

# The JHU Innovation Fund for Community Safety Cycle 2 Final RFP

January 13, 2025

## I. Overview

Johns Hopkins University's Innovation Fund for Community Safety (Innovation Fund) is committing up to \$6 million over four years to support innovative, community-led programs designed to improve community connectedness and improve safety for neighborhoods in and around the Johns Hopkins footprint including but not limited to Waverly, McElderry Park, Dunbar, Broadway, and Oliver.

This new round of funding builds off an initial investment of \$6 million which was released in 2021 to support nine community organizations that provided programming aimed at reducing violence. Round one grantees provided thoughtful, meaningful, and valuable input which has shaped the objectives for this new funding cycle, round two. The Innovation Fund seeks to support programs that address three priority areas based on round one insights, literature, and feedback from community leaders:

1. Improvements to community spaces
2. Workforce development with a focus on complex social needs
3. Violence prevention/interruption

Round two builds on the commitment to reduce the amount of people engaging in violent behavior in community. It complements one of the features of the Department of Justice's strategy to focus on investing in community-based violence prevention and intervention programs, as well as the importance of approaches that intervene to break patterns of violence in the lives of those individuals at the highest risk of engaging in or becoming victims of violence.<sup>i</sup> Additionally, round two aligns with the mission of Mayor Brandon M. Scott to empower community partners and city agencies to play a more active role in the co-production of public safety and prevention of violence through a trauma-responsive, healing-centered, and equity-based approach for the benefit of all Baltimoreans.<sup>ii</sup>

Like round one, round two employs a public health approach to address root causes, or social determinants of health, of community violence. This approach allows the Innovation Fund to analyze the impact built environment, environmental conditions, education, and systemic and social stressors have on one's health outcomes.<sup>iii,iv,v,vi</sup>

We plan to host an informational webinar on January 21, 2025 at 1 pm EST for those interested in learning more about the fund and the application process. Register [here](#) and you may also submit your questions via [this form](#). We deeply appreciate the input and participation from so many in helping to guide this process.

## **II. Eligibility**

The Innovation Fund for Community Safety will support organizations that:

- Are operated by organizations with 501(c)(3) status, or a current fiscal sponsor/agent.
- Serve adults, with a particular focus on ages 18-26, in Baltimore.
- Support nonprofits serving neighborhoods in and around the Johns Hopkins footprint including but not limited to Waverly, McElderry Park, Dunbar, Broadway, and Oliver.
- Existing programs or expansions to existing programs will be considered.

Additionally, programs should ensure that they can legally share data and can meet all data collection requirements prior to applying. Over the three years, all programs must administer surveys provided by the Fund. The Innovation Fund will work with funded programs to meet the data requirements.

## **III. Level of Funding**

- Applications for improvements to built environment can request up to \$100,000 per year for up to four years of funding.
- Applications for workforce development programs that address complex social needs can request up to \$200,000 per year for up to four years of funding.
- Applications for violence interruption programs can request up to \$200,000 per year for up to four years of funding.

If you are selected as a final applicant, the Innovation Fund team will meet with you to discuss your budget in detail and may request changes. It is acceptable to request less than the maximum amount. More information about the budget, including information about administrative or indirect costs is in the frequently asked questions document. Additionally, if selected as a final applicant, you will be expected to complete a monitoring and evaluation plan that will be reviewed by our team to ensure feasibility.

## **IV. Focus Areas**

Baltimore's recent success in reducing homicides by 20% and nonfatal shootings by 6.8% in 2023 marks a significant improvement after years of elevated violence following the death of Freddie Gray.<sup>vii</sup> This decline underscores the effectiveness of ongoing anti-violence efforts, including comprehensive strategies combining law enforcement initiatives with community-based programs addressing root causes of gun violence. Mayor Brandon Scott attributes this progress to treating violence as a public health crisis, alongside focused deterrence programs that

rely on collaboration between law enforcement, social service organizations, and community members.<sup>viii</sup>

Despite these gains, challenges persist, with officials stressing the need for sustained funding for programs that approach gun violence through a coordinated approach. These initiatives target at-risk individuals with support services and employment opportunities, while addressing systemic issues like poverty and inadequate social support, which are often linked to perpetration of violence.

