

SUNDANCE FAMILY FOUNDATION



SUNDANCE RESEARCH CAPACITY CHALLENGE GRANT REQUEST FOR PROPOSALS



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FAMILY FOUNDATION

A CHALLENGE TO YSE NONPROFITS TO DEVELOP CAPACITY TO PRODUCE PRELIMINARY EVIDENCE-BASED DATA, ANALYSIS & RESEARCH

THIS IS A CALL TO ORGANIZATIONS CURRENTLY PROVIDING YSE PROGRAMMING, THAT ARE INTERESTED IN BECOMING A PART OF A 24-MONTH COHORT LED BY WILDER RESEARCH TO DEVELOP THEIR ABILITY TO PRODUCE THE DATA, ANALYSIS, AND RESEARCH THAT IS REQUIRED BY MANY FEDERAL, STATE, AND FOUNDATION FUNDERS.

THE CHALLENGE IS TO ESTABLISH PRELIMINARY OR MODERATE EVIDENCE-BASED SYSTEMS IN EACH ORGANIZATION THAT CONTRIBUTES COMMON DATA TO A SINGLE DATABASE. AS PART OF THIS COHORT MEMBERS WILL BE ABLE TO EVIDENCE PRELIMINARY OR MODERATE EVIDENCE AND WILL PROVIDE COMMUNITY PRESENTATIONS ABOUT THEIR EXPERIENCE DEVELOPING THESE SYSTEMS.

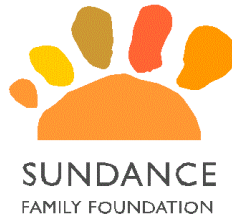


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OBJECTIVE

This Challenge Grant is a high-demand, high reward opportunity targeted at nonprofits currently offering YSE programming. The purpose of this RFP is to create a cohort of 15 YSE nonprofits and provide them with the tools needed to produce rigorous preliminary evidence-based research. The cohort of 15 nonprofits (with teams from each organization that include their grants writer, program manager and financial manager) will develop preliminary evidence-based systems. Some of the cohort members who have already collected preliminary evidence-based research will be able to develop moderate evidence-based data, analysis, and research. This type of evidence demonstrates individual program and common YSE field quality, effectiveness and impact. This evidence is required by many federal, state, and foundation funders. Not having this ability keeps qualified nonprofits from attaining certain funds needed for expansion.



This Challenge grant pays the fees and expenses for the significant costs for training and support for each nonprofit cohort member as these systems are developed (roughly \$22,000 each member for 24-months of training and support). This includes third-party analysis and reporting, human subjects verification and IRB review. Sundance and partners is supporting the \$325,000 to underwrite this initiative for 15 nonprofit organizations. Funds have not yet been procured to provide selected nonprofits with remuneration to cover staff involved in this effort. We are looking for foundation partners to assist with that part.

Cohort members meet the challenge requirements by: 1) Demonstrating that they currently have a YSE program 2) Committing to have an engaged team of individuals within their organization for the full 24 months 3) Itemizing the time of this team, database or supplies that are contributed to this effort. Cohort members must have their individual teams ready to start on January 1, 2016 and to keep these teams actively engaged with the cohort (about 6 group and 4-6 individual technical assistance sessions) through December 31, 2017. Each member is willing to use Sales Force, Quickbase, or another MIS system that is compatible with the system used by Wilder Research to collect its own unique and common data. Each cohort member is committing to sharing common data during and after this program. Each cohort member will be required to provide 2-3 public panel presentations to the YSE Collaboration sharing how each is developing the internal systems. All benchmarks must be met in a timely manner. It is assumed that each cohort member will continue these systems long after this initial 24-month period of development.

Sundance Family Foundation, founded in 2003, is advancing the field of Youth Social Entrepreneurship (YSE) as a promising intervention for youth living in poverty. YSE programs integrate practices of positive youth development with community engagement (developing social capital) and entrepreneurship skills to enable mutual transformation of economies, neighborhoods and individuals (Kruse 2015¹). The intended YSE outcomes require more than simply providing excellent programming. We believe that these successful interventions are indeed aiding youth to become gainfully employed. Successful projects incorporating these holistic practices can produce evidence that their efforts create opportunities for low-income youth transitioning to jobs, post-secondary training and careers, and exploring entrepreneurial pathways. Local YSE nonprofit programs can provide pipelines of entry-ready youth desperately needed in the manufacturing, business and other sectors. These nonprofits shape youth who thrive as active, engaged members of their families and the broader community. This type of "wrap-around" multi-dimensional and innovative learning inspires youth to acquire the skills, self-confidence, and support needed to "put poverty out of business."

