

# Evidence2Success 2015 Community Selection

Request for Proposals

THE ANNIE E. CASEY FOUNDATION



March 26, 2015

## Overview

The Annie E. Casey Foundation invites proposals from localities interested in becoming new Evidence2Success communities. The Foundation plans to select one to three new communities that will implement the Evidence2Success framework, beginning in fall 2015.

<b>Purpose:</b>	To assist state and city leaders to work with low-income communities to invest in proven programs that benefit children's health and development and lead to improved population outcomes.
<b>Webinar and materials:</b>	April 16, 2015, from 1 p.m. – 2 p.m. EDT This webinar will provide information about Evidence2Success and an opportunity for potential applicants to ask questions about the framework and request for proposals. <a href="#">Please download briefing materials and register for the webinar using the password Evidence here.</a>
<b>Proposal Due Date:</b>	May 28, 2015, by 5 p.m. EDT Please email the proposal as a PDF file to <a href="mailto:e2ssiteproposal@sp.aecf.org">e2ssiteproposal@sp.aecf.org</a> using “[ORGANIZATION OR COMMUNITY NAME] 2015 RFP Submission” in the subject line, filling in your organization or community name. You will receive an email confirming receipt of your proposal.
<b>Site Visits:</b>	An Annie E. Casey Foundation team will visit finalist communities during the months of June and July 2015. An expert panel will review proposals and participate in the site visits.
<b>Selection Announcement:</b>	Communities will be notified of their selection by early August and sign letters of agreement by the end of August 2015.
<b>Eligibility:</b>	Community with a population of at least 100,000 residents. Applications may be submitted by any entity that is able to secure commitment to the Evidence2Success prerequisites on the proposal cover sheet.
<b>Funding Available:</b>	Initial grant funds of \$150,000 to match \$150,000 of community funds to support evidence-based programs. Selected communities will also become members of the Evidence2Success learning network and receive access to the complete set of

Evidence2Success tools, technical assistance and training for three years.

**Questions:** Please direct any questions about this RFP in writing to [mjohnson@aecf.org](mailto:mjohnson@aecf.org) with the subject line “RFP Question” by May 4, 2015. Written responses will be emailed prior to the application deadline.

## **Background**

The Annie E. Casey Foundation is a private philanthropy that creates a brighter future for the nation's children by developing solutions to strengthen families, build paths to economic opportunity and transform struggling communities into safer and healthier places to live, work and grow. Evidence2Success builds on the lessons learned by the Foundation and its partners promoting the use of data-driven decision making, engaging communities in change and working with public agencies to develop and sustain proven programs with public funding.

Evidence2Success combines the best of what works from more than 30 years of public health and prevention science to offer a new way of supporting children's healthy development. Important tenets of Evidence2Success rooted in the mission and experience of the Annie E. Casey Foundation include the promotion of race, equity and inclusion and the value of engaging community residents in decision making and action.

Over the past five years, the Foundation has invested significant resources to design Evidence2Success. The framework provides tools that help children and youth meet developmental milestones in five critical areas: behavior, education and skills attainment, emotional well-being, physical health and relationships.

In 2012, Providence, Rhode Island, was selected as the pilot site for Evidence2Success. Through the leadership of the Providence Children and Youth Cabinet, the community has achieved a number of important objectives. Lessons learned from Providence have informed the refinement of the framework offered to the next Evidence2Success communities.

Working together, elected officials, public agencies, school systems, community leaders and residents can use the Evidence2Success tools and strategies to address the root causes that promote or impede children's health and development. Evidence2Success offers the partnership a roadmap to understand how children are doing with the help of data; select proven programs to enhance strengths and address needs; and develop financing and action plans to support the ongoing use of those proven programs.

Participating in Evidence2Success is an opportunity not only to benefit children in your community, but to become a model of success for others across the nation. Selected communities will participate in the Evidence2Success learning network and be asked to contribute to the continued enhancement of the framework through participation in evaluation and lesson sharing.



**PLEASE ATTACH THIS COVER SHEET TO YOUR PROPOSAL**

Community Name:

Proposed Focus Neighborhoods:

Please provide information for a community lead contact who can answer questions about the proposal and assist in organizing a site visit.