While Baltimore has made strides in reducing homicides, there is consensus among officials and community leaders that continued investment in violence prevention programs is crucial to sustain and build upon this progress, aiming for further reductions and addressing underlying social disparities. The Innovation Fund will build upon the ongoing efforts in Baltimore and will fund applications that lie within the following areas:

- **Improvements to community spaces and environmental design** have been shown to reduce crime, improve physical and mental health outcomes, and strengthen community cohesion. More specifically, improvements in the physical environment in urban neighborhoods, such as street lighting,<sup>ix</sup> creating green spaces, investing in public spaces,<sup>x</sup> and revitalizing vacant lots<sup>xi</sup> can be successful in reducing violent crimes.<sup>xii</sup> Investments in the built environment can increase social cohesion and improve public safety. Greening and trash cleanup interventions that treat blighted environments have a significant effect on the physical and mental health outcomes in people living in resource limited urban environments.<sup>xiii</sup> Additionally, revitalization efforts in urban areas contribute to improving health and safety, reducing crime, gun violence,<sup>xiv</sup> and stress levels. Making low-cost structural changes with community buy-in has a positive impact on the health of the community.<sup>xv</sup> The impact of green communal spaces in government-assisted housing complexes contributes to “having stronger feelings of unity with neighbors, being more concerned with helping and supporting each other, and having stronger feelings of belonging to their community” compared to tenants in complexes without trees and well-maintained green spaces. This connectedness has the potential to reduce street crime and lower levels of violence and aggression.<sup>xvi</sup>
- **Workforce development programs that address complex social needs** recognize and tackle the multifaceted barriers that individuals face in accessing and maintaining employment. Traditional workforce development often focuses solely on skills training and job placement. In contrast, programs addressing complex social needs must take a holistic approach. They recognize that issues such as housing instability, mental health challenges, substance abuse, lack of childcare, and transportation barriers can significantly hinder someone's ability to gain and retain employment. By addressing these issues alongside skills training, these programs increase the likelihood of sustained

employment success. Additionally, for populations like formerly incarcerated individuals or those with a history of substance use, traditional workforce programs may not adequately address the underlying factors contributing to their challenges. Programs that provide wraparound services can significantly reduce recidivism rates<sup>xvii</sup> by offering comprehensive support that addresses the root causes of criminal behavior or substance abuse. Comprehensive workforce development programs contribute to building stronger communities by lifting individuals out of poverty and reducing reliance on social services. When individuals are gainfully employed and stable, they are more likely to contribute positively to their communities and families.<sup>xix</sup>

- **Violence prevention/interruption** in communities experiencing high levels of gun violence often face a recurring cycle where past violence leads to future retaliation.<sup>xx</sup> Interruption programs work to disrupt this cycle by providing immediate support and conflict resolution, thus reducing the likelihood of continued violence. Programs should focus on reducing violence by addressing the root causes and immediate triggers of violent behavior.<sup>xxi</sup> Successful programs use a combination of community engagement, targeted interventions, and evidence-based strategies to break cycles of violence and prevent future incidents.<sup>xxii</sup> By involving local leaders and residents in violence prevention efforts, these programs help build trust, a sense of ownership, and responsibility, which are essential for long-term success.<sup>xxiii</sup> Additionally, existing programs that would like to expand or add enhancements will be considered.

## V. Eligible Geography

Applicants should explain how the proposed work focuses on neighborhoods in and around the Johns Hopkins footprint including but not limited to Waverly, McElderry Park, Dunbar, Broadway, and Oliver. Eligible projects may include citywide efforts, too, that support neighborhoods in the Johns Hopkins footprint.

## VI. Reporting, Technical Assistance, and Evaluation

The Fund will provide technical assistance and access to an evaluation team from Johns Hopkins Bloomberg School of Public Health. The purpose of technical assistance is to help projects succeed. The purpose of evaluation is to help the projects orient to a set of appropriate outcomes and to assess the progress and outcomes fairly. Applicants are allowed to use a portion of the funding request for evaluation. Please note that applicants should use 15% of the overall budget for evaluation purposes.

Before funding is provided, the successful applicant will meet with a member of the evaluation team and reach agreement on a plan for reporting, technical assistance, and evaluation. In this

meeting, we will review your completed logic model to ensure that metrics are feasible. Reporting is expected to be on a quarterly basis. All of the data generated by the evaluation team will be shared with the project team. The project team, the evaluation team, and the Fund will have the ability to use the data to share results and information about the project outcomes with others.

Grantees are expected to take part in convening with other grantees for learning collaboratives and share experiences and lessons learned.

## **VII. Grant Funding**

It is anticipated the funds will be provided in advance on a quarterly or semi-annual basis. An annual review of the project will be the basis for continued funding. Notwithstanding this annual review, the Fund shall have the right to review the use of funds at any time. Innovation Fund grant funding shall be kept in a separate account that can be independently audited.