¹ Kruse, Tina. *Youth Social Entrepreneurship: Advancing the Field* Sundance Family Foundation www.sundancefamilyfoundation.org 2015 print



BACKGROUND

Many nonprofit organizations working tirelessly with youth within low-income communities are not able to provide data, reporting, and evidence that their efforts have helped youth achieve success. As a result, these nonprofits cannot attain needed federal, state and foundation dollars. Building evaluation systems is expensive, time consuming, and challenging for organizations that understandably prioritize program services over data collection. This is a Challenge to reward candidates with an opportunity to jointly build their systems and the field of YSE.

Advancing the YSE field has meant understanding how to strategically create opportunities for collective growth. Research into federal programs like Minnesota Department of Employment and Economic Development (DEED), Opportunity Nation, the Corporation for National and Community Service, and large Foundations such as Case, Kaufman and Annie E. Casey have taught us that:

- Data-driven analysis is now a key element of Federal and State initiatives: in particular, grantors are requiring preliminary or moderate evidence-based research
- Standardized processes and implementation of resources are needed to advance the YSE field. These includes more training for YSE managers, more uniformity in data-collection and more science in research across a large group of youth over an extended period of time
- Not all YSE programs are well suited for potential growth or rigorous research and data collection, yet there is no program to help candidates who are not yet ready build the skill and talent needed to move toward preliminary evidence prowess
- Advancing the field of YSE means developing a cohort that can collect common data for analysis and research that evidences long-term success.

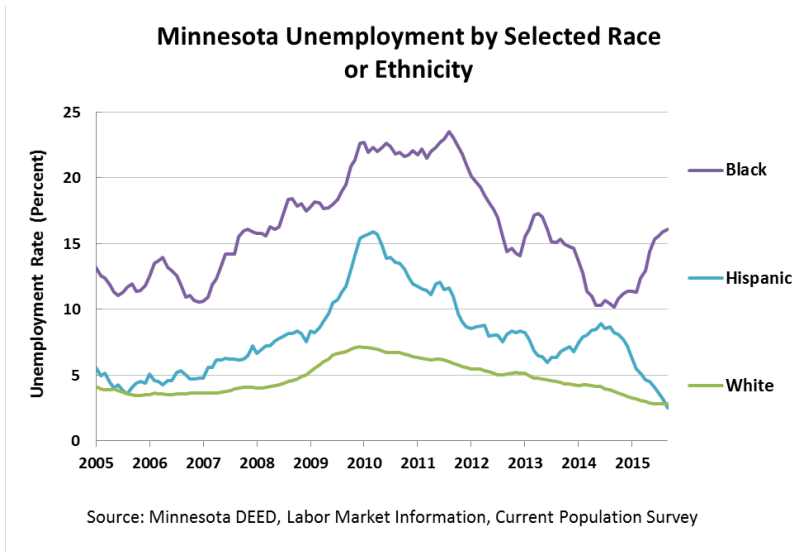
Problem and Opportunity

YSE nonprofits provide wrap-around services to youth where they live. And yet, even with this wrap-around provision of support and entry-ready job and entrepreneurial skills, youth living in low-income zip code areas have been unable to find employment in Minnesota. Unemployment rates for youth living in low-income areas are reported to be as high as 40%, even though jobs only a mile or two away in manufacturing and small business are not being filled. Unemployment seems to be influenced not only by zip code address but by race.

Unemployment among Minnesota's Black population rose during 2015 from 10 percent to 16.1 percent in September—the highest rate since June 2013. Hispanic unemployment has been falling steadily from an August 2014 level of 8.7 percent and is now 2.5 percent, slightly lower



than the rate of White unemployment (mn.gov/deed/data/current-econ/highlights/alternative-unemployment.jsp).



Minnesota unemployment rates by race or ethnicity as of September 2015:

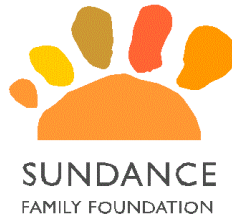
- Black or African American, 16.1 percent, compared to 10.2 percent 12 months ago
- Hispanic or Latino, 2.5 percent, compared to 8.2 percent 12 months ago
- White, 2.8 percent, compared to 3.8 percent 12 months ago
- All workers statewide, 3.8 percent, compared to 4.3 percent 12 months ago

More Evidence Of A Racial Bias Compounding Limited Access To Employment:

A February 2015 by WalletHub <http://bit.ly/1AIRtcH> from the Pew Research Center, shows Minnesota ranks 51st--the worst of all states (including Washington DC). Minnesota has the highest financial gap by race and ethnicity, the highest median household income gap at 51.06%, the highest Homeownership Rate Gap at 68.28%, the highest Poverty Rate Gap at 296.67% and the highest educational attainment rate gap of 50.98% with its Black residents being the most disadvantaged in each category.

