

Narratives

Executive Summary

Description of Partnership - OPPORTUNITY REBOOT is an initiative led by Youthprise, a Minnesota (MN)-based grantmaking intermediary. Founded by the McKnight Foundation, Youthprise's mission is to champion learning beyond the classroom so all MN's youth thrive.

Priority Areas and Geographic Area -- A geographically-based Social Innovation Fund (SIF), Youthprise will address the focus areas of Youth Development and Economic Opportunities. The Youthprise SIF will serve Hennepin and Ramsey counties, and other areas in Greater MN, some of which are rural and philanthropically underserved.

Partnering Organizations - MN Department of Employment and Economic Development's Office of Youth Development (DEED), Search Institute, and Mentoring Partnership of Minnesota (MPM) will serve as core partners.

Amount Requested, Grant Period, and Source of Matching Funds - We are requesting approximately \$1 million annually for five years, totaling \$5 million. Youthprise will apply funds from a recent unrestricted appropriation from the McKnight Foundation to meet the \$1 million match requirement.

PROJECT SUMMARY:

Overview of Proposed Program and Need -- OPPORTUNITY REBOOT focuses on leveraging the capacity and strengths of existing workforce programs to more effectively create pathways to school, career and life success for opportunity youth by expanding services and integrating an intentional, systematic focus on social and emotional development, including 21st century skills. Opportunity youth are generally between the ages of 14 and 24 and are either homeless, in foster care, involved in the juvenile justice system; or disconnected from school and education. The program will meet the need for additional programming to accommodate more youth who seek workforce development programs. Through training, technical assistance, facilitated peer learning opportunities, data feedback loops as part of continuous improvement, and other support, this program aims to strengthen the capacity of additional programs, enabling them to expand their services to more youth, while also increasing their effectiveness through successfully applying a Career Pathways framework.

Theory of Change & Outcomes -- Our Theory of Change has an ultimate goal of ensuring that a greater number of opportunity youth in MN obtain a high school diploma or GED, acquire an industry recognized credential, secure and maintain living wage employment, and/or complete post-

Narratives

secondary education programs. We believe existing models can be enhanced in terms of both reach and impact through a more intentional focus on enhancing the social and emotional skills and supports (sometimes called "soft skills") of opportunity youth.

Overview of the Proposed Subrecipient Portfolio Strategy - The Youthprise SIF will use a competitive RFP process to make award determinations. Criteria will ensure that each successful applicant's mission and program activities align with SIF goals and that each has the capacity to engage in some level of evaluation activities and is positioned to secure matching funds. To ensure that program growth, partners will implement a multiyear technical assistance plan that includes building subgrantees capacity to collect data and use this data toward evaluating and growing their programs.

Description of Partners -- Youthprise has considerable experience in grants management and administration for private and federal grants. Youthprise will take the lead role in administering subgrants, selecting and overseeing the activities of subgrantees, project reporting and other administrative and managerial task. DEED has extensive knowledge in youth workforce development and is the state lead for the state's WorkForce Center System. DEED will play a major role in the subgrantee selection process and capacity building activities. Search Institute, which will serve as lead evaluation partner, will work closely with CNCS to develop an approved evaluation plan. For 50 years, Search Institute has been a national leader in bridging research and practice in positive youth development. Nationally recognized for its work, MPM is our state's leader in advocating, educating, and setting quality standards for mentoring. MPM will support the delivery of trainings and technical assistance to staff, volunteers and youth to work effectively together.

Program Design

I. RATIONALE AND APPROACH

Target Community and Geographic Focus - Youthprise's Geographically-Based Social Innovation Fund (SIF) entitled OPPORTUNITY REBOOT will target the Youth Development and Economic Opportunities focus areas. We will serve MN, which includes the major population centers of Minneapolis (Hennepin County) and Saint Paul (Ramsey County) and areas in Greater MN, some of which are rural and philanthropically underserved. Youthprise will target low income, at-risk youth and "opportunity youth" throughout the state. "Opportunity youth are disproportionately male and from minority groups, but substantial rates are found for all youth groups" (Belfield et al, 2012). These youth are at-risk for becoming or may be high school dropouts; may be involved with the criminal

Narratives

justice and human service systems; and have mental health conditions and/or care-giving responsibilities that further complicate their lives.

Our strategy is to identify subgrantees with experience in delivering comprehensive services to ensure opportunity youth: get reconnected to education and receive a high school diploma or GED; build essential soft skills to facilitate work readiness; obtain entrepreneurial, business and financial literacy training; secure basic skills instruction for independent living; develop authentic connections with their culture and community and have opportunities to give back; receive career and life counseling to aid persistence in the midst of challenges; and provide supportive services to address the significant barriers faced by opportunity youth.

These supports are foundational to entering the workforce, maintaining a job and advancing in the labor market. Subgrantees will be required to use a Career Pathways approach. According to Jobs For Our Future, "Career Pathways align major education, training, and workforce development programs to meet the skill needs of students, jobseekers, and workers; and the skill requirements of employers in high-demand industries and occupations" (Clagett and Uhalde, 2011).

To accomplish this, Youthprise and our core partners, the MN Department of Employment and Economic Development's Office of Youth Development (DEED), Search Institute and the Mentoring Partnership of Minnesota (MPM), will conduct a rigorous subgrantee selection process to ensure program models are aligned with a Career Pathways framework. We will also provide intensive training and technical support to subgrantees to improve outcomes of subgrantees; scale programs so more youth benefit and increase the level of evidence for the selected subgrantee program models through a quasi-experimental evaluation design. We have a number of promising models supported by federal, local and philanthropic funds that are showing at least preliminary evidence of effectiveness. However, these existing models can be enhanced in terms of both reach and impact through a more intentional focus on enhancing the social and emotional skills and supports (sometimes called "soft skills") of opportunity youth. The innovative, value-add of our proposed collaboration is two-fold: First, practitioners grounded in the workforce field (networked by DEED) will enhance their work by integrating youth development principles and practices (including 21st century and social-emotional skills) that complement the technical and academic emphases that dominate the field. Conversely, practitioners grounded in youth development will build their knowledge, networks, and capacities to enhance workforce readiness in their approach to working with youth.

Narratives

Statistical Information & Identification of Critical Social Problems in the Target Geographical Area(s) - MN is experiencing a significant shift in its population. Based on the current trajectory, MN's retirees will outnumber its schoolchildren by 2020 -- a first for the state. In addition to an aging population, the state's demographic landscape is trending toward an increasingly diverse composition in terms of race and ethnicity. The statewide child population growth for Hispanic residents increased by 82 percent between 2000 and 2010. The state's white child population declined by 8 percent during that 10 year span, while Black/African American, and Asian, populations grew by 50 percent, and 25 percent respectively (CDF MN, 2013). Projections indicate that between 2000 and 2030, youth of color ages 10-19 will grow from 16 percent to 27 percent of MN's adolescent population (Minnesota Department of Health, 2012). The Twin Cities (Minneapolis & St. Paul) has a combined population of nearly 670,000 and more than 4 of every 10 residents are persons of color (MN Compass, 2014). These two trends the rapidly aging population and the increasing diversity of the population-- impact the entire state of MN. This decade holds the promise and challenge of rapid change in a number of key areas related to economic and civic life, which necessitates engaging a more diverse generation and disconnected youth in civic life and in the workforce. Considering what we know about outcomes for young people in our diverse communities, we have not adequately prepared youth for these roles. Despite the state's growing racial and cultural diversity, significant disparities exist. Statewide, in 2013 the four-year graduation rate for white students was 85 percent. However, Black students graduated on time at a rate of 57 percent , Hispanic students a rate of 58 percent, and only 48 percent of American Indian/Alaska Native students graduated on time in 2013 (MN Compass, 2014). Moreover, in 2012, our state's white population had a poverty rate of 8.1 percent, about 7 percent below the national average. Conversely, the poverty rate for people of color was roughly 27 percent -- nearly 12 percent above the national average (MN Compass, 2014; US Census, 2014). When you look at the rate of homelessness throughout the state per 100,000 adults (18+) in 2012, the rate for whites was 7.2; while the rate for Hispanics, Blacks and American Indians was 28.9, 122.5 and 137 respectively (MN Compass, 2014). Further, reports have documented national leading employment disparities in Minnesota (Ramsey County, 2011). It is concerning that the demographic groups representing the largest share of our population growth is struggling. Our Social Innovation Fund (SIF) strategy is designed to meet the need of youth impacted by these disparities.

The needs of opportunity youth are substantial in the Twin Cities and in Greater MN. The state is struggling to create equitable opportunities for its rapidly growing and diverse populace. In addition, several rural communities throughout the state are philanthropically underserved. Due to funding

Narratives

shifts from 2010-2014 caused by federal allocation formulas, Greater MN has experienced a 15-20 percent reduction in Workforce Investment Act (WIA) funding targeting opportunity youth (DEED, 2014). This SIF will target these philanthropically underserved areas.

Since the "Great Recession" in 2009, much attention has been given to strategies for stimulating economic growth and putting people back to work. Although we achieved some success, more attention needs to be given to the central role youth need to play, in particular opportunity youth, in our long-term economic prosperity. Over the last decade, we have seen significant declines in youth workforce participation, with youth employment currently at its lowest level since World War II. Over the last several years, the unemployment rate for youth ages 16-19 has hovered around 20 percent, with worse rates for certain minority groups (US Department of Labor, 2014). Furthermore, if we maintain current trends, by 2020 the US will have nearly 6 million unemployed individuals who have not completed high school and who lack necessary job skills. This will leave us significantly short of the workers we need to be globally competitive (Manyika et al, 2012). Young people in our community will continue to be underemployed due to a higher demand for workers with skills these youth lack. Due to this underemployment, young adults, ages 20-24, will lose an estimated \$21.4 billion in earnings over the next ten years (Ayres, 2013).

Further, data indicate that the demand for such programming far exceeds what is currently available through existing programs. According to DEED, for every youth served in programs supported by federal WIA dollars and state workforce funds, there are approximately 10 youth waiting to be served. Providing economic opportunities for disconnected youth is a critical area of need for MN. There are several initiatives making good progress across the state related to early childhood development and K-12 education. However, fewer efforts exist that address the unique needs of opportunity youth. A recent Georgetown University report reveals that by 2018, 70 percent of MN jobs will require some education beyond high school. This is especially troubling when you consider graduation rates for MN's youth of color.

Common paths for opportunity youth include the school-to-prison pipeline, the adult mental health system and other trajectories that place a significant economic burden on themselves, their families, the community, taxpayers and ultimately our progressive economic growth. Several studies have projected the economic and social burden of opportunity youth due to lost earnings, lower economic growth, lower tax revenues and higher government spending. In 2011, opportunity youth cost taxpayers \$93 billion in lost revenues (Bridgeland & Milano, 2012).

Studies indicate that when you consider the lifetime of the cohort of 6.7 million opportunity youth

Narratives

nationwide, the aggregate taxpayer burden amounts to \$1.56 trillion and the social burden is estimated at about \$4.75 trillion (Belfeld & Levin, 2012). This is an issue of critical local and national importance, and significant benefits will derive from increased evidence and scaling of promising models.

The Need for More Evidence & Scaling Promising Models - Despite growing evidence of the critical need to link technical, academic and social-emotional development to prepare youth to enter the workforce effectively (e.g., Conference Board, 2006; Heckman & Kautz, 2012), most efforts remain largely "siloes," with the implicit assumption that youth will access different programs for different needs. In reality, young people need access to programs and services that help them develop holistically, rather than having to navigate multiple systems. For this to be possible, programs in different sectors with different emphases need overlapping sets of approaches, principles, and practices through which they engage young people and set them on a path toward economic independence in adulthood.