## **VIII. Application**

Applications will open on January 13, 2025, and will close February 10, 2025 at noon (12:00 p.m.) EST. All applications must be submitted through a web portal:

[https://webportalapp.com/sp/jh\\_innovation\\_fund\\_grant](https://webportalapp.com/sp/jh_innovation_fund_grant).

Any application missing the required attachments will be incomplete and will not be considered for funding. Required attachments include completed budget, logic model, and recent financial audit.

The online application will include general organization and leadership questions along with the following specific questions:

### Inclusion and Belonging

1. Johns Hopkins is deeply committed to the dignity and equality of all persons. Please describe your organization's efforts to address inclusion and belonging. (Limit: 250 words)

### Requested Information

1. **Area of Focus:** improvements to community spaces, workforce development with a focus on complex social needs, and violence prevention/interruption
2. **Total Amount Requested:** Applicants can request up to \$200K per year for up to four years of funding for grants focusing on Workforce development or Violence interruption (\$800k total max); Applicants can request up to \$100K per year for up to four years of

funding for grants focusing on improvement to built environment (\$400k total max). Applicants must complete the required budget form found here. Please note applications with the missing budget form will be considered incomplete.

3. **Project Title**
4. **Program Aim/ Statement of Need** (100-word limit): Provide a brief description of the need, purpose, and goal of the program/project.
5. **Program Description** (1000-word limit): Describe the problem you are trying to solve with this funding including rationale for the program and the target communities for this effort. Describe the activities you will implement to address the problem you are trying to solve. Describe the outcomes you will achieve with this request. For example, how you will evaluate the effectiveness of the program; description of what success for the specific program looks like; and how that success might be measured. Please discuss the relevance of the program to one or more major outcomes of interest to Baltimore City: homicide rates, perception of neighborhood safety, and the employment or education of young adults 18 to 26. Applicants must complete the required logic model. Please note applications with the missing logic models will be considered incomplete.
6. **Impact on Violence** (500-word limit): Share how this program can lead to greater understanding of ways to reduce violence and inspire additional work by others. To the extent possible, identify and inspire additional work by others. To the extent possible, identify policymakers and other audiences that may be interested in using the results.
7. **Experience and Collaboration** (500-word limit): What is your organization's prior experience in carrying out this work? Who are some of your main partners and collaborators in the work you do (for example, other nonprofits, community leaders, government agencies, etc.)?
8. **Community Engagement and Accountability** (500-word limit): What efforts do you currently take to ensure your work is informed by and responsive to diverse and marginalized voices in the communities you serve?
9. **How will this program continue after Innovation Fund funding ends?** (250-word limit): Describe in detail your efforts to ensure that the program continues. Include plan to identify and secure diverse funding streams.
10. **Communities served** by your organization
11. **Primary population(s) served** by your organization
12. Please indicate the number of unique individuals that will benefit from this request.

Application Attachments:

1. [Logic Model](#) (please download a copy to edit)
2. [Budget](#) (please download a copy to edit)
3. Financial Audits (required)
4. Additional information if necessary for consideration

## IX. Guidelines for Budget

Applicants are required to submit a project budget for each year of funding requested. Please only request funding for years in which the project will be active. A sample budget has been included in this RFP under required documents for those seeking additional guidance. Budgets should include the following information:

Full budget summary:

- Total amount of funding requested, by year
- Total amount of administrative costs by year\*

Yearly budget plan:

- Annual budget which includes expenses for: staffing, partners, other categories of expenses related to programmatic activities, and administrative costs\*
- An explanation of the staffing of the project
- An explanation of each of the other categories of expenses related to programmatic activities
- Evaluation is 15% of your overall budget

*\*Each application can have a total of 15% for administrative costs, otherwise known as indirect costs. These costs should include utilities and rent, fiscal oversight, administrative staff, legal and other professional services. These funds can be distributed across the various partners, with the exception of Johns Hopkins students, staff, and faculty.*

## X. Criteria for Application Review

Only complete applications that meet the key requirements – including that they are submitted by community-based nonprofit organizations and include activities in one more of the focus areas in the eligible geographic areas – will be scored.

Scoring will be organized in two main areas:

### 1. Strategy and mission alignment (60% of total)

- **Community Violence Needs and Outcomes:** Does the funding opportunity benefit and demonstrate specific outcomes and quantifiable impact to address community violence?
- **Community Needs/Priorities:** Does the partner offer solutions that address the needs of the community? Does the partner understand the underlying causes of violence in the community they are working in?

