions to the interagency agreement. The PRA must be completed for the program agency which carries out the program operations. PRAs completed for other state agencies will not be accepted.

4. Anticipated Announcement and State Award Dates

Task	Date
NOFO posted	December 15, 2021
Technical Assistance Sessions	December 20-23, 2021
TA Recordings Available	Three business days after each webinar
NOFO question submission deadline	February 24, 2022
Applications due	2:00 p.m., March 1, 2022
Estimated date for R3 Board approval of recommended designations	April 2022
Estimated date for Authority Budget Committee approval of recommended designations	May 2022
Anticipated period of performance	July 1, 2022 – June 30, 2023

5. Appeal Process

Unsuccessful applicants may request a formal appeal of the evaluation process. Evaluation scores and funding determinations may not be contested and will not be considered by

ICJIA's Appeals Review Officer. The appeal must be via email and submitted within 14 calendar days after either the date the grant award notice is published or receipt of a Funding Opportunity Declination Letter from ICJIA, whichever comes first. The written appeal must include, at a minimum, the following:

- Statement indicating a request for a formal appeal
- The name and address of the appealing party
- Identification of the grant program
- A statement of reason for the appeal

Please send your appeal to:

Appeals Review Officer
Illinois Criminal Justice Information Authority
CJA.ARO@Illinois.gov

Once an appeal is received, ICJIA will acknowledge receipt of an appeal within 14 calendar days from the date the appeal was received. ICJIA will respond to the appeal, in writing, within 60 days or explain why more time is required. ICJIA will resolve the appeal by a written determination, which will include:

- Review of the appeal.
- Appeal determination.
- Rationale for the determination.
- Standard description of the appeal review process and criteria.

6. Debriefing Process

Unsuccessful applicants may request a debriefing for feedback to improve future applications. Debriefings include written advice on the strengths and weaknesses of applications using the evaluation and review criteria.

Requests for debriefings must be made via email and submitted within seven calendar days after receipt of notice. Debriefing requests will not be granted if there is an active appeal, administrative action, or court proceeding. The written debriefing requests shall include:

- The name and address of the requesting party.
- Identification of grant program.
- Reasons for the debrief request.

Please send requests to:

CJA.R3Questions@illinois.gov

F. Award Administration Information

1. State Award Notices

The R3 Board is expected to review and approve grant awards at a date to be determined, most likely in the month of April 2022. The ICJIA Budget Committee will also review and approve designations at a date to be determined, most likely in May 2022.

ICJIA will transmit a Notice of State Award (NOSA) and the grant agreement to successful applicants after the Budget Committee reviews and approves designations. The NOSA will detail specific conditions resulting from pre-award risk assessments that will be included in the grant agreement. The NOSA will be provided and must be accepted through the Grantee Portal unless another distribution is established. The NOSA is not an authorization to begin performance or incur costs. Additional documents may need to be submitted to ICJIA prior to the execution of an agreement; ICJIA will communicate with selected organizations to determine which documents are needed.

2. Administrative and National Policy Requirements

In addition to implementing the funded project consistent with the approved project proposal and budget, agencies selected for funding must comply with applicable grant terms and conditions and other legal requirements, including GATA, and the U.S. Department of Justice Grants Financial Guide.

Additional programmatic and administrative special conditions may be required.

3. Reporting

Recipients must submit periodic financial reports, progress reports, final financial and progress reports, and, if applicable, an annual audit report in accordance with the 2 CFR Part 200 Uniform Requirements. Future awards and fund drawdowns may be withheld if reports are delinquent.

G. State Awarding Agency Contact(s)

For questions and technical assistance regarding application submission, contact:

CJA.R3Questions@illinois.gov

H. Other Information

The Illinois Criminal Justice Information Authority (ICJIA) is a state agency dedicated to improving the administration of criminal justice. ICJIA brings together key leaders from the justice system and the public to identify critical issues facing the criminal justice system in Illinois, and to propose and evaluate policies, programs, and legislation that address those issues. The statutory responsibilities of ICJIA fit into four areas: grants administration; research and analysis; policy and planning; and information systems and technology.

