



SOCIAL POLICY DIVISION - SOCIAL DEVELOPMENT DEPARTMENT
2012 COMMUNITY SERVICES GRANTS

2012 COMMUNITY SERVICES GRANTS

INFORMATION SHEET

FOR

NEIGHBOURHOOD ORGANIZATION GRANTS

APPLICATION DEADLINE IS FRIDAY, OCTOBER 21, 2011

2012 COMMUNITY SERVICES GRANTS PROGRAM

There are **three** types of grants available – **Neighbourhood Organization Grants, Organizational Capacity Building Grants, and Direct Social Services Grants**. Please refer to the Social Policy web-pages (<http://vancouver.ca/commsvcs/socialplanning/>) for details on the different Community Services grant streams.

NOTE - There are two different applications for each grant type:

- **Update application forms** are for applicants who have received Community Service Grant funding in the previous year for the same program/service. Update applications have a reduced number of questions.
- **Standard application forms** are for all other applicants, e.g. new applicants, or applications for programs that did not receive funding in the previous year. Any other organizations required to use the Standard Application form will be contacted by Social Policy staff.

We have sent the correct application form to groups on our existing mailing list. If you have any questions about which form to use, PLEASE CALL US.

Definitions – there are a number of terms used throughout this document that have meanings that are specific to the CS Grants Program. These words or phrases are shown with *(def.)* in the body of the document, and the definitions are included in the attached Appendix A.

Community Services Grants provide operating funding to non-profit organizations to:

- help ensure equitable access to appropriate social services;
- enhance the ability of community organizations to successfully address social issues and bring about positive social change;
- maintain and strengthen linkages/integration between community services and programs and City social policies and priorities.

Community Services Grants are NOT for:

- services which are clearly within the mandates of other governments or departments, e.g. continuing care programs, first year settlement, employment and job training, alcohol and drug treatment programs, licensed childcare programs, community economic development, etc. This includes programs or services which are eligible for funding from any other City grant programs, such as Cultural Grants, Childcare Grants, Environmental Grants;
- services which are primarily recreational or educational (in particular academic or technical training);
- health services such as health self-help groups; health information programs; medical treatment, maintenance or rehabilitation programs;
- processing legal or human rights cases;
- direct welfare supports, including food banks and meal services *(def.)*;
- residential programs or housing;
- research;
- transportation expenses;
- payment of City property taxes; capital expenses; operating or capital deficits;
- the provision of grants or donations to other organizations or individuals;
- services or programs directed to the preservation of any particular ethnic or cultural heritage;
- attendance at or fees for conferences, workshops or other forms of training;

- time-limited projects (three years or less) or programs in the developmental or formative stage.

Organizations receiving Community Services Grants may provide one or more of the services noted above, but the City's grant cannot be used for these purposes.

NEIGHBOURHOOD ORGANIZATION GRANTS

Eligibility Criteria

To be eligible for a **NEIGHBOURHOOD ORGANIZATION GRANT**, the organization must meet all of the following criteria:

- be a registered non-profit society, in good standing with the Registrar of Companies. It must have an independent, active governing body composed of volunteers. The by-laws must have provisions that no Board director can be remunerated for being a director; staff members cannot be voting members of the Board or Executive;
- must extend its services to the general public, and shall not exclude anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income; except in instances where it can be proven that exclusion of some group is required for effective targeting of another group to occur;
- have the demonstrated functional capacity and sufficient resources to be able to deliver the services and programs for which funding is being sought;
- be primarily serving and working with the residents of the neighbourhood (*def.*) in which it is located;
- be providing a range of neighbourhood-based social services and ensuring, through coordination and collaboration, that needed services are provided;
- be actively involving neighbourhood residents in issue advocacy (*def.*), community development (*def.*), and community capacity building (*def.*);
- be actively engaged in ensuring that the Guiding Principles (working together, inclusion, participation) provide the primary direction for the work and functioning of the whole organization;
- must ensure that funding from the City is used only for core staff (*def.*) expenses;
- must secure matching funding (at least 1/3) for core staff costs from other sources.