- **Strength of its measurable outcomes and evaluation:** Has the organization provided details on how it plans to measure outcomes and evaluate the program?
2. **Partnership and sustainability** (40% of total)
- **Key Stakeholders:** Does this grant have internal and/or external key stakeholder relationships?
  - **Organizational Engagement History:** Does this organization have a history providing community programming including but not limited to programming addressing community safety?
  - **Collaborative Efforts:** Does the organization have other collaborators/partners involved in this effort? Do the Collaborators bring additional funding or added value to the initiative?
  - **Sustainability:** Did the applicant provide a cohesive plan addressing diverse funding streams and partnerships to continue the goals of the grant funded program?
  - **Budget:** Does the organization have a budget in place that can accommodate the needs of the proposed program?

## **XI. Required Documents**

The following documents must be completed and submitted for your application to be scored. If selected for an award, the Innovation Fund team and evaluators will review the documents with you and adjust if needed.

1. Last audit for the community-based organization applying for funding
2. Logic model, showing key activities for each year
3. Budget

## **XII. Appendices** (below endnotes)

- i. **Appendix 1:** Frequently Asked Questions
- ii. **Appendix 2:** Logic Model Guidance
- iii. **Appendix 3:** Budget

### **Endnotes:**

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<sup>i</sup> FY 22 Office of Justice Programs Community Based Violence Intervention and Prevention Initiative . (2022, April 19). <https://bja.ojp.gov/funding/O-BJA-2022-171282.pdf>

<sup>ii</sup> Mayor's Office of Neighborhood Safety and Engagement. (n.d.). <https://monse.baltimorecity.gov/>

<sup>iii</sup> American Public Health Association. (2018, November 13). Violence is a Public Health Issue: Public Health is Essential to Understanding and Treating Violence in the U.S.



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<https://www.apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2019/01/28/violence-is-a-public-health-issue>

<sup>iv</sup> Sebastian, T. et al., 2022. A new community safety blueprint:, How the federal government can address violence and harm through a public health approach, Brookings Institution. United States of America. Retrieved from <https://policycommons.net/artifacts/4139251/a-new-community-safety-blueprint-how-the-federal-government-can-address-violence-and-harm-through-a-public-health-approach/4947518/> on 26 Jan 2024. CID: 20.500.12592/g95v0.

<sup>vi</sup> The Futures Collaborative. (n.d.). Understanding the Social Determinants of Safety: A Policy Framework for Building Safety That Works. <https://civilrightscorps.org/wp-content/uploads/2022/09/SDOS.pdf>

<sup>vii</sup> Skene, L. (2024b, January 5). *Baltimore celebrates historic 20% drop in homicides even as gun violence remains high*. AP News. <https://apnews.com/article/baltimore-homicides-decrease-2023-d88000d65d3916d1fbb6352becd8881>

<sup>viii</sup> *Addressing an ongoing epidemic of gun violence*. The Abell Foundation. (2023, August 8). <https://abell.org/news-and-features/addressing-an-ongoing-epidemic-of-gun-violence/>

<sup>ix</sup> Chalfin, A., Hansen, B., Lerner, J. et al. Reducing Crime Through Environmental Design: Evidence from a Randomized Experiment of Street Lighting in New York City. *J Quant Criminol* 38, 127–157 (2022). <https://doi.org/10.1007/s10940-020-09490-6>

<sup>x</sup> Ketley, L. (2021, February 8). *Preventing urban crime through Environmental Design*. LinkedIn. <https://www.linkedin.com/pulse/preventing-urban-crime-through-environmental-design-lucy-ketley/>

<sup>xi</sup> Love, H. (2021, November 16). *Want to reduce violence? invest in place*. Brookings. <https://www.brookings.edu/articles/want-to-reduce-violence-invest-in-place/>

<sup>xii</sup> Chalfin, A., Hansen, B., Lerner, J. et al. Reducing Crime Through Environmental Design: Evidence from a Randomized Experiment of Street Lighting in New York City. *J Quant Criminol* 38, 127–157 (2022). <https://doi.org/10.1007/s10940-020-09490-6>

<sup>xiii</sup> South EC, Hohl BC, Kondo MC, MacDonald JM, Branas CC. Effect of Greening Vacant Land on Mental Health of Community-Dwelling Adults: A Cluster Randomized Trial. *JAMA Netw Open*. 2018;1(3):e180298. doi:10.1001/jamanetworkopen.2018.0298

