

**RESTORE, REINVEST, AND RENEW (R3) PROGRAM
ASSESSMENT & PLANNING GRANT INSTRUCTIONS
NOFO # 2378-1354**

Important Dates

Task	Date
NOFO posted	May 18, 2020
Technical Assistance Sessions	May 19-21, 2020
Notice of Intent due	July 6, 2020
NOFO question submission deadline	July 16, 2020
Applications due	11:59 p.m., July 20, 2020
Estimated date for R3 Board approval of recommended designations	August 2020
Estimated date for Authority Budget Committee approval of recommended designations	August 2020
Estimated program start date	September 21, 2020

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 \(EIN\)](#)
- [Create a Grants.gov account with username and password](#)
- [Complete registration in the Grantee GATA Portal](#) (required only for single applicants and responsible applicants of collaboratives)

Submission Checklist:

- Uniform Application for State Grant Assistance – Submitted in PDF (signed, and scanned) AND Word file
- Program Narrative –Submitted in a Word file. Do not change the format of this file.
- Budget/Budget Narrative –Excel format (no signatures required for this file at this time)
- United States Internal Revenue Service 501(c)(3) determination letter - PDF (required only for applicants that are 501(c)(3) nonprofit organizations)
- Memorandum of Understanding or Letters of Support (required for each member of the collaborative if the application is made on behalf of a collaborative)
- Certification of Employee Local Residence Form (required only for organizations seeking local preference points under question #3 of the Program Narrative)

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 312-793-8675
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:	2378-1354
6.	Funding Opportunity Title:	R3 Assessment & Planning
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:	\$3,150,000
12.	Award Range	Varies. Please see Section B.2 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:	May 18, 2020
17.	Application Range:	May 18, 2020 through July 20, 2020
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 participate in one of the three live webinars (links below; password is R3NOFO) or view the recordings of those webinars, which will be available on the ICJIA NOFO website and at the R3 website at https://r3.illinois.gov/resources beginning on May 22, 2020, at 1:00 p.m. Webinar #1 (5/19/2020 from 2:00 to 3:00 pm) Webinar #2 (5/20/2020 from 2:00 to 3:00 pm) Webinar #3 (5/21/2020 from 10:00 to 11:00 am)

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Notice of Funding Opportunity
RESTORE, REINVEST, AND RENEW (R3) PROGRAM
ASSESSMENT AND PLANNING 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 was appropriated from the General Revenue Fund to ICJIA for administrative costs, awards, and grants for Restore, Reinvest and Renew Programs. For fiscal year 2021, the Governor’s budget requests an appropriation of \$35,000,000.

Of the requested total, 90%, or \$31,500,000 is set aside for R3 grants. Of this amount, 90%, or \$28,350,000, is allocated to Service Delivery grants, and 10%, or \$3,150,000, is allocated to Assessment and Planning 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

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

¹ The Cannabis Regulation and Trust Act. HB 1438.

growth, to enhance youth development, and to support programs that improve the social determinants of health.²

2. Background³

The Cannabis Regulation and Trust Act legalized adult-use cannabis in Illinois on January 1, 2020. In addition to limiting enforcement and prosecution of cannabis-related offenses and providing a source of state revenue, 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 a portion of the tax money earned from the legalization of adult-use cannabis would repair the harm caused to disadvantaged communities and aid the people who most need assistance.

The war on marijuana has had negative consequences in communities across the state. Generations of Illinois citizens, most of them men and boys of color, were trapped in the revolving door of the criminal justice system. These potential employees and entrepreneurs are prevented from working while incarcerated and they face a wide range of employment difficulties when released, thus lowering the earning potential of their families and their communities. Combined with the conditions of unemployment and underemployment, businesses and banks create further economic issues by declining to invest in these communities, leading to a cycle of impoverishment.

Competition for scarce resources and opportunities, as well as the promise of a social safety net that is lacking as social protection benefits continued to be cut, have led some members of these communities to turn to gangs for security and economic stability. The violence engendered by this lifestyle robs communities of even more of their promising members and those that survive often face even more involvement in the criminal justice system. Returning citizens face a host of problems when released from incarceration and often lack the resources to return to a stable, productive role in society and the knowledge of how to assist in their own defense and legal rehabilitation.

All of these forces harm not only the individuals directly involved, but also their families, children, and communities. The problems of unemployment, disinvestment, gun violence, and justice involvement erode the stability of families and communities; these forces often put children into unstable situations that can easily lead to poverty. When the negative effects of poverty—malnutrition, lack of educational opportunity, unstable home environments, and more—affect children, the cycle begins even earlier and is even more severe for their communities.

