



RESTORE, REINVEST, AND RENEW PROGRAM GRANTMAKING AND IMPLEMENTATION: AN EXAMINATION OF A STATE CANNABIS TAX-FUNDED GRANT PROGRAM'S INAUGURAL PERFORMANCE



Restore, Reinvest, and Renew Program Grantmaking and Implementation: An Examination of a State Cannabis Tax-Funded Grant Program's Inaugural Performance Period

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Executive Summary

Introduction

On June 25, 2019, Illinois joined the growing list of states that legalized adult recreational cannabis use through statute [410 ILCS 705](#). The Cannabis Regulation and Tax Act was passed to establish an equitable legal cannabis industry and repair the harm in communities impacted by economic disinvestment and historical overuse of criminal justice responses. The Act also created the Restore, Reinvest and Renew (R3) program. Supported with cannabis tax revenue, R3 seeks to:

- Directly address the impacts of economic disinvestment, violence, and the historical overuse of criminal justice responses in communities with resources to support local design and control of community-based responses.
- Substantially reduce gun violence and concentrated poverty in the state.
- Protect communities from gun violence through targeted investments and intervention programs.
- Promote employment infrastructure.

This report details the R3 program implementation process during the program's inaugural period of performance, June 25, 2019, to January 31, 2022.

Grantmaking Process

Notice of Funding Opportunity Development

In developing the first R3 notice of funding opportunity (NOFO), the R3 Board established guiding principles for the program. The key themes in these principles involved equity, collaboration, uplifting community voices, and supporting organizations. Additionally, an equitable grantmaking working group developed the following recommendations:

- Providing grants for assessment and planning and service delivery.
- Allowing organizations to apply for funding to address multiple issues and regions.
- Establishing a diverse application reviewer pool.
- Incorporating participatory research practices in the evaluation of the program.
- Funding activities in economic development, violence prevention, youth development, reentry, and civil legal aid.

With these recommendations and additional discussion, the R3 Board created 12 regions, designating grant funds that were proportionate to the population of that region's R3-eligible areas. R3 eligible areas were determined through analyses conducted by the Illinois Criminal Justice Information Authority and the Illinois Department of Commerce and Economic Opportunity. The Board also decided to prioritize organizations that demonstrated:

- **Service to high-need areas**, defined as census tracts that fall above the 75th percentiles of gun injury, child poverty, unemployment, and state prison commitments and returns.
- **Ties to the communities they serve**, including being located within the community, employing local staff, or collaborating with local partners,

- **Community involvement** and embracing solutions that incorporated the knowledge of perspectives of local community stakeholders.
- **Restorative justice values**, by describing how their programs and/or collaborators reflected and promoted them.

These priorities, later referred to as equity points, were directly incorporated into application questions that were released in the Notice of Funding Opportunity.

Through working group discussions and parameters set forth through legislation, ICJIA researchers identified areas eligible for R3 funding. Eligible R3 zones were identified through an analysis of community-level data on gun injury, child poverty, unemployment, and state prison commitments and returns at the census-tract level. A total of 769 tracts were eligible for R3 grants.

Notices of Funding Opportunity Release

R3 assessment and planning and service delivery notices of funding opportunity were released to the public on May 18, 2020, with a deadline of July 20, 2020. ICJIA and the Lt. Governor’s office implemented a robust community engagement and communication strategy to notify organizations across Illinois of the opportunity.

Notice of Funding Opportunity Awarding

All accepted applications were scored by a minimum of two external reviewers. These external reviewers received training on the review and scoring process and on implicit bias. Reviewers returned completed score sheets to ICJIA on October 21, 2020. As indicated, several questions within the grant application, called equity points, were intended to represent how well applicants reflected the community they intended to serve. These questions covered applicant location, collaborator location, location of staff, service area, community involvement, and focus on restorative justice. ICJIA research staff provided verification of data used to assign equity points during the scoring process to ensure that organizations provided accurate data in their application.

The R3 Board established a Grant Review subcommittee to conduct a blind preliminary review, or equity scan, of the highest scoring applications in each region to verify that the recommended organizations embodies the R3 Board’s goal of prioritizing local, restorative programs. The subcommittee voted to recommend all but three of the 80 highest scoring applications for R3 funding. The R3 Board convened to vote on the funding recommendations. After discussion from the members, a majority voted to recommend funding the 77 programs approved by the Grant Review Subcommittee, as well as the remaining three highest scoring organizations, for a total of 80 programs.

On January 27, 2021, the ICJIA Board’s Budget committee reviewed the R3 funding recommendations. A majority voted to approve \$2,637,875 in R3 grants to 22 assessment and planning applicants and \$28,331,266 to 58 service delivery applicants.

Grant Review

Reviewer Characteristics

ICJIA created an online Qualtrics survey to collect contact information from individuals interested in reviewing R3 applications. ICJIA received 234 complete responses from interested reviewers. Most survey responders indicated they lived in an R3 zone, had expertise in youth development, were female, Black or African American, and between the ages of 35 and 44.

Reviewer Feedback

Upon completion of the R3 application review process, ICJIA researchers conducted a voluntary feedback survey of those who completed the form expressing interest in serving as an application reviewer. The purpose of the survey was to learn from community members' perspective and gain feedback to improve the external review component in the future. The survey sample included individuals who did and who did not review applications. Survey responders that reviewed applications reported having a positive experience. Sixty-four percent of respondents indicated they were very likely to volunteer again to review grant applications (n=57). In addition, 18% said they were somewhat likely and 9% said they were somewhat unlikely or very unlikely to volunteer again. Based on the feedback, researchers determined communication, scoring instructions, and team review were areas for future improvements.

Grant Applicants

Applicant Characteristics

ICJIA received 407 applications during the state fiscal year 2021 round of the R3 funding opportunity. The majority of applications (83%, n=338) were for service delivery grants. Most applicants (70.8%, n=288) reported locating in an R3 zone. Most applications (64.1%, n=261) were from single organizations. Most applications also indicated they were serving R3's Cook-Chicago Southern Region. Most assessment and planning applications were proposals for economic development activities, while service delivery applications were more likely to propose youth development programs. The most requested funding amounts were between \$100,000 and \$499,999.

Applicant Feedback

After the application deadline passed, ICJIA researchers asked applicants to complete a voluntary, anonymous online survey to gather information on how applicants experienced the process to inform program improvements. Applicants received a link to the feedback survey from ICJIA grant staff. Survey results indicated R3 grant applicants were satisfied overall with the R3 application process; however, quantitative results indicated some respondents experienced difficulty with writing the application, meeting GATA requirements, and understanding the application. Based on this feedback, researchers determined that future grant cycles should enhance application instructions and encourage attendance at state grant workshops.

Funded Organizations

In its inaugural award, the R3 Board awarded 80 organizations with R3 funding, including 22 for assessment and planning activities and 58 for service delivery. The Cook-Chicago Southern R3 region received the most funding (n=11) and most of the funded organizations proposed providing youth development services (n=47). Nearly half of organizations that proposed service delivery programs (48.3%, n=28) received grants of between \$100,000 and \$499,999, while over half of the organizations that proposed assessment and planning programs (63.6%, n=14) received grants of less than \$100,000.

Conclusion

This report describes R3 program implementation from program inception to the conclusion of the inaugural R3 grantee cohort's first performance period. ICJIA is conducting a broader process evaluation of the R3 program and process evaluations of several R3 program sites across Illinois. ICJIA also plans to conduct outcome evaluations of the program sites and examine the overall impact of the R3 program.

Introduction

On June 25, 2019, Illinois joined the growing list of states that legalized adult recreational cannabis use through statute [410 ILCS 705](#). The Cannabis Regulation and Tax Act was passed to establish an equitable legal cannabis industry and repair the harm in communities impacted by economic disinvestment and historical overuse of criminal justice responses. The Act also created the Restore, Reinvest and Renew (R3) program. Supported with cannabis tax revenue, R3 seeks to:

- Directly address the impacts of economic disinvestment, violence, and the historical overuse of criminal justice responses in communities with resources to support local design and control of community-based responses.
- Substantially reduce gun violence and concentrated poverty in the state.
- Protect communities from gun violence through targeted investments and intervention programs.
- Promote employment infrastructure.

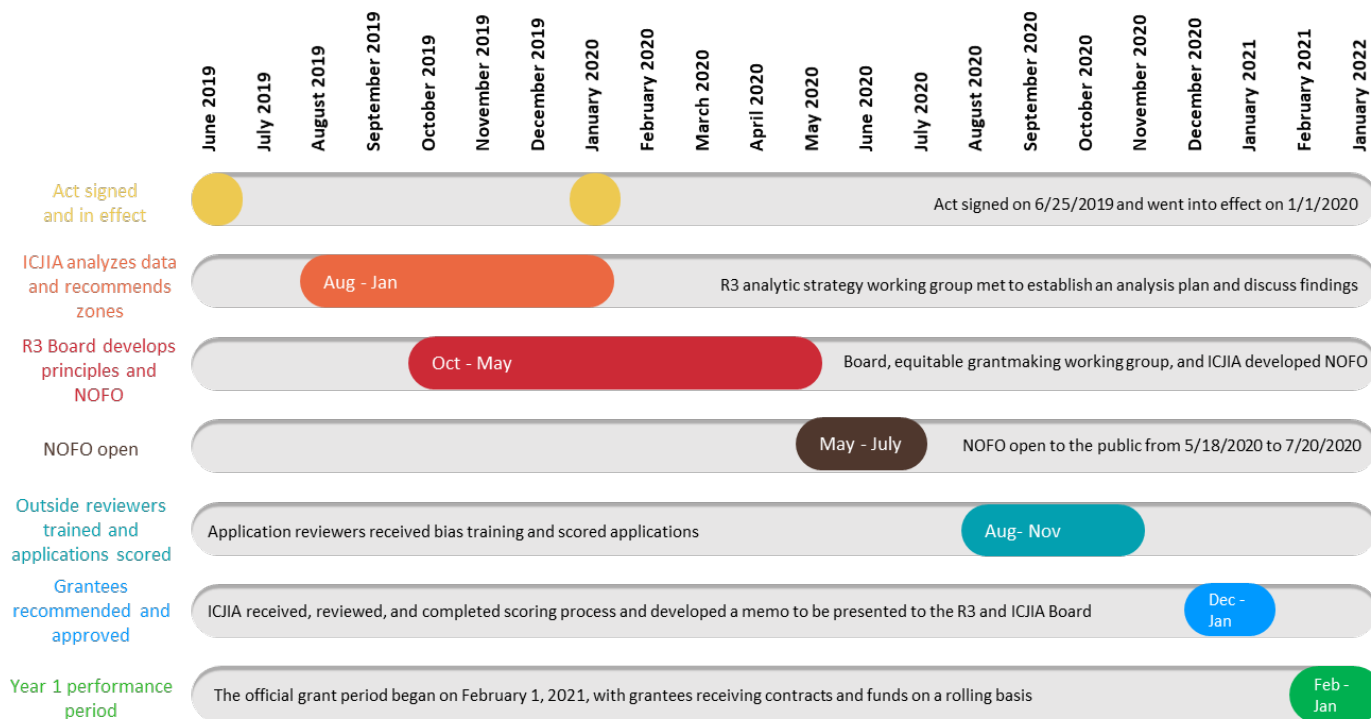
With support from several key stakeholders, including Governor J.B. Pritzker; Lt. Governor Julianna Stratton; the Justice, Equity, and Opportunity Initiative¹ (established within the Lieutenant Governor's Office); the Illinois General Assembly; the Illinois Criminal Justice Information Authority (ICJIA) staff, the R3 Board and the ICJIA [Board](#), the R3 program awarded \$31.5 million to communities in need during its first year.²

This report details the implementation process of the R3 program during its inaugural year, from June 25, 2019, when the program was signed into law, to January 31, 2022, when the year one performance period for first cohort of grantees concluded.

Timeline

R3 program implementation began in June 25, 2019, with the signing of the Act, and the end of the first official grant period January 31, 2022. Grantees were given the option to extend their grant contracts for a second year (ending on January 31, 2023) and a third year (ending on January 31, 2024). Figure 1 depicts a brief timeline R3's first year. For a detailed timeline, see Appendix 1.

Figure 1
Overview of R3 Program Implementation Timeline



Grantmaking Process

Notice of Funding Opportunity Development

Guiding Principles

In November 2019, the R3 Board voted to approve the following guiding principles for the development and implementation of the R3 program:

- We must consider equity and opportunity at each stage of the R3 process, from the initial research stage to performance evaluation on the back end.
- We must be aware of existing public and private sector resources to ensure that R3 funding is additive, effective, and collaborative.
- We must provide designated communities with accessible information, communicate in accessible language, and offer sufficient technical assistance for equitable opportunities to receive funding.
- We must honor the wisdom in communities and support local design, planning and community-based solutions to violence while also applying practices supported by data and research.
- We must prevent violence and criminal justice contact altogether and intervene with existing violence and justice-involved individuals.

- We must provide effective assistance, capacity building, and implementation support for grantees to achieve successful outcomes.
- We must use positive outcomes as metrics for success, and not simply the reduction of negative outcomes.

Eligibility

The Illinois Cannabis Regulation and Tax Act required identification of areas eligible to benefit from Restore, Reinvest, and Renew (R3) grant funds within 180 days of the bill's enactment. Identification was to be made via an analysis determining which Illinois communities have "...the highest rates of gun injury, unemployment, child poverty rates, and commitments to and returns from the Illinois Department of Corrections." Given the general parameters and ambitious timeline provided in the legislation, ICJIA researchers immediately began formulating an analysis strategy that included consulting with external state and research agencies, identifying potential data sources, formalizing data requests, processing and analyzing data, and producing a final written report that recommended areas for R3 funding eligibility to the R3 Board

R3 Research Working Group Meetings. To develop an effective analysis strategy, ICJIA created a working group comprised of university researchers in Illinois and government agency representatives. The R3 working group met on August 8, 2019, September 27, 2019, and November 25, 2019. Members of the working group are listed in Appendix 2.

Activities of the working group included:

- Three meetings.
- Examinations of and discussions about datasets/variables.
- Discussions surrounding data issues (e.g., limitations and accessibility).
- Generating a method of identifying R3 areas to be recommended.

Methodology for Analysis. ICJIA identified local areas eligible for R3 program grant funding via an analysis of community-level data on gun injury, child poverty, unemployment, and state prison commitments and returns. While statewide data sources with detailed geographic information on gun injury, poverty, unemployment, incarceration and population are limited, researchers identified eight usable data sets and analyzed them at the census tract level.³

Stakeholders agreed upon defining eligible R3 zones as those above the 66th percentile on all four measures of eligibility criteria (gun injury, child poverty, unemployment, and state prison commitments and returns). Areas above the 75th percentile on all four measures were specified high-need areas. Additionally, tracts designated as a Disproportionately Impacted Area (DIA) by the Illinois Department of Commerce and Economic Opportunity (DCEO) were deemed R3 zones.⁴ DCEO's determination of DIAs utilized different data sources and analysis than ICJIA's analysis. Therefore, some R3 zones were identified just through DCEO's analysis, just through ICJIA's analysis, and some were identified through both.⁵ *Figure 2* depicts the decision flow for R3 zone determinations.