The WalletHub study of February 2015 states that two factors, discriminatory policies and institutional racism account for two-thirds of Minnesota's racial income gap while different racial group job preferences constitute the remaining one-third difference.

<https://policylink.app.box.com/equity-brief>



New Talent Needed For Job Growth

Currently, 40% of U.S. employers struggle to fill more than 5 million open jobs according to the U.S. Chamber of Commerce Foundation report "Making Youth Employment Work: Essential Elements for a Successful Strategy" (2015).

The Greater Minneapolis-St. Paul Regional Economic Development Partnership www.greatersp.org (Greater MSP) needs an inflow of 120,000 to 300,000 people to the Twin Cities area by 2020 to support anticipated business growth in robotics, bio-renewables, water tech and 3D printing. The 2015 State of Manufacturing Survey produced by Enterprise Minnesota states that Minnesota's manufacturers overwhelmingly expect to parlay previous success and a steady economy into solid business growth in 2015. . . but remain apprehensive about the looming skills gap being fueled by retirements among Baby Boomers."

THE REAL QUESTION IS: Why can't we employ more of our low-income youth for these jobs? Can we overcome these racial biases? Is there evidence that current nonprofits offering YSE supports are creating a pipeline of youth to employment, training and entrepreneurial growth? If so, can these programs then receive significantly more dollars to expand and improve their programs from federal, state and foundation funders. Can they produce a common data set that demonstrates success?

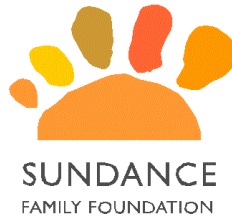
Eligible Applicants: Who Should Apply

A Cohort Opportunity To Strengthen The Nonprofits That Serve Low-Income Youth

This Challenge grant pays the fees and expenses for the significant costs for training and support for each nonprofit cohort member as these systems are developed (roughly \$22,000 each for 24 months of training and support). This includes third-party analysis and reporting, human subjects verification and IRB review.

Cohort members meet the challenge requirements by:

- Demonstrating that they currently have a YSE program that has been in existence for 18 months
- Committing to having an engaged team of three individuals within their organization for the full 24-months
- Monetize the time of this team, database and/or supplies that are contributed to this effort as the organization's match up to \$5,000.



- Cohort members must have their individual teams ready to start January 1, 2016. These teams will commit to stay actively engaged with the cohort (about 6 group and 4-6 individual technical assistance sessions) through December 31, 2017
- Each member is willing to use Sales Force, Quickbase, or demonstrate that another MIS system is compatible with the Wilder Research Quickbase. Each will collect and contribute its own unique and common data.
- Using an agreed upon contract, each cohort member is committing to share this data.
- Each member will be required to provide 2-3 public panel presentations to the YSE Collaboration sharing how each is developing their internal systems
- All benchmarks must be met in a timely manner

Eligible Populations: Who is to be Served

Capacity: Nonprofit organizations with YSE programs in existence for 18 months serving youth living in low-income areas are the eligible populations. Eligible parties must be committed to the expansion of the YSE field, through both 1) the internal development of evaluation systems within their organization's YSE program, and 2) sharing best practices to the members of the cohort. Eligible grantees must commit to the duration of the cohort and show they are structured as to keep that commitment. Grantees must be registered with the IRS as a 501c 3, provide their most recent 990 tax filing, and demonstrate that they are currently operating a YSE program.

Commitment to build a long term data, analysis and reporting system:

- An Executive Director, Financial Officer, and Grant Writer (or other appropriate designee) who will attend cohort training and responsibility for evaluation implementation, proper data collection, storage, and reporting.
- Common data sets collected as agreed (however, cohort members are free to collect additional data sets as desired)
- Agreed to use common data reporting protocols and definitions (including common language such as Duration, Dosage, & Intensity) with an approved, compatible database(s)
- Grantees will show they have the staff and money to procure and maintain the required database and reporting systems
- Eligible Grantees will show that they engage low-income youth (200% below the U.S. Median Income)
- Each YSE program is engaging their youth in programs in a minimum of 200 hours. Cohort members are willing to track duration, dosage, and intensity of various program offerings, to abide by Human Subjects review protocols, file and maintain the appropriate documents, and initiate procedures that will allow them to keep in contact with youth for many years going forward.



Match and Leverage Requirement

Can monetize at least \$5,000 worth of staff time, supplies or services towards this effort per year. Throughout the Research Challenge Project, Wilder Research will continuously assess and offer appropriate technical support to ensure readiness to implement a rigorous evaluation plan that will increase evidence of the effectiveness of each cohort's program model. Analysis and reporting of common data will be provided. Sundance Family Foundation staff will assist Wilder in this effort, by coordinating the technical assistance and peer mentoring provided. Sundance Family Foundation will schedule and host the cohort and YSE Collaboration meetings, assist to disseminate information, and monitor that benchmarks are achieved by all cohort members.