Funding considerations

Neighbourhood organizations which meet all the eligibility criteria (above) will be eligible for grant funding. The considerations (below) will be used to determine how much funding each organization gets. The amount of funding will be determined within the context of the budget ceiling established for this category of grants:

- quantity and quality of issue advocacy, community development and community capacity building that is done and supported, and the degree to which these activities are an integral part of the operations;
- degree of community involvement and support;
- extent of working together with other community groups;
- effectiveness (outcomes) of efforts at inclusion;
- financial need (to sustain at least the core functions);
- degree to which the program, services, and activities are addressing or related to the key neighbourhood issues.

GRANT AMOUNT – LIMITATIONS

Staff considers each application within the context of the overall Community Services Grants program, particularly with regards to:

- the Community Services Grants budget and the budgeted amount for each grant category, as established by City Council. All recommendations are contingent on the available funds - consequently, not all organizations meeting the criteria above will receive a grant or grant increase;
- implications of funding recommendations on other groups - for example, we will not make a recommendation that creates a funding inequity between groups delivering the same type of service.

CORE FUNDING

In organizations where the primary goal and activity of the organization is to provide services or programs which are eligible for City funding, consideration will be given to providing grants to support core staff (*def.*), as these are the staff positions which enable the effective and efficient delivery of these services.

As noted above, funding for the NEIGHBOURHOOD ORGANIZATION GRANTS category will only be for core staff.

In organizations where a substantial proportion of the services provided or where the primary purpose of the organization is to provide services which are not eligible for City funding, core funding will not be provided; grants will only be for the specific services eligible for City funding.

TERM OF COMMUNITY SERVICES GRANTS

The term of a Community Services Grant is one year, from January 1 to December 31; however, grants are usually disbursed in two equal payments beginning in April. New grants will usually be pro-rated to reflect the March/April approval dates for Community Services Grants.

CONDITIONS ON GRANTS

In certain circumstances, Council will place conditions on grants that must be met before payment is authorized.

PROCESS

A Social Policy staff committee reviews all applications and reports its recommendations to City Council. Applicants are notified of our recommendations in writing prior to the Council meeting at which grants are considered.

City Council considers the recommended grant allocations in the first quarter of each year. Payment of the first portion of approved grants usually follows within about two weeks. Payment of the first portion of approved grants usually follows within about two weeks.

OUTCOMES MEASUREMENT

City Council has asked that the Community Services Grants program identify and assess the outcomes achieved by its funded programs. The Outcomes Measurement tool being used is called "Splash and Ripple". More details about it are discussed in Appendix B.

HOW TO APPLY

Application forms are available from the Social Policy Division or the City's website. All new applicants should discuss their proposal with Social Policy staff before submitting an application.

Social Policy Contact Information

Phone: 604.829.2007

Fax: 604.871.6048

E-mail address: socialpolicygrants@vancouver.ca

By mail or courier, or in person:

Social Policy Division
501 – 111 West Hastings Street
City of Vancouver
Vancouver, BC V6B 1H4

This information is also available on the City's website at
www.vancouver.ca/commsvcs/socialplanning/grants/commgrants.htm

APPLICATION DEADLINE IS FRIDAY, OCTOBER 21, 2011

Definitions

Community capacity building - developing the skills and abilities of members of the community and involving them in collective efforts to meet the needs of individuals and the community as a whole.

Community development - involves bringing people in a community (geographic, community of interest, defined population sub-group) together to solve social problems, bring about positive social change, and to extend participatory democracy. The way that the CD work is carried out is as important as the end product - the process stresses the need to develop community awareness, engender group cohesiveness and promote self-reliance and collective action. CD expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning.

Core staff - includes the person (or persons) who is/are responsible for the on-going administration, management and supervision of the entire organization, and the person (or persons) who is/are responsible for the initiation, coordination and implementation of all the programs and services offered by the organization, and the administrative or clerical support staff assigned to work for and with the positions noted above on the overall administration and programming for the organization. For example, typical job titles for core staff include: Executive Director, Manager, Director, Coordinator, Program Coordinator, Office Manager, Executive Assistant, Programmer, Secretary to ..., etc. Note, however, that the core is defined by function, not title.

Cultural competency - agencies and systems which understand, accept and respect cultural differences and which involve people, who are reflective of the diverse groups in the community, in the development of policies and services which are appropriate and relevant to them.

Direct welfare supports – any financial or in-kind support that is provided directly to program participants. E.g. housing subsidies, food banks, meal services etc.

