



Job Opportunities for Low-Income Individuals (JOLI)

JOLI 2009 Grant Reviewer Training
Office of Community Services

Administration for Children and Families

U.S. Department of Health and Human Services

Wednesday, May 27, 2009

1:00 PM -- 2:30 PM

Funding Opportunity Number: HHS-2009-ACF-OCS-EO-0011

CFDA Number: 93.593



Presentation Outline

- 1. Overview of Grant Process
- 2. The JOLI Program
- 3. FY 2009 JOLI Awards
- 4. Getting Useful Reviews - Getting to Quality Approach
- 5. New Approach to Reviewing
- 6. Evaluation Criteria in Detail
- 7. 1st Panel Meeting Task
- 8. Reviewer Written Comments
- 9. Scoring Applications
- 10. Panels Work as a Team

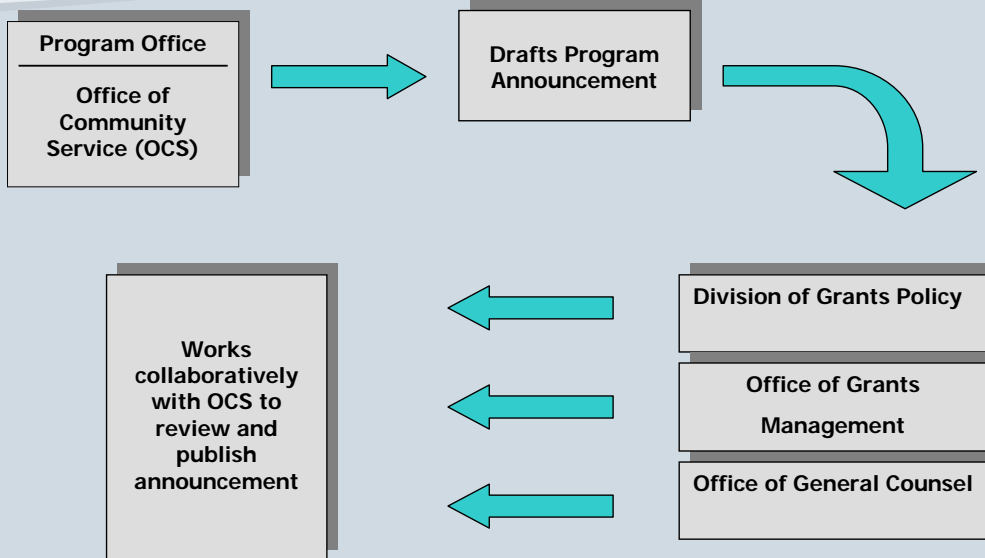
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Overview of Grant Process





Overview of Grant Process (continued)

Contractor

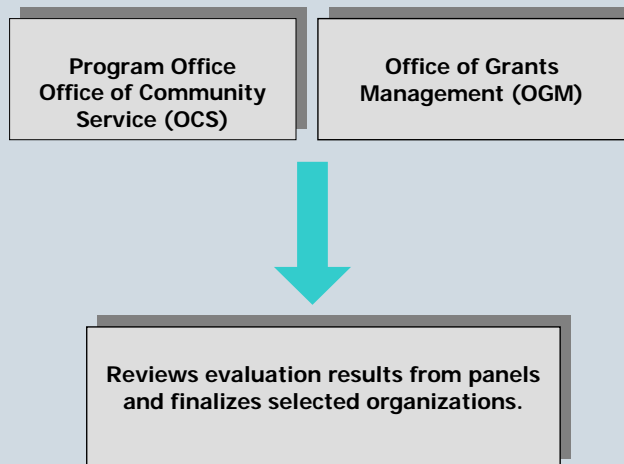
Team WillDon



Assists OCS in selecting qualified reviewers who represent a cross-section of the professional community, all states and the District of Columbia, and who bring their own eye in objectively reviewing each application.

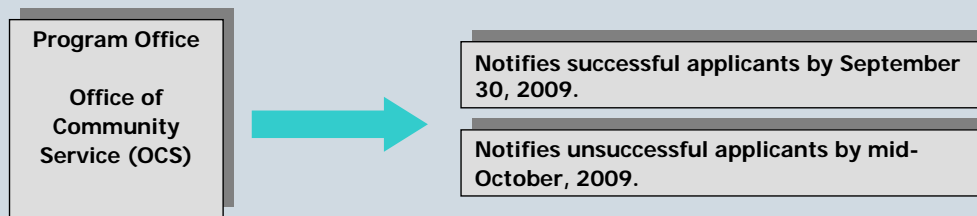


Overview of Grant Process (continued)