<sup>xiv</sup> Kondo MC, South EC, Branas CC, Richmond TS, Wiebe DJ. The Association Between Urban Tree Cover and Gun Assault: A Case-Control and Case-Crossover Study. *Am J Epidemiol*. 2017 Aug 1;186(3):289-296. doi: 10.1093/aje/kwx096. PMID: 28481962; PMCID: PMC5860224

<sup>xv</sup> South, E. C. (n.d.). Greening vacant lots reduces feelings of depression in city dwellers, Penn Study finds. Penn Medicine. <https://www.pennmedicine.org/news/news->

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[releases/2018/july/greening-vacant-lots-reduces-feelings-of-depression-in-city-dwellers-penn-study-finds](#)

<sup>xvi</sup> Delagran, L. (n.d.). What is the role of community spaces and services?. Taking Charge of Your Health & Wellbeing. <https://www.takingcharge.csh.umn.edu/what-role-community-spaces-and-services>

<sup>xvii</sup> Anwar, Shamena, Matthew Baird, John Engberg, and Rosanna Smart. (2022). Job Training Programs as Crime Deterrents? Evidence from a Low-Income Targeted Training Program RCT. (EdWorkingPaper: 22-543). Retrieved from Annenberg Institute at Brown University: <https://doi.org/10.26300/2fn2-xk40>

<sup>xviii</sup> Bollinger, C. R., & Yelowitz, A. (2021). Targeting intensive job assistance to ex-offenders by the nature of offense: Results from a randomized control trial. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3775983>

<sup>xix</sup> Tai, I. (2023, August 10). *Turnaround Tuesday*. The Abell Foundation. <https://abell.org/news-and-features/turnaround-tuesday/>

<sup>xx</sup> Lee DB, Schmidt CJ, Heinze JE, Carter PM, Cunningham RM, Walton MA, Zimmerman MA. Retaliatory attitudes as mediator of exposure to violence and firearm aggression among youth: The protective role of organized activity involvement. *Dev Psychol*. 2022 May;58(5):990-1002. doi: 10.1037/dev0001339. Epub 2022 Apr 4. PMID: 35377700; PMCID: PMC9716642.

<sup>xxi</sup> *Why violence is a public health issue*. Environment & Health Data Portal. (2021, February 8). <https://a816-dohbesp.nyc.gov/IndicatorPublic/data-stories/violence/>

<sup>xxii</sup> Amaning, A., & Bashir, H. (2024, May 9). *Community-based violence interventions: Proven strategies to reduce violent crime*. Center for American Progress. <https://www.americanprogress.org/article/community-based-violence-interventions-proven-strategies-to-reduce-violent-crime/>

<sup>xxiii</sup> McLendon, L., Eisenberg, R., & Wilson, N. (2024, May 16). *Improving public safety through better accountability and prevention*. Center for American Progress. <https://www.americanprogress.org/article/improving-public-safety-through-better-accountability-and-prevention/>

## Frequently Asked Questions

This companion document to the RFP answers key questions. Any updates or clarifications will be communicated through our website; we encourage you to check it regularly. If you still have additional questions, you may email [innovationfund@jhu.edu](mailto:innovationfund@jhu.edu)

### **Logistical questions on the RFP**

*When is the RFP response due?*

February 10, 2025 at 12pm EST

*How can I submit the RFP response?*

Information on how to submit the application and the appendices can be found here:

[https://webportalapp.com/sp/jh\\_innovation\\_fund\\_grant](https://webportalapp.com/sp/jh_innovation_fund_grant). Please sign in or create an account to access the online portal.

*Are all the supplementary materials due with the response?*

Yes, please submit the application and the appendices by the due date. A completed logic model, monitoring & evaluation plan, and budget must be submitted with the application. If you are partnering with another organization, a signed MOU must be in place and submitted by March 1st.

*Will there be an opportunity to ask questions before submitting the application?*

There will be a virtual informational session held via Zoom on January 21, 2025 at 1:00pm EST where we will review the application process. If you are interested in attending, you can register here: [bit.ly/4gE5VFG](https://bit.ly/4gE5VFG)

Questions can be submitted throughout the application window where:

<https://forms.gle/xA9gu55YubVD3Wzx9>

### **Questions regarding the focus areas and geographic areas**

*Can we propose a project that involves the Baltimore City Police Department?*

Yes, the RFP states that public agencies can be partners to these projects. A letter of support from the Police Department and a signed MOU would be required.

