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# Welcome

**Willis Bright, Co-Director**
**IAAQLI**

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# RBA & Logic Models
# Presented by Wheeler Social Impact LLC

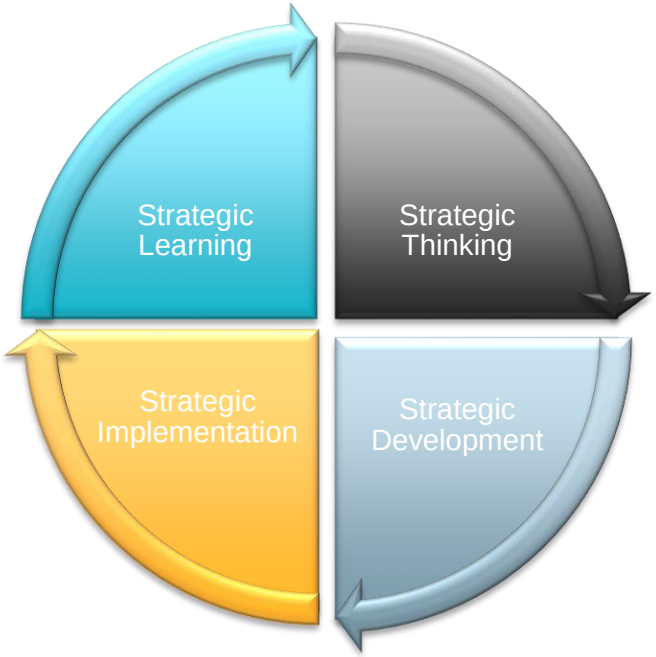
## October 17, 2022

# Social Impact Model

- Strategic Impact = Good Strategy + Good Execution
- Good Strategy = Vision + Objectives + Plan
- Good Execution = Implementation + Evaluation + Learning

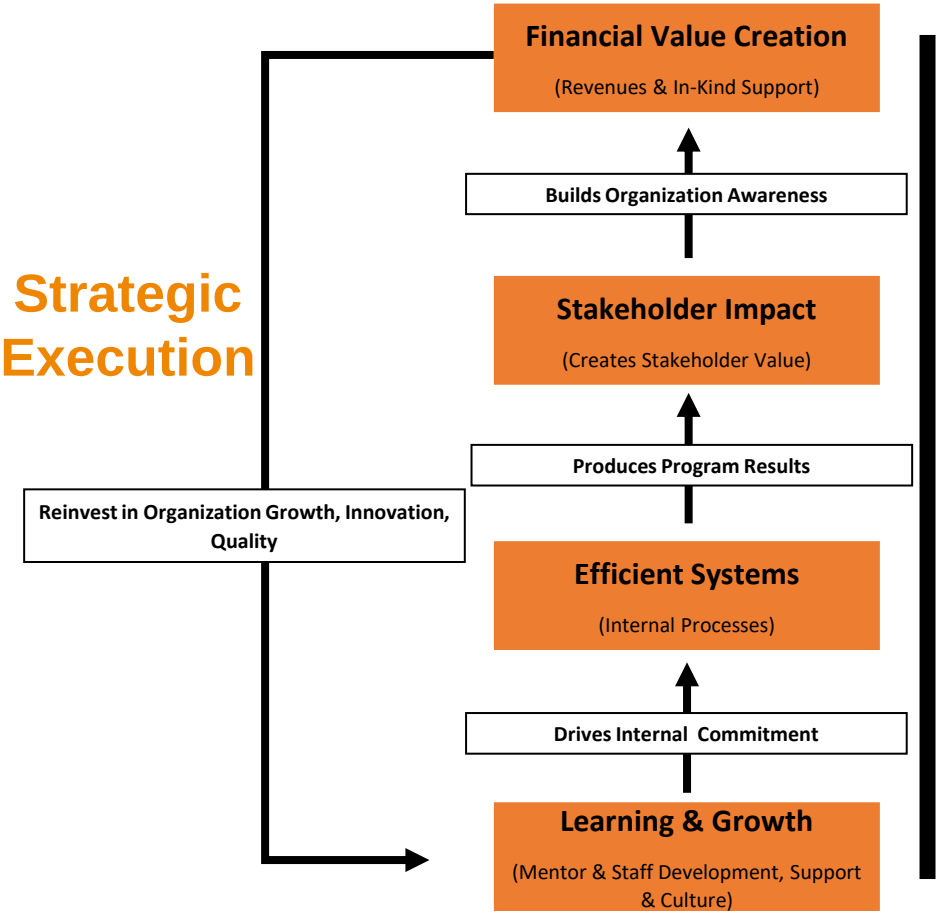
# Social Impact Process

**Strategic Execution**




**Strategic Planning**

## Strategic Execution




## Strategic Planning

# Results-Based Accountability

**“Don’t Mistake Movement for Progress” - Anonymous**

# Results-Based Accountability

Results-Based Accountability™ is a disciplined way of thinking and acting to improve entrenched and complex social problems. RBA is also used by organizations to improve the effectiveness of their programs.

Developed by Mark Friedman and described in his book Trying Hard is Not Good Enough, RBA uses a data-driven, decision-making process to help communities and organizations get beyond talking about problems to taking action to solve problems.

RBA starts with ends and works backward, towards means. The population versus performance distinction is what separates RBA from all other frameworks.

# Why RBA?

- Clearly States the Issue, Our Future Desired State & Target Population
- Aligns Macro-Level Issues & Measurements w/ Micro-Level Planning, Execution Measurements
- Incorporates Effective Strategies Known to Make a Difference
- Includes Partnerships and Clearly Defines Your Role and How to Measure Your Effort

**WHAT IS THE COMMUNITY RESULT THAT WE ARE TRYING TO ACHIEVE (RESULTS)**

In our target area, what do we ultimately want to achieve as an organization/program? What is the desired future state? What is the core issue that our community and organizations are dealing with currently?

**WHAT POPULATION ARE WE CONCERNED ABOUT (TARGET POPULATION)**

What populations should we target and what condition of well-being do we want for them? What are effective strategies to reach this target population?

**HOW DO WE MEASURE THESE CONDITIONS & HOW ARE WE DOING AS A COMMUNITY (INDICATORS)**

How should we gage the current condition of the population (BIG P) that we are most concerned about (above)? Also, how are we doing on these most important measures (trend data)? Do we know baseline data and/or forecast data that helps us understand our current state or condition on this issue?

**WHAT IS THE STORY BEHIND THE NUMBERS (ROOT CAUSES)**

What are the key factors that contribute to the current conditions? What are some of the contributing factors that are supporting progress and what are some of the restricting factors that are preventing progress? What do you believe are the root (or core) problems?

**WHO ARE THE PARTNERS WE INCLUDE OR SHOULD INCLUDE (COLLABORATORS)**

What partners do we need to include to help improve conditions for our target population? What are the most effective practices to maintain partnerships?

**WHAT STRATEGIES WORK TO TURN THE CURVE (EVIDENCE-BASED STRATEGIES)**

What evidence-based strategies that we have learned about or know of that are proven to help “turn the curve” on the key indicators that we consider important. What are some the most impactful low-cost, no-cost solutions that are proven to turn the curve?

**WHAT DO WE DO (PROGRAM LOGIC MODEL)**

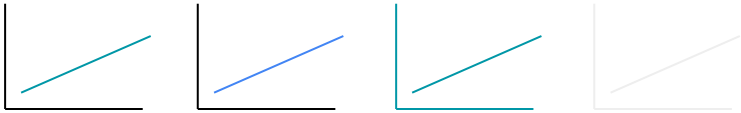
What is unique about our organization and our ability to address this issue? What should we do as an organization to drive change in this area? Based on our available resources, what role will we play, what will be our activities, what are our leading indicators of success (benchmarks), and how will we measure our impact on our target population (small p).

# Achieving Community-wide Results

**I. Result We Seek To Achieve**
**II. Target Population Defined**

Identify Desired Results and Define Target Population

**III. Key Agreed Upon Community Indicators**



Identify Quantitative Data on Target Population and Look At Trends

**IV. The Story Behind The Numbers**

Share any Qualitative Information that Identifies Root Causes

**V. Key Partners to Involve**

Conduct Landscape/Stakeholder Analysis to Identify Strategic Community Partners

**VI. Strategies That Will Help Turn The Curve**

Identify Evidence-Based Strategies that Work

**VII. Our Role As Part Of The Strategy**

Develop **action plans** & **performance measures** for strategies that will turn the curve

# Logic Model Overview

**“I am no longer accepting the things I cannot change. I am changing the things I cannot accept.”**
**– Angela Y. Davis**

# Basic Components of a Program Logic Model – Kellogg Logic Model Guide

1. **Factors are resources and/or barriers, which potentially enable or limit program effectiveness.** Enabling protective factors or resources may include funding, existing organizations, potential collaborating partners, existing organizational or interpersonal networks, staff and volunteers, time, facilities, equipment, and supplies.

2. **Activities** are the processes, techniques, tools, events, technology, and actions of the planned program. These may include products – promotional materials and educational curricula; services – education and training, counseling, or health screening; and infrastructure – structure, relationships, and capacity used to bring about the desired results.

3. **Outputs** are the direct results of program activities. They are usually described in terms of the size and/or scope of the services and products delivered or produced by the program. They indicate if a program was delivered to the intended audiences at the intended "dose." A program output, for example, might be the number of classes taught, meetings held, or materials produced and distributed; program participation rates and demography; or hours of each type of service provided.

4. **Outcomes** are specific changes in attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities and which are most often expressed at an individual level.

5. **Impacts** are organizational, community, and/or system level changes expected to result from program activities, which might include improved conditions, increased capacity, and/or changes in the policy arena.

# Basic Program Logic Model

| Resources | Activities | Outputs | Short- & Long-Term Outcomes | Impact |
|---|---|---|---|---|
| In order to accomplish our set of activities we will need the following: | In order to address our problem, we will conduct the following activities: | We expect that once completed or under way these activities will produce the following evidence of service delivery: | We expect that if successful these activities will lead to the following changes in the short-term (1yr) and long-term (3-5yrs): | We expect that if completed these activities will lead to the following changes in 7-10 years: |
| 1 | 2 | 3 | 4 | 5 |

# Enhanced Program Logic Model

| Resources | Activities | Outputs | Short- & Long-Term Outcomes | Impact |
|---|---|---|---|---|
| In order to accomplish our set of activities we will need the following: | In order to address our problem, we will conduct the following activities: | We expect that once completed or under way these activities will produce the following evidence of service delivery: | We expect that if successful these activities will lead to the following changes in the short-term (1yr) and long-term (3-5yrs): | We expect that if completed these activities will lead to the following changes in 7-10 years: |
| **+Leadership & Partnerships** 1 | **+Internal Systems & Reporting** 2 | **+ Performance & Leading Indicators of Success** 3 | **Participant Level Outcomes** 4 | **Population or Community Level Results** 5 |

# Enhanced Program Logic Model

| Resources |
| --- |
| In order to accomplish our set of activities we will need the following: |
| +Partnerships & Partnerships<br> |

**The most competitive organizations, programs and proposals clearly state the organization's resources needed in addition to the leadership capacity and its ability to leverage support from strategic partners, either in-kind or financial.**

