

# Narratives

## Executive Summary

Jobs for the Future

Opportunity Youth Incentive Fund Social Innovation Fund Application

OVERVIEW. The Opportunity Youth Incentive Fund (OYIF), an eligible partnership of 20 existing grantmaking organizations, in collaboration with Jobs for the Future and the Aspen Forum for Community Solutions, will dramatically improve the education and career outcomes of opportunity youth through an issue-based Social Innovation Fund grant. The OYIF SIF program will directly address the priority issue area of YOUTH DEVELOPMENT, as well as the optional priority areas of OPPORTUNITY YOUTH and COLLECTIVE IMPACT. The OYIF will expand a collective impact approach to serve opportunity youth in up to 12 high need communities selected from among 32 identified geographies: Hopi Reservation AZ; Tucson AZ; Del Norte County CA; Los Angeles CA; Oakland CA; San Diego CA; San Jose CA; Denver CO; El Paso CO; Hartford CT; Washington DC; Broward County FL; Atlanta GA; Chicago IL; Dubuque IA; Louisville KY; New Orleans LA; Southern Rural Maine; Baltimore MD; Boston MA; Detroit MI; Greenville MS; Omaha NE; Clark County NV; Newark NJ; New York NY; Durham NC; Wilson NC; Portland OR; Philadelphia PA; Austin TX; South King County WA.

Playing key roles in the management and implementation will be Jobs for the Future, the OYIF's implementation partner, and the Aspen Institute Forum for Community Solutions, the OYIF's Philanthropic partner. A third-party evaluator will be selected after grant award. On behalf of the OYIF, JFF requests \$2,000,000 in federal funds for Year 1 of a proposed four-year project. Letters of matching commitment from the Ford and the James Irvine Foundations totaling \$1,225,000 are being submitted with this application.

PROGRAMSUMMARY. Across the US, approximately 6.7 million young people between the ages of 16-24 are neither in school nor participating in the labor market - a population now known as opportunity youth. These young people face a range of challenges that limit their connection to education and employment. The impact of this disconnection is multi-generational, broadly felt and experienced by the nation at large. To reconnect opportunity youth to education pathways and career opportunities, the OYIF will assist subgrantee communities to implement one or both of the pre-identified interventions for this project: 1) Reengagement and Enriched Preparation

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for post secondary opportunities, and 2) Postsecondary/Career Bridging into post secondary and career pathways. These interventions have been identified by the OYIF based upon preliminary evidence of results, promising outcomes, and demonstrated scaling potential.

The OYIF theory of change posits that: to significantly improve the effectiveness of the organizations and systems serving opportunity youth, then, in each community selected, a cross-sector collaborative of high-level system leaders must: 1) embrace a joint approach to implementing one or both of the interventions; and 2) commit to using a collective impact approach to scale these effective interventions to additional programs. Ultimately, between 17,000 and 22,000 youth will be served by either or both interventions, and youth served by the program will earn a diploma or High School Equivalency and enter into postsecondary at twice the rate of a comparison group.

Through an open RFP process, the OYIF SIF program will competitively select, as subgrantees, a local nonprofit in up to 12 communities to serve as a "backbone" organization to a highly structured cross-sector community collaborative. To support implementation, each site will receive a subgrant and technical assistance from JFF and Aspen to support subgrantee program growth. This assistance will include: site coaching; cross-community learning opportunities; and assistance in meeting the requirements of a rigorous third-party evaluation, which will be designed to build the evidence base in support of interventions for opportunity youth.

JFF and Aspen are exceptionally qualified to guide the OYIF SIF program. JFF, which will directly oversee and support the work of the SIF subgrantees as OYIF's implementation partner, has a demonstrated record of expanding social innovations that improve outcomes for disadvantaged youth and adults. Aspen, which will recruit and convene the OYIF member grantmaking institutions as OYIF's philanthropic partner, is a national leader in advancing collective impact strategies for opportunity youth.

### Program Design

#### 1.A. GOALS AND OBJECTIVES

ISSUE-BASED SIF; ADDRESSING FUNDING PRIORITIES. Over the past two years, twenty national and regional funders, comprising some of the largest grantmaking institutions in the country, have established and joined the Opportunity Youth Incentive Fund (OYIF) to accelerate the creation of collaborative community-based strategies to address the educational and social barriers faced by

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opportunity youth in reconnecting with and succeeding in education and employment pathways. The OYIF, as a partnership of existing grantmaking institutions - in collaboration with Jobs for the Future (JFF), as Implementation Partner for the OYIF, and the Aspen Institute Forum for Community Solutions (Aspen), the OYIF's Philanthropic Partner - will dramatically increase economic opportunities for opportunity youth by building on this initial work and investing in an innovative, collective impact approach to implementing evidence-based "Back on Track" on-ramps and pathways in up to 12 low-income communities across the nation. In each community, a cross-sector coalition or collaborative, facilitated by a high performing nonprofit organization, will be selected to implement one or both of the pre-identified evidence-based interventions that accelerate advancement to educational credentials and employment for 14-24 year olds - especially boys and men of color - who are unattached or under-attached to school and work.

The OYIF SIF program will directly address the priority issue area of YOUTH DEVELOPMENT, as well as the optional priority areas of OPPORTUNITY YOUTH and COLLECTIVE IMPACT. The core principles and evidence-informed features of youth development will be heavily in evidence in the on-ramps and pathways implemented through the SIF, which will be explicitly designed with the assets and developmental needs of youth in mind and will help currently under-served youth stabilize their lives and achieve success in school and in the workforce. Youth development principles will also be evident in the cross-sector collaboratives, which will incorporate strong youth voice. Subgrantees will work with the range of sub-populations included within opportunity youth - including those who are homeless, in foster care, or involved in the juvenile justice system, with a particular focus on men and boys of color. In each community, the OYIF's SIF selected subgrantee will be a high-performing nonprofit serving as the "backbone" organization to a highly structured community collaborative focused on opportunity youth that embraces and commits to a collective impact approach.

A NATIONAL ISSUE; THE NEED FOR IMPROVED AND SCALABLE SOLUTIONS. Across the United States approximately 6.7 million young people between the ages of 16-24 (approximately one in six of this age group) are neither in school nor participating in the labor market - a population now known as "opportunity youth" (Belfield and Levin). Although there is no official national accounting of 14-16 year olds who are neither in school nor working, available data from cities indicate that the total opportunity youth count would rise to well over 7 million of our 14-24 year olds. Approximately half of opportunity youth did not earn a secondary credential. The other half graduated from high school or attained a high school equivalency, such as a GED, but is no longer in school or employed. These young people -

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disproportionately youth of color - face a range of challenges that limit their connection to education and employment; the impact of this disconnection is multi-generational, broadly felt and experienced not only by the youth, but also by their families, their communities and local economies, and the nation at large. The average opportunity youth costs taxpayers \$13,900 per year between the ages of 16-24 and a total of \$148,790 over their lifetime.

At the same time, the demand-side of the US economy is calling for better-trained talent to compete nationally and internationally. By 2018, 63% of jobs are projected to require some postsecondary education, versus just 28% of jobs in 1973 (Carnevale, Strohl and Smith). In the face of these rising job requirements, young adults have never done worse in the job market than in the past decade. Among African American youth, the national unemployment rate is 38%. Among dropouts, the estimated unemployment rate is nearly 44%.

The overall picture remains bleak for dropouts who then seek and complete a high school equivalency credential. Only 5% of GED earners obtain a postsecondary credential - and for the younger GED earners, the completion rate is considerably worse (American Council on Education, 2010). For the most part, the systems and interventions that are intended to educate and prepare them for their future fail to advance them to educationally or economically.

At the same time, there are promising community-based education and employment programs, such as ones affiliated with JFF's "Back on Track" programs, YouthBuild, Year-Up, and others that have worked for decades to develop on-ramps for vulnerable youth to pathways to advancement. However, the demand for such programming far exceeds the supply, and even the most impactful of these programs are often small and under-resourced. The health of our communities depends on a significant expansion of innovative solutions that offer opportunity youth the chance to enter coherent, streamlined pathways resulting in positive education and employment outcomes. Since no one system is responsible for opportunity youth, developing such pathways requires a coordinated, cross-sector, and cross-system approach to support the reconnection of this population at the secondary and post-secondary level with evidence-based interventions that advance them to family-supporting careers.

**TARGET COMMUNITIES; STATISTICAL INFORMATION.** Applying as an issue-based SIF, the OYIF will invest in and build out a collective impact approach in up to 12 low-income communities across the nation to promote the success of opportunity youth as students, workers, citizens, and family and community members. The selected communities will be drawn from 32 low-income communities that have been identified as having a track record of pursuing cross-sector approaches to expanding educational and career pathways for opportunity youth, and where previous engagements

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and investments - by the OYIF, the Forum for Youth Investment, the National League of Cities (NLC) Reengagement Network, and PolicyLink - have already coalesced key stakeholders around a structured collaborative to move forward this work. A number of these cities also participate in NLC's Cities United initiative, which supports mayors around the country to eliminate violence-related deaths of African American males. This pool of communities is best positioned to successfully implement a collective impact strategy focused on the opportunity youth population and within that population, boys and men of color. As indicated below, in each community, the need for improved and scalable interventions focused on opportunity youth is significant, and mirrors the national need (data from the US Census Bureau; Annie E. Casey Foundation's KIDS COUNT Data Center).

HOPI RESERVATION, ARIZONA. Percent of total population below 125% poverty- N/A; Percent of children below 125% poverty- 58%; Percent of 18-24 year olds without a high school diploma- 0%

TUCSON, ARIZONA. Total population below 125% poverty- 31.1%; Children below 125% poverty- 66%; 18-24 year olds w/o high school diploma- 16%

DEL NORTE COUNTY, CALIFORNIA. Total population below 125% poverty- N/A; Children below 125% poverty- 45%; 18-24 year olds w/o high school diploma- 21%

LOS ANGELES, CALIFORNIA. Total population below 125% poverty- 27.9%; Children below 125% poverty- 60%; 18-24 year olds w/o high school diploma- 20%

OAKLAND, CALIFORNIA. Total population below 125% poverty- 26.1%; Children below 125% poverty- 56%; 18-24 year olds w/o high school diploma- 20%

SAN DIEGO, CALIFORNIA. Total population below 125% poverty- 19.9%; Children below 125% poverty - 44%; 18-24 year olds w/o high school diploma- 10%

SAN JOSE, CALIFORNIA. Total population below 125% poverty- 15.7%; Children below 125% poverty- 40%; 18-24 year olds w/o a high school diploma- 15%

DENVER, COLORADO. Total population below 125% poverty- 24.5%; Children below 125% poverty- 54%; 18-24 year olds w/o high school diploma- 18%

EL PASO, COLORADO. Total population below 125% poverty- 16.1%; Children below 125% poverty- 39%; 18-24 year olds w/o high school diploma- 12%

HARTFORD, CONNECTICUT. Total population below 125% poverty- 41.8%; Children below 125% poverty- 33%; 18-24 year olds w/o high school diploma- 23%

WASHINGTON, DISTRICT OF COLUMBIA. Total population below 125% poverty- 21.9%; Children below 125% poverty- 46%; 18-24 year olds w/o high school diploma- 12%

BROWARD COUNTY, FLORIDA. Total population below 125% poverty- 18.6%; Children below 125%

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poverty- 52%; 18-24 year olds w/o high school diploma- 18%

ATLANTA, GEORGIA. Total population below 125% poverty: 30%; Children below 125% poverty- N/A (52% 2009); 18-24 year olds w/o high school diploma- 13%

CHICAGO, ILLINOIS. Total population below 125% poverty- 28.1%; Children below 125% poverty- 60%; 18-24 year olds w/o high school diploma- 19%

DUBUQUE, IOWA. Total population below 125% poverty- 17.8%; Children below 125% poverty- 41%; 18-24 year olds w/o high school diploma- 8%

LOUISVILLE, KENTUCKY. Total population below 125% poverty- 20%; Children below 125% poverty- 51%; 18-24 year olds w/o high school diploma- 27%

NEW ORLEANS, LOUISIANA. Total population below 125% poverty- 33%; Children below 125% poverty- 64%; 18-24 year olds w/o high school diploma- 17%

SOUTHERN RURAL MAINE (PORTLAND, SANFORD). Total population below 125% poverty- 13.2%; Children below 125% poverty- 40%; 18-24 year olds w/o high school diploma- 21%

BALTIMORE, MARYLAND. Total population below 125% poverty- 28.9%; Children below 125% poverty- 62%; 18-24 year olds w/o high school diploma- 19%

BOSTON, MASSACHUSETTS. Total population below 125% poverty- 26.2%; Children below 125% poverty- 50%; 18-24 year olds w/o high school diploma- 8%

DETROIT, MICHIGAN. Total population below 125% poverty- 45.7%; Children below 125% poverty- 82%; 18-24 year olds w/o high school diploma- 28%