Name:

Title:

Organization:

Mailing Address:

Email Address:

Phone Number:

To be eligible for consideration, a site should meet the following prerequisites:

1. Commitment of **elected officials** to serve as champions for Evidence2Success

YES

State, city or county elected official(s) (e.g., governor, mayor, city council, county commissioner), as appropriate. Please list letters included:

2. Commitment of **public systems** to participate in Evidence2Success. Participation includes working with the partnership to select and support proven programs and to develop financing plans for program implementation.

YES

Public system leaders willing to participate in Evidence2Success. (Recommended systems include child welfare, juvenile justice, public health, mental health, early care and public housing. School district participation is required.) Please list letters included:

3. Commitment of **school system** to participate in Evidence2Success, including a commitment to administer the Youth Experience Survey in the 2015-16 school year. The Foundation and partners will provide support to the school district for this survey administration and data analysis.

YES \_\_\_\_

Please include letter from the school superintendent.

4. Commitment of community leaders and residents from focus neighborhoods to participate in Evidence2Success. A focus neighborhood is defined as a neighborhood with high needs and where multiple public agencies spend significant financial resources on children and families.

YES

Community leaders and residents from focus neighborhoods committed to participate in Evidence2Success and serve on the partnership. Please list letters of support:

Optional letters of support for implementing the Evidence2Success framework (e.g., local community foundations, business leaders, civic organizations, higher education institutions). Please list letters of support:

5. Commitment of \$150,000 cash in local funds, to be matched by Foundation funds, to support evidence-based program(s) in the first year of Evidence2Success.

YES

Identify the source(s) of community funds:

## **Proposal Content and Selection Criteria**

Before responding to this request for proposals, interested applicants are encouraged to register in advance for an informational webinar at **1 p.m. EDT April 16**. Before the webinar, applicants are also encouraged to read accompanying briefing materials that describe Evidence2Success. To download these materials, enter the password Evidence in the Event Material box in the lower left corner of [this page](#) and click “View Info” before registering for the webinar.

To ensure the likelihood of success and expansion, the Foundation is placing a priority on communities that have demonstrated a commitment and capacity to improve outcomes for children. Communities that meet the prerequisites on the cover sheet will be considered for selection based on the following criteria, with responses weighted as indicated below:

- 1) *Community-wide Commitment to Serving Children and Families. (25 points)* Demonstrated commitment from elected officials and public agency leaders to innovate and improve how public agencies deliver programs and services to children and families;
- 2) *Existing Partnership. (20 points)* Evidence of successful collaboration between public agencies and providers, elected officials and communities and identification of a partnership capable to lead this effort;
- 3) *Community Participation. (15 points)* Commitment of parents and residents in focus neighborhoods as well as civic and faith organizations, businesses, nonprofits and other community members to participate;
- 4) *Data Capability. (10 points)* Proven ability or willingness to use and share data across agencies and with the community to make decisions;
- 5) *Financing Commitment. (20 points)* Commitment to developing short- and long-term financing plans that include redirection of partner agency resources and other financing strategies to support implementation of proven programs;
- 6) *Survey Plan. (5 points)* Commitment of school system to conduct the Youth Experience Survey in the 2015-16 school year; and
- 7) *Site Coordinator. (5 points)* Commitment to appoint a senior level site coordinator who will serve as the main point of contact for project staff and coordinate local tasks.

## **Proposal Instructions**

In **no more than 20 pages**, double spaced and using 12-point font, please respond to the following questions.

- 1) *Community-wide Commitment to Serving Children and Families.* Demonstrated commitment from elected officials and public agency leaders to innovate and improve how public agencies deliver programs and services to children and families
  - A. In no more than five pages, please explain your interest in Evidence2Success and present the case for why your community should be selected as an Evidence2Success site.
    - Include a description of your community and demographic data that helps to support your case for being selected to participate in Evidence2Success.
    - What are examples of past or current efforts to improve how participating public systems operate to improve outcomes for children? What have been the greatest obstacles to effective reform?
    - What are indications that elected leaders, participating agencies and other stakeholders that would be involved in Evidence2Success are committed to innovative ways to address social problems, including racial disproportionalities in public systems involvement?
  - B. What are the current and projected opportunities and challenges (e.g., upcoming elections, existing initiatives with similar goals) for launching Evidence2Success in your community?
  - C. Do public systems and/or service providers have past or current experience with proven programs that are included in the Blueprints for Healthy Youth Development database (<http://www.blueprintsprograms.com>) or are considered promising programs by federal and other databases? If so, please describe the experience selecting, implementing, sustaining and monitoring these programs.