# Enhanced Program Logic Model

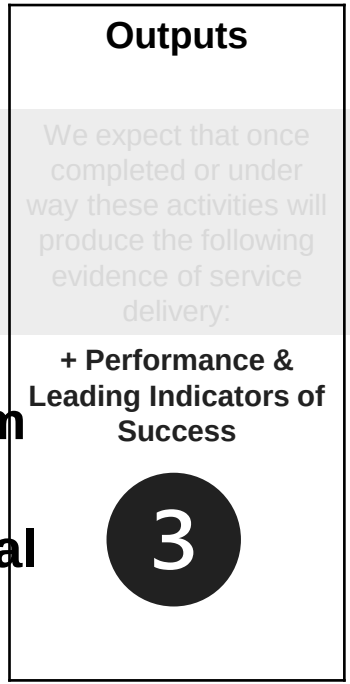
| Activities |
| --- |
| In order to address our problem, we will conduct the following activities: |
| +Internal Systems & Reporting |
| 2 |

**A competitive proposal will not only list the activities that it will do to bring about a positive change from their target population; but will also list HOW it plans on tracking and reporting progress, to include what systems and processes being used to monitor progress.**

# Enhanced Program Logic Model

**Outputs measure program execution and are direct products of program activities.**

**Outputs measure "evidenced-based" program activities and/or interventions that are critical to achieving the desired change in the target population.**




**Outputs are important leading indicators of program execution, not program impact. Without proper execution, it is highly unlikely that a program will achieve impact. Therefore, outputs can measure if an organization is on track with its intended plan and/or strategy.**

# Enhanced Program Logic Model

**Outcomes are the measurable change in the target population as a direct result of the program activity. Short-term outcomes can be "leading" indicators of longer-term outcomes. For example, if a school increases its attendance rates in the short-term (weekly), they are more likely to improve their student reading scores in the long-term (year).**

**Short- & Long-Term Outcomes**

We expect that if successful these activities will lead to the following changes in the short-term (1yr) and long-term (3-5yrs):

**Participant Level Outcomes**

4

# Enhanced Program Logic Model

**The impact that your program desires will directly connect to a larger community impact goal as a direct result of effectively implementing programs that positively impact program participants over a long period of time.**

**Impact**

We expect that if completed these activities will lead to the following changes in 7-10 years:

**Population or Community Level Results**

5

# Enhanced Program Logic Model

| Resources | Activities | Outputs | Short- & Long-Term Outcomes | Impact |
|---|---|---|---|---|
| In order to accomplish our set of activities we will need the following: | In order to address our problem, we will conduct the following activities: | We expect that once completed or under way these activities will produce the following evidence of service delivery: | We expect that if successful these activities will lead to the following changes in the short-term (1yr) and long-term (3-5yrs): | We expect that if completed these activities will lead to the following changes in 7-10 years: |
| **Examples:**<br>• Human Capital<br>• Financial Capital<br>• In-Kind Support<br>• Tools and Equipment<br>• Assessments | **Examples:**<br>• Outreach<br>• Enrolling<br>• Serving<br>• Training<br>• Mentoring | **Examples:**<br>• Number served<br>• Number trained<br>• Products Produced<br>• Number enrolled<br>• Number treated | **Examples:**<br>• ▲ Graduation<br>• ▲ Employment<br>• ▲ Networth<br>• ▲ Education Attainment<br>• ▲ Health & Wellness | **Examples:**<br>• Healthier Communities<br>• Economic Mobility<br>• Safer Communities<br>• Labor Market Participation |
| 1 | 2 | 3 | 4 | 5 |

# Example of a Program Logic Model

## Youth Mentoring & Coaching Programs

**Target Population: Youth ages 4-18 years of age**

**Goal: Develop effective youth mentoring/coaching programs to help youth achieve their personal, academic and career goals.**

**Program Logic Model & Performance Metrics (small P) Connected to Key Stakeholder Results (Big P)**

## Program Resources & Systems

**Human Capital**
- Board Leadership
- Executive Leadership
- Program Leadership
- Volunteers

**Financial Capital**
- Charitable Support
- Fee-for-Service Revenue
- Special Event Revenue
- Individual Donors
- Corporate Sponsors
- In-Kind Support

**Program Budget**
- Revenue
- Expenses

**Program Management**

Program Database System to Measure/Report Outcomes

CRM System for Funders, Donors & Volunteers

Financial System to provide financial accounting

Standard Operating Procedures for Service Delivery

**Strategic Partners (Social Capital): Strategic community and key funding partnerships (financial and in-kind supporters).**

## Programs and Performance Metrics

**Program #1**
**Example:** To empower girls and equip them with proper tools to know who they are, and why they are essential, beautiful, and significant.

**Program #2**
To provide a structured environment for young people to use innovative methods to change the world by offering a 10-week intensive mentorship in Leadership/CEO Development and Entrepreneurship.

**Program #3**
To inspire young people to be science and technology leaders and innovators by engaging youth in exciting mentor-based programs that build engineering, science and technology skills.

**Performance Metrics**
**Youth Mentoring Development (Leading Indicators)**

**Capacity**
- # Youth Recruited
- # Youth Trained
- # Youth Completed Program w/ Perfect Attendance
- # Mentors Volunteers

**Performance**
- $ Cost per student served
- $ Charitable contribution per student raised
- % Youth Retained for 3yrs
- % Mentors Retained for 3yrs
- 95% Stakeholder Satisfaction

## Program Impact

**Stakeholder Impact**

**Program #1 (Girls)**
- Enhanced self-esteem and self-confidence
- Improved behavior at home and at school
- Stronger relationships with parents, teachers, and peers

**Program #2 (Entrepreneurs)**
- Develop entrepreneurship skills
- Complete Business Plan
- Incorporate & Launch Business
- Generate Business profit & Income

**Program #3 (STEM Students)**
- Develop engineering, science & technology skills
- Produce/Develop an innovative product

## Community Impact

**Short-Term**

Improve high school graduation and college matriculation rates

Increase youth of color representation in degree- & credential-seeking engineering, science & technology programs.

Increase financial assistance, via scholarships & tuition assistance, for youth of color entering postsecondary programs.

**Long-Term**

Increase education attainment rates of BIPOC youth

Increase business ownership rates

Increase labor market participation and advancement rates.

Increase income and earnings of local youth

***Equitable Economic Growth and Empowerment***

***Create African-American Talent Pipeline to Diversify Engineering, Science & Technology Industries to***

***Increase Economic Mobility***

***&***

***Generational Wealth***

# Practice Logic Model Development Template

## Program and Services

**Target Population:**

**Goal:**

**Program Logic Model & Performance Metrics (small P) Connected to Key Stakeholder Results (Big P)**

## Program Resources & Systems

**Human Capital**

**Financial Capital**

**Program Budget**

**Program Management**

Systems and Processes

**Strategic Partners (Social Capital):**

## Programs and Performance Metrics

**Program #1**

**Program #2**

.

**Program #3**

**Performance Metrics**

**Youth Mentoring Development (Leading Indicators)**

**Capacity**

**Performance**

## Program Impact

**Stakeholder Impact**

**Program #1**
**Program #2**
**Program #3**

## Community Impact

**Short-Term**

**Long-Term**

***Results***

**WHAT IS THE COMMUNITY RESULT THAT WE ARE TRYING TO ACHIEVE (RESULTS)**

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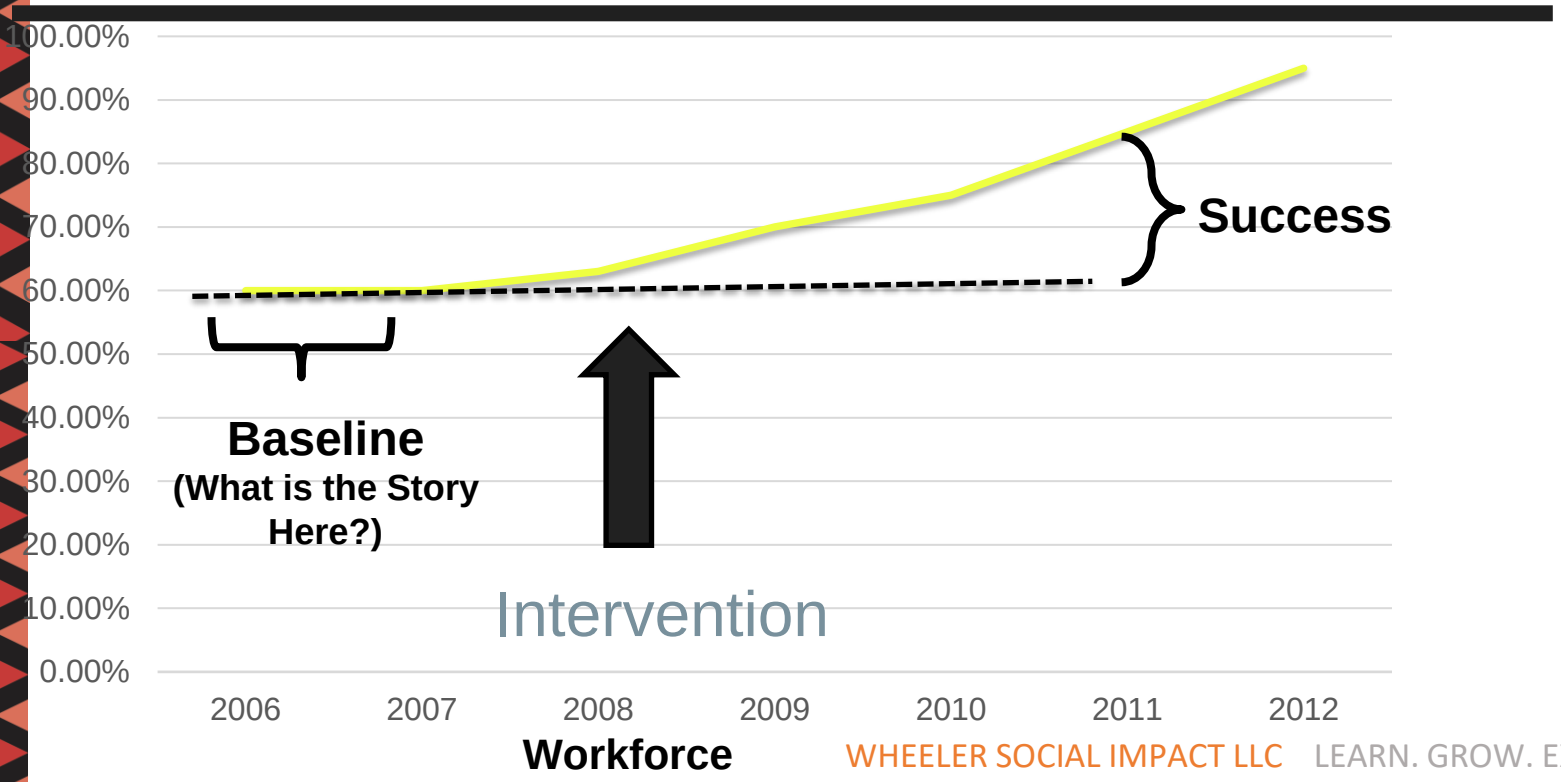
Review