Figure 2
Decision Flow Chart for R3 Zone Determination

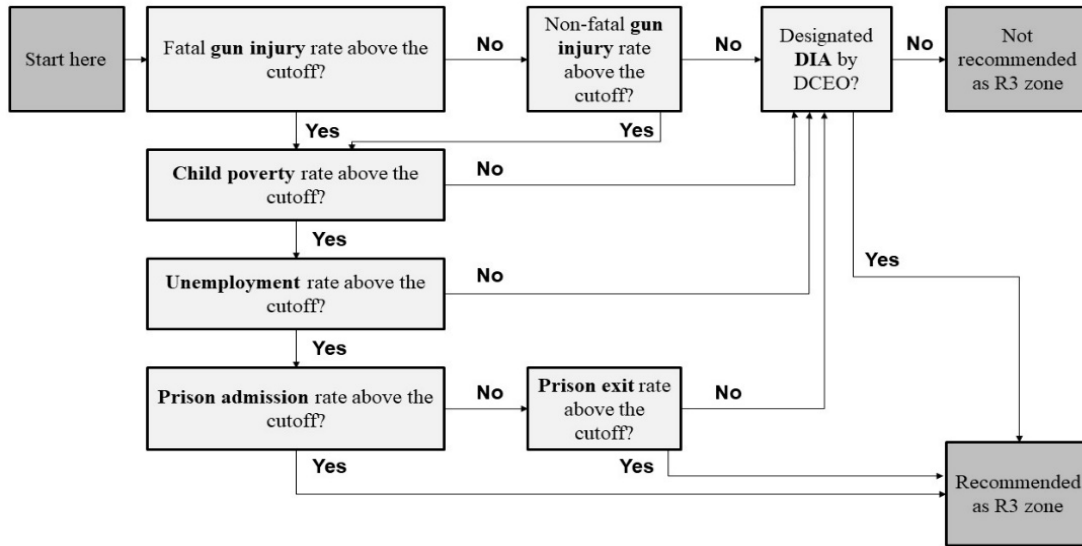


Figure 3 outlines the criteria and data sources used to define eligible areas. Eligible R3 areas were required to meet *all* criteria under Part 1 (the ICJIA analysis) or the criteria in Part 2 (the DCEO analysis).

Figure 3

R3 Area Data Sources and Description

Part I

Criteria (as outlined in the Act)	Data Source
1. Highest rates of gun injury	Cutoff: Gun injury hospitalization rate of > 9.1 per 10,000 residents or gun injury death rate of > 1.6 per 10,000 residents Data: Hospital discharge records and vital records death records; records limited to assault-related gun injury and assault-related gun death records Source: Illinois Department of Public Health Time Period: 2015-2018
2. Highest rates of unemployment	Cutoff: > 8.3% unemployment rate Source: 5-year American Community Survey Time Period: 2012-2017
3. Highest child poverty rates	Cutoff: > 25.4% of children under six years-old living at or below 100% of the federal poverty line Source: 5-year American Community Survey Time Period: 2012-2017
4. Highest rates of commitments to and returns from the Illinois Department of Corrections	Cutoff: > 70.6 prison commitments per 10,000 residents or > 36.3 prison returns per 10,000 residents Data: Criminal History Record Information (CHRI); Prison and Mandatory Supervised Release (MSR) stock files Sources: Illinois State Police; Illinois Department of Corrections Time Periods: 1960-2018 (CHRI); 2015-2018 (Prison stock); FY15-FY19 (MSR stock)

Part II

Criterion (as outlined in the Act)	Data Source
1. High need, underserved, disproportionately impacted by historical economic disinvestment.	Cutoff: Defined as a Disproportionately Impacted Area Source: DCEO analysis

Analysis Results and Eligible Areas. Of the 3,123 Illinois census tracts, 769 were identified as meeting the criteria under Part 1 or Part 2. Of those 769 tracts, 368 of them were identified as high-need areas. Map 1 shows R3 zones throughout Illinois.

Of the 102 counties in Illinois, 56 held tracts identified as R3 zones. A total of 62.4% of R3 zones were located in Cook County (n=480). Table 1 illustrates the number of R3 zones identified in the 56 counties.

Table 1

Number and Percentage of R3 Zones Identified within Illinois Counties

County	<i>n</i>	%
Adams	4	.5
Alexander	1	.1
Bond	1	.1
Boone	1	.1
Champaign	7	.9
Coles	2	.3
Cook	480	62.4
Crawford	1	.1
De Witt	1	.1
DeKalb	2	.3
DuPage	2	.3
Edgar	1	.1
Effingham	1	.1
Fayette	2	.3
Franklin	1	.1
Fulton	1	.1
Greene	1	.1
Henry	1	.1
Jackson	3	.4
Jefferson	3	.4
Jersey	1	.1
Kane	15	2.0
Kankakee	7	.9
Knox	4	.5
Lake	18	2.3
LaSalle	4	.5
Lee	1	.1
Livingston	2	.3
Logan	2	.3
Macon	13	1.7
Macoupin	1	.1
Madison	14	1.8
Marion	3	.4
Mason	1	.1
McDonough	1	.1
McLean	13	1.7
Montgomery	1	.1
Morgan	2	.3
Ogle	1	.1

Peoria	19	2.5
Pulaski	1	.1
Richland	1	.1
Rock Island	9	1.2
Saline	3	.4
Sangamon	23	3.0
Scott	1	.1
St. Clair	20	2.6
Stephenson	4	.5
Tazewell	2	.3
Vermilion	8	1.0
Warren	1	.1
White	1	.1
Whiteside	1	.1
Will	21	2.7
Williamson	3	.4
Winnebago	31	4.0
Total	769	100.0

Note. ICJIA analysis of R3 zone data.

Equity

In September 2019, the Justice, Equity, and Opportunity Initiative (established within the Lieutenant Governor’s Office) and ICJIA convened a working group to establish best practices for equitable grantmaking for the R3 Board. Attendees included representatives from governmental agencies and foundations, including the Chicago Community Trust and the MacArthur Foundation. The working group addressed the following questions:

- 1. What should be the structure for the Notice of Funding Opportunity (NOFO) for R3 applicants to propose their plans and activities?*

The working group recommended that the NOFO should:

- Consist of accessible language.
- Encourage collaboration so multiple organizations could apply for grant funding.
- Support local design for an R3 area to apply for assessment and planning grants to develop a strategy for service grants.
- Provide the opportunity for organizations to apply for funding in more than one issue area based on community need.
- Provide external expertise and consider contracting with organizations that can offer training and technical support in areas outside of ICJIA’s traditional services.
- Seek feedback from the applicants/community regarding the NOFO.

- 2. What should be an equitable process for soliciting and reviewing applications from eligible areas?*

The working group recommended that the R3 program should:

- Provide organizations with technical assistance on the Grant Accountability Transparency Act (GATA).
- Establish a diverse review committee, including racial, gender, economic, geographic diversity from R3 areas.
- Ensure that the grant review committee receives cultural competence and/or unconscious bias training before reviewing grant applications.

3. *What should be the system for measuring performance and positive outcomes?*

The working group recommended that the R3 program should:

- Use a logic model to assess activities, outputs, outcomes, and impact for the R3 program.
- Ensure core legislative outcomes are tracked (e.g., whether gun injuries decline in communities over time, or whether employment infrastructure has improved).
- Pursue additional positive outcomes to ensure the spirit of the legislation is tracked (e.g., number of records expunged, and amount of housing evictions prevented).

4. *What should be the system for ongoing monitoring and evaluation?*

The working group recommended that the R3 program should:

- Hire grant monitors to ensure the success of funded programs.
- Consider contracts with independent entities to support evaluation of the program.
- Incorporate participatory research practices to ensure communities are involved in and understand research goals, including evaluation reports provided to the R3 board on a biannual basis, data collection assistance for grantees, and annual regional gatherings for awardees to share information and provide leadership development.

5. *What types of programs should be funded by R3?*

The working group recommended that the R3 program should fund:

- Economic development.
- Violence prevention.
- Youth development.
- Reentry.
- Civil legal aid.

In March 2020, the R3 Board met to determine NOFO structure. Based on working group recommendations, the Board decided to prioritize organizations that:

- **Serve high-need areas**, defined as census tracts that land above the 75th percentile for each eligibility metric,
- **Had ties to the communities they serve** by being located within the community, hiring local staff, or collaborating with local partners.

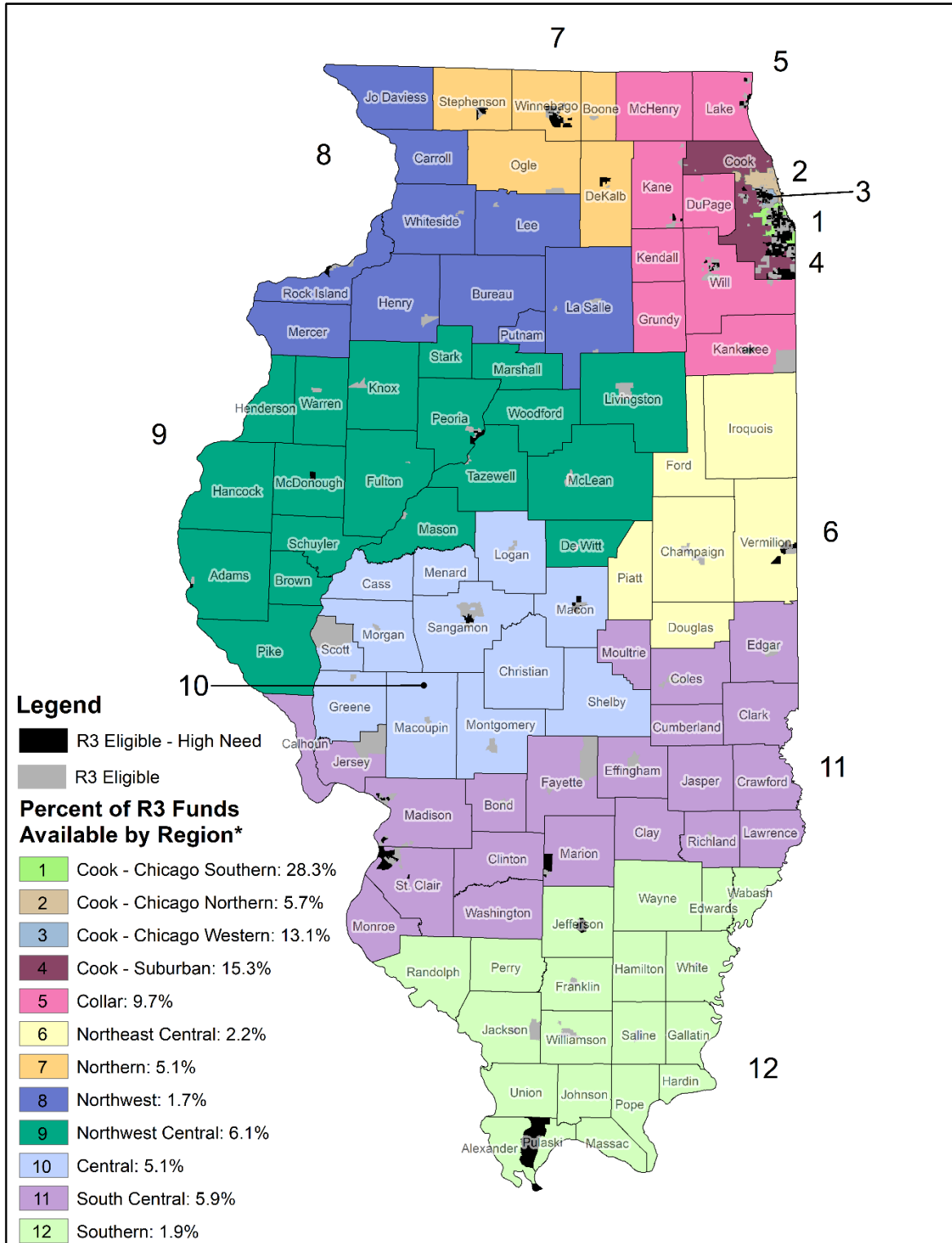
- **Had community involvement** by embracing solutions that incorporate local community stakeholder knowledge and perspective.
- **Instilled restorative justice values.**

These priorities were used to create a set of equity questions and applicants were awarded points based on their answers. Applicants could earn up to 100 points in total. See Appendix 3 for the Assessment and Planning application and Appendix 4 for the Service Delivery application.

To help ensure that funding was equitably allocated across Illinois, the R3 Board also decided to divide the state into 12 regions, with each region designated an amount of funding proportionate to the population of that region's R3 areas.⁶ Map 2 breaks down the funding amount by region.

Map 2

Percentage of R3 Funding Available, by Illinois Region



Note. ICJIA Analysis of 2010 Census Summary File 1- [Illinois] prepared by the U.S. Census Bureau,

2011. Funding percentages were calculated by dividing the summed population of eligible R3 zones by the total summed population across all eligible R3 zones.

Lastly, the R3 Board extended the traditional 30-day application window to ensure potential organizations had time to for technical assistance and to manage limitations created by the COVID-19 pandemic.

Notice of Funding Opportunity Release

The two funding opportunities were opened to the public on May 18, 2020, with a deadline of July 20, 2020.

Communication and Technical Assistance

ICJIA and the Lieutenant Governor's office implemented a robust community engagement and communication campaign so that organizations across Illinois were aware of the opportunity. Due to the COVID-19 pandemic, much of the outreach was virtually conducted. This allowed for recording and broader distribution. R3 program NOFO communication and technical assistance included:

- Sending out information via ICJIA's email subscriber list.
- Developing r3.illinois.gov website to make information about the program accessible and available to the public.
- Developing and posting updated Frequently Asked Questions on an FAQ page of the R3 website. All questions submitted to ICJIA during the open grant period were answered on the page and the page was updated weekly.
- Conducting outreach to legislators, including those that represent R3 areas, to inform them of the NOFO and request information distribution to constituents. The Lieutenant Governor, JEO, and ICJIA hosted virtual town halls to discuss the R3 program and answer questions.
- Providing virtual technical assistance to organizations interested in applying for the R3 program.
- Hosting virtual community meetings to promote the R3 program to potential applicants. Attendees learned about the application process and had the opportunity to ask questions about the program.

Notice of Funding Opportunity Awarding

Review and Scoring

Based on recommendations from the grantmaking working group, the R3 Board established a review process to reflect racial, gender, economic, and geographic diversity throughout Illinois. All accepted applications were scored by at least two external reviewers, many of whom resided in R3 zones. Potential reviewers were asked to complete a short online interest form, which included questions on their contact information, areas of expertise, and area of residence. The interest form was made available online from June 11, 2020, to August 31, 2020. A link to the reviewer interest form was publicized through the R3 website, ICJIA's email subscriber list and

social media pages, the Lieutenant Governor’s Twitter page, public meetings about R3, online news articles, and other outlets.⁷

ICJIA Federal and State Grants Unit staff determined reviewer eligibility based on residence in an R3 zone and an examination of organizational affiliations that could pose a conflict of interest. To increase the number of reviewers, staff also invited State of Illinois employees, external reviewers who had prior experience with the process, and subject matter experts to participate. Reviewers were required to submit a conflict of interest form and directly notify ICJIA staff of any conflicts identified throughout the review process. Any reviewer with an identified conflict of interest was reassigned to applications free of conflicts. If a reassignment was not possible, the reviewer was excused from reviewing applications.

Selected reviewers received training on the review and scoring process, as well as on implicit bias. Reviewers worked in teams, with groups of three being assigned the same set of applications for review. One reviewer was asked to serve as the team lead and coordinate a virtual meeting for their team members prior to submitting their scores. After completing an initial application review, reviewer teams met to discuss the content of the applications and address team members’ questions or concerns. Reviewers were instructed not to discuss specific scoring decisions during the team meeting. The team leader engaged ICJIA staff for assistance with any remaining group concerns. Completed score sheets were provided to ICJIA on October 21, 2020.

Equity Score Verification. Several questions within the application were designed to provide evidence for how well the applicants reflected the community they intended to serve with R3 funds. These questions, also referred to as equity scores, covered applicant location, collaborator location, location of staff, service area, community involvement, and focus on restorative justice. Applicants earned these points if they: were located in an R3 zone, had 50% of their collaborators located in an R3 zone (if applicable), had 50% of staff living in an R3 zone, intended to serve at least one R3 zone, intended to serve at least one High Need zone. For community involvement and restorative justice, reviewers scored applicant responses to the related questions (see Appendix 5 for a copy of the reviewer score sheet used).

Before the approval process began, ICJIA Center for Violence Prevention and Intervention Research staff were asked to verify data used to assign equity points during the scoring process to ensure accuracy. This verification process included:

- *Verifications of applicants located in R3 zone.*⁸ Those who indicated they were located in an R3 zone were verified via geocoding the narrative addresses (if provided) and the overlapping R3 zone boundaries. If the applicant indicated they were in an R3 zone but did not provide an address in the narrative, the business address on the application page was used. If neither address was provided, the applicant was coded as not being in an R3 zone.
- *Confirmation of collaborators located in R3 zone.* Applicants that indicated they were part of a collaborative and marked at least half of their collaborators as being in an R3 zone were coded as such.