Section 7 of the Illinois Criminal Justice Information Act grants ICJIA authority “to apply for, receive, establish priorities for, allocate, disburse, and spend grants of funds that are made

available by and received on or after January 1, 1983 from private sources or from the United States pursuant to the federal Crime Control Act of 1973, as amended, and similar federal legislation, and to enter into agreements with the United States government to further the purposes of this Act, or as may be required as a condition of obtaining federal funds” and “to receive, expend, and account for such funds of the State of Illinois as may be made available to further the purposes of this Act.” (20 ILCS 3930/7(k), (l))

Neither the State of Illinois nor ICJIA are obligated to make any award as a result of this announcement. The ICJIA Executive Director or designee has sole authority to bind ICJIA to the expenditure of funds through the execution of grant agreements.

This application is subject to the Illinois Freedom of Information Act (FOIA). Any information that the applicant believes should be exempt under FOIA should clearly highlight the information that is exempt, and the basis of the exemption.

Applicants may wish to consult the R3 website at <http://r3.illinois.gov> to help them with their application. Applicants may also wish to review the [legislation establishing the R3 program](#).

This is the second round of grants for the R3 Program.

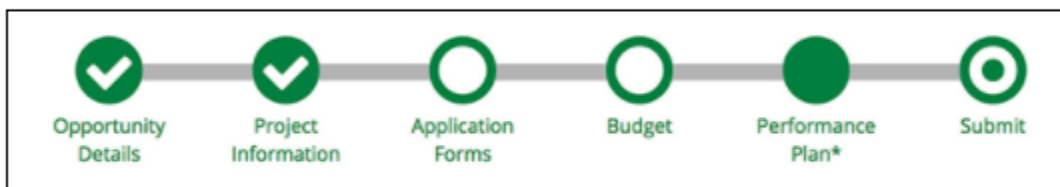
How To Add a Performance Goal

Updated 1 year ago

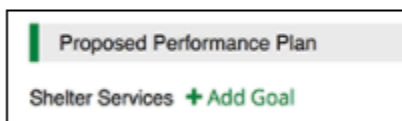
Follow

Depending on the opportunity settings, there may be a Performance Plan page. Funders may also include defined programmatic goals for applicants to meet through grant activities. If goals have been pre-defined, they will appear in the goal type dropdown.

1. Open the **opportunity**.
2. Click **Performance Plan**.



3. Click **+ Add Goal**.



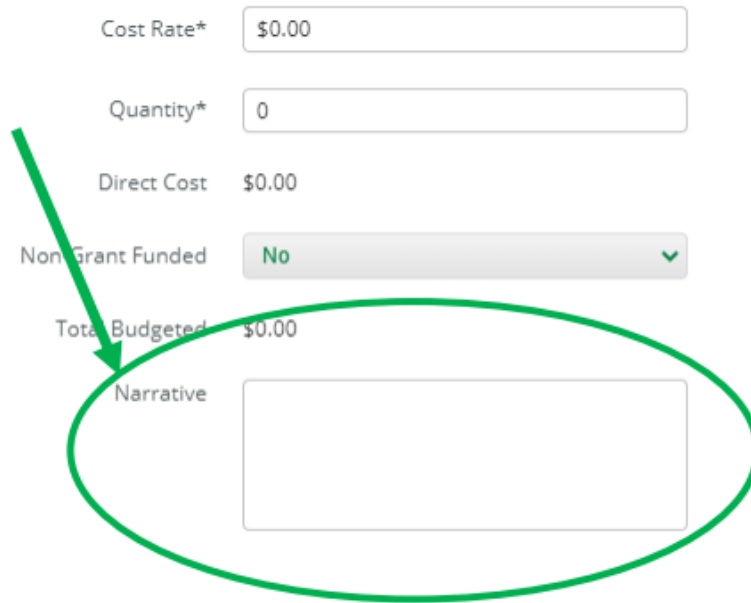
4. In the pop-up window, select a **Goal Type**. The available goal types may vary depending on the opportunity settings.

