

Milwaukee Brighter Futures

Request for Proposals for 2016 Funding

Issued October 16, 2015

Due date: 2:00pm, November 13, 2015

Milwaukee Brighter Futures
Community Advocates, Lead Agency
728 N James Lovell Street
Milwaukee, WI 53233

Contact: Kari Lerch, Deputy Director, Community Advocates Public Policy
Institute

(414) 270-2950 Email: prevention@communityadvocates.net

Bidders' Conference: October 28, 2015, 2:00pm
Community Advocates, 728 N. James Lovell Street, Milwaukee, WI

Request for Proposals for 2016 Projects

Introduction

As the lead agency for the Brighter Futures Initiative in Milwaukee County, Community Advocates invites proposals from public or private not for profit organizations located in Milwaukee County to provide prevention programming and services directed toward the positive development of children, youth and young adults ages 12 to 21.

Funding is made available through the State of Wisconsin Brighter Futures Initiative, established in 1999 as part of Wisconsin Act 9, the 1999-2001 state budget bill, which was reauthorized in 2015. The Wisconsin Department of Children and Families is responsible for administering the Brighter Futures Initiative statewide through a network of ten programs. Community Advocates will allocate approximately \$1.35 million in Brighter Futures funding based on this Request for Proposals competitive bidding process. This process will fund an estimated eight to ten projects with a minimum grant size of \$125,000 and maximum grant size of \$175,000.

The Bidders' Conference will take place on October 28, 2015, and is highly recommended for applicants. Please submit application questions via email to Kari Lerch at prevention@communityadvocates.net, no later than COB Monday, October 26th. These questions will be compiled and answered at the Bidders' Conference.

A letter of intent will be due by Friday, October 30th. The letter of intent must include your organization, main contact person and their contact information, and a brief description (250 words) of the intended program. Letters of intent should be submitted via email to prevention@communityadvocates.net.

Brighter Futures funding requires attending review meetings, quarterly meetings, trainings, participating in site visits, regular submission of financial information, regular data collection and data entry, interaction with evaluators, and being held accountable for measurable outcomes in order to continue funding.

Eligibility and Minimum Requirements

- To be eligible, an applicant organization must be an established 501(c)3 nonprofit, tax exempt organization or a government entity. Applicants are required to submit an IRS determination letter and recent audit to Community Advocates.
- Programs will demonstrate the following philosophical approaches in service delivery in keeping with the Office of Youth Services Blueprint:
 - **Youth Driven** – Programs must be based on how a youth defines success with recognition of their strengths
 - **Low Barrier** – Efforts must be made to remove obstacles that stand in the way of youth success.
 - **Evidence-Based or Evidence-Informed** – Activities must be based in research that suggests the approaches or methods are effective in achieving the desired outcomes.
 - **Trauma-Informed** – Programs must be sensitive to youth and young adults who may have complex trauma histories and understand how trauma could manifest itself in behavior.

- **Right Service at the Right Time** – Programs must include careful assessment of youth strengths and needs in order to effectively target services for success.
- Brighter Futures grantees will be required to document participation frequency and demonstrate that participants are highly engaged with programming.
- An in-kind or cash match representing 20% of the Brighter Futures request is required. If using cash match, non-federal match dollars are required.

Evaluation and Assessment

All applicants will be required to administer at least one assessment tool with program participants. Tools may come from your program or at the suggestion of our evaluators. As part of the Office of Youth Services “right service at the right time” philosophy, which encourages use of assessment tools to ensure that services meet needs and maximize strengths, funded grantees will also be expected to meet one-on-one with Community Advocates and evaluation staff to design or communicate about an evaluation plan for the programming, outcome measures, assessment tools, etc.

Brighter Futures Proposal Timeline

Date	Time	Location	Function
October 26, 2015	5:00pm	Email	RFP Questions
October 28, 2015	2:00pm	Community Advocates 728 N James Lovell St.	Bidder’s Conference
October 30, 2015	4:00pm	Email	Letter of Intent
November 13, 2015	2:00pm	Community Advocates 728 N James Lovell St.	Brighter Futures proposals due
November 16 to 21, 2015	n/a	n/a	Brighter Futures proposals reviewed by panel
Early December	n/a	n/a	Brighter Futures grant awards to be announced via email
January 1, 2016	n/a	n/a	Contract start date