- *Confirmation of staff located in R3 zone.* Applicants who indicated that more than 50% of their proposed staff lived in R3 zones were coded as such.
- *Verifying indicated High Need zones.* Proposed zone IDs provided in the application narratives were checked against an internal dataset of R3 zones and coded as serving a High Need zone if at least one R3 zone ID was flagged as high need.⁹
- *Verifying indicated R3 zones were in selected funding region.* Proposed zone IDs were checked against an internal dataset of R3 zones to determine if at least one R3 zone ID was within the applicant's selected. Applicants with at least one R3 zone ID within their selected funding region (e.g., Cook-Chicago Western) were coded as such.

During the verification process, all missing data due to blank fields or invalid entries were considered missing and any related equity point indicator was marked as missing or null (i.e., a failure to verify the information).

Decisions and Approval

R3 Board Grant Review Subcommittee. The R3 Board voted to establish a Grant Review subcommittee which allowed for another layer of review of the applications. Unlike the ICJIA Board's Budget committee, the R3 Board's Grant Review subcommittee recommendations are not final. The Grant Review subcommittee first met on November 24, 2020, and concluded on December 9, 2020, with funding recommendations.

Grant Review subcommittee members were provided conflict of interest forms and asked to recuse themselves from discussion and decisions about applicants with whom they were affiliated. Officials were asked to send designees to minimize conflicts of interest with organizations in their jurisdictions.

The Grant Review subcommittee conducted a blind preliminary review, referred to as an equity scan, of the highest-scoring applications in each region to verify the funding recommendations met the R3 Board's goal of prioritizing local and restorative programs. The blind review process helped to ensure the global assessment of the R3 Board's goal was not biased toward any individual applications.

Subcommittee members reviewed spreadsheets that contained applicants' anonymized total scores and equity question scores. The subcommittee voted to request that the highest scoring applicants report to the subcommittee to answer additional questions if:

1. They chose not to serve high-needs areas.
2. They did not indicate they were located within an R3 zone, at least half of their collaboration members were located in an R3 zone, or at least half of their employees lived in an R3 zone.
3. They scored below 7 of 10 points on community involvement.
4. They scored below 7 of 10 on restorative justice.

A total of 25 applications met that criteria and were asked to present at a Grant Review subcommittee meeting to answer the following questions:

- **High-need area:** Can you explain the R3 community (or communities) you have proposed serving? In particular, can you describe the needs within the community you are proposing to address?
- **Community involvement:** How do you plan to involve local community members and groups in the implementation of your proposal?
- **Local agency preference:** Can you speak about where your organization is headquartered or based? What connection has your organization had, if any, in the R3 community you have proposed to serve?
- **Local preference staff/collaborative members:** Can you discuss whether your organization will be collaborating with local organizations from the R3 Area you have proposed to serve? If so, can you explain what that looks like? If not, why? And can you speak to the relationship, if any, your staff may have with the R3 Area you have proposed to serve?
- **Restorative justice:** This program is designed to shift the state from historically punitive approaches, such as the war on drugs, to restorative justice approaches that heal communities and address harm. How does your proposed program relate to restorative justice?

The organizations were asked these questions over the course of three meetings. After the meetings, members had concerns about organizational capacity, approaches to restorative justice, and community outreach of three applicants. The subcommittee voted to recommend all but three of the highest-scoring applications for R3 funding, for a total of 77 accepted programs. This information was collected, reviewed, and prepared in a memo for the R3 Board.

R3 Board. On January 21, 2021, the R3 Board convened to vote on the ICJIA R3 funding recommendations. After discussion, a majority voted to recommend funding for the 77 programs approved by the Grant Review subcommittee, as well as the remaining three highest scoring organizations, for a total of 80 programs.

ICJIA Budget Committee. On January 27, 2021, the ICJIA Board's Budget committee reviewed the R3 funding recommendations. A majority voted to approve \$2,637,875 in R3 grants to 22 assessment and planning applicants and \$28,331,266 to 58 service delivery applicants. Tables 2 and 3 detail the approved organizations.

Table 2*Approved Assessment and Planning Programs, by Region*

Funding Region	Applicant Name	Recommended Amount
Central	Chicago Urban League	\$80,000
Central	DuSable Museum of African American History	\$80,899
Chicago South	Garfield Park Community Council	\$444,245
Chicago South	Girls in the Game	\$182,148
Chicago South	Black Oak Center	\$264,600
Chicago West	City of Kankakee ECDA	\$177,968
Chicago West	Key City Community Development Corporation	\$205,827
Collar	Will County	\$38,285
Collar	IL Collaboration for Youth	\$28,723
Collar	Torito Arts	\$86,694
Collar	Family Resources	\$151,697
Northern	United Way of Adams County	\$79,758
Northern	City of Madison Police Dept	\$79,723
Northwest	IAJJC Centralia	\$20,438
Northwest Central	City of Harrisburg	\$25,000
South Central	Public Interest Law Initiative	\$92,291
South Central	Maywood Social Enterprise - Loyola University of Chicago	\$86,442
Southern	Monroe Foundation	\$25,548
Southern	The Link and Option Center	\$29,805
Suburban Cook	Chicago Urban League	\$157,595
Suburban Cook	DuSable Museum of African American History	\$220,189
Suburban Cook	Garfield Park Community Council	\$80,000
Total		\$2,637,875

Table 3*Approved Service Delivery Programs, by Region*

Funding Region	Applicant Name	Recommended Amount
Central	East Springfield Community Center Commission	\$728,093
Central	Illinois Legal Aid Online Springfield	\$32,874
Central	Land of Lincoln Legal Aid	\$114,918
Central	Macon County CASA	\$60,212
Central	Sherrod's Independent Mentoring Program	\$100,387
Central	Springfield Urban League	\$419,702
Chicago North	Communities United	\$208,316
Chicago North	First Defense Legal Aid	\$82,682
Chicago North	Local Initiatives Support Corporation	\$501,267
Chicago North	Safer Foundation	\$809,000
Chicago South	Alternatives, Inc	\$513,997
Chicago South	Center for New Horizons	\$1,952,403
Chicago South	Chicago Torture Justice Center	\$231,169
Chicago South	Chicago Urban League	\$1,911,570

Chicago South	Emerald South Economic Development Collaborative	\$2,500,000
Chicago South	Hope Center Foundation	\$346,519
Chicago South	Phalanx Community Services	\$483,013
Chicago South	St. Leonard's Ministries	\$80,262
Chicago West	Chicago Youth Boxing Club	\$40,000
Chicago West	Children's Place Association	\$553,237
Chicago West	J. Blunt	\$94,707
Chicago West	Law and The Fam LLC	\$838,890
Chicago West	Lawndale Christian Development Corporation	\$134,292
Chicago West	NAACP Westside Chicago Branch	\$1,816,615
Chicago West	St. Leonard's Ministries	\$227,143
Collar	GameTime	\$378,188
Collar	Kankakee School District 111	\$732,032
Collar	Northern IL Recovery Community Organization Waukegan	\$225,000
Collar	Prairie State Legal Services	\$531,675
Collar	Will County	\$881,700
Northeast Central	Land of Lincoln Legal Aid	\$57,486
Northeast Central	The Trep School	\$255,401
Northeast Central	University of Illinois	\$312,883
Northern	City of Rockford	\$520,790
Northern	Comprehensive Community Solutions	\$199,813
Northern	Girl Scouts of Northern IL	\$249,345
Northern	KFACT	\$186,245
Northern	Prairie State Legal Services	\$193,085
Northern	YMCA of Rock River Valley	\$86,357
Northwest	Martin Luther King Community Center	\$245,577
Northwest	Perfectly Flawed Foundation	\$91,069
Northwest	Prairie State Legal Services	\$154,508
Northwest Central	Peoria Public Schools	\$858,669
Northwest Central	Prairie State Legal Services	\$216,576
Northwest Central	Project Oz	\$201,344
Northwest Central	Tri County Urban League	\$440,747
South Central	Academic Development Institute	\$830,000
South Central	United Way Greater St. Louis	\$829,240
Southern	Family Counseling Center	\$253,906
Southern	Land of Lincoln Legal Aid	\$57,640
Southern	Lutheran Social Services	\$228,702
Suburban Cook	Center for Community Academic Success Partnerships	\$365,000
Suburban Cook	Chicago Urban League	\$991,365
Suburban Cook	Cook County JAC	\$600,000
Suburban Cook	Knotty Luxe	\$250,000
Suburban Cook	Metropolitan Family Services	\$586,301
Suburban Cook	National Diversity and Inclusion Cannabis Alliance	\$1,169,729
Total		\$28,331,266

Declination. Applicants that were not chosen as grantees were notified via declination letters via email. They were encouraged to apply in the future as R3 grants become available. R3 applicants had the right to appeal the scoring process following their declination. While they were not permitted to appeal their actual score, they could appeal the scoring process if they felt that it was not followed as it was described in the application. An appeals review officer reviewed the appeals. Applicants that were not selected also were able to request feedback on their applications. This allowed ICIA to provide applicants with written, anonymous feedback from the reviewers regarding the contents of the application.

Fund Distribution

Immediately following the Budget Committee's approval of the R3 designations, ICJIA grant staff initiated grant contracts. Once the contracts were developed for each grantee, the documents were sent to ICJIA's Office of General Council, who reviewed the contracts and relevant documents for proposed expenditure allowability and compliance with agreement regulations. The Office of Fiscal Management then conducted a technical review of the proposed budgets, including calculations, fringe costs, indirect costs, and travel costs. The contracts and relevant documents were then sent to the grantees for review and signature. After signing, the documents were sent for one final review from the Office of General Council. Once approved, contracts were sent to the ICJIA Executive Director for a final signature and then executed.

Grant Support

One key goal of the R3 program was to provide effective assistance and support to approved grantees to help them achieve successful outcomes. ICJIA provided a multi-week virtual training series to new R3 grantees in March 2021. Training topics included:

- Overview of the grant requirements.
- Disbursal methods.
- Subcontracts and subawards.
- Completing the Periodic Financial Report.
- Completing the Periodic Performance Report.
- Research partnership.
- Subaward fiscal and data reporting.
- Site visits.
- Subaward site visits.
- Budget revisions and subaward budget revisions.
- Amendments and subaward amendments.
- Subaward closeouts.
- Closeouts and what's next for R3.

The trainings were provided on Tuesdays and Thursdays, with both days including 10:00 a.m. and 1:00 p.m. sessions. Additionally, ICJIA recorded the trainings and provided the recordings and training PowerPoints to all new grantees.

Grant Review

Reviewer Characteristics

ICJIA created an online Qualtrics survey to obtain contact information from individuals that were interested in reviewing R3 applications. ICJIA received 234 complete responses from interested reviewers.¹⁰ Table 4 provides some information available regarding the individuals that submitted a reviewer interest form.

Table 4
Characteristics of R3 Reviewer Applicants (N=234)

	n	%
Located in an R3 Zone		
Yes	166	70.9
No	60	25.6
I don't know	8	3.4
	n	%
Expertise Area		
Civil Legal Aid	27	11.5
Economic Development	92	39.3
Reentry Services	83	35.5
Violence Prevention	94	40.2
Youth Development	145	62.0
	n	%
Gender Identity		
Male	72	30.8
Female	146	62.4
Transgender	0	0.0
Cisgender	13	5.6
Genderqueer	0	0.0
Agender	0	0.0
Other	0	0.0
	n	%
Racial and Ethnic Identity		
American Indian or Alaska Native	0	0.0
Asian	0	0.0
Black or African American	124	53.0
Hispanic, Latino, or Spanish origin	29	12.4
Middle Eastern or North African	0	0.0
Native Hawaiian or Other Pacific Islander	0	0.0
White	70	29.9
Other	0	0.0
	n	%
Age		
18- 24	10	4.3
25- 34	52	22.2
35- 44	64	27.4

45- 54	41	17.5
55- 64	38	16.2
65- 74	14	6.0
75- 84	1	.4
85+	1	.4

Note. ICJIA analysis of interested reviewers. Categories were not mutually exclusive. Additionally, not all individuals who indicated an interest in reviewing were selected and not all individuals who reviewed R3 grant applications submitted an interest survey.

Reviewer Feedback

As part of a process evaluation of R3 fund administration, researchers conducted a voluntary feedback survey of those who completed the form expressing interest in serving as an application reviewer.¹¹ The purpose of the survey was to learn from community members’ perspective and gain feedback to improve the external review component in the future. The survey aimed to answer the following research questions:

- How did volunteers come to learn about the opportunity to be a reviewer?
- Did volunteers feel adequately trained to review applications?
- Was the amount of work and allotted time appropriate to complete their review?
- Was the team review structure beneficial?
- Did the scoring rubric function as intended?
- Would volunteers be likely to participate in future grant reviews?
- How could the review process be improved?
- What were the demographics of volunteers?

Methodology

Procedure and Sample. Feedback was solicited through a voluntary online survey using the Qualtrics platform. The survey included between 13 and 23 questions, depending on answers selected by the respondent. Questions were both closed and open-ended. Individuals were sent an initial invitation to participate in the feedback survey on December 16, 2020, and follow-up reminders for those who had not yet completed the survey on December 29, 2020, and January 7, 2021. The survey was closed on January 19, 2021.

The survey was distributed via the Qualtrics mailing feature to a contact list containing 297 email addresses; 277 were valid.¹² The contact list was comprised of individuals who completed the online volunteer reviewer interest form, as well as those who were specifically recruited by ICJIA to conduct reviews. These individuals may not have submitted an initial interest form). The survey sample included those who reviewed applications and those who did not.¹³ The survey garnered 103 responses; 90 completed the entire survey.¹⁴ Researchers included responses from partially completed surveys in their analyses. The survey garnered a 37% response rate.

Analysis. To conduct the analyses, staff exported the raw Qualtrics dataset into a Microsoft CSV file. Staff employed Excel functions for descriptive analyses of the closed-ended

questions and created graphs. Staff used NVivo software for qualitative analyses of the open-ended questions. Staff coded open-ended responses based on common themes in an iterative process, introducing new codes as necessary.

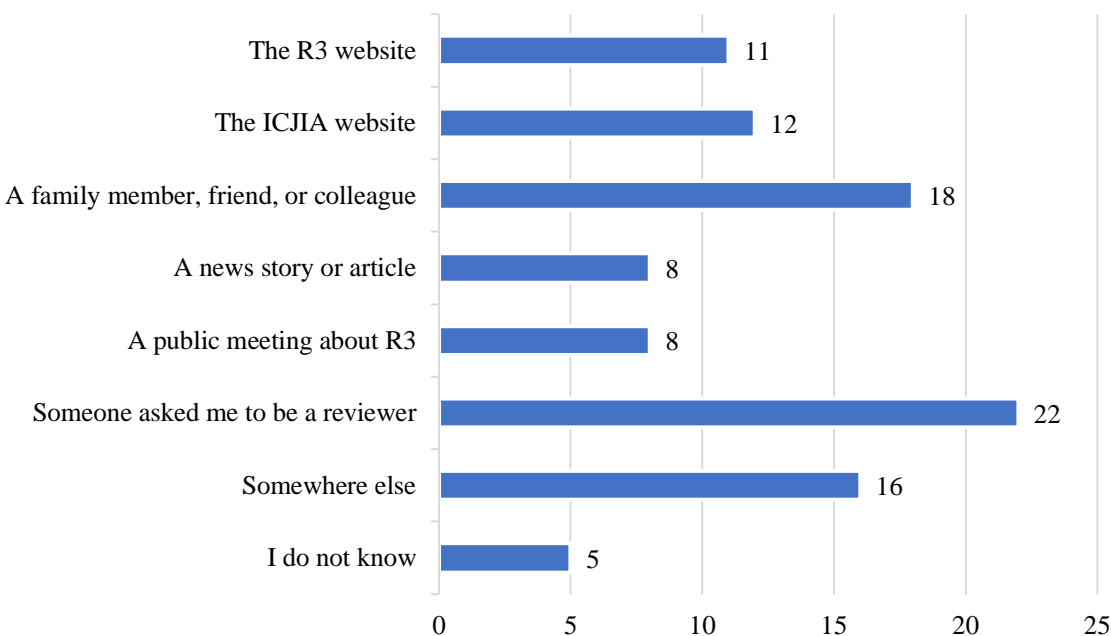
Limitations. The reviewer feedback analysis is limited in its generalizability. The survey garnered a 37% response rate. Valid email addresses were not available for 20 individuals on the contact list and, as a result, staff were unable to engage them in the survey. The opinions of those who could not be contacted or did not respond to the invitation could have influenced the results. The results presented are only generalizable to those who responded to the survey.