These negative consequences have been felt far more severely by poor and disadvantaged communities throughout the state—mostly communities of color. The R3 program seeks to

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

³ This section summarized from Weisner, L., & Reichert, J. (2020). *The Impact of Indicators Determining Restore, Reinvest, and Renew (R3) Eligibility*. Illinois Criminal Justice Information Authority.

repair this disparity by ensuring that the programs funded are equitable and provide the needed services and funding in those areas that have been the most harmed by the war on drugs.

3. Program Design

The Assessment and Planning grant opportunity is available for communities 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. More information about each of these 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).

The first step is a community assessment. Not all R3 zones will have the same needs or resources. Organizations or collaboratives will develop a clear, well-defined process to assess and identify which of the R3 Program Priorities will be addressed in their communities. Assessment of needs in relation to these priorities should be identified. The organization should also identify current community resources and how they can be leveraged 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, gap analysis, or community meetings; however, other approaches may be utilized if they are more useful for your community. If a community has an existing community assessment that can productively guide its planning process for this grant, they are encouraged to use this existing assessment, rather than to replicate existing work. In that case, the planning phase of this grant can begin with a community decision to accept the existing assessment and move on to the community planning process.

A successful assessment and planning program will result in a community planning process. This planning process should include active representatives from a broad spectrum of organizations that support the effective strategies to address any of the five R3 Program Priorities. The purpose of a community plan is multifaceted. It should include 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 progress of the program. The plan may also be used to apply for future funding and therefore should not be directed toward 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 meetings.
 - 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 Meetings: 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.

4. Program Requirements

- Purpose of the Plan: Develop a clear, well-defined process to assess the R3 Program Priorities will be addressed.
- Scope of the Plan: Identify the needs and current resources in the community that can be leveraged 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. 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 staff to accomplish the plan, including contractual employees or consultants with expertise in assessment and/or planning processes.
- Submit quarterly program and monthly fiscal reports to ICJIA.
- Submit the community plan to ICJIA as part of the Final Close-Out Report. This report is due within 30 days after the end of the program plan, or no later than July 31, 2021. Submission and approval of the plan will allow for publication and use by community members and ICJIA.

5. Goals, Objectives, and Performance Metrics

A performance goal is defined 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.⁴ The applicant should specify clear performance goals, indicators or milestones including timing and scope of expected performance as related to the outcomes intended to be achieved by the program. Performance should be measured in a way that helps the organization and the state improve program outcomes, share lessons learned and spread the adoption of promising practices.

Funded programs will be required to submit quarterly progress reports that will minimally include the following information based on the applicant’s proposed objectives. These goals, objectives, and performance measures will vary based on the proposed program and must be clearly defined and justified in the Program Narrative section of the application.

- Overall Goal: This goal is the primary objective to be achieved as a result of the proposed program. Examples may include the completion of a plan for comprehensive service provision in your place of performance, a reduction of violence in your community, etc.
- Process Objectives: These are milestones within the project that help you keep track of your progress in the program. Examples include number of community meetings

⁴ 2 CFR 200.76.

held, number of attendees at public meetings, number of site visits to community organizations, etc.

- **Outcome Objectives:** These are results that your program seeks to create that support your overall goal. Examples include successful completion of resource mapping, acceptance of data analysis regarding service gaps, final community plan approved by community representatives, etc.
- **Performance Measures:** These are the actual discrete, clear, and quantifiable measures that your program will set in the application to determine whether you are meeting your goals. Examples may include “6 community forum meetings held,” “80% of planning group members in attendance at each planning meeting,” etc.

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: Evidence-Based, Evidence-Informed, and Innovative Approaches

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 proposed program, 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.

Applicants proposing programs that have undergone research-based evaluation may incorporate *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 for a sample of some *promising practices* in each of the five R3 Program Priorities (Appendix A). These practices may not have been extensively tested but should be informed by research and/or experience that indicates that the programs

have achieved 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% of remaining cannabis revenues. For the first year of this program, applications can be 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.

This Notice of Funding Opportunity describes funding requirements for assessment and planning. View the Service Delivery Notice of Funding Opportunity (R3 Service Delivery, NOFO #2378-1357) if you are interested in funding to provide direct services.

1. Award period

Grant awards resulting from this opportunity will have a target period of performance of September 21, 2020, to June 30, 2021. 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 individual funding opportunity and does not preclude organizations from applying for other R3 program funding in future Notices of Funding Opportunity.