# BIG P vs. small p

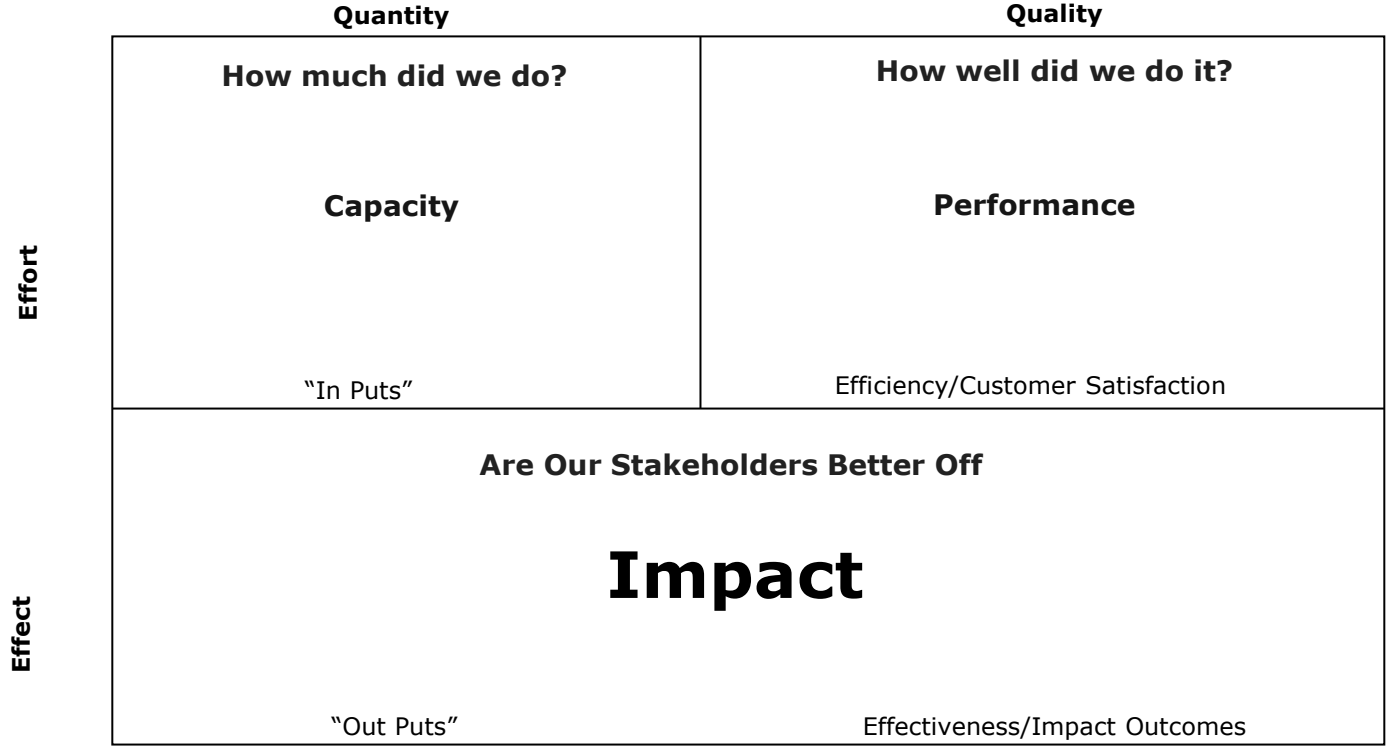
- **Population Accountability** – BIG P
  - well-being of **WHOLE POPULAITONS**

- **Performance Accountability** – small p
  - well-being of **PARTICPANT POPULATIONS**
    - How much did we do?
    - How well did we do it?
    - Is anyone better off? = participant results

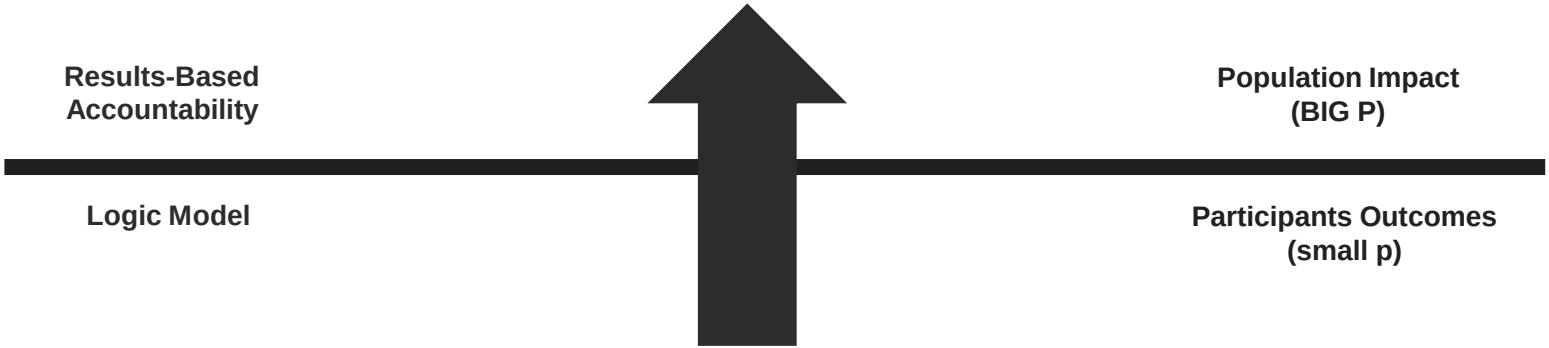
# Measuring Success by Turning The Curve



# Establishing Performance Measures



# Community-wide Results




# Program Outcomes

# Due Diligence Matrix

| | Capacity | Performance | Impact |
|---|---|---|---|
| **Organization** | **Does the organization have the capacity to execute its mission? Explain.**<br>• Site Visit<br>• Governance<br>• Collaborations | **Is the organization performing well? Quantify and Qualify.**<br>• Budget to Actual<br>• Strategic Plan | **Does the org. make a difference/Is the organization making an Impact? If so, how.**<br>• 990/Audited Financial Statements<br>• Annual Reports |
| **Program** | **Does the program have the capacity to carry out its purpose? Explain.**<br>• Site Visit<br>• Program Leadership/Human Capital<br>• Collaborations | **Is the program performing well? Quantify and Qualify.**<br>• Program Logic Model<br>• Program Objectives/Benchmarks | **Does the program have an impact on the service population? If so, what?**<br>• Program Reports<br>• Program Evaluation |
| **Policy/Practice** | Is the policy or course of action able to bring about a positive change as it relates to the issue being addressed?<br>• National Programs/Models and Results | Is the course of action performing well, is it doing what it is intended to do?<br>• Best Practices<br>• Emerging Practices<br>• Promising Practices | What results are achieved from the course of action?<br>• Case Studies<br>• Evaluation<br>• Research |

**Change will not come if we wait for some other person or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek."**

***— U.S. President Barack Obama***

# THANK YOU

# What is a Result

- Working Young Adults – Result
- Skilled Job Seekers – Result
- Healthy Children and Adults – Result
- Self Sufficient Families – Result
- Healthy Births – Results
- Safe Communities – Results
- Healthy Communities – Results
- Active Adults – Results

# What is an Indicator

- Employment Rate – Indicator
- Education Rate – Indicator
- Labor Market Participation Rate – Indicator
- Poverty Rate – Indicator
- Obesity Rate – Indicator
- Crime Rate – Indicator
- Death Rate – Indicator
- Uninsured Rate – Indicator
- Abuse Rate – Indicator

INDIANAPOLIS AFRICAN AMERICAN QUALITY OF LIFE INITIATIVE

# YOUR Story

## Developing a Compelling Grant Proposal

Jennifer Darby, M.P.A.
Chief Operations Officer
Indiana Youth Institute

October 17, 2022

# Agenda

I. Welcome & Introduction
II. Components of a Grant Proposal
III. Keeping Funders Engaged
    a. Finding the “Right” Funder
    b. Responding to the Grant Opportunity
IV. Developing Project Objectives
    a. S.M.A.R.T. Objectives
    b. Three types of Objectives
        i. Process
        ii. Outcome Objectives
        iii. Impact Objectives
V. Program Evaluation
V. Recap
VI. Questions
VII. Helpful Tips

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# Common Components of a Grant Proposal

I. Cover Letter
II. Organization Description
**III. Need Statement**
**IV. Solution or Activities**
    **a. Goals and Objectives**
    b. Program Design and Strategies
    c. Timeline
    d. Personnel
    e. Program Sustainability
**V. Evaluation**
VI. Budget and Budget Narrative
VII. Attachments

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# Overview of Components of a Grant Proposal

I. **Cover Letter** - if possible, personalize the letter

II. **Organization Description** - your chance to highlight organizational accomplishes, impact, history.

III. **Need Statement** - Be Specific, use data both local and national, identify the problem or opportunity your organization will address

IV. **Solution or Activities**
   a. *Goals and Objectives* - S.M.A.R.T. Objectives
   b. Program Design and Strategies – what is proposed project or service? Who's the target audience,? Why are you using this approach?
   c. *Timeline* - when will the program start, what are the program benchmarks to be measured, etc.
   d. *Personnel* - who makes up the program team? What are their qualifications, experience, history of impact?
   e. *Program Sustainability* - how will you sustain the program after the funding has ended?

# Overview of Components of a Grant Proposal

V. **Evaluation** - how will we know the program had the intended impact?

VI. **Budget** - what revenue does the program currently have? Who are the other funders? Are their partners who will provide services for the program? If so, what is the market value for those services?

   a. **Budget Narrative** - How will the grant dollars for the program be allocated?
      i. *Annual Budget:* organizational budget for the year.
      ii. *Program/Project Budget:* specific to this project, would include all funding for the project.
      iii. *Specific Grant Budget:* outlines the use of the specific grant received.

VII. **Attachments**

   a. IRS and State nonprofit certification documents
   b. Letters of commitment

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# Your FAVORITE Book

# Think About Your FAVORITE Book

## Why did you choose this as your favorite book?

- Interesting
- Read previous works
- Recommendation

## What made you read the ENTIRE book?

- Interesting
- Vivid description
- Familiarity
- Relatable

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# The “Right” Funding Opportunity

## Interesting

- Are your organization’s mission, vision, and values in alignment with the funding organization?
  - What are the priority areas for the funder?
- Is there a grant officer you can speak with about your project?

## Read previous works

- Research previous grants awarded
- If available, review funders 990s - Candid

## Recommendations

- Research funding opportunities – grants.gov, Candid: Foundation Directory
- Use your network!

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# How do I Make My Proposal Engaging?

**Vivid Description** - use imaginary - draw a picture with your story

**Relatable** - humanize the problem and the solution

**Factual** - use relevant data and statistics

- U.S. Census - https://www.census.gov/data.html
- Indiana Youth Institute - http://www.iyi.org/
- SAVI: Data Tools - https://www.savi.org/data-tools/
- HUD - https://data.hud.gov/data_sets.html
- Indiana Department of Education - https://www.in.gov/doe/it/data-center-and-reports/
- Indiana Criminal Justice Institute - https://www.in.gov/cji/research/

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# Developing
# **S.M.A.R.T. Objectives**

# S.M.A.R.T. Objectives

| Specific | Measurable | Attainable | Relevant | Time-Bound |
|---|---|---|---|---|
| Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success. | You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal. | Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal. | This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why. | Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged. |

# Types of Objectives

**Process Objective**

- The activities/services/strategies that will be delivered as part of implementing the program.

**Outcome Objective**

- Intended impact or specific results of the program.

**Impact Objective**

- Benefits or outcomes for targeted populations post-funding.

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# Developing Process Objectives

**Process Objectives -** The activities/services/strategies that will be delivered as part of implementing the program.

By December 31, 2022, Organization XYZ will provide 20 African American, fourth grade youth, who attend School XXX, with 400 hours of math tutoring, as measured by student tutoring session sign in sheets.

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# Developing Outcome Objectives

Intended impact or specific results of the program.

- What benefits does the project have for the target group, and what changes is it intended to bring about?
- These can be changes in knowledge, awareness, attitudes, skills, etc.

**Example**

By December 31, 2022, 95% of youth who received math tutoring will show a 25% increase in their math grade, as measured by student grade reports.