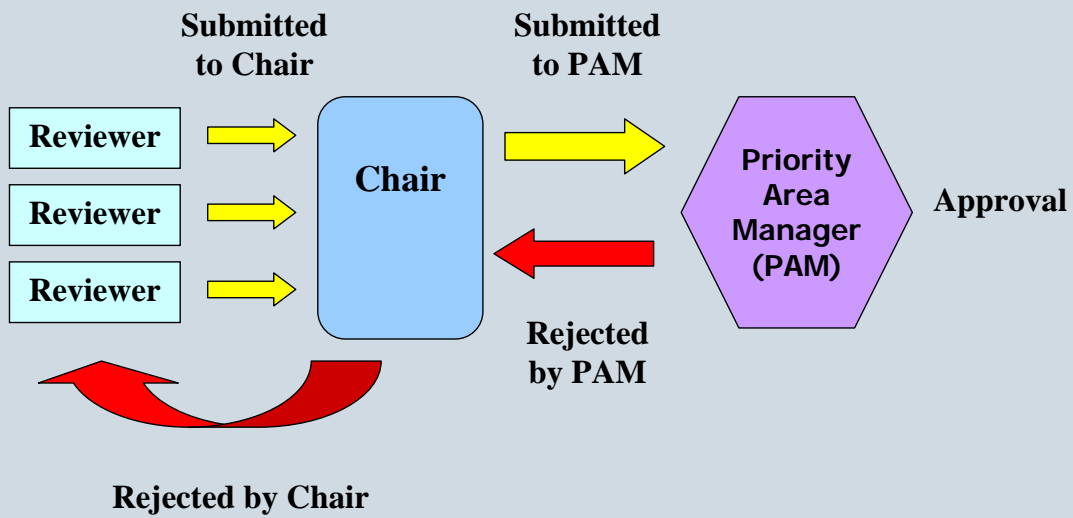


Overview of Grant Process (continued)





Application Review Flow Chart



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The JOLI Program

- The purpose of the JOLI program is to provide technical and financial assistance in order to **create new full-time sustainable employment and business opportunities** for TANF recipients and other low-income individuals.
- Eligibility Entities: 501 (c) (3) and 501 (c) (4) non-profit organizations and faith based organizations are eligible to apply.
- Program Strategies: The program supports the development of New Business Creation, Business Expansion and Self-Employment Business/Micro-enterprise Development.



FY 2009 JOLI Awards

- FY 2009 funds available for awards \$4,838,000
- Maximum award level: \$475,000
- Length of Project or Project Period: 36 months
- Anticipated Number of Awards this Year: 9 to 11
- Applications Received at Operations Center: 147



Getting Useful Reviews

- Reviewer role is based on professional judgment.
- There is some room for discretion and judgment.
- Reviewers are provided guidance (Guidelines for Evaluating 2009 JOLI Applications) so they can make competent, useful judgments and provide fair scores that are reasonably consistent across reviewers for a given proposal.
- To get useful comments, reviewers must understand what to look for and how to apply analytical tools.



Getting Useful Reviews

- Reviewers Should:
 - Read the JOLI Program Announcement
 - Review and know how to use the Remote Management Module (RRM) system
 - Review Guidelines for Evaluating 2009 JOLI Applications
 - Review Financial Analysis Guide



New Approach to Reviewing Applications

- Previous “Checklist” Approach
 - Focused on whether individual required components are included.
 - Checklist/criterion wording did not give sufficient guidance on a standard of quality.
 - Overly rigid itemized checklist distracts from overall quality evaluation.
 - Resulting reviews did not give overall sense of whether project should be funded.
- Instead, move toward “Quality” Approach
 - Focus on whether application components overall support a “well-planned and viable” project.



New Approach to Reviewing Applications

Example:

- Basic Checklist Approach → Did reinforcing, and likely to yield a successful project applicant say they would do everything the PA asks for?
- Quality Approach → Do the applicant's ideas and plans, as shown in the application, seem feasible, mutually?



Quality Approach and Intended Results

- We have provided guidance/suggestions for expectations of reviews
 - Increase ability to get useful, comments as feedback
- Guidance refers back to JOLI program goals (listed in PA in various places) to train the brain to think more like the program thinks
 - Increase ability to provide further guidance in response to questions
- The guidance provides more detail than the published PA to:
 - Increase reviewer comfort level with where information is located in the application and how to use/interpret it. Please note that information for various criteria could be located in various sections of an application. All sections must be taken into consideration.
 - Standardize interpretations across reviewers by using the guidelines for evaluating the applications.



Guidelines for Application Review



Where Information is Located

- Applicants were asked to address each criterion in the section where it is requested to ensure that the reviewers can properly evaluate the application.
- But goal is not to judge applicants based on how closely they followed the order of the requirements
- Goal is to give a fair assessment of all the information provided so the best projects receive funding
- Therefore if the reviewer sees useful information in a different section, they should take that under consideration



Application Details

- There are 8 criteria to the application:
 - Criterion 1. Objectives and Need for Assistance
 - Criterion 2. Approach
 - Criterion 3. Third-Party Agreements
 - Criterion 4. Organizational Profiles
 - Criterion 5. Staff and Position Data
 - Criterion 6. Budget and Budget Justification
 - Criterion 7. Evaluation
 - Criterion 8. Bonus Points
- We will visit each one of these in more detail.