2. Available Funds

A total of \$3,150,000 in funding is available through this solicitation. The minimum and maximum amounts of funding an applicant may request in an assessment and planning proposal will vary based on the amount of funding available in the proposed program's

geographic region. Please refer to the map at <https://r3.illinois.gov/eligibility> and click on the R3 zone on which the assessment and planning process 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 an Implementation Schedule that describes how the program activities will be carried out. The Implementation Schedule 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 and pre-qualified through the Grant Accountability and Transparency Act (GATA) Grantee Portal at www.grants.illinois.gov/portal. Not all members of a collaborative group that is proposing a program for funding need to be registered and pre-qualified 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 and pre-qualified in the GATA Grantee Portal; failure to achieve and/or maintain registered and pre-qualified status will be grounds for the entire application to be deemed ineligible. In addition, all members of a collaborative must have, by the time of application, applied for or received the basic qualifications to receive state funds listed in the Checklist at the bottom of page 1 of this NOFO (except for the final condition of registration in the GATA Grantee Portal; only the organization submitting the application needs to complete that step).

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 via an Internal Controls Questionnaire (ICQ) for state fiscal year 2021 before July 1, 2020 (NOFO close date) and obtain approval from their cognizant agencies before execution of the grant agreement. Delay in obtaining SFY21 ICQ approval will result in a delay in grant execution.

1. Eligible Applicants

Location

Only applicants proposing to carry out an assessment and planning process centered on a designated R3 zone are eligible for funding. Please refer to [this map](#) 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.

Single organization applicants must be registered and pre-qualified in the State of Illinois GATA Grantee Portal. Any organization that is registered and pre-qualified may apply for this funding.

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. This responsible applicant must be registered and pre-qualified in the GATA Grantee Portal, and all other members of the collaborative must satisfy the pre-award requirements listed in the Checklist at the bottom of page 1 of this NOFO.

The responsible applicant must be willing to enter into an agreement with ICJIA on behalf of each other member of the collaborative, and must be willing to bear the responsibility (either by itself or by contracting with another organization) for financial and program coordination of the collaborative. Other members of the collaborative must have Memoranda of Understanding or agreements with the responsible applicant indicating that they all agree to participate in the project identified in the application.

In collaboratives, a responsible applicant submits the application on behalf of all members of the collaborative. Organizations 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, it may not submit a single application on its own behalf 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 seeking funds for programs located in different funding regions must submit separate applications for each funding region. Funding regions are identified in [this map](#).

More about Collaboratives

A collaborative is not a separate organization, but rather a partnership or coalition of multiple partner organizations that will work together on a single project. Each member of the collaborative should be selected based on their common project goals, 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.

The following collaborative program elements should be in place and clearly documented in the application:

- Collaborative structure with inclusive priorities and an equitable approach.

- Roles and responsibilities of collaborative partners are clearly defined and demonstrate an equitable approach.
- 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. 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.

While the grant agreement for the collaborative project will be between ICJIA and the responsible applicant, ICJIA considers collaborative applications to be inclusive of all members of the collaborative jointly. Thus, the principles of equity described above will be included in the program evaluations of any collaborative projects funded by this grant.

Applications on behalf of a collaborative are submitted by the responsible applicant organization, and must include a signed Memoranda of Understanding (MOU) from each partner organization expressing a commitment to work jointly to carry out the program proposed in the application.

Hub-and-Spoke Collaborative Structure

While it is important that a collaborative be structured to ensure equity, fairness, and opportunity among all members, the structure of the agreements for this project will be established as a ‘hub-and-spoke’ model.

In a ‘hub-and-spoke’ structure, ICJIA will have a grant agreement with the responsible applicant. The other members of the collaborative will be listed as subgrantees of the responsible applicant and would execute grant agreements with the responsible applicant instead of with ICJIA directly. Reimbursement and reporting would be processed through the responsible applicant.

Even though the other members of the collaborative have agreements with the responsible applicant, each member will at least need to satisfy the GATA compliance criteria listed in the Checklist at the bottom of page 1 of this NOFO by the time the grant agreement is signed. Each member does not need to be registered in the GATA Grantee Portal—only the responsible applicant needs to be registered with GATA. It will be up to the responsible applicant and to each member of the collaborative to ensure that all of the necessary steps are completed to become eligible to receive state funds. ICJIA is always available to provide technical assistance to any organization that would like to become GATA-compliant in order to receive state funds under this or any NOFO.

While ICJIA is constrained in how grant agreements may be structured for collaborative applications, it is important to the program as a whole that collaboratives are as equitable as

possible, while allowing each member to manage its program within the larger collaborative project. Thus, while under either approach above, the responsible applicant is central to a ‘hub-and-spoke’ structure, programmatically ICJIA considers each collaborative to be a group of equals. ICJIA staff is available to all members of the collaborative to assist with technical assistance and ongoing support to ensure that each collaborative supports all members in the interest of the program and the communities they serve.