A recent survey of opportunity youth in 23 communities across the country highlights a number of important findings that informed the development of our program design and theory of change. In the study, 85 percent of respondents said it was extremely (65 percent) or quite (20 percent) important to have a good career or job that lets them live the life they want. Further, 65 percent indicated they had a goal to finish high school or college and expressed confidence they could achieve that goal (Bridgeland & Milano, 2012). The study also revealed that opportunity youth do not have adequate work experience or education to get the jobs they want. In addition, significant barriers exist related to securing education and connecting to the workforce.

This approach offers an innovative model for building capacity and scaling across specific program models within a Career Pathways framework, each of which will have its own body of supporting evidence of effectiveness. The hypothesis to be tested through this partnership is as follows: Building the capacity of workforce readiness and youth development organizations to equip young people with the academic, technical, and social-emotional skills and social capital (in the form of mentoring or developmental relationships) necessary for economic independence will enhance the value and impact of existing programs that focus in any one of these domains. If successful, this SIF-funded model will be scalable across Minnesota and beyond, building on and enhancing the infrastructure of established organizations and programs.

Further, even with increasing data related to the economic benefits of such an approach, MN has yet to coalesce around a strategy to address the unique needs and opportunities associated with youth

Narratives

who are disconnected from school and work. We do have some success stories and current investments that are showing promise. Youthprise has grantees in the area of youth workforce development that are showing progress in this area, and DEED's various federal- and state-funded youth programs have also demonstrated preliminary evidence of success. However, there is a need for stronger evidence. There is also a need to bring promising models to scale so more youth can benefit. Studies indicate that when you consider the lifetime of the cohort of 6.7 million opportunity youth nationwide the aggregate taxpayer burden amounts to \$1.56 trillion and the social burden is estimated at about \$4.75 trillion (Belfield et al, 2012). In addition, the State of MN and the United States is facing significant skill gaps, as employers struggle to find employees with the qualifications they need. For example, a recent study found that 53 percent of business leaders responsible for creating more than 50 percent of new jobs reported challenges in identifying workers with the appropriate skills to fill their vacancies (Bridgeland et al, 2011). The 6.7 million opportunity youth across the country could fill these roles with the right training and supports. However, existing solutions to create more constructive pathways for opportunity youth are not sufficient and gaps exist in the research to support the growth of promising interventions. A recent report developed with the support of the Bill and Melinda Gates Foundations states, "Despite these promising examples of programs for opportunity youth, there has not been enough investment to scale effective programs to meet the true scope of the challenge" (Bridgeland & Mason-Elder, 2012). Another study found that less than 10 percent of opportunity youth are engaged in federally supported programs (Bridgeland & Mason-Elder, 2012). Clearly, more investment is necessary.

Theory of Change & Investment Approach - In summary, our theory of change is: If we identify and invest in existing, effective workforce preparation models (such as YouthBuild) and enrich these models with a more intentional focus on providing youth with social-emotional skills and supports; then we can improve subgrantee outcomes, scale interventions so more youth benefit, and use the evidence from our SIF to inform replication of the work locally, regionally, and nationally through multiple networks of partner organizations.

Our approach to investment will involve a rigorous subgrantee selection process. We will issue a statewide request for proposal (RFP) and seek to identify potential subgrantees throughout the state that have existing programs that are functioning effectively but can be expanded with additional resources and have greater impact through an intentional focus on social-emotional skills and supports, especially mentoring. Sub-grants will be large enough to ensure program success. To accomplish this, we will strive to award average grants of \$200,000 with a 1:1 match requirement.

Narratives

Measureable Outcomes -- Subgrantees will be expected to track the following measureable outcomes related to the youth they serve: Increase in number and percentage of opportunity youth participants that complete a high school diploma or GED; increase in the number and percentage of youth participants that secure an industry recognized credential; increase in the number and percentage of opportunity youth that secure employment or enroll full-time in a post-secondary institution; increase in the number and percentage of youth that maintain employment or enrollment in a post-secondary institution for at least 12 months; and decrease in the number and percentage of youth with a criminal history that recidivate. Upon making subgrantee awards, we will establish baseline data for each subgrantee and will quantify expected outcomes accordingly at that time. In addition, a valid and reliable youth self-report survey will be administered at program entry and at critical program transition points to assess youth perspectives on program quality (based on the National Academies of Science's framework) and critical social-emotional or 21st century skills and supports, including decision making, problem-solving, communication, collaboration, leadership, and self-regulation. In years 3 to 5, program youth will be matched with a demographically similar sample of youth in the same community who are not part of a workforce readiness program, who will also be surveyed at similar intervals, providing data for a quasi-experimental study that compares SIF-subgrantee programs with comparable non-SIF interventions.

Types of Organizations Considered for Investment - We will invest in high-performing nonprofit organizations that are fiscally healthy, have strong leaders and demonstrate the ability to collect and use data for program improvement and to show positive outcomes. These organizations will have a history of providing comprehensive services to youth who are disconnected from work and education, and the ability to implement comprehensive models that are aligned with the Career Pathways framework.

We are investing in organizations with these characteristics because these elements are essential to achieve success in our proposed SIF project. We need organizations that are able, with guidance from SIF partners, to conduct rigorous evaluations, meet federal fiscal requirements and ultimately scale the work so more young people can benefit.

Value Added Activities, TA & Other Services -- Youthprise and contracted partners will offer subgrantees a host of value-added activities, including technical assistance (TA) and training to build the capacity of programs to achieve strong outcomes. Training and TA will include: organizational capacity building related to effective governance of non-profits; best practices in working with opportunity youth; specialized training in youth development, enhancing program quality with a

Narratives

focus on social-emotional skills and supports, effective mentoring of youth for high school dropouts and by employers; and support in data collection and utilization, grant management and reporting. Support will be provided through one-on-one, in-person, phone, and online consultations; grantee convenings; and webinars. All partners will work together to execute comprehensive TA and value-added activities along with other contracted providers as needed.

Description and appropriateness of the programming strategy -- The program design is consistent with Strategy B. Youthprise researched models demonstrating evidence in improving education, career and life outcomes for opportunity youth and has identified the Career Pathways approach as an evidence-based and innovative model that will form the basis of project activities. We are proposing to implement solutions that are operating within a Career Pathways model. Programs implementing Career Pathways initiatives intentionally align adult education and training to help opportunity youth attain industry-recognized credentials and eventually living wage employment. Career Pathways models feature the following characteristics:

- Sector Strategies: Aligning skill needs of industries with local economies and ensuring training and education are coordinated with the skill requirements for employment or career advancement in high demand industries.
- Stackable Education/Training Options: Offer a full range of secondary, adult education, postsecondary programs and registered apprenticeships leading to industry-recognized credentials.
- Contextualized Learning: Education and training programs that used instructional strategies and curricula centered on work-readiness skills in high demand industries.
- Accelerated/Integrated Education and Training: Merging job skills training with adult education services, allowing credit for prior learning, and utilizing strategies that accelerate high school diploma or GED obtainment and career advancement.
- Industry Recognized Credentials: Focuses on preparing youth for high demand industries by helping them secure industry-recognized degrees or credentials related to those local industries.
- Multiple Entry and Exit Points: Allows workers with various levels of competencies to enter or advance within a specific sector of field.
- Intensive Wraparound Services: Comprehensive supportive services to support individual and family stability, including career and academic counseling.
- Designed for Workers and Learners: Meeting the needs of nontraditional students with significant needs. This includes flexible scheduling and child care supports.

Although existing workforce development programs administered by DEED provide a range of

Narratives

services to opportunity youth, a strong emphasis of this SIF project will be to enhance the effectiveness of these services with program elements these programs do not currently offer or are currently offering at limited scale. These include mentoring, helping youth gain industry-standard credentials in high-demand professions, promoting additional skills in other areas, such as financial literacy and entrepreneurship and offering comprehensive career counseling and supportive services. Having MN DEED as a key partner positions us well to align existing resources to support opportunity youth and secure the ongoing participation of Workforce Investment Boards as well as other stakeholders capable of ensuring Career Pathways are geared to local labor markets and to employers in key industries that drive the state and regional economy. DEED is already supporting a number of initiatives across the state that are showing promise using a Career Pathways framework.

Career Pathways models subgrantees could implement programs such as YouthBuild, Gateway to College, and Back on Track. YouthBuild is an alternative education program that offers low-income high school dropouts and other at-risk youth ages 16-24 an opportunity to access a construction career pathway, including comprehensive wrap-around services, opportunity for paid employment and to work toward a high school diploma or GED while building affordable housing in their communities. The YouthBuild model has shown preliminary effectiveness. A 2011 evaluation of MN DEED's YouthBuild programs showed positive results in educational attainment, employment and recidivism. Specifically, 91percent of YouthBuild participants either completed high school or obtained a GED and 4 out of 5 secured unsubsidized jobs paying more than two times the prevailing minimum wage. Further, of the 66 percent of program participants entering the program with one or more offenses, only 5.3 percent were re-arrested and/or re-convicted within two years after program enrollment, compared to 27 percent of a similar cohort.

Gateway to College helps reconnect high school dropouts to education. Through the program, which originated in 2000 at Portland Community College, students enroll in community or technical colleges to complete their degrees while concurrently amassing college credits towards earning an associates degree or postsecondary certificate. Gateway to College now includes 33 colleges in 20 states that partner with more than 25 school districts. Early results from network participants show promising impacts. Among Gateway to College students who participated from 2004 to 2010, the average attendance rate was 82 percent, with students passing 72 percent of the college course taken and graduating with a high school diploma and an average of 35 college semester credits each. Jobs for the Future's Back on Track Through College program, designed with opportunity youth in mind, prepares students who have dropped out or otherwise gotten off track for the challenging

Narratives

environment of post-secondary education. Program activities support students as they transition to postsecondary education and continue providing concentrated support throughout their first year. This collaborative approach promotes cost-savings for postsecondary institutions and other programs seeking to support these students when compared to costs they would incur if they worked alone. Partners work together to create aligned pathways through the first year of college to provide low-income, ill-equipped students with essential support to thrive in the college environment. Early indicators point to success. College, Career & Technology Academy in Pharr, Texas has graduated 1,000 former dropouts since launching its Back on Track program in 2007. In addition, the local school district has experienced an increase in its graduation rate from 62 percent to 88 percent since the program began.

II. PROPOSAL FOR SUBRECIPIENT SELECTION

Profile of subrecipient organizations - We are looking for subgrantees that are financially stable, have quality management systems in place and the ability to effectively implement the statutory and/or regulatory requirements associated with federal awards. As described above, subgrantees must be able to show at least preliminary evidence of effectiveness for their program model and demonstrate a capacity to accurately collect data and participate in a complex, multi-year formal evaluation. Subgrantees must be able to demonstrate experience in using Career Pathways approaches to help youth acquire academic and job skills. Subgrantees should have a history utilizing educational interventions that make tangible links in their curriculum to competencies needed in high demand industries in MN such as construction, health care, food services, business technology, facilities maintenance and automotive repair. Strategies must be proven to be effective with high school dropouts. According to the Center for American Progress, these include: accelerating learning and time to credential; restructuring activities of dropout recovery; adult education/English language; and youth development programs that focus on postsecondary readiness and transition; creating pathways to occupational credentials and good jobs; and creating support structures to promote postsecondary persistence and completion of credentials.

Subgrantees must demonstrate capacity to provide or link youth to resources critical to securing family stability, such as job training and employment services, educational intervention, housing, transportation, child care, mental health services, substance abuse treatment, and legal assistance. Subgrantees must ensure youth access to appropriate occupational training programs, which require formal relationships with vocational training programs or community/technical colleges that provide industry recognized credentials.

Narratives

Given the complexity of delivering comprehensive services for opportunity youth, subgrantees should be linked to youth service delivery systems using a collective impact model. Subgrantees can address the broad options for youth and align local resources to ensure youth receive high quality educational interventions, workforce development training, youth development opportunities and support services.