GREENVILLE, MISSISSIPPI. Total population below 125% poverty- 28%; Children below 125% poverty- 72%; 18-24 year olds w/o high school diploma- 36%

OMAHA, NEBRASKA. Total population below 125% poverty- 21.6%; Children below 125% poverty- 38%; 18-24 year olds w/o high school diploma- 16%

CLARK COUNTY, NEVADA. Total population below 125% poverty- 18.8%; Children below 125% poverty- 52%; 18-24 year olds w/o high school diploma- 24%

NEWARK, NEW JERSEY. Total population below 125% poverty- 34.8%; Children below 125% poverty- N/A; 18-24 year olds w/o high school diploma- 21%

NEW YORK, NEW YORK. Total population below 125% poverty- 25.2%; Children below 125% poverty- 55%; 18-24 year olds w/o high school diploma- 18%

DURHAM, NORTH CAROLINA. Total population below 125% poverty- 24.3%; Children below 125% poverty- 49%; 18-24 year olds w/o high school diploma- 17%

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WILSON, NORTH CAROLINA. Total population below 125% poverty- 32%; Children below 125% poverty- 70%; 18-24 year olds w/o high school diploma- 31%

PORTLAND, OREGON. Total population below 125% poverty- 22%; Children below 125% poverty- 43%; 18-24 year olds w/o high school diploma- 13%

PHILADELPHIA, PENNSYLVANIA. Total population below 125% poverty- 32%; Children below 125% poverty- 63%; 18-24 year olds w/o high school diploma- 15%

AUSTIN, TEXAS. Total population below 125% poverty- 24.5%; Children below 125% poverty- 49%; 18-24 year olds w/o high school diploma- 14%

SOUTH KING COUNTY, WASHINGTON. Total population below 125% poverty- 13.9% (King County); Children below 125% poverty- N/A; 18-24 year olds w/o high school diploma- 14%

CAPACITY TO SUPPORT THE FOCUS, GOALS AND APPROACH. The OYIF is comprised of influential national and regional grantmaking institutions that have a history of making investments in a diverse portfolio of nonprofit community organizations, and that share a commitment and track record to promoting educational and employment pathways for low-income youth and adults. Independently, the OYIF funding partners have invested, in many cases for a decade or more, in promoting educational and economic advancement for opportunity youth. They have come together as the OYIF to invest in communities around the country through a compelling strategy - employing a collective impact approach as the framework for expanding and amplifying local social innovation, supported by strong performance management, technical assistance, documentation and evaluation, and a robust cross-site learning community - to accelerate implementation and expansion of solutions that serve opportunity youth.

The OYIF's SIF program will be managed by two exceptionally qualified national nonprofit organizations: Jobs for the Future and the Aspen Institute Forum for Community Solutions. JFF, a recognized leader in education, youth development, and workforce development, currently serves as the OYIF's Implementation Partner, and will directly oversee and support the work of OYIF's SIF subgrantees. As a national intermediary, including as a current SIF intermediary for the National Fund for Workforce Solutions (a distinct initiative from the OYIF program proposed), JFF brings almost 30 years of experience in competitive grantee selection and management of large national initiatives, including project, performance, and fiscal management of multi-site philanthropic and federally funded efforts, including the National Fund's SIF program. JFF has a demonstrated record of creating and expanding social innovations that improve outcomes for disadvantaged youth and

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adults, and has particular expertise and over a decade of experience in program design/implementation of initiatives focused on off-track and out-of-school youth. With FSG and Aspen, JFF has also developed an influential framework for collective impact approaches to serve opportunity youth. Accordingly, JFF, as the applicant on the behalf of the OYIF partnership of existing grantmaking institutions, is uniquely qualified to grow and sustain the innovations described in this proposal. Aspen serves as the OYIF's Philanthropic Partner, recruiting and convening the member grantmaking institutions that comprise the eligible partnership for the SIF and the OYIF Leadership Council: Annie E. Casey Foundation; Bill & Melinda Gates Foundation; Bloomberg Philanthropies; California Endowment; Carnegie Corporation; Casey Family Programs; Conrad N. Hilton Foundation; Ford Foundation; Greater Texas Foundation; Helios Education Foundation; Hewlett Foundation; James Irvine Foundation; Joyce Foundation; JPB Foundation; JP Morgan Chase Foundation; Lumina Foundation; Marguerite Casey Foundation; Nellie Mae Education Foundation; Rockefeller Foundation; and W.K. Kellogg Foundation. As Philanthropic Partner, Aspen will catalyze investment by these and other private funders in the OYIF SIF initiative. Melody Barnes, former Director of the White House Domestic Policy Council and the Chair of the Aspen Institute Forum for Community Solutions, will continue to serve as the chair the OYIF Leadership Council, which functions as a national investment council, making competitive grants to catalyze the creation and expansion of on-ramps and pathways focused on opportunity youth. In addition, Aspen will support JFF in implementing the SIF OYIF national learning community and in the development of implementation tools and products, drawing upon its expertise and leadership in elevating opportunity youth in the national dialogue through a range of field-building activities, including building awareness of proven strategies, mobilizing stakeholders through knowledge and network development, and removing barriers by advocating for effective policy.

INVESTMENT APPROACH; THEORY OF CHANGE. Through OYIF, 20 existing grantmaking organizations thus far have begun to strategically invest in high performing local nonprofit organizations committed to using a collective impact approach to 1) tailor and align services to the needs of youth at identifiable stages along the trajectory to reconnection; and 2) develop "Back on Track" on ramps and pathways that create significant new momentum to education and employment for opportunity youth in economically distressed communities. With the technical assistance expertise of JFF and Aspen, the OYIF assists communities to implement the characteristics of a collective impact approach to scale effective Back on Track interventions: a common agenda and shared vision

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of change; using data to align efforts and implement solutions that are evidence-informed; coordination across mutually reinforcing activities; consistent and open communication; ownership from all partners in building the infrastructure and resources to sustain the work; establishment of a backbone organization to coordinate partners; and a strategy for evaluation and accountability.

This social innovation strategy addresses the current fragmentation in the field by deeply engaging local civic and institutional leaders, private and public funders, and the organizations that work most closely with opportunity youth (including education, youth development, workforce development, health and human services organizations, public care and custodial systems, as well as employers, industry groups, and labor unions, and community training providers), to implement solutions that dramatically improve education and employment outcomes for this vastly underserved population. The OYIF SIF theory of changes leverages this much-needed social innovation. We posit that: in order to significantly improve the effectiveness of the organizations and systems in place to serve and support opportunity youth and reconnect them with education and the labor market, then, in each community selected, a cross-sector collaborative of high-level system leaders must: 1) embrace a joint approach to implementing one or both of the evidence-based, pre-identified Back on Track interventions (both described in detail below) in strong "anchor" programs serving opportunity youth; and 2) commit to using a collective impact approach to scale these effective interventions to additional programs and align/link programs to create streamlined on-ramps to education and career success for opportunity youth. Additionally, two interventions designed to accelerate opportunity youth to a high school diploma or High School Equivalency and postsecondary readiness will reach a moderate level of evidence through a rigorous third-party evaluation and be poised for further expansion across the country.

**OUTCOMES.** Through its collective impact approach to serving opportunity youth, the OYIF SIF initiative will dramatically increase the number and percentage of opportunity youth in the subgrantee communities that reengage with education and career advancement opportunities and progress toward postsecondary credentials. The OYIF will track and report on the following four-year specific and measurable participant-level outcomes:

1. The number of opportunity youth served by either or both of the pre-identified interventions. Assuming 12 subgrantee sites, the OYIF SIF initiative will serve between 17,000 and 22,000 opportunity youth, including significant numbers of boys and men of color, over four years.
2. The number of opportunity youth receiving the Reengagement and Enriched Preparation intervention (described below) who graduate with a diploma or High School Equivalency. Based upon

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preliminary evidence, we project that participants will graduate at twice the rate of opportunity youth in a comparison group.

3. The number of opportunity youth receiving the Postsecondary/Career Bridging intervention (described below) who enter postsecondary education or training. Based upon preliminary evidence, we again project that participants will graduate at twice the rate of opportunity youth in a comparison group.

4. The number of opportunity youth receiving the Postsecondary/Career Bridging intervention who persist through the first of postsecondary. Again, we project that participants will achieve first year persistence rates at twice the rate of those in the comparison group.

VALUE-ADDED ACTIVITIES. The OYIF SIF initiative will leverage JFF's expertise in building the capacity of subgrantees to implement interventions that will lead to moderate or strong evidence of impact by the end of the grant period. JFF and Aspen will deliver comprehensive and highly responsive technical assistance services through individual subgrantee support and a robust cross-site learning network. As described more fully below, the JFF/Aspen SIF team will provide direct coaching to the backbone organization and collaborative in each community, as well as to the anchor programs implementing interventions, and support the development and implementation of each collaborative's strategic action plan. The team will also assist subgrantees to meet data and third-party evaluation requirements, and leverage their considerable expertise in cross-site institutes, peer learning convenings, webinars, and other virtual convenings to build and support a robust community of practice among SIF subgrantees and to address issues of common concern as they emerge.

TARGETED INTERVENTIONS AND EVIDENCE. Each subgrantee will implement one or both pre-identified interventions within a "Back on Track" framework for opportunity youth that have achieved preliminary evidence of success. These interventions - 1) Reengagement and Enriched Preparation and 2) Postsecondary/Career Bridging into postsecondary and career pathways - have been identified by the OYIF based upon promising outcomes and demonstrated scaling potential. Specific features of these interventions are:

1. Reengagement and Enriched Preparation: Intentional outreach to and recruitment of opportunity youth; powerful culture of achievement; development of 21st century skills; college- and career-ready curriculum and instruction; and personalized guidance and support.

2. Postsecondary/Career Bridging: Supported first experience in postsecondary education and/or training (e.g. through dual/concurrent enrollment); development of postsecondary success strategies (e.g. navigational skills; a growth mindset, resilience, self-agency); career guidance focused on

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connecting to postsecondary education and training that pay off in the labor market.

A third party evaluation by Brandeis University for the Gates-funded Postsecondary Success Initiative, which tested the Back on Track framework as a strategy for building pathways to postsecondary credentials for formerly disconnected youth, indicate that high numbers of participating youth (57%) are entering some form of postsecondary education through these Back on Track interventions. For youth entering bridge programming after earning a diploma or GED, the numbers are even higher. Youth prepared through bridge programming show evidence of succeeding in higher education: 60% are enrolled in full-time study and over 50% completed a first year. The Brandeis analysis was a qualitative analysis designed to understand implementation of the Back on Track model and partnership development, as well as an observational study that drew from a participant database developed for the evaluation. Data on participant performance with respect to GED acquisition and college enrollment compared favorably to results of national studies, thus providing preliminary evidence of the effectiveness of the Back on Track interventions.

Preliminary evidence exists as well for the specific framework components serving as the set of pre-identified interventions for the OYIF SIF program. "Learning to Work" transfer schools in New York City that feature the Reengagement and Enriched Preparation intervention are beating the odds for off-track and disconnected youth; youth in the strongest of these alternative schools are graduating at two and three times the rate of the same population in regular high schools. A comparison group analysis of the New York City Learning to Work initiative by Metis Associates (2010) indicates that students who had attained 11 or fewer credits by the end of their third year of high school - the most off-track, under-credited population entering New York City's alternative schools that offer Enriched Prep - increased by more than 3.5 times their chances of graduating if they attended a "Learning to Work" transfer school. This study meets preliminary evidence standards. Similarly, a segmentation analysis conducted by The Parthenon Group on over-age, under-credited students in New York City (2006) found that over-age, under-credited students doubled their graduation rate in transfer schools designed to serve the population, which exemplify the Reengagement and Enriched Preparation features.

Recent research provides preliminary evidence regarding the positive impact of the Postsecondary/Career Bridging intervention on postsecondary persistence and completion. In a study of eight developmental summer bridge programs at community colleges and four-year colleges in Texas utilizing a randomized experimental design, researchers found that students in these programs passed their college-level introductory courses in math and writing at a higher rate than students in

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the control group (Barnett, Bork, Mayer et al. 2012). Although not statistically significant, students in the summer bridge program also passed college level reading at higher levels than their control group counterparts. Following the summer bridge program, 81.6% of the participants enrolled in college the following fall semester. Similarly, an evaluation of the Community College of Denver's 8-week summer bridge program for out of school youth to transition into college found that 80.3% of the participants enrolled in college.

**DISTINCT FROM OTHER FEDERALLY FUNDED PROJECTS.** JFF currently manages four other federally funded projects, all of which focus on different target populations or employ different models and strategies. They are: an Investing in Innovation (i3) Fund grant from the Department of Education to scale Early College designs serving low-income in-school youth to prepare them for college and careers; a Department of Labor-funded Green Jobs Innovation Fund grant to develop sector-based career pathways to green employment for low-skilled and low-income adults in seven cities; a project funded by the National Science Foundation to test and codify a work-based learning approach to advancing incumbent workers in the manufacturing sector; and a Social Innovation Fund grant in support of the National Fund for Workforce Solutions, which develops sector-specific industry partnerships to advance low-skilled and out-of-work adults into family sustaining careers. In addition, JFF recently submitted an i3 "Development" pre-application to the Department of Education to test student-centered approaches to increasing students' motivation and persistence in low-performing schools. As none of these other federal projects focus on opportunity youth or a collective impact approach, the proposed OYIF project is clearly distinct from all of JFF's ongoing or pending federally-funded projects.

