

Evidence2Success 2017 Site Selection

Request for Proposals

THE ANNIE E. CASEY FOUNDATION



May, 2017

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 spring 2018.

Purpose: 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.

Webinar and materials: Please review the briefing materials about Evidence2Success prior to submitting your proposal.

- [Tools and Technical Assistance](#)
- [The Youth Experience Survey](#)
- [The Relationship Between the Foundation and Evidence2Success Communities](#)
- [Public Financing Strategies](#)
- [Databases for Evidence-Based Programs](#)

Please also plan to attend an informational webinar that will be held in July. Registration information will be posted to aecf.org by Friday, June 16.

Proposal Due Date: August 4, 2017, by 5 p.m. EDT
Please email the proposal as a PDF file to e2sproposal@aecf.org using "[ORGANIZATION OR COMMUNITY NAME] 2017 RFP Submission" in the subject line, filling in your organization or community name. You will receive an email confirming receipt of your proposal.

Site Visits: An Annie E. Casey Foundation team will visit finalist communities in October 2017. An expert panel will review proposals and participate in the site visits.

Selection Announcement: Communities will be notified of their selection by early November 2017 and sign letters of agreement by the end of January 2018.

Eligibility: Communities with a population of at least 100,000 residents. Applications may be submitted by any entity that can secure commitment to the Evidence2Success prerequisites on the proposal cover sheet.

Funding Available:

Initial grant funds of \$150,000 to match \$150,000 of community funds to support tested and effective programs. Selected communities will also receive extensive technical assistance from highly qualified consultants throughout the Evidence2Success process.

Questions:

Please direct any questions about this RFP in writing to mjohnson@aecf.org with the subject line “RFP Question” by July 21, 2017. 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 seven 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 community for Evidence2Success. Through the leadership of the Providence Children and Youth Cabinet, along with strong public system partners, the community has achieved a number of important objectives. The Foundation used lessons learned from Providence to refine the framework that was offered to three more Evidence2Success communities in 2015 and 2016: Mobile and Selma, Alabama, and Kearns Township in Salt Lake County, Utah.

Looking ahead, the Annie E. Casey Foundation is hoping to expand the reach of Evidence2Success into communities throughout the South and Southwest, where child outcomes are the worst. These regions are home to 40 percent of the nation's children and nearly 45 percent of U.S. children of color — and where kids continually fall behind their peers nationally in meeting key milestones on their path to adulthood.

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 three-year roadmap to understand how children are doing with the help of data; select proven programs to enhance strengths and address needs; and develop sustainable financing and action plans to support the ongoing use of those evidence-based programs. It allows communities to strengthen capacity and sustain positive changes for the long term.

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 be a part of the Evidence2Success learning network and will 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** (state, city or county) to serve as champions for Evidence2Success (e.g., governor, mayor, city council, county commissioner), as appropriate.

Please list letters of support that are included:

2. Commitment of public system leaders to participate in Evidence2Success. Participation includes: (a) working with the local Evidence2Success finance lead to map the allocation of public resources; (b) identifying and selecting specific evidence-based programs to implement; and (c) developing sustainable financing plans for program implementation.

(Recommended systems include child welfare, juvenile justice, public health, mental health, early care and public housing. **School district participation is required.**)

Please list letters of support that are included:

3. Commitment of school system to participate in Evidence2Success, including a commitment to administer the Youth Experience Survey during the 2017-2018 school year and integrate an evidence-based program within the curriculum. The Foundation and partners will provide support to the school district for this survey administration and data analysis.

You should be able to provide a letter of support from the school superintendent.

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

Please list letters of support that are included:

(Optional) Letters of support for implementing the Evidence2Success framework from local community foundations, business leaders, civic organizations, higher education institutions, etc., are encouraged.

Please list letters of support that are included:

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.

Identify the source(s) of community funds:

Proposal Content and Selection Criteria

Before responding to this request for proposals, interested applicants are encouraged to read the briefing materials below and participate in an informational webinar that will be held in July. We will post information about that session on aecf.org by June 16, 2017.