We expect subgrantees to have experience working with youth from low-income communities, demonstrated by indicating the percentage of program participants having a household income less than 200 percent of the federal poverty level. Potential subgrantees will provide evidence through use of individual, household or geographic indicators that correlate to low-income status, such as qualifying for free or reduced lunch, long-term unemployment, low school achievement or other relevant indicators. Potential subgrantees must also have had experience in working with students who have dropped out from educational institutions.

Subgrantees should have a strong commitment to diversity, equity and inclusion; will demonstrate a commitment to highly qualified and diverse staff, senior management, and board of directors; can articulate proactive steps to ensure racial equity within their organizations; and can articulate how they engage youth in organizational decision-making processes. These are considerations Youthprise takes seriously in its grantmaking. We view diversity, equity and inclusion as central to our due diligence process given that MN often leads the nation in disparities in a several outcome areas. Selection Criteria --As previously stated, we have identified the Career Pathways Model as the basis for SIF investment and activities. Thus, selection criteria will focus on ensuring subgrantee applicants operate programs that include all of the seven aforementioned elements that contribute to program success. The section above profiles three models within a Career Pathways framework that are aligned with our approach.

Subgrantees are not expected to provide all services directly; however, should propose a solid plan for referrals and allocate appropriate resources to ensure supportive services are secured. All plans must align with our identified program models and theory of change. In addition, subgrantees will be expected to utilize a youth development approach to help youth identify an industry that aligns with his/her passion and help nurture family and community support networks.

Comprehensive Plan for Carrying out a Competitive Subrecipient Selection Process

Number and Range of Subgrants - We anticipate making 6-8 subgrants in the range of \$150,000 - \$250,000 annually. Award amounts will be determined by the scale and scope of the proposed project, the level of evidence of the organization implementing the program model and the capacity of the

Narratives

organization and community to meet the matching requirement.

Timeline for Selection Process

The timeline for the selection process is outlined as follows:

Step 1 -- Crafting the RFP (6 months from selection): Our selection process will begin with development of a RFP that specifically delineates Youthprise SIF's eligibility requirements, project expectations, desired outcomes and information to help determine that program models have at least preliminary evidence of effectiveness. The RFP will provide specific examples of models with at least preliminary evidence of effectiveness and resources for identifying additional models. The RFP will be designed to help reviewers determine alignment with goals of the Youthprise SIF. Applicants will be asked to provide information that demonstrates understanding of Youthprise SIF's focus area and history of providing services related to the RFP. Questions will determine potential subgrantees' capacity to secure matching funds, implement projects and participate in a formal evaluation.

Step 2: Issuing Solicitation (5 months from selection) -- Youthprise will publish the RFP using a variety of avenues to ensure wide distribution. Youthprise has a strong presence across the state as a conduit for forming collaborations and is well-positioned to identify potential subgrantees. DEED will also publish the RFP and distribute across the state. Distribution methods include promoting the opportunity through Youthprise's database of non-profit organizations, and through electronic communication to organizations that have attended Youthprise networking events and local non-profit youth development organizations.

Step 3: Receiving Letters of Intent (4 months from selection) -- Applicants will be required to submit a letter of intent (LOI) that provides information on the lead organization, proposed partners with a brief description of their roles, identification of the population, a needs statement and a general description of the applicant's theory of change/program model and documentation of preliminary evidence of program model effectiveness. This critical step allows the review team to narrow the field of partnerships best suited to carry out the Youthprise SIF mission.

Step 4: TA (3 months from selection) -- Youthprise will provide TA that focuses on equipping applicants to develop a full proposal addressing RFP criteria. To ensure applicants have sufficient time to incorporate TA elements into their proposals, the RFP's closing date will be 45+ days from the TA workshop, which will allow adequate time for programs to gather data and develop strong proposals.

Step 5: Reviewing Proposals (1 month from Selection) -- Eligible applicants will be reviewed through a competitive process using a panel including Youthprise, DEED staff, Minnesota Workforce Council Association (MWCA) opportunity youth affiliated with Youthprise, funding partners, board members

Narratives

and other experts. All reviewers must self-disclose any conflict of interest. Proposals will be scored and ranked based on criteria established by the review team with recommendations for funding to Youthprise staff. Top applicants for funding will undergo a thorough site visit and we will conduct a pre-award survey to select sub-grantees that are best positioned to be successful as a SIF subgrantee. After the site visit, staff will complete a due diligence check list, prepare a consent agenda and separate memo describing the context for the request, intended outcomes, alignment with our criteria and provide recommendations. A written memo summarizing applicants to create a consent agenda will be considered by the Youthprise president and board. Successful applicants will then be selected as subgrantees. Youthprise reserves the right to adjust budgets, timetables, staffing plans, and proposal elements to make awards accordingly if we deem (1) proposals in these areas are excessive or (2) more resources are needed to improve the probability of success.

Likelihood of Identifying High-Performing Subrecipients - Youthprise will employ a due-diligence process to ensure subgrantees have strong leadership and are fiscally healthy enough to meet statutory and regulatory federal funding requirements. Fiscal due diligence will involve reviewing IRS Tax Form 990, an up-to-date financial audit, most recent year-to-date budget versus actuals, annual reports and other related documents. Site visits will be conducted to address any related issues and concerns.

We will also ensure subgrantees are capable of participating in a rigorous continuous improvement and evaluation process. We will ensure subgrantees have at least preliminary evidence of effectiveness, and confirm organizations' ability to accurately collect data. Search Institute will assess what data are already being collected by prospective subgrantees, gauge data quality and determine capacity building supports necessary to participate in the SIF funded project.

DEED has developed a pre-award survey that it administers to prospective service providers, subcontractors and grantees to ensure that these entities have in place the necessary infrastructure in terms of policy, plans, and procedures to provide quality services. If awarded funds, Youthprise and partners will modify this survey as a pre-screening tool to include relevant items to ensure that the appropriate measures for fiscal/administrative, evaluation, and programmatic operations are in place that will lead to a higher likelihood of successful implementation of activities required for SIF subgrantees.

Capacity to Successfully Implement Your Proposed Subaward Selection Process -- Youthprise firmly believes that those most impacted by issues must be involved in the solutions. The fact that we have youth on our Board of Directors and youth who fit the profile of "opportunity youth" as staff and

Narratives

consultants, positions us well to execute the project effectively. We have real day-to-day relationships with young people who work in partnership with adults on all aspects of our operations, enabling us to respond in real time as the landscape changes or new issues emerge. As with all of our grantmaking and initiatives, we will involve youth in all aspects of program design, selecting subgrantees, and evaluating the SIF initiative. In addition to youth, we have other core partners with technical competencies as well as in-depth experiences with workforce development, mentoring, research and evaluation that will be intimately involved in the sub-award selection process.

For example, DEED has extensive knowledge in youth workforce development and is the state lead for the Workforce Investment Act (WIA) and for the state's WorkForce Center System. DEED has a long history of managing WIA grants and sub-granting funds to local Workforce Service Areas and independent service providers in accordance with state and federal rules and regulations. As part of this process, DEED has used sub-grant proposal, selection, and management processes that have resulted in program delivery that has far exceeded state and federal goals. DEED's statewide focus and sub-granting experience in workforce programs targeting opportunity youth will be a great asset to the Youthprise SIF initiative.

Assessing Subrecipients for Readiness and Capacity - Youthprise and Search Institute will use multiple methods to assess subgrantees' readiness and capacity to implement a rigorous evaluation and grow their program model. Research validated tools for social-emotional skills essential for workforce developed by Search Institute will be conducted and recorded over time as a means to build subgrantee capacity to collect pre- and post- data and continuously improve and determine youth participant impact. We will also monitor subgrantees' progress in meeting key target outcomes related to participants' educational achievement, obtaining industry recognized credentials and securing employment. Qualitative data and scores from standardized assessments will be used to provide guidance in making program adaptations. Data will also be used to determine capacity to grow and rigorously evaluate each subgrantee's model. Our Year 1-2 TA plan described in the Proposal For Evaluation outlines our capacity building process.

Allocation of Awards - Youthprise will select subgrantees whose application of the selected models have shown at least preliminary evidence of effectiveness. For subgrantees with only preliminary evidence, the goal will be to achieve limited scaling to further validate the application of their model. Programs with moderate levels of evidence of effectiveness will be expected to achieve more ambitious scaling goals to lead to more substantial growth. Given this, subgrantees that show higher levels of evidence of effectiveness through the identified model(s) will receive larger awards that correspond to

Narratives

their more expansive growth expectations. We will develop a formula to ensure appropriate allocation of resources based on level of evidence and projected growth of the model. The formula will address cost per participant, cost associated with replication, evaluation and TA needs for expansion.

III. PROPOSAL FOR EVALUATION

Overview

The program evaluation will have three components:

1. The first level of evaluation will be a developmental evaluation of subgrantee programs (with a goal of continuous improvement), particularly focusing on the extent to which the intentional development of social-emotional skills and supports increases program effectiveness in terms of work readiness and reintegration into the education system.
2. The second level of evaluation will be a quasi-experimental impact or contribution study in years 3 and 4 at the program level (with program sites being the unit of analysis). Participating programs (which will have utilized the surveys for continuous improvement in level 1 and, thus, be able to collect data effectively with minimal support) will be matched with similar workforce development programs in the state that are not part of the intervention but serve demographically similar populations. These comparison programs will participate in 4 to 5 data collections (depending on program cycles) and will be compensated for their participation in the study. Additional technical support for data collection will be provided, since they will not have had experience with this data collection. Their data will not be provided to the programs during the quasi-experimental study to prevent contamination. Upon completion of the data collection, training and other TA will be offered in Year 5 to utilize the findings for improvement in the comparison sites.
3. The third level of evaluation will address overall program quality. This will be assessed through regular feedback from program sites, surveys of staff and employers who participate in training and other TA, and stakeholder interviews. A particular focus will be on understanding how effectively the data, training, grantee supports, and other TA were provided so that they were implementable in the program context.

Plan to Assess Subrecipient Applicants for Readiness and Capacity to Implement a Rigorous Evaluation Plan

Year 1-2 will involve intensive training, TA, and peer learning to enhance implemented programs with best practices in youth development, including social-emotional and 21st century skills and building social capital (or developmental relationships), with a goal of building program quality to a level that merits a quasi-experimental outcomes evaluation in Years 3-5. Throughout this process we will

Narratives

continuously assess readiness and offer appropriate technical support to ensure readiness to implement a rigorous evaluation plan that will increase evidence of effectiveness of the program model. The partnership will administer comprehensive training, TA, and peer mentoring to ensure that funded programs achieve at least a moderate level of evidence over the five-year period. (Key objectives for Years 1-2 TA program are below.) In addition to individualizing support to address specific program needs, Youthprise will host joint convenings among grantees twice annually and arrange peer learning opportunities to build on the strengths of each other's models and capacities.

Plan to Assess Needs for and Provide Technical Assistance to Subrecipients -- The process for assessing needs and providing TA is described in four key objectives: 1) Learn ways in which staff integrate research-based practices to serve opportunity youth and introduce tools for measuring impact in asset building and social-emotional learning skills. 2) Identify and track program activities, individual behaviors and youth/adult interactions within programs that include asset building, perseverance and workforce readiness; document gaps and provide guidance to make necessary program adaptations. 3) Assess capacity of subgrantees to collect consistent, quality pre- and post-program data; provide an empirical basis for setting reasonable goals for change over time in the year's 3-5 longitudinal study. 4) Build the capacity of program staff to use data to inform continuous improvement of programs through use of the Development Assets Profile and Perseverance Process and monitor progress to achieve long-term goals related to educational/credentials attainment and securing/maintaining employment.