### 1.B. DESCRIPTION OF ACTIVITIES.

1.B.1 SUBGRANTEE SELECTION. SELECTION CRITERIA. We anticipate that an open and competitive post-award competition in Year 1 will lead to the selection of up to 12 subgrantees that can demonstrate specific criteria that align with the proposed theory of change:

1. Subgrantees will be in targeted geographies/communities with significant numbers of low-income opportunity youth where there exists a structured collaborative of key stakeholders organized to improve outcomes for opportunity youth through catalyzing the adoption of effective approaches in education and career attainment leading to family sustaining careers, and by leveraging system and policy changes at the local, state and national level that enable increased replication and the scaling up of evidence-based interventions.

2. Subgrantees will be high-performing nonprofits with the capacity to increase scale, and impact with

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the demonstrated capacity to serve as the convener or "backbone organization" of the community's collective impact collaborative.

3. They will have developed a strong, specific, and achievable plan for implementing one or both interventions drawn from the evidence-based Back on Track interventions that create pathways to postsecondary and economic success for opportunity youth. They will have identified anchor programs that are poised to implement the pre-identified interventions, and they will have a clear strategy for how programs will implement the interventions.

4. They will demonstrate firm commitments from the direct service providers and from collaborative partners regarding the specific steps each will take to ensure careful and quality implementation of the pre-identified interventions.

5. They will demonstrate the capacity to collect and analyze data and use it for continuous improvement.

6. They can demonstrate a credible plan for securing, within a year, at least a 1:1 committed match of local funds to the SIF funds.

PLAN FOR SUBGRANTEE SELECTION; ENSURING HIGH PERFORMING SUBGRANTEES. Within one month following the SIF grant award, JFF and Aspen will release a call for proposals to the 32 identified communities where initial investments by the OYIF, the Forum for Youth Investment, the National League of Cities, or PolicyLink have catalyzed the formation of a cross-sector community collaborative to expand educational and career pathways for opportunity youth. Any nonprofit organization from a target community that can meet eligibility criteria for being the collaborative's backbone organization will be encouraged to apply. Specifically, JFF and the Aspen Institute Forum for Community Solutions will post the call for proposals on their websites; also, the call will be distributed directly to the communities identified by the Opportunity Youth Incentive Fund communities, the Forum for Youth Investment, the National League of Cities, and PolicyLink. JFF will host at least one web-based bidder's conference for interested applicants to clarify proposal criteria and expectations for the initiative.

Proposals will be due within four months of the SIF award. All proposals will be initially reviewed and scored by JFF and Aspen senior staff, with members of the OYIF Leadership Council, using a standardized evaluation tool that aligns with the selection criteria identified above. The full review team will meet within one month of the proposal due date. All applicants that meet the selection criteria will be asked to host a one-day site visit, during which a JFF and Aspen team will interview members of the collaborative, backbone staff, and other key stakeholders including local funders, and

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conduct site visits to foundation programs identified to implement the intervention(s), to assess their understanding of and commitment to the proposal. Based on the combined rating of the proposal and site visit, the review team will select subgrantees by the end of month six.

Although OYIF anticipates selecting up to 12 subgrantees in the competition, the number of subgrantee awards will be contingent upon the quality of applications received. In addition, given the current geographic distribution of the eligible pool of communities, we anticipate that the subgrantees selected will include at least two sites in the Northeast, at least two sites in California, and as much geographic diversity as possible in the South and Midwest regions of the country. The estimated range of subgrantee award amounts will be approximately \$175,000 to \$350,000 per year, depending on the number of subgrantees selected, and also depending upon the proposed size and scale of subgrantees' respective implementation plans, including whether they propose to implement one or both of the pre-identified interventions.

**ENSURING SELECTION OF STRONG SUBGRANTEES.** To be successful as an applicant, the backbone organizations will have to demonstrate the knowledge and ability to ensure successful implementation of one or both of the two pre-identified Back on Track interventions such that they can achieve a moderate level of evidence over a four-year period.

Specifically, they will be required to identify and have letters of commitment from the specific schools/ programs that will be implementing the intervention. For example, for the Reengagement and Enriched Preparation intervention, applicants will need commitments from the specific High School Equivalency or alternative schools or community-based organizations capable of implementing supportive and enhanced preparation for postsecondary education or training for opportunity youth. For the for Postsecondary/Career Bridging intervention, applicants will need specific commitments from community-based organizations and/or local colleges that individually or in partnership are capable of implementing the combination of academic, and career-oriented experiences and the navigational and self-efficacy skills needed for opportunity youth to succeed in their next step career pathways or postsecondary programs of study.

In addition to identifying the specific anchor programs and partnerships they will build upon, applicants will be required to specify the criteria used to identify these programs and partnerships, and to provide a detailed plan of the steps that they will undertake to ensure the successful implementation and scaling up of the pre-identified intervention(s). Successful applicants will also demonstrate their ability to effectively facilitate the cross-sector collaborative in using the principles of collective impact - including setting a common agenda, shared measurement systems, mutually reinforcing activities,

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continuous communication and a backbone support organization, as identified by FSG - to support the foundational programs/partnerships in the sustained work of implementing the key features of the identified interventions with high fidelity to the model. Required evidence will also include: list of members of the collaborative that includes representation of key sectors critical to implementing the pre-identified interventions for opportunity youth, including boys and men of color (such as secondary, postsecondary, and workforce partners); evidence that the backbone is financially sound; and evidence that it has experience in collecting data and using it to assess progress of initiatives and to undertake continuous improvement.

### 1.B.2 EVALUATION.

**EVALUATION STRATEGY.** The evaluation of the OYIF SIF initiative builds on the preliminary evidence described above, which supports the pre-identified interventions. The proposed quasi-experimental evaluation will further validate these approaches through rigorous analysis that will address key impact and implementation questions. Additionally, the evaluation of the SIF OYIF pre-identified interventions will be complemented by a just-launched third-party process evaluation of existing OYIF investments being conducted by OMG: Center for Collaborative Learning, which focuses on how the collective impact approach contributes to the development and scaling of pathways that improve outcomes for designated sub-populations of opportunity youth in the sites. While the exact research questions for the OYIF SIF evaluation will be determined in collaboration with a third-party evaluator to be selected after award, the evaluation will address both impact and implementation questions such as:

- **IMPACT:** To what extent do the OYIF SIF pre-identified Back on Track interventions result in improved participant outcomes, including: increased acquisition of a high school credential, increased matriculation into post-secondary education or training, and increased first-year persistence?
- **IMPLEMENTATION:** Which features of the pre-identified interventions have participants received? What has been the perceived quality and benefit of those features? What are the perceptions of participants who receive combinations of the interventions? What contextual factors promote or impede implementation of these interventions, alone or in combination?

The evaluation will thus comprise both quantitative and qualitative elements in order to measure impact and provide insights into the context and activities through which outcomes are achieved. To carry out the impact and implementation evaluation of the pre-identified Back on Track interventions, JFF will issue an RFP to select a qualified third party evaluator within four months of the SIF award. In addition to a qualitative analysis of intervention implementation and participant

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perceptions of its value, the evaluator will be tasked with implementing a quasi-experimental study in order to estimate the effects of the OYIF SIF interventions over and above outcomes that would be observed in the absence of the intervention(s). Given that the initiative is based on preliminary evidence to support program elements, a rigorous evaluation of its interventions will provide further evidence of the value of the two pre-identified interventions, as they are tested across multiple sites and different sub-groups of the opportunity youth population, including boys and men of color. Each intervention will be tested in at least four sites across the initiative. A quasi-experimental design with a matched comparison group implemented over the four-year period of the grant will result in a moderate level of evidence of the impact of the pre-identified interventions. The evaluation design and implementation plan will be developed with parameters that include:

- Final design and implementation by an independent individual or entity, in close coordination with JFF and Aspen staff;
- Quasi-experimental design that can support causal conclusions, closely approximating experimental studies;
- Use of comparison groups, with participants matched to non-participants using characteristics based on desired program outcomes, and careful attention to both groups' pre-intervention characteristics;
- Use of model designs and/or tests to control for selection bias;
- Close monitoring to ensure implementation as designed; and
- Close coordination of impact evaluation design, implementation, and analysis with formative, qualitative evaluation of subgrantees and the overall initiative.

If feasible, the evaluation will employ regression discontinuity or cutoff-based design, with assignment of participants to treatment and comparison groups based on an ordered assignment variable not directly related to the treatment, which enables closer approximation of experimental design. Appropriate comparison groups will be determined as part of evaluation planning and may include would-be program enrollees who are placed on waiting lists, if feasible, or individuals whose information is recorded in data sets such as that provided for Workforce Investment Act (WIA) Youth or data sets made available through collaborative agreements.

In order to monitor fidelity of implementation, evaluators and JFF staff will group subgrantees by program/analytic categories based on which of the two Back on Track interventions they have proposed to implement, with categories accounting for implementation of single as well as combined interventions. This will allow the evaluator to compare results between similar program approaches, as well as across the initiative as a whole. Through activities such as document review, interviews and

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participation in coaching calls, the evaluator will gather information on implementation over time to help ensure that programs are correctly classified and understand how the features of the interventions are being implemented.

Importantly, through addressing both impact and implementation questions, the OYIF SIF evaluation will contribute significantly toward building the evidence base for utilizing the collective impact approach to support and scale effective pathways for opportunity youth. As noted above, the SIF evaluation will also leverage the OMG: Center for Collaborative Learning evaluation of existing OYIF investments to generate broader knowledge across the field of collective impact.

Results of the evaluation will be shared publicly through the publication and dissemination of interim implementation and impact reports produced by the end of years 2 and 3 of the grant, as well as a final set of implementation and impact reports to be completed by the end of year 4 of the grant period. The process for sharing findings may also include web-based and in-person conference presentations to be conducted by the end of the final year of the grant. For example, the new Aspen and FSG supported/led online platform and learning community, The Collective Impact Forum ([www.collectiveimpactforum.org](http://www.collectiveimpactforum.org)), will be a major resource for the transmission, sharing and adoption of what works from the SIF OYIF.

**NEEDS ASSESSMENT AND TECHNICAL ASSISTANCE.** To support the evaluation, within three months of site selection, JFF staff will work with the evaluator (through on-site or phone meetings) to complete an assessment of current data systems at each subgrantee site. These meetings will allow the evaluator and JFF to identify opportunities and gaps related to the collection of data elements required for the evaluation and determine technical assistance needs to ensure high data quality.

JFF staff will facilitate regular interaction between the evaluator and subgrantees to ensure the timely gathering of quality data. Specifically, JFF staff and the evaluator will participate in a quarterly review of data with subgrantees to monitor data collection, gain awareness of challenges to data collection, ensure data quality and consistency across sites, and promote the analysis and use of data for decision-making. Follow-up to such review would then consist of analysis of missing data and development of strategies for completing data, as well as any efforts needed to promote data consistency (e.g., revised data definitions). In addition to promoting compliance with data collection plans, JFF will provide technical assistance to sites aimed at developing the capacity of each subgrantee to use data for program improvement and planning.

**WORKING WITH THE EVALUATION PARTNER.** The third-party evaluator selected for the OYIF SIF initiative will have experience with studies of multi-site, multi-state education and/or workforce

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development initiatives. Designated JFF staff with evaluation experience will serve as a liaison between the evaluator and the program and program staff. Specifically, JFF staff will:

- Collaborate and consult with evaluators to develop a workplan with data collection benchmarks and key deliverables;
- Engage in monthly calls with the evaluator to monitor progress and address any issues that arise in evaluation implementation;
- Work with the evaluator to review plans and protocols to ensure quality and successful data gathering; and
- Work with JFF program staff to support communication with sites about evaluation processes and results (through email, webinars and in-person convenings).

In addition to working with JFF on the items listed above, the evaluator will be responsible for:

- Developing an evaluation plan, including a suitable research strategy (data collection plan, analytic methods and suitable control groups);
- Working with sites to understand implementation of interventions, reviewing current data collection capacity and developing plans for data collection at each site;
- Conducting appropriate methods of data collection (e.g., receipt and review of quantitative data, site visits, interviews and surveys);
- Submitting plans, protocol, and draft reports to JFF for review;
- Working with JFF staff to provide technical assistance and support to sites to support data collection, as needed;
- Preparing memos and reports on evaluation progress and findings; and
- Presenting evaluation findings through web-based and in-person presentations.