Results

Awareness of the Review Opportunity. Respondents were notified of the opportunity to become an R3 grant application reviewer via a rigorous outreach strategy (Figure 4). Twenty-three respondents reported they learned of the opportunity from the ICJIA and R3 websites. Twenty-two were asked by someone to serve as a reviewer. Eighteen heard about the opportunity through a family member, friend, or colleague. Eight saw a news story or article and another eight were notified in a public R3 meeting about R3. Sixteen respondents learned of the opportunity from another source, including email, a social media post, and through their employer.

Figure 4

Response Summary on Survey Question 1: Where did you first learn about the opportunity to be an R3 grant application reviewer? (n=100)



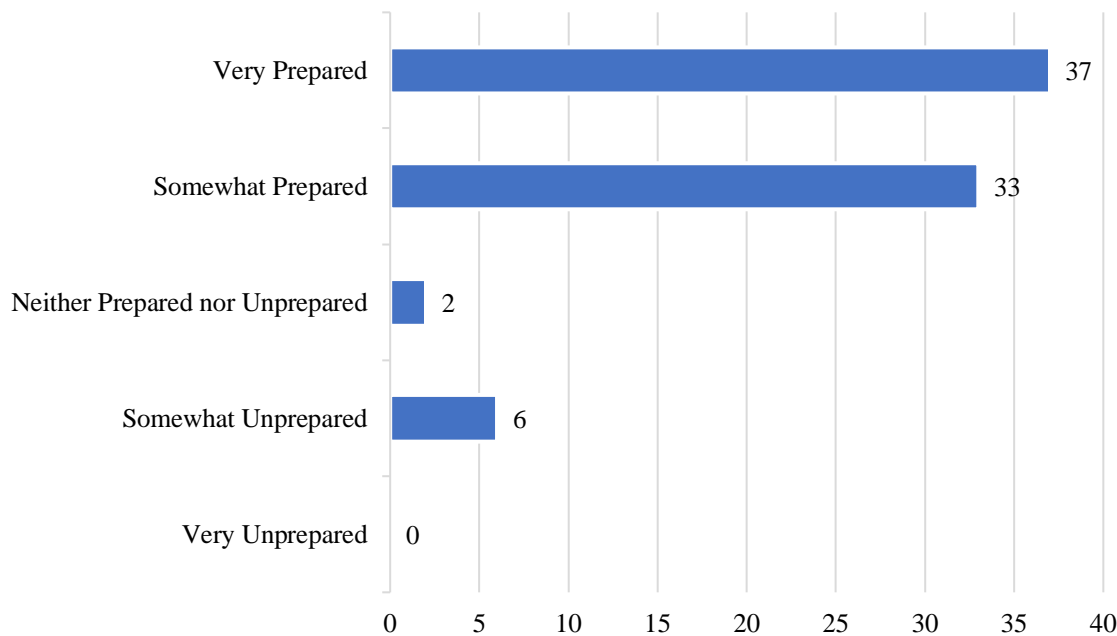
Note. ICJIA analysis of survey data. Values indicate count of respondents selecting the answer; answers were mutually exclusive.

Reasons for Volunteering. Respondents were given an open-ended prompt to describe why they volunteered to serve as a reviewer. Many respondents said they took the opportunity to learn about the grant funding process and better understand the proposals for services in their communities (n=28). Others reported that volunteering gave them an opportunity to serve their communities and that they felt a sense of civic duty (n=41). Some noted reviewing allowed them to contribute their expertise and knowledge (n=21). Lastly, some respondents said they volunteered to ensure funds were distributed fairly and given to the most deserving applicants (n=28).

Reviewer Training. Reviewers received training to prepare them for the application review process, including a component on implicit bias in scoring procedures. Seventy of 78 participants who responded to the related question (89%) reported feeling “very prepared” or “somewhat prepared” to review applications after completing the training (Figure 5). Six respondents said they felt “somewhat unprepared” and none reported feeling “very unprepared.”

Figure 5

Response Summary on Survey Question 3: Based on the grant reviewer training you received from ICJIA, to what extent did you feel prepared to review applications? (n=78)



Note. ICJIA analysis of survey data. Values indicate count of respondents selecting the answer; answers were mutually exclusive.

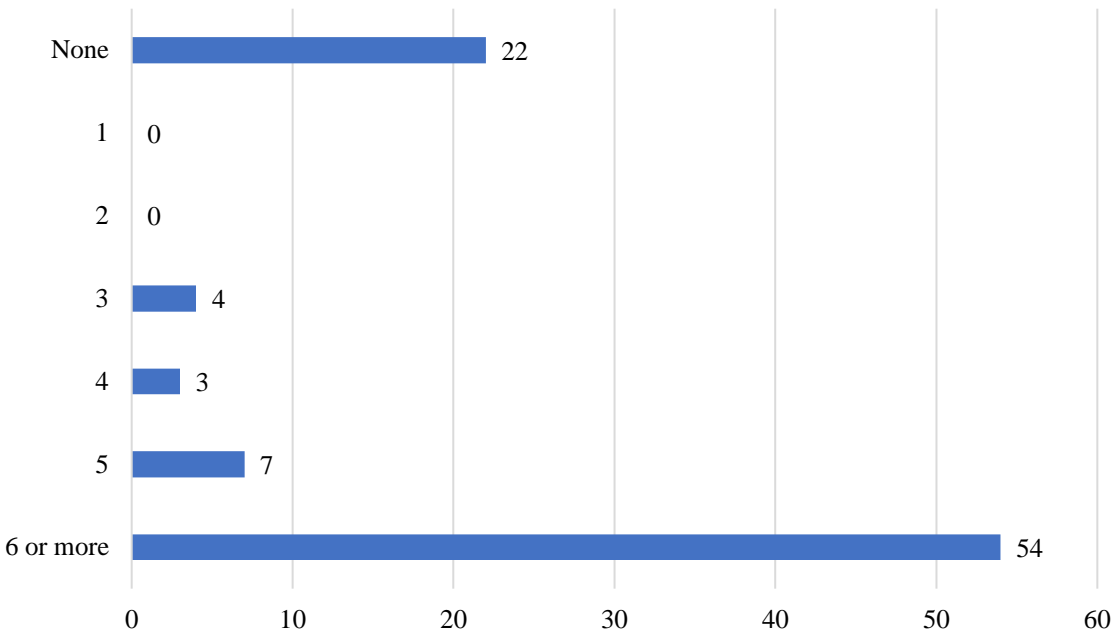
When asked what may be helpful to include in future trainings, some respondents stated the training should include examples of scored applications and more detailed guidance on scoring values (n=13). A few respondents stated too much information was provided and shorter trainings would have been more effective (n=3). Forty-one respondents said nothing was missing that would have made training more helpful.

Over half of respondents (54%, or 49 of the 91 respondents who responded to the question) reported reaching out to ICJIA staff for assistance during the grant application review process. Over 70% of those who reached out for help reported being “very satisfied” with the assistance they received from ICJIA staff. The most commonly reported help request was for technical assistance on the score sheet (n=16).

Application Review. Volunteer reviewers received a varying number of applications to review. Four respondents reported they reviewed three applications, three respondents reported reviewing four applications, seven respondents reported reviewing five applications, and 54 respondents reported reviewing six or more applications (Figure 6). Most respondents (49, or 71% of the 69 respondents who provided a response to the item) said they received “just the right number of applications” to review, 22% reported they received too many to review, and 7% reported they received too few. Similarly, 76% of respondents reported they had “just the right amount of time” to review their assigned applications (47 of the 62 respondents who provided a response to the item) and 24% said they had too little time for review.

Figure 6

Response Summary to Survey Question 8: How many applications did you review? (n=90)



Note. ICJIA analysis of survey data. Values indicate count of respondents selecting the answer; answers were mutually exclusive.

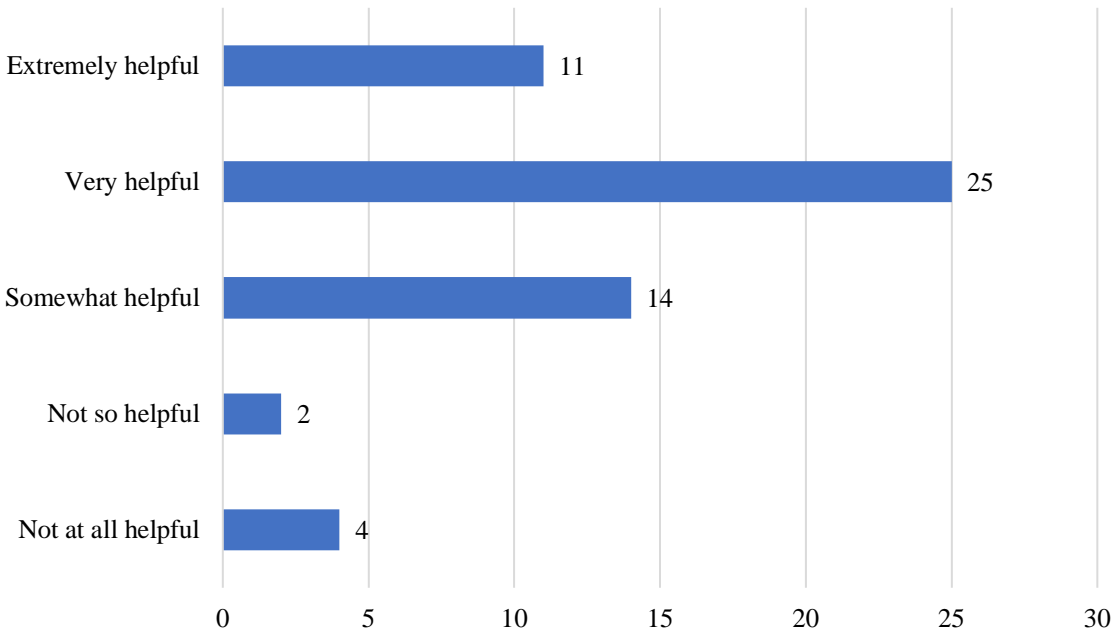
Twenty-two respondents reported they reviewed zero applications (Figure 6). When asked to describe why they did not review grant applications, seven respondents reported that they were never contacted by ICJIA and six others cited conflicts of interest or reasons they were otherwise ineligible/did not feel qualified. Five respondents noted the amount of work was too great for them to take on as a volunteer. Four respondents cited personal or family health issues.

Reviewer Team Meeting. Reviewers were grouped into teams that scored the same set of applications. Review teams were required to meet virtually to discuss the content of the applications and use the opportunity to identify any issues with the applications under review. Reviewers were directed not to discuss the specific scores they planned to give the individual applications. Forty-five percent of respondents indicated the team review meeting was “very helpful.” (Figure 7)

Fourteen respondents discussed the team review process in their qualitative answers. Some reviewers in charge of scheduling the team meeting reported scheduling difficulties. Many individuals said it would have been helpful for ICJIA to be more involved in scheduling and following up to ensure all reviewers participated in the team meeting.

Figure 7

Response Summary to Survey Question 13: When reviewing applications, how helpful or unhelpful was the mandatory review team meeting that you attended? (n=56)



Note. ICJIA analysis of survey data. Values indicate count of respondents selecting the answer; answers were mutually exclusive.

Scoresheet Feedback. Eighty-six percent of respondents “strongly” or “somewhat” agreed that the application review scoresheet was easy to understand (n=57), 83% indicated the format of the scoresheet was appropriate for the application structure (n=55), and 91% agreed that the scoring criteria were appropriate for the content being reviewed (n=60). Thirty-five percent of respondents reported encountering problems when using the scoresheet (n=23). In the qualitative responses, scoresheet problems were frequently cited as a technical issue.

Respondent Demographics. Most survey respondents were between 25 and 44 years old (55%). Forty-four percent identified as Black or African American; 36% identified as White. Sixty percent of respondents identified as female and 32% identified as male.¹⁵ Sixty-one percent of respondents indicated they resided in an R3 zone. Respondents most commonly identified youth development as an area of expertise by respondents (28%), followed by economic development (24%) and violence prevention (22%).¹⁶

Recommendations

Improve Communication. Many of the issues noted in the feedback survey were related to improving communication. For five individuals, the feedback survey was the first communication they had received after applying to be a reviewer. Researchers recommend notifying individuals that are ineligible or not needed for the review. Other issues resulting from

communication issues included reviewers not receiving the training and a lack of clarity around what constituted a conflict of interest.

Improve Training on Scoring. Several respondents indicated that there was room for improvement in the scoring training received. For example, many noted that seeing an example of a scored grant application in the reviewer training would have provided clarity. While the review process will inherently contain subjectivity, feedback from this survey suggests that reviewers would benefit from more in-depth definitions of the scoring criteria. In addition, first time reviewers could use more detailed examples to acclimate them to the process.

Provide Support for Team Review. Feedback regarding the team review meeting was very positive, with “very helpful” being the most common (modal) rating. However, some reviewers reported that the logistics of coordinating the team review meeting were burdensome. ICJIA could provide support to team leads by assisting with scheduling and coordinating the team review meeting. Additionally, some respondents noted that they were not aware that the review would be conducted in teams, so making communication around the structure more explicit could alleviate confusion and scheduling delays.

Grant Applicants

Applicant Characteristics

ICJIA received 407 applications during the first round of the R3 NOFO. The majority of applications (83%, n=338) were for service delivery grants while assessment and planning applications totaled 17% (n=69).¹⁷ Most applicants (70.8%, n=288) indicated they were located in an R3 zone. Furthermore, a majority of the applications (64.1%, n=261) were from single organizations.

ICJIA determined the applicant organizations’ county locations with the addresses provided. Over half of the applicants were located in Cook County (n=255) (Table 5).

Table 5

Applicant Organizations’ County Locations, by Program Type (N= 407)

County	Service Delivery	Assessment and Planning
	n	n
Adams	2	1
Champaign	8	1
Cook	205	50
DeKalb	4	0
DuPage	1	1
Jefferson	0	1
Kane	9	0
Kankakee	4	4
Lake	7	0
LaSalle	2	0
Logan	1	0
Macon	4	0

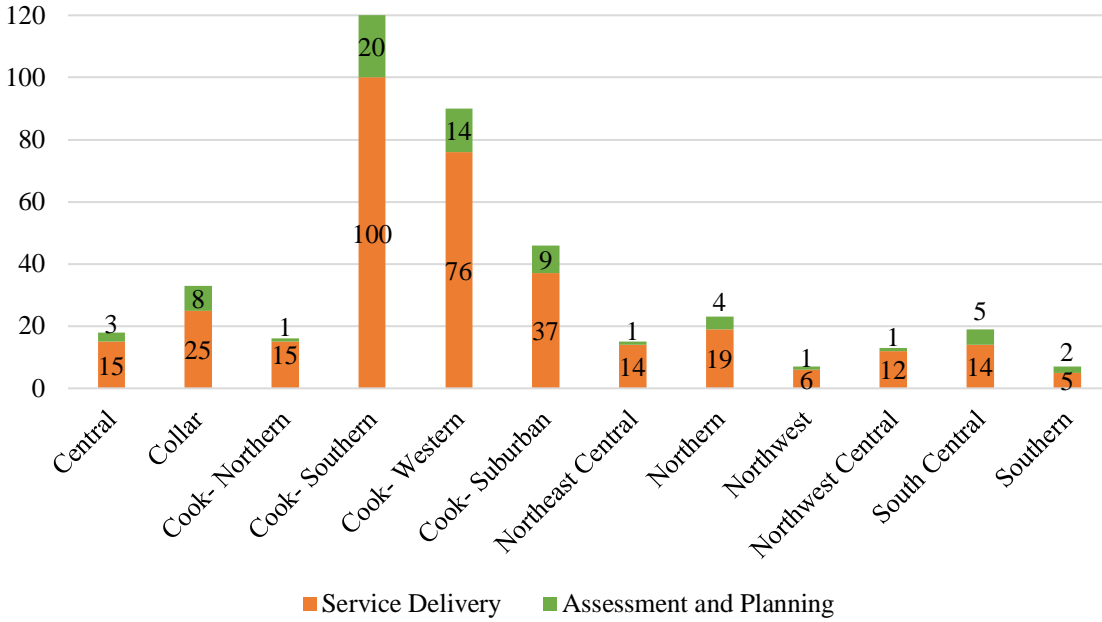
Madison	3	2
McDonough	2	0
McLean	1	0
Morgan	1	0
Peoria	8	0
Pope	1	0
Rock Island	1	0
Saline	0	1
Sangamon	7	3
St. Clair	9	1
Vermilion	2	0
White	1	0
Will	1	1
Williamson	1	0
Winnebago	16	1
Missing	28	1
Out of State	9	1
Total	338	69

Note. ICJIA analysis of R3 application data. Addresses did not always reflect the locations of an organization’s proposed service area. Addresses that could not be geocoded were included in the Missing category.