At Year 3, programs will be well versed in data collection processes specific to the SIF initiative. Subgrantees will have built strong relationships with their peer learning cohort as well as TA providers. Furthermore, subgrantees will have institutionalized point-of-service practices and self-assessment methods scientifically linked to improved youth outcomes.

How We Will Work with Search Institute (Our Evaluation Partner)

Search Institute will serve as Youthprise's contracted research partner. Search Institute is highly regarded as a research firm that helps organizations and coalitions use local research findings to plan, implement, and monitor meaningful change and improvement strategies in education and youth development. Over 50 years, they have completed hundreds of local, state, federal, international and privately funded research and evaluation projects. Search Institute will oversee training and TA components of the SIF fund that are designed to grow subgrantee capacity to collect data, strengthen program models and ultimately demonstrate at least moderate levels of effectiveness within a five-year period through a quasi-experimental evaluation study.

Narratives

Strategy B: Likelihood of Evaluation Strategy Resulting in Funded Program Models Achieving at Least Moderate Levels of Evidence over a Three to Five Year Period.

Description of How Your Budget Will Support the Cost of Reasonable Evaluation Activities that Will Meet the Social Innovation Fund Evaluation Requirements - Evaluation costs at the grantee and subgrantee levels will be scaled to be no more than 10% of the budget for each program and the overall SIF grant. A design will be established with each subgrantee that includes specific quantitative measures that are both aligned with program goals and integrate social-emotional and 21st century skills and supports that are consistent with TA and training across subgrantees. Surveys will be administered online at critical transition points in the program, and linked to program data on youth participants. Each subgrantee will receive summary reports after each data collection, and analyses will be conducted for change over time. Data collection in Years 1-2 will focus primarily on improving data collection quality and using data for program improvement. By Year 3, data collection will be routinized and cost-effective in subgrantee sites, so greater time investment and TA support will be provided for building the comparison group sample and data for the quasi-experimental study.

IV. PROPOSAL FOR GROWING SUBRECIPIENT IMPACT

Capacity to Support Subrecipient Growth Including Relevant Examples of Successful Past Efforts -- All partners have a history of success in supporting programs and initiatives in growing their capacity for greater impact. Youthprise has accelerated the growth and sustainability of over 35 organizations that have participated in its recent capacity-building initiative. Over 90% of these organizations are on track to secure a Charities Review Council seal of approval (a "Good Housekeeping" approval from the for non-profits in Minnesota). Over the last five years, DEED has administered over \$84 million in state and federal workforce funding all while supporting subgrantees in collectively exceeding performance measures established for the funding. Search Institute works with local and national networks of youth-serving organizations to develop, implement, and improve youth outcomes based on survey data. Specific projects are described in the organizational capacity section.

Theory or Approach to Growing Effective Subrecipient Program Models in Alignment with Your Overall Theory of Change -- Since we will be working with established programs to enhance effectiveness and scale services, our focus will be on capacity building and continuous improvement, with a particular focus on how programs can more fully integrate an intentional, ongoing focus on developing social-emotional skills and supports into their models. We will use Search Institute's customized assessment tool on social-emotional skills and supports as baseline for planning, continuous improvement, and ongoing monitoring. As issues and priorities are identified in the

Narratives

assessments, we will facilitate peer-learning strategies and on-site intensive one-to-one support to strengthen and grow program models. Youthprise, Search Institute, and MPM will grow impact of subgrantee models by delivering training, TA and facilitating peer learning opportunities focused on positive youth development and workforce readiness strategies. MPM will work with program staff, volunteers, and youth to facilitate high-quality mentoring relationships, which include these key factors: is one-on-one based on goals and objectives; creates an emotional bond and/or connection; builds trust and fosters support; meets the youth's needs and expectations by placing the youths' needs first; honors the commitment to the relationship.

A mentoring relationship that includes these features is likely to create a strong and meaningful connection that can positively influence the youth's development, growth, and transition to adulthood, while improving communities and societies as a whole. While supervisors and program volunteers may not be the only caring or supportive resource in a youth's life, often they are critical in facilitating sustained and positive development by continuously and consistently providing guidance.

In addition, subgrantees will budget for site visits to similar program models across the country that are demonstrating impact. We will encourage subgrantees that take advantage of such visits to share lessons learned with other subgrantees and other providers through blogs, webinars and presentations at subgrantee convenings

Assessing Subrecipients' Capacity for Growth and Your Description of How Evidence of Effectiveness Will Be Used to Determine When or How a Program is Well-Situated for Growth -- Program models ready for growth will demonstrate the following characteristics: continuous progress and growth among participants being assessed using Search Institute's research-based scales related to social-emotional skills and supports; demonstrate strong participant outcomes in obtaining a high school diploma or GED, secure a credential and be placed in a post-secondary employment opportunity. Search Institute and partners will document progress in these areas, which will be reviewed to determine programs' readiness for growth. Youthprise will continuously monitor the fiscal health and leadership capacity of subgrantee models to ensure subgrantees have a solid infrastructure to accommodate growth.

Supporting Subrecipient Growth through Technical Assistance, Data Systems, or Other Resources and Help Subrecipients Plan for Strategic and Effective Growth that Results in Long-Term Sustainability for the Expanded Program Beyond the Three to Five Year SIF Grant Period -- TA will be comprehensive in nature and will focus on strengthening the capacity of the organizations and/or systems selected as subgrantees. We will ensure programs are situated within high-performing

Narratives

organizations, which is essential for long-term sustainability. Subgrantee convenings will address important non-profit management, fund development governance best practices and other issues related to compliance with federal funding. Subgrantees will be encouraged to link to coalitions in their local communities to help advance their opportunity youth initiatives. These coalitions should be comprised of cross-sector partners such as local government, school districts, foundations, corporations, employees, youth and parents. A major role of coalitions is to develop sustainability plans that involve leveraging resources to support continuation of work beyond the 3-5 year grant period TA will be provided from day one to help subgrantees sustain the work beyond the federal grant period. To ensure continuity and sustainability of relationships, MPM will continue to offer training and TA to programs involved with the Youthprise SIF grant. Further, all partners involved in this initiative are committed to the target communities beyond the grant period. Having DEED at the table also positions us well to think about aligning and maximizing state and federal workforce resources to contribute to the sustainability of this work. MPM also offers Training Quality Mentors, a training designed to prepare youth program staff to deliver effective training for their volunteers. A "train the trainer" track may also be developed for programs located in rural MN to assist in reducing travel costs and scheduling conflicts associated with offering training across the state.

Organizational Capability

I. ORGANIZATIONAL BACKGROUND AND STAFF CAPACITY

Overview of Youthprise - Youthprise was formed by multiple stakeholders who envisioned a more efficient approach to supporting youth development programs serving underserved youth throughout the state of MN. Through the merger of Youth Community Connections (YCC), MN's Statewide Afterschool Network and the McKnight Foundation's youth development grantmaking portfolio in 2010, Youthprise became the fulfillment of that vision, bringing to MN's youth development community a strategic combination of human, financial and practical resources to maximize impact on MN youth. The advent of Youthprise was preceded by an in-depth two-year feasibility study and allocation of \$1 million to ensure a strong infrastructure for managing McKnight Foundation's portfolio and to execute a logical merger with YCC. To facilitate a seamless transition, Youthprise co-located with the McKnight Foundation staff for 10 months to ensure a solid foundation and appropriate transfer of its grantmaking portfolio.

Youthprise's mission is to champion learning beyond the classroom so all MN's youth thrive. We strategically combine funding, capacity building, policy advocacy, research and modeling youth engagement under one roof. This unique combination creates efficiencies, accelerates implementation

Narratives

and produces greater impact. Youthprise invests directly in youth-serving organizations and initiatives and seeks to align efforts across city, regional and state systems that impact youth. Youthprise draws on more than 50 years of strategic grantmaking from the McKnight Foundation and the awarding of nearly \$2 billion in grants since the Foundation's inception. We are building on McKnight's preceding 15-year history of annual investments of \$5 million that provided support to more than 17,000 youth across several high quality programs, positively impacting their social, emotional, physical and academic development.

Ability to Successfully Support the Approach and Outcomes Proposed- Youthprise is the lead partner for this initiative, working in partnership with DEED, Search Institute and the Mentoring Partnership of Minnesota. Collectively, we possess the resources, experience and track record in grantmaking, youth development, workforce development, and capacity building to successfully support our approach and achieve the outcomes we have outlined. An important note is that Youthprise and Minnesota Partnership for Mentoring are both co-located with Search Institute in Minneapolis. In addition, Youthprise has collaborated with DEED previously in establishing a YouthBuild program in South Minneapolis' Little Earth Community, which is the only Native preference HUD community in the United States. As partners, we have a strong commitment to partnership and shared resources that was solidified prior to developing this proposal.

As a re-grantor, Youthprise manages a diverse annual grantmaking portfolio of over \$5 million. This involves selecting, managing, awarding and monitoring the performance of grants to nearly over 60 nonprofit entities across the state annually. Grants range from small grants to larger multi-year awards of \$200,000 annually. In 2014, Youthprise awarded 48 grants to direct service providers through a competitive peer review process as well as funded several project by invitation.

DEED has extensive knowledge in youth workforce development and is the state lead for the WIA and the state's WorkForce Center System. DEED has had a great deal of experience in managing WIA grants and sub-granting them to local Workforce Service Areas and independent service providers in accordance with state and federal regulations. As the designated state agency for the administration of WIA funds and the recipient of many federal grant awards from the United States Department of Labor and other federal agencies, DEED has the knowledge and experience to be a valuable partner in this SIF project. Over the last five years, DEED has granted nearly \$52 million dollars in federal funds and \$32 million dollars in state funds for youth workforce development initiatives. Our partnership with DEED will ensure we are aligning resources and enriching existing investments in the area of workforce development.

Narratives

Experience, Accomplishments and Outcomes Operating & Overseeing Relevant Programs -

Youthprise has substantial experience overseeing programs in the region. Since our inception we have made over 200 grants to non-profit organizations throughout the state, with an emphasis on the Twin Cities region. The majority of these grants have focused on building the capacity of mid-sized organizations that are positioned to have greater impact and address disparities that exists among our growing racial and ethnically diverse populations. We have coordinated the provision of intensive training in TA to over 150 organizations focused on the Youth Program Quality Assessment (YPQA), leading to 71 percent of our grantee pool using the research validated tool YPQA to measure and continuously improve program quality. Prior to our existence, the degree to which quality tools were being utilized varied and now intentionality around quality is commonly practiced among youth serving organization. In addition, aggregate quality scores collected are showing to be at or slightly above the national average for our funded communities.

Further, Youthprise has provided intensive support to a cohort of 35 grantee organizations in order to support them in being in compliance with Charities Review Council standards, which is a "good housekeeping seal" for non-profit organizations. In doing this, we set clear goals for the 35 participating grantee organizations. Currently, 90 percent of programs involved in this capacity building program are on track to meet all nonprofit accountability standards within one year.

Youthprise has also supported the development and expansion of citywide networks that provide coordination and shared data systems, as well as advance high quality youth development programming at the city level. We convene networks across the state to share lessons learned and provide TA in building municipal partnerships. These efforts have led to launching regional shared data system housing data for organizations in both Saint Paul and Minneapolis. Youthprise's TA and funding has also led to the emergence of a citywide network in suburban Minneapolis known as the Brooklyn Bridge Alliance for Youth (BBA). We recently supported the BBA in raising over \$250,000 to seed the launching of a city-wide youth employment initiative. Youthprise's funding, capacity building and advocacy has also led to expansion of the Juvenile Detention Alternatives Initiative into two additional counties in Greater MN, an initiative that focused on alternatives to secure confinement for youth that don't pose a threat to public safety.