The anticipated timeline and focus of evaluation activities each year is as follows:

- YEAR 1: Finalizing of evaluation plan, including research methods and comparison groups, establishment of data collection processes, and gathering of baseline data. Deliverables: Workplan, research strategy, data sharing agreements
- YEARS 2 AND 3: Data collection and analysis, sharing of interim findings. Deliverables: Annual formative implementation and interim outcomes reports
- YEAR 4: Completion of final data collection and analysis. Deliverable: Final report on implementation and outcomes

EVALUATION BUDGET. An evaluation that will contribute to a moderate level of evidence of the impact of the OYIF SIF collective impact initiative requires substantial resources to support the

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collection of high quality data and rigorous analysis, and accordingly, we are requesting an evaluation that is 8% of the overall budget. Half of this will come from the national activities budget of the OYIF SIF, and the other half will be paid for out of the subgrants to sites. This comparatively high allocation of resources to the third party evaluation is needed to anticipate the complexity of gathering, synthesizing, and analyzing quantitative and qualitative data across the subgrantee sites that collectively are implementing two different interventions to serving opportunity youth.

Year 1 of the evaluation will focus on establishing the data systems required for the evaluation and final determination of a workplan, methodology, an analytic plan, and comparison group structure. Activities will include the development of a program typology and assignment of subgrantees to appropriate intervention implementation categories. In addition, the evaluator will assess the quality of data systems at each subgrantee sites to identify the need for the development of systems required to capture data for the evaluation, as well as determination of appropriate comparison groups based on comparability of individuals and the availability of data. During this year, evaluators will establish data agreements with each subgrantee and gather baseline data.

Years 2 and 3 of the evaluation will focus on formative implementation evaluation, data collection and interim analysis. Activities are expected to include site visits, administration of surveys and interviews, participation in regular coaching calls, as well as webinars or presentations to the subgrantees on formative evaluation and interim impact findings. Evaluators, together with JFF, will provide evaluation-related technical assistance to subgrantee sites on an on-going basis throughout years 1-3 of the grant.

Year 4 of the grant will focus on completion of data collection through the first half of the year, with the remaining half of the year centered on final analysis and development of final implementation and impact reports.

POTENTIAL TO ACHIEVE MODERATE LEVEL OF EVIDENCE. To achieve a moderate level of evidence of program effectiveness, the evaluation will include a quasi-experimental design that employs a matched comparison group to enable analysis of impact of the interventions (alone and in combination) over and above outcomes that would be observed in the absence of the intervention. The nature of such comparison groups will be determined by the evaluator in collaboration with JFF staff, through discussions with subgrantee sites and an analysis of potential comparison groups and available data sources. Comparison groups might include individuals located in subgrantee communities who are similar to program participants and seek participation in services, or if deemed more suitable, individual records included in data sets that are publicly available or available through

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special agreements among collaborative partners. Comparison groups will be chosen in such a way to ensure matching of treatment and comparison groups across individual characteristics (e.g. demographics, socio-economic status, education and skill levels) and the availability of data on key outcome variables (acquisition of a high school credential, matriculation into post-secondary education or training, and completion of first year of postsecondary). Acquisition of a moderate level evidence of impact will be ensured through the use of statistical models or tests to control for selection bias, as well as efforts to categorize and document the nature of the interventions experienced by the treatment group.

1.B.3 IDENTIFYING INNOVATIVE, MORE EFFECTIVE SOLUTIONS. The United States today faces the highest youth and young adult unemployment since World War II, multi-generational cycles of poverty, especially in the African American, Hispanic, and rural white communities, and a growing mismatch between the educational credentials being attained by the fastest growing demographic groups among our young people and the rising educational requirements of an increasingly global job market. As described in Section 1.A., these are challenges of national significance.

The overall population of opportunity youth is made up of young people who fall off-track at two key potential "loss" points along the trajectory to credentials and careers. About half of them did not complete high school. These young people need to make up quickly for gaps in their prior education, especially in developing both the academic and the 21st century skills and knowledge they will need for further education and training beyond high school. A second major loss point occurs when students complete a high school credential but remain under-prepared and unable to move forward on credential and career attainment.

While there are positive examples of programs that address one or both of these loss points for opportunity youth, these efforts, isolated and under-capitalized, often lack the capacity to realize key tenets of youth development, nor are they operating at the level of scale needed to address the enormity of the problem (see Section 1.A.). Furthermore, there has not as yet been the concerted evidence building effort that is needed to show which interventions, and with what core features, achieve at least moderate levels of effectiveness. Specifically, there is a lack of systematic studies across multiple sites, especially studies with quasi-experimental designs or studies that combine a careful look at participant outcomes with analysis of the degree of fidelity of implementation of particular interventions. There is also a lack of systematic studies of interventions targeting opportunity youth that are supported through a collective impact approach. Such evidence is sorely needed to interrupt the vicious cycle in which low levels of

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investment lead to sporadic, often heroic, but untested efforts and lack of evidence, and hence a perception that perhaps "nothing works." This perception then feeds back into a lack of investment in high-quality interventions for opportunity youth.

The evidence-based Back on Track interventions to be tested in the OYIF SIF address both of the key loss points in innovative ways that have the potential to transform the life chances of the young people benefiting from them. These interventions address a critical challenge with multi-generational negative consequences for our young people and our communities by enabling youth to reconnect to educational and economic opportunity, and to prepare for and complete postsecondary credentials, which are so important to economic success today. Further, the collective impact approach that will support and scale implementation of these interventions will transform the way communities address one of their most critical social and economic challenges, significantly expanding and sustaining effective interventions so as to positively impact the lives of thousands of young people.

1.B.4 GROWING SUBGRANTEE IMPACT. APPROACH TO GROWING EFFECTIVE MODELS. In approaching the challenge of growing effective models in multiple sites, the project team will draw on JFF's long history of developing and enhancing effective educational and employment models in communities across the country, and more recently on the work JFF, with Aspen, has done in the initial OYIF sites introducing Back on Track interventions. Our approach is aligned with the initiative's Theory of Change of utilizing a cross-sector collaborative to drive the implementation of effective Back on Track interventions. It begins with an initial thorough assessment of subgrantees' capacities at multiple levels, including at the backbone organization (capacity to coordinate partners, facilitate strategy development, and use data to drive increased effectiveness, e.g.); the collaborative leadership table where system leaders participate (capacity to align resources, e.g.); and the anchor program level (capacity to implement Back on Track interventions and track progress, e.g.). Using a benchmarking process, JFF undertakes a gap analysis of what is happening currently and needs to happen on the ground to improve outcomes for opportunity youth, resulting in a strategic action plan to guide the site work at the collective impact and programmatic intervention levels. JFF uses evidence to guide the implementation and spread of pre-identified interventions, providing ongoing technical assistance both through site-based coaching (at the backbone, collaborative, and programmatic levels) and a rich set of cross-site learning opportunities, both face-to-face and virtual. Throughout, JFF and Aspen start with the end in mind by carefully planning for sustainability of the reforms through technical assistance on policy advocacy and strategic funding alignment.

ASSESSING CAPACITY FOR GROWTH. In selecting subgrantees, we will look for evidence of the

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following key characteristics that bear on their capacity for growth: an experienced backbone organization with strong credibility among local systems and programs for opportunity youth; an existing cross-sector collaborative focused on opportunity youth and committed to operating on the principles of collective impact; a clear understanding of local assets as well as gaps in services and programming; an identified set of anchor/foundation programs ready to implement and evaluate the interventions; and an initial sustainability plan, including identified policy targets and financing mechanisms.

Each subgrantee's capacity for growth will be assessed initially through a thorough review of its funding application, including: the organizational qualifications of the backbone, including its experience working with the systems and sectors that touch opportunity youth; and the potential of the cross-sector collaborative to catalyze key stakeholders to support, sustain, and expand the interventions being implemented as evidenced by who is currently at the leadership table, and the commitments they have made thus far.

It will also include the initial gap analysis and asset mapping that applicants provide, assessed for: how well it reflects data the applicants have analyzed to determine the scope and dimensions of their targeted opportunity youth population; the loss points along the trajectory to credential and career attainment, and the supply and performance of existing options for this population; and the anchor/foundational programs they have identified that have the most potential for high quality implementation of one or both of the Back on Track interventions and successfully reaching the goal of improving outcomes for opportunity youth.

Once subgrantees are selected, coaches will conduct an initial site visit to build on the information provided in the proposal process, add to the assessment of how completely the applicants embody the characteristics described above, and further plan for capacity building of key local players and successful implementation and growth of the interventions.

**USING EVIDENCE TO GUIDE GROWTH.** Throughout the four years of implementation, subgrantees will be expected to continue to track data on their opportunity youth population as a whole, as well as to work closely with the national evaluators to track the young people who proceed through the pre-identified interventions, understanding which particular elements of the intervention are contributing to results, and engaging in continuous improvement processes to ensure maximum success for their efforts. The OYIF national coaching/TA team will provide ongoing coaching and technical assistance at every step of the process: synthesizing the findings from the initial gap analysis and asset mapping to determine targets and timelines for implementing selected pre-identified

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interventions. Once the interventions are being implemented, the team will train staff and program leaders to use progress and outcomes data to guide continuous improvement, and to determine whether model fidelity, quality assurance processes, and outcomes, together with the evolving capacity of the collaborative as a whole, are strong enough to support program expansion. Additionally, results of the evaluation will be shared with subgrantees through webinars and in-person convenings in order to foster learning across sites and support development of a culture across sites of integrating evaluation findings for planning and decision-making. JFF will also work with subgrantees in using evidence regarding trends in the local labor market to determine "best bet" postsecondary pathways for young people with limited time and resources to obtain at least a first postsecondary credential with value in the labor market. This analysis will be helpful both to individual students and their advisors as they choose a postsecondary pathway and to the programs themselves in determining which specific sectors and occupations have the most growth potential.

TECHNICAL ASSISTANCE TO GROW EFFECTIVE MODELS. Once selected, each subgrantee will work with a coach (.25 time) from the JFF/Aspen national coaching and technical assistance team. Coaches will be available for just-in-time support virtually and through phone conferencing, and will be on-site bi-monthly to support the work on the ground. The national coaching/TA team will help subgrantees determine the specific design features most critical for their identified subpopulations of opportunity youth and then build the partnerships (e.g. GED program or alternative school/postsecondary program; CBO/postsecondary program) necessary to fully implement the interventions. As the pre-identified interventions are being implemented, the coaching/TA team will build the capacity of program/school leaders to create and operationalize a culture of achievement and drive instruction focused on postsecondary completion and career success. The coaching/TA team will also assist in the implementation of curricular scopes and sequences, staffing configurations, student support structures, schedule, calendar, and budget. The team will assist in guiding choices in the use of technology for skill remediation/acceleration, credit recovery, and acquisition of college success skills. Finally, the team will leverage support from FSG and Aspen's expertise in the collective impact approach, providing direct technical assistance to the backbone organizations to facilitate implementation and monitoring of collective impact.

In addition, the technical assistance strategy will feature a robust, national learning community of subgrantees. JFF/Aspen will convene the subgrantee network, and their community collaboratives, through webinars (four/year), Google hangouts, and in-person meetings. In person, technical assistance meetings will include an annual full convening of subgrantee teams, with subject matter

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experts and national best practice leaders leading key sessions. Sessions will be designed to address common challenges across the sites, drawn from analysis of coaching reports, and will draw on the emerging lessons from sites so that leaders on the ground - including youth themselves - can share their expertise in implementing the interventions. Convenings will also enable sites to share key challenges with their peers and gain feedback through a structured "critical friends" protocol.

JFF/Aspen will also host a smaller convening of subgrantee leads and key staff (e.g. data staff) to address common implementation issues that are emerging in specific content areas. Also, as needed, JFF/Aspen will engage national "best in class" organizations as subject matter experts to participate in OYIF SIF network in-person or virtual convenings. These include FSG, the firm that has led the development of collective impact as a codified approach, and the National League of Cities, which has a long track record in supporting mayors around the country to promote positive youth development, and PolicyLink, a leader in both state and national level work aimed at improving outcomes for boys and men of color, most recently through its leadership in the Promise Neighborhoods Institute. Further, as the interventions begin to demonstrate results, the coaching/TA team will help subgrantees develop their highest-performing schools/programs into "learning labs" for the spread of effective practices. This will involve helping them to identify on-ramps/pathways that are strong in specific, priority areas and develop their capacity to host study visits to demonstrate these practices for other programs. The coaching/TA team will also build the capacity of at least one or two of the on-ramps/pathways with the strongest outcomes and exemplary practices in most/all areas to serve as full demonstration sites, where visitors can do longer residencies to learn in more detail about the interventions.

**SUSTAINABILITY PLANNING.** From the outset, and with increasing intensity as implementation proceeds, the coaching/TA team will work closely with subgrantees to prepare their programs for maximum impact and sustainability. The coaching/TA team will help subgrantees use data not only to strengthen programs, but also to make the case for sustainability. The coaching/TA team will provide professional development to leaders on using data to make the case for the Back on Track pathways and on creating a cross-sector communications plan to regularly share data results with key stakeholders, policy leaders, and funders.