*Mayor Scott has made focused deterrence the cornerstone of his public safety plan along with former Commissioner Harrison and Commissioner Worley. A large part of the program relies on building capacity in communities for them to respond to violence with programming and services. Can the fund support efforts that are related to this city project?*

Yes, as long as the proposals follow the guidelines in the RFP, projects may be integrated with the city's anti-violence efforts.

*How does the RFP define youth?*

Youth can include individuals 18-26 years of age, or some subset of these individuals.

*Why doesn't this RFP cover all of Baltimore City?*

We have taken an evidence-based approach to determine the areas for programming. Homicide, specifically gun violence, is the largest contributor to premature deaths in Baltimore. We have looked at incidence of gun violence in and around the Johns Hopkins footprint from January 2021 to June 2024 and have decided to focus on the following neighborhoods: Greenmount West, Penn Fallsway, Johnston Square, Oliver, East Baltimore Midway, South Clifton Park, Broadway East, Madison-Eastend, Milton/Montford, McElderry Park, and Ellwood Park.

*Can trauma-informed interventions be considered for funding?*

Yes, as part of an application in one or more of the focus areas. Regardless of whether there is specific mention in the application, technical assistance may be available to grantees on making services trauma-informed.

**Questions regarding the role of the community-based nonprofit organization that is the lead applicant for the grant**

*Does each application have to be submitted by a lead community-based, nonprofit organization?*

Yes.

*Can a religious institution be a lead applicant?*

Yes. If it is a nonprofit, community-based organization.

*What is the lead community-based nonprofit organization responsible for?*

The applicant organization is responsible for the accuracy of the application, for the management and oversight of the grant spending, and for providing required reports and other deliverables back to the Fund. The applicant can provide funds to other organizations and partners but should oversee how these funds are used to be sure they are used appropriately.

*Can the lead community-based nonprofit organization change during the course of the project?*

With the approval of the Fund, the lead organization may change. If there is a likelihood of such a change, please note in the application.

**Questions regarding the budget**

*Can the grant pay community members, including youth?*

Yes.

*Can the funds be used for training?*

Yes.

*What else can the funds be used for?*

We're interested in hearing about how funds might be used to have the greatest impact. You can propose the specific use of funds and justify them in the application. The applications will be judged in part on appropriate use of funds, and there may be further negotiation on the budget during the selection process.

*How will the grant support administrative costs?*

Each application can have a total of 20% for administrative costs, otherwise known as indirect costs. These costs should include utilities and rent, fiscal oversight, administrative staff, legal and other professional services. These funds can be distributed across the various partners, with the exception of Johns Hopkins students, staff, and faculty.

*Should the budget presented include administrative costs, or is that an extra amount on top of the request?*

The budget presented should include all costs, including administrative costs. There are no funds beyond those requested and ultimately awarded.

**Other questions**

*What if I have other questions not answered above?*

Please submit questions here: <https://forms.gle/xA9gu55YubVD3Wzx9>. We will post answers to additional questions on January 1st.

### **Logic Model Guidance**

#### **Overview**

Logic Models are tools that help you clearly communicate about your proposal. A Logic Model provides a visual format to convey the logical underpinning of the project proposal, its planned work, and its expected results. If you are completing these tools as part of a Request for Proposals, RFP, please carefully review the RFP guidelines as a list of suggested indicators/metrics for outputs, outcomes, and impact may be included. Please try to use language and indicators consistent with those included in the RFP.

#### **Logic Model**

Logic Models are useful program planning and management tools to illustrate how the inputs, activities, outputs, and outcomes work together toward the goal of the program. The inputs included in your Logic Model should be consistent with the project budget. A list terms and summary framework are included the template below.

#### *Logic Model Development Resources:*

The following resources may be helpful as you complete your Logic Model. Please note that there can be some variation in terminology, for example some resources may use the term 'Ultimate Outcome' instead of 'Impact', although the intended meaning is the same. As you work on your Logic Model, focus on the logical link between elements rather than getting the terminology exactly right.

- [CDC Logic Model Overview](#)
- [Center for Results-Focused Leadership Overview](#)
- [Metrics for Healthy Communities Overview](#)

## Logic Model Key Terms

**ACTIVITIES** – What needs to be done to achieve the project’s outcomes and ultimate goal.

- Separately list each task your team will perform to implement your project.
- Activities should be linked to measurable outputs to assess their quality.
- Stated activities should be logically linked to achieving one or more outcomes.

**OUTPUTS** - Intended amount(s) of product and/or service delivered through an activity.

- Outputs are the clear indicators that activities have been completed.
- They are valid, reliable measures to monitor progress towards the objective/outcome measures.
- Evidence of performance is often strengthened when multiple indicators towards progress are identified.