Criterion 1. Objectives and Need for Assistance

- **PA Pages:** 37 – 38
- **Points Possible:** 10
- **Basis for Scoring:** Extent to which project's goals and location are aligned with the program's intent with regard to low-income individuals, including efforts to address community and personal barriers, and the extent to which the application establishes a clear need for the project to achieve these goals.



Criterion 1. Objectives and Need for Assistance

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Project's goals and objectives for business development, job creation, and self-sufficiency for TANF recipients and other low-income individuals align with those of JOLI.	<ul style="list-style-type: none"> • Identifies goals for jobs/businesses created and/or expanded; AND • Specifically links goals to TANF recipients and other low-income individuals as the beneficiaries; AND • Demonstrates jobs / businesses will offer a livable wage, career progression opportunities, and/or long-term economic benefits that enable self-sufficiency; AND • Shows project's activities and uses of funds adhere to program guidelines



Criterion 1. Objectives and Need for Assistance

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
B	Project is needed to create or expand employment and business opportunities for TANF recipients and other low-income individuals to help them achieve self-sufficiency.	<ul style="list-style-type: none"> • Discusses lack of jobs in the area that low-income people can get or keep; AND/OR • Discusses lack of efforts in the area to support business creation by low-income people; AND • Explains that barriers to self-sufficiency are insufficiently addressed by other organizations / projects in the area



Criterion 1. Objectives and Need for Assistance

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
C	Project addresses personal / community barriers to obtaining and holding jobs, and creating successful businesses in the community to be served.	<ul style="list-style-type: none"> • Demonstrates that the project seeks to directly address one or more personal and community barriers related to low-income people getting/keeping a job; OR • Demonstrates that the project seeks to directly address one or more personal and community barriers related to low-income people creating a successful business in the service area



Criterion 1. Objectives and Need for Assistance

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
D/E	Project will be located in a low-income community and all businesses and positions created under the project will be located in the project's service area.	<ul style="list-style-type: none"> • MUST SHOW: Both the unemployment rate and the poverty rate in the project's service area are greater than or equal to state or national level (service area boundaries should match those used for the unemployment/poverty rate, and statistics should be from published sources within the last 5 years); AND • Clearly identifies the location of businesses to be created / expanded, and all are located within the project's service area; AND



Criterion 1. Objectives and Need for Assistance

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
D/E	Project will be located in a low-income community and all businesses and positions created under the project will be located in the project's service area.	<ul style="list-style-type: none"> • Explicitly includes measures designed to ensure that all jobs created (including self-employment / micro-enterprises) will be located within the project's service area

- **Narrative Question:** Overall, are the project's goals and location aligned with the program's intent with regard to low-income individuals, including efforts to address community and personal barriers? Overall, does the application present a clear need for the project to achieve these goals?



Criterion 1. Objectives and Need for Assistance

- Scoring Scale:
 - **0 points** = Goals unrelated / incompatible / not discussed, need for project is not substantiated or not discussed
 - **5 points** = Only some goals related and convincing, need for project unclear
 - **10 points** = Project goals match well with JOLI, clear and demonstrated need for project



Criterion 2a. Approach – Project Implementation

- **PA Pages:** 38 – 39
- **Points Possible:** 15
- **Basis for Scoring:** Whether project presents a clear and well-conceived implementation approach that is likely to achieve the project's goals.



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A/B	Provides a clear overview of the nature of the project and how the new businesses or jobs will be created.	<ul style="list-style-type: none"> • Shows clear effort to align project with program goals and restrictions • Identifies a program strategy (of the three in the PA) • Has a clear, detailed and realistic explanation of how project will be implemented • Includes a credible explanation of how it will achieve JOLI goals • Identifies milestones and links them to project outcomes • Includes a credible explanation of how each milestone will be achieved



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A/B (cont)	Provides a clear overview of the nature of the project and how the new businesses or jobs will be created.	<ul style="list-style-type: none"> • Discusses potential obstacles, with strategies to address • Has a full project timeline that identifies when milestones will be met, including when new positions will be created
C	Demonstrates that the project will create positions in a viable industry.	<ul style="list-style-type: none"> • Provides analysis which demonstrates the industry's positive short- and long-term job outlook • Provides analysis which demonstrates any critical risks relating to the industry and how they will be overcome or mitigated



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
D	Includes market research analyzing competition, estimated market share, and sales, and analyzing customer base by market segment, size, and trends.	<ul style="list-style-type: none"> • Includes market research as described • Includes market research using data from published sources no more than five years old • Clearly demonstrates the market analysis is for the project area and makes sense for the given industry
E	Viable approach to recruiting and working with target individuals and businesses.	<ul style="list-style-type: none"> • Identifies the various groups of individuals and businesses from which project participants will be recruited



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
E (cont)	Viable approach to recruiting and working with target individuals and businesses.	<ul style="list-style-type: none"> • Shows that entity responsible for recruiting / referrals has clear access to and experience with the target population • Includes a well-thought out recruitment process that will achieve reasonable results • Explains how referrals from any third-party partners will be obtained and documented
F	The physical facilities and equipment required to operate the project are identified and can be secured.	<ul style="list-style-type: none"> • Has clear evidence of site control such as a lease agreement or deed of ownership