The coaching/TA team will also help subgrantees develop a financing strategy to ensure effective pathways for opportunity youth can be sustained. Using cost model tools JFF has developed, coaches will work with subgrantees to analyze existing financing for the interventions against current revenue and typical costs per intervention. This will include ascertaining funding that might be leveraged

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partners who are part of the collective impact collaborative, as well as through newer mechanisms the collaborative could champion such as social impact bonds.

Ultimately, planning for strategic and effective growth that results in sustainability long beyond the four years of the initiative must include a plan for combining public funding streams that are currently operating in isolation, each with its own set of eligibility and reporting requirements. A key function of the collaborative that will be enhanced through the proposed SIF initiative is to advocate for the administrative, regulatory, and legislative changes needed to enable public funding to more cost-effectively and efficiently result in improved outcomes for opportunity youth. Planning will also take place regarding sustained private funding for continuing innovation.

### Organizational Capability

#### 2.A. HISTORY OF COMPETITIVE GRANTMAKING

EXPERIENCE SELECTING AND AWARDING GRANTS TO NONPROFITS. The Opportunity Youth Incentive Fund is an eligible partnership as defined under the NOFA and an initiative of 20 existing grantmaking institutions, all of which are organizations where investing in a diverse set of nonprofit community organizations or programs through competitive grants is an essential part of fulfilling their respective missions. The OYIF grantmaking institutions have decades of combined experience in assessing and investing in wide range of models and initiatives that support youth development and educational and career advancement of underserved youth and adults. JFF was selected by the OYIF grantmaking institutions and the Aspen Institute to be the OYIF's implementation partner not only because of JFF's 30-year track record in designing, supporting, managing, and scaling up social innovations, but also because of its extensive experience selecting and awarding competitive grants to non-profit organizations.

Recently, JFF worked in partnership with Aspen to manage the OYIF's competitive award process to award planning grants to nonprofits in 21 communities across the country, including developing a Request for Proposals, conducting outreach to prospective communities, scoring proposals, vetting preliminary selections with the OYIF Leadership Council, and coordinating an Aspen/JFF review team to select communities and local nonprofits to receive OYIF planning grants. JFF has managed similar processes for other national initiatives. For Accelerating Opportunity (AO), the JFF-directed \$18 million national community college and adult basic education reform initiative, JFF managed two competitive RFP processes. The first was to competitively select planning grant states, and the second was to competitively select the subset of these states to receive implementation grants to rollout the AO model in multiple community colleges. The selection process included convening AO's

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leadership team, comprised of funders and national partners, to review states' applications, analyze each applicant's plans to achieve the goals of the initiative, and assess each applicant's capacity to manage a grant of significant value and participate in the initiative's third-party evaluation. The initiative, now nearing the end of its initial implementation phase, has successfully scaled the model to seven states and over 80 community colleges.

JFF is also the implementation partner for the National Fund for Workforce Solutions (NFWS), an inaugural SIF grantee. The NFWS invests in locally based workforce collaboratives that support sector-focused workforce partnerships comprised of employers, training providers, and other stakeholders to better serve low-income and frontline workers in growth sectors of the economy. For the NFWS, JFF has designed and managed successive selection processes for National Fund subgrantees, including the competitive selection of the 21 sites that are NFWS-SIF subgrantees.

CAPACITY TO UNDERTAKE SUBGRANT SELECTION PROCESS. JFF will leverage its experience in designing and managing subgrantee selection processes, as well as its significant content expertise around programming for opportunity youth (also see section 2.D. below), to undertake the subgrant selection process outlined in this application. In addition, JFF will also leverage its strong fiscal capacity and experience managing federal grants (see Section 2.E below) to inform RFP requirements and assess subgrantee fiscal systems and controls during the selection process to ensure that selected subgrantees have sufficient capacity to manage federal funds.

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### B. EXPERIENCE GROWING SUBGRANTEE IMPACT

PAST EFFORTS SUPPORTING GRANTEE PROGRAM GROWTH. As a leading national organization focused on scaling solutions to pressing education and workforce challenges, JFF has considerable experience supporting grantee program growth through replication and expansion. In the last decade years alone, JFF has developed, documented, and scaled effective education reform and workforce development models in multiple national and multi-site initiatives, including Breaking Through, Accelerating Opportunity, Community College Student Success Centers, the Postsecondary Success Initiative, Jobs to Careers, the Green Jobs Innovation Fund, the Early College High School Initiative, Pathways to Prosperity, and the NFWS. For example, JFF has supported the expansion of the NFWS from five initial sites in 2007 to 30 communities across the country today. JFF has driven and supported the expansion of the NFWS model through comprehensive coaching and technical assistance to sites, documentation of best practices, development of tools and materials to support implementation and continuous improvement, and facilitation of a robust national peer-learning network. Also as noted earlier, JFF has directed and supported the growth of the Accelerating

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Opportunity model to over 80 community colleges across seven states. To support replication of the model, JFF has: provided direct coaching to each state and its AO colleges; developed numerous tools and resources to support implementation, continuous improvement, and sustainability; created an online resource bank to share such resources; and hosted at least two peer-learning convenings per year to facilitate dissemination of best practices and lessons learned.

JFF also brings significant experience expanding effective program models that prepare and accelerate underrepresented youth to college and career readiness and success. JFF has managed the Early College High School Initiative for over 10 years, expanding the effective Early College High School model - which blends secondary and postsecondary coursework in a supportive environment to set more low-income students on a path to educational and career success - to 250 early colleges serving more than 100,000 students nationwide. Over the past seven years, JFF has replicated and expanded Back on Track interventions to community-based organizations, alternative schools, and school districts across the country. For example, in partnership with the Gates Foundation, JFF supported expansion of Back on Track interventions to more than 30 sites of leading youth-serving organizations through the Postsecondary Success Initiative (see below for additional detail).

Finally, for several of the multi-site initiatives that JFF has directed and supported, a critical element to successful expansion has been JFF's systematic and comprehensive support for local and state intermediary organizations to build their capacity to accelerate implementation of the model in their communities, and to also build their capacity to sustain and continue to expand their work through development of supportive policy and financing strategies. We will draw upon this experience to support capacity building and sustainability in the OYIF SIF subgrantee sites.

**RESOURCES TO SUPPORT SUCCESSFUL SUBGRANTEE GROWTH.** A comprehensive range of services and resources will support successful growth of OYIF subgrantees. JFF, with Aspen, will deliver or broker a range of ongoing technical assistance to support subgrantees, including: intensive coaching to sites to assist in taking a collective impact approach to growing pathways for opportunity youth, and specifically to help them implement their identified interventions serving opportunity youth; peer learning opportunities so that SIF subgrantees can learn from other practitioners and subject matter experts; and the development of planning tools and other resources. A portion of the matching funds raised each year will support these activities, and JFF will devote the time of multiple staff members, including a Project Director (see section 2.D.), content experts, evaluation and documentation specialists, trainers and coaches, and policy experts to support subgrantee growth. Further, JFF's finance staff will provide assistance to sites on federal grants management, risk and

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compliance policies and procedures, and reporting. JFF has developed manuals, tools, and other resources to increase the capacity and expertise of its federal project subgrantees in grants management and regulatory compliance.

HOW BEST PRACTICES WILL BE CAPTURED AND SHARED. Documentation and sharing of best practices is a core feature across JFF's work. Because thoughtful and deliberate documentation allows for more efficient spread of best practices, JFF has codified its formal documentation process in an internal "Practical Guide to Documentation" that will be leveraged for this project, and that includes documentation protocols to ensure systematic capture of effective practices for knowledge development and dissemination.

JFF has successfully documented promising practices across multiple initiatives. Highly relevant to this application is the Postsecondary Success (PSS) Initiative, a Gates Foundation-funded national project in which JFF assisted YouthBuild USA, the National Youth Employment Coalition, and The Corps Network to increase the quality and number of effective pathways into and through postsecondary education and training for opportunity youth through the implementation of Back on Track interventions. Through site visits, interviews with program staff and project partners, and informal communication with program staff, JFF documented the successful implementation strategies and practices which, together with the independent evaluation of PSS, helped to establish "proof points" that promote increased investment in opportunity youth. JFF has also documented promising schools and programs such as West Brooklyn Community High School, a high-performing transfer school serving opportunity youth in New York City; the College, Career, and Technology Academy, serving opportunity youth in south Texas; and LifeLink, a postsecondary bridging program for opportunity youth in the Bronx.

JFF, with Aspen, will follow a similar process to document lessons and best practices of the SIF sites and disseminate these findings widely through both JFF's and Aspen's national networks. Aspen will also utilize its media partners like the Huffington Post and The Atlantic, as well as public events like the Aspen Ideas Festival, to share successes from the SIF. To build even further knowledge in the field of effective practices and strategies, JFF/Aspen will widely disseminate findings on impact and implementation of the OYIF SIF third-party evaluator, as well as those of the third-party process evaluator for the ongoing collective impact process evaluation.

<sup>2</sup>C. EVALUATION EXPERIENCE. EXPERIENCE MANAGING AND SUPPORTING EVALUATIONS. JFF brings extensive experience and staff expertise to management and support of third-party evaluations. Recent examples include JFF's management of the third-party evaluation of

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the Postsecondary Success Initiative, described above. Working closely with the evaluators and its three national youth serving network partners, JFF facilitated the development of common outcome measures across the participating networks and coordinated directly with Brandeis to manage evaluation activities and develop research questions. JFF provided direct support to program sites to facilitate their participation in the evaluation, including technical assistance on implementing data collection and reporting procedures.

JFF also currently manages and supports the third-party quasi-experimental evaluation of Accelerating Opportunity being conducted by the Urban Institute. JFF has played an integral role in designing the evaluation, developing research questions, and contributing to data collection. This has involved design of templates and delivering technical assistance in their use so that grantees can track student level data, generate metrics, and apply the results for continuous improvement of their programs. JFF staff also provide ongoing oversight and support to the evaluation, including: review of evaluation plans, protocols and reports; providing communication to participating states to support data collection; and supporting the use of formative evaluation findings to guide course corrections in program areas.

Finally, as implementation partner for the National Fund for Workforce Solutions, JFF supports three levels of project evaluation: the NFWS-SIF quasi-experimental impact evaluation now being by IMPAQ International; the ongoing national evaluation of all 30 sites conducted by Program and Policy Insight; and the individual evaluations of systems impacts and participant outcomes that the NFWS requires of local sites.

**CAPACITY TO APPLY EVIDENCE TO DECISION-MAKING/INVESTMENT STRATEGIES.** As OYIF implementation partner, JFF will ensure that the OYIF SIF initiative implements regular internal review processes to ensure that investment strategies and decisions are data-driven and reviewed against investment objectives set by the OYIF Leadership Council. In doing so, JFF will draw on its extensive experience in using evidence to guide investment decision-making. For example, as referenced above, JFF managed two competitive RFP processes within the Accelerating Opportunity initiative, the second of which was to select implementation states from among the eleven planning states. JFF provided technical assistance to each of the eleven planning states to develop implementation proposals, and then based upon states' proposals, managed the process by which the AO leadership team, including partners and funders, selected four implementation grant states. This process carefully assessed: the strength of states' multi-state work plans, including scaling and sustainability plans; states' data capacity and plans to implement strong data systems; the level of commitment from the states' community colleges and

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other stakeholders to the goals of the initiative; and each state's plans for addressing issues or roadblocks that could slow progress. Recently, JFF has also assisted the Kresge Foundation to expand its network of state-level Student Success Centers that help drive state policy, capacity building, and program alignment around increasing community college completion outcomes. JFF designed and managed the application process for states, providing content expertise to the Kresge Foundation around the development of the RFP and leading the process to analyze proposals. Twenty-four states submitted applications, and JFF assessed the strength of states' implementation plans and partnerships to support the work and the impact the establishment of a Center would have on states' community college completion goals. In a highly competitive process, JFF recommended that three states receive grants to establish Student Success Centers, and with support from JFF, these states have begun to implement their plans.

**EXPERIENCE SUPPORTING GRANTEES TO USE EVIDENCE TO IMPROVE PERFORMANCE.** The OYIF SIF initiative will leverage JFF's considerable expertise in supporting grantees and programs to use evidence to improve performance. Through the PSS Initiative, for example, JFF worked with sites to identify data points related to initiative goals, implement data collection and reporting procedures, and analyze data to determine where to make program improvements. For example, JFF assisted one YouthBuild site to analyze its outcomes in relation to labor market data in their region to develop a strategic plan for increasing staff and community support for implementing postsecondary opportunities for previously disconnected youth. JFF also brought together several cross-site working groups on the topics of data collection and reporting so that sites could discuss effective practices and strategies for using data for continuous improvement.

In Accelerating Opportunity, JFF refocused its technical assistance efforts on student support services and employer engagement after evaluation findings demonstrated ongoing programmatic challenges in these areas. JFF also hosted a technical assistance meeting for project leads and coordinators to focus on making better use of data to drive program improvement and communications efforts.