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# Developing Impact Objectives

- Focused and reasonable statement about the desired long-term impact of your program.
    - These objectives are closely linked to the organization's vision.

**Example**

By June 30, 2023, School XXX will report a 20% increase in their aggregate ISTEP Math scores, as measured by comparison of 2022 ISTEP Math scores to 2023 ISTEP Math scores.

# What is Project Evaluation?

Project evaluation is **the process of gathering data about a specific program to help make informed decisions about that project**.

Project evaluation focuses on inputs from the participants and how the activity affected them or brought any change in them.

# Options for Program Evaluation

- Data Tracking
- Pre-post Tests
- Surveys
- Interviews
- Focus Groups

| Type of Question | Appropriate Tools |
|---|---|
| How many/ how much of something (time, people, services) | Track totals, averages, and percentages |
| Whether population has learned something (knowledge, skills) | Conduct pre-post tests |
| How a population feels/ experiences something | Conduct surveys, interviews, and focus groups |

# Project Evaluation Tools – What are they?

## What is data tracking?

Data tracking is a way to keep an eye on how your program is running by storing measures that are pulled at certain moments and comparing those measures over time.

## What are Pre-post tests?

Pre-post tests are a way to measure whether your population knows more about something, or is better able to do something, as a result of participating in your program.

## What are surveys, interviews and focus groups?

Surveys, interviews and focus groups are used to gather information that is harder to quantify - things like feelings, experiences, and perceptions. All three are built upon asking people questions about themselves.

# Why is Project Evaluation Important?

- Helps you understand how effective you are in reaching your stated goals
- Provides an opportunity course-correct as necessary – before you've expended a ton of resources into the wrong approach.
- Helps streamline your program delivery and avoid mission drift

# Session Recap

I. Proposal Components

II. Knowing Who Cares
    a. Do your research!

III. Creating a Compelling and Engaging Story

IV. Developing Your Objectives
    a. Process
    b. Outcome
    c. Impact

V. Measuring Program Impact
    a. What are they and when to use them.

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# Questions?

# YOUR Story

## Developing a Compelling Grant Proposal

Jennifer Darby, M.P.A.
Chief Operations Officer
Indiana Youth Institute

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# Responding a Grant Opportunity

# Keep these points in mind when developing an interesting grant proposal:

- Why should the funder be interested in this project?
  - How is this work beneficial to the funding organization and the community?
- What is the impact of the work your organization is doing?
  - How does the success show up in community wide outcomes?
  - Why is this impact important?
  - How do you measure that success?
- What is your track record of success?
  - How do we know your project/program is working?
    - Is there a client success story you could share in your grant proposal?
    - Has the project met the intended outcomes? How do you know?

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# Practice Writing Process Objectives

- The activities/services/strategies that will be delivered as part of implementing the program.

By **(SPECIFIC DATE),** Organization XYZ will provide **(TARGET POPULATION)**, with **(# OF SESSIONS, HOURS OF SERVICE, ETC.,)**, as measured by **(HOW WILL YOU DOCUMENT SERVICE PROVIDED).**

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# Practice Writing Outcome Objectives

- Intended effect of the program in the target population or result of a program.

By (**SPECIFIC DATE)**, (**TARGET AUDIENCE)** who (**WHAT DOES YOUR PROGRAM PROVIDE )** will show a _____% **(INCREASE/DECREASE/REDUCTION)** in their (**WHAT CHANGE WILL WE SEE)**, as measured by (**HOW WILL YOU ASSESS PROGRAM IMPACT).**

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# Practice Writing Impact Objectives

- Focused and reasonable statement about the desired long-term impact of your program.
    - These objectives are closely linked to the organization's vision.

By (**SPECIFIC DATE)**, (**THE COMMUNITYWIDE RECIPIENT OF THIS CHANGE)**will report a _____% **(INCREASE/DECREASE/REDUCTION)** in (**WHAT WILL BE THE CHANGE SEEN**), as measured by comparison of **(COMMUNITY WIDE RESULTS TO WHICH YOU ARE COMPARING YOUR RESULT**S) as measured by (**HOW WILL YOU ASSESS COUNTYWIDE IMPACT).**

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# Reasons Grant Proposals are NOT Funded

1. Typos!
2. Not following instruction in the RFP (Request For Proposal).
3. Not Answering the questions in the RFP.
4. You have not established a relationship with the funder.
5. Your proposal does not have clear objectives, specific timelines, or a budget.
6. You are not following their specific guidelines or deadlines.
7. You make stuff up, and the reviewer knows it!
8. Your project description is too vague.
9. The grantor does not see your proposed project as viable.
10. Your organization does not have enough experience.
11. Your needs statement is not compelling enough.
12. You are asking for too much money.
13. You are not submitting to the correct funding agency or are submitting the wrong type of project that is not within their funding focus areas.

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# Outcome vs. Process Evaluation Tips

| Outcome Evaluation | Process Evaluation |
|---|---|
| Refers to the evaluation of the result of the program implemented to produce change. | Refers to the evaluation of the process or course of the program while its being conducted for producing a change. |
| It helps the stakeholders to see how the program achieved its required outcome or not. | It helps the stakeholders to see how the program was achieved. |
| It only focuses on outcomes and how the program impacted the participants. | It helps to figure out how the structure and supporting programs develop with time. |
| The focus is mostly the outcome and not the implementation of the program. | The focus of process evaluation is the services and resources provided by the program. |

# Project Evaluation Tips

- Did the program produce intended changes in or have unintended consequences for knowledge, behavior, attitudes, or feelings that are the immediate result of participation in activities?
- Did the program produce intended changes or have unanticipated effects on behaviors, practices, actions, or choices.
- Did the program produce intended changes or have unanticipated consequences for conditions affecting persons, organizations, or society?
- How does the program compare to others designed to address the same conditions in terms of effectiveness and efficiency?
- Was the value of producing outcomes at the level achieved worth the resources invested in the program?

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# Getting In The Door of A Program Funder

**Presented by Rodney Francis, EmployIndy**

**October 17, 2022**

# Do Your Homework!

- Is there alignment between your program and their funding priorities?
- What is their funding cycle and limits?
- Who and what have they funded in the past?
- Do they offer public grant info sessions?
- Know who the grant managers are?
- Are there special funding protocols you should know?
- Is this a philanthropic or government (i.e., city, state, feds) funding opportunity?
- Is it a grant funded or reimbursement entity? One-time or multi-year?
- Know your target group(s), the best practices and gaps in the system.
- Speak to program sustainment beyond funder investment.
- Know the other players in the field of work and consider collaborations.
- Have electronic presence or nicely developed electronic collateral available.
- Have a data collection process for performance evaluation and improvements.
- Make sure the proposal is grammatically correct and the math adds up.
- Do submit it on-time.

# Build Relationships

- Know the funding managers and portfolio leads.
- Reach out to have a conversation about your mission alignment.
- Consider the best time to meet with a funder (i.e. between grant cycles).
- Cultivate the relationship and expect to have multiple conversations to give the relationship time to evolve and build trust.
- Talk about what you have DONE or DOING not what you plan or desire to do; unless you are asking to PILOT an identified gap of service in the ecosystem.
- Don’t over promise and under deliver.
- Be passionate but don’t come across as being too hungry for funds.
- Don’t speak despairingly of other service providers.

# Be Encouraged

- Make connections to remain motivated.
- Who are your mentors, allies, and advocates?
- Who is your Community?
- Stay positive!

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# Lunch & Networking

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# Welcome

**Willis Bright, Co-Director**
**IAAQLI**

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# Components of the IAAQLI Grant Review Process and Their Purpose

**Presented by Dr. Karlin Tichenor**
**Director of Operations, IAAQLI**

# Our Journey

- Where it all began – Relationship between Indianapolis Urban League & African American Coalition of Indianapolis
- $100 million grant from Lilly Endowment  & involvement of the National Urban League

# About the Partners

The **National Urban League** is a historic civil rights and urban advocacy organization with 90 affiliates serving 300 communities, providing direct services that impact and improve the lives of more than two million people nationwide.

The **Indianapolis Urban League** was founded in the fall of 1965 as a non-profit, non-partisan, interracial community-based social service/civli rights organization. The local affiliate is one of over 90 affiliates of the National Urban League.

The **African American Coalition of Indianapolis (AACI)** founded in 2004 is a coalition of more than 20 autonomous civic, religious, professional, social service and civil rights groups, organizations and associations. Our members are committed to increasing African American participation in the political process and the enhancement of the quality of life of African American citizens and the economically and socially disenfranchised.

# Comprehensive Opportunities Assessment (COA) Process

- Community Ambassadors
- Community Leadership Meetings
- Public Meetings
- One on One Interviews
- Community Survey
- Televised Youth Forum
- Youth Focus Groups
- Radio Forums

# What We Heard the Most - African Americans Face Significant Barriers Across the Spectrum

- Business & Entrepreneurship - Black businesses need access to procurement opportunities...
- Education - Lacking quality education; Charter schools benefitting at the detriment of public schools; Pre-K options lacking
- Employment - Limited jobs that pay a living wage

# What We Heard the Most - African Americans Face Significant Barriers Across the Spectrum

- Health and Wellness - Limited access to healthy food options; mental health strikes the Black community disparately
- Housing - Blighted neighborhoods for Black residents seems to be at an all time high
- Other Quality of Life Matters - Neighborhood Mediation Centers needed in under-resourced communities

# Community Survey Top Priorities

# Issue Prioritization Process (IPP) Overview

## What?

Engage experts, both experiential and research-base, in the identification of grant priorities within each of the Initiative pillars through a 6-session strategy and analysis using current knowledge and best practices.

## Why?

Including the voice of experts in the field helps align ideas and solutions in practical, meaningful, and sustainable ways, allowing us to leverage critical viewpoints which are informed by years of investment in the target population across various fields.