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
F (cont)	The physical facilities and equipment required to operate the project are identified and can be secured.	<ul style="list-style-type: none"> Includes discussion of procurement procedures for equipment
G	Micro-enterprise / Self-Employment projects must have a viable approach for providing training and support to participants; and for guiding participants' project-related activities to maximize the likelihood of success.	<ul style="list-style-type: none"> Identifies relevant topics / skills in the training and support services plan (may include business planning and management skills, writing a business plan, accessing loans, securing a contract pipeline, etc.), identifies who will deliver the services, describes their qualifications, discusses the venue and timing for delivery, and shows evidence of thought about encouraging participation



Criterion 2a. Approach – Project Implementation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
<p>G</p>	<p>Micro-enterprise / Self-Employment projects must have a viable approach for providing training and support to participants; and for guiding participants' project-related activities to maximize the likelihood of success.</p>	<ul style="list-style-type: none"> • Includes a model agreement between applicant and project participants explaining that applicant will guide participants in proper market research and business planning, in putting new jobs in place at least one year before project end date, and filling jobs with TANF recipients or other low-income people



Criterion 2a. Approach – Project Implementation

- **Narrative Question:** Overall, does the project present a clear and well-conceived implementation approach that is likely to achieve the project's goals?
- **Scoring Scale:**
 - **0 points** = Implementation plan not feasible, unclear how goals will be achieved, or plan not provided
 - **8 points** = Implementation plan potentially feasible but not clearly explained and/or parts of the concept are problematic
 - **15 points** = Clear, well-conceived, sound and feasible implementation plan



Criterion 2b. Approach – Project Structure

- **PA Pages:** 39 -40
- **Points Possible:** 15
- **Basis for Scoring:** Whether application demonstrates adequate resources and a reasonable plan for compliance with regulatory and programmatic requirements.



Criterion 2b. Approach – Project Structure

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Adequate resources will be available for the project, either with or without a third-party partner.	<ul style="list-style-type: none"> • Identifies all of the activities necessary for the success of the project • Shows these activities are consistent with the project's scope, scale and projected outcomes • Demonstrates the staffing, facilities, equipment and supplies, and funding identified to support each activity appear reasonable • Identifies all sources of the staffing, facilities, equipment and supplies, and funding necessary for the project



Criterion 2b. Approach – Project Structure

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A (cont)	Adequate resources will be available for the project, either with or without a third-party partner.	<ul style="list-style-type: none"> Identifies competing activities that might reduce the availability of resources for this project
B	Procedures are in place to ensure that any third-party partner will comply with all program requirements.	<ul style="list-style-type: none"> Provides third-party agreement signed by all parties and addresses compliance requirements for all duties to be undertaken by the third-party Clearly shows compliance requirements include specific mention of income documentation, interest rates for revolving loan funds, use of accrued interest, funds management, record-keeping and/or monitoring requirements



Criterion 2b. Approach – Project Structure

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
B (cont)	Procedures are in place to ensure that any third-party partner will comply with all program requirements.	<ul style="list-style-type: none"> • Provides a compliance plan which describes roles and responsibilities and convincingly addresses program requirements from PA: 1. 100% of jobs filled by low-income/TANF 2. Low-income eligibility determinations 3. Retention strategies 4. Expenditure documentation 5. Monitoring 6. Reporting on positions created



Criterion 2b. Approach – Project Structure

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
C	Third-party partner is financially viable, and has the capacity to responsibly manage Federal funds.	<ul style="list-style-type: none"> • Discusses partner's history as an organization and financial stability • Discusses partner's experience managing Federal funds • Demonstrates financial management system that complies with 45CFR, Part 74 is in place or there is a specific plan for procurement



Criterion 2b. Approach – Project Structure

- **Narrative Question:** Overall, does the application demonstrate adequate resources and a reasonable plan for compliance with regulatory and programmatic requirements?
- **Scoring Scale:**
 - **0 points** = Adequacy of resources and compliance plan not demonstrated or secured
 - **8 points** = Adequacy of resources and compliance are not fully documented
 - **15 points** = Clearly demonstrates adequate resources and plan for program compliance



Criterion 2c. Approach – New Jobs and Businesses...

- **PA Page:** 40
- **Points Possible:** 10
- **Basis for Scoring:** Whether the project will likely create new full-time positions—in quantities consistent with the amount of funding requested—that will allow families to achieve self-sufficiency.



Criterion 2c. Approach – New Jobs and Businesses...

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Number of projected new full-time jobs (as defined in the PA) and the businesses created / expanded is appropriate.	<ul style="list-style-type: none"> • Demonstrates scope and scale of proposed project will reasonably produce projected outcomes • Shows cost per job is within the guidelines provided in the PA does not exceed \$20,000
A	Projected new full-time jobs are both appropriate and aligned with program goals.	<ul style="list-style-type: none"> • Includes job titles and descriptions that show starting wages, benefits, and projected wage growth opportunities for full-time, full-year, non-seasonal jobs • Includes discussion of how these qualities will assist in the beneficiary's progress toward self-sufficiency



Criterion 2c. Approach – New Jobs and Businesses...