**CAPACITY TO ENSURE SUCCESSFUL EVALUATION OF SUBGRANTEE PROGRAM MODELS.** JFF will contract with a third-party evaluator to conduct a quasi-experimental impact evaluation of OYIF SIF subgrantee implementation. Leveraging JFF's experience selecting third-party evaluators and managing complex evaluations, JFF will develop an RFP to select the evaluator within four months of grant award. The evaluator will have knowledge of programming for opportunity youth and experience with studies of multi-site, multi-state education and/or workforce development initiatives. Additional qualifications will include: the capacity to address the research questions using mixed-methods (quantitative and

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qualitative) analysis and to develop quasi-experimental research designs; the ability to access and triangulate data from multiple data sets; the ability to evaluate both academic and career outcomes; experience evaluating systems change; and the ability to engage multiple stakeholders and communicate key findings to diverse audiences.

2.D. PROGRAM SUPPORT AND OVERSIGHT; SETTING AND IMPLEMENTING GOALS WITH GRANTEES. In each of the examples described above, JFF established clear goals in collaboration with program sites and project leadership and monitored achievement of these goals. Through the Postsecondary Success initiative, for example, JFF facilitated the development of shared goals and associated performance measures among a leadership team comprised of the initiative's funders, the initiative's evaluators, and the directors of each of the three youth-serving networks. Over the course of the grant period, JFF regularly convened project leadership to monitor initiative progress and designed its technical assistance delivery based upon real-time need surfaced during these meetings. Under JFF's current SIF grant, JFF coaches assist NFWS subgrantees to set goals that align with the NFWS strategic plan, which includes five-year measurable goals set by the NFWS investors for the entire initiative. NFWS and JFF staff develop annual objectives based upon these strategic goals and work with individual subgrantees to set local goals and objectives, which are based upon evidence from each year of the NFWS evaluation and appropriately aspirational.

PROPOSED STAFF. JFF Program Director Lili Allen will direct the OYIF SIF initiative, with principal responsibility for managing subgrantee selection, technical assistance and capacity-building services to sites, and performance management. Ms. Allen will be the point of contact for the Corporation for National and Community Service. She will also serve as the OYIF SIF initiative's primary liaison with the existing grantmaking organizations that comprise the OYIF Leadership Council. In collaboration with Aspen and the Leadership Council, she will lead development of annual objectives and a workplan for the initiative, against which progress will be regularly reviewed with the Council. Ms. Allen leads JFF's work with communities that are building portfolios of quality pathways to graduation and postsecondary and career success for opportunity youth. She brings over two decades of experience in project management and providing strategic consultation and technical assistance on projects that develop schools, programs, and postsecondary career pathways for this population. Providing executive level support to Ms. Allen and serving as senior advisors will be JFF Vice President Adria Steinberg and Aspen Institute Forum for Community Solutions Executive Director Stephen Patrick. Ms. Steinberg directs JFF's body of work focusing on reconnecting off-track, out-of-school, and other opportunity youth through expansion of practices, programs, and policies that promote

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educational and career opportunity for this population. She has been a national voice on these issues for over three decades. Ms. Steinberg is also a co-author of FSG's 2012 report, "Collective Impact for Opportunity Youth." Mr. Patrick previously led grantmaking focused on disconnected youth at the Bill & Melinda Gates Foundation, and he has over 20 years of experience in the disconnected/opportunity youth field. In addition, Ms. Allen will have access to the full range of functions provided through additional personnel at JFF, including JFF's Board of Directors, executive leadership, and fiscal and operations staff.

Monique Miles, Deputy Director of the Forum for Community Solutions and OYIF at Aspen, will provide management and staff support to the OYIF Leadership Council of funders, and provide strategic and managerial support to Ms. Allen on project design, development of tools and products, and implementation of the SIF national learning community. Prior to joining the Aspen team, she served as the Director of the Postsecondary Success Initiative at the National Youth Employment Coalition, and brings almost 15 years of experience in designing programs and working across systems to increase outcomes in education and employment for opportunity youth.

Leading technical assistance delivery to sites will be JFF Program Director Terry Grobe and Senior Project Manager Mamadou Ndiaye. Ms. Grobe has three decades of experience in development and implementation of programs and initiatives that advance young people who are struggling in school or disconnected from school and work. She directed the Gates-funded Postsecondary Success Initiative, JFF's work on the US Department of Labor's Multiple Education Pathways Blueprint Initiative, and JFF's national technical assistance to U.S. Department of Education grantees on dropout prevention and recovery. Mr. Ndiaye leads JFF's work on developing GED to College pathways for older disconnected youth, and his work spans districts, states, national youth-serving networks, intermediaries and community colleges. Mr. Ndiaye has more than 12 years of experience in program design, program management, and systems development in the area of alternative education for out-of-school youth and adults.

JFF Research Director Cheryl Almeida will serve as evaluation liaison for the OYIF SIF initiative. She has over 25 years of experience in research, evaluation, and policy and program development in education. She accesses and analyzes large datasets of student outcome data, cross-walking outcome data with institutional and state policies that either hinder or support students through the completion of a postsecondary credential.

PLAN TO SUPPORT AND BUILD SUBGRANTEE CAPACITY. In addition to delivering technical assistance to sites to grow their impact (see section 1.B.IV.), the team's coaching and support to sites

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will include activities to build sites' capacity to effectively implement the selected intervention(s), monitor project performance, make midcourse corrections as necessary, collect and share data, manage budgets, and participate in the third-party evaluation. To this end, JFF and Aspen will work closely with sites to clarify roles and responsibilities of project partners upon site selection to ensure careful implementation of interventions. Specific areas of focus will include assistance in: establishing MOUs detailing project partners' roles and responsibilities; developing job descriptions and identifying staffing needs; implementing data tracking, collection, and sharing procedures and agreements; identifying possible matching funders; and increasing capacity and expertise for grants management and compliance.

**EXPERIENCE OPERATING PROGRAMS IN THE IDENTIFIED ISSUE AREA.** The OYIF funders have extensive experience in investments and strategies to increase the quality and number of effective pathways into and through postsecondary education and training for opportunity youth. Most have been actively involved in this issue area for many years, some for decades. JFF was selected as OYIF's implementation partner because of its nearly 30 year track record in spurring adoption and scale-up of social innovations through research and development, capacity building, technical assistance, and performance management, with significant experience in youth development initiatives and opportunity youth in particular.

For example, as coordinating partner for the Postsecondary Success Initiative, JFF provided comprehensive capacity-building assistance to the participating YouthBuild USA, NYEC, and The Corps Network sites, regularly convened the project leadership team to monitor project progress, and facilitated a robust learning community among these networks. Previously, from 2005 to 2008, JFF provided strategic advising and technical assistance to cities in the Youth Transition Funders Group (YTFG) Strategic Assessment initiative, which included work with cross-sector stakeholders in several cities, including Philadelphia, Boston, New York City, Portland, Oregon, and San Jose, among others. The YTFG initiative was an early, city-based effort to identify and assess opportunities and key strategies in four areas: data on the off-track/out-of-school youth population; the quantity and quality of pathways to graduation for these populations; a cross-sector stakeholder group to drive the reforms; and policies for better outcomes for off-track and out-of-school youth. In the course of this work, JFF assisted sites to launch data study, assess and align their existing initiatives, and examine and a just district policies to support the goal of improving outcomes for off-track and out-of-school youth. From 2007-2009, JFF also served as technical assistance provider to U.S. Department of Labor's

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Multiple Education Pathways Blueprint initiative. MEPB was designed to help mid-sized cities build systemic strategies to address the needs of struggling students and dropouts. JFF staff provided strategic consultation to DOL on the development of this initiative and on the selection of grantees. JFF provided technical guidance to cities as they embarked on a comprehensive assessment process to inform the development of their community's blueprint.

Finally, Aspen and JFF both have significant experience in the youth development, opportunity youth, and collective impact approaches through their management and support of the OYIF over the past two years. Aspen also works in partnership with FSG to design, launch and host the Collective Impact Forum, an online and in person network intended to support field building for the collective impact approach.

**PLAN FOR USING SUBGRANTEE PERFORMANCE MEASUREMENT SYSTEMS.** Working closely with the backbone organization in each subgrantee site, JFF and Aspen will assist subgrantees to develop performance measures and monitoring plans to track project progress over the course of the grant. Performance measures will align with OYIF strategic goals and the common measures for the initiative, but may differ slightly by community based upon each community's selection of interventions. Monitoring plans will include interim benchmarks and milestones toward achieving project goals, data collection and tracking methods, and procedures for altering project goals or project activities based upon data collected. Backbone organizations will be responsible for implementing performance measurement systems in collaboration with community partners and with support from JFF.

**EXPERIENCE MONITORING SUBGRANTEES FOR COMPLIANCE/ MONITORING PLAN.** JFF brings significant experience monitoring subgrantees for programmatic compliance through its existing SIF grant, and the proposed subgrantee monitoring plan is based upon this experience. Upon subaward, each subgrantee will review and accept a formal MOU that outlines the site's annual workplan and project deliverables. Sites will also be required to adhere to a reporting schedule. The OYIF, through JFF, will monitor compliance by SIF subgrantees through regular contact between subgrantees and site coaches and through sites' formal reports. Site coaches will regularly review progress against MOU deliverables and the workplan to ensure subgrantees are complying with programmatic requirements and to surface any compliance issues or challenges. Regular monitoring of subgrantee progress will ensure that obstacles and challenges are identified and addressed early.

**APPROACH FOR ENSURING ACCOUNTABILITY.** At the intermediary level, the OYIF has set strategic goals to guide the initiative's activities. The OYIF Leadership Council, JFF and Aspen will develop annual

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objectives, aligned to the performance measures described in this application, and a related workplan, with ongoing monitoring by JFF and review by the OYIF Leadership Council. As described above, subgrantee performance goals will be set annually relative to long-term goals. Coaching and technical assistance will focus on addressing challenges and supporting subgrantees to meet their stated performance targets.

Through site coaching, JFF will also build the capacity of subgrantees to conduct regular self-assessments to ensure accountability for meeting project outcomes. Additionally, led by JFF, the OYIF will conduct regular assessments of its overall systems, structure, staffing, and other capacities as part of its continuous improvement process. Assessments will be conducted by internal staff and informed by sites' regular data reports, as well as reports from the third-party evaluator. Assessments will be reviewed quarterly with OYIF leadership and will inform annual strategic planning sessions.

2.E. ABILITY TO PROVIDE FINANCIAL SUPPORT AND OVERSIGHT. ORGANIZATIONAL CAPACITY. AS OYIF implementation partner, JFF will manage the SIF grant and provide on-site monitoring of subgrantee financial and other systems required for federal grant administration. JFF has significant grants management experience and infrastructure. With a \$30 million annual budget, JFF has successfully managed dozens of grants and contracts for public and private funders, and administers numerous sub-grants to program partners. JFF's annual federal awards portfolio is approximately 25% of the annual budget. For the fiscal year ending September 30, 2013, JFF's federal grant expenditures amounted to \$7.5 million. Of the \$7.5 million, approximately 75% or \$5.6 million was for pass through expenditures for 37 subgrantees. JFF also has an approved Indirect Cost Rate Agreement with the Department of Labor.

JFF's fiscal and grant administration is built upon systems, processes, and administrative controls that ensure compliance with Federal fiscal and administrative rules, regulations, and requirements. Robust fiscal and budget systems include a general ledger that tracks expenses and revenues by fund source, a bi-weekly time/labor tracking system, and monthly budget to actual reports. JFF's grant and contract management staff confirm grant and contract allowance and budget availability, monitor and approve expenses against approved budgets, produce accurate and timely fiscal and expenditure reports to numerous funders, and conduct regular reviews with senior leadership on all grant and contract reporting, expenses, and budgets. In addition, JFF also has a dedicated position in the fiscal team, the Risk & Compliance Manager, to monitor compliance with federal requirements both at the intermediary and subgrantee level. Reflecting its high capacity to manage large and complex grants, JFF has had unqualified independent financial audits for 14 consecutive years and unqualified A-133 audit option for

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4 consecutive years, since being required to complete an A-133 audit.

**STAFF CAPACITY.** The JFF Finance Team consists of three departments: Accounting, Grants & Budget, and Risk & Compliance, each of which have clear responsibilities with regard to grants management and all of which work closely with program staff to monitor project budgets. In this arrangement, the JFF Fiscal Team has implemented appropriate segregation of duty for proper tacking, approval, and control of expenditures, including subgrants.