Issue advocacy – to influence or shape public or political support for or opposition to critical community issues. Community groups can take a lead role, or be part of a larger movement. To maintain their Federal charitable status, organizations must take care that such advocacy activities are ancillary to their charitable purposes; but this is not a prohibition, just a limitation.

Multicultural organizations - a multicultural organization values diversity, adopts an inclusive approach and strives to provide culturally competent services to all groups, regardless of gender, age, disability, sexual orientation, ethnicity, language, income or religious differences.

Neighbourhood - a geographically-defined area of the City, similar in size and composition to one or more of the 23 City-defined local areas.

See http://vancouver.ca/community_profiles/communitylist.htm

NEIGHBOURHOOD ORGANIZATION GRANT APPLICATION

OUTCOMES MEASUREMENT

As many of you are aware, City Council has asked that the Community Services Grants program be structured to identify and assess the outcomes achieved by its funded programs. Applicants must complete a “logic model” as part of the application process. Social policy staff will assess the following tables as an integral part of the review process:

- Table 1 – Report Back on the 2011 grant (for those organizations who received a CS Grant in 2011),
- Table 2 – Outcomes Measurement Framework for 2012 (what you plan to do in 2012), and
- Table 3 – Monitoring Plan for the upcoming year of 2012.

The framework that is used for this grant is the same tool used by the United Way and Vancouver Coastal Health in the evaluation of their funded programs.

Why Measure Outcomes?

- to more clearly describe what the funded programs are DOING to address social issues and what CHANGE is occurring that contributes to more inclusive and equitable communities as a result of the funded programs;
- to build capacity amongst funded agencies for program monitoring and evaluation;
- to help community groups use outcome planning and measurement to improve programs; and
- to provide us with the information we need to be more accountable to Vancouver residents.

How will it affect your program?

We think this Outcomes Measurement Tool will help you to plan program activities and assess your own progress as the program evolves. With the use of outcomes measurement, we will continue to work with other funders to achieve more consistency and reduce duplication for community organizations.

Are additional resources needed to assist with the implementation of this?

Since most funders require organizations to report on their funded programs, these types of outcome measurement tools are becoming increasingly common. The logic model used in the City’s tool takes most of the information that is commonly used in strategic planning exercises and charts it in a table. You may find that your staff need outcomes measurement training and support. The City has provided Outcomes Measurement training every year since the introduction of this framework. The materials are posted on the Social Policy website at <http://vancouver.ca/commsvcs/socialplanning/grants/commgrants.htm> to further assist organizations with using Outcomes Measurement.

What if our agency is already using an outcomes planning and measurement approach?

You may already be very comfortable with outcomes planning and measurement. If that is the case, you are probably very comfortable with program logic models. However, please read the Outcomes Measurement information provided to assist you with completing this grant application form.

If you have questions or concerns, please call one of us at Social Policy at 604.829.2007 and request to speak to a member of the Community Services Grants Team.

Community Service Grants – Neighbourhood Organization Grants - Information Sheets