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
B	100% of jobs created will be occupied by low-income people as a result of the project.	<ul style="list-style-type: none"> • Has recruitment strategy that will realistically result in 100% of the created jobs (as defined in PA) hiring low-income people, and efforts have been made to address at least some of the personal / community barriers (as listed in the PA) that can make it harder for low-income people to get or keep a job
C	Jobs are sustainable for six months beyond project end.	<ul style="list-style-type: none"> • Reasonable effort has been made to explain how the project will position itself to retain the jobs after project funding ends (e.g., a growth plan that shows that the operation will continue to need the jobs and be able to cover the costs)



Criterion 2c. Approach – New Jobs and Businesses...

- **Narrative Question:** Overall, does the project seem likely to create new full-time positions in quantities consistent with the amount of funding requested and that will allow families to achieve self-sufficiency?
- **Scoring Scale:**
 - **0 points** = Job creation plan and goals are not provided or not aligned with program
 - **5 points** = Job creation plan and goals of acceptable quality and/or likelihood
 - **10 points** = Job creation plan and goals are sound and likely to be fulfilled



Criterion 2d. Approach – Financial Strategies

- **PA Pages:** 40 – 41
- **Points Possible:** 15
- **Basis for scoring:** Whether the application demonstrates an economically feasible financial plan.
- **Note:** Reviewers should make use of the Financial Analysis Guidelines during the evaluation of this section of the application. This companion document provides a methodology for evaluating the economic viability of the application being reviewed.



Criterion 2d. Approach – Financial Strategies

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Project economically viable, proposed costs reasonable and necessary.	<p><i>All projects:</i></p> <ul style="list-style-type: none"> • Represents all sources and uses of funds (JOLI and non-JOLI) and shows they are reasonable and necessary • Includes detailed narrative explanations and well-grounded assumptions • Financials show no need for additional cash infusions from outside of operations by end of grant period • Plan clearly shows that JOLI funds will be used for eligible activities



Criterion 2d. Approach – Financial Strategies

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A (cont)	Project economically viable, proposed costs reasonable and necessary.	<ul style="list-style-type: none"> • <i>Self-employment / micro-enterprise projects:</i> 1. Includes information and financial documentation for two businesses assisted by the applicant demonstrating sustainability 2. Provides copies of the business licenses for self-employment / micro-enterprise projects



Criterion 2d. Approach – Financial Strategies

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A (cont)	Project economically viable, proposed costs reasonable and necessary.	<ul style="list-style-type: none"> • <i>Business expansion projects:</i> <ol style="list-style-type: none"> 1. Shows actual recent past and forecasts of profit and loss statements, sources and uses of funds statements, cash flow statements, and balance sheets showing detailed costs and expenses • <i>Business creation projects:</i> <ol style="list-style-type: none"> 1. Shows forecasts of profit and loss statements, sources and uses of funds statements, cash flow statements, and balance sheets showing detailed costs and expenses



Criterion 2d. Approach – Financial Strategies

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
B	Cost per job will not exceed \$20,000.	<ul style="list-style-type: none"> Clearly demonstrate the cost of job will not be greater than \$20,000.
C	Ability to track and report on federal funds.	<ul style="list-style-type: none"> Includes signed statement from licensed CPA certifying applicant's capacity to manage funds and ability to protect Federal funds through an adequate financial management system <i>For new entities (including micro-enterprises):</i> Application includes statement from official to set up system and attesting to financial health of third-party



Criterion 2d. Approach – Financial Strategies

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
	<p><i>For projects proposing to make loans:</i> loan or revolving loan fund compliance.</p>	<p><i>For projects proposing to make loans:</i> Include review of third-party agreements noting:</p> <ol style="list-style-type: none"> 1. loan purpose(s) 2. interest rates and other fees 3. loan period 4. repayment schedule 5. collateral security required 6. default and collection procedures 7. signatures of authorized officials 8. compliance with intangible property rules



Criterion 2d. Approach – Financial Strategies

- **Narrative Question:** Overall, does the application demonstrate an economically feasible financial plan?
- **Scoring Scale:**
 - **0 points** = Project financials unusable or not provided, compliance plan not provided
 - **8 points** = Project financial strategy adequate, compliance plan plausible
 - **15 points** = Project financial strategy strong, compliance likely



Criterion 3. Third-Party Agreements

- **PA Page:** 41
- **Points Possible:** 5
- **Basis for Scoring:** How well applicant demonstrates established relationships with relevant third-parties that will refer a sufficient number of eligible project participants.