# ISSUE PRIORITIZATION PROCESS FACILITATORS

**Dr. Breanca Meritt**
**Health and Wellness**

**Dr. Jamyce Curtis Banks**
**Education**

**Ms. Kaliah Ligon**
**Employment**

**Mr. Steven Scott**
**Housing**

**Mr. Wayne Patrick**
**Business and Entrepreneurship**

# Participant Information*

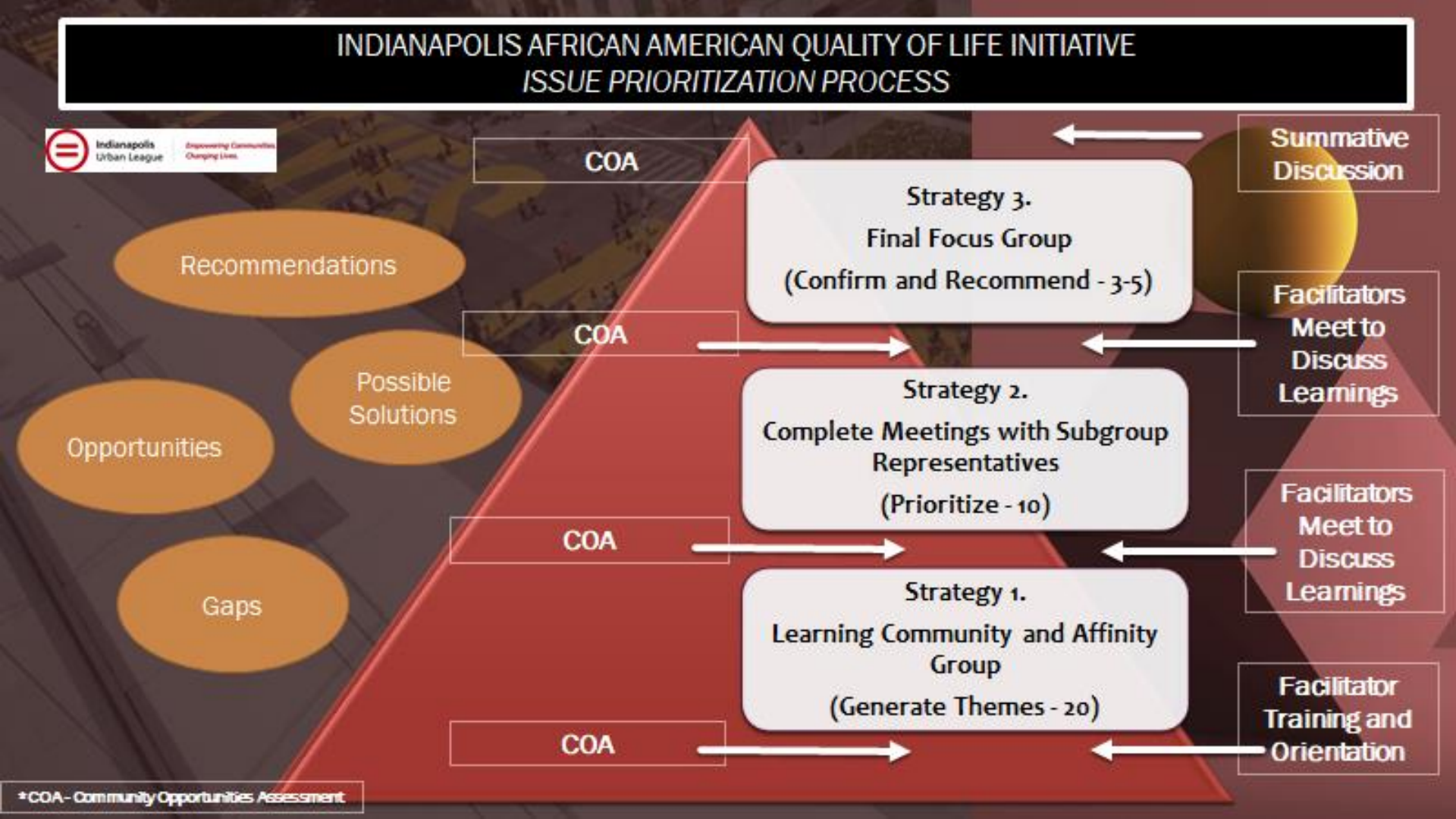
| | Business and Entrepreneurship | Education | Employment | Health and Wellness | Housing and Home Ownership |
|---|---|---|---|---|---|
| # of participants | 42 | 43 | 23 | 25 | 30 |

*Participants (N = 163) represent a variation of grassroots, grasstops, and leading organizations and experts in the field associated with programs or institutions in the issue area. Many were associated with groups committed to the elimination of disparities in their area.

# Key Questions

- What are the top priorities in this pillar and how is the quality of life impacted for African Americans in Indianapolis/Marion County?
- How might you rank the order of priorities which would immediately impact the quality of life of African Americans in Indianapolis/Marion County.?
- How are the identified priorities sustainable, scalable, measurable and evidence-based?
- How might we justify the priorities and their intended impact using current research?
- What existing practices, organizations, and strategies might we leverage?
- What innovations might we leverage?

# INDIANAPOLIS AFRICAN AMERICAN QUALITY OF LIFE INITIATIVE
## *ISSUE PRIORITIZATION PROCESS*



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# Round 2 Funding Strategies
# October 20, 2022

# Issue Prioritization Process (IPP) Results
# Business and Entrepreneurship

#1: ***Black Business Capacity Development***: Increase in education, experiences, and mentoring to increase the knowledge, skill, professionalism, and long-term stability of entrepreneurs and businesses at all stages of their development.

# Issue Prioritization Process (IPP) Results Education

**Strategy #1—*Early Childhood Education for Black Children*:** Invest in the development and implementation of programs, organizations, and efforts to increase access to and increase participation in high-quality universal Pre-K for Black/African American 3- and 4-year-olds.

**Strategy #2—*Increasing Access to African American History and Culture for Black Children:*** Invest in the development, knowledge, and cultural awareness of Black youth by protecting, celebrating, and supporting access to cultural heritage, historical information, and Black history.

**Strategy #3—*College Preparation and Readiness for Black Youth:*** Invest in the recruitment, participation, and completion of the 21st Century Scholarship/Scholar Success Program for more African American/Black youth in Indianapolis/Marion County.

# Issue Prioritization Process (IPP) Results Employment

***Strategy 1—Technical Skill and Career Development***: Invest in programs, initiatives, and organizations with goals to address the need for both skills-based training and career development while also connecting people to employment and career resources, skills, pathways, and exposure to new career options, including (but not limited to) technology-based, technology-intensive, health, advanced manufacturing and other industries with salary potential. Funded applications will highlight a focus on one of the following subpopulations:

a) Heads of Household
b) Justice-Involved Older Youth & Adults

# Issue Prioritization Process (IPP) Results
# Health and Wellness

**Strategy #1—*Reducing the Stigma of Mental Illness and Improving Mental Health Awareness in the Black Community:*** Funding will be made to non-profit organizations that provide mental health awareness services to youth, families, and adults Prevention programming for youth, young adults, adults (specifically, maternal health), and older adults. Funding will provide prevention services for Black residents.

**Strategy #2—*Increasing Access to Culturally Responsive Mental Health Services:*** Funding will be made to non-profit organizations and partnerships that seek to significantly increase access to mental health services in the Black community. Funding will target the development and sustainability of education and training programs provided to front line service providers in the Black community (i.e., barbers, pastors, beauticians, telecommunications and food services workers). Funding will provide culturally responsive training and capacity building to increase service providers and access to mental health services for Black residents.

# Issue Prioritization Process (IPP) Results
# Housing and Home Ownership

**Strategy #1—*Racial Equity in Housing Development*:** Invest in the creation and expansion of housing development, including those that address the lack of Equity funding, Predevelopment funding, and Gap financing for African American-led Real Estate Developers and community development organizations.

**Strategy #2—*Advocacy to Promote Racial Equity in Housing*:** Invest in social advocacy to ensure African Americans have access to quality affordable housing options.

# Issue Prioritization Process (IPP) Results Leadership and Civic Engagement

**Strategy #1—*Building the Organizational Infrastructure and Competitive Capacity of African American Led Organizations*:** Invest in organizations that can build the infrastructure of emerging and existing groups within the African American community committed to enhancing their ability to define community needs and respond to them with programs and services that can show impact. Applicants must demonstrate how they will assist such groups secure the financial supports to achieve their desired outcomes.

**Strategy #2—*Leadership Preparation for Youth (16-20) and Young Adults (21-30)*:** Invest in increasing the number, quality and matriculation of African American/Black leaders who are youth and young adults.

**Strategy #3—*Establishment of Community Based Mediation and Conflict Management*:** Invest in confronting the interpersonal and intergroup conflicts that contribute to child and domestic abuse, family disintegration, substance abuse, stress and tension in organizational and community settings, and contributes to the rising suicide and homicide rates within all age groups and genders within African American neighborhoods and communities.

# Questions

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# Panel Discussion

## Facilitated by Dr. Karlin Tichenor

**Michael Barnett**
Business & Entrepreneurship

**Dr. Jamyce Curtis Banks**
Education

**Val Tate**
Employment

**Roderick Wheeler**
Health and Wellness

**Tyrone Spann**
Housing and Homeownership

**Willis Bright**
Leadership & Civic Engagement

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# The Application and Evaluation Process

**Presented by Denika Thomas**
**Grants Administrator**

# The Application Process

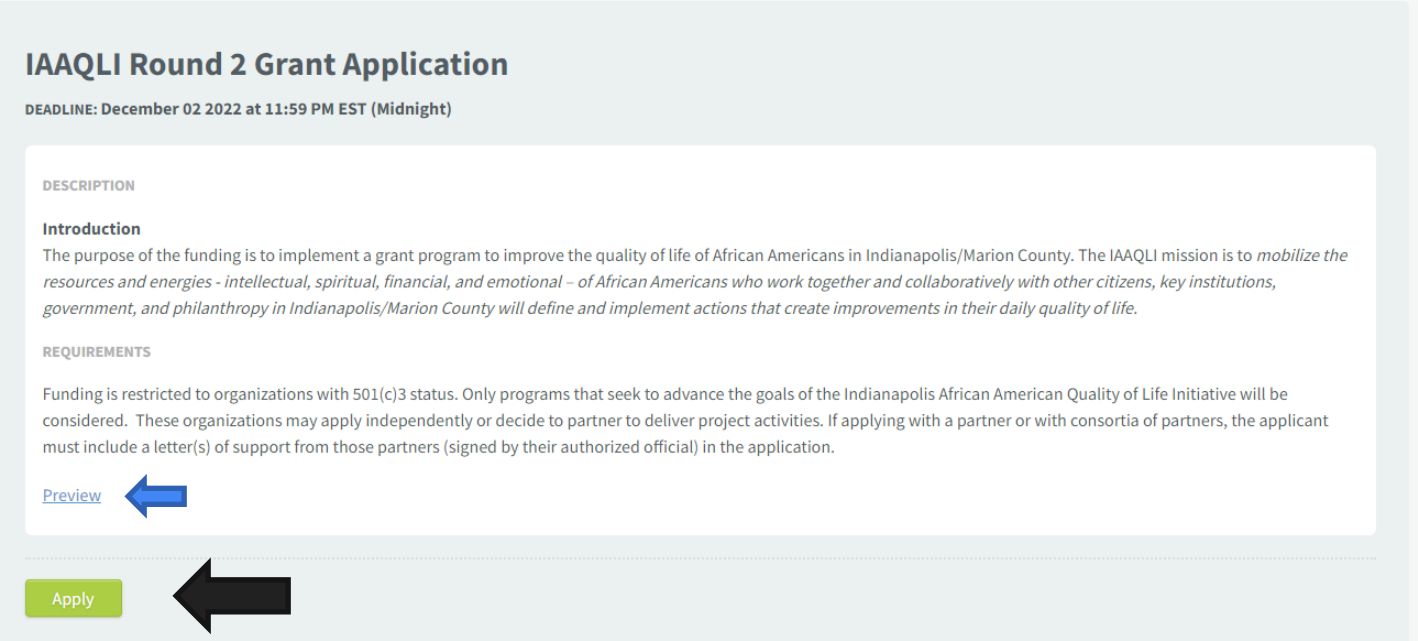
## Applying with Clarity

Step 1: Visit the Grant Funding Opportunities page of the IAAQLI Website – https://iaaqli.org/funding-opportunities/