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. Funding Regions

For the purposes of this Notice of Funding Opportunity, the State of Illinois has been divided into 12 separate funding regions (please see [this map](#) for details on these funding regions and to locate the region for your project). Applicants may only submit one application per region. Thus, if an applicant proposes to execute an assessment and planning process centered around multiple R3 areas within one region, the applicant should submit only one application for that region identifying all R3 zones that will be covered. However, if the applicant seeks to work across multiple regions, the applicant must submit a separate application for each region.

In collaboratives, a responsible applicant submits the application on behalf of all members of the collaborative. Organizations 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, it may not submit a single application on its own behalf 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 seeking funds for programs located in different funding regions must submit separate applications for each funding region. Funding regions are identified in [this 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 awarded. In the event that all funding assigned to a 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 the R3 Board.

D. Application and Submission Information

1. Accessing Application Package

Applications must be obtained at <https://icjia.illinois.gov/gata/funding> by clicking on the link titled “Restore, Reinvest, and Renew (R3) Assessment and Planning NOFO.” 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 email, to: CJA.R3Planning@Illinois.gov.

2. Content and Form of Application Submission

a) Notice of Intent.

Agencies interested in applying are strongly encouraged to complete an online Notice of Intent form by 11:59 p.m. on July 6, 2020. Submission of a Notice of Intent is nonbinding and will be used for internal planning purposes only. Upon receipt of a Notice of Intent, ICJIA will offer technical assistance to agencies which have not yet demonstrated GATA compliance.

Failure to submit a Notice of Intent by the deadline above may result in an agency not receiving technical assistance with respect to GATA compliance, therefore risking grant ineligibility.

The online Notice of Intent is available at:

https://icjia.az1.qualtrics.com/jfe/form/SV_5uKwNBK3Vh5eDnT.

b) Forms and Formatting.

The complete application must be emailed to CJA.R3Planning@Illinois.gov. The applicant agency name should appear in the Subject line of the email. Each document attached to the email must be submitted in the manner and method described below.

Applications missing documents will be rejected.

Document	Document Name	PDF	Word	Excel
Uniform Application for State Grant Assistance – This form must be completed, signed, and scanned (PDF), and provide a Word file.	<i>“Agency Name – Application”</i>	X	X	
Program Narrative – This document must meet the requirements outline in Section A. The narrative must be provided in this document. Do not change the format of this document.	<i>“Agency Name – Program Narrative”</i>		X	
Budget/Budget Narrative – This document is a workbook, with several pages (tabs). The last tab has instructions if clarification is needed.	<i>“Agency Name – Budget”</i>			X
501(c)(3) Nonprofit Agency Required Documents				
United States Internal Revenue Service 501(c)(3) determination letter.		X		

c) Application Formatting

Program Narratives may not exceed 20 pages, single spaced, with 1-inch margins. The narrative must be written in Times New Roman, size 12 font. Do not delete template questions in your response and do not change the formatting of the document.

d) Additional Required Material

- United States Internal Revenue Service 501(c)(3) determination letter, submitted as a single PDF, is required for all applicants who are 501(c)(3) nonprofit agencies.
- Memoranda of Understanding (MOUs) or Letters of Commitment from all collaborative members should be included as a single PDF document if the applicant is applying on behalf of a collaborative.

- Certification of Employee Local Residence Form is required for all applicants that indicate that at least 50% of their employees reside within an R3 area in question #2(b) of the Program Narrative.

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

Applicants are required to:⁵

- 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.
- 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 email address CJA.R3Planning@Illinois.gov by 11:59 p.m., July 20, 2020, to be considered for funding. Upon receipt, an automated confirmation receipt will be emailed. Proposals will not be accepted by mail, fax, or in person. Late or incomplete submissions will not be reviewed, including email submissions delayed due to state email security clearance. Agencies are encouraged to submit their applications 72 hours in advance of the deadline to avoid unforeseen technical difficulties. Technical difficulties should be reported immediately to ICJIA at CJA.R3Planning@Illinois.gov.

The confirmation receipt will include a link to an anonymous survey requesting feedback on the application process. ICJIA seeks to ensure the grant process is fair, understandable, and accessible to all potential applicants. To ensure anonymity, no identifying information will be collected. ICJIA appreciates any feedback applicants may be able to provide.