Criterion 3. Third-Party Agreements

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A/B	Applicant has established a relationship with public assistance and other relevant agencies, and those agencies have agreed to make the necessary contributions to the project.	<ul style="list-style-type: none">• Provides MOU or partnership agreement signed by each cooperating agency documenting the agreement, including descriptions of the contributions they will make to the project



Criterion 3. Third-Party Agreements

- **Narrative Question:** Overall, does the application demonstrate established relationships with relevant third-parties that will refer a sufficient number of eligible project participants?
- **Scoring Scale:**
 - **0 points** = No discussion of relevant agencies, no signed documentation
 - **3 points** = Limited detail and documentation or unclear relevance of the agency
 - **5 points** = Detailed, signed documentation from clearly relevant agencies



Criterion 4a. Organizational Profiles – Organizational Capacity

- **PA Page:** 41
- **Points Possible:** 5
- **Basis for Scoring:** Applicant's demonstrated overall capacity and experience to successfully implement the proposed project.



Criterion 4a. Organizational Profiles – Organizational Capacity

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	The organization, staff, and partners together have relevant experience and ongoing capacity.	<ul style="list-style-type: none"> • Descriptions of past projects where relevant experience was gained and success achieved • If there are one or more partners, base review on current combined capacity and strength of relationships
B	Facilities and resources available for the program.	<ul style="list-style-type: none"> • A statement of the organization's ability and willingness to supply the facilities and resources required to successfully administer the program
C	Program evaluation and data collection experience.	<ul style="list-style-type: none"> • Evidence of past experience in these areas and ongoing capacity



Criterion 4a. Organizational Profiles – Organizational Capacity

- **Narrative Question:** Overall, does the application demonstrate sufficient overall capacity and experience to successfully implement the proposed project?
- **Scoring Scale:**
 - **0 points** = No relevant resources and experience
 - **3 points** = Reasonably qualified team with minimally sufficient resources and experience
 - **5 points** = Highly qualified team with clearly adequate resources and success history



Criterion 4b. Organizational Profiles – Past Success...

- **PA Pages:** 41 – 42
- **Points Possible:** 5
- **Basis for Scoring:** Whether the application demonstrates that the applicant has the experience necessary to successfully carry out the proposed project.



Criterion 4b. Organizational Profiles – Past Success...

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Evidence of two similar projects undertaken by the applicant.	<ul style="list-style-type: none"> • Includes brief summaries of two previous projects with similarity to the proposed project. • Shows documentation of the results achieved in the two projects, with data on the number and type of: <ol style="list-style-type: none"> 1. businesses created or expanded, 2. positions created, and 3. benefits generated by the project for low-income communities and individuals



Criterion 4b. Organizational Profiles – Past Success...

- **Narrative Question:** Overall, does the application demonstrate that the applicant has the experience necessary to successfully carry out the proposed project?
- **Scoring Scale:**
 - **0 points** = No past projects of a similar nature and no documentation of success
 - **3 points** = One successful past project of a similar nature with documentation of success
 - **5 points** = Two successful past projects of a similar nature with documentation of success



Criterion 5. Staff and Position Data

- **PA Page:** 42
- **Points Possible:** 5
- **Basis for Scoring:** Whether the application identifies qualified staff to carry out the proposed project, i.e., staff with relevant qualifications, key experience in relevant areas, and time available to conduct the project.
- **Note:** In cases where staff have not been hired, score is based on whether the application demonstrates an appropriate position description, recruitment strategy, and estimated hiring timeline.



Criterion 5. Staff and Position Data

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A/B	Qualified staff identified to carry out the proposed project.	<ul style="list-style-type: none"> • Identifies and names key staff that will lead and manage the project. May include both applicant staff and third-party partner staff. • Includes resumes or biographies demonstrate: <ol style="list-style-type: none"> 1. Qualifications for the job identified 2. Experience related to the job identified 3. Percent of time available for the project



Criterion 5. Staff and Position Data

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
C	Together the key staff have appropriate experience in supervision, finance, business, and with target population.	<ul style="list-style-type: none"> • Includes resumes for key staff that include summaries of background in these areas
D	Recruitment information for any key staff positions that have not yet been filled.	<ul style="list-style-type: none"> • Includes descriptions of: <ol style="list-style-type: none"> 1. Position responsibilities 2. Recruitment strategy 3. Estimated hiring timeline



Criterion 5. Staff and Position Data

- **Narrative Question:** Overall, does the application identify qualified staff to carry out the proposed project? If staff have not been hired, score does the application demonstrate an appropriate position description, recruitment strategy, and estimated hiring timeline?



Criterion 5. Staff and Position Data

■ Scoring Scale:

- **0 points** = No staff or staffing plan proposed, or staff proposed are not qualified, experienced and/or available (*for staff who have not yet been hired, the recruitment process described is not likely to attract appropriate candidates when their skills are required for the project*)
- **3 points** = Proposed staff has related qualifications, but only moderate experience in relevant fields and/or availability for the project is uncertain (*for staff who have not yet been hired, the position description and recruitment strategy do not clearly target appropriately qualified and experienced candidates, and/or the hiring timeline may not have a person in place within the timeframe required for the project*)
- **5 points** = Highly qualified, experienced, and available staff (*for staff who have not yet been hired, it is clear from the position description and recruitment strategy that the organization is seeking appropriately qualified and experienced candidates, and the hiring timeline shows that that person is likely to be in place within the timeframe required for the project*)



Criterion 6. Budget and Budget Justification

- **PA Pages:** 42 – 43
- **Points Possible:** 10
- **Basis for Scoring:** Whether the application demonstrates that the proposed project's goals can be accomplished with the presented budget, which includes appropriate, necessary, and reasonable costs.