As it relates to DEED, over the past 5 years, DEED has distributed over \$84 million in state and federal funds to support Youth Work Force Development programming. In managing state and federally funded youth workforce development funds, DEED has consistently exceeded established performance measures. An analysis of DEED-administered state YouthBuild funded programs shows that of the

Narratives

254 participants who exited the program in 2013: 93 percent of received a high school diploma or GED; 94 percent secured an industry recognized credential or certificate; 83 percent of were placed in employment; 48 percent enrolled in post-secondary opportunities: and 20 percent secured an apprenticeship, military, or vocational training placement.

Search Institute will serve as the lead contracted evaluation partner for the Youthrise SIF and will work closely with Youthrise, DEED and CNCS to develop an approved evaluation plan for the SIF Initiative. Search Institute has considerable experience relevant to the proposed project. For several decades, Search Institute staff have conducted both national and international research, and consulted with hundreds of community coalitions and thousands of schools, youth organizations, religious congregations, governmental agencies and others implementing positive youth development programs based on the institute's framework of Developmental Assets. Search Institute's framework of Developmental Assets has been used in studies involving over 4 million young people and is currently in use in 1200 school districts and more than 2500 afterschool, mentoring and youth development programs.

Experience and Capacity to Collect and Analyze Data Required for Evaluation, Continuous Improvement, Compliance and Other Purposes -- Search Institute will lead the evaluation process. Search Institute's research and development experts have been engaged in a wide range of qualitative and quantitative evaluation projects at the local, national and international levels that have involved analyzing data, continuous improvement and compliance. These have included formative and summative evaluations focused in a variety of areas of youth development programming, including, most recently, a four-year, county-wide evaluation of a collective impact initiative in rural Minnesota focused on improving youth outcomes; a five-country, six-year evaluation of workforce readiness in sub-Saharan Africa; and a multi-phase, multi-year evaluation of a national youth development program with a conservation focus, which culminates in a quasi-experimental program evaluation. Through 2014, Search Institute managed an external evaluation partner for its Department of Education Investing in Innovation project (including a RCT study), the results of which yielded integration of the program into the What Works Clearinghouse, an online resource that identifies studies that provide credible and reliable evidence of the effectiveness of a given practice, program or policy. The previously described sample of high profile, rigorous multi-year research projects conducted and/or underway by Search Institute clearly demonstrates our capacity to collect and analyze data for evaluation and compliance purposes.

Current Organizational Budget, the Percentage of the Budget this Grant Would Represent, and the

Narratives

Implications for Your Organization -- Youthprise's 2015 annual budget is slightly over \$8 million. At \$2 million annually, this project would represent less than 20 percent of Youthprise's budget when factoring in the increase in budget from the \$1,000,000 award from CNCS. The implications for our organization would be significant as it relates to our capacity to have a greater impact on youth in Minnesota. Currently, the majority of our direct investments are concentrated in the Twin Cities and a SIF grant would expand our statewide impact.

Experience, Qualifications and Capacity of Staff and Contractors to Effectively Implement the Proposed Program -- Youthprise staff includes professionals with expertise in youth development, education, philanthropy, public policy, research and evaluation, financial management and communications. As an equal opportunity employer, we operate with 11.76 FTE professional and part-time staff and youth between the ages of 16 and 25 who play a key role in the design and implementation of our programs.

The Youthprise Board shares leadership with the President by providing governance around mission, effective strategies, and stewardship of staff and resources. We have established six committees. Each committee is chaired by a person under 25 years old and an older adult, has a charter and work plan and meets at least bi-monthly. Progress is monitored through an organizational dashboard reviewed at each Board meeting. The President and Board Chair meet monthly. Youthprise has set high standards for governance, including Board approval of policies based on best practices and evaluation of organization performance. The Governance Committee provides orientations to all directors, highlighting their fiduciary duties as defined by the MN Attorney General and each director receives a handbook that reflects contents recommended by BoardSource. Youthprise's Board is constituency-based and reflects the communities we serve. Members have expertise in youth development, investment, education, research, juvenile justice, technology and online media, finance, accounting, and corporate relations. Eight of our 20 board member slots are reserved for youth between the ages of 16 and 25.

Youthprise's President, Wokie Weah, will have ultimate responsibility and accountability for all programmatic and fiscal grant requirements. Ms. Weah possesses comprehensive local, national and international experience in education and youth development. Prior experience includes serving as Senior Vice President of the National Youth Leadership Council; Education Project Officer for UNICEF in Liberia, West Africa; Principal for a K-12 school in Liberia and Project Director for Morris Brown College's federally funded Education Talent Search Program. Ms. Weah earned her Master's degree in Education Administration from the University of Wisconsin-Milwaukee and her Bachelor's

Narratives

degree from Adelphi University.

Marcus Pope, Director of Partnerships & External Relations for Youthprise, will hire the Project Manager for the SIF and serve as a liaison to DEED and other partners. Mr. Pope has a rich background in youth development, program evaluation, national training and TA to federal grantees nationwide. He previously served as Associate Director of the Institute on Domestic Violence in the African American Community at the University of MN, where he was responsible for a diverse multimillion dollar federal funding portfolio. He holds an interdisciplinary undergraduate degree in Sociology, Youth Studies and African American studies and a Master's degree from the University of MN in Education -- Youth Development Leadership, with an emphasis in Program Evaluation.

Sheila Gothmann provides financial oversight as Youthprise's Finance and Operations Director. Her background includes nearly 30 years in the nonprofit and philanthropic sector. Previously, she served as the Finance and Operations Director/CFO for the Women's Foundation of MN and the MN Teamsters Service Bureau.

Rudy Guglielmo, Youthprise's Program Officer will play a lead role in the subgrantee selection process in partnership with DEED and Youthprise youth staff assigned to the grantmaking process. Mr. Guglielmo has over 20 years of grantmaking and program development experience. He has served as a consultant for a number of large foundations including the McKnight Foundation, The Fremont Area Community Foundation, The MN Philanthropy Partnership, and The Otto Bremer Foundation. Prior to Youthprise, he served as a Program Officer for the Bush Foundation where he was responsible for grantmaking of over \$4 million.

Key Search Institute staff in the evaluation and growing subgrantee impact are described below:

Eugene C. Roehlkepartain, Ph.D., Vice President, Research and Development, who will oversee the team's efforts and assure quality control. He provides strategic and conceptual leadership for Search Institute's research initiatives, and is actively engaged in developing and implementing tools and processes for data-guided planning and improvement. Theresa K. Sullivan, Ed.D., Director, Applied Qualitative Research and Community Mobilization, currently leads a multi-site data-guided planning project in low-income communities across the United States with the Salvation Army as well other multi-site evaluation and improvement projects. She was trained at the Harvard Graduate School of Education and was subsequently a Howland Fellow for Youth Engagement and Youth Leadership Development at the University of MN. Amy K. Syvertsen, Ph.D., Director of Applied Quantitative Research and Senior Research Scientist will lead the design and analysis of the quasi-experimental study. She holds a doctorate from Penn State University with a focus on prevention science, and she is

Narratives

currently a principal investigator of a multi-site longitudinal study of civic development.

DEED will participate in the subgrantee selection process, support performance monitoring and also provide technical support to Youthprise on an as need basis. DEED's youth office is led by Kay Tracey. Ms. Tracey has over 30 years of experience in managing state and federal youth employment and training funds and will have overall responsibility with regard to DEED's role in the SIF. She will ensure that DEED's participation is in accordance with the agency's mission and vision.

Larry Eisenstadt, Program Coordinator for DEED, will serve as the operations contact for the SIF. He has over 30 years of experience managing employment and training grants, the last two years of which have concentrated on youth. He has a strong background in evaluating state and federally funded programs for effectiveness, efficiency and return on investment. Mr. Eisenstadt has a BA in psychology, a Masters in Social Work, and Masters in Public Administration.

To ensure quality relationships are at the forefront for programs, MPM staff will support training and TA for subgrantees. Mai-Anh Kapanke, Executive Director, leads the strategic direction for MPM and develops partnerships with key stakeholders. She provides financial oversight for the organization, manages statewide and national marketing initiatives, and is a lobbyist for positive youth development funding priorities. Ms. Kapanke is a former Humphrey Policy Fellow at the University of Minnesota and has completed the Institute for Executive Director Leadership program through the University of St. Thomas. MPM's Senior Director of Program Services, Polly Roach, leads the delivery of services to support youth-adult mentoring programs around the state by providing resources and technical assistance to strengthen their efforts to reach all youth in need of caring adult mentors. Ms. Roach holds a Master of Social Work degree from the University of Minnesota, focused on services to children and family.

Ability to Develop the Necessary Systems to Maintain a Grant Program Compliant with Federal Grant Requirements -- Youthprise has a strong team of finance and accounting staff to ensure compliance with federal guidelines. We have a comprehensive set of finance and accounting policies and procedures that guide our work. We consistently adhere to these policies and procedures, which are compliant with federal guidelines, in conducting business operations. Youthprise's Finance Committee will play a major role in ensuring that Youthprise remains compliant with federal guidelines. The Finance Committee assures internal controls, independent audits, and financial analysis for the organization. The committee's responsibilities also include providing direction for the entire Board of Directors on fiscal responsibility; regularly reviewing the organization's revenues and expenditures, balance sheet, investments and other matters related to its continued solvency; approving the annual

Narratives

budget and recommending to the full Board of Directors for approval; overseeing the maintenance of organization-wide assets, including prudent management of organizational investments; overseeing adherence to the Investment Policy and ensuring preparation of an annual audit, tax form 990, and audited financial statements.

Youthprise currently manages federal Justice Assistance Grant funds that are administered by the MN Office of Justice Programs. We completed a compliance review to ensure we were capable of managing federal funds. Youthprise has the staff expertise, fiscal policies and procedures, and board leadership to successfully manage federal funds and assure the compliance of subgrantees. Youthprise utilizes the award-winning cloud-based Intacct Financial Management and Accounting System. Intacct includes best-of-breed applications for core financials and accounting, purchasing, order management and financial reporting and business intelligence. Intacct is compliant with GAAP, IFRS, Sarbanes-Oxley and SAS 70 Type II. As a key partner, DEED has also offered to be a resource related to compliance with federal regulations.

Also, we will work to ensure subgrantees have the appropriate staffing, finance policies, accounting systems and board level leadership in place to ensure compliance with federal guidelines. Our due diligence process will seek to identify high performing organizations that have a sound infrastructure and comply with federal guidelines.

Ensuring Compliance with CNCS National Service Criminal History Check Requirements --

Youthprise will ensure that all subgrantees and Youthprise staff funded by this project undergo three-part criminal background checks -- including FBI, statewide repository, and sex offender registry checks prior to beginning employment under the award. The requirement will be clearly delineated in the Request for Proposals and listed as a mandate in the grant agreement.

Commitment to Long-Term Relationships with Subrecipients, Including How Short- and Long-Term Goals will be Established -- Youthprise and partners have deep relationships with the targeted communities in which we have supported their capacity over time. Although, SIF funding will allow us to intensify and expand this work, it won't represent our total investment in these communities. Our goal is to leverage this SIF opportunity to build capacity, strengthen evidence of their models and scale the work so more youth benefit. We will work closely with subrecipients to maximize this opportunity. Short term goals will be established related program improvement and organizational capacity so that subrecipients are positioned to sustain the work beyond the grant period. We will provide technical assistance to help support these efforts. In addition, we will be working with our core partners, including DEED to examine what system reforms and policy changes may be necessary to

Narratives

ensure appropriate conditions are in place to ensure the long-term sustainability of our subrecipient models.