Timeline

Cohort members be highly engaged in the following 16 phase potential guided process: (note—this format will be modified to support the needs of the cohort):

1. Assessing Cohort Member Strengths

Each cohort member will be assigned a Wilder Research evaluator. The project will begin in January 2016 with individual grantee meetings at their sites to begin developing the relationships between the agency staff and their Wilder evaluator. These meetings will allow Wilder staff to learn about each grantee's YSE model, population served, and the degree to which they are currently collecting and using data, and to assess their current evaluation capacity. Wilder will also assist programs to identify at least three staff per agency to be responsible for implementing the evaluation and agency evaluation capacity building plan so that the agency is responsible for maintaining the evaluation in the event of staff turnover during the grant period. The information from these introductory meetings will be used to refine training modules and guide technical assistance based on the needs of the grantees.

2. Overview of Data Gathering, Research and Evidence-based requirements

Cohort members will agree on a common data set and definitions, will understand characteristics of a good evaluation design, and types of evaluation/levels of evaluation rigor. They will be able to add data fields that will support their internal monitoring or external reporting requirements.

3. Development, Review, or Revision of Current Logic Models

Cohort members will understand the purpose and structure of their own individual logic models, understand common challenges, and learn how to involve stakeholders. Wilder Research will host a one-day interactive training at Wilder Center with 45 people (3 per organization) with



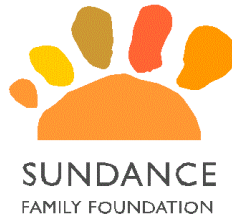
goals of increasing grantees basic understanding of evaluation, theory of change, logic model development, and research questions. The main goal of the initial training is for grantees to acquire basic knowledge and skills necessary to implement an evaluation of their YSE programs. These trainings will be interactive and employ best-practices in adult education. Wilder will use the Audience Polling System, a flash-voting system that allows trainers to obtain instant feedback on the ideas and reactions of the group. In addition, all information provided in the trainings will be made available electronically for grantees to use and incorporate into their work at the time that best suits their needs. Content of the first training will include:

- Purpose of evaluation & key terms
- Characteristics of a good evaluation design
- Types of evaluation/levels of evaluation rigor
- Theory of change and logic model (based on SIF grant model)
- Common challenges and examples of logic models
- Opportunity to revise their own and review each other's logic models (using SIF grant model)
- Involving stakeholders in logic modeling and evaluation

4. One-On-One TA to Develop Evaluation Questions and Indicators

After the initial training, Wilder Research will work with each grantee to complete their logic models. They may choose to submit them to their Wilder Research consultant online or have an in-person meeting. Wilder Research will provide feedback and suggested revisions on the logic models to ensure the logic is sound and has the components required by the federal SIF grant (taken from page 8 of SIF Evaluation Plan Guidance document):

- *Resources/Inputs:* Include resources that are available and directly used for the program activities, including human, financial, organizational, and community resources;
- *Intervention:* Include program activities (i.e., what constitutes the program intervention) with the resources
- *Outcomes/Results:* Include changes that occur because of the program intervention previously described, using the resources previously described. These can be any of the following: a) Short-term outcomes (outputs) may include the amount of intervention (i.e., the quantity and type(s) of program activities a participant actually takes part in) an individual receives specific changes in knowledge or skills; b) Intermediate outcomes may include changes in individuals' behaviors or attitudes; and c) Long-term outcomes (impacts) may



include the changes occurring as a result of program interventions.

5. Develop Common Instruments And/Or Identify Available Survey Instruments

Once Wilder Research has logic models from each YSE program, we will identify common indicators and outcomes each program is seeking to track and develop one set of common instruments that can be used by grantees to track participation and participant outcomes during programming, including consent forms, intake forms, and pre/post surveys. In addition, we will develop a menu of other existing evaluation tools that fit program models and that will capture data to document program participation and to assess expected outcomes and indicators.

6. Database Development

Wilder Research uses Quickbase, others use Sales Force, others Sprockets. Wilder will define the business requirements needed to create a common database of data for more complex statistical analysis. Each organization will be able to collect common data and their own unique data. This is a complex issue, but the goal is to find a solution that is affordable, easily usable by each nonprofit, and will be sustainable for years after this project.

7. Data collection methods

Cohort members will review a number of data collection methods and standardized instruments. They will become familiar with surveys, existing data, interview methods, focus groups and will select appropriate methods. Cohorts will both learn and inform cultural considerations required to gather data and evidence with their youth, in their various organizational cultures.