Criterion 6. Budget and Budget Justification

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Demonstrates adequate resources will be available for the project.	<ul style="list-style-type: none"> • Funds available are identified (both JOLI and non-JOLI) and are enough to support the efforts necessary to achieve the project's goals
B	Clearly links the proposed expenditures to the proposed activities.	<ul style="list-style-type: none"> • Includes a budget on the appropriate SF-424 forms • Narrative links the proposed expenditures to activities necessary for accomplishing the project • Narrative is detailed and shows appropriate and reasonable costs



Criterion 6. Budget and Budget Justification

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
C/D	Includes funds for all required items.	<ul style="list-style-type: none"> • The budget includes: <ol style="list-style-type: none"> 1. Travel for one staff member to attend a training and technical assistance conference in Washington, D.C. during each year of the grant. The budget narrative should explicitly note that these costs are included in the appropriate line item. 2. 20% of JOLI funds for direct assistance to participants (for example, start-up, computers, supplies, salaries, training stipends, loans, etc.)



Criterion 6. Budget and Budget Justification

- **Narrative Question:** Overall, does the application demonstrate that the proposed project's goals can be accomplished with the presented budget?
- **Scoring Scale:**
 - **0 points** = Not feasible as proposed, sufficient information not provided
 - **5 points** = Detail of resources, but not effectively linked to all necessary project activities
 - **10 points** = Full and adequate resources proposed, effectively linked to appropriate project activities



Criterion 7. Evaluation

- **PA Pages:** 43 – 44
- **Points Possible:** 5
- **Basis for Scoring:** Whether there is a plan in place for evaluating the project and its ongoing accomplishments such that the project can be improved over time and the reasons for its success or lack of success can be identified.



Criterion 7. Evaluation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Whether applicant appears equipped to answer the question "What did this project accomplish, and why was the project successful or unsuccessful?"	<ul style="list-style-type: none"> • Include plans showing how ongoing/projected accomplishments will be measured and compared • Has success measures that are related to the logic model • Has a plan showing clear evidence of thought about process evaluation • Includes plans explaining how final measures will be used to evaluate what was accomplished and why



Criterion 7. Evaluation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
B	Logical connections exist between described project objectives and activities.	<ul style="list-style-type: none">• Includes a logic model summarizing the connections between the project's goals, assumptions, activities, direct outputs and larger impacts / outcomes• Has goals, activities and outcomes that are well-conceived and aligned with JOLI guidelines• Assumptions are based on research, best practices, and experience



Criterion 7. Evaluation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
C	Realistic schedule for project evaluation, annual reports, final report.	<ul style="list-style-type: none">• Includes a schedule for submitting annual reports and a final report• Has reports to be written by a third-party evaluator• Explains that each report compares actual and projected progress toward goals, and any lessons learned



Criterion 7. Evaluation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
D	Participation in regular reviews and conference calls.	<ul style="list-style-type: none"> • Provides a written statement that the applicant agrees to participate in: <ol style="list-style-type: none"> 1. Compliance monitoring reviews 2. Quarterly technical assistance conference calls 3. Annual collection of information 4. Other limited surveys



Criterion 7. Evaluation

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
E	An independent third-party evaluator is identified to conduct the required evaluations, or an explanation is included that one will be sought.	<ul style="list-style-type: none"> • Provides clear evidence that a third-party evaluator who has been selected, or will be selected, is organizationally distinct from, and not under the control of, the applicant
F	The evaluator is qualified to successfully plan and evaluate the project.	<ul style="list-style-type: none"> • Demonstrates selected individual's qualifications and experience with planning / evaluation of similar projects with similar target population; OR • Has clear evidence that an appropriate evaluator will be hired (position description, expected qualifications, recruitment strategy, hiring timeline)



Criterion 7. Evaluation

- **Narrative Question:** Overall, is a plan in place for evaluating the project and its ongoing accomplishments such that the project can be improved over time and the reasons for its success or lack of success can be identified?
- **Scoring Scale:**
 - **0 points** = No evaluation measures, no plan or schedule, no discussion of third-party
 - **3 points** = Clear and logical evaluation measures, plan but no schedule, third-party not clearly independent or to be arranged
 - **5 points** = Clear and logical evaluation measures, plan and schedule in place, third-party selected



Criterion 8. Bonus Points

- **PA Page:** 44
- **Points Possible:** 5
- **Basis for Scoring:** Quality of evidence that the concentration of TANF recipients in the project service area is at least one-third higher than the state average.