- [Tools and Technical Assistance](#)
- [The Youth Experience Survey](#)
- [The Relationship Between the Foundation and Evidence2Success Communities](#)
- [Public Financing Strategies](#)
- [Databases for Evidence-Based Programs](#)

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. (15 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. (15 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. (10 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) *Evaluation and Data Commitments. (10 points)* Commitment to participate in the Evidence2Success evaluation, and a 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 appoint a senior-level staff person who will serve as finance lead (50% FTE) and coordinate all finance work for Evidence 2Success, as well as a commitment to developing short-and long-term financing plans that include redirection of partner agency resources and other financing strategies to support implementation of evidence-based programs;
- 6) *Survey Plan. (10 points)* Commitment of school system to conduct the Youth Experience Survey in the 2017-2018 school year;
- 7) *Site Coordinator. (10 points)* Commitment to appoint a senior-level site coordinator (100% FTE) who will serve as the main point of contact for project staff and coordinate local tasks; and
- 8) *Racial and Ethnic Equity and Inclusion. (10 points)* Commitment to engage in activities that support an intentional focus on ensuring racial and ethnic equity and inclusion.

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?
 - Describe how elected leaders, participating agencies and other stakeholders that would be involved in Evidence2Success have demonstrated that they are committed to implementing innovative solutions to address social problems, such as racial disproportionalities in child outcomes.
 - 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 system 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 toward proven programs that address community-specific risk and protective factors. It is important to identify stakeholders who work, live, play and pray within the focus neighborhoods.

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?

Community stakeholders can play other important roles, such as serving as allies with special skills in the areas of outreach, data and 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) *Evaluation and Data Commitments.* Commitment to participate in the Evidence2Success evaluation, and a 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 an interest and willingness to participate in the ongoing evaluation and will have local data partnerships that facilitate sophisticated data integration and analysis. The Annie E. Casey Foundation's evaluation partners work to minimize the burden on site coordinators and ensure that evaluation activities are sensitive to community needs.

- A. Have you participated in research efforts and/or evaluations within your community in the past? What did you learn? How did you apply the findings?
- B. Outline your experience using local data for decision making and planning in your community, by partnership and/or across public systems. Note any existing cross-agency data sharing agreements and/or progress toward establishing integrated data systems.
- C. 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 public resources and other financing strategies to support implementation of evidence-based programs

Communities participating in Evidence2Success will receive technical assistance to develop a collaborative strategic financing plan to effectively implement and sustain evidence-based programs. This effort begins with a fund-mapping process that is guided by the site-specific finance lead and their finance coach.

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 the school system, to support proven programs.

Determining the most appropriate financing strategies will depend on the community and neighborhoods' focus on 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 evidence-based 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 financing technical assistance will help public agencies identify opportunities for redirection toward evidence-based 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 participate in and use the fund map analysis to identify specific resources (staffing resources and funding streams) that can be redirected to support evidence-based programs;
 - 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 tested, effective 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 2017-2018 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, discussion of the appropriate sample, 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. Describe the school district's current preference about administering the survey in a paper versus online format. If the preference is for an online survey, what is the district's experience 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 strongly recommends that the site coordinator be a 1.0 full-time equivalent (100 percent FTE) position, a senior-level executive with the competencies and experience to support Evidence2Success's needed tasks, including coordination with public systems, senior staff and community members. Communities will also need to identify a senior staff member to be the Evidence2Success finance lead (50% FTE). Ideally, this is a person with financial expertise who is adept at building relationships with public system leaders and staff.

- A. How might the site coordinator position be funded?
- B. If known, describe your 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 or coordinators (the resume will not count toward the proposal page limit) and a description of the identified candidate's current job responsibilities. Please also describe how this person's current job responsibilities will change if awarded this RFP.
- C. Describe the organization/department that is expected to house the Evidence2Success work. What are current project responsibilities? How closely do staff lean on each other for support, or do employees typically work independently?

8) *Racial and Ethnic Equity and Inclusion.* Commitment to engage in activities that support an intentional focus on ensuring racial and ethnic equity and inclusion.

As part of the Evidence2Success process, selected sites should be ready to engage in activities that support an intentional focus on ensuring racial equity.

- A. Describe how you would ensure a shared language and understanding of racial equity concepts and key terms within the partnership.
- B. Do you have experience disaggregating data by race and ethnicity? If so, please describe.
- C. What experience do you have engaging affected populations in decision making and collaboration processes?
- D. How do you ensure your work is responsive to race, ethnicity, gender and culture contexts?

Checklist of Submission Requirements

Please email a **single** PDF file including all of the information below to e2sproposal@aecf.org using “[ORGANIZATION OR COMMUNITY NAME] 2017 RFP Submission” in the subject line, filling in your organization or community name.

The proposal is due on August 4, 2017, 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 2017-18 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