Background: Wisconsin Brighter Futures Initiative

Wisconsin BFI was developed in response to a 1996 State prevention program audit completed by the Wisconsin Legislative Audit Bureau. Upon reviewing prevention programs for children, youth, and families among thirteen state agencies totaling \$181.8 million, the audit found that a number of youth programs provided similar services to the same target audiences. The audit also found a lack of outcome information to determine the effectiveness of the State's prevention efforts. The Legislative Audit Bureau report stressed the need to consider solutions that would:

- Structure services to foster coordination of local prevention efforts;
- Reduce duplication of services;
- Create funding strategies that encourage the development of local comprehensive prevention initiatives;
- Enhance efforts to evaluate effectiveness; and
- Enhance effective information and technical assistance services to support local prevention efforts.

The Wisconsin Brighter Futures Initiative's overarching goal is to help youth achieve their maximum potential by using a community-based, positive youth development approach to increase adolescent self-sufficiency while preventing pregnancy, substance abuse, delinquency, and child abuse and neglect. The Initiative allows and encourages counties to address local prevention needs in creative and flexible ways, while adhering to the fundamental approaches of the Initiative as listed below. Additional information about the Wisconsin Brighter Futures Initiative is available at <http://dcf.wisconsin.gov/youth/brighterfutures/default.htm>

The Brighter Futures Initiative (Wisconsin State Statute 48.545) has an established set of legislative outcomes (also referred to as "benchmarks") that are used to monitor the impact of the Initiative statewide and at the county level. Data related to these benchmarks was used to select the initial Brighter Futures counties and is being used on an ongoing basis to track progress in reducing risk and improving resiliency among Wisconsin children, youth and young adults. Milwaukee Brighter Futures, through Community Advocates, has an established system for tracking progress on these benchmarks that will continue in 2016. Below are the specific benchmarks used by the Wisconsin Department of Children and Families to evaluate the impact of Brighter Futures:

Wisconsin Brighter Futures Benchmarks

- Prevent and reduce the incidence of child abuse and neglect;
- Prevent and reduce the incidence of youth violence and other delinquent behavior;
- Prevent and reduce the incidence of non-marital teen pregnancy and increase the use of abstinence to prevent non-marital pregnancy;
- Prevent and reduce the incidence of youth alcohol and other drug use and abuse; and
- Increase adolescent self-sufficiency by encouraging high school graduation, vocational preparedness, improved social and other interpersonal skills and responsible decision-making.

Background: Milwaukee Brighter Futures

Community Advocates has been the Lead Agency for Milwaukee Brighter Futures since the inception of the Wisconsin Brighter Futures Initiative in 2001. In this role, Community Advocates is responsible for contract administration, program monitoring and coordination, financial and program reporting, training and technical assistance, and evaluation. Community Advocates organizes at minimum quarterly Brighter Futures meetings that provide information, training, and networking opportunities to youth and family development organizations throughout Milwaukee County. Additional information about Milwaukee Brighter Futures' current projects, collaborative relationships, and research and evaluation can be obtained at:

http://ppi.communityadvocates.net/prevention_services/milwaukee_brighter_futures_initiative

Target Populations

The target population of Milwaukee County youth ages 12-21 who are eligible to receive programming under this RFP includes:

- Youth in Out-of-Home care;
- Youth transitioning out of Out-of-Home care; and
- Youth at risk of being in Out-of-Home care, which may include youth with risk factors that can correlate with out-of-home care including poverty or high-risk behaviors.

All services proposed must address at least one of these target population sub-groups. Applicants may target a sub-set of the full age range.

2016 Funding Priorities

Consistent with the Milwaukee Brighter Futures mission and primary goals, the Community Advocates Public Policy Institute seeks proposals in the following categories, which correspond to the legislative benchmarks:

Child abuse and neglect prevention

Projects in this category could include a variety of services aimed at preventing and reducing the incidence of child abuse and neglect in Milwaukee County. Services could target parents who are age 21 and lower, or parents of any age if they have children who fall within the targeted age range of 12 to 21.

Youth violence and other delinquent behavior

Projects in this category could include a variety of services aimed at preventing and reducing the incidence of youth violence and other delinquent behavior in Milwaukee County.

Non-marital teen pregnancy

Projects in this category could include a variety of services aimed at preventing and reducing incidence of non-marital teen pregnancy in Milwaukee County.