Most applications proposed serving the Cook-Chicago Southern Region. Organizations submitting service delivery and assessment and planning applications were more likely to apply for the Cook-Chicago Southern and Cook-Chicago Western regions. Figure 8 depicts the number of applications received from each funding region by application type.

Figure 8

Total number of R3 Applications Received, by Region and Type (N=407)

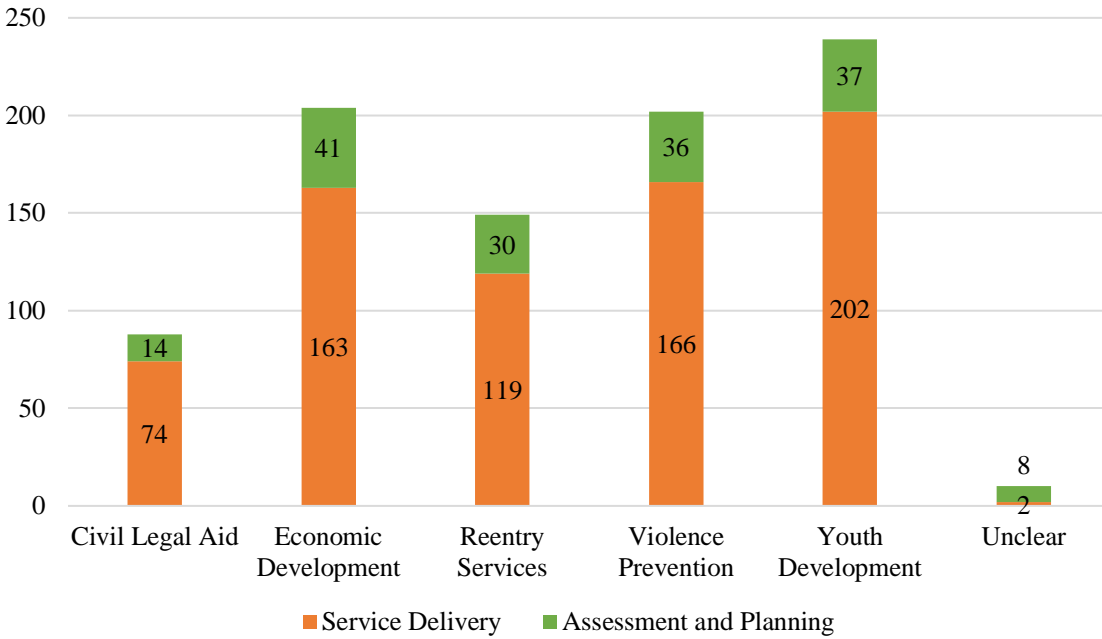


Note. ICJIA analysis of R3 application data.

ICJIA research analysts qualitatively examined the information provided to determine the applicant’s proposed priorities. Assessment and planning applications were more likely to describe proposed economic development activities, while service delivery applications were more likely to describe proposed youth development services. Figure 9 shows the types of services the applicants intended to provide, by application type.

Figure 9

Total Number of R3 Applications Received, by Program Priority (N=407)



Note. ICJIA analysis of R3 application data. Applicants could select more than one priority area. When researchers could not identify the priority area, the priority was labeled Unclear.

Applicants could request an amount of funding that fell within the range available to their application region. Most service delivery and assessment and planning program applicants requested funding amounts of between \$100,000 and \$499,999 (Figure 10).

Figure 10
R3 Applicant-Requested Funding Amounts (n=397)



Note. ICJIA analysis of R3 application data.

Applicant Feedback Survey

To understand how applicants experienced the process and improve the R3 grant program, ICJIA researchers asked applicants to complete a voluntary, anonymous online survey. This survey was designed to answer the following research questions:

- Were applicants satisfied with the application process?
- How difficult did applicants find the grant application process to be?
- What technical assistance did applicants receive?
- Were applicants satisfied with the technical assistance received?
- Why did organizations submit an application, but no notice of intent (a voluntary submission prior to the grant due date that indicates interest in the grant)?
- What optional grant application activities did applicants participate in and why or why not?
- What parts of the R3 grant application process went well and what parts could be improved?

Methodology

Procedure and Sample. After submitting a grant application via email, ICJIA grant staff sent applicants a link to a feedback survey as part of their confirmation of receipt. Confirmations were emailed soon after applications were received. Grant staff did not send the applicants

survey reminders to complete the survey. Researchers received 91 surveys. Researchers removed eight incomplete surveys, resulting in a total of 83 (a response rate of 21%).

Materials. The feedback survey contained both open-ended and multiple-choice questions. In the survey, we asked grant applicants for feedback on parts of the application process (e.g., submitting a Notice of Intent, meeting the state grant requirements under GATA), assistance received during the application process, perceptions of the R3 website, and other areas. The feedback survey was created and administered with online survey tool Qualtrics. The survey contained 21 questions and took roughly four minutes to complete.

Analysis. Research staff conducted quantitative analyses of the survey responses in SPSS, including descriptive statistics and crosstabulations. Staff conducted qualitative analyses by coding open-text responses in Microsoft Excel. Responses were coded into themes and subthemes based on commonalities in the response content and steps involved in submitting an R3 grant application. Unclear responses were reviewed by a second researcher and codes determined were based on consensus.

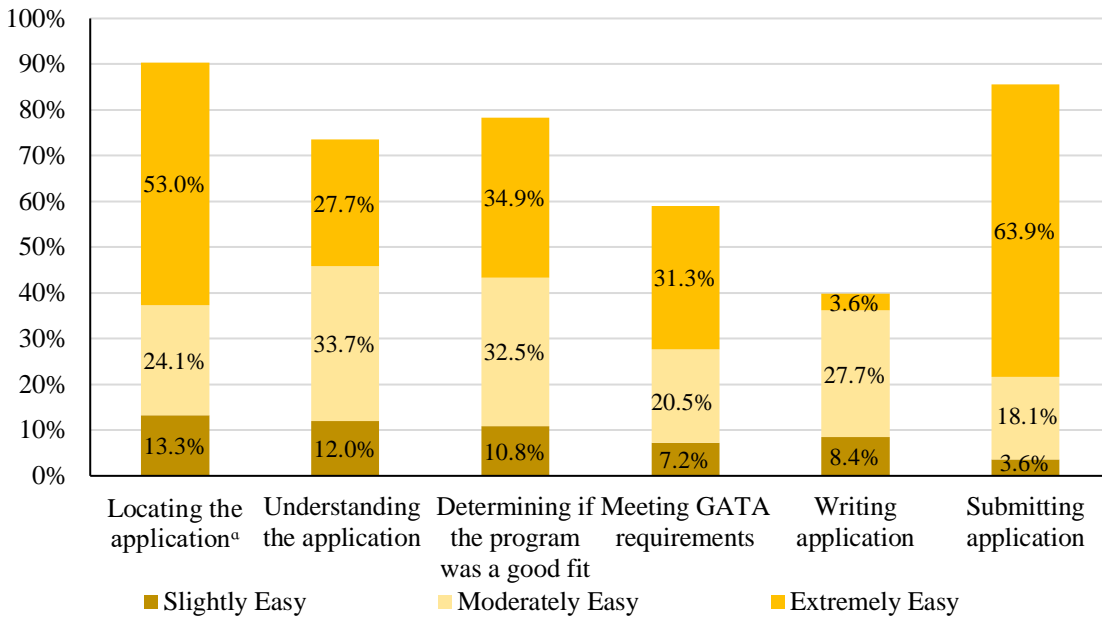
Limitations. The applicant feedback analysis had some limitations. First, only 21% of all R3 grant applicants completed the survey. Since this survey utilized a non-random sampling strategy, the generalizability of the findings applies only to those who responded to the survey. The experiences and views of those who responded to the survey could significantly differ from the experiences and views of those who did not respond. Second, the accuracy of responses may have been affected by the respondents' ability to recall specific details about the application process. Finally, respondent feedback was limited to their experiences during the period leading up to application submission.

Findings

Application Process. Most respondents stated they were satisfied with the R3 grant application process. Specifically, 89% of respondents ($n=74$) indicated they were either extremely satisfied or somewhat satisfied with the process.¹⁸ Forty-two respondents (50.6%) indicated the application process was slightly, moderately, or extremely easy and 34 respondents (40.9%) indicated the application process was slightly, moderately, or extremely difficult. The majority of respondents indicated most steps in the application process were at least slightly easy (Figure 11).

Figure 11

Percentages of Respondents Indicating the Application Process was Slightly, Moderately, or Extremely Easy, by Step (N=83)



Note. ICJIA R3 Grant Application Survey responses.

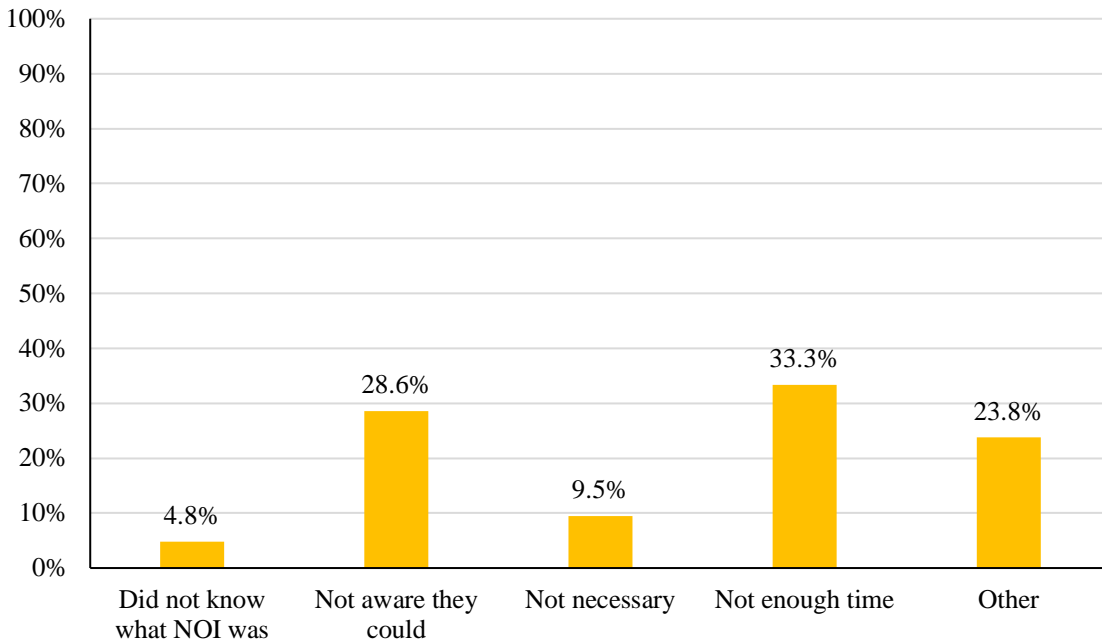
^an = 81

As seen in Figure 11, over 75% of respondents indicated that determining if their proposed programs were a good fit for the grant, locating the application, and submitting their applications, were either slightly, moderately, or extremely easy. On the other hand, almost 45% of respondents indicated that writing the application was slightly, moderately, or extremely difficult, suggesting that it was one of the more difficult aspects of the application process.

Furthermore, 73.5% of respondents (n=61) indicated that they submitted a Notice of Intent, a voluntary submission prior to the grant due date that indicates interest in the grant. This process allows ICJIA to get an idea of how many organizations intend to apply for the funding and opens the door to more technical assistance for potential applicants. Most applicants that did not submit a Notice of Intent indicated there was not enough time for them to submit one (Figure 12). Thus, even with a longer open NOFO period, some applicants still felt there was not enough time to meet certain deadlines within the process.

Figure 12

Respondent Reasons for Not Submitting a Notice of Intent (n=21)



Note. ICJIA R3 Grant Application Survey responses.

Help with Grant Application Process. Applicants were asked if they had received ICJIA staff assistance on a set of application steps (Table 6).

Table 6

Help Received by Survey Respondents, by Type (N=83)

Statement	<i>n</i>	%
Locating grant application form	1	1.2
Understanding grant application form	11	13.3
Determining if the program was a good fit	9	10.8
Meeting GATA (state grant) requirements	1	1.2
Writing the grant	3	3.6
Submitting the grant application	7	8.4
Something else not listed	13	15.7
Not applicable; did not receive help	50	60.2
No response	3	3.6

Note. ICJIA R3 Grant Application Survey responses. Percentages may not add up to 100%, as applicants may have selected more than one response.

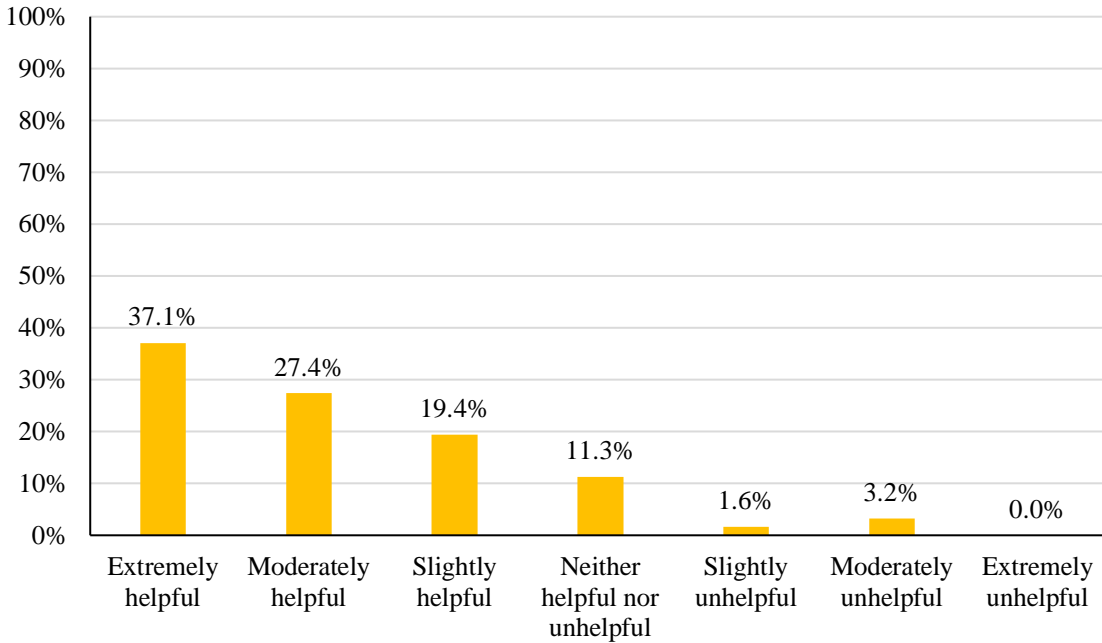
Throughout the application process, R3 applicants were directed to send questions to an R3 Illinois.gov email address. Questions and answers were posted weekly on a FAQs page of the R3 [website](#). Thirty-eight respondents (45.8%) indicated they contacted ICJIA staff to ask additional questions. Of the 38 respondents that received help, 34 (89%) indicated staff responses were

slightly, moderately, or extremely helpful. Most respondents (n=23) indicated ICJIA staff were “extremely helpful.”

Grantee Training. Sixty-three individuals (75.9%) reported attending the ICJIA Grant and GATA Technical Assistance Workshop. Twelve of the 20 individuals that did not attend a workshop (60%) indicated that they were unaware of them. Figure 13 shows survey participant responses on the GATA workshop’s levels of helpfulness.