**OUTCOMES** – Intended effect(s) of successfully completing the project activities

- Outcomes are the short- and long-term changes that your program aims to achieve in order to move towards accomplishing the overarching program goal
- These changes should logically lead toward achieving the desired goal. There should be multiple outcomes for each goal.
- Outcomes should be stated as numerical performance targets that express a desired degree of change. Typically, these are expressed as a percentage. They should describe how and the degree to which the status quo will change by using action words such as “increase”, “decrease”, “improve”, “gain”, etc.
- Outcomes should be reasonable given the characteristics and needs of the target population and the level of the intervention.
- Outcomes should also be SMART – specific, measurable, achievable, relevant, and time-specific.

**GOAL/IMPACT** – Overarching aim(s) of a program or project

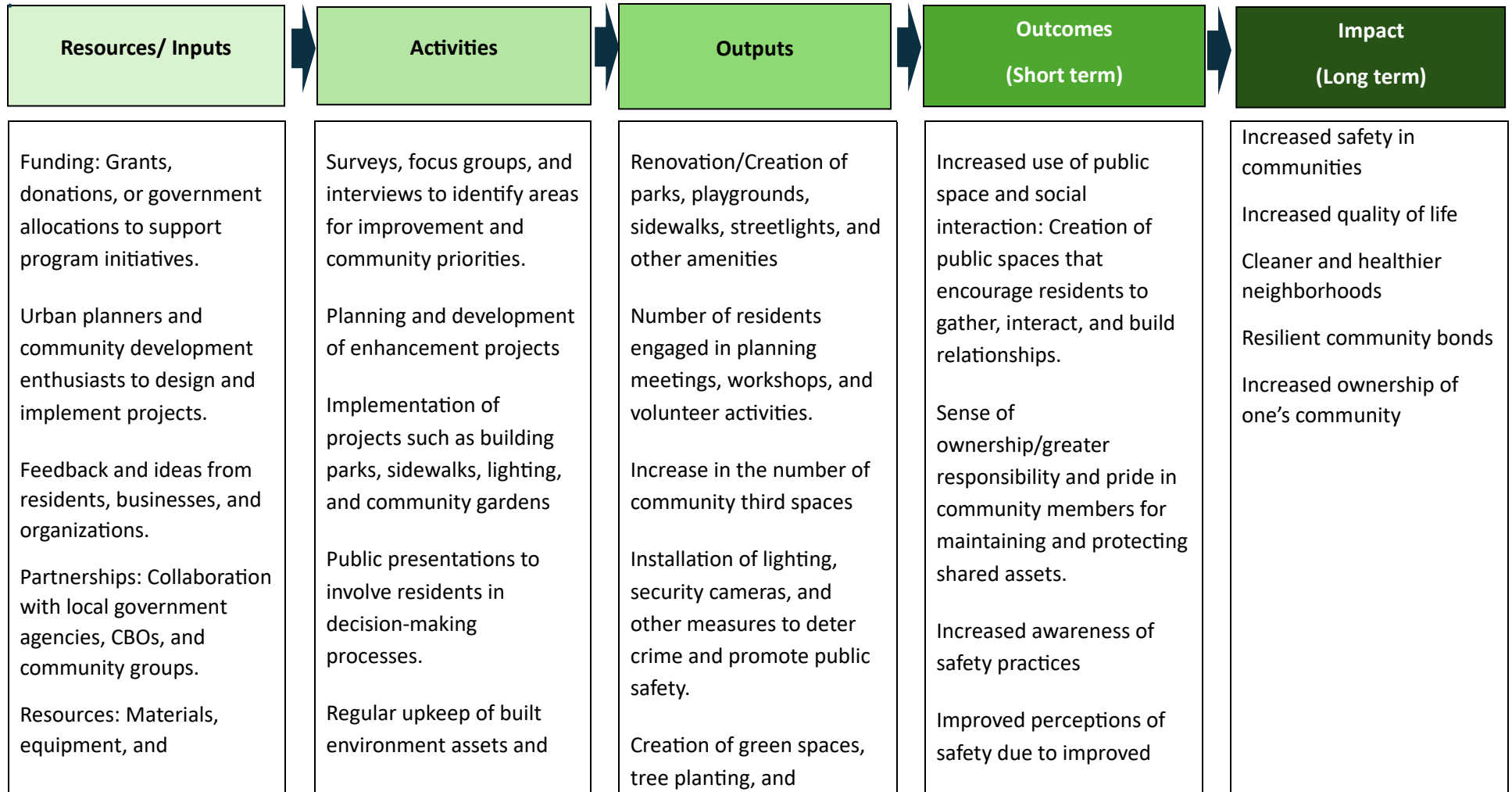
- Goals should address the effects your program aims to achieve--NOT the activities related to the project.
- Goals should address the long-term impact of the program, or how your program will benefit either your clients (i.e., target population), community you serve, the organization, or public health/health care systems.
- Goals should be realistic, given the scope of the need, characteristics of the target population, project duration, and funding level.
- Goals should be SMART – specific, measurable, achievable, relevant, and time-specific.