Teen alcohol and other drug use and abuse

Projects in this category could include a variety of services aimed at preventing and reducing incidence of youth alcohol and drug use and abuse in Milwaukee County.

Vocational preparedness and self-sufficiency

Projects in this category could include a variety of services aimed at improving youths' self-sufficiency by encouraging high school graduation, vocational preparedness, improved social and other interpersonal skills and responsible decision-making.

Applicants may target services within the five legislative benchmarks, and services may overlap the benchmarks.

2016 Proposal Outcomes

Outcomes submitted with the proposal's logic model could include, but are not limited to, examples below for immediate and intermediate youth outcomes.

Benchmark	Youth Outcomes	
	Immediate	Intermediate
Prevent and reduce youth violence and delinquent behavior	<ul style="list-style-type: none"> • Increase in conflict resolution skills/alt. to aggression • Increase in healthy relationship skills/knowledge of gender stereotypes • Increase in learning/skills/ understanding about aggressive behavior • Decrease in attraction to guns and violence • Increase in positive school bonding/ connectedness 	<ul style="list-style-type: none"> • Decrease in delinquent behavior (vandalism, gangs, alcohol and illegal drug use, stealing, etc.) • Decrease in youth reporting they have engaged in violence • Decrease in perpetrating dating violence • Decrease in school problem behaviors
Prevent and reduce the incidence of youth	<ul style="list-style-type: none"> • Increase in ability to manage negative emotions • Increase in future aspirations and positive sense of self 	<ul style="list-style-type: none"> • Decrease in youth reporting using alcohol

Benchmark	Youth Outcomes	
	Immediate	Intermediate
AODA (use and abuse)	<ul style="list-style-type: none"> • Increase in resistance to peer pressure • Increase in resiliency skills to resist alcohol and drugs 	<ul style="list-style-type: none"> • Decrease in youth reporting use of illegal drugs
Prevent and reduce incidence of child abuse and neglect	<ul style="list-style-type: none"> • Increase in knowledge/skills to implement positive parenting practices; Increase in positive attitudes toward meeting children’s needs 	<ul style="list-style-type: none"> • Decrease in incidents of child abuse and neglect
Prevent reduce incidence of non-marital pregnancy	<ul style="list-style-type: none"> • Increase in knowledge of ways to prevent pregnancy, including abstinence • Increase in knowledge of the risks and costs of unwanted pregnancy • Increase in positive sense of self 	<ul style="list-style-type: none"> • Increase in youth who report intentions to delay sexual activity • Increase in youth reporting improved communication with partner on need to delay sexual activity
Increase self-sufficiency by encouraging graduation, vocational preparedness, social/interpersonal skills, responsible decision-making	<ul style="list-style-type: none"> • Increase in youth who move from failing to those who demonstrate they are on track for graduation • Increase in # who demonstrate skills to become employed • Increase in youth who gain social and emotional skills and knowledge to support pos. decision-making 	<ul style="list-style-type: none"> • Increase in HS graduation rates • Inc. # obtaining a vocational position • Inc. # showing pos. gains in social & emotional functioning, including decision-making

Proposal Requirements

Each applicant organization must submit a written proposal. Please follow the directions for the written proposal and provide all of the information requested. Several reviewers will score each proposal, thus it is important that your proposal is clear, concise, and follows the prescribed format.

General Instructions: Following are general instructions regarding the proposal format:

- Proposals must be on 8 ½ x 11-inch white paper, in 12 pt. font with .5-inch margins on all sides, and can be single-spaced. The font requirement applies to all narrative including text boxes, charts, footnotes, and forms.
- Number all pages beginning with the application page and ending with the budget narrative.
- Do not attach any additional information, brochures, other documentation or material other than what has been requested.
- Total proposal length cannot exceed 13 pages as follows:
 - Application page 1 page
 - Project narrative 6 pages
 - Logic Model Up to 2 pages
 - Collaborative and Referral Arrangement Form Up to 2 pages
 - Budget 1 page
 - Budget narrative 1 page
- Please attach your agency’s tax-exempt (501c3) letter, and your most recent certified audit along with a management letter if one was issued (not included in overall 13 page proposal limit).
- Provide one signed original and 5 copies. Please provide each application in a 1-inch binder, with tabs to correlate with the application sections.
- Deliver your proposals to Community Advocates, 728 N. James Lovell Street, by 2:00pm November 13. Proposals that are emailed, faxed, or LATE will not be accepted.
- Applicants will receive confirmation by email that the application is under review.