5. Application Questions

Questions may be submitted via email at CJA.R3Planning@Illinois.gov. The deadline for submitted questions is 11:59 p.m. on July 16, 2020. All substantive questions and

⁵ 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).

responses will be posted on the ICJIA website at <https://icjia.illinois.gov/gata/funding>. 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
 - Most food and beverage costs
 - Lobbying
- c) Allowable expenses. All expenses must reasonable, necessary, and allocable to the program. Responsible applicants applying on behalf of a collaborative may include reasonable costs for the administration of their responsibilities to the collaborative, such as costs involved in coordination of reporting or other joint activities.

In addition, costs that are necessary to operate programs under conditions of social distancing necessitated by the COVID-19 pandemic may be allowable. Such costs may include, but are not limited to, tablets and laptops to support remote work, accounts for teleconferencing software, additional cleaning supplies, etc. These costs will be considered allowable if they are in support of an approved program.

- d) Pre-Award Costs. **No costs incurred before the start date of the grant agreement may be charged to awards resulting from this funding opportunity.**
- e) 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
- Certain Requests for Proposals, procurements, subawards, and sub-contracts
- Conference, meeting, and training costs

f) 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.

g) 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.

h) 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.

7. Technical Assistance Videos.

Applicants are advised to view the following mandatory technical assistance videos prior to application submission. All recordings are located on the ICJIA [YouTube channel](#).

- R3 NOFO programmatic requirements
- Collaboratives: Responsible Applicant Information
- GATA compliance
- Budget Requirements
- Allowable expenses
- Indirect costs
- Required documents
- Supplanting

The recordings will be available for viewing beginning at **1:00 p.m. on May 22, 2020**.

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 100. 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 if the application is selected for funding. Please answer all questions posed in the Program Narrative and complete the full budget, regardless of point value assigned. Points may be deducted and applications may be deemed ineligible if required portions of the application are not completed. Point values are listed for each question within the Program Narrative, and scores are based on responsiveness to the Program Narrative questions. Broad criteria for review of the Budget are listed in the table below.

Scoring Criteria	Possible Points
Local Preference:	13
Geographic Area:	7
Statement of Need:	25
Program Design:	40
Program Staffing:	5
Applicant Capacity and Experience:	5
Budget Detail:	2
Budget is complete.	
Budgeted items are cost-effective in relation to the proposed activities.	
Budget Narrative:	3
Narrative is complete for all line items, clearly detailing how the applicant arrived at and calculated the budget amounts.	
Total Possible Points	100

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 will not be reviewed.

Proposals that pass the screening process for completion and basic eligibility will be reviewed by a panel of outside reviewers who reside in designated R3 zones. Proposal selection will be made using the previously described scoring criteria. For the purposes of this funding opportunity, there are 12 geographic regions (see [this map](#) for more information on funding regions). 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.

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. Proposed 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. 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 upon their approval of the designations.

3. Programmatic Risk Assessment

All applicant agencies recommended for funding 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	May 18, 2020
Technical Assistance Recording	May 21, 2020
Notice of Intent due	July 6, 2020
NOFO question submission deadline	July 16, 2020
Applications due	11:59 p.m., July 20, 2020
Estimated R3 Board Meeting review and approval of recommended designations	August 2020
Estimated ICJIA Budget Committee approval of recommended designations	August 2020
Estimated program start date	September 21, 2020

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:

Mitchell Troup
Illinois Criminal Justice Information Authority
Mitchell.Troup2@Illinois.gov

F. Award Administration Information

1. State Award Notices

The ICJIA Budget Committee and the R3 Board will review and approve designations for grant funding submitted by ICJIA following the merit-based review of all submitted applications.

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.

The following documents must be submitted prior to the execution of an agreement:

- Fiscal Information Sheet
- Audit Information Sheet
- Programmatic Risk Assessment
- Current confirmation from IRS of 501(c)(3) status for any 501(c)(3) non-profit entity (dated within the last five years)

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 monthly financial reports, quarterly program 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)

If you have questions or require technical assistance regarding application submission, contact:

Mitchell Troup
Illinois Criminal Justice Information Authority
Mitchell.Troup2@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.

This is a new program. Applicants may wish to consult the R3 website at <http://r3.illinois.gov> for more information. Applicants may also wish to review the [legislation establishing the R3 program](#).

APPENDIX A: Program Priorities Reference Guide

Restore, Reinvest, Renew (R3) Assessment and Planning NOFO

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:

1. A foundation in relevant theory and incorporation of validated strategies and/or best practices.
2. The promotion of protective factors and reduction in risk factors.
3. A focus on multiple behaviors and systems.
4. A focus on preventing problems and promoting healthy development.
5. The appropriate intensity and duration.
6. 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.

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^{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.

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