- **Milestone:** Track completion of grant milestones (i.e. Will you complete X?)
- **Narrative:** Capture a narrative response (i.e. How will you complete X?)
- **Numeric:** Track discrete numbers to achieve (i.e. Will you achieve X number?)
- **Percent Achieved:** Track a percent to achieve (i.e. Will you achieve X%?)
- **Percent Change:** Track a percent increase or decrease (i.e. Will you achieve X% increase?)
- **Reimbursement:** Track discrete units to achieve with a dollar rate per unit (i.e. Will you achieve X units with a reimbursement rate of \$Y/unit?)

5. Add a goal **Name**.
6. Add the **goal information**. The fields will vary depending on the goal type.
7. Click **Save**.

Each Budget line item should have a completed budget narrative.

Cost Rate*	<input type="text" value="\$0.00"/>
Quantity*	<input type="text" value="0"/>
Direct Cost	\$0.00
Non Grant Funded	<input type="text" value="No"/>
Total Budgeted	\$0.00
Narrative	<input type="text"/>



APPENDIX A: Program Priorities Reference Guide

Restore, Reinvest, Renew (R3) Program

Youth Development

Youth development interventions work to increase protective factors (factors that decrease the likelihood of negative outcomes) and decrease risk factors (factors that increase the likelihood of positive outcomes).ⁱ The six critical components of effective youth development programs include:

- A foundation in relevant theory and incorporation of validated strategies and/or best practices.
- The promotion of protective factors and reduction in risk factors.
- A focus on multiple behaviors and systems.
- A focus on preventing problems and promoting healthy development.
- The appropriate intensity and duration.
- Continuous, rigorous evaluation.ⁱⁱ

Youth development interventions can target a variety of different developmental domains: cognitive, social, emotional, moral, or physical. Some interventions focused on youth development are more applicable to and impactful during certain developmental stages. These developmental stages are typically defined by: infancy (0-2 years old), early childhood (3-5 years old), childhood (6-11 years old), early adolescence (12-14 years old), adolescence (15-17 years old), and young adulthood (18+ years old).ⁱⁱⁱ Intervention types vary, but can include:

- Prenatal care.
- Home visits.
- Early childhood interventions.
- Parenting skills training.
- Social and behavioral skills training.
- Classroom-based prevention.
- Prevention focused on adverse childhood experiences.
- Community interventions.^{iv}

Economic Development Programs

Economic development is traditionally measured by changes in socioeconomic factors such as improvement in the quality/availability of housing, increased life expectancy, increased per capita earning rates, and decreased poverty rates.^v

Economic development programming varies widely but typically can be placed into three key areas: investment in communities, investment in the workforce, and investment in the marketplace.^{vi}

Investment in Communities. By investing in communities, states aim to increase the availability of physical, social, and environmental resources to attract businesses and jobs. Community investment can include investment in infrastructure, education, housing, the public realm, and area-based initiatives.^{vii}

Investment in the Workforce. Investment in the workforce is meant to build the skills of workers and connect them with jobs that have good wages and benefits.^{viii} By increasing access to skilled workers, states hope to meet the workforce needs of local businesses.^{ix} Workforce investment can include occupational and job training, customized training programs, and workforce intermediaries.^x

Investment in the Marketplace. Marketplace investment encompasses investment in businesses, with the goal being to increase jobs and wages.^{xi} Investments in the marketplace can include direct business assistance and tax incentives.^{xii}

Violence Prevention Services

The public health field generally categorizes violence reduction initiatives according to both the point in time they are implemented and the intended target population. Table X summarizes these categories and includes two additional ways of categorizing violence prevention activities which focus on the environment they operate in and the goal they are seeking to achieve.