OUTCOME MEASUREMENT AT A GLANCE

	Inputs...	Activities...	Outputs...	Short Term Outcomes...	Intermediate Outcomes...	Long Term Outcome...
Defining Characteristic	<p>...are the human and physical resources that make the initiative possible – the people, equipment, supplies and other ingredients.</p> <p>...give you the essential information for budgeting.</p>	<p>...describe the essential work of the initiative – how the Inputs are to be combined.</p> <p>...are to be summarized in between 5 to 7 statements.</p>	<p>...are the most direct and immediate results. It's usually something that can be counted. Each Output relates to one Activity.</p>	<p>...create the potential for Intermediate and Long Term Outcomes to occur. Each Short Term Outcome relates to one Activity.</p> <p>Is the CHANGE that occurs as the result of this specific <u>activity</u>?</p>	<p>...are several steps removed from Activities.</p> <p>...describe the key changes you want to make in the initiative.</p> <p>...are fewer in number; each flows naturally from several of the Short Term Outcomes.</p> <p>Is one of the CHANGES that occur as a result of the <u>program</u>?</p>	<p>...is the picture of a preferred future; the reason why it is important to do the initiative.</p> <p>...describes a scenario that is close enough to show a real contribution to the desired change, yet big enough and far enough out on the horizon to be visionary.</p>
Who is Affected		<p>...are written from the vantage point of those instigating the work (e.g. managers, staff facilitators, volunteers).</p>	<p>... refers to the product, or deliverable, of your activities (e.g. number of participants).</p>	<p>often refers to an immediate benefit among those people directly participating in an activity (e.g. trainees).</p>	<p>...expand into wider settings - includes those who are directly involved in Activities, and often goes beyond those direct participants to include the families, organizations, or neighbourhoods surrounding them.</p> <p>...may also include those people or workplaces who use or are influenced by products created in the initiative.</p>	<p>...may expand into yet wider settings to include societies, districts, communities, professions, whole organizations.</p>
When Observable			<p>...are observable as you complete the activity.</p>	<p>...are observable as you complete the activity.</p>	<p>...are observable at or shortly after the completion of the initiative.</p>	<p>...are observable well after the initiative has been completed</p>
Degree of Management Control			<p>...allow you substantial control – not total though; there are often surprises during implementation.</p>	<p>...allow you less control that Outputs, though you still have a significant amount of control.</p>	<p>...allow you direct influence – you must keep your sights set on the Outcomes; then manage activities for the best chance of success – learn by doing, adapt as you go.</p> <p>Caution:: you should be reasonably confident in your claims, since you may be responsible for bringing them about.</p>	<p>...allow you only indirect influence – the initiative will not achieve the vision, only contribute toward it.</p>

Instruction for Completing Section C of the Grant Application

NOTE: Please provide a set of Tables on 2 social problems/concerns. We have included a third set of Tables, should you wish to report on an additional issue.

If you plan to take on a new issue(s) this year, Table 1 and 2 for that issue are used to outline the proposed work, Table 3 should report on the actual outcomes from last year's work, which may be on a different issue. If this is the case, please note which issue you are reporting on, on the top of Table 3.

If you are requesting a grant increase that is greater than a 2 percent cost of living increase, you must provide information to support your request. This might consist of a significantly-expanded plan for responding to a social issue you have been working on, or an additional 3rd set of Tables (1 & 2) which describe a new issue/concern you will be working on.

Please complete all tables*

Table 1 - the Report Back for 2011

- provides information on what was actually done the previous year, and outcomes of that work

Table 2 - Outcomes Measurement Framework for 2012

- provides information about the "Activities" you plan to undertake in 2012, the "Outputs" that result from these activities and the "Outcomes" you anticipate

Table 3 - the Monitoring Plan for 2012

- provides information about how you will monitor the short-term outcomes described in Table 1

* *For issues that you are reporting on that are the same as last year, you should fill out all tables for each issue. When you have a new issue, you should fill out Table 1 for the old issue from last year's grant and Table 2 and table 3 on the new issue.*

The tables are labelled by Issue number and Table number. For example, for your first issue, you would use the forms named: Issue 1. Table 1, Issue 1. Table 2, and Issue 1. Table 3.

We review all tables in evaluating your application. The forms for the tables are in Word format and should be filled out electronically. Please retain an electronic copy of these tables as you will be asked to evaluate the work you are proposing to do this year, in your 2012 application.

For Neighbourhood Organization Grants, the Outcomes Measurement reporting focuses on your use of community capacity building, community development, and issue advocacy strategies to strengthen your neighbourhood, develop solutions to social problems and bring about social change.

Our definitions for these strategies are as follows:

1. **Community Capacity Building** -developing the skills and abilities of members of the community and involving them in collective efforts to meet the needs of individuals and the community as a whole.

2. **Community Development** - involves bringing people in a community (geographic, community of interest, defined population sub-group) together to solve social problems, bring about positive social change, and to extend participatory democracy. The way that the CD work is carried out is as important as the end product - the process stresses the need to develop community awareness, engender group cohesiveness and promote self-reliance and collective action.
3. **Issue Advocacy** - to influence or shape public or political support for, or opposition to, critical community issues. Community groups can take a lead role, or be part of a larger movement.

Table 1 -Report Back on 2011 Grant

Table 1 is only submitted if you received a 2011 CS Grant. In Table 1, you are reporting back on the Monitoring Framework that you submitted with your 2011 grant application, by providing information about what actually took place.

(A) Inputs

Inputs are the human and material resources that make the work possible. Include the people, equipment, supplies, etc. that you need to budget for.

Examples of Inputs include:

- Human Resources - For example: staff, volunteers, consultant time
- Material Resources - For example: supplies, room rental, equipment.