Specific Instructions: Following are instructions for each section of the proposal.

Application Cover Page (5 points): The application page is the first page of the application. Please see the form in this packet or replicate the form and complete all items. The application page also requires a brief project abstract (250 word limit) that should include goals, objectives, expected outcomes and target population. The form must be signed by an authorizing official of the organization, i.e. board chair or executive director.

Project Narrative (145 points): The project narrative will provide reviewers with information about your organization and your proposed project. It is very important that you follow the format provided below and label each section and subsection as indicated.

- 1. Organization mission, history and organizational capacity (15 points):** Please describe the organization’s mission, brief history, primary target populations, history of involvement in youth programming, and previous Brighter Futures or other youth development/prevention experience and outcomes. Please describe how your organization possesses the *capacity* to implement quality youth programming. (Organizational capacity includes aspects such as financial management, overall management and staff support systems, ability to perform program evaluation, systems in place to process payroll and accounting, appropriate technology and maintenance, etc., but you do not need to specifically address each of these elements.) Please note if you have been put on a corrective action plan and/or defunded by Community Advocates for any of your programming in the past. If so, please describe the reason for an action plan and/or defunding, and how would you remedy this should you be chosen for funding.
- 2. Need statement (15 points):** Please describe the characteristics of the target population (using demographics, survey or other data as documentation), and the specific needs and challenges faced by the target population. Please provide information on the needs both in general and with particular reference to the legislative outcome(s)/benchmark(s) your proposed project is targeting.
- 3. Project design (60 points):** Please address the following project elements in this section:
 - Goals and objectives;
 - Theory of change and program description—describe how the proposed project will positively affect the targeted Brighter Futures benchmark(s);
 - Number of participants in program year to be served;
 - Program frequency, duration, and “dose” (how many sessions, how long, over what period of time), including hours and how hours will be scheduled as well as service location(s);
 - Please describe how your program will define a “highly engaged participant”. At minimum, this should be a participant who receives enough of your program’s intervention to attribute a resulting change to the intervention. Please predict and quantify what percentage of your participants will be “highly engaged.”
 - Outreach strategy—describe how the proposed project will reach, engage and retain your target number of participants. If relevant, please also describe how your organization has past experience in reaching, engaging and retaining participants;
 - Trauma-informed care practices;

- Ability to sustain the project after conclusion of the funding period; and
- Implementation timeline (please note, contracts will begin 1/1/16).

4. Evidence-Based Program (10 points): Evidence-based or evidence-informed for the purpose of this grant, means a program [or strategy] that is theory-driven, has activities/interventions related to the theory of change underlying the program model, has been well implemented, and has produced empirically verifiable outcomes, which are assumed to be positive. Indicate the Evidence-Based or Evidence-Informed activities or model that will be used in the project. Include a reference to the specific evidence-based registry where the program is listed, e.g. SAMHSA, OJJDP. If the project will not be using an evidence-based curriculum, describe the evidence-based or evidence-informed practices upon which the program approach is based. Include citations that reference research and evaluation to support the proposed approach as evidence-based or evidence-informed.

5. Evaluation and Assessment (15 points): Agencies will be meeting with our evaluator to further discuss an evaluation plan, so you need not have a 100% complete evaluation plan at this point. However, we are looking for evidence that significant thought has been put into evaluation. Please address the following:

- Describe how evaluation and potential use of assessment tools will be applied for program refinement and improvement.
- Describe the measurable outcomes you propose to achieve, and how the related data could be used to assess how your program caused progress toward those outcomes.
- Describe how the program's outcomes support the BFI legislative benchmarks.

You do not need to respond to the following questions in the proposal narrative. However, in developing your overall evaluation approach, we encourage you to consider evaluation-related questions such as:

Outcome Questions

- What were the effects of the interventions on participants?
- What program/contextual factors were associated with outcomes?
- What individual factors were associated with outcomes, including race/ethnicity/sexual identity (sexual orientation/gender identity)?
- How durable were the effects?

Process Questions

- How closely did implementation match the plan?
- What types of changes were made to the originally proposed plan?
- What types of changes were made to address disparities in access, services, use, and outcomes across subpopulations?
- What led to the changes in the original plan?
- What effect did the changes have on the planned interventions and capacity to achieve desired outcomes?
- Who provided (program staff) what services (modality, type, intensity, duration), to whom (individual characteristics), in what context (system, community), and at what cost (facilities, personnel, dollars)?