Strategy target population	Description	Example
Universal	Target everyone in the community/society	Public education campaign
Selective	Target only those at highest risk	Dating education campaign for teens experiencing relationship churning
Indicated	Target only those who are already exposed to violence	Emergency shelter for victims of domestic abuse
Strategy timing	Description	Example
Primary/Prevention	Seek the reduction of violence before it occurs	Teen dating education campaign
Secondary/Intervention	Address immediate issues in high-risk/violent situations	Street outreach to youth during conflicts
Tertiary/Suppression	Address the long-term consequences of violent events	Reentry services for high utilizers of prison
Strategy environment	Description	Example
Individual	Address biological or psychological factors, behavior or personal experience	Home visits teaching parenting skills; social and emotional learning; building coping skills; mental and behavioral health services for sufferers of trauma
Relationship (peer/family)	Target interactions between two or more closely-associated people	Peer program promoting positive dating norms among friends; adults mentoring youth
Community	Address issues with the health, safety and stability of whole communities	Physical improvements to neighborhoods; reducing crime/fear of crime

Societal	Examine broad patterns in thinking and acting that produce a specific social dynamic	Awareness campaigns around intimate partner violence, bystander intervention education, legislation/public policies
Strategy activity/goal	Description	Example
Change individual knowledge, skills, attitudes, or behaviors	Develop prosocial attitudes, beliefs, knowledge, social skills, marketable skills, and deter criminal actions.	Conflict resolution education; social/job skills training; public information and education campaigns; parenting education
Change social environment	Alter the way people interact by modifying social circumstances	Adults mentoring youth; job creation programs; battered women’s shelters; economic incentives for family stability
Change physical environment	Modify the design, use, or availability of contributing commodities, structures or spaces	Restrictive handgun licensing; control of alcohol sales at events; increased visibility of high-risk areas; disruption of illegal gun markets

Adapted from: Mercy, J. A., Rosenberg, M. L., Powell, K. E., Broome, C. V., & Roper, W. L. (1993). Public health policy for preventing violence. *Health Affairs*, 12(4), 7–29; Rutherford, A., Zwi, A. B., Grove, N. J., & Butchart, A. (2007). Violence: A glossary. *Journal of Epidemiology and Community Health*, 61(8), 676–680; and Centers for Disease Control and Prevention. (2019, January). The social-ecological model: A framework for prevention.

Research indicates generally that effective violence reduction activities are aimed at reaching the most at-risk people, places and behaviors, are proactive in nature, build legitimacy between formal (e.g., police, schools) and informal means of social control (e.g., families, community members), are fully and properly implemented, are informed by a clear theory of change, and include partnerships with other stakeholders.^{xiii}

Civil Legal Aid

Civil legal aid organizations aim to provide free legal representation and other legal services for low-income individuals who are unable to pay for an attorney.^{xiv} Civil legal issues represent a wide variety of fields of law and can result in many difference actions (*Table X*).

Table X
Areas of Law and Example Civil Legal Aid Actions

Area of Law	Example Actions
Consumer Protection	Bankruptcy, protections from predatory lending, protection from harassment by creditors
Family	Child support, alimony, division of property or debt from a marriage, child custody, adoption, guardianship

Income Maintenance	Social Security, SNAP, TANF, unemployment insurance, veterans' benefits, state/local benefits
Housing	Relief from illegal charges by a landlord; avoiding eviction; obtaining more time prior to an eviction; obtaining, increasing, or preventing termination of a rental subsidy; modifications to a home loan to prevent foreclosure
Health	Medicaid, Medicare, or other public health insurance program eligibility
Employment	Recovering unpaid wages or overtime pay, resolving federal tax claims, safe working conditions, accommodations for individuals with disabilities
Education	Student discipline hearings, special education classifications/disability accommodations, school lunch program benefits, expedite school enrollment for homeless children
Other	Obtaining compensation for medical expenses and lost wages for crime victims; protective orders for victims of domestic violence; legal recognition for noncitizen victims of domestic violence or other abuse; FEMA benefits; asylum claims; expungement and sealing of criminal records

Source: Kushner, J. (2012). *Legal aid in Illinois: Selected social and economic benefits*. Chicago: Social IMPACT Research Center.; Schoenholtz, A. I., & Jacobs, J. (2001). The state of asylum representation: Ideas for change. *Georgetown Immigration Law Journal*, 16, 739.; U.S. Department of Justice. (2014). *Legal aid interagency roundtable toolkit*. Washington, DC: Access to Justice Initiative, U.S. Department of Justice. Retrieved from <https://bit.ly/2In36et>.