Working specifically on the proposed SIF project will be Melba Abreu, JFF's Chief Financial Officer, and Cheryl Sadeli, JFF's Risk & Compliance Manager. Ms. Abreu oversees and directs all of JFF's fiscal and administrative operations. Ms. Abreu received her degree in accounting and finance at the Instituto de Economia in Matanzas, Cuba, and has completed extensive coursework in computer science, information technology, and financial management at Harvard University. Ms. Sadeli manages financial reporting and compliance for JFF regarding federal awards. In close collaboration with the CFO, she developed critical content for JFF's "Grantseeking and Grants Management Manual," which codifies JFF's policies and procedures around budget development, budget monitoring, grants management, as well as subrecipient monitoring and management. Ms. Sadeli currently provides internal and external trainings on federal grants management and performs compliance visits to JFF's current federal subgrantees. She holds an MBA in accounting and is a Certified Public Accountant.

**PLANS TO ENSURE COMPLIANCE WITH FEDERAL REGULATIONS.** JFF will review the internal policies and procedures against the award terms and conditions for any additional or new administrative requirements. Currently JFF's internal policies and procedures have been designed to align with 2 CFR Part 230 (OMB Circular A-122: Cost Principles for Non-Profit Organizations). JFF's Risk & Compliance Manager will meet regularly with the Project Director to review all the requirements applicable to SIF, and the Project Director and Risk & Compliance Manager will attend all SIF grantee convenings to ensure compliance with updated regulations.

At the outset of the grant, JFF will inform all subgrantees of their legal requirements to be in compliance with appropriate OMB Circulars and applicable rules and regulations, including but not limited to OMB Circular A-133, the relevant cost principles, the requirement to comply with CNCS' criminal history checks, and the appropriate procurement standards. JFF's Subrecipient Monitoring Policy provides for consistent standards of monitoring procedures for each of the subgrantees based on their varying risk level, and JFF and OYIF leadership will monitor compliance by SIF grantees

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through regular contact between subgrantees and site coaches and through site reporting requirements. Based upon coaches' reports and reports submitted by the sites, JFF's Risk & Compliance Manager reviews and updates the risk assessment of each subgrantee on an annual basis, based on updated information and performance. In addition, each potential subgrantee will be required to prepare and submit to JFF a budget and budget narrative. Any material changes to the budget must be approved by JFF in advance. On a quarterly basis, JFF will require the subgrantees to submit invoices on a cost reimbursement basis with adequate back-up documentation to support the allowability of costs. JFF will also require the subgrantees to report on their matching expenditures against their commitment. The Risk & Compliance Manager will monitor subgrantees to ensure that matching funds are used for allowable activities and are appropriately tracked in the subgrantees' general ledger.

HOW GRANT AWARD WILL GENERATE NEW/ADDITIONAL DOLLARS TO MEET MATCH. The OYIF has secured significant commitments for new funding to support the project. The resources available through the SIF present a unique and compelling opportunity for new funders to support the work of the OYIF, and as Philanthropic Partner to the OYIF, Aspen will carry this message to potential new sources of funding and have primary responsibility for identifying and contacting new funders to support the initiative. In addition, OYIF partners will leverage their significant connections among the philanthropic community to identify new funding sources.

CAPACITY TO RAISE MATCH FOR SUBGRANTEES IF NECESSARY. Each subgrantee will be required to raise matching funds for their SIF subgrant at least dollar for dollar, and sites will detail their plans to secure matching funds in their applications. By investing in organizations that can demonstrate the ability to secure local match, the OYIF promotes its grantees' long-term sustainability. Aspen will help sites meet their 1:1 match requirement through outreach to local and regional foundations, identification of interested funders, visibility for the OYIF among philanthropies nationally, and by convening local funders with the national foundations involved with the SIF OYIF.

2.F. STRATEGY FOR SUSTAINABILITY. COMMITMENT TO CONTINUE INVESTMENT PRIORITIES BEYOND LIFE OF GRANT. As evidenced by the large set of foundations already participating in the OYIF as investors and members of the OYIF's leadership Council, there are a significant number of funders who are committed to a collective impact approach to more effectively and efficiently reengage opportunity youth and expand pathways to education and career success. The needs in communities are great, and OYIF's funders understand that this work will be long-term and extend beyond the life of a SIF grant.

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Ultimately, collective impact is about better alignment and utilization of existing federal, state and local systems and revenue streams towards supporting pathways that work, in partnership with the local private sector and philanthropy. Achieving the level of deep cross-sector collaboration that lasts is a central part of the sustainability plan for the OYIF SIF initiative. Further, Aspen has received recent support from the Rockefeller Foundation to document public financing strategies for pathways that work in the current OYIF - this study will help support the long-term sustainability of the SIF supported innovations/interventions. The SIF represents an exceptional opportunity to accelerate the implementation and scaling of critically needed solutions in the communities to be selected, and to develop a stronger evidence base that will promote increased adoption of proven solutions by additional communities.

**STRATEGY FOR ENSURING SUBGRANTEES ARE POSITIONED TO CONTINUE EVALUATION AND SUSTAIN PROGRAM GROWTH.** The collective impact approach proposed will create a permanent, well-staffed collaborative in each subgrantee community to ensure sites are positioned to continue evaluation activities and sustain program growth beyond the life of the SIF grant. As described earlier, each collaborative will be led by a high-capacity backbone organization responsible for overseeing program activities and coordinating the efforts of partner organizations. Further, JFF's technical assistance efforts will support sites' capacity to continue project activities beyond the grant period (see section 2.D.), and a key component of the team's activities beginning in Year 3 of the grant will be sustainability planning with sites.

### **Budget/Cost Effectiveness**

#### 3.A. BUDGET JUSTIFICATION

**REASONABLE AND JUSTIFIABLE BUDGET.** Jobs for the Future, on behalf of the OYIF, is applying for \$8 million from the Social Innovation Fund, which will leverage \$8 million in private, intermediary-level match funding, over a four-year grant period. The budget for the OYIF SIF was developed to ensure appropriate staffing capacity to carry out administrative and programmatic functions necessary to manage grant and philanthropic funds, select subgrantees, oversee implementation, create a peer learning community, provide direct technical assistance to sites, coordinate the evaluation, and carry out all other critical tasks to increase educational and economic opportunities for opportunity youth through a collective impact approach to implementing evidence-based Back on Track interventions.

As of the time of application, JFF has commitments of \$1,225,000 in in Year 1 match funding (61% of Year 1 match). \$10.4 million over four years (80% of the \$8 million in SIF funds, plus 50% of the \$8

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million in match funds), or \$2.6 million per year, will be subgranted to a maximum of 12 communities, at a range of \$175,000 to \$350,000 per year, depending on the number of subgrantees selected and the quality of subgrantees' respective implementation plans, including whether they propose to implement one or both of the pre-identified interventions. Subgrantees will match this funding on a dollar for dollar basis.

ADEQUACY OF BUDGET TO SUPPORT PROGRAM ACTIVITIES. The budget proposed has been carefully developed in order to ensure that it is adequate to successfully support program activities, particularly the evaluation, supporting subgrantee program growth, and selecting highly qualified and capable subgrantees. As described in Section 1.B.2 above, we have budgeted a comparatively high allocation of resources (8% of the overall project budget) for the third-party evaluation, in recognition of the substantial resources needed to support the collection, synthesis, and analysis of high quality quantitative and qualitative data across subgrantee sites that are implementing one or both of the pre-identified interventions in order to generate a moderate level of evidence over the grant period. This amount allocated to the evaluation itself does not include JFF staff resources devoted to technical assistance directly to subgrantees to assure that their respective data systems and data collection processes support the timely gathering of high quality data.

The proposed budget has also been designed to support the robust technical assistance plan described above in Section 2.B that will ensure successful implementation and growth of the interventions. JFF has budgeted time of a significant number of staff members -- including a Project Director and staff who are expert in content, technical assistance, evaluation, coaching, and community collaborations -- to design and deliver technical assistance and to create and support a highly engaged cross-site learning community. In addition, the budget includes resources for senior staff at Aspen who will provide critical support for the learning community and engage current and prospective OYIF funders in supporting the OYIF SIF initiative investments through intermediary- and local-level match funding. Further, intermediary-level budget allocations are designed to strongly support high quality subgrantee performance management and fiscal oversight and to help address operational challenges faced by subgrantees.

The proposed budget also provides the resources needed to mount a successful subgrantee selection process. As described above in Section 1.B.1, this process includes strong outreach to nonprofit community organizations in the 32 identified communities, careful review of proposals by JFF, Aspen, and members of the OYIF Leadership Council, site visits to all finalist applicant communities, and final review and selection of subgrantees. Subgrant award amounts, combined with local match

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funds, will enable backbone organizations and their collaborative partners to expand Back on Track interventions that will result in robust outcomes (see Section 1.A).

In Year 1, 20 percent of the SIF funds and \$1 million in matching funds will be allocated to intermediary-level activities, as follows:

PERSONNEL: \$277,204 (\$60,146 federal and \$217,057 matching funds) for a total of 2.45 FTE. The fringe benefits total \$77,617 (\$16,841 federal and \$60,776 matching funds). This includes:

- \* 0.55 FTE for the Project Director to provide day-to-day operational management and overall strategic direction of all Fund-related activity. Project Director will lead the design of the technical assistance to sites and also provide direct TA to sites.
- \* 0.15 FTE for the JFF Pathways to Postsecondary Vice President to provide strategic direction and implementation oversight.
- \* 1.55 FTE for multiple staff to deliver technical assistance to sites, including: site coaching; peer learning meetings; webinars; development and facilitation of affinity groups; assistance to sites to facilitate their participation in the third-party evaluation; management of the third-party evaluation; documentation; tools/resources development; coordination with other JFF staff and consultants to support effective subgrantee growth and expansion. This also includes administrative and grant management support.
- \* .10 FTE to provide risk and compliance support, including technical assistance to sites to support their participation in a federally funded grant program, contract development for subgrantees and consultants, and approval of reports and invoices.
- \* .10 FTE in conference planning support and for communications activities.

CONSULTANTS: \$272,500 (\$77,500 federal and \$195,000 matching funds) for:

- \* Additional coaches to provide technical assistance to the sites (\$112,500); and
- \* The third-party evaluation (\$160,000). The remainder of funds for the third-party evaluation will come out of subgrantees' budgets.

MEETING COSTS: \$71,276 (\$35,672 federal and \$35,604 matching funds) for two peer learning conferences for five representatives each from up to 12 subgrantees. JFF pays for hotel costs, speaker honoraria, and materials for each 1½-day meeting. Subgrantees pay their own travel.

TRAVEL: \$67,080 (\$14,040 federal and \$53,040 matching funds) for travel to subgrantee meetings and for technical assistance to sites, conferences, and due diligence site visits as part of site selection. Costs include air travel, local transportation, hotel and per diem for 1 or 2 overnights @1,210 to 1,560/trip.

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PRODUCTION AND OTHER DIRECT COSTS: \$38,284 (\$13,859 federal and \$24,425 matching funds) for A-133 audit fees, costs for conducting criminal history checks, and other direct costs including production, technology, telephone, supplies, as approved by JFF's cognizant agency the US DOL.

INDIRECT COSTS: \$396,374 (\$181,942 SIF and \$214,432 match) calculated at JFF's approved indirect cost rate of 35.12%.

PASS-THROUGH FUNDS:

\* \$200,000 to Aspen Institute to support all partnership activities including convening the OYIF Leadership Council, securing philanthropic match, and supporting convenings, technical assistance, documentation and tools development.

\* \$2,600,000 (\$1,600,00 federal and \$1,000,000 matching funds) for grants to sites. Up to 12 subgrants of \$175,000-\$350,000.

**HOW THE PROGRAM HAS OR WILL OBTAIN DIVERSE RESOURCES FOR IMPLEMENTATION AND SUSTAINABILITY.** The OYIF SIF initiative has both considerable momentum and significant capacity for securing diverse, private resources to support implementation and sustainability. As noted above, JFF and Aspen have already secured over 50% of the first year required matching funds. Also, as described below, plans are underway to secure additional matching funds needed for Year 1 and subsequent years through pursuing requests to existing OYIF funders and Leadership Council members who are already committed to a collective impact approach for opportunity youth, as well as new funders who are particularly interested in the OYIF SIF initiative's emphasis on serving boys and men of color. Technical assistance to subgrantees will include support on executing strategies to raise the required local match.

Budget adequacy and long-term sustainability of OYIF SIF efforts are predicated upon a collaborative investment strategy that brings together multiple, diverse funders around a strategic and structured collective impact approach to expanding interventions that can dramatically improve outcomes for opportunity youth. With Aspen's convening power as Philanthropic Partner, a large set of existing grantmakers already participating in the OYIF, and the requirement of a structured collaborative at the local level that includes funders among its stakeholders, JFF/Aspen and the OYIF well positioned to secure and sustain both national and local-level investments in this work beyond the SIF grant period. As noted in Sections 2.D and 2.F above, technical assistance to subgrantees from JFF/Aspen will include an explicit emphasis on building local capacity both for implementation long-term and for securing diverse resources to support long-term sustainability.