(B) Activities

In your original application in 2011 you included proposed activities for the coming year. In the Activities column (A) you should list the activities that were undertaken to complete your program exactly as they appeared in your original application form from 2011.

Some examples of categories are:

- develop, coordinate and deliver programs;
- recruit, train and coordinate volunteers;
- promote program and outreach to the community;
- develop and distribute education materials.

(C) Proposed Outputs

In your original application in 2011 you included proposed outputs for the coming year. In Column (B) please indicate the proposed outputs exactly as they appeared in your original application form.

(D) Actual Outputs

Under Column (C), Actual Outputs, please describe the Actual Outputs or deliverables from each of these activities that you have achieved over the past year. You should include detailed information, in point form, about the actual outputs compared to what was proposed in column (B). Outputs are the direct and immediate results of your activities, such as # of people who participated in the program, # of volunteers who were trained, types of information that were printed and distributed etc.

(E) Proposed Short Term Outcomes

In your original application you included proposed short term outcomes for the coming year. In Column (D) please indicate the proposed short term outcomes exactly as they appeared in your original application form.

(F) Indicators

In your original application you included indicators for the coming year to track your short term outcomes. In Column (E) please indicate the indicators exactly as they appeared in your original application form.

(G) Actual Short Term Outcomes

In point form, please report on the Actual Short Term Outcomes Column (F) that were achieved. An Actual Short Term Outcome is the change in the participant that occurs immediately after the activity. When reporting on the actual short term outcome please use the proposed indicators for each outcome listed in Column (E). Please also note any unexpected outcomes in this section.

Example (Actual Short term Outcome):

Planned Short Term Outcome

- Participating parents understand and are able to apply new communication skills.

Planned Indicator

- % of parents that indicate on a post-training survey that they know more about communication and how it can improve their parenting.

Actual Short Term Outcome that Took Place with Actual Indicators for 2011

- 90% of parents reported on a post-training survey of 40 participants that they are able to apply new communication skills in a confident manner.
- Examples of ways they plan to use these skills are:
 - When my little boy does something he shouldn't, I try explain it to him instead of yelling at him like I used to
 - I have an appointment to talk with the teachers about helping my daughter in school

Example (of table 1):

Activity (directly from original application)	Proposed Outputs (directly from original application)	<u>Actual</u> Outputs	Proposed Short Term Outcomes (directly from original application)	Indicators (directly from original application)	<u>Actual</u> Short Term Outcomes
Train youth to become peer mentors for other youth in the community	10 youth trained as mentors 12 youth paired with mentors	9 youth trained as mentors 13 youth paired with mentors	Youth have knowledge, skills & confidence to support other youth in community	% of trained youth who demonstrate ability to be peer mentors Examples of how peer mentors have supported local youth	75% of trained youth demonstrated to agency staff through observation & debriefings that they were capable of being mentors Some examples of how mentors assisted local youth include: job search, ways to address issues of bullying, transition into high school, support when family was in crisis.

Table 2 - Completing the Outcomes Measurement Framework for 2012 Grant

Please provide an Outcomes Measurement framework (Table 2) for each issue. All boxes should be filled out horizontally from A to F and are expandable to allow for your complete answer.

Table 1. Outcomes Measurement Framework (for example)

Name of Organization and Program					
Inputs (A)	Activities (B)	Outputs (C)	Short Term Outcomes (D)	Intermediate Outcomes (E)	Long Term Outcome (F)

(A) INPUTS:

Program resources dedicated to the program. Include all the items in your budget.

Examples are:

- Staff and staff time
- Volunteers and volunteer times
- Equipment and supplies
- Room rental
- Donations-in-kind such as space, staff time, etc.

(B) ACTIVITIES:

Please provide no more than 6 to 7 activities. What activities will your organization undertake with your 'inputs'. What will you do to make your project/program work?

Common activities are:

- promotion/public relations
- mentoring
- partnership building
- peer support
- group formation
- educating
- training
- awareness raising

Example of activities:

- Promote & advertise a workshop in schools & community centres
- Train and support youth to create a community garden
- Coordinate community led recycling initiative

(C) OUTPUTS:

These are the first and most immediate results of your project/program. These are directly related to your activities. For each activity you should have an output.