2) *Existing Partnership.* Evidence of successful collaboration among public agencies, elected officials and communities and identification of a partnership capable to lead this effort

Leading the work to embed proven programs in public agencies requires commitment and involvement from a number of key stakeholders. The Foundation seeks to bring the Evidence2Success framework and tools to an established partnership that has a history of commitment to improving child well-being or a new partnership formed for the purposes of implementing the framework. Evidence2Success begins with a three-year commitment that involves public officials, public systems administrators and representatives, residents and community stakeholders.

The Evidence2Success governance structure, or partnership, will lead a collaborative process to select, implement and monitor evidence-based programs that lead to improved child outcomes. The major functions of the Evidence2Success partnership are using data to prioritize youth

outcomes, selecting programs based on these prioritized outcomes and developing a financing plan to support the programs. The partnership is also responsible for developing an infrastructure that supports data collection and analysis, the Youth Experience Survey administration and effective program implementation. The partnership may choose to select additional partners to develop and deliver these infrastructure capacities.

Potential partnerships might be a children and youth cabinet, a university-led collaborative or an existing Promise initiative. The partnership could also be a group convened by a United Way or local community foundation.

The Foundation recommends that the Evidence2Success partnership include senior leaders or representatives with decision-making authority from the key public systems, residents and leaders from the proposed focus neighborhoods and representatives from the community at large (such as faith leaders, business representatives, teachers, youth, nonprofit organization staff). A total membership of approximately 20 is ideal to include essential stakeholders, ensure the community members have an authentic role in decision making and build relationships across public systems and community representatives that facilitate innovation.

If you have an **existing** partnership:

- A. How does this partnership work, learn and adapt? How does the partnership make decisions and hold members accountable?
- B. Describe the membership, goals and operating norms of the proposed existing partnership that will serve as the governing body.
- C. What are the partnership's most significant results achieved to date, especially as they relate to improved outcomes for children and families?
- D. In what ways do the partnership functions described for Evidence2Success align with and differ from the partnership's current roles and responsibilities? Would you expect to modify your existing partnership's membership, roles or structure to support Evidence2Success implementation, and if so, how?
- E. What is the communications capacity of your partnership? Please describe not only who does the job of communicating externally and internally, but also the communications channels available to the partnership, such as websites, social media channels and electronic newsletters.

If you are proposing to establish a **new** partnership:

- A. List the proposed members and explain why these individuals are the right people to take on the governing body roles. Describe what indications exist that this group has the will and capacity to accomplish the partnership tasks collectively.
- B. How do you propose that the partnership will make decisions and hold members accountable?
- C. How do you propose that the partnership will communicate with key local audiences?

- D. What do you anticipate will be the greatest challenges to establishing and operating the partnership? By when do you expect the partnership to be fully operational?
- 3) *Community Participation.* Commitment of parents and residents in focus neighborhoods as well as civic and faith organizations, businesses, nonprofits and other community members to participate

An overarching goal of Evidence2Success is to engage community stakeholders to work together with public agency partners to target public resources to proven programs that address community-specific risk and protective factors. It is important to identify stakeholders who not only work, live, play and pray within the focus neighborhoods, but at least some who also understand and have worked with public agencies and systems.

Applicant communities should identify focus neighborhoods with high needs and where multiple public agencies spend significant financial resources on children and families. The Foundation anticipates that applying the Evidence2Success framework most specifically in the initial focus neighborhoods will help public agencies, schools and service providers build the capacity to deliver proven programs citywide.

- A. Provide demographic information about the identified neighborhoods, and describe why these focus neighborhoods have been selected.
- B. What are existing initiatives in the neighborhoods, and how might they align with or impede the Evidence2Success effort?