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### 3.B. DESCRIPTION OF MATCH SOURCES AND CAPACITY

PLAN FOR SECURING TOTAL MATCH. JFF and Aspen have secured the following match for Year 1 at the time of application from two leading national funders: Ford Foundation -- \$725,000, and the Irvine Foundation - \$500,000. Letters of Commitment from these foundations have been submitted to the Corporation. This \$1,225,000 in secured dollars equals 61% of the requested \$2 million.

Aspen and JFF are aggressively pursuing additional grantmaking institutions to join as funding partners and provide the balance of the required Year 1 match, as well as for the match funding for Years 2, 3, and 4. We expect that a good share of these additional match dollars will come from members of the Leadership Council, with the strongest possibilities including the California Endowment, the Annie E. Casey Foundation, the Hilton Foundation, and Bloomberg Philanthropies. In addition, the SIF presents a unique and compelling opportunity for new funders to join the Leadership Council and support the work of the OYIF. In particular, these include foundations that have signed on to the Executive's Alliance to Expand Opportunities for Boys and Men of Color -- a coalition of philanthropic institutions committed to leveraging philanthropy's role in improving life outcomes for boys and men of color. Aspen and JFF have already approached potential new funders, including the Open Society Foundations, Schultz Family Foundation, the Robert Wood Johnson Foundation, the John S. and James L. Knight Foundation, and The Kresge Foundation.

Commitments from these funders have not yet been secured, as the funding cycles of these organizations fall after the due date of this application, but JFF and Aspen are optimistic about securing additional commitments, and we will continue the strong outreach and cultivation efforts already begun.

PLANS TO ASSIST SUBGRANTEES SECURE MATCH. Aspen and JFF are also well positioned to assist the subgrantees to raise match dollars to support implementation of the interventions. As both organizations have done already as part of the OYIF, JFF and Aspen will provide technical assistance to OYIF sites to assist them to identify potential match dollars, including through sessions at OYIF convenings. For example, when we convene all of the OYIF and OYIF SIF grantees annually, present will be representatives from all of the current, as well as prospective, OYIF funders. In addition, we will invite local funders who are providing (or considering providing) local match. This represents an innovative and extremely proactive approach to meeting the ambitious match requirements, and which is made possible by both the collective impact approach and by the convening power of Aspen and our existing funding partners.

Further, the comprehensive technical assistance plan will include a focus on raising match dollars. In

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our budget, a portion of technical assistance personnel costs for both Aspen and JFF senior staff are allocated to working with individual sites to identify potential sources of match funding.

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### Clarification Summary

Programmatic Issues for Clarification

1. How will you manage the collaborations to ensure that they are following the characteristics of collective impact models? Will data be managed/centralized at the collaborative level or at the intermediary level?

At a time when unprecedented levels of youth and young adult unemployment, and especially issues confronting men and boys of color, are driving considerable national focus to the opportunity youth population, JFF's proposed SIF investment in the Opportunity Youth Incentive Fund (OYIF) provides an exceptional, high-leverage opportunity to use the collective impact approach to evaluate and scale effective evidence-based interventions for opportunity youth. The SIF-OYIF initiative not only capitalizes on our commitment to demonstrating how a collective impact approach can improve the options and lifetime outcomes of opportunity youth, especially boys and men of color, but also reflects our strong understanding of the key characteristics of collective impact that are articulated in the NOFA. These characteristics are the very same ones that have been adopted and embraced by the OYIF.

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The collective impact model is particularly appropriate for serving opportunity youth. By definition, no one set of institutions currently takes responsibility for their progress and no publicly available database tracks that progress. Thus, the OYIF has embraced collective impact as the way to harness local capacity and build civic infrastructure to catalyze the adoption, replication, and scale of effective approaches to accelerate educational and career attainment by this population. As a result of our work over the past couple of years, there are now a growing number of communities embracing collective impact approaches to promote the success of opportunity youth.

JFF will employ a comprehensive performance management and technical assistance strategy to ensure that the selected community collaborations design and implement a strong collective impact model that is consistent across sites. In the sub-grantee selection process, successful applicants will demonstrate their ability to pursue each of the enumerated collective impact characteristics -- a common agenda; data-driven decision making and shared measurement; mutually reinforcing activities; continuous communication; broad ownership by all collaborative participants in building the infrastructure and resources to sustain the work and continuously improve implementation and outcomes; a strong backbone organization; and a strategy for rigorous evaluation. Once sub-grantees are selected, JFF, with Aspen Institute support, will manage each collaboration to ensure fidelity to collective impact characteristics through customized technical assistance and through systematic monitoring of performance. We will also leverage the considerable expertise of the Aspen Forum for Community Solutions and of FSG, a partner in the OYIF initiative and a leading expert on collective impact.

Technical assistance to the backbone organization and collaborative in each community, as well as ongoing performance management and monitoring, will emphasize the development and strengthening of the cross-sector collaborative, building the backbone organization's capacity, data collection and analysis for shared measurement, accountability, evaluation, continuous improvement, and sustainability planning. JFF will review each site's progress using a data dashboard that will chart performance against annual workplans and deliverables, including outputs and outcomes relating to collective impact, as well as to specific programmatic strategies, in order to identify and address any performance issues in a timely way.

Evaluation and performance management data, including quantitative data on participant outcomes and qualitative data on implementation progress and fidelity to the collective impact approach, will be managed at the national intermediary level. For the evaluation, sub-grantees will collect program data and will share data sets with the third-party evaluator contracted by JFF. JFF will work closely

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with the evaluator to review site data collection plans and monitor progress, as well as provide assistance on implementation of the evaluation and associated data collection. All such data will be centralized and managed by the third-party evaluator. In addition, JFF will manage and analyze performance data provided to us through formal reports and data dashboards submitted by sub-grantees on their progress against their annual workplans and on specific project deliverables.

2. Would you be interested and able to add additional tribal communities or geographic areas not currently being served by the SIF to the list of communities you are considering?

We are interested and able to add additional tribal communities and geographic areas not currently served by the SIF portfolio to the applicant pool. Of the 32 communities identified in our proposal, 13 communities do not have SIF investments. Through additional outreach and through analysis of community need, population, and capacity to implement a collective impact approach, we anticipate adding at least 3 to 5 additional non-SIF communities to the pool so that non-SIF communities will comprise roughly half of all eligible applicants.

As of this writing, we have identified two non-SIF communities with sizeable opportunity youth populations for inclusion in the sub-grantee competition. The basis for identification is: the community is low-income; a sizeable population of opportunity youth exists; there is a history of pursuing cross-sector approaches to expanding educational and career pathways for opportunity youth; there is already some coalescing of key community stakeholders around a structured collaborative (or one is established); and there are one or more organizations with the interest and capacity to serve as a strong backbone organization for this work. These communities are:

\* JACKSONVILLE, FLORIDA. Percent of total population below 125% poverty -- 20.7%; children below 125% poverty -- 29.2%; 18-24 year olds without high school diploma -- 17.5%.

\* LOWER RIO GRANDE VALLEY, TEXAS. Percent of total population below 125% poverty -- 42.7%; children below 125% poverty -- 54.2%; 18-24 year olds without HS diploma -- 21.8%.

Other communities under consideration, and which we are now doing further due diligence on, include:

\* PHOENIX, ARIZONA. Percent of total population below 125% poverty -- 28.0%; children below 125% poverty -- 39.4%; 18-24 year olds without HS diploma -- 24.1%.

\* NORTHERN NEW MEXICO (Tribal and Hispanic communities in Rio Arriba, Mora and Taos Counties). Poverty/ education level data is being gathered.

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\* CENTRAL NEW MEXICO (Tribal and Hispanic communities in Bernalillo and Sandoval Counties). Poverty/ education level data is being gathered.

\* COLUMBUS, OHIO. Percent of total population below 125% poverty -- 26.9%; children below 125% poverty -- 37.9%; 18-24 year olds without HS diploma -- 12.8%.

\* CHATTANOOGA, TENNESSEE. Percent of total population below 125% poverty -- 28.4%; children below 125% poverty -- 43.5%; 18-24 year olds without HS diploma -- 19.2%.

We are also in discussions with the Center for Native American Youth at the Aspen Institute, along with foundation leaders at the McCune Foundation (Santa Fe) and the WK Kellogg Foundation's New Mexico office to identify additional tribal communities for eligibility and discern the strength of current collective impact efforts.

We are interested in prioritizing such non-SIF tribal communities and geographic areas for sub-grantee selection. At the same time, we are mindful of the complexity in successfully pursuing and implementing a collective impact approach and the local capacity needed to design, implement, and evaluate the pre-identified Back on Track interventions and to raise local match. While we anticipate interest from foundations, especially those responsive to My Brother's Keeper, we are also aware of the heavy lift required for local match attainment, especially in rural and tribal communities.

Accordingly, the competitive sub-grantee selection process will be a careful and rigorous one.

Although our plan is to select 12 subgrantee communities by the end of month 6, it is conceivable that tribal communities and/or other non-SIF geographies may need additional time to develop the civic infrastructure to support a collective impact approach. In order to enable inclusion of sufficient non-SIF geographies, we would be interested in exploring the possibility of launching the OYIF-SIF initiative with 8-10 sub-grantee communities, and then in consultation with the CNCS, conducting an open and competitive process over the following 12 to 18 months to select additional communities for the OYIF-SIF initiative, with a particular focus on communities that are not currently being served by the SIF portfolio. We are confident that such a process would ultimately result in a strong set of 12 high need communities, including a good representation of communities not currently in the SIF portfolio.

3. You state that you will provide a \$200,000 contract to Aspen. What is the purpose of these funds?

The Aspen Forum for Community Solutions will leverage its national leadership role on opportunity youth and collective impact to support the design and rollout of the OYIF-SIF initiative. Under the

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proposed contract, the Aspen Forum's Executive Director and Deputy Director will provide the following intermediary-level services:

- \* Convene and manage the OYIF Leadership Council, which will provide strategic direction and oversight for the initiative;
- \* Provide strategic consultation to JFF on project design, sub-grantee selection, project launch, and technical assistance;
- \* Assist JFF in the development of tools and products to support sub-grantee implementation, and on documentation and dissemination of lessons and best practices;
- \* Provide supplemental coaching and technical assistance to individual sub-grantee sites; and
- \* Support JFF on the design and delivery of cross-site institutes, peer learning convenings, webinars, and other virtual events to build a robust community of practice among sub-grantees.

4. If awarded another SIF grant for the Opportunity Youth Incentive Fund, please describe how you will manage both grants in terms of staff capacity, fidelity to complex SIF requirements, and ensuring that the two funding streams remain separate.

If awarded a SIF grant for the OYIF, JFF will be able to successfully manage both the new grant as well as the current SIF grant for the National Fund for Workforce Solutions. Importantly, JFF's work on the OYIF and on the National Fund is staffed by two different project teams. There will be no JFF staff with programmatic responsibilities across both projects. Each team has sufficient capacity and expertise to implement its SIF project, and the proposed budgets reflect adequate staffing resources to ensure successful execution of each grant.

JFF's fiscal team brings significant familiarity with complex SIF requirements, as well as experience working with and monitoring SIF sub-grantees under the current National Fund SIF grant. JFF's Risk and Compliance Manager will be directly responsible for JFF and sub-grantee compliance with SIF and all applicable federal regulations, under the supervision and guidance of JFF's Chief Financial Officer. The Risk and Compliance Manager has sufficient time available for both SIF grants, and she will leverage her significant experience with the SIF to assure fidelity to SIF requirements under the new grant if awarded.

JFF will also ensure that the funding streams will remain separate. JFF uses sophisticated financial and operational systems to ensure accountability to our funders, and we have the mechanisms and internal controls in place to track activities that are directly attributed to a grant separately from others. JFF's general ledger tracks each grant individually with unique chart of accounts code,

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enabling JFF personnel to track time and expenditures and authorize payments for each grant. In addition, as a policy for each of our federal grants and contracts, JFF staff members provide a biweekly certification of their time and activities. JFF also employs sophisticated software systems, including InfoEd and Adaptive Planning, to ensure high quality grants and project management. Finally, JFF has significant experience managing federal grants and contracts (\$7.5 million for the fiscal year most recently ended), and we have experience successfully managing multiple grants from the same agency.

### Budget Issues for Clarification

5. Please clarify the involvement of the Chief Financial Officer and revise the budget as necessary.

As the Risk and Compliance Manager will assure compliance with SIF requirements and will be directly responsible for subrecipient monitoring on the proposed grant, her time is listed in the budget as a direct salary cost. The time of JFF's CFO, however, is allocated as an indirect cost, as she will oversee and guide the work of the Risk and Compliance Manager and other members of JFF's fiscal team as part of her responsibility for JFF's financial management and compliance across the organization. Since her time is incorporated in the indirect cost line item, no budget revision is necessary.

The CFO's involvement will also include: oversight and review of Subrecipient Monitoring Plan; review of monitoring reports; participation in management of any corrective action plans that arise out of site monitoring; and strategic advice and guidance to the project team to effectively execute the grant in terms of financial management, grant/ sub-grant administration, and compliance with federal requirements and regulations.

### Continuation Changes

N/A