Sample Logic Model

Organization Name: Org X

Project Title: Lights, Trees, and Community Spaces Initiative

Directions: Please provide **quantifiable** target inputs, outputs, and outcomes, and Impact that apply to your proposed program. An example is provided below. Use the key terms below as tools to help you complete the Logic Model.





technology needed for  
small scale projects

ongoing evaluation of  
project effectiveness.

Workshops on safety  
practices and community  
engagement.

initiatives to mitigate  
pollution and enhance air  
quality.

lighting, visibility, and  
more.

Strengthened sense of  
community identity and  
cohesion through  
collaborative decision  
making and shared  
ownership of public  
spaces.

**Budget**

APPLICANT ORGANIZATION			
Name of Organization:	Community Inc.		
Project Title:	Community Safety		
Project Start Date:	4/1/2025	Project End Date:	3/31/2029
Salary Fringe Percentage	20%		
Indirect Cost Percentage	15%		
JHU Evaluation Percentage	15%		

PROJECT BUDGET - YEAR 1							
Expense Category	Description				Total Cost	Innovation Fund Funding Request	Other Sources of Funding*
<b>Direct Expenses</b>							
Personnel	Position	Salary	Fringe	Effort	Total		
	Program Director	95,000	19,000	0.75	85,500.00	45,000.00	40,500.00
	Outreach Specialist #1	50,000	10,000	1.00	60,000.00	50,000.00	10,000.00
	Outreach Specialist #2	50,000	10,000	1.00	60,000.00	50,000.00	10,000.00
	Outreach Specialist #3	50,000	10,000	0.50	30,000.00	25,000.00	5,000.00
<b>Subtotal Personnel Expense</b>					\$ 235,500.00	\$ 170,000.00	\$ 65,500.00
<b>Other Direct Expenses</b>							
Supplies	Training manuals for outreach specialists				12,500.00	12,500.00	-
Printing	Printing for training manuals				2,500.00	-	2,500.00
Office Expenses	Office printers (3)				3,000.00	2,000.00	1,000.00
[Update Item 2]					-	-	-
Travel	National Community Safety Conference in DC for Outreach Staff (3)				2,500.00	2,500.00	-
[Update Item 2]					-	-	-
Meetings/Conferences	[Update Item 1]				-	-	-
[Update Item 2]					-	-	-
Consultants/Professional Fees	Community Safety Consultant				100,000.00	90,000.00	10,000.00
[Update Item 1]					-	-	-
[Update Item 2]					-	-	-
Evaluation	Program Evaluation				53,775.00	53,775.00	-
<b>Subtotal Other Direct Expense</b>					\$ 174,275.00	\$ 160,775.00	\$ 13,500.00
<b>Indirect Expenses</b>					\$ 61,466.25	\$ -	\$ 61,466.25
<b>Grand Total</b>					\$ 471,241.25	\$ 330,775.00	\$ 140,466.25

\*Project is supported by other sources of funding such as funding from philanthropic, federal, state or local entities.

**Budget Justification**

**Assumptions:**

This budget represents expenditures only for the specific program services that will be funded under this grant. Costs are based on this year's estimates.

**Line Item Budget Justification**

**PERSONNEL**

Line Item: Program Director  
 Explanation: Program Director is responsible program oversight including managing budget, completing reports, etc.

Line Item: Outreach Specialists  
 Explanation: The Outreach Specialists are responsible for expanding to three new neighborhoods for the community safety grant -- Oliver, Penn Fallsway, and Johnston Square.

**OTHER DIRECT EXPENSES**

Line Item: Training Manuals  
 Explanation: The Outreach Specialists will work with a total of 1000 community members over the life of the grant. Each community member will receive community safety manual valued at \$12.50.

Line Item: Printing  
 Explanation: We have budgeted \$1,000 to cover printing for administrative and communications needs throughout year 1.

Line Item: Program Evaluation  
 Explanation: JHU evaluator