II. SUBRECIPIENT SUPPORT, MONITORING AND OVERSIGHT

Experience Setting and Implementing Goals with Recipients

Youthprise has a strong history of setting goals with grantees and putting the support and accountability mechanisms in place to ensure success. Recently, we have set goals in two key areas -- organizational capacity and quality. As it relates to quality, we have work intensively with 35 organizations to ensure they go through the necessary steps to receive a good housekeeping sealing of approval for non-profits and currently, 90 percent of programs involved in this capacity building program are on track to meet all nonprofit accountability standards. We have also changed the landscape for youth serving programs by ensuring grantees are using a validated instrument to measure quality and make the necessary program improvements based on quality scores. We have made these goals and objectives explicit in our grant agreements and provided the necessary technical support to ensure the success of our grantees in achieving the established outcomes.

A core capacity of Search Institute is to work with community partners in setting and implementing goals based on data, particularly data from program participants that allows programs to become more responsive to the needs and experiences of young people. This work includes working with local, statewide and national networks of programs over multi-year projects. One example is a national network of community centers serving children, youth and families in the 25 of the poorest neighborhoods in the US. Search Institute developed measures for the partner organization to use, then facilitated data utilization workshops with staff that led to identification of specific goals, action plans and capacity-building activities to improve program outcomes based on data from that specific facility.

DEED's Office of Youth Development works with a variety of youth serving organizations ensuring that goals and objectives are met. DEED is responsible to ensure that a network of 16 Workforce Service Areas provides services under both federal and state funded programs. It individually sets goals and objectives with each area so that each meets both federal and state guidelines.

Evaluating Performance for Outcomes Based Initiatives -- Search Institute works with a number of organizations and networks to evaluate outcome-focused initiatives. One example involves integrating a focus on social-emotional skills and supports into a national association focused on conservation, many of whom are opportunity youth. Based on the initial assessment of youth development potential in the program, a number of staff capacity-building supports were developed and implemented, with

Narratives

longitudinal data being collected to document and monitor progress toward outcome. The project, still underway, will culminate in a quasi-experimental outcome study across multiple sites.

DEED continually monitors these areas ensuring that appropriate services are being given to eligible youth. DEED and its service delivery network have always met all state and federal goals and objectives and are continually called upon to provide technical assistance to other states having difficulty in administering programs.

The Technical Assistance and Other Services That You Will Provide to Subrecipients to Support Their Success in Achieving Proposed Outcomes -- In summary, we will convene grantees for peer learning opportunities, conducted two grantee meeting annually and provide intensive individualized support to grantees to ensure their success in achieving proposed outcomes. A major component of our training and technical assistance (TA) is to enrich proven program models through the use of psychometrically reliable and valid tools that will focus on social-emotional skills and supports based on current research on 21st century skills and workforce readiness. Search Institute currently offers these measures to hundreds of organizations nationally and internationally, including studies with opportunity youth. The assessment instrument to be used for this project is deemed appropriate for use in youth programs as well as juvenile justice, mental health and family services settings. The brief measures will be utilized to baseline current status, then to track progress across time. To add value, intensive training and TA will be provided on these assessment tools and making data-informed program improvements based on the results.

Among the 21st century social-emotional skills and supports that will be measured (pending refinement in collaboration with CNCS) are: achievement motivation, mental toughness, intentional self-regulation, growth mindset, initiative, perseverance, personal responsibility, planning skills, social competencies, time management and developmental relationships with employers/mentors and other key adults. In addition, the surveys will track youth experiences of program quality, based on the National Research Council's framework of youth program quality.

As the developer of these assessment tools, Search Institute will be the lead TA provider to train subgrantees on social and emotional skills essential to workforce development. These instruments will continually track where youth are, build on assets and make data-informed program improvements based on identified needs of youth. This process will help programs achieve targeted outcomes related to education, securing and maintaining employment, and avoiding the criminal justice system.

To ensure grantees are skilled in evidence-based mentoring techniques within the first three years of the Youthprise SIF grant, MPM will contract with programs to offer training and TA around one of

Narratives

three mentoring models that have been delivered to over 3,000 mentors in MN in the past five years. Maximize Your Impact teaches new and/or returning mentors the skills they will need to begin and sustain successful mentoring relationships, including how to be strengths based and youth centered and model things like self-regulation and setting boundaries. Maximize Your Awareness teaches mentors new strategies to connect with young people across differences through reflection about cultural assumptions, stereotypes and norms. Maximize Your Opportunity is tailored to middle and high school youth focuses on self-reflection as they determine ways they would like to have positive adults be involved in their lives, as well as expectations and goals for a mentoring relationships. Youthprise also recognizes the importance in supporting the strength and capacity of the organizations in which programs are situated. Therefore, we have dedicated resources to support the leadership of the organization in building their leadership skills and strengthening the capacity of the organizations. Training and TA will be available on effective governance, all other aspects of non-profit management such as fund development, board development, marketing and communications, evaluation, and legal issues.

DEED will also be a key resource for subgrantees. In addition to DEED's rich technical expertise, DEED website currently provides resources on best practices, safety regulations for youth workforce programs, sample curricula and up-to-date information on high demand industries.

Plan for Building Subrecipient Capacity to Develop Compliant Federal Grants Management Systems -
- The expectation for progress monitoring will be clearly articulated in our RFP and grant agreements with subgrantees. Youthprise will work with DEED's grant management team to review our processes for progress and compliance monitoring and strengthen our protocols to ensure subgrantees meet regulatory and systems requirements of federal funding. DEED has a strong history of ensuring that subgrantees are complaint with federal grants management systems and regulations. DEED has employed a series of tools and processes to assist subgrantee organizations establish the necessary protocols and requisite systems to be develop federal grants management systems that are compliant. A synopsis of this process to ensure compliance will include administering of DEED's pre-award survey, which will help determine what tools, resources, and activities (such as software, reporting, record-keeping, etc.) prospective subgrantees are currently employing toward compliance and how these elements need to be further developed or altered. This will be followed by a pre-award meeting where we will revisit compliance issues and, subsequently, targeted TA to troubleshoot any anticipated issues and to ensure that subgrantees are well-equipped to meet compliance standards. Compliance will be monitored and continuous troubleshooting will occur throughout the grant period through

Narratives

various means, such as checklists, site visits, reporting and other measures as necessary.

Plan for Building Subrecipient Capacity to Achieve Scaling, Evaluation and other Key Program Goals -- Year 1-2 will involve intensive training, TA, and peer learning to enhance implemented programs with best practices in youth development, including social-emotional and 21st century skills and building social capital (or developmental relationships), with a goal of building program quality to a level that merits a quasi-experimental outcomes evaluation in Years 3-5. Throughout this process we will continuously assess readiness and over appropriate technical support to ensure readiness to implement a rigorous evaluation plan that will increase evidence of effectiveness of their program model. The partnership will administer comprehensive training, TA, and peer mentoring to ensure that funded programs achieve at least a moderate level of evidence over the five-year period. In addition to individualize support to address specific program needs, we will hold joint convenings among grantees and facilitate peer learning opportunities to build on the strengths of each other's models and capacities.

Plan for Developing Subrecipient Performance Measurement Systems and Description of How You Will Use These to Monitor and Improve Subrecipient Performance -- In making subawards, the SIF partnership team will seek potential subgrantees that have a strong record of tracking past outcomes and can demonstrate that they have at least some systems in place to continue tracking outcomes effectively. We will work with subgrantees to strengthen these systems with additional knowledge, tools and resources, especially to enable them to more efficiently measure performance toward program goals and expected outcomes, and apply this information toward growing and scaling their programs for maximum performance and to benefit more opportunity youth. As a part of our evaluation plan, Search Institute will provide TA in executing and monitoring the data collection process. Subgrantees will also need to include provision for adequate resources in their budgets to ensure there is enough capacity for data collection and to monitor effectiveness in meeting measurable outcomes. Subgrantees will be required to track participant's progress toward outcomes in the areas of educational attainment, securing full or part-time employment, enrolling in post-secondary institutions and securing industry-recognized credentials. Subgrantees will report on progress toward these outcomes on a quarterly basis. Progress reports will include quantitative summaries of progress as well as description qualitative summaries of progress.

Progress towards increasing the social and emotional growth of participants and family engagement will be supported through the use of customized youth surveys based on psychometrically reliable and valid measures of social-emotional skills and supports, plus youth perceptions of program quality.

Narratives

These tools will help subgrantees measure process improvement and make data-informed program adaptations. DEED will play a major role in supporting Youthprise in planning and monitoring subgrantees for compliance.

Youthprise will conduct subgrantee convenings and use these as opportunities to connect subgrantees with a broad array of nonprofit capacity building services. Service providers will be invited to exhibit and provide specialized trainings and workshops on an as-needed basis.

Youthprise will deliver and facilitate subgrantee's acquisition of TA in the following forms: 1) Self-Administered Tools -- These are tools developed by TA providers that can be self-administered such as the Charity Review Councils Accountability standards. The Charity Review Council allows nonprofits to access their compliance with core standards in the areas of public disclosure, governance, financial activity and fundraising; and 2) Existing Trainings, Networking and Technical Support. We will work with subgrantees to access training in fund development, strategic planning, business planning, leadership development, succession planning, financial analysis, legal assistance, board/staff development through existing trainings offered by local TA providers.

As it relates to performance monitoring and measurement, we have devised a rigorous two-year assessment to measure subgrantees' progress in asset building and social emotional learning through the Perseverance Process. These activities are described in more detail in our Program Design. Data will be recorded and used to establish goals related to program improvement. Through progress reporting Youthprise will monitor key metrics and targets related to organizational capacity building and program level outcomes.

Youthprise, DEED, Search Institute, and MPM will provide TA support to build capacity of collective impact initiatives and youth service systems working with opportunity youth. Search Institute has developed resources for collective impact initiatives working to measure and strengthen social emotional outcomes.

Monitoring Subrecipients for Compliance and Progress Towards Goals.

Youthprise and key partners will work closely with recipients' evaluation teams to carry out periodic conference calls and in-person meetings with subrecipients to ensure compliance, troubleshoot challenges and make sure they remain on target to achieve stated goals. Youthprise should be evaluated on its ability to identify a solid cohort of subgrantees with promising models. We will need to provide high-quality training and TA to ensure grantees achieve at least moderate levels of effectiveness. Ultimately, Youthprise should be held accountable for increasing the number of youth served by subgrantees and measurable impact of their services.

Narratives

III. STRATEGY FOR SUSTAINABILITY

Demonstrated Commitment to Continue Investment Priorities Beyond the Grant

Youthprise is deeply committed to maintaining the SIF-style of grantmaking beyond the life cycle of this grant. The fact that the Youthprise board has made substantial allocation of \$1 million toward this initiative speaks volumes about our commitment to the success and sustainability of the work. We are also determine to do additional fundraising as well as support subgrantees in meeting their matching requirement. In addition, our efforts of in the area of policy advocacy are critical to the sustainability of the SIF model. Karen Kingsley, Youthprise's Director of Public Policy and Communications, has the unique combination of skills and experiences to move our sustainability agenda forward from a policy perspective.

Ms. Kingsley has over 20 years of experience leading public policy efforts to advance the well-being of children, youth and families. She played a leading role in efforts to build statewide infrastructure for high quality early childhood education, which led to the securing of \$40 million in new state funding. We hope to build the evidence and infrastructure necessary to replicate this success story as it relates to opportunity youth.

Positioning Subrecipients to Continue Evaluation and Sustain Program Growth

A key feature of our program design is building the internal capacity of subgrantees to continuously evaluate and improve the quality of their work. We also understand that resources are necessary to continuously sustain program growth and are committed to support subgrantees in raising additional funds. Further, we will continuously work with DEED to ensure we are leveraging and maximizing state and federal resources that could be allocated to support the sustainability of this work.