Civil legal aid can also focus on increasing access to services, as many Americans who are eligible for free civil legal aid are denied due to lack of available services.^{xv} Approaches to increasing access to civil legal services include legal education for consumers, legal help desks and self-help computer workstations, unbundled (or partial) attorney services, aid from nonlawyers (such as paralegals), telephone hotlines, service centers located within court buildings, co-located services (e.g., legal aid available at community health clinics or public housing), and web-based service provision..^{xvi}

Reentry

Reentry services seek to assist those reentering their communities following a period of incarceration. Returning citizens have many different needs and require a variety of services, falling under several broad categories:

- Employment
- Physical and behavioral health

- Legal assistance
- Child care, custody, and/or support
- Housing
- Social support
- Education (including traditional schooling, education on the legal system, technology, personal finance, etc.)
- Basic needs (such as food, clothing, transportation, and amenities).

Successful reentry programs tend to offer individualized services by adhering to the three evidence-based principles of risk, need, and responsivity.^{xvii} These principles are the basis of the risk-need-responsivity (RNR) model. This model posits that services provided should match an individual's **risk** of recidivism, that individuals who commit offenses should be assessed for their unique criminogenic **needs**, and that interventions provided should be **responsive** to the individual's learning style and motivations.^{xviii}

ⁱ Bernat, D. H. & Resnick, M. D. (2006). Healthy youth development: Science and strategies. *Journal of Public Health Management Practices*, 12, S10-S16.

ⁱⁱ Bernat, D. H. & Resnick, M. D. (2006). Healthy youth development: Science and strategies. *Journal of Public Health Management Practices*, 12, S10-S16.

ⁱⁱⁱ National Academies of Sciences, Engineering, and Medicine. (2019). *Fostering healthy mental, emotional, and behavioral development in children and youth: A national agenda*. Washington, DC: The National Academies Press.

^{iv} National Academies of Sciences, Engineering, and Medicine. (2019). *Fostering healthy mental, emotional, and behavioral development in children and youth: A national agenda*. Washington, DC: The National Academies Press.

^v Agarwal, P. (2019, June 9). What is economic growth? [Blog post]. Retrieved from [https://bit.ly/2rax2kZ](https://bit.ly/2rax2kZ;);

Agarwal, P. (2019, July 23). Economic growth and development. [Blog post]. Retrieved from

<https://bit.ly/2zp6qBf>; Bartik, T. J. (2008). *The revitalization of older industrial cities: A review essay of retooling for growth*. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research.; Feldman, M. & Lowe, N. (2017).

Evidence-based economic development policy. *Innovations: Technology, Governance, Globalization*, 11(3/4), 34-49.

^{vi} Francis, N. & Eyster, L. (2017). *Investments in the workforce: How states create skilled labor*. Washington, DC: The Urban Institute.; Francis, N. & Randall, M. (2017). *Investments in community: How states create the conditions for growth*. Washington, DC: The Urban Institute.;

Francis, N. & Randall, M. (2017). *Investments in the marketplace: How states help businesses succeed*. Washington, DC: The Urban Institute.

^{vii} Francis, N. & Randall, M. (2017). *State economic development strategies: A discussion framework*. Washington, DC: The Urban Institute.;

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Study through age 40: Summary, conclusions, and frequently asked questions. Retrieved from <https://bit.ly/2Em8nz7>.

^{viii} Francis, N. & Randall, M. (2017). *State economic development strategies: A discussion framework*. Washington, DC: The Urban Institute.

^{ix} Francis, N. & Randall, M. (2017). *State economic development strategies: A discussion framework*. Washington, DC: The Urban Institute.

^x Francis, N. & Eyster, L. (2017). *Investments in the workforce: How states create skilled labor*. Washington, DC: The Urban Institute.; What Works Centre for Local Economic Growth. (2016). *Evidence review 8: Apprenticeships*. Retrieved from <https://bit.ly/2IHeklz>.; What Works Centre for Local Economic Growth. (2016). *Evidence review 1: Employment training*. Retrieved from <https://bit.ly/2ILop0Z>.