6. **Youth-Driven Program (10 points):** Emerging research shows that programs are more likely to be effective if they view youth as active social agents who can contribute valuable insights into their situation and have a role in implementing solutions. Please describe how the project will incorporate youth-driven approaches in the programming, including valuing how a youth defines success with recognition of their strengths.
7. **Collaborative & Referral Arrangements (5 points):** Please use the attached template to describe the collaborative and referral arrangements the project will have. You may adapt the chart to go onto up to 2 pages if necessary.
8. **Staffing (15 points):** Please describe the number of full or part-time positions that will be committed to the proposed project, project role, qualifications and experience of proposed staff, supervision plan, and strategy for assuring cultural competence. Include a plan to perform background checks on all staff and volunteers working on this grant. Please detail staffing plans with regard to roles and responsibilities for intake data, collecting program data, participating in site visits and mid-year meetings, and the point of contact for communicating with the evaluators and/or Community Advocates staff.

Logic Model and Budget Information (50 points):

1. **Logic Model (20 points):** Each proposal must include a completed logic model using the format included in this packet. Instructions for completing the logic model are provided on the logic model form, below, and in the appendix. Use the “2016 Proposal Outcomes” chart earlier in this RFP as a reference in developing the logic model. Please be brief and to the point. Please use lists instead of sentences. Quantify information whenever possible. The logic model will become part of your Brighter Futures contract if your project is selected for funding.

The logic model is a one- to two-page summary of your program. The logic model is a framework that shows the relationship between the program's ultimate aim (its results) and the strategies and activities it is using to get there, along with how it will measure progress along the way. Please see the Appendix for more information on constructing your logic model.

The logic model should include the following:

- Program Title: Name of the proposed BFI program
- Program Goal: Specify the BFI Program’s overall goal and targeted benchmark(s)
- Target Population: Specify the people who will receive program services (ex: female youth ages 12-15);
- Inputs/Resources: Funding, staffing and other resources that will be dedicated to the program;
- Activities: List of concrete actions that will take place within the program - what your program will do with its resources to direct the course of change;
- Outputs: Include what is immediately produced (number/type of clients served, events planned, policies developed, etc.);
- Immediate Outcomes: The initial or immediate benefit or impact of the program. Include such things as increases in knowledge or basic needs being met. In each box, following the

outcome, in parentheses list the method of measurement (i.e., screening tool, pre-/post-test, attendance sign-in sheet, etc);

- **Intermediate Outcomes:** The longer term benefit or impact of the program. For example, what do you hope will occur as a result of new knowledge or basic needs being met? In each box, following the outcome, in parentheses list the method of measurement (i.e., screening tool, pre-/post-test, attendance sign-in sheet, etc).; and
- **Outcome Indicator:** For both, immediate and intermediate outcomes, indicate the specific and calculable indication of your program's progress toward identified outcome.

2. **Budget (15 points):** Using the budget form included in this packet, complete a line item budget for your project that includes the total project costs, the amount requested from Brighter Futures and other funding or resources that will support the project in 2016. There is a required in-kind or cash match totaling 20% of the total amount requested from Brighter Futures.
3. **Budget Narrative (15 points):** Include a one-page budget narrative that provides a brief explanation of every line item in the proposed Brighter Futures budget. *Example: "The \$25,000 allocated for staff will cover 100% of the time a youth worker will be primarily responsible for providing mentoring, supervision, and educational assistance to 20 youth."* Please also explain the source and use of funds/resources claimed as in-kind or cash match.

Review Process

Each proposal will be reviewed and scored by a panel of four to six reviewers using the Milwaukee Brighter Futures Proposal Scoring Instrument.

Applicants will receive notification of grant award via email in early December.

Application Cover Page (5 points)

Milwaukee Brighter Futures RFP for 2016 Projects

Agency Name	
Street Address	
City/State/Zip	
Brighter Futures Project Name	
Contact Person Name, Phone, Email	
Amount of Brighter Futures Request	
Date of Most Recent Agency Audit	
Authorizing Official's Name and Title	
Authorizing Official's Signature	

To be eligible for funding, an applicant organization must be an established 501(c)3 nonprofit, tax exempt organization or a government entity. Please attach an IRS determination letter.