8. Evaluation planning training with cohort

After grantees have completed their logic models, have their databases, and personel in place, Wilder Research will host a second training on evaluation planning and data collection methods. Wilder anticipates this will be two days (either consecutively or a week or two apart). The content of the training will be:

- Using the logic model to write evaluation questions / what makes a good evaluation question
- Determining appropriate indicators to measure outcomes, what makes a good indicator, and how to develop/select indicators
- Development of evaluation plan, ensuring all elements required by the SIF grant are included
- Evaluation tasks, roles and timelines, including staff roles and roles of outside consultants



- Protecting privacy, confidentiality, and safety of minors
- Involving stakeholders in the evaluation, including youth participants
- Data collection methods: primarily focused on pre/post surveys and sources of secondary data to meet preliminary evidence requirements of SIF
- Selecting appropriate methods, including cultural considerations

Wilder Research will also train YSE program staff on what is needed to obtain “preliminary evidence” as defined by the SIF grant. That means their evaluation plan should, as a minimum, indicate how the program is going to: 1) track participants through a program and measure participants’ responses at the end of the program and 2) conduct third-party pre- and post-test research that determines whether participants have improved on an intended outcome (as indicated on page 3 of SIF Evaluation Plan Guidance document). Wilder will train the YSE cohort on places to look for available comparison data, such as Minnesota Compass, Minnesota Department of Education, or the local school district.

9. One on One TA Training

After this training, Wilder Research will work with each grantee to finalize their evaluation and select data collection instruments from a list of vetted instruments (to be identified in the previous task). Wilder Research will provide feedback and suggested revisions on the evaluation plan to ensure the plan is sound and has the following components identified by the federal SIF grant:

- Research Questions, including both implementation (process evaluation questions), and impact (outcome evaluation questions)
- Evaluation Design, including both implementation (process evaluation), and impact (outcome evaluation)
- Sampling, Measures, and Data Collection
- Statistical Analysis of Impacts
- Multiple Outcome Measures
- Protection of Human Subjects Protocol
- Reporting Results, Timeline, and Budget



10. Human Subjects Review and Wilder's IRB Verification

Wilder will submit the evaluation plan, tools, and instruments to Wilder Foundation's Internal Review Board to ensure appropriate protection of human subjects.

During these one-on-one meetings, Wilder will also discuss with YSE grantees where and how data will be entered and their database needs. In the event Sundance does not decide to fund the development of a database (as noted above), grantees will need to be connected with or develop a relationship with an existing database provider (e.g., Sprockets).

11. Implementation Evaluation

Once each grantee has completed logic models and evaluation plans, and selected appropriate instruments to measure its identified outcomes, Wilder will provide ongoing technical support to each grantee to implement their evaluation plans and collect identified data. This process begins month 9 for 6 to 12 months (each grantee could potentially be on a different timeline, depending on when their program is in session).

12. Overcoming implementation challenges

Midway through the implementation phase, Wilder Research will host a one-day training to check-in on how data collection is going and train grantees on entering data. The content of the training may include:

- Overcoming challenges
- Storing data and protecting individual privacy and confidentiality
- Entering data into selected database or Management Information System
- Handling incomplete or unusual responses

The purpose of this training would be to address challenges of data collection and data entry as grantees are in the process of implementing their evaluation, rather than waiting until the analysis and reporting phases when issues are more difficult, if not impossible to address. Wilder Research could also present information on conducting qualitative research, such as focus groups or interviews, to supplement and enhance the quantitative data grantees are collecting through this process. Cohort members will learn how to interpret their data, and generate reports for various audiences.

13. Analysis and Individual Grantee Reporting

Common Data will be aggregated, analyzed and a jointly authored research report will be produced which all can use for preliminary evidence-based support. If a database is not set up via this project, or grantees are each using different databases, Wilder Research will seek to



obtain data from each grantee in Excel format. Wilder Research will conduct group-level and individual-level analysis and produce 16 reports – one aggregate report and one report for each grantee on common outcomes and indicators using an agreed upon template.

14. Program sharing

Cohort members in both the preliminary and moderate research groups will continuously share how they have been successfully building their systems. Those proficient in preliminary evidence-based research will be asked to, from time to time, provide mentoring. This will include discussions about how their systems were developed, and questions answered. At the end of the project cohort members will collectively report about what is working well and what were the challenges to evaluation system design. This report will then be circulated both locally and nationally.

15. Planning Long Term Evaluation Strategies

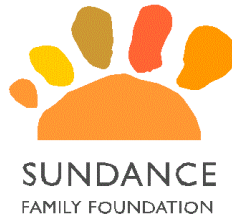
In partnership with Sundance, Wilder Research will initiate conversations with state organizations including DEED, to determine what type of agreements are needed to obtain longer-term outcome data on program alumni, such as graduation, post-secondary enrollment, credentials or degrees obtained, and employment status and wages. Though each grantee will likely have to sign agreements with each organization individually, these conversations will help set the stage in terms of determining what type of consent forms and personal identifiers programs would need to be tracked in order to effectively obtain data on longer-term outcomes from these state agencies.