^{xi} Francis, N. & Randall, M. (2017). *Investments in the marketplace: How states help businesses succeed*. Washington, DC: The Urban Institute.

^{xii} Francis, N. & Randall, M. (2017). *State economic development strategies: A discussion framework*. Washington, DC: The Urban Institute.; PEW Charitable Trusts. (2017). *How states are improving tax incentives for jobs and growth: A national assessment of evaluation of practices*. Retrieved from <https://bit.ly/2lQO20q>; What Works Centre for Local Economic Growth. (2016). *Evidence review 4: Access to finance*. Retrieved from <https://bit.ly/2lOUh4A>.; What Works Centre for Local Economic Growth. (2016). *Evidence review 2: Business advice*. Retrieved from <https://bit.ly/2kfut1l>.; What Works Centre for Local Economic Growth. (2015). *Evidence review 9: Innovation*. Retrieved from <https://bit.ly/2mdjdmL>.

^{xiii} Abt, T. P., & Winship, C. (2016). *What works in reducing community violence: A meta-review and field study for the northern triangle*. Retrieved from <https://bit.ly/1T4cg0f>.

^{xiv} Kushner, J. (2012). *Legal aid in Illinois: Selected social and economic benefits*. Chicago: Social IMPACT Research Center.

^{xv} Legal Services Corporation. (2013). *Fact sheet on the Legal Services Corporation*. Washington, DC: Author. Retrieved from <https://bit.ly/30MEqT0>.

^{xvi} Abel, L. K. (2009). Evidence-Based Access to Justice. *University of Pennsylvania Journal of Law & Social Change*, 13, 295.; Sandefur, R. L., & Smyth, A. C. (2011). *Access across America: First report of the Civil Justice Infrastructure Mapping Project*. Chicago, IL: American Bar Foundation. Retrieved from <https://bit.ly/2qOxYLI>.; Sela, A. (2016). Streamlining justice: How online courts can resolve the challenges of pro se litigation. *Cornell Journal of Law & Public Policy*, 26, 331.

^{xvii} Dowden, C., & Andrews, D. A. (1999). What works for female offenders: A meta-analytic review. *Crime & Delinquency*, 45, 438-452.

^{xviii} Bonta, J. & Andrews, D. A. (2007). *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation*. Retrieved from <https://bit.ly/2n77Ygw>.

Appendix B: Developing Effective Performance Objectives and Measures for Funded Planning or Capacity Building Programs

When completing the “Goals, Objectives, and Performance Measures” section of the Program Narrative, applicants will be tasked with developing unique, program specific objectives and performance measures for each applicable programming type (e.g., civil legal aid, reentry services, youth development, violence prevention, and/or economic development).

Performance measurement is an ongoing process.¹ Performance measures are quantities that determine whether you are achieving your *process objectives*, *outcome objectives* and, *goals*. A good performance measure describes who or what will change, by how much, and over what period of time. An ideal performance measurement system must be manageable; as such, the number of performance measures for each objective should be limited. Generally, there should be no more than *three or four* performance measures per objective. Choose measures that are the strongest indicators of performance and for which data already exist or for which the capacity for the data to be collected is in place. In refining the list, it is important to consider the following seven questions for each performance measure:

- Is it logical and directly related to goals and objectives?
- Is it easy to understand (i.e., would a reasonable person agree that the performance measure accurately represents what it is intended to measure)?
- Can it be monitored regularly?
- Is the data necessary for measurement readily available?
- Can it be measured against a specific benchmark (i.e., is there a baseline against which performance can be assessed)?
- Is it quantified and measurable?
- Can specific performance targets be described?²

¹ National Institute of Corrections, Evidence-Based Decision Making in State and Local Criminal Justice Systems, 6a: Measuring Your Performance <https://info.nicic.gov/ebdm/node/77>

² National Institute of Corrections, Evidence-Based Decision Making in State and Local Criminal Justice Systems, 6a: Measuring Your Performance <https://info.nicic.gov/ebdm/node/77>