Outputs are usual expressed as a number and include things like the number of anticipated participants, number of workshops, length of workshop, type of workshop, number of meals provided, number of brochures distributed, or participants served etc.

Example of outputs:

- Education/ training workshops are advertised in 3 school and 2 community newsletters and distributed 250 leaflets to local community centres & schools
- 5 consultations with community groups about community garden placement
- 7 community led recycling initiatives

(D) SHORT-TERM OUTCOMES

These are short statements that capture the **change that occurs as a result of your activities** and their outputs. For each activity, there should be one outcome.

How is your program directly affecting the people who participate in your program? What type of change in knowledge, skills, attitudes, values, or behaviour would you like to see in your community members?

Short Term Outcome statements usually begin with the people or situation that is changing as a result of the activity.

Example Outcomes:

- Youth workshop participants have increased awareness and knowledge about how to become more involved in their communities
- Community members reach consensus on the best placement of community gardens
- Local residents & business people regularly attend community recycling initiatives.

(E) INTERMEDIATE OUTCOMES

Intermediate Outcomes are more than one step removed from Activities, are fewer in number (usually two to four), and are the **change that occurs as a result of your program**. Each Intermediate Outcome flows naturally from several of the Short Term Outcomes, so there will be fewer Intermediate Outcomes than Short Term Outcomes.

- Intermediate Outcomes relate to the individuals who directly participate in activities, but they can also go beyond those individuals to include: the families, friends, or community contacts of those individuals.

Intermediate Outcomes often take more time to see but should be achievable within the life of your program.

Examples of intermediate outcomes are:

- Volunteers feel confident in being able to work with different types of clients;
- Community groups are using their knowledge to develop new initiatives;
- Youth become involved in planning and organizing community programs, as well as being participants.

NOTE: Commencing in 2012 all programs that have received continuous funding from the City of Vancouver Community Services grant stream for 5 years or more for the same program or service will be asked to report on their progress in achieving their Intermediate Outcomes.

(F) LONG TERM OUTCOMES

The **Long Term Outcome** is the goal or vision that your program is aiming for. This goal or vision describes the bigger picture and longer term changes.

The Long Term Outcome is your vision of a preferred future. It underlines why the program is important to the broader community.

- Aim for one statement that describes this preferred future.
- Because of the broad nature of Long Term Outcomes you will not be asked to report on achieving them.

Examples of Long Term Outcomes are:

- There will be a reduction in crime in Vancouver.
- The neighbourhood is healthier, more self-reliant and more purposeful.

Table 3 - Completing the Monitoring Plan for 2012 Grant

All boxes should be filled out horizontally from G to I.

Short Term Outcomes (G)	Indicators (H)	Source/ Methods and Frequency / Who Will Do It? (I)

(G) SHORT TERM OUTCOMES

The **Short Term Outcomes** should be copied and pasted from Column E of Table 2.

(H) INDICATORS

The evidence that will show that you have been successful in reaching your short-term outcomes. How will we know if we are successful? How do we know that change has occurred?

Tips:

- Indicators can be quantitative or qualitative.
- Each Indicator should provide information that helps the program improve.
- Each Indicator must be cost-effective to collect.

Examples of short-term Indicators are:

- % of volunteers who describe themselves as being more confident in their ability to provide the service (quantitative);
- examples of how the training has changed the way volunteers provide services (qualitative);
- % of youth who can describe how they can become involved in their communities (quantitative)

(I) SOURCE/ METHODS & FREQUENCY/ WHO WILL DO IT?

The **Source** is from who or where you will get the information for the Indicators.

Examples of the Source, for your information, include:

- Workshop facilitator
- Peer support group participants
- Meeting minutes

The **Methods / Frequency** is how you will be collecting the data for your indicators and, if necessary, how often you will collect the data. You can collect data through quantitative or qualitative methods.

- Examples of quantitative methods include the collection of data through surveys, document reviews, and participant records.
- Examples of qualitative methods include the collection of data through interviews, focus groups, and observation.

Tips:

- Collect data that will have meaning to your organization.
- Gathering data can be incorporated into the activities that you already do.

For each Indicator, identify **who will do it** (be in charge of collecting the information).

- Examples of who this might include are: Workshop Facilitator, Program Manager, and Executive Director. If you have more than one person in a position that you have identified, be more specific in who you are identifying.