16. Final Training on interpreting and reporting data to stakeholders

At the conclusion of the data analysis and report writing, Wilder Research will host a final training on conclusions which can be drawn from the findings, methods and strategies for communicating results to various stakeholders, and the difference between causation versus correlation (e.g., what results can program “claim”).

By the end of the 24-months, cohort members should be ready to produce a study to evaluate the evidence to produce causal conclusions that have limited generalizability. Studies may have high internal or external validity, such as quasi-experimental design (QED) or randomized controlled trials (RCT). Evidence of this nature is considered a Moderate Level of Evidence.

Note: For those YSE programs which have already gathered preliminary evidence of effectiveness, Wilder Research will work one-on-one with up to five grantees within this 24-month period to expand their evaluation plans to develop systems of gathering moderate evidence.



Moderate Levels of Evidence-Based Research: According to the SIF Evaluation Plan Guidance document (see page 3), moderate evidence would need to include research that either has high internal validity or broad general applicability, such as (1) a well-designed and well-implemented experimental or quasi-experimental study supporting the effectiveness of the practice strategy, or program, with small sample sizes or other conditions of implementation or analysis that limit generalizability; or (2) correlational research with strong statistical controls for selection bias and for discerning the influence of internal factors.

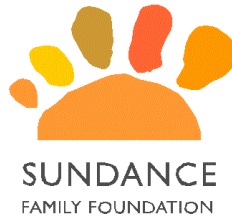
Moderate levels may include gathering pre/post data from participants, staff, parents and/or teachers that demonstrate programmatic impacts on youth employed in the program. Those results must indicate the programs are resulting in changes in youth's knowledge (such as skill development) or behavior (such as employment) over the course of their involvement in the program.

We will be working to ensure that moderate levels of evidence-based research, the common data from each of the cohorts will be matched to a comparison group of non-participants using data from the Minnesota's Statewide Longitudinal Education Data System (SLEDS) (<http://sleds.mn.gov/>) or Minnesota Department of Employment and Economic Development (DEED) Workforce Data Quality Initiative (WDQI) <http://1.usa.gov/1HAhub4> and observational behavioral measurement using the Youth Program Quality Assessment (YPQA) tools <http://www.cypq.org/assessment> Participants from the YSE programs will be compared against a group of similar youth who did not participate in YSE programs—a control group.

As noted on page 32-33 of the [SIF Evaluation Guide](http://www.nationalservice.gov/sites/default/files/documents/SIF%20Evaluation%20guidance%2008%205%202014.pdf), <http://www.nationalservice.gov/sites/default/files/documents/SIF%20Evaluation%20guidance%2008%205%202014.pdf> individual organizations likely cannot conduct an evaluation that targets a moderate level of evidence as defined by the SIF for less than \$75,000 per year per study. To make this affordable, we will attempt to develop a combined study so that up to 5 nonprofits (ready to do moderate research) will share in the participation of one joint moderate evidence-based research study and will each receive the appropriate credit. This is a complex issue, one which needs to be researched so that cost effective solutions can be created. Few organizations are prepared to advance moderate research, but we are prepared to help those that are.

Timeline—Developing Preliminary Evidence-Based Research

- November 20, 2015 RFP is released
- December 15, 2015 RFP Deadline.
- A cohort of 15 organizations is selected by January 1, 2016
- January 2016 Teams from each selected organization (a grants writer, program manager and finance manager) will work both independently and collectively with Wilder to receive a carefully designed logic model and design plan.
- A cohort meeting will be held in January, March, May, June and September. Objectives that satisfy requirements for evidence-based outcomes will be organized so that



benchmarks are created. Attaining these benchmarks ensures that progress is made with the goal to prove that the YSE programs (interventions) have impact on the youth, the community, and the economy. Other benchmarks will assess program growth, and skills obtained with certain types of intervention dosage and duration.

- Sundance is absorbing the administration of this effort by increasing Manager, Peg Thomas' hours and hiring a New Sector Fellow, Paul Kramer, as the YSE Program Coordinator to support this work.
- Cohort members will not be charged for training. Efforts are being made to provide cohort members with stipends to defray their staff costs.

Sundance is busy cultivating other funding partners to support this project. They include national foundations, local foundations, corporations, businesses and individuals. Our goal is to expand the number of partners at the table and the number of organizations investing in Youth Social Entrepreneurship. To date, one half of the needed dollars have been procured.

Timeliness Standards

Each cohort member is expected to initiate the approved projects and promptly attain mutually agreed upon benchmarks.