Step 2: Review the RFP

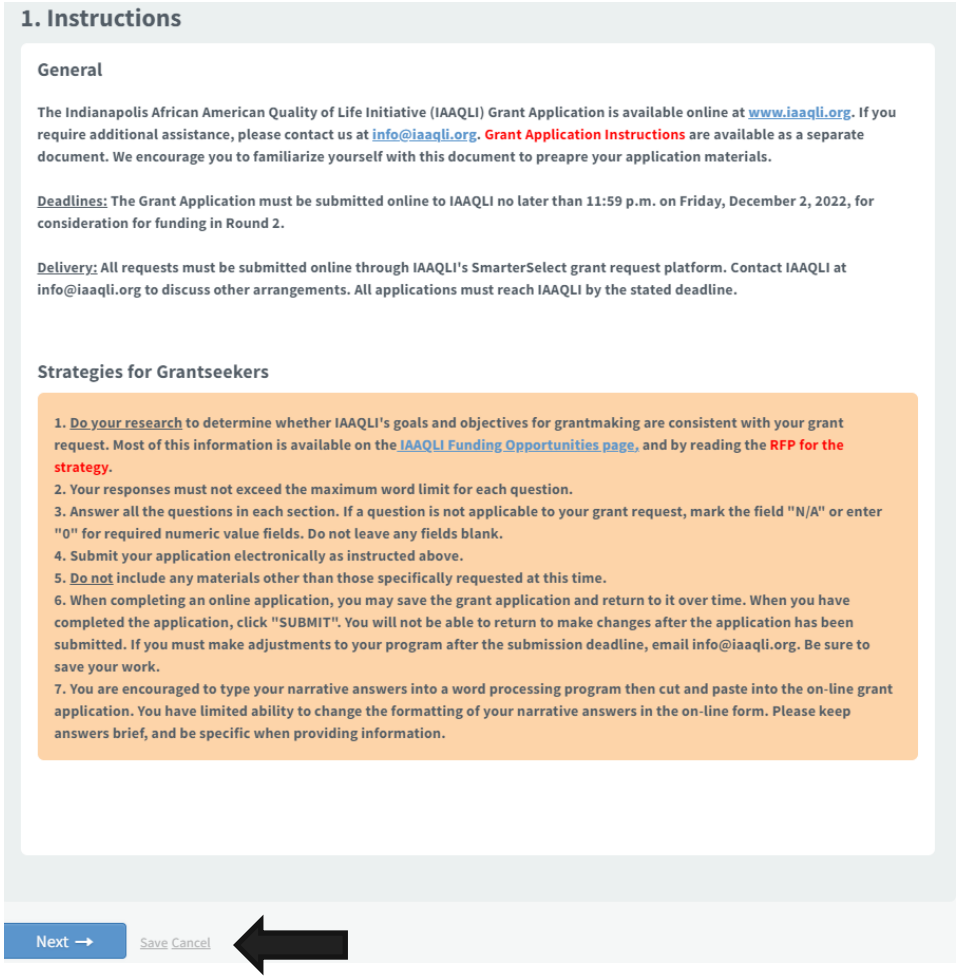
Step 3: The RFP will include the link to Smarter Select to request funding through the application process

# Smarter Select Application Steps

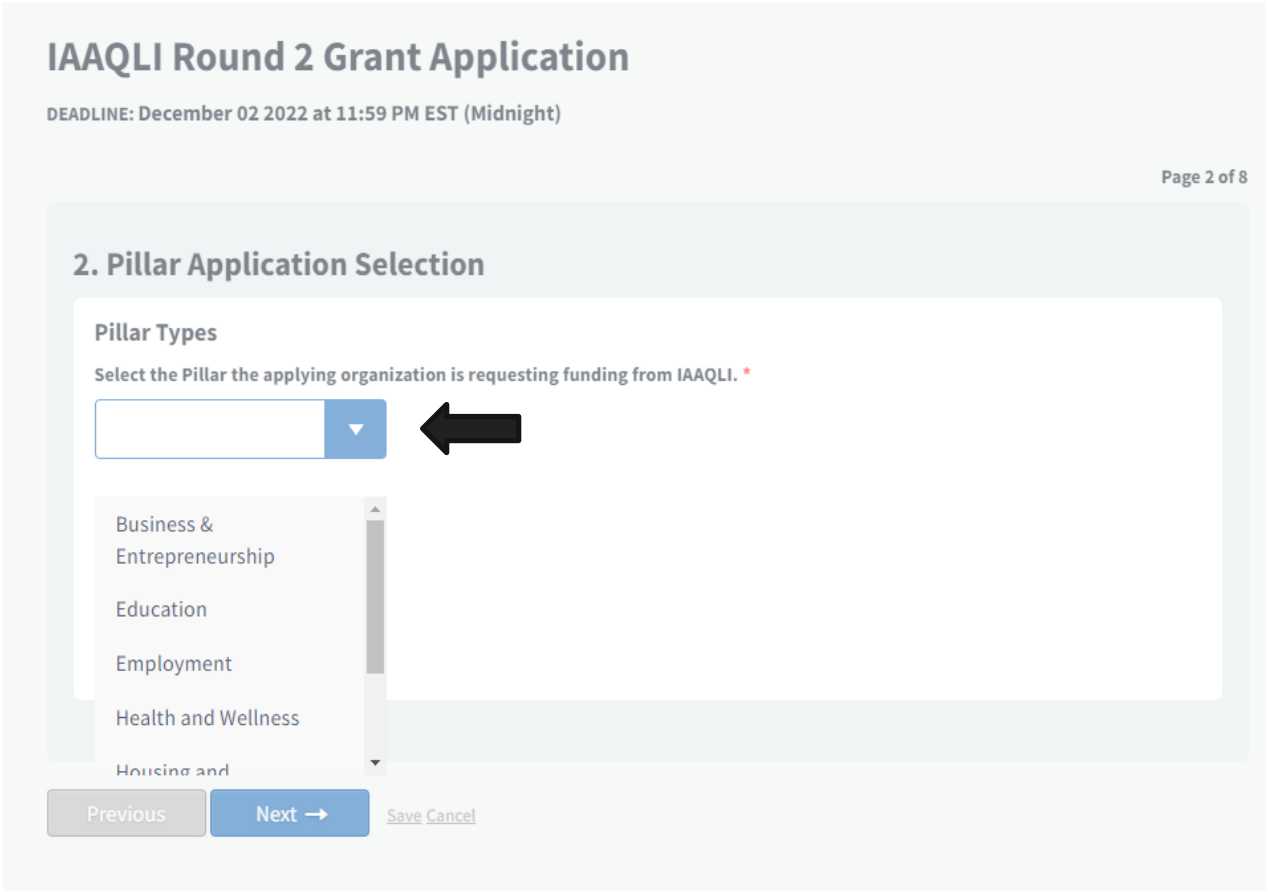



**Preview:**
Allows you to view the application before you begin the process.

**Apply:**
Start the application process.



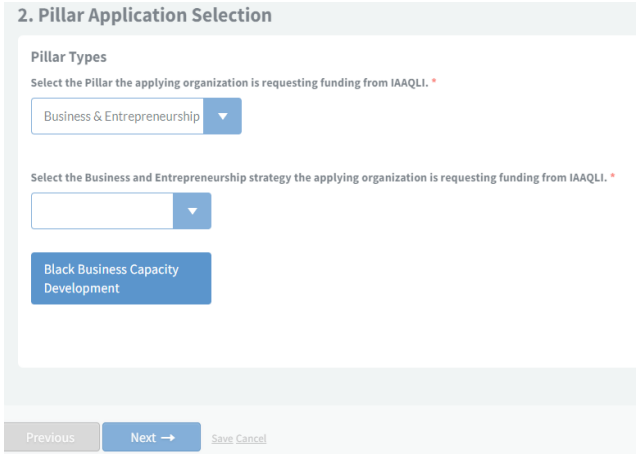

- Send questions to info@iaaqli.org
- Do YOUR RESEARCH
- Provide clear narrative answers to application questions – encouraged to type answers into a word processing program, then copy and paste the responses into the Smarter Select application
- Save Progress by clicking save button

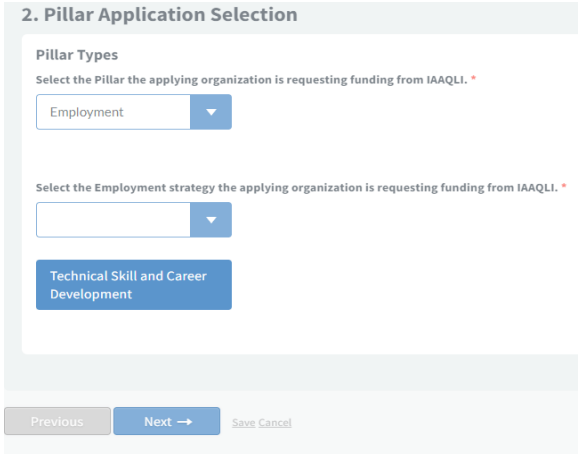


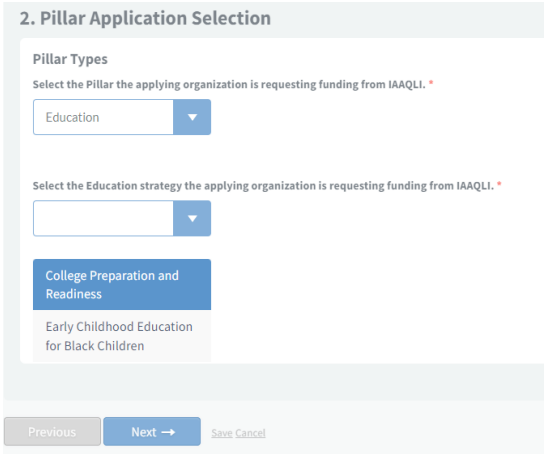

Pillar Application Selection

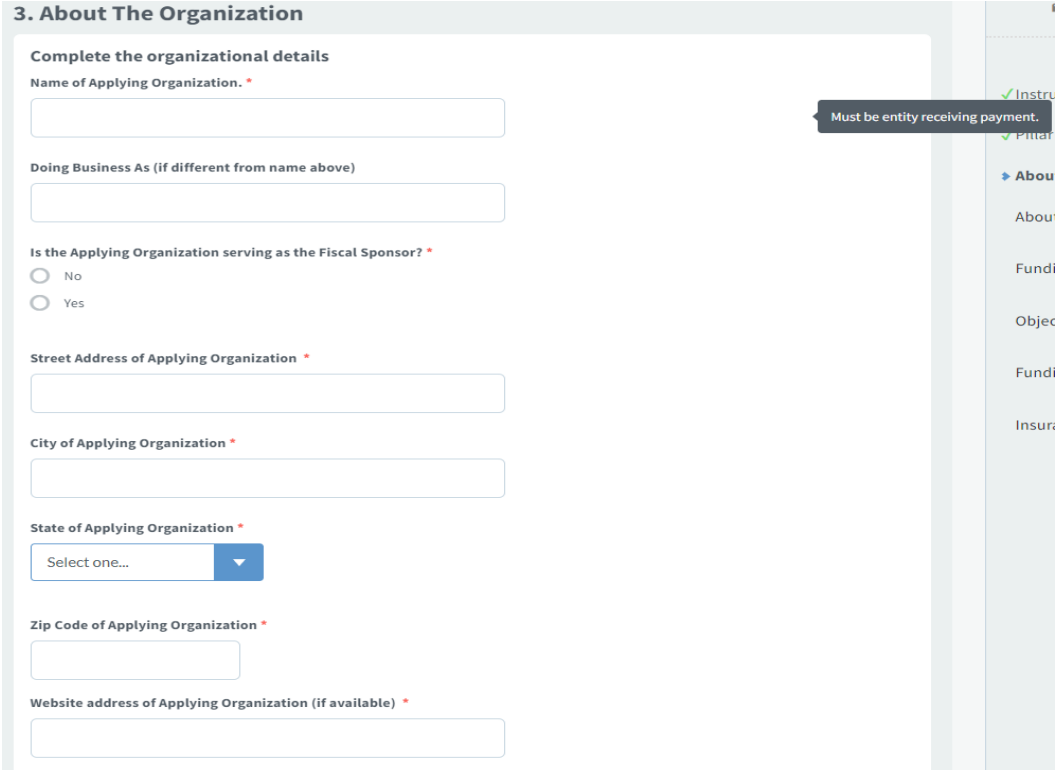
- IAAQLI is offering the Smart Logic Application for Round 2 Grant seekers
- Selection of the pillar type will only provide the applying organization with the strategies associated with the selected pillar