Budget/Cost Effectiveness

COST-EFFECTIVENESS AND BUDGET ADEQUACY

i. Budget Justification

Budget Reasonableness & Alignment with the Application Narrative -- Youthprise's budget is reasonable and includes resources to: identify promising subgrantee models with at least preliminary evidence of effectiveness, enrich models through training and technical assistance and organizational capacity building, and set the foundation to rigorously evaluate models through a quasi-experimental design. We will also have a dedicated Project Manager who will have experience in providing wraparound services for at-risk youth and managing large scale grant programs. We also have dedicated staff for fiscal management, administrative support and grants management to ensure we

Narratives

meet the desired outputs and outcomes. Resources are included for DEED, the Mentoring Partnership of Minnesota (MPM) and Search Institute to participate in the subgrantee selection process. DEED and MPM have substantial knowledge of effective workforce development models, social emotional learning and creating connections to caring adults. With this experience, they will also support efforts to grow subgrantee impact. Search Institute will provide expert consultation to ensure subgrantee models have at least moderate levels of evidence. Search Institute will also support capacity building efforts in the area of positive youth development and effective data collection practices to prepare subgrantees for scaling and growth.

ii. Capacity to Raise Match

Prior Experience Achieving Significant Non-Federal Fundraising Goals -- Youthprise is well positioned to raise the non-federal match. Of our \$8.2 million budget less than 20 percent comes from federal sources. In addition, we have been very successful in advocating for and securing state funding to support worthy projects. This includes a recent \$500,000 commitment to support a YouthBuild Project and \$100,000 commitment of state funds and allocation of \$150,000 federal funds administered by the state to support the expansion of the Juvenile Detention Alternatives Initiative. In addition, Youthprise has a large network of over 70 youth funders across the state that we tap into to support this work.

Plan for Securing the Total one-to-one Non-Federal Match -- Youthprise's board has allocated the \$1 million matching funds required for the social innovation fund. However, we are committed to additional fundraising to support subgrantees and to offset Youthprise's matching commitment.

Your Capacity and Plan for Assisting Subrecipients to Secure Their Match -- The fact that Youthprise has already secured its matching requirement, positions us well to focus time and resources on supporting subrecipients in meeting match requirement. Having DEED at the table as the administrator of state funds also positions us well to align state funding that could support SIF subgrantees. Also, Youthprise is well positioned to generate additional private investment for this SIF fund. We coordinate a Youth Funders Network of 70 funders that brings together public and private youth funders to strategize together, pool resources on joint initiatives, and engage youth in philanthropy. These relationships provide a strong foundation on which to expand the Youthprise SIF initiative. Further, as a key initiative of the McKnight Foundation, one of MN's largest private foundations, Youthprise is linked with a network of community foundations -- the MN Initiative Foundations (MIFs) -- that were created by McKnight to promote economic development in Greater MN. There are six MIF regions in the state, covering the 80 counties outside the 7-county Twin Cities

Narratives

metropolitan area. We have engaged in previous conversations with the MIFs about the SIF opportunity and they are interested in pursuing further conversations with us on how we can leverage our collective resources.

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Clarification Summary

You marked strategy B on your application. However, it seems that you are pursuing strategy A, but narrowing the pool of subrecipients to those implementing the Career Path Framework or approach, which is an integrated framework but not a tested program model. Subrecipients selected would have to be individually assessed for their incoming level of evidence, whether you are implementing YouthBuild or Back on Track or others. Can you discuss your strategy further?

After carefully reviewing our strategy for the Social Innovation Fund (SIF), we understand and concur that our approach is consistent with Strategy A. Our model focuses on creating strong linkages for opportunity youth to access education, credentialing, and training in high-demand industries. Further, our approach requires subgrantees to provide supportive services that will ensure and accelerate the likelihood that opportunity youth have viable opportunities to embark on a pathway that leads to securing education, gainful employment, living wage careers, and ultimately, success in life.

Although our response refers to YouthBuild, Gateway to College and Back-on-Track as program models that are consistent with our approach, we will not prescribe any specific model for use by organizations that are applying for subawards. Prospective subgrantees will be allowed to propose the model of their choosing; however, they must demonstrate that their proposed model (1) has shown, at minimum, preliminary evidence of effectiveness in targeting opportunity youth, (2) is consistent with SIF requirements, and (3) aligns with a career pathways framework as described in more detail within our full proposal. Subgrantees must also be committed to more intentionally integrating into their program model a focus on building social-emotional skills (such as goal-setting, collaboration, and self-regulation) and strengthening mentoring relationships.

Please describe how you have used data for program improvement and decision making.

Each core partner has substantial experience in applying data toward strategic decision-making and program improvement. Since Youthprise's inception, we have used data to improve the quality of youth programs using the YPOA as a tool for continuous improvement. The YPOA is a research-

Narratives

validated and field-tested tool developed to assess the quality of youth programs and determine staff training needs. Youthprise provided intensive training and technical support to a cohort of 13 Youthprise grantees on quality improvement in partnership with the University of Minnesota's Youth Work Institute (YWI). YWI provided skilled coaches, trained by the David P. Weikart Center for Youth Program Quality, to work with our grantees. The cohort participated in an intensive, 7-month process, which involved an annual convening; a self-assessment course; a quality coach from the YWI; shadowed YPQA observation; mini-trainings; a score debriefing; and action planning. At the end of the process, aggregate quality scores among Youthprise grantees exceeded quality scores of the David P. Weikart Center's national sample from more than 1,200 programs in all areas except one. In the one area where scores did not exceed the national sample, the score was only .01 points shy of the national average.

In 2012, Youthprise commissioned Rainbow Research to conduct a baseline study on out-of-school time (OST) programming in Minneapolis, Minnesota. Mapped by zip code, the study examined participation in free or low-cost OST programming across various attributes, including household income, age, and race using American Community Survey data, school district data and participant data gathered from independent non-profits that offer out of school time programming. The study also examined specific elements of programs, including hours of operation and types of programming offered. The study yielded invaluable results, particularly in identifying significant gaps in services. As a result, Youthprise was able to use these findings to make informed decisions on strategically investing in youth-serving programs in areas where gaps exist and to help build the capacity of existing programs to address these gaps more effectively. We also learned about participation gaps for older youth that has led to Youthprise identifying ways to invest more heavily in youth employment initiatives that are more attractive to older youth.

In addition, as an applied research organization, Search Institute has worked with numerous partners in Minnesota and across the United States in data utilization for program improvement and decision making. These include a multi-year research and improvement project with the Student Conservation Association (which is currently preparing for a quasi-experimental impact study with Search Institute), several collective impact initiatives (including a county-wide initiative in Itasca County, Minnesota), and a national partnership with the Salvation Army Kroc Centers focused on using data on social-emotional skills to improve youth development programming in centers in low-income

Narratives

communities.

In its collaboration with the Student Conservation Association, Search Institute engaged in a formative evaluation (qualitative) of the organization's youth programming in multiple sites nationally, leading to the development of training and assessment tools focused on enhancing skills of leaders in strengthening relationships and enhancing social-emotional skills. A quasi-experimental study is currently being launched to assess the impact of program enhancements on youth outcomes. In working with the Salvation Army Kroc Centers, Search Institute developed a customized survey and trained program leaders in administering surveys, then using the survey findings to develop action plans to address priority issues. A major focus of this initiative is program improvement and staff development for a youth development staff with a relatively high turnover rate.

The Mentoring Partnership of Minnesota (MPM) is a national leader in quality assessment for mentoring programs and is also experienced in building efforts among youth-serving providers in the area of employment. MPM currently serves as the training partner for the City of Minneapolis' STEP-UP Program, a summer jobs program for youth ages 14 to 21 who meet certain income guidelines or who have a substantial barrier to employment, including students with IEPs, English language learners, and pregnant and/or parenting teens. MPM's training is delivered to supervisors of youth interns and addresses how program participants can maximize their impact as mentors and mentees throughout and beyond the summer employment program. The data collected from assessment of this and other programs are used to improve and innovate mentoring program quality in program management, operations, and evaluation.

As the state entity for administering federal and state employment and training programs, the Minnesota Department of Employment and Economic Development (DEED) is responsible for ensuring that it and its local entities meet and exceed youth program performance standards set forth by federal agencies. DEED examines performance data prepared both by its management information system and outside contracted staffs to assess whether these operations are meeting/exceeding such standards. DEED analyzes the information extensively and informs its employment and training system of the results. If the analysis indicates that the system is performing well, the local entities look toward building upon their success by looking toward more effective recruitment, more efficient training and service provisions, and better follow-up of youth "program graduates." Customer

Narratives

satisfaction data also play a role in the program analysis.

If the numbers show a need for improvement because of a failure to meet performance standards (which rarely happens) and/or if there is customer dissatisfaction with program services, DEED works with the local deliverers to determine where the problems are and how they can be solved. Decisions about program delivery are made among staff who are knowledgeable about both local and statewide systems. Employment and training programs are also guided by data that illustrate socio-economic needs among the youth population in the state. DEED constantly analyzes data to determine if services are leading to self-sufficiency and to make improvements in this area.

Please describe your plan for building your subgrantees' capacity for compliance.

Our efforts to ensure subgrantees have the capacity to comply with SIF requirements will start before making grant awards. Youthprise and other core partners will work closely with CNCS in developing the RFP, grant agreements, and other applicable documents to ensure that obligations and expectations for compliance are clearly articulated. Prior to making awards, Youthprise will conduct a pre-award survey. The core SIF team will adapt the pre-award survey currently used by DEED in administering federal WIA funds. This survey will aid us in assessing and responding to capacity issues. We will also conduct at least one session for applicants who have been selected as finalists, during which we will further articulate and explain reporting requirements. These sessions, coupled with the survey, will help us ascertain prospective grantees' current capacity levels and inform the development of post-award technical assistance efforts.

As the state entity for administering federal and state employment and training programs, DEED is responsible to ensure that its local partners have the knowledge for complying with federal and state rules and regulations. DEED analyzes the requirements and sends out material explaining them to the local employment and training system. The Department has an independent monitoring unit that visits program operations to ascertain the degree to which rules and regulations are being implemented. DEED sponsors appropriate training and issues corrective action requirements where necessary. Follow-up occurs ensuring that requirements are met.

Youthprise will leverage DEED's expertise in this area as a core partner. Youthprise, and DEED will

Narratives

write a monitoring guide to be used by its staff. Upon making awards, Youthprise will draw from this guide to establish an MOU with each subgrantee that delineates the scope of work. This document will set forth specific expectations for completing the scope of work and will include important elements, such as a work plan with project goals for the project's first year, a schedule of deliverables, and reporting requirements. DEED, Youthprise, and other SIF partners, as appropriate, will then deliver ongoing appropriate technical assistance and training, thereby increasing the capacity of the local program deliverer.

Concerning monitoring and accountability, the Project Manager will use the MOU and work plan for measuring progress and will conduct continuous performance monitoring through weekly contact with subgrantees by phone, through e-mail, or in person, as well as through standardized written monthly reporting. Additionally, project staff will conduct frequent site visits to provide onsite assistance and to ensure consistency between their personal observations and information that is being reported. These practices will allow the project staff to identify and troubleshoot potential and existing challenges and to initiate the necessary interventions before these challenges intensify. Further, grantees will receive instruction and support on conducting self-monitoring assessments and will be required to conduct and submit, as part of their monthly report, a monthly self-assessment aimed at measuring progress. If deemed necessary, webinars, conference calls, and/or site visits will occur with increased frequency for subgrantees that need additional assistance in effectively implementing their programs and meeting compliance standards. We will issue corrective action as deemed necessary and, through desk reviews and on-site monitoring, will ensure implementation.

Training and technical assistance will also be carried out through semi-annual convenings involving all subgrantees and selected partnering organizations. We provide a series of webinars and conference calls that will occur, at minimum, every other month. Each subrecipient's MOU will be revisited annually to set new annual goals, establish the work plan and schedule of deliverables, and to make additional revisions as appropriate.