Performance Outcomes

Wilder will help develop an overall evaluation plan and assist to help create or improve individual logic models (models that combine a common data set with specific needs for each organization). Wilder will also develop appropriate Human Subjects consent forms for participants and their parents to track participants over time, as well as participant-level surveys. Appropriate forms are available for implementation starting June 2015. Participants will then track these youth for the next two+ years.

Outcomes

By building the prowess of these organizations to produce this type of evidence, that together, they can create scale and access new funding streams. The cohort member's design would support causal conclusions and have sufficient participation and setting/sites to support scaling to state, regional or national levels.

Wilder will hold collective meetings with the cohort to develop their evaluation plans and train them to use the common tools developed across all programs. The research will determine the



extent that YSE programming interventions helps youth obtain and keep jobs with a competitive wage/salary over time.

Proposal Submission and Evaluation Process

Nonprofits will apply online at:

<https://www.grantinterface.com/Common/LogOn.aspx?eqs=aBcdzT88ciphYY5bqmmw5FgykXeWFWLusKPX3JHPNFA1>

This is located by going to www.sundancefamilyfoundation.org and clicking on Grants/Grantguidelines.

Complete the online form and upload the required documents.

If your nonprofit has received a grant from the Sundance Family Foundation in the past, please use the email that you have used as the user name. You can change the password if needed. If you have not received a grant from the Sundance Family Foundation in the past, you will be asked to create both a user name and a password.

Sundance is using the definitions outlined in the Federal Social Innovation Fund's Evaluation Guide <http://www.nationalservice.gov/documents/social-innovation-fund/2014/social-innovation-fund-evaluation-plan-guidance>

Preliminary evidence means the model has evidence based on a reasonable hypothesis and supported by credible research findings. Examples of research that meet the standards include: 1) outcome studies that track participants through a program and measure participants' responses at the end of the program; and 2) third-party pre- and post-test research that determines whether participants have improved on an intended outcome.

Moderate evidence means evidence from previous studies on the program, the designs of which can support causal conclusions (i.e., studies with high internal validity) but have limited generalizability (i.e., moderate external validity) or vice versa - studies that only support moderate causal conclusions but have broad general applicability. Examples of studies that would constitute moderate evidence include: (1) at least one well-designed and well-implemented experimental or quasi-experimental study supporting the effectiveness of the practice strategy, or program, with small sample sizes or other conditions of implementation or analysis that limit generalizability; or (2) correlational research with strong statistical controls for selection bias and for discerning the influence of internal factors. Moderate evidence requires third-party or external and impartial evaluators.



Threshold Review

Nonprofit 501(C)(3) organizations which have been providing wrap-around YSE programs for the past 18 months will be reviewed. These programs include 1) social and emotional learning, 2) community engagement that increases social capital, and 3) the social entrepreneurial job skills that lead youth to post-secondary training, manufacturing, or careers as entrepreneurs. It is estimated that there are about 50 of these programs working with youth in low-income areas of the Twin Cities greater metropolitan area. This program will be selecting 15 of these organizations that display their committed to develop enduring evidence-based systems.

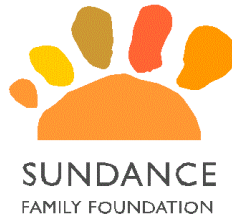
Criteria

Proposals will demonstrate all required elements:

1) Applicant eligibility	10 points
2) YSE program (200 hours per youth at least) with projections for the next two years	20 points
3) Current Data Capacity and Commitment to Expansion	15 points
4) Match: Can you monetize \$5,000 per year (\$10,000 total) of your commitment of staff, supplies or other	15 points
5) Commitment to working as a team member on a 24-month project	30 points
6) Supportive documents	10 points
Total	100 points

Note: All attempts will be made to create ONE data and reporting system for each cohort member that captures data required for multiple funders. Included will be ability to capture the YPQA and other fields that some organizations are using to capture social and emotional learning. The cohort will select common fields and individual fields.

Controls For Success



The performance of the cohort partners and Wilder Research will be outlined in contracts which describe separate roles and responsibilities, and will outline the agreed upon benchmarks.

Controls include:

- Monitor the contract with the Wilder Research holding them accountable through quarterly benchmark achievement to create the scientific evaluation, logic models development, and will provide technical assistance as needed
- Cohort partners work collectively to collect data in a consistent manner, as outlined in the plans
- Data measures what is intended; benchmarks are achieved; collaborators take steps to correct data errors

Proposal Questions will include:

RFP Form is found on www.sundancefamilyfoundation.org:

Applicant Eligibility (10 points)

1. **Mission:** Formal mission, vision and/or purpose statements.
2. **Overall Agency Description:** Briefly describe the organization and its function.
3. **Longevity:** How many years has your organization been in operation?