Criterion 8. Bonus Points

Section	PA Evaluation Criteria	Criterion is Fully Met if the Application...
A	Supporting evidence that in the area the project serves, the number of TANF recipients per capita is at least one-third more than the state-wide average of TANF recipients per capita.	<ul style="list-style-type: none"> • Boundaries of the area described are the same as the project's service area • Data is from published sources in the last five years • Data is shown for both the service area and the state average • Formula = A divided by B. The result of the formula is greater than or equal to 1.33. <p>A: Number of TANF recipients in project area divided by the total number of people in the project area</p> <p>B: Number of TANF recipients in the state divided by the total number of people in the state</p>



Criterion 8. Bonus Points

- **Narrative Question:** Does the application provide evidence that the concentration of TANF recipients in the project service area is at least one-third higher than the state average?
- **Scoring Scale:**
 - **0 points** = No answer, data is not recent, not one-third higher than the state average
 - **3 points** = Recent data, some relevance, understandable methodology, one-third higher than the state average
 - **5 points** = Recent data, clearly presented and relevant, methodologically sound, one-third higher than the state average



First Panel Meeting Tasks

- Introduce yourself and get acquainted
- Establish schedule and exchange phone numbers
- Define rules for discussion
- Establish time limits for each discussion
- Identify and resolve any potential conflicts of interest
- Go over schedule for completing the review
- Schedule and Availability
- Discuss member challenges (if any) to full participation.



Reviewers' Written Comments

- There is no required length for comments
- Comments must be specific, detailed, and concise
- Use complete sentences and proper grammar to avoid rejection by the Priority Area Manager (PAM)
- Justify *each* strength and weakness statement by giving evidence (please highlight example taken from the proposal including application page number)
- Do not mix strengths and weaknesses in the same comment
- Site all corresponding page numbers for each comment



Reviewers' Written Comments

- Write evaluative comments that are:
 - *not judgmental* but constructive
 - should be objective and
 - factual (to the extent possible)
- The panel **summary comments will be provided to Applicants** to assist them in strengthening future applications.



Reviewers' Written Comments

- A comment is **unacceptable** if it:
 - Reflects bold, insulting opinions – “The panel saw no reason to consider funding this proposal.” (weakness)
 - Reflects erroneous statements or opinions – “There is no way this organization can do this project.” (weakness)
 - Does not concisely detail the basis/evidence for a conclusion – “The applicant identifies results and benefits.” (strength)
 - Repeats the criteria without providing evidence for the judgment.



Reviewers' Written Comments

- A comment is **acceptable** if it:
 - Draws from the evaluation criteria when articulating a basis for each conclusion.
 - Provides the applicant with a sufficient rationale for the score.

Example: "The applicant demonstrates the compelling need in the target area for the proposed community economic development project by providing statistics of unemployment significantly higher than another defined area (s)." (strength)



Score Applications

- Requirements for Scoring
 - Written descriptions of **strengths and weaknesses**
 - Ensure that the scores are consistent with the written comments
 - Use the full range of points, if appropriate
 - Score applications independently
 - Verify all scores
 - Don't try to produce one or more "winning" applications



Score Applications

- A Reviewer/Panel cannot:
 - Award a perfect score to an application that has a stated weakness.
 - List weaknesses that are not part of the evaluation criteria.
 - Provide an applicant a high or low score without sufficient evidence-based comments to justify it.
 - Expect huge scoring differences to be approved.
 - Panel members must reach consensus.



The Panel Works As A Team

- Members fully participate and contribute as a team towards completing the review (the outcome) per the OCS schedule.
- Members are prompt and fully prepared for all team scheduled conference calls.
- Members are expected to be available for meetings and responding to comments via email over both weekends (May 30-31 and June 6-7).
- Members maintain objectivity and make thorough, comprehensive analysis of applications.
- Members' perspectives are fully considered and respected in negotiating the outcome.
- Members have not completed their work until the PAM approves all summaries.



The Panel Works As A Team

- Members solve problems through good communication and fact finding for consensus.
- Members develop panel summary reports by consensus.
- Members maintain confidentiality.
- Members ask for assistance from OCS, Team WilDon, and OGM when needed.



Application Review Schedule

- **Score & Summary Comments** must be submitted to the PAM via RMM by 9am Eastern Daylight Time on the following schedule:
 - Friday, May 29 – 1 application
 - Monday, June 1 – 3 additional applications
 - Wednesday, June 3 – 2 applications
 - Friday, June 5 – 2 applications
 - Monday, June 8 – 2 applications
 - Monday, June 8 – Await feedback from Program Office – all application score sheets and summary comments must be submitted to the PAM.
 - Tuesday, June 10 – **Finalize Review** - All application score sheets and summary comments must be submitted and approved by the PAM. Once approved, please re-enter the Remote Management Module system, print and sign the PDF report for each application reviewed.
 - Thursday, June 11 – Applications, signed PDF Score Sheets, original, signed Conflict of Interest and Work Agreement forms signed W9 and Honorarium Payment Voucher should be returned to Team Wildon using the UPS box and return label provided. Forms can be downloaded at <http://www.ocsggrantreview.net/joli>



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