Figure 13

Respondent GATA Workshop Helpfulness Ratings (n=62)

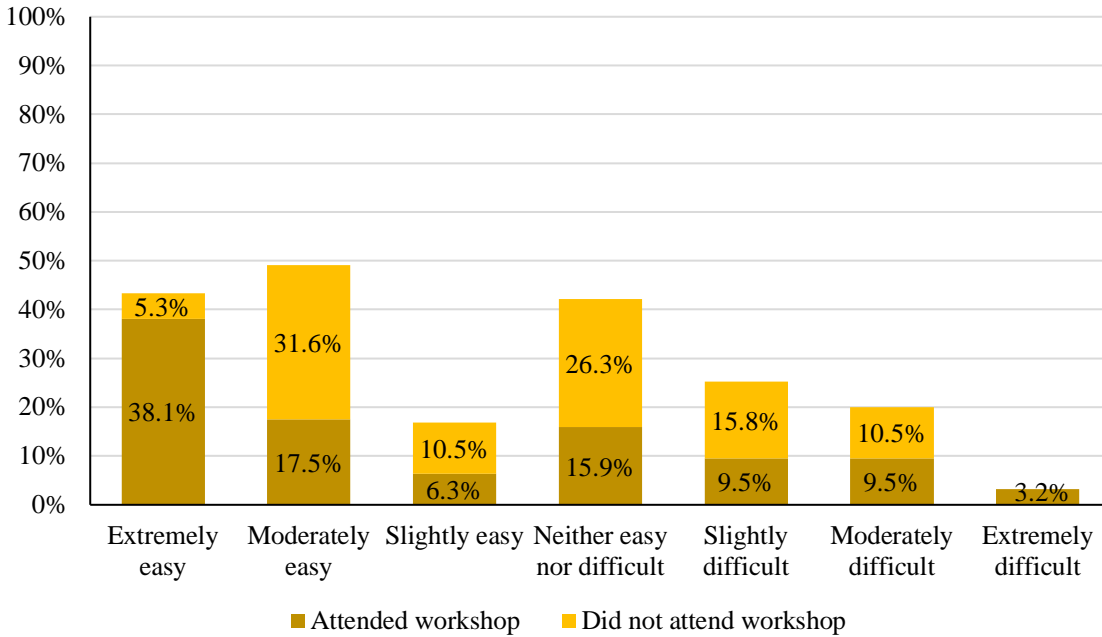


Note. ICJIA R3 Grant Application Survey responses.

Those who attended the workshop were slightly less likely to report difficulty in meeting GATA requirements and writing their grant applications. Just 22.2% of those who attended the GATA workshop later indicated meeting GATA requirements was extremely, moderately, or slightly difficult. In comparison, 26.3% of those who did not attend the workshop reported difficulty meeting the requirements (Figure 14). The median response of those who attended the GATA workshop was “Moderately easy,” while the median response for those who did not attend the GATA workshop was “Neither easy nor difficult.”

Figure 14

Respondent Ratings on Ease of Meeting GATA Requirements (n=82)

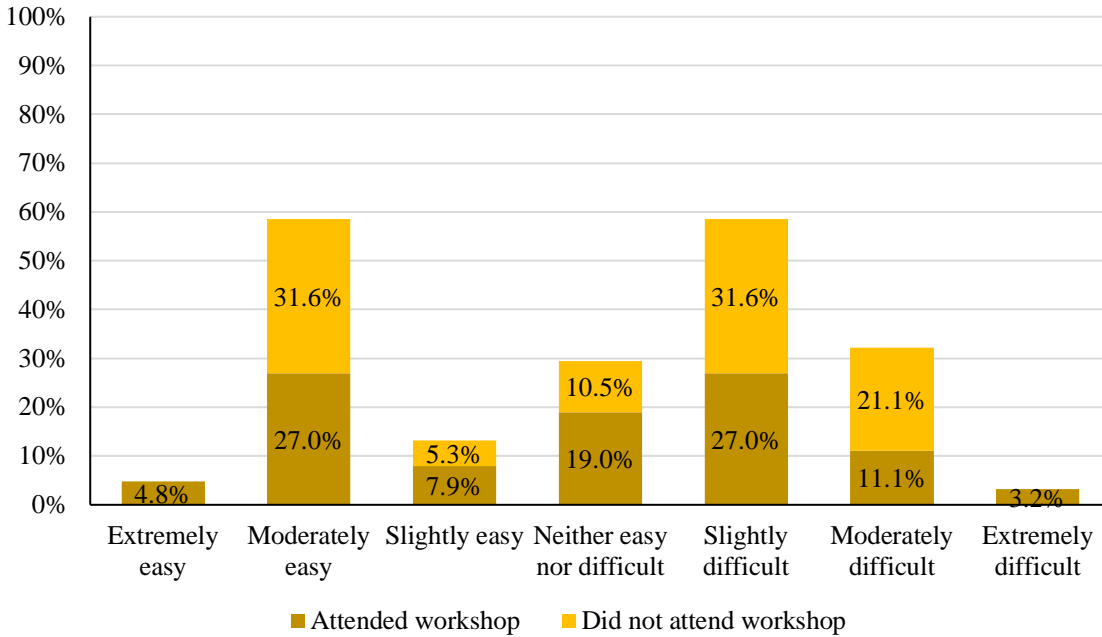


Note. ICJIA R3 Grant Application Survey responses.

Additionally, 41.3% of those who attended the workshop later indicated that writing the grant application was extremely, moderately, or slightly difficult, as compared to 52.7% of those that did not attend the workshop (Figure 15). The median response among those who attended the GATA workshop was “Neither easy nor difficult” while the median response among those who did not attend the GATA workshop was “Slightly difficult.”

Figure 15

Respondent Ratings on Ease of Writing Grant Application (n=82)

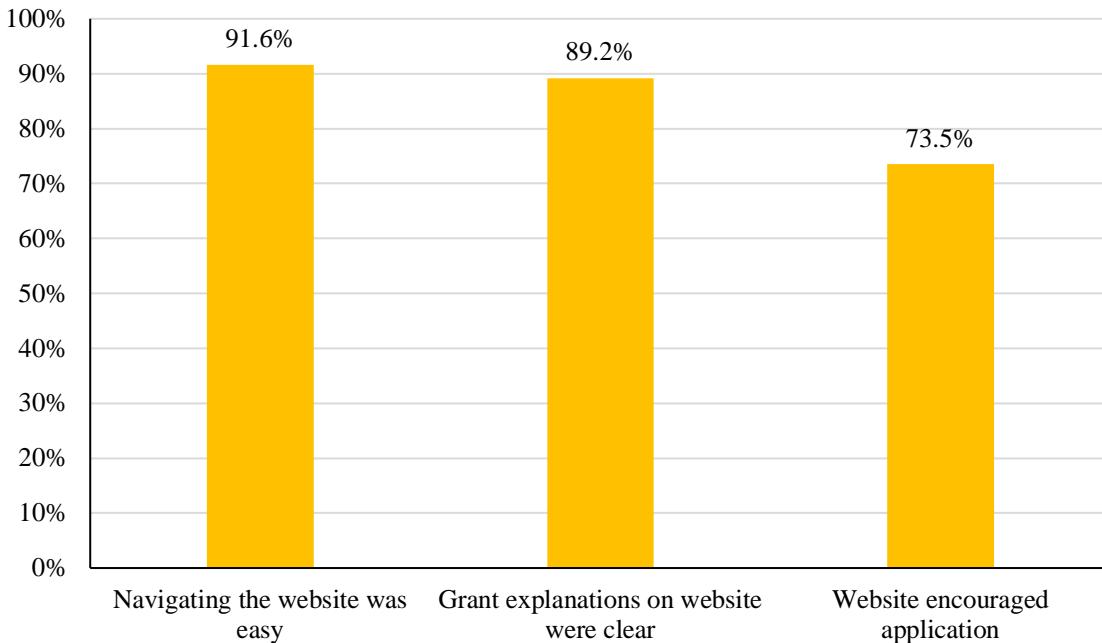


Note. ICJIA R3 Grant Application Survey responses.

Use of R3 Program Website. All respondents indicated they had visited the R3 website. Of the 80 respondents that answered all parts of the question, 79 indicated that the R3 website was slightly, moderately, or extremely helpful. Figure 16 highlights respondents' agreement with statements about the R3 website.

Figure 16

Respondent R3 Website Approval Ratings (N=83)



Note. ICJIA R3 Grant Application Survey responses.

Qualitative Feedback from Applicants

Respondents were asked in an open-ended question to provide additional feedback, as needed. Forty respondents (48.2%) left additional comments spanning multiple topics.

The Grant Application Process. Some respondents commented on the process of locating required documents and reference material. One applicant noted difficulties finding a webinar on [ICJIA’s YouTube page](#).

Some applicants indicated they would have liked additional clarification on the following:

- The difference between partnerships and formal collaborations.
- Grant verbiage used in the application.
- Objectives and performance measures.
- How to write a budget.
- Geography requirements.

One applicant noted, “the application and instructions were extremely difficult to understand.” Another noted the “learning curve” for understanding the application was too great. Several applicants reported reaching out to ICJIA for help and referring to the FAQs to better understand the application. Most comments indicated a positive experience.

Meeting Program Requirements. Program applicants were required to identify whether and where their organizations were located in an R3 zone (areas deemed as eligible for R3 funding). They also were asked what R3 zones their proposed programs would serve, and if at

least 50% of their employees resided in an R3 zone. Eight applicants reported challenges in using the [R3 zone map](#), with some noting difficulties in understanding the instructions and manipulating the map.

R3 funds were designated for programming in civil legal aid, violence prevention, youth development, economic development, and reentry. Organizations were required to provide at least one of these services in an R3-eligible area. While the definition of each priority areas was intentionally broad to allow for greater applicability to services, two applicants noted the definition was somewhat of a hindrance as it was not clear exactly what services were eligible for funding.

Meeting GATA Requirements. One applicant indicated that the GATA instructions were unclear. Three other applicants indicated the GATA process was difficult, with one stating that it was the “most difficult aspect of the entire application process.”

Grant Writing Process. Several applicants reported liking the format of the application; however, others had difficulties with formatting. These difficulties included meeting page counts and adding signatures to the document. Four applicants indicated that they had difficulties with the budget template. One applicant stated the budget template “was extremely difficult to use.” There appeared to be mixed feelings on writing the narrative portion of the application. One applicant wrote, “crafting the R3 narrative was the part that made the most sense.” Two applicants reported the questions in the application felt repetitive.

Grant Application Submission. To submit the application, applicants were asked to email their documents to a designated email address, with a recommendation to submit the application 72 hours ahead of the deadline date to ensure successful submission.¹⁹ Several applicants noted that they liked the email submission process; however, some noted waiting on the confirmation email from ICJIA was stressful. One applicant noted they submitted their application multiple times before receiving confirmation. Another applicant reported they did not send certain required documents in with their application due to unclear submission instructions. Two applicants noted the recommendation to submit applications 72 hours in advance of the deadline was confusing.

R3 Grant Focus. The Justice, Equity, and Opportunity Initiative and ICJIA worked to ensure an equitable R3 grant process and several applicants alluded to this focus in their final comments. Three applicants mentioned that they were applying for grants for the first time and several others indicated that they appreciated the focus on smaller organizations and traditionally underserved communities. Several applicants indicated appreciation for the opportunity to apply for the grant.

Recommendations

Enhance Application Instructions in Future Grant Cycles. Applicants were able to submit questions to ICJIA staff during the grant application period. Roughly 40% of respondents indicated that they reached out to ICJIA staff with questions about the process. While these questions were posted online on the FAQ page, they also may be incorporated into the original instructions for future grant cycles.

Encourage Attendance at State Grant Workshops. Nearly 25% of respondents indicated they had not attended a GATA workshop offered by ICJIA. Survey responses indicate those who attended the workshop were slightly less likely to report difficulty in meeting GATA requirements and writing their grant applications. Therefore, attempts should be made to further encourage workshop attendance among applicants and potential applicants for the opportunity to interact with grant administrators and obtain application assistance.

Continue to Examine the R3 Grant Process. Equity is a central focus of the R3 grant program and despite receiving mostly positive survey feedback, it is essential for program administrators to acknowledge feedback from applicants who shared negative experiences and consider why their experiences were different. R3 grant program administrators should continue to collect and consider feedback from applicants to learn from negative experiences, measure improvements to the R3 grant application process, and compare the R3 program’s unique approach to processes used by other grant programs.

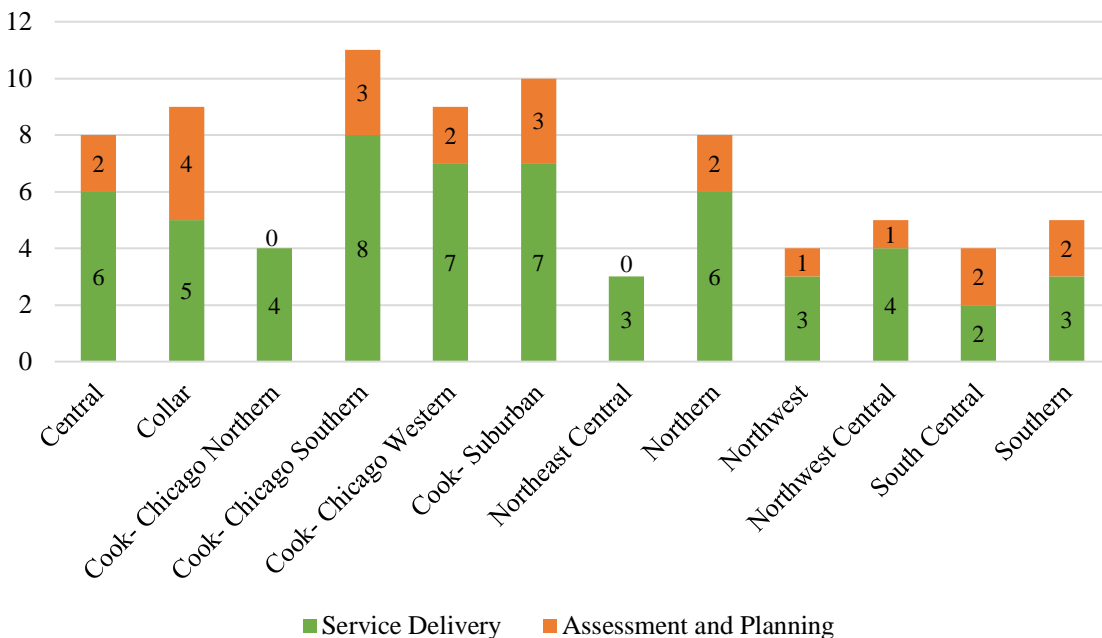
Funded Organizations

Funded Organization Characteristics

A total of 80 organizations received R3 grants in the program’s first year, including 22 grants for assessment and planning activities and 58 grants for service delivery (Figure 17).

Figure 17

State Fiscal Year 2021 R3-Funded Programs, by Region (N=80)

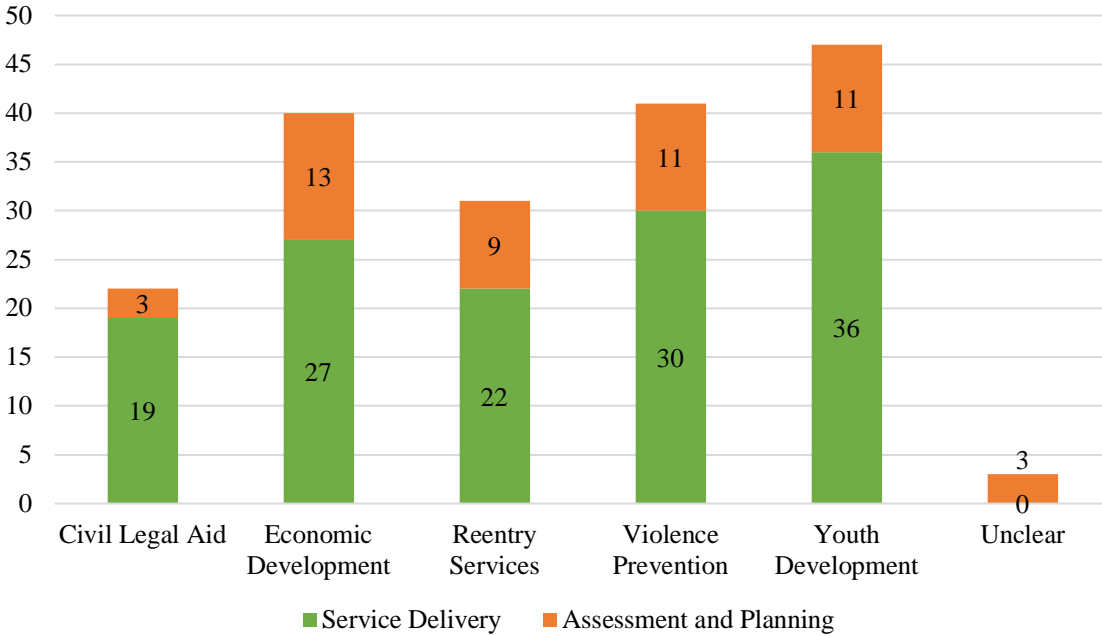


Note. ICJIA analysis of R3 application data.