In addition to serving on the governance structure, or partnership, community stakeholders can play other important roles, such as serving as allies with special skills in the areas of outreach, data, program implementation and as fiscal partners. At times, broader outreach to the community will be essential to gauge neighborhood and community members' agreement with the priorities that the partnership sets and to encourage broad participation in the proven programs that will be selected to offer in the neighborhoods.

- C. How do community leaders, public agencies and service organizations collaborate in the focus neighborhoods?
- D. How would you ensure that Evidence2Success efforts reflect the needs and priorities of residents and that residents have meaningful roles in decision making, implementation and evaluation?
- E. How would you ensure that community participation in Evidence2Success reflects the racial and ethnic groups in the focus neighborhoods and across the community?
- F. (Optional) Identify community foundations or other local philanthropies currently supporting or who have supported efforts in the past to improve well-being for

children and families in the focus neighborhoods and may be interested in participating in Evidence2Success.

- G. (Optional) Who are other potential champions and partners in the focus neighborhoods who can help to advance the goals of Evidence2Success?

- 4) *Data Capability*. Proven ability or willingness to use and share data across agencies and with the community to make decisions

Given the premium placed on using data and evaluation in Evidence2Success, strong candidate sites will have local data partnerships that facilitate sophisticated data integration and analysis.

- A. Outline the experience and history using local data for decision making and planning in your community, by the partnership and/or across public systems. Note any existing cross-agency data sharing agreements and/or progress toward establishing integrated data systems.
- B. Please describe proposed partners with data expertise to help facilitate data exchange with Evidence2Success partners, interpret local data and to support local data capacity, including analysis of the Youth Experience Survey data.

- 5) *Financing Commitment*. Commitment to develop short- and long-term financing plans that include redirection of partner agency resources and other financing strategies to support implementation of proven programs

Communities participating in Evidence2Success will receive technical assistance to develop a collaborative strategic financing plan to effectively implement and sustain proven programs.

Success will not be achieved using one single financing strategy or by accessing one single funding source. Long-term success will come from combining a diverse set of financing strategies, and coordinating them across public agencies and school systems, to support proven programs. Determining the most appropriate financing strategies will depend on the community and neighborhoods' focus on particular priorities for child well-being, populations and programs. Financing strategies also will depend on the scale of implementation and the state, city or county's unique funding landscape.

A critical focus of Evidence2Success is to support public agencies in redirecting dollars from less effective and unproven approaches toward proven programs. Public agencies partnering on Evidence2Success will receive tools and technical assistance to map their current investments that are aligned with the Evidence2Success well-being goals. Fund mapping and finance technical assistance will help public agencies identify opportunities for redirection toward proven programs. Sites will work to dedicate an increasing amount of funding toward implementation and

infrastructure development for evidence-based program implementation. Sites will be asked to commit to the following funding goals over the course of the three years:

- cash to support evidence-based programs selected by the partnership, to be matched by a Foundation grant of \$150,000, from public or private sources;
  - commitment by partnering public agencies to use the fund map analysis to identify specific resources (staffing resources and funding streams) that can be redirected to support evidence-based programs, with a target of redirecting 1 to 2 percent of total agency spending on children and families in the selected community;
  - commitment by the partnership to develop a financing plan that includes redirected dollars as well as other financing strategies that can support scaling of the selected evidence-based programs to serve the total target population in focus neighborhoods; and
  - commitment to pool a portion of funding dedicated to this effort that will support the ongoing shared decision making, program priorities and infrastructure of the partnership.
- A. Describe how the partnership plans to secure funding commitments from public agency partners (and others, if applicable) to support the **partnership's work**. This may be through in-kind contributions from agency staff to participate on the finance committee. The finance leads for each agency will help to complete the fund map within the first four months of the project and develop a collaborative strategic finance plan.
  - B. Describe how the partnership plans to secure funding commitments from public agency partners (and others, if applicable) to support **evidence-based programs**. List any specific programmatic areas or funding streams where partner agency leaders see opportunities to redirect resources toward evidence-based programs.
  - C. Identify the fiscal agent for the partnership that will manage the funding pool. Explain why this entity has been selected by the partnership to serve in this role and the track record of the organization to effectively manage funds on behalf of a cross-agency collaboration.