Example:

<p>Overall Goal of Your Program: Development of a Strategic Plan to address poverty, safety, economic disinvestment and overall neighborhood vitality in our neighborhoods that have been disproportionately impacted by historical economic disinvestment and violence.</p>	
Assess the unmet legal needs of the community and where there are gaps in the delivery of legal services that could be addressed through pro bono representation	<ul style="list-style-type: none"> <input type="checkbox"/> 20 focus groups with community residents held
Recruit community stakeholders and engage them in the planning process	<ul style="list-style-type: none"> <input type="checkbox"/> 125 residents and other stakeholders will attend the townhall meeting
Outcome Objectives	Performance Measures
Develop a community plan that is reflective of the ideas, values and principles of the project	<ul style="list-style-type: none"> <input type="checkbox"/> 100% of Planning Committee members believe that the Community Plan is reflective of the ideals of community-level reparations.
Receive and review qualitative data report	<ul style="list-style-type: none"> <input type="checkbox"/> Data report will be completed by January 1, 2020 <input type="checkbox"/> Data report will be finalized by March 1, 2020

Appendix C: Additional Reporting Metrics for Funded Assessment and Planning Programs

Because the legislation that created the R3 program requires that the R3 Program Board evaluate the success of the program in a variety of issue areas on a statewide level, grantees awarded funding under the R3 program will be required to report additional metrics. The additional metrics will assist the R3 Board in completing the overall program evaluation. The metrics differ from the goals, objectives, and performance measures that applicants will state in their Program Narrative. In the Program Narrative, performance measures are unique to your program.

In contrast, the additional metrics will be completed by multiple grantees. In some instances, every grantee will provide the metric. Others are completed only for specific program types. For example, a collaborative program will have different reporting points than one managed by a single organization.

Reporting points for all programs:

- Staffing
 - Number of paid staff
 - Start of quarter
 - End of quarter
 - Voluntarily leaving (during the quarter)
 - Involuntarily leaving (during the quarter)
 - Hired (during the quarter)
- General Activities
 - Select up to 5 R3 priority areas addressed during the quarter
 - (e.g. civil legal aid, violence prevention, economic development, etc.)
 - Total number of people currently participating in the assessment and planning process
 - Types of outreach conducted
 - Select from: Phone calls, in-person, community events, virtual meetings, instant or text message, email, physical posters/advertisements, social media posts/advertisements, or other.
 - Ranking of most commonly used forms of outreach (1 being the most commonly used); this may be based on best available estimates
- Assessment and Planning progress
 - Select from assembling/recruiting team or board, assessing issues or assets of local community, meeting and discussing assessment results, developing plan to address identified issues, or presenting or promoting a plan to others

Additional reporting points for collaborative programs:

- Part I
 - Number of grant subrecipient sites funded in part or whole by R3 funds
 - Names and addresses of subrecipient site organizations
 - Description of pass-through organization's plan for monitoring subrecipients
 - Number of subrecipient sites
- Part II
 - Number of subrecipient *data reports* reviewed and received
 - Number of subrecipient *fiscal reports* received and reviewed
 - Number of subrecipient visits conducted
 - Number of subrecipient site visit reports submitted to ICJIA
 - Number of subrecipient site visit reports submitted to ICJIA within 7 days of subrecipient site visit
 - Number of subrecipients *requiring* technical assistance
 - Number of subrecipients *receiving* technical assistance
 - Number of subrecipients *requiring* fiscal assistance
 - Number of subrecipients *receiving* fiscal assistance
- Part III
 - Percentage of subrecipients submitting quarterly data reports on time
 - Percentage of subrecipients submitting periodic fiscal reports on time
 - Percentage of subrecipients submitting quarterly fiscal reports on time
- Part IV
 - Number of subrecipient sites *identified* as requiring corrective action (if applicable)
 - Number of subrecipient sites *notified and provided* with a plan of corrective action (if applicable)
 - Number of subrecipients *completing corrective action plan requirements* within specified timeframe (if applicable)
 - Total number of scheduled subrecipient site visits
 - Schedule for subrecipient site visits