Applications indicated funded organizations were more likely to they were providing youth development services (n=47) (Figure 18).

Figure 18

Funded R3 Programs, by Program Priority (N=80)



Note. ICJIA analysis of R3 application data. Applicants could select more than one priority area. When researchers could not identify the priority area, the priority was labeled Unclear.

Nearly half of the funded service delivery organizations (48.3%, n=28) received between \$100,000 and \$499,999 for their proposed programs, while over half of assessment and planning programs (63.6%, n=14) received under \$100,000 for their programs (Figure 19).

Figure 19

Funded R3 Programs by Requested Funding Amount (N=80)



Note. ICJIA analysis of R3 application data.

Conclusion

Administered by ICJIA, the R3 program aims to address communities that have been negatively impacted by the so-called war on drugs and emphasize equity and opportunity at each stage of the process. Program funds are used to reduce gun violence through intervention and prevention, improve re-entry and diversion services for people involved with the criminal justice system, provide access to legal representation and advice, encourage investment and economic growth, enhance youth development, and support programs that improve the social determinants of health. The implementation of the R3 program involved several important steps including NOFO development, technical assistance during the open NOFO period, application scoring, and grant awarding.

Due to the innovative nature of the grant, ICJIA began the process of evaluation during the inaugural performance period of the R3 program. ICJIA continues to evaluate the process and impact of the R3 program and is currently conducting a broader process evaluation of the overall R3 program as well as process evaluations of several R3 program sites across the state. If possible, ICJIA hopes to also conduct outcome evaluations of the program sites and examine the overall impact of the R3 program.

Appendix 1: Timeline of R3 Grant Program Implementation

Date	Action
6/25/2019	Act signed
8/7/2019	ICJIA R3 analytic strategy working group meeting #1
9/27/2019	ICJIA R3 analytic strategy working group meeting #2
10/15/2019	R3 Board convened and established guiding principles for the development of the program
11/18/2019	R3 equitable grantmaking working group convened
11/25/2019	ICJIA R3 analytic strategy working group meeting #3
1/1/2020	Act went into effect
1/13/2020	R3 Board voted to approve eligible areas, recommended by ICJIA
5/18/2020	Notice of Funding Opportunity released to public
7/20/2020	Notice of Funding Opportunity applications due
8/6/2020	R3 external reviewers received bias training, designed specifically for R3 – “R3 Conscious Leadership for Disrupting Bias”
Week of 8/10/2020	200 statewide external, volunteer reviewers received grant applications
9/18/2020	Evaluation subcommittee convened for the first time
10/21/2020	ICJIA received the final reviewed grant application ²⁰
11/13/2020	ICJIA completed scoring, equity scan assessments, funding board memo to be presented to both the ICJIA and R3 board for funding decisions
Week of 12/8/2020	R3 grant subcommittee began meetings to assess grant funding equity
1/21/2021	R3 Board met to make funding decision, voted to approve program funding
1/27/2021	ICJIA Budget committee voted to approve recommended funding
Beginning 1/27/2021	ICJIA developed, finalized, and signed grant agreements
2/1/2021	Year 1 performance period started
Week of 3/23/2021	Grant training series started, hosted by FSGU
6/24/21	R3 Board voted to extend funding for R3 cohort 1 grantees
Week of 11/15/2021	Final grant training series hosted by FSGU
1/31/2022	Year 1 performance period ends
2/1/2022	Year 2 performance period starts
1/31/2023	Year 2 performance period ends
2/1/2023	Year 3 performance period starts
1/31/2024	Year 3 performance period ends

Appendix 2: R3 Research Working Group Members

Justin Escamilla, PhD, Illinois Criminal Justice Information Authority

Jessica Reichert, MS, Illinois Criminal Justice Information Authority

Daniel Cooper, PhD, Metropolitan Planning Council

David Olson, PhD, Loyola University Chicago

Reuben Miller, PhD, University of Chicago

Daryl Kroner, PhD, Southern Illinois University

Martin Baron, PhD, University of Chicago Crime Lab

Sharon Shipinski, PhD, Illinois Department of Corrections

Henrika McCoy, PhD, University of Illinois Chicago

Appendix 3: Assessment and Planning NOFO Application

Instructions: Program Narrative may not exceed 20 pages, single spaced, with 1-inch margins. It 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 this document. Answer all questions, including those for which no point values have been assigned. Questions that require a narrative response should be answered in the box that says “Response” underneath the question.

Application Region – Select One. This is REQUIRED for application review.

1. What region will your program serve? Refer to the [map of R3 zones](#) to find the region and select ONE. **Only one application per region may be submitted.** Separate applications must be submitted for each region served by your proposed program. Funding amounts are based on the population that lives in R3 zones within each region.

Note: To make a selection, hover your mouse over the box. Click your mouse’s left button and an “X” will appear in the box.

<input type="checkbox"/> Central Minimum: \$25,000 – Maximum: \$80,899	<input type="checkbox"/> Northeast Central Min: \$25,000 – Max: \$34,765
<input type="checkbox"/> Collar Min: \$25,000 – Max: \$152,700	<input type="checkbox"/> Northern Min: \$25,000 – Max: \$79,758
<input type="checkbox"/> Cook– Chicago Northern Min: \$25,000 – Max: \$89,889	<input type="checkbox"/> Northwest Min: \$20,000 – Max: \$27,286
<input type="checkbox"/> Cook– Chicago Southern Min: \$25,000 – Max: \$445,496	<input type="checkbox"/> Northwest Central Min: \$25,000 – Max: \$95,408
<input type="checkbox"/> Cook– Chicago Western Min: \$25,000 – Max: \$205,827	<input type="checkbox"/> South Central Min: \$25,000 – Max: \$92,291
<input type="checkbox"/> Cook– Suburban Min: \$25,000 – Max: \$240,668	<input type="checkbox"/> Southern Min: \$20,000 – Max: \$30,014

- **Please indicate the amount you are requesting for this program. This amount should be within the range allowable, as shown by your selected region): \$_____.**

Your program and budget narratives should describe the need for this funding amount.

Local Preference (13 points)

2. Select ONE box to indicate whether your organization is within an R3 zone. Please refer to this [map of R3 zones](#) and base your answer on your organization’s main address. (7 points)

Note: To make a selection, hover your mouse over the box. Click your mouse’s left button and an “X” will appear in the box.

My organization **IS** located within an R3 zone.

List organization’s address, including ZIP Code: _____.

My organization **IS NOT** located within an R3 zone.

3. Please answer ONLY one of the following questions:

Answer 3(a) if you are applying as a collaborative group of organizations.

Answer 3(b) if you are applying as a single organization.

(Question #3 is worth 6 points.)

3(a). If you are applying for funding as a collaborative group of organizations:

- How many organizations are included in your collaborative? _____
- How many of the organizations in your collaborative are located within an R3 zone?

 - Identify and provide the addresses for organizations that are located within an R3 zone in the table below. Please add rows, if necessary, to fit all organizations into the list. Please refer to the [map of R3 zones](#) to confirm the addresses are within an R3 zone.
 - A total of 6 points will be awarded if at least 50% of the collaborative members listed are located within an R3 zone.

Note: To find the 4-digit R3 Zone IDs of eligible, shaded zones, click the color-coded areas of the map or use the search bar at the top right to find an address. Then, zoom out using the “+” button on the upper left side of the map. Using your mouse, hover over the zone covering your address and the R3 Zone ID will appear.

Organization Name	Organization Address (including ZIP)	Located in R3 Zone?	R3 Zone ID (if previous box is “Y”)
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	

		Y: <input type="checkbox"/>	N: <input type="checkbox"/>	
--	--	-----------------------------	-----------------------------	--

3(b). If you are applying for funding as **a single organization**: Select the box that best describes where the organization’s employees reside. Please refer to the [map of R3 zones](#) to answer this question. *Note: To click on the box, hover your mouse over the box. Click once on the left button and you should see the box change from being blank to having an “X” inside.*

At least 50% of the employees of my organization reside within the R3 zone(s) to be served by the proposed assessment and planning process. Please complete and submit the attached “Certification of Employee Local Residence” form along with this Program Narrative as part of your application.

Fewer than 50% of the employees of my organization reside within the R3 zone(s) to be served by the proposed assessment and planning process.

Geographic Area (7 points)

4. Only organizations proposing to carry out an assessment and planning process for designated R3 zones are eligible for this funding. Please identify the zone(s) that will be covered by this assessment and planning process by listing the 4-digit “R3 Zone IDs” from this [map of R3 zones](#). What counties, neighborhoods, or other geographic units are included in the covered area? (7 points will automatically be added to your score if your service area is considered “high-need.” The same data that identified the R3 zones was also used to determine which of the R3 zones are most heavily impacted by R3 issues of concern. These areas are described as “high need” in the pop-up boxes that can be found by hovering over any zone on the map of R3 zones with your mouse.)

Note: To find the 4-digit R3 Zone IDs of eligible, shaded zones, click the color-coded areas of the map or use the search bar at the top right to find an address. Then, zoom out using the “+” button on the upper left side of the map. Using your mouse, hover over the zone covering your address and the R3 Zone ID will appear.

Response:

Statement of Need (25 points)

5. Explain why an assessment and planning process is needed to address the impacts of violence, disinvestment, and/or incarceration in your community. What do you need to find out in order to build a plan for delivering services in your community? (15 points)

Response:

6. How will the proposed assessment and planning process help build stronger organizations and encourage cooperation in your community? (10 points)

Response:

Program Design (40 points)

7. Describe how the proposed assessment will evaluate the need for services in the areas of the R3 Program Priorities (See the R3 Program Priorities Guide in Appendix A of the NOFO). What questions will you ask to determine which of the R3 Program Priorities are relevant to your community? How will you decide which priorities to address in your plan? (10 points)

Response:

8. How will the assessment be used to develop a plan to address at least one of the R3 Program Priorities (See the R3 Program Priorities Guide in Appendix A of the NOFO)? Please describe the process your organization will carry out to develop a community plan that addresses the R3 Program Priorities. Include the roles of community members and organizations, number of scheduled meetings you will hold, and benchmarks you plan to reach along the way to complete a community plan. Points for this question are based on how well you plan to address the Program Priorities, not on the number of priorities you choose to address. (10 points)

Response:

9. Explain how your program design embraces solutions that incorporate the knowledge and perspectives of local community stakeholders. Identify existing or potential local partners for this assessment and planning process. If this is an application on behalf of a collaborative of organizations, explain why and how the partners were chosen and what each partner's role in the project will be. Make sure to include information on each member of the collaborative, including member role and responsibilities in the assessment and planning process. (10 points)

Response:

10. Describe how your organization (or collaborative of organizations) and the proposed program both reflect and promote the value of restorative justice. (10 points)

Response:

Program Staffing (5 points)

11. List and describe all staff positions assigned to the proposed program. Include at minimum: name of position; required experience; roles and responsibilities; reporting and supervision structure. (2 points)

Response:

12. Describe how staff positions assigned to the proposed program will draw from local knowledge and experience to ensure that the appropriate community members are included in the assessment and planning process. (3 points)

Response:

Applicant Capacity and Experience (5 points)

Note: Questions #13 and #14 are not scored as part of the merit-based review of your application. No points will be given based on an applicant's current budget or experience in managing grants, and there will be no penalty for organizations that may be new to this work. These questions are asked only to help ICJIA determine the level of technical assistance that may be needed in the event your program is selected for funding.

13. State your organization's current annual operating budget. (0 points)

Response: \$

14. Describe your organization's experience managing grants. (0 points)

Response:

15. Describe your organization's history in assessing community needs and existing resources and/or in strategic planning for community investment and service delivery. If this is an application on behalf of a collaborative of organizations, please identify the experiences of all collaborative members. (5 points)

Response:

Budget Detail and Narrative (5 points)

Please complete a budget for your proposed program in the provided Excel template, and submit the budget as a part of the application packet.

Goals, Objectives and Performance Measures

Funded programs will be required to submit quarterly progress reports to ICJIA. These reports will minimally include the following information based on the proposed program objectives.

Please list your proposed process and outcome objectives and the performance measures that will be used to meet each one

Process objectives are milestones within the project that help you keep track of your progress. Examples include number of community meetings to be held, number of attendees anticipated at public meetings, number of site visits that will be made to community organizations, etc.

Outcome objectives 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 are 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.

Applicants must fill out each section of the table. Applicants are not required to fill in all rows of each section. Additional rows may be added, if needed.

Overall Goal of your Program:	
Process Objectives	Performance Measures
Outcome Objectives	Performance Measures

Implementation Schedule

Complete the table below, defining each task in the implementation and operation of the proposed program, detailing the staff position responsible for each task and a target date for completion. Do not use staff names. Please add additional lines as necessary.

Task	Staff Position Responsible	Date Due

Submit quarterly data report and quarterly timekeeping certifications to ICJIA		October 15, 2020; January 15, 2021; April 15, 2021; and July 15, 2021
Submit monthly financial status reports to ICJIA		15 th of month after the end of the reporting month
Submit closeout financial status report, property inventory, and closeout data report to ICJIA		July 30, 2021

Applicant Contact Information: Please complete this table.

Name:	
Title:	
Address:	
City:	
Zip:	
Phone:	
TTY#:	
Fax#:	
Email address:	

Appendix 4: Service Delivery NOFO Application

Instructions: Program Narrative may not exceed 20 pages, single spaced, with 1-inch margins. It 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 this document. Answer all questions, including those for which no point values have been assigned. Questions that require a narrative response should be answered in the box that says “Response” underneath the question.

Application Region – Select One. This is REQUIRED for application review.

16. What region will your program serve? Refer to the [map of R3 zones](#) to find the region and select ONE. **Only one application per region may be submitted.** Separate applications must be submitted for each region served by your proposed program. Funding amounts are based on the population that lives in R3 zones within each region.

Note: To make a selection, hover your mouse over the box. Click your mouse’s left button and an “X” will appear in the box.

<input type="checkbox"/> Central Minimum: \$25,000 – Maximum: \$728,093	<input type="checkbox"/> Northeast Central Min: \$25,000 – Max: \$312,885
<input type="checkbox"/> Collar Min: \$25,000 – Max: \$1,374,297	<input type="checkbox"/> Northern Min: \$25,000 – Max: \$717,818
<input type="checkbox"/> Cook– Chicago Northern Min: \$25,000 – Max: \$809,000	<input type="checkbox"/> Northwest Min: \$20,000 – Max: \$245,577
<input type="checkbox"/> Cook– Chicago Southern Min: \$25,000 – Max: \$4,009,466	<input type="checkbox"/> Northwest Central Min: \$25,000 – Max: \$858,668
<input type="checkbox"/> Cook– Chicago Western Min: \$25,000 – Max: \$1,852,442	<input type="checkbox"/> South Central Min: \$25,000 – Max: \$830,620
<input type="checkbox"/> Cook– Suburban Min: \$25,000 – Max: \$2,166,010	<input type="checkbox"/> Southern Min: \$20,000 – Max: \$270,124

- **Please indicate the amount you are requesting for this program. This amount should be within the range allowable, as shown by your selected region):
\$_____.**

Your program and budget narratives should describe the need for this funding amount.

Local Preference (13 points)

17. Select ONE box to indicate whether your organization is within an R3 zone. Please refer to this [map of R3 zones](#) and base your answer on your organization’s main address. (7 points)

Note: To make a selection, hover your mouse over the box. Click your mouse’s left button and an “X” will appear in the box.

My organization **IS** located within an R3 zone.

List organization’s address, including ZIP Code: _____.