Project Abstract (250 word limit):

Collaborative & Referral Arrangements (5 points)

REFERRALS CHART

List of Agencies, Organizations or Programs that Provide Prevention & Intervention Programming for Your Target Population With Which Your Proposed Program Will Interact Regarding Referrals

Name of Agency, Organization or Program	Nature of the Service They Provide (i.e., "job training")	Nature of the Referral – will you refer to this program, or will this program refer to you? Add supporting details, if relevant.

COLLABORATION CHART

List of Agencies, Organizations or Programs Related to Providing Prevention & Intervention Programming for Your Target Population With Which Your Proposed Program Will Interact Regarding Collaboration

Name of Agency, Organization, Program or Initiative	Nature of the Service They Provide (i.e., "job training")	Nature of the Collaboration. Add supporting details if relevant.

2016 Proposed Annual Budget (January 1 to December 31, 2016) (15 points)

Category	Brighter Futures Request	In-kind or Cash Match	Total Project Cost
Salaries			
Fringe Benefits			
Payroll Taxes			
Professional Fees			
Background Checks			
Supplies			
Telephone			
Postage			
Occupancy			
Equipment Rental/Maintenance			
Printing			
Travel			
Conferences			
Membership Dues			
Awards and Grants			
Allocated Costs			
Client Transportation			
Depreciation			
Subcontracting			
Other			
TOTAL			

2016 Proposed Annual Budget Narrative (January 1 to December 31, 2016) (15 points)

CATEGORY	DESCRIPTION
Salaries	
Employee Benefits	
Payroll Taxes	
Professional Fees	
Supplies	
Telephone	
Postage	
Occupancy	
Equipment Rental/Maintenance	
Printing	
Employee Travel	
Conferences	
Membership Dues	
Awards and Grants	
Allocated Costs	
Client Transportation	
Depreciation	
Other - Describe	

**BRIGHTER FUTURES INITIATIVE PROGRAM
LOGIC MODEL**

PROGRAM TITLE:

PROGRAM GOALS:

TARGET POPULATION:

Inputs	Activities	Outputs	Immediate Outcomes	Outcome Indicator	Intermediate Outcomes	Outcome Indicator
<i>What resources go into the program</i>	<i>What activities the program undertakes</i>	<i>What is directly produced through the activities</i>	<i>The direct changes or benefits that result from the program (list measurement tool)</i>	<i>Specific and quantifiable</i>	<i>Change or impact expected to occur over time (list measurement tool)</i>	<i>Specific and quantifiable</i>

Appendix

LOGIC MODEL GUIDE

A logic model specific to the proposed program must be submitted as part of the application. A brief introduction to logic models is included below with specific information about what your logic model must include. This introduction is based on the W.K. Kellogg Foundation Logic Model Development Guide (<http://www.epa.gov/evaluate/pdf/eval-guides/logic-model-development-guide.pdf>). This highly recommended guide contains step-by-step instructions for creating a logic model that can help you think through the outcomes most likely to occur from your proposed activities.

A logic model is a systematic way to present and share your understanding of the relationships among the resources you have available to operate your program, the activities you plan, and the changes or results you hope to achieve. At its most basic, a logic model is a picture of your program, from the resources all the way to the long-term outcomes you believe will result from it. Logic models are not static documents – they should be revised periodically to reflect new evidence, lessons learned, and changes in context, resources, activities or expectations.

A logic model template is included as part of your application materials and can be found on the OYS website (<http://dcf.wisconsin.gov/bfi/Index.htm>) for your use. You are required to use this template and your logic model must include the following components:

Inputs/Resources: These are the plans or resources you develop or steps you take to prepare for or support your program's implementation.

Activities: Activities are what your program will do with its resources. They are the concrete processes, events, and actions that are core to the design and implementation of your program.

Short-Term Outcomes - LEARNING: These are the initial changes you expect to occur in the program as a direct result of the program's activities and typically include changes in knowledge or awareness.

Intermediate Outcomes - BEHAVIOR: These are the changes that you want to occur after the initial change and typically include changes in skills or attitudes.

Long-Term Outcomes - CONDITION: These are the changes you hope will occur over time, resulting from the short-term and intermediate outcomes. These are measures of the longer results of the program; often occurring after the program is completed and directly related to the goal of the program.

The description of outcomes should include a description of measurement tools i.e. pre- and post-test, attendance sheet, etc.