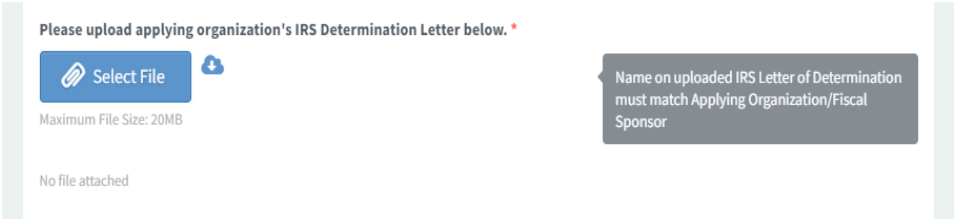
# Smart Logic Application



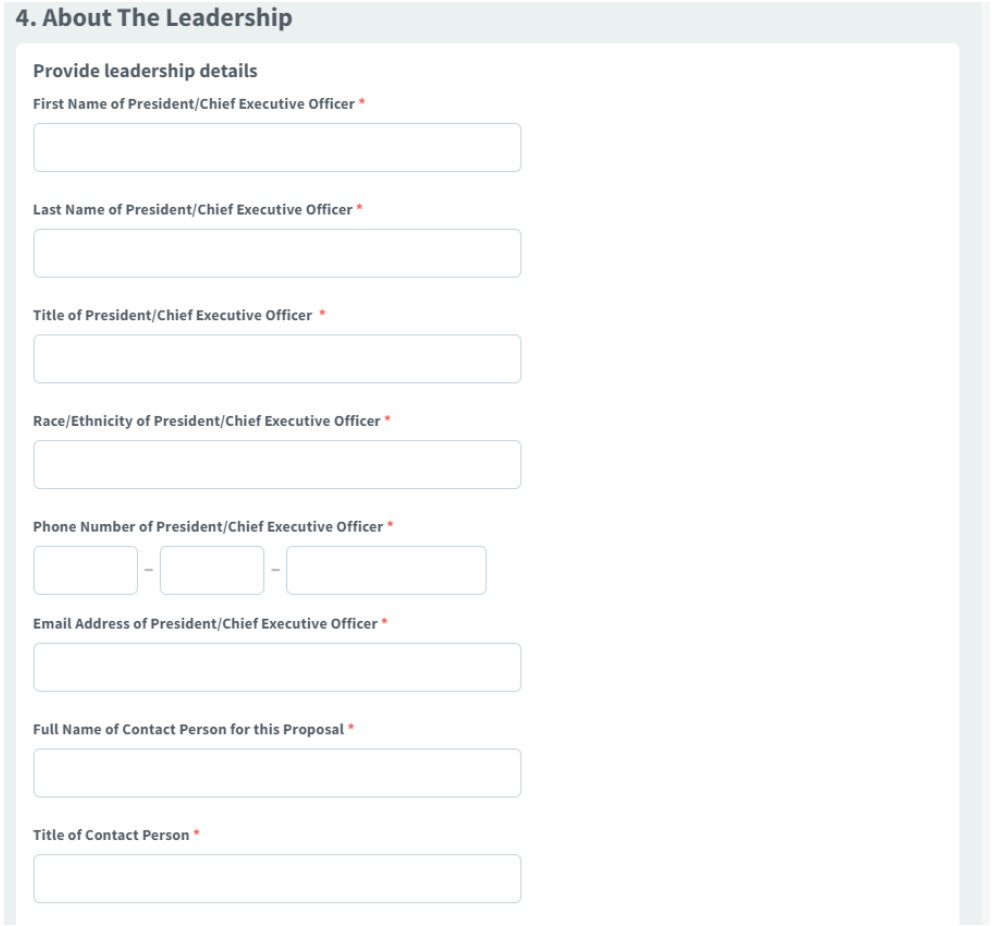





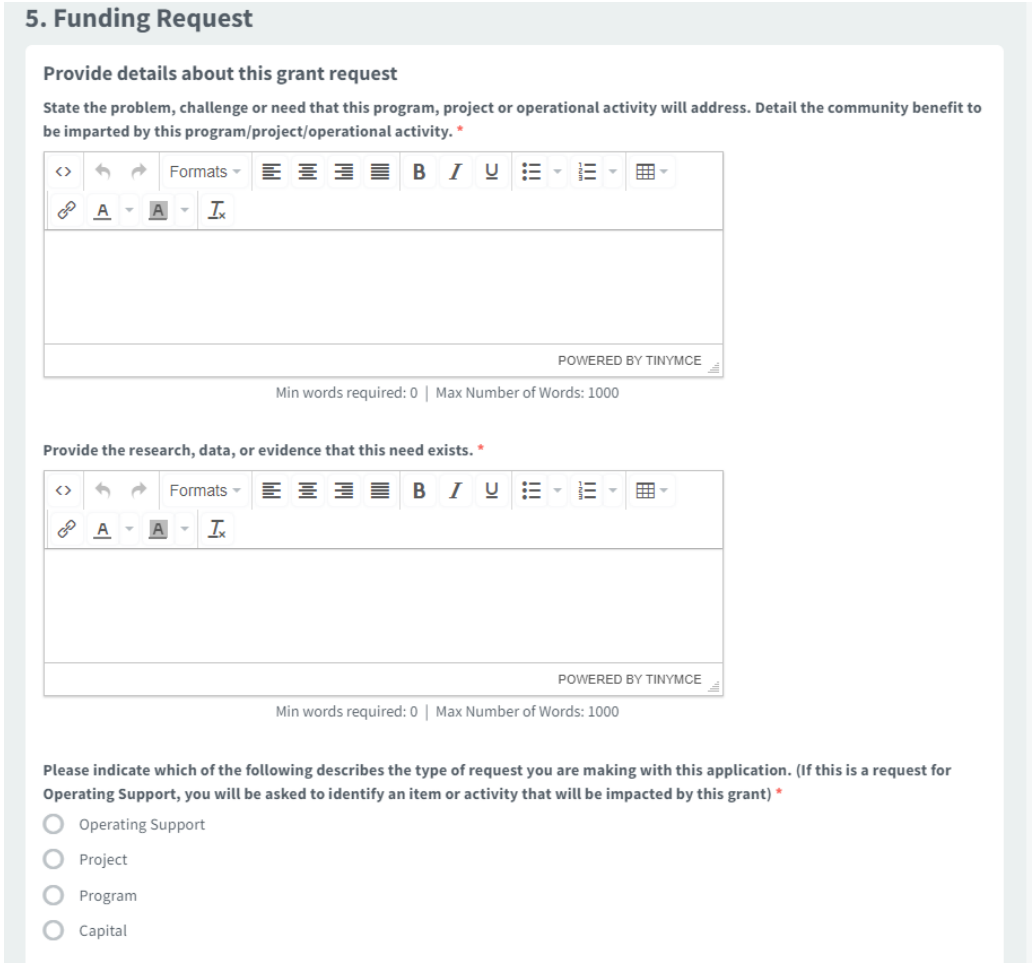




**About The Organization** – this section is designed for the applying organization to provide a clear overview of the organization as a whole including funding sources, board of directors, leadership and staff

- If the apply organization has a Fiscal Sponsor, the Fiscal Sponsor must be the recipient of the grant funds
- Requested documents must match the Applying Organization/Fiscal Sponsor



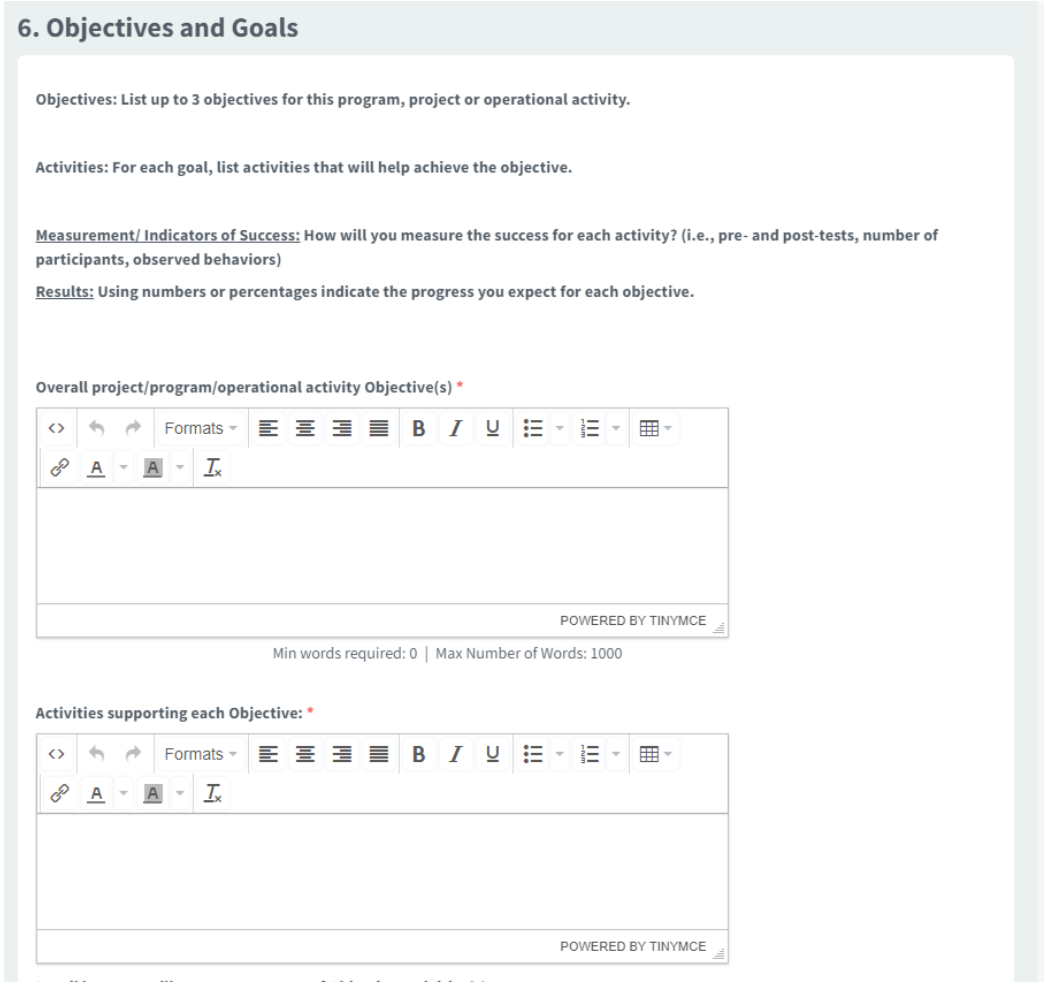

**About The Leadership** – this section is designed for the applying organization to provide contact details for the President/Chief Executive Officer




**Funding Request** – this section is designed for the applying organization to provide a clear narrative related to the grant funds being requested including but not limited to

- Demographic information for the people to be served with grant funds
- Clearly stating how your organization will impact the African American Community in Marion County/Indianapolis
- Specific details of how and for what the funds will be utilized including providing a detailed budget
- Collaboration with other organization to leverage a larger impact on the African American Community in Marion County/Indianapolis
- Most Recently completed 990