YSE Programming (20 points)

1. **YSE Programming:** Describe and submit support that your organization has, and will continue to have a YSE program that engages youth participants for a minimum of 200 hours per year per participant.
2. **Description of the youth population and demographics:** Eligible Grantees will show that they engage low-income youth (200% below the U.S. Median Income).
3. **How many youth** did you serve in the YSE programs 2014, 2015 and will you serve in 2016, 2017?
4. How many youth are low-income or Title I youth? (or, youth who receive free or reduced lunch)
5. How many youth are “opportunity youth” described as youth who are neither in school or in work. This group includes youth aging out of foster-care, youth involved with juvenile justice or homeless youth.

Current Data Capacity (15 points)

1. **What data system (including Excel) are you currently using to track information?**
Please describe as accurately as possible, your current data capacity system. How long has your system been in place? We are not looking to see how advanced your system is but how



systemic it is. Can you identify how you gather, aggregate, retain, analyze and evaluate data. How has this information impacted your programmatic outcomes?

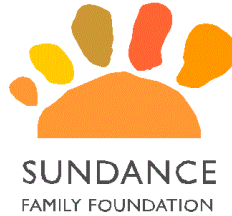
2. **Community Level Indicators:** Are you collecting any indicators that give information on youth disconnection rates, QRIS or YPQA data, or Benchmarking used in the field of youth employment? What have you learned?
3. **Each member will be asked to install Salesforce, Quickbase, or another MIS System (i.e. Sprockets)** to collect its own unique, and common data. (Note: Salesforce licenses can be obtained at a nonprofit rate). Which database do you have, or would you want to use (if you know). How would you acquire and maintain such a database in-house system?
4. **What are some data sets that pertains only to your organization?** What are some data sets (fields) that are unique to your organization that you would want to capture? Note: this is not being used for your inclusion as a cohort member, but to understand what would be the best way to identify needed data capacity.
5. **What do you think the common set of data would look like?** As we create a group of data sets (fields) to advance the field of YSE, what are some of the datasets you think are common to all YSE nonprofits? Can you imagine capturing common YSE data and/or exporting it to a central database?
6. **Have you analyzed your data and made reports available?** If so, can you submit a report?
7. **Can you submit a theory of change and logic model for YSE? If yes, please describe.**
8. **Submit an evaluation:** what are your programmatic outcomes so far? If you believe that you have the ability to produce preliminary evidence-based data, analysis and reports please demonstrate your ability. How do you track youth? Have you divided your programming yet into duration, intensity, dosage, and set benchmarks for achievements after a certain number of hours? Can you imagine using a common system with common definitions?

Match (15 points):

1. Can you monetize (calculate your noncash or inkind support) \$5,000 per year (\$10,000 total) of your commitment of staff, supplies or other? How much staff time, database costs, and other supplies will you commit? We want you to demonstrate your financial commitment to this project. This helps us as we try to find and justify stipends.
2. Your Project budget—is this part of your agency budget, or will evaluation become part of your agency budget in the future?

Commitment to Working as a Team Member on a 24-month Project: (30 points)

1. You are committing to send your team to 6 group and 4-6 individualized training sessions through December 2017. A few group dates are set. They include February 12, 2016 8 am-5 pm, Auditorium A (Logic Model/Theory Training), April 13, 2016 8 am-4 pm Auditorium A (Evaluation Planning Part 1), and April 20, 2016 8 am-4 pm Auditorium C&D (Evaluation



Planning Part 2) at Wilder Research 451 Lexington Pkwy N, St Paul MN 55104 Free parking is available. You are also agreeing to add Human Subjects review protocols and documentation (youth or parent sign-off) to your data systems. At this point we do not have funds to provide stipends for your very intense staff time—but we are working in it. Please describe how you will maintain the active involvement of your team in this project.

2. **Committing to having an engaged team** of individuals within their organization for the full 24-months. Please name your team: Executive Director, Financial Officer, and Grant Writer (or other appropriate designee) that will attend cohort trainings and assume joint responsibility for evaluation implementation, proper data collection, storage, and reporting. Cohort members must have their individual teams ready to start January 1, 2016 and to keep these teams actively engaged with the cohort (about 6 group and 4-6 individual technical assistance sessions) through December 31, 2017.
3. **Advancing YSE:** Each member will be asked to provide 2-3 public panel presentations to the YSE Collaboration sharing how each is developing the internal systems over the course of this 24 month period. Can you commit to being involved in this?
4. **Team Player:** Can you commit to achieving all benchmarks in a timely manner.

Core Documents Required to be Uploaded (10 points)

Annual Report		To evidence existing YSE program
Audited Financial Statements and most recent 990s		990s from all organizations
Board of Directors List		
Executive Staff Leadership		
IRB and Human Subjects Policy		If available
Organization Budget		For 2016
Sample Evaluation or Report previously released that shows participant data and analysis		If available
Logic Model		Any additional documentation needed to show you can produce moderate evidence-based data, analysis and reports