My organization **IS NOT** located within an R3 zone.

18. Please answer ONLY one of the following questions:

Answer 3(a) if you are applying as a collaborative group of organizations.

Answer 3(b) if you are applying as a single organization.

(Question #3 is worth 6 points.)

3(a). If you are applying for funding **as a collaborative group of organizations:**

- How many organizations are included in your collaborative? _____
- How many of the organizations in your collaborative are located within an R3 zone?

 - Identify and provide the addresses for organizations that are located within an R3 zone in the table below. Please add rows, if necessary, to fit all organizations into the list. Please refer to the [map of R3 zones](#) to confirm the addresses are within an R3 zone.
 - A total of 6 points will be awarded if at least 50% of the collaborative members listed are located within an R3 zone.

Note: To find the 4-digit R3 Zone IDs of eligible, shaded zones, click the color-coded areas of the map or use the search bar at the top right to find an address. Then, zoom out using the “+” button on the upper left side of the map. Using your mouse, hover over the zone covering your address and the R3 Zone ID will appear.

Organization Name	Organization Address (including ZIP)	Located in R3 Zone?	R3 Zone ID (if previous box is “Y”)
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	
		Y: <input type="checkbox"/> N: <input type="checkbox"/>	

3(b). If you are applying for funding as **a single organization**: Select the box that best describes where the organization’s employees reside. Please refer to the [map of R3 zones](#) to answer this question. *Note: To click on the box, hover your mouse over the box. Click once on the left button and you should see the box change from being blank to having an “X” inside.*

At least 50% of the employees of my organization reside within the R3 zone(s) to be served by the proposed assessment and planning process. Please complete and submit the attached “Certification of Employee Local Residence” form along with this Program Narrative as part of your application.

Fewer than 50% of the employees of my organization reside within the R3 zone(s) to be served by the proposed assessment and planning process.

Geographic Area (7 points)

19. Only organizations proposing to provide services for designated R3 zones are eligible for this funding. Please identify the zone(s) that will be covered by this proposed program of service delivery by listing the 4-digit “R3 Zone IDs” from this [map of R3 zones](#). What counties, neighborhoods, or other geographic units are included in the covered area? (7 points will automatically be added to your score if your service area is considered “high-need.” The same data that identified the R3 zones was also used to determine which of the R3 zones are most heavily impacted by R3 issues of concern. These areas are described as “high need” in the pop-up boxes that can be found by hovering over any zone on the map of R3 zones with your mouse.)

Note: To find the 4-digit R3 Zone IDs of eligible, shaded zones, click the color-coded areas of the map or use the search bar at the top right to find an address. Then, zoom out using the “+” button on the upper left side of the map. Using your mouse, hover over the zone covering your address and the R3 Zone ID will appear.

Response:

Statement of Need (25 points)

20. What issues are currently being faced by community members in the R3 zone(s) to be served by this project? Describe how health, safety, and/or economic wellbeing are currently threatened. (15 points)

Response:

21. How did you come to know about the issues the R3 zones are currently facing? Explain in detail any assessment, planning, community meeting, data gathering and analysis, or other processes that led you to recognize these issues. (10 points)

Response:

Program Design (40 points)

22. Describe the proposed program and how the program activities address the issues identified in the “Statement of Need” above. Please identify the population to be served, the services to be provided, and the primary goals of the program. Describe how the program’s services will work together to achieve its goals. (10 points)
Response:

23. Describe how the proposed activities in the R3 service zone(s) match with one or more R3 Program Priorities. You may refer to the R3 Program Priorities Guide (Appendix A of the NOFO) to help make connections between your proposed activities and the R3 Program Priorities. (5 points)
Response:

24. Explain how and where your proposed program fits in relation to other programs in the service area that address similar issues. In what ways is it similar or unique? (5 points)
Response:

25. Explain how your program design embraces solutions that value the knowledge and perspectives of local community stakeholders. If this is an application on behalf of a collaborative of organizations, make sure to include information on each member of the collaborative, including each member’s role and responsibilities in relation to the overall program. Aside from the partners discussed above, identify any existing or potential local partners. Explain why these partners were chosen and what each partner’s role in the project is or will be. (10 points)
Response:

26. Describe how your organization (or collaborative of organizations) and the proposed program both reflect and promote the value of restorative justice. (10 points)
Response:

Program Staffing (5 points)

27. List and describe all staff positions assigned to the proposed program. Include at minimum: name of position; roles and responsibilities; required experience and/or qualifications; reporting and supervision structure. (2 points)
Response:

28. Describe how staff positions assigned to the proposed program will draw from local knowledge and experience to deliver appropriate services to the community. (3 points)
Response:

Applicant Capacity and Experience (5 points)

Note: Questions #14 and #15 are not scored as part of the merit-based review of your application. No points will be given based on an applicant’s current budget or experience in managing grants, and there will be no penalty for organizations that may be new to this work. These questions are asked only to help ICJIA determine the level of technical assistance that may be needed in the event your program is selected for funding.

29. State your organization’s current annual operating budget. (0 points)
Response: \$

30. Describe your organization’s experience managing grants. (0 points)
Response:

31. Describe your organization’s history of providing services in this community. If this is an application on behalf of a collaborative of organizations, please identify the experiences of collaborative members. (5 points)
Response:

Budget Detail and Narrative (5 points)

Please complete a budget for your proposed program in the provided Excel template, and submit the budget as a part of the application packet.

Goals, Objectives and Performance Measures

Funded programs will be required to submit quarterly progress reports to ICJIA. These reports will minimally include the following information based on the proposed program objectives.

Please list your proposed process and outcome objectives and the performance measures that will be used to meet each one

Process objectives are milestones within the project that help you keep track of your progress. Examples include number of community meetings to be held, number of attendees anticipated at public meetings, number of site visits that will be made to community organizations, etc.

Outcome objectives 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 are 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 “100 clients provided with youth development services,” “80% of workforce development clients gained employment,” etc.

Applicants must fill out each section of the table. Applicants are not required to fill in all rows of each section. Additional rows may be added, if needed.

Overall Goal of your Program:	
Process Objectives	Performance Measures
Outcome Objectives	Performance Measures

Implementation Schedule

Complete the table below, defining each task in the implementation and operation of the proposed program, detailing the staff position responsible for each task and a target date for completion. Do not use staff names. Please add additional lines as necessary.

Task	Staff Position Responsible	Date Due
Submit quarterly data report and quarterly timekeeping certifications to ICJIA		October 15, 2020; January 15, 2021; April 15, 2021; and July 15, 2021
Submit monthly financial status reports to ICJIA		15 th of month after the end of the reporting month

Submit closeout financial status report, property inventory, and closeout data report to ICJIA		July 30, 2021
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Applicant Contact Information: Please complete this table.

Name:	
Title:	
Address:	
City:	
Zip:	
Phone:	
TTY#:	
Fax#:	
Email address:	

Appendix 5: Blank R3 Scoring Sheet

Date:						
Reviewer Name:						
Signature:						
Name of Applicant:		Applicant 1	Applicant 2	Applicant 3	Applicant 4	Applicant 5
Region:						
Local Preference	Points Available	Points Given	Points Given	Points Given	Points Given	Points Given
Enter 7 points if the box is checked indicating that the organization is located within an R3 zone. Enter 0 in it is not checked.	7					
Enter 6 points if *either* half of the collaborative members listed in 3a are in R3 zones *or* if the box is checked in 3b to indicate that half of the applicant's employees are in R3 zones. Enter 0 in it is not checked.	6					
Maximum 13 points	13	0	0	0	0	0
Geographic Area	Points	Points Given	Points Given	Points Given	Points Given	Points Given
Enter 7 points if the applicant indicates that they will serve a high-need R3 zone. Enter 0 in it is not checked.	7					
Maximum 7 points	7					
Statement of Need	Points Available	Points Given	Points Given	Points Given	Points Given	Points Given
Section thoroughly describes the issues that are currently being faced by community members in the R3 zone(s) to be served by this project. Describes how health, safety, and/or economic wellbeing are currently threatened.	15					
Section thoroughly describes how the applicant agency knows about the issues the R3 zones are currently facing. Explains in detail any assessment, planning, community meeting, data gathering and analysis, or other processes that led the applicant to recognize these issues. (10 points)	10					
Strengths:						
Weakness:						
Comments:						
Maximum 25 points	25	0	0	0	0	0
Program Design	Points	Points	Points	Points	Points	Points

- Reviewer Directions:**
- Complete ONE column for every Applicant being reviewed.
 - Fill out all cells that are highlighted in blue. You will only be able to click on blue cells.
 - Within each criterion, questions have been assigned a value to ensure reviewer objectivity and consistency.
 - The maximum points available for each criterion are listed. Maximum points should be given to responses that are completely responsive, clear and detailed. Score each criterion based on the scoring rubric and reviewer training received.
 - Reviewers should deduct points in relation to the degree of incompleteness and/or vague responses.
 - Score using only whole numbers - no partial points.
 - Under the Strengths and Weaknesses section, please note any strengths and weaknesses of the applications. These comments will be made available to the public, or to the applicant if they request a debriefing on the scoring.
 - Under the Comments section, please note anything you think is important to communicate to the program manager and/or grant monitor. These comments will be used in the program review by staff. Please note that comments may be made available to the public, if requested.
 - The Goals, Objectives, Performance Indicators and Implementation Schedule is not scored. Please only provide comments.**
 - Please double check your point assignment.
 - Upon Completion of the score sheet: print, date and sign the Reviewer Signature tab. Email this worksheet and a PDF of the signed Reviewer Signature to XX@illinois.gov

Application describes the proposed program and how the program activities address the issues identified in the "Statement of Need" above. Identifies the population to be served, the services to be provided, and the primary goals of the program. Describes how the program's services will work together to achieve its goals.	10					
Application describes how the proposed activities in the R3 service zone(s) match with one or more R3 Program Priorities.	5					
Application explains how and where the proposed program fits in relation to other programs in the service area that address similar issues. Describes the ways the proposed program is similar or unique. (5 points)	5					
Application describes how the proposed program design embraces solutions that value the knowledge and perspectives of local community stakeholders. If this is an application on behalf of a collaborative of organizations, response includes information on each member of the collaborative, including each member's role and responsibilities in relation to the overall program. Aside from the partners discussed above, response identifies any existing or potential local partners. Explain why these partners were chosen and what each partner's role in the project is or will be. (10 points)	10					
Application describes how the applicant organization (or collaborative of organizations) and the proposed program both reflect and promote the value of restorative justice. (10 points)	10					
Strengths:						
Weakness:						
Comments:						
Maximum 40 points	40	0	0	0	0	0
Program Staffing	Points	Points	Points	Points	Points	Points
Application lists and describes all staff positions assigned to the proposed program. Includes at minimum: name of position; required experience; roles and responsibilities; reporting and supervision structure.	2					
Application describes how staff positions assigned to the proposed program will draw from local knowledge and experience to ensure that the appropriate community members are included in the assessment and planning process.	3					
Strengths:						

		Weakness:					
		Comments:					
Maximum 5 points		5	0	0	0	0	0
Applicant Capacity and Experience		Points	Points	Points	Points	Points	Points
Application describes the organization's history of providing services in this community. If on behalf of a collaborative of organizations, the application identifies the experiences of collaborative members.		5					
		Strengths:					
		Weakness:					
		Comments:					
Maximum 5 points		5	0	0	0	0	0
Goals, Objectives, Performance Indicators and Implementation Schedule		Points	Points	Points	Points	Points	Points
Section includes realistic objectives based on the program and agency capacity as described in other areas of the program narrative.		0					
Section includes a reasonable and detailed implementation schedule.		0					
		Strengths:					
		Weakness:					
		Comments:					
No points--Please provide only narrative feedback.		0	0	0	0	0	0
Budget Details and Narrative		Points	Points	Points	Points	Points	Points
Budget is complete. Budgeted items are cost-effective in relation to the proposed activities. Narrative is complete for all line items, clearly detailing how the applicant arrived at and calculated the budget amounts.		5					
Maximum 5 points		5					
		Budget Strengths:					
		Budget Weaknesses:					
		Budget Comments:					
Total Points		100	0	0	0	0	0
Maximum 100 Points							

¹ For more information on JEO, please see <https://www2.illinois.gov/sites/ltg/issueslist/Justice-Equity-and-Opportunity-Initiative/Pages/Introduction.aspx>

² Illinois Criminal Justice Information Authority. (2021, January 21). *Delivering on key equity goal, Pritzker administration awards \$31.5 million in first ever Restore, Reinvest, and Renew Program grants to organizations across the state* [Press release]. <https://r3.illinois.gov/news/2021-01-21-release>.

³ For more information on census tracts, see <https://www2.census.gov/geo/pdfs/reference/geodiagram.pdf> and <https://www2.census.gov/geo/pdfs/education/CensusTracts.pdf>

⁴ See the [DCEO website](#) for a map of the tracts designated as DIA.

⁵ DCEO analysis identified 683 tracts. Of those, 423 met the criteria under both ICJIA and DCEO analysis.

⁶ Available funding percentages were designated for each region by dividing the summed population of eligible R3 zones within a region by the total summed population across all eligible R3 zones.

⁷ Illinois Criminal Justice Information Authority. (2020). Frequently Asked Questions (FAQs) - “Who will decide what applicants are funded?” <https://r3.illinois.gov/faqs>; Stratton, J. [@LtGovStratton]. (2020, July 23). *The #R3 Program is rooted in #equity! We didn’t want the reviewers to be from somewhere else, somebody who doesn’t have a connection to the community. We want the reviewers to come directly from the community.* <http://bit.ly/r3reviewerform> [Tweet]. Twitter. <https://twitter.com/LtGovStratton/status/1286361032856928256>;

Schmid, E. (2020, July 24). Illinois dedicates marijuana tax dollars to underserved areas. *St. Louis Public Radio*. <https://news.stpublicradio.org/2020-07-25/illinois-dedicates-marijuana-tax-dollars-to-underserved-areas>

⁸ Applicants that entered service IDs in R3 zone ranges (e.g., “456-459” rather than “456, 457, 458, 459”) and/or census tract numbers (i.e., GEOIDs rather than R3 zone IDs) were recoded as a list of R3 zone IDs or the associated R3 zone ID, respectively.

⁹ High need status was determined during the eligibility analysis phase of R3, where census tracts in the 75th percentile on the indicators used to determine eligibility were labeled as “high need.” For more, please visit <https://R3.Illinois.gov>.

¹⁰ In this case, complete responses are defined as responses that contained enough information to determine if an individual was eligible to review R3 applications. This included name and contact information. Due to a need for a large number of reviewers, those not located in R3 zones were still eligible to review applications.

¹¹ Reviewers who were recruited directly and did not complete the volunteer interest form also are captured in the survey sample.

¹² Emails considered invalid included those that did not exist, those that bounced back, and those providing automatic responses indicating the intended recipient had changed jobs.

¹³ Cases where individuals who completed the volunteer reviewer interest form but did not go on to review applications occurred for a variety of reasons, such as conflicts of interest, changes in volunteer availability, no further contact from ICJIA, lack of responsiveness from the volunteer. See the results section for further discussion of these instances.

¹⁴ Ninety respondents completing the survey is defined here as those who individuals who progressed to the conclusion of the survey; however, all questions were voluntary, so some questions may have less than 90 total responses if respondents chose not to answer a question. Partial responses are defined as surveys where the respondent exited the survey prior to viewing all the questions.

¹⁵ Answers were not mutually exclusive; 7% indicated identifying as cisgender and 1% indicated they identify as gender non-conforming.

¹⁶ Percentages do not total to 100% because respondents could select more than one area of expertise.

¹⁷ Percentage does not total 100% as one applicant was missing information

¹⁸ All percentages in this report are based on a total of 83 responses unless otherwise noted.

¹⁹ Submission instructions stated to sign, date, and scan the Application into a PDF document. Documents were to be emailed to a specified email address, based on the application type. Documents to be submitted included a PDF version of the application (signed and dated), the application and narrative in a Word version, a Budget created in Excel, signed and dated Letters of Support and Memorandums of Understanding if applying as a collaborative, and a determination letter of 501(c)(3) status from the IRS or equivalent documentation (if a nonprofit organization with 501(c)(3) status).

²⁰ Several reviewers dropped out, stop responding, or had conflicts of interest, which led to an extended review period.



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