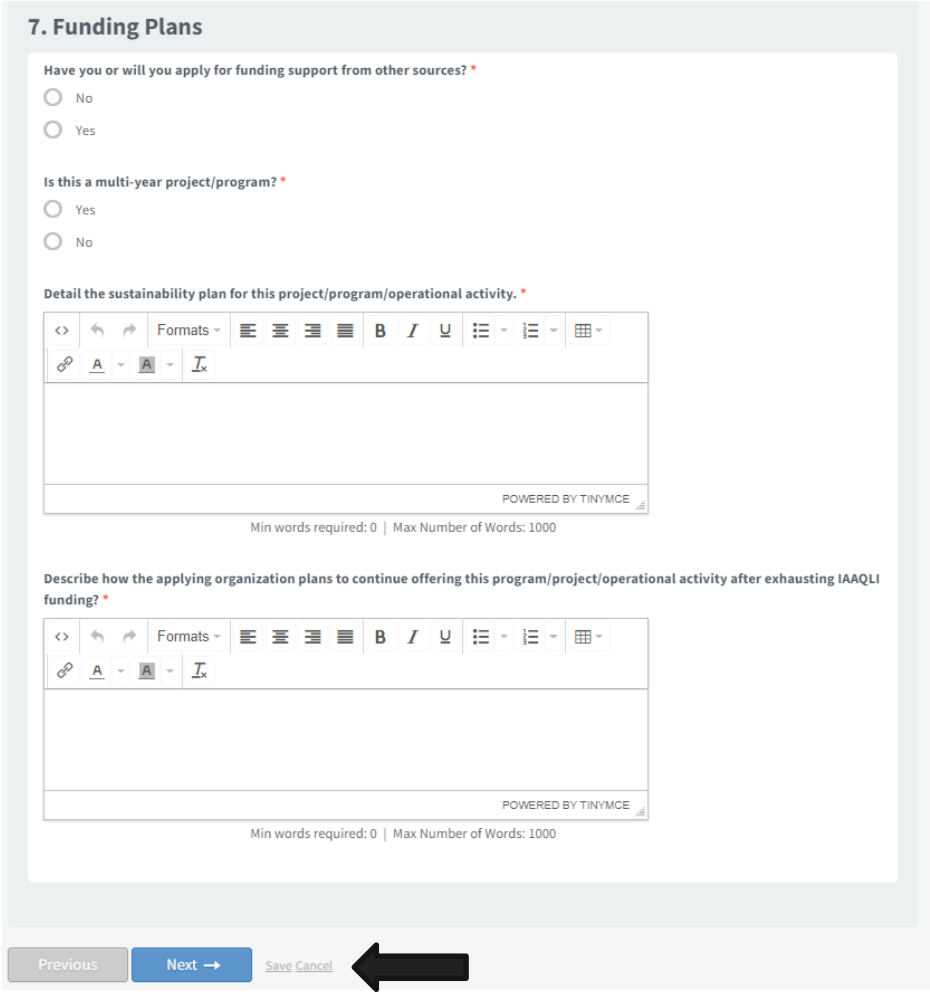
Please review the RFP to ensure you are capturing the elements and intended outcomes of the selected strategy.




**Objectives and Goals** – this section is designed for the applying organization to provide a clear narrative related to the objectives and goals of how the grants funds will be utilized.

- Provide up to three (3) Objectives/Goals with a clear narrative on the activities the apply organization plans to perform to accomplish objectives/goals
- Provide intended Results using numbers or percentages to indicate the expected progress
- Provide details on how the applying organization will measure success

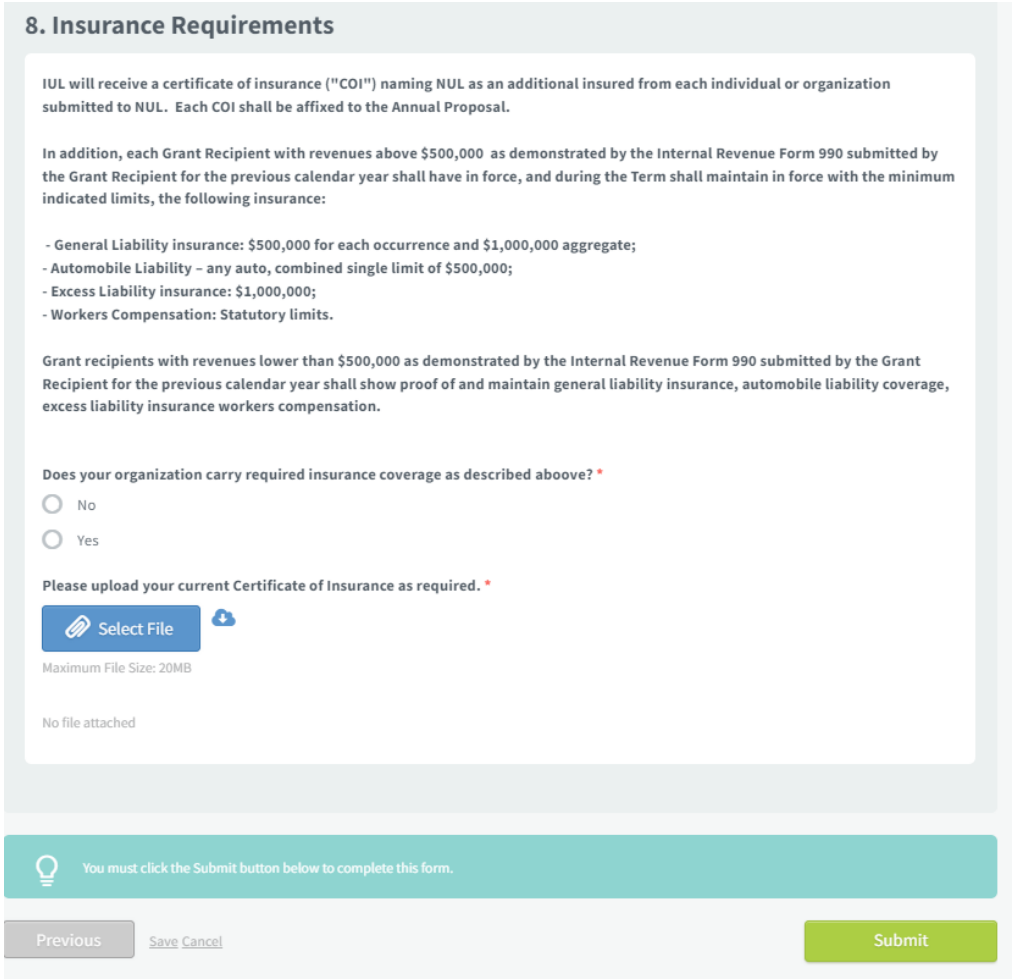
Please review the RFP to ensure you are capturing the elements and intended outcomes of the selected strategy.




**Funding Plans** – this section is designed for the applying organization to provide a clear narrative related to funding.

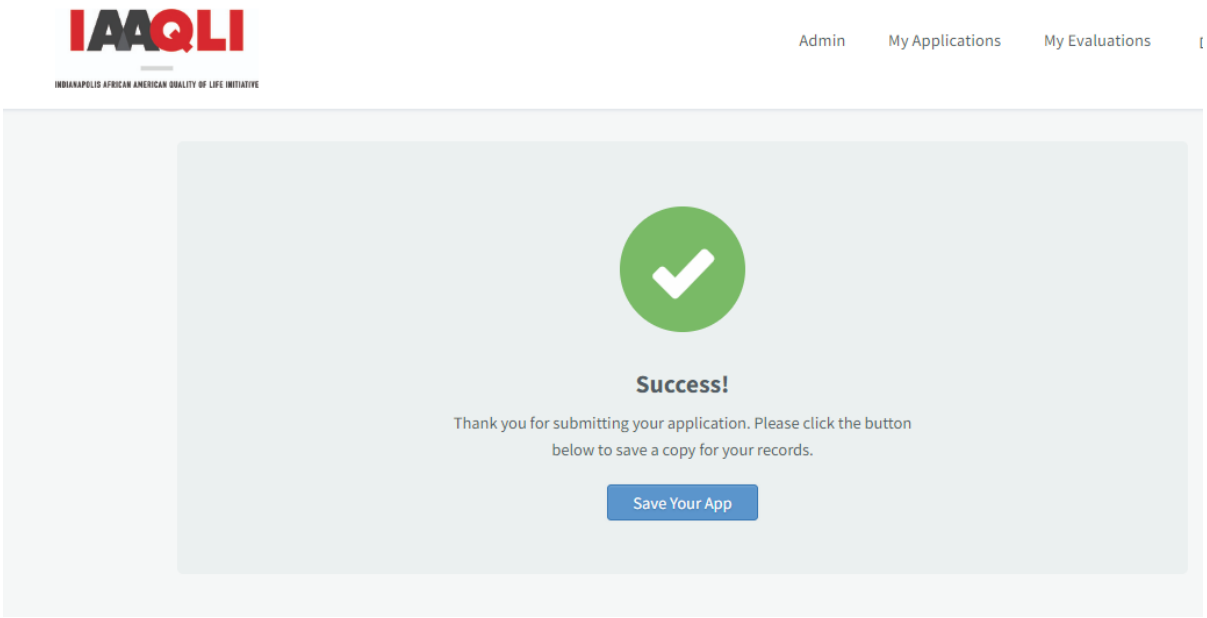
- Provide other funding sources, IAAQLI funds cannot cover 100% of any funding request. Supplemental funding will need to be secured.
- Provide a clear sustainability plan

Please review the RFP to ensure you are capturing the elements and intended outcomes of the selected strategy.




## Insurance Requirements

- Certificate of Insurance (COI) is required to confirm the applying organization has the required amounts of General, Automobile, Excess Liability Insurances and Workers Compensation adhering to statutory limits
- Upon approval of grant funds, an updated Certificate of Insurance will be required listing National Urban League (NUL) as an additionally insured party




**Submitting Application**

- Review your application
- Click Submit

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# The Proposal Review & Grant Recommendation Process

# The Proposal Review & Grant Recommendation Process

*The evaluators will recommend whether to fund a grant request/project by analyzing how well it fits with IAAQLI's overall mission, supports IAAQLI's strategic direction through initiatives and tactics, is a "sound investment," and to what extent it helps drive outcomes and impact.*

- Budget & Finances
- Collective Impact/Generates Collaborative "Boost"
- Communications Strategy
- Cost Effective
- Innovation and Creativity
- Organizational Leadership
- Outcomes, Goals, Metrics & Measurement
- Post-Grant
- Project Description
- Relationship to IAAQLI Strategy Area
- Risk to IAAQLI
- Staffing Allocation
- Sustainability
- Target Population
- Timeline

Please review the RFP to ensure you are capturing the elements and intended outcomes of the selected strategy

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# Announcements & Adjournment

**Dr. Karlin Tichenor, Director of Operations**
**IAAQLI**

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# Brief Announcements

**Presented by Dr. Karlin Tichenor,**
**Director of Operations**
**IAAQLI**

# Announcement 1: Opportunity to Receive One on One Support

- After the launch of the Requests for Proposals for Round 2, organizations interested in receiving individual consultation on your project idea and scope of work may sign up for technical assistance at the Indianapolis Urban League

- Dates for technical assistance are below:

**October 27th**

**October 31st**

# Announcement 2: Opportunity to Receive One on One Support

- **Neighborhood Empowerment Pathways Workshop Series**
  - Neighborhood Empowerment Pathways (NEP) Infrastructure Development is a series of workshops focused on Nonprofit Infrastructure Development.

[Neighborhood Empowerment Pathways Workshop Series | Eventbrite]

# Announcement 3: Complete Survey Below

**Please Complete the Workshop Survey**

**Please Complete the Workshop Survey**

# Announcement 4

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## Information Discussions with Presenters

## Break Out Rooms