6) *Survey Plan.* Commitment of school system to conduct the Youth Experience Survey in the 2015-16 school year

Communities that implement Evidence2Success make a commitment to identifying local priorities to help all children and families thrive, and to shifting their own public funding to invest in what works to address those priorities. Setting priorities requires getting a complete picture of the needs and strengths of the young people in your community and measuring changes over time.

The Annie E. Casey Foundation offers Evidence2Success communities access to the Youth Experience Survey to get this comprehensive picture. The survey, administered throughout the public school district, will help the Evidence2Success partners identify where it makes sense to

work together and share resources to help more children grow up healthy, ready for school and prepared for success in life. The Foundation and partners will provide support to the school district to prepare for the survey administration and data analysis so that the community builds capacity to re-administer the survey regularly over time and collaborate with local data partners for data analysis. The Foundation support for the initial survey administration will include survey preparation, technical assistance for the data collection process, scanning completed surveys (if using paper survey instruments) and preparing analysis plans for school and district data reports.

The Foundation has also developed a Childhood Experience Survey to gather information on younger children. Communities interested in administering this survey can work with the Foundation to develop a plan to conduct this survey with a representative sample of parents.

- A. What is the school district's policy regarding the introduction of new surveys (e.g., parent notification – passive or active consent; internal review board process and timeline; scheduling requirements)?
  - B. Will the school district administer the survey in paper or online format? If using an online survey, what is the experience of the district with online surveys?
  - C. How might the site propose to identify youth by neighborhood, particularly the focus neighborhoods? For example, in Providence, the data partner organization, Providence Plan, provided students with postcards listing the names of their neighborhoods based upon the student's last known address.
- 7) *Site Coordinator.* Commitment to appoint a senior-level site coordinator who will serve as the main point of contact for project staff and coordinate local tasks

The site coordinator will work closely with the Foundation's Evidence2Success team to ensure successful implementation of the Evidence2Success framework and build necessary capacities. The site coordinator will play a lead role in coordinating the following tasks:

- administration of the Youth Experience Survey and data analysis;
- development of a financing plan to support proven programs;
- support for the governance structure/partnership that leads Evidence2Success and committees (e.g., finance, community review, data, implementation);
- support for implementation teams for chosen evidence-based programs, including fidelity monitoring and data reporting;
- communication about the Evidence2Success work among partners and with the public; and
- participation in the Evidence2Success learning network and evaluation.

The Foundation recommends that the site coordinator be a 1.0 full-time equivalent position, a senior-level executive with the competencies and experience to support the aforementioned tasks, including coordination with public systems senior staff and community members. Communities that elect to have more than one person fulfill the site coordinator capacities (e.g., assign a senior

staff person with financial expertise to serve as the finance lead) should be sure to designate a lead coordinator.

- A. How might the site coordinator position be funded?
- B. If known, identify a potential candidate(s) to serve as site coordinator and explain why this person(s) is best suited to the role. Please include a resume(s) for the proposed site coordinator(s). The resume will not count toward the proposal page limit.

## Checklist of Submission Requirements

Please email a **single** PDF file including all of the information below to [e2ssiteproposal@sp.aecf.org](mailto:e2ssiteproposal@sp.aecf.org) using “[ORGANIZATION OR COMMUNITY NAME] 2015 RFP Submission” in the subject line, filling in your organization or community name.

The proposal is due on May 28, 2015, by 5 p.m. EDT. You will receive an email confirming receipt of your proposal.

- Cover sheet
- Proposal (no more than 20 pages, double spaced and using 12-point font)
- Additional documentation (does not count toward page limit)
  - Letters of support
    - State, city or county elected official(s) (e.g., governor, mayor, city council, county commissioner), as appropriate
    - Public system leaders (Please include name, title and contact information.)
    - School superintendent (Please confirm commitment to administer the Youth Experience Survey during the 2015-16 school year.)
    - Community leaders and members from focus neighborhoods (Please include name, title and contact information.)
    - Optional letters of support (e.g., local community foundations, business leaders, civic organizations, higher education institutions)
  - Description of an existing partnership (e.g., partnership membership list, inter-agency agreements, partnership strategic plan or mission statement)
  - Relevant demographic or other data
  - Resume for proposed site coordinator