Specifically, training will include topics such as data collection, evaluation and assessment, and how to use this information for program improvement. Practical information will be provided on reporting and how to apply other elements, such as data collection and monitoring, toward meeting compliance requirements that are specific to the federal government and CNCS. In addition, each grantee will

Narratives

receive individualized direction in developing a viable sustainability plan that identifies specific sources for funding and strategies for program scaling and replication upon the conclusion of SIF funding.

Search Institute will help build grantees' capacity for compliance in the area of evaluation by supporting them in successfully participating in the evaluation in several ways. First, Search will provide clear, written and verbal guidance for the evaluation requirements (both formative and quasi-experimental) during the application and acceptance process. This will be incorporated as part of the MOU. Included in this guidance will be information on the needed sample, data collection requirements, human subjects protection requirements, data management expectations, and expectations for linking data across sources (survey, program records, state records) through unique identifiers. Second, Search Institute will closely monitor early sharing of program records to identify issues that need to be addressed in data quality and consistency. As other data are collected, they will be reviewed for accuracy and completeness, providing specific feedback to sites where potential problems are identified. In addition, members of the Search Institute team will be on site for qualitative data collection and will ascertain the need for additional capacity building in each site based on current capacities. Additional supports will be provided on a case-by-case basis to ensure data quality throughout the quasi-experimental study. Finally, sharing of best practices across sites will also enhance the overall quality of evaluation across the grantees.

Recognizing that the success of our subgrantees' efforts depends in some degree on the infrastructure and capacity of the Youthprise collaborative, we will also develop a work plan and set annual goals and objectives for the collaborative. We believe this is vital to ensure that the necessary supports are in place to provide training, technical assistance, and other forms of support to subgrantees in a way that promotes their success. Development of the work plan and setting goals will be initiated at the beginning of the project and will be carried out collectively, with representation from each major partner. As is required of grantees, we will conduct regularly scheduled self-assessments, and we will enlist the services of an independent evaluator to assess our activities with an end goal of ensuring that we are providing effective leadership, guidance, and support.

EVALUATION ISSUES FOR CLARIFICATION

You note that you will either conduct an impact study or a contribution study in order to assess

Narratives

program impact. The quasi-experimental design has the potential to reach at least moderate level of evidence. However, a contribution study will not be able to achieve a moderate level of evidence as defined by SIF. Please address this concern.

We intend to implement a two-phase evaluation design. Phase 1, a formative evaluation in the first year with each program site, will draw on the tenets of contribution analysis by utilizing grounded theory qualitative methods (e.g., focus groups, interviews, observations) to identify the contribution of different inputs into the program model. Through this work, we will verify the theory of change that each accepted program has articulated and identify key leverage points and confounding factors that may influence outcomes and will inform our quasi-experimental measurement strategy. In addition, the formative evaluation will also provide data to strengthen implementation by identifying either specific gaps in the theory of change as well as discrepancies between stated goals and implementation realities. Though the formative study of each program partner will be holistic, our work will have an intentional focus on social-emotional skills, the project's central innovation for the field. We hypothesize that most programs, even with prior preliminary evidence of effectiveness, will not have integrated robust theory or measures of social-emotional skills into their evaluation designs. Phase 2, a quasi-experimental evaluation in the second year with each program site, will be deeply rooted in the insights gathered in the previous phase. Our experience implementing similar multi-phase evaluation projects with community organizations supports the value of this approach for building strong partnerships and responsive evaluation designs that are keenly aligned with program theory/mission, and optimally positioned to provide actionable data to inform continuous improvement.

It is not clear who at Youthprise will be overseeing the evaluator's work and supporting that effort and what is the process for communication between the evaluators at Search Institute and staff at Youthprise. Please clarify.

Marcus Pope will serve as the overall Project Director and will oversee the contract with Search Institute. He will also supervise the SIF Project Manager who will also work closely with Search Institute. In this role, he will work closely with Youthprise's President, Finance and Operations Director, and Program Officer in overseeing all aspects of the CNCS cooperative agreement. Marcus has a Master of Education Degree with an emphasis in youth development and program evaluation. His experience includes working for a national think tank and research organization for five years,

Narratives

where he managed federally funded research and technical assistance projects. While working at the University of Minnesota, School of Social Work he managed seven cooperative agreements to provide training and technical assistance to U.S. Department of Justice and the U.S. Department of Health and Human Services grantees across the country.

We will also employ a Project Manager who will be dedicated to the daily operation and programmatic oversight of the SIF project. The Project Manager will have a strong history in youth development and workforce development, demonstrated knowledge and understanding of program evaluation, and experience working closely with federally funded projects.

It is also important to note that Youthprise and Search Institute are co-located in the same two-level suite and have a strong working relationship. Although we are independent organizations, we share resources for the sake of efficiency. We collaborate often, working on joint projects and serving on local committees relevant to youth development.

The proposal doesn't make it clear if the unit of analysis will be the participants or at the program level. If the applicant is proposing to conduct the evaluation at the participant level, it is not clear if it can come up with a comparison group of sites that have a similar portfolio of participants. Please clarify.

Our research design has a multilevel data structure with time nested within youth, and youth nested within program. However, because we do not have adequate power at the program level ($n = 8$) to provide a basis for inference (Nezlek, 2011), the unit of analysis will be at the participant level. Our analysis will rely on alternative MLM methods (e.g., entering program and interaction terms or testing multi-group regression models) to address any potential confounding by program.

We anticipate recruiting 1,000 youth to participate in the pretest (800 in follow-up). Power analyses calculated in G*Power 3 (Faul et al., 2007) under the assumptions of a MANOVA repeated measures model with interactions with a medium-large effect size (.25), .05 error probability, and a .90 power criterion suggest a sample size of 206 participants is necessary to achieve these parameter specifications. Our analytic plan calls for complex SEM models, which typically make greater demands on the data and require larger sample sizes to achieve precision (Little, 2013). With that said,

Narratives

we anticipated our sampling targets will handily achieve the necessary size to be sufficiently powered.

The participant comparison group will be drawn from other DEED workforce development program sites that engage opportunity youth, which will provide evidence of the impact of the social-emotional skills program enhancements. Propensity scores will be calculated to match samples based on demographics, educational experience, and key social-emotional measures at pre-test. Though we can explore the potential of identifying a sample of opportunity youth who are not connected to a workforce development center, we are not confident that an adequate sample can be identified and retained without a much greater investment, which would be more suited to an RCT.

Your plan to allocate 10% of your own program budget and 10% of the subgrantee budget to evaluation. This amount is on the low side in terms of the type of evaluations that the SIF requires. Please review and revise your budget as necessary.

The evaluation budget has been increased to 18% of the grantmaking budget. Youthprise has allocated over 10% of the grantmaking budget for evaluation and subgrantees will also be required to include funds for evaluation within their budgets.

Please provide additional detail about how you intend to plan and implement the evaluation and its timeline of activities.

The timeline for the evaluation is addressed in a more detailed response to a subsequent question. The process will begin when subgrantees are identified. In the first year of the grant (while subgrantees are being selected), we will identify potential measures for the program evaluation. As subgrantees are selected, we will examine the alignment of their program implementation with their stated theory of change, including the kinds of social-emotional or 21st century skills that they seek to develop or see as particularly salient for their population. These factors will be examined in Year 2 through the formative (qualitative) evaluation, and assessment tools for the quasi-experimental study will be finalized. This approach will integrate what's known in extant research with the on-the-ground experience of the participating programs. Quantitative survey measures will use validated scales for identified constructs, and consistent data collection protocols will be finalized for use across study sites.

Narratives

Years 3 to 5 will focus on the quasi-experimental study, as described below, including three data collections with each cohort of program participants.

Please discuss your past experience with managing external evaluation contracts.

Youthprise has previously managed external evaluation contracts with reputable local and national research firms, including Policy Studies Associates, Search Institute, Rainbow Research, and Wilder Research. Policy Studies Associates played an instrumental role in Youthprise's formative years in developing a theory of change for Youthprise, identifying indicators and measures for our overall work, and developing a research brief. Our research contract with Search Institute has resulted in the evaluation of our Change Fellows program. Our contract with Rainbow Research was for a Baseline Study focused on out-of-school time participation, as described earlier in this response. We are currently engaged in a contractual arrangement with Wilder Research to replicate our baseline study in Saint Paul.

Please provide an estimated timeline for the intervention and the impact study.

As noted in response to earlier questions, we intend to implement a two-stage evaluation, with the first stage being more formative (using a contribution analysis approach) in the first year of program implementation. The quasi-experimental study will begin in the second year, gathering pre- and post-survey data from participants, as well as six-month follow-up data after program completion (and possibly one-year follow-up, if feasible without excessive attrition). We anticipate engaging a new cohort in program year 3 and then program year 4, with each cohort being approximate 500 participants, giving a total sample size of 1,000 at pre-test, with a 10% attrition rate for each subsequent sampling. These estimates are based on DEED's previous experience with program retention in Minnesota workforce programs. Thus, across the five years of the SIF agreement, the broad timeline would be as follows:

Year 1: Evaluation design, instrument development, and active engagement in the selection process (in collaboration with CNCS evaluators).

Year 2: Formative evaluation in an expected eight participating programs. This evaluation will begin

Narratives

as each program is accepted into the project. We will commence with a site visit that will include documenting available data, conducting interviews and observations that begin to verify the theory of change. We will refine data collection protocols and timelines to ensure maximum value to the overall initiative and to the participating programs. Because different programs will likely have different schedules and program cycles, we will prioritize aligning data collection with subrecipients' program cycles so that data are collected from program participants within the first 3 weeks of program entry.

Year 3: Quasi-experimental study of a first cohort of program participants (about 500 participants), including pre- and post-survey data collection linked to program data and state records on education and employment. Data will be provided to programs after each data collection period for ongoing program improvement.

Year 4: Begin quasi-experimental study on second cohort (about 500 participants). Conduct follow-up surveys of first cohort of participants (6 months and, if feasible, 1 year).

Year 5: Complete follow-up surveys of second wave of program participants (6 months) and complete final analysis and reporting.

BUDGET ISSUES FOR CLARIFICATION

Please answer the following questions in your clarifications narrative or make the changes requested below directly in the application budget narrative section in eGrants.

In the budget narrative in eGrants, Section H. Other Costs, please add in subgrantee match. The intermediary should have a 1:1 match and the subgrantees should have a 1:1 match.

The 1:1 subgrantee match has been added in eGrants, Section H. Other Costs.

In the budget narrative in eGrants, Section H. Other Costs, the other allowable costs of \$7,024 would be included in your indirect rate already claimed in the budget. Please revise this item.

We have deleted the referenced item and added the OMB allowed 10% indirect cost rate.

Narratives

In the budget narrative in eGrants, Section H. Other Costs, please provide detail/justification for:
\$5,300 for CHC -- This was not in the submitted budget and therefore a detailed justification was not provided.

\$17,000 for training -- This was not in the submitted budget and therefore a detailed justification was not provided.

\$25,000 data collection -- This was not in the submitted budget and therefore a detailed justification was not provided.

Budget Issues for Clarification

In the clarification summary, please confirm that each contracted partner identified in the budget was or will be procured in accordance with the federal procurement requirements outlined in the NOFA.

Youthprise agrees to comply with the requirements found at 2 CFR §§200.317-200.326 and has a written Procurement Policy.

References

Faul, F., Erdfelder, E., Lang, A. & G., & Buchner, A. (2007). G*Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39, 175-191.

Little, T. D. (2013). *Longitudinal structural equation modeling*. New York, NY: Guilford.

Nezlek, J. B. (2011). *Multilevel modeling for social and personality psychology*. London: Sage.

Continuation Changes

N/A