

Family Economic Security – Paula Sammons, Program Officer
Supporting Transitions to Employment for Parents (STEPS)
Pilot Study Cover Sheet and Scoring Rubric

Purpose of STEPS Entry Level Pilot

In an effort to reduce the child care barrier and advance greater employment outcomes for parents, especially mothers of color who have young children 0-8, and to build collaboration between sectors, **the Kellogg Foundation will invest in high-capacity, workforce development organizations to establish formal partnerships with early childhood education (ECE) and child care providers, including Pre-K programs and elementary schools, for the purpose of recruiting unemployed mothers from those settings into entry-level workforce training programs who already have their children in quality care settings.** Through this pilot, we will learn how these formal collaborations affect mothers' educational outcomes, employment and retention, and overall economic stability and security of families. We are also interested in the ancillary benefits that result around children's learning and achievement, parent engagement, stronger, aligned partnerships, and policy implications.

Details of Study

For this study, 20-25 high capacity workforce development organizations will be invited to apply. Six national sites and one place-based site will ultimately be chosen over 2 ½ years. The study will be evaluated by OMG evaluators. Each site will be awarded \$850,000 over 2 ½ years, with \$50,000 for planning, and \$400,000 over each of the following two years.

STEPS Pilot - Scoring Rubric

Name of Workforce Development Organization: _____

State: _____ Year Founded: _____

P#: _____ Annual Operating Budget: _____

Do you Recommend Applicant for Funding? _____

Criteria & Points

Exceeds Criteria (12) – All criteria addressed very well and exceeds expectations.

Meets Criteria (8) – Majority of criteria addressed satisfactorily.

Partially Meets Criteria (4) – Some criteria addressed but pieces missing, weak, or unclear.

Does Not Meet Criteria (1) – Criteria not addressed, unclear, or very weak in majority of areas.

Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
A. Quality of Overall Proposal				
<ul style="list-style-type: none"> • The proposal makes a compelling case using various modes of data (quantitative and qualitative) to support its purpose/activity, including identifying problem and/or conditions needing to be addressed. • Applicant clearly understands, supports and is committed to a two-generation approach, and cites data, examples, and rationale to this effect for whole family solutions. • Proposal clearly articulates the pilot intervention around a workforce development liaison with a clear description and understanding of their role, and outlines a plan for outreach and recruitment for engaging the 0-8 ECE community. • Proposal describes clearly articulated and logical linkages between goals, objectives, and activities given the project's proposed budget and organizational capacity. • What is your confidence level in this grantee's capacity to successfully engage in a third party evaluation that will require tracking and sharing qualitative and quantitative data around program milestones, program and participant experiences, participant outcomes, and additional stakeholder outcomes? 	<p>Comments:</p>			

Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
B. Organizational Capacity				
<ul style="list-style-type: none"> • Annual Operating Budget is close to or above \$1,000,000. • Have been in operations for at least 5 years, and if not, has an AOB above \$1 million and the outcomes to show impact and demonstrated capacity. • Have financial systems and financial staff in place to manage a project of this scope. • Have demonstrated data management tracking software and systems. • The applicant demonstrates staff capacity to enter data and report on data. • Applicant has experience working with a third party evaluator in the past. • Demonstrated experience and track record in managing and engaging in cross-sector partnerships and initiatives. • Proven track record in helping low income populations obtain education/industry credentials and securing employment. • Proven track record of working comprehensively with low income workers, parents, and families to improve economic security. • Leadership and Management Strong and Clearly on Board and Committed to Project. They provide strong internal vision and operational leadership in addition to externally focused strategic leadership. 	<p>Comments:</p>			

Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
C. Offers Short-Term (Less Than 6-8 Months), Demand Driven Education & Job Training or Credential, or Partners Closely With Those That Do.				
<ul style="list-style-type: none"> • Applicant offers short-term, demand driven job training program or industry recognized certification or credential. • If the applicant doesn't offer training that results in certification or credential, they have cross-walked the sector-based training to show a pathway for advancement. • Applicant has a clear understanding of regional economies, labor markets, sectoral organization of industries and occupations. • Applicant has established, strong relationships with employers to inform job training efforts & resulting in placements. • Applicant has record of effectively training and successfully placing target population in employment. 	Comments:			
Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
D. Offers Comprehensive Supportive Services and WD Best Practices				
<ul style="list-style-type: none"> • Demonstrated evidence and success in helping clients access public benefits, tax credits and/or financial aid. • Help families build short term savings and long-term asset building, reduce debt, protect assets, and build overall financial capability • Has recruitment, outreach & comprehensive intake, screening and assessment of participants for triaging of services. • Offer ongoing case management and coaching services during training and retention phases. • Offer Adult basic education, including diploma, GED, ESL and/or bridge programs. • Life skills training and soft skills. • Employment readiness services. • Transitional employment strategies for less job-ready participants. 	Comments:			

Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
E. Cross-Sector Partnerships				
<ul style="list-style-type: none"> • Applicant has clearly articulated what ECE partners they will be working with for the recruitment of up to 100 unemployed mothers: child care centers, homecare providers, Pre-K programs; elementary schools and has a clear plan for outreach of new partners, and/or strengthening and aligning with existing partners • WP has existing and authentic relationships and deep employer engagement and industry partners as evidenced through current activities and past accomplishments and employment outcomes. • There is a clear plan for the formation of a cross sector advisory committee or a clear plan for building upon an existing one. 	Comments:			
Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
F. Racial Equity				
<ul style="list-style-type: none"> • Proposal has clear commitment to racial equity values, practices, policies and accountability measures. • There is staff and board diversity and gender equity. For organizations that do not demonstrate this diversity, there are plans to increase diversity and equity. • The proposal demonstrates the inclusion of diverse stakeholders in making strategic and programmatic decisions regarding the pilot. • Applicant addresses and is considerate of the different levels of access to technology. • The proposed project recognizes and solicits the voices of project beneficiaries. • The proposed project ensures that communication practices both written and verbal show respect for the languages and cultural backgrounds of the families served. 	Comments:			

Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
G. Innovation				
<ul style="list-style-type: none"> • Proposal puts forth a unique overall model, strategy, approach, intervention, or practice. • Proposal describes cutting edge two generation ideas and strategies that can advance the field of workforce development • Infuses behavioral economics or innovative technology into working with families differently. • Proposes ideas around building social capital, networks, and cohorts of families working together to more effectively reach goals. • Proposes use of communications and social media in unique ways to communicate and share information with partners, to advance greater buy-in, and/or change the discourse towards greater racial equity and two generation solutions. 	Comments:			
Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
H. Learning, Impact, and Outcomes				
<ul style="list-style-type: none"> • Proposal includes tangible, realistic, and measurable outcomes – both short-term and long-term over the 2 ½ year period leading to employment and retention of mothers with children 0-8. • A promising model that could be scaled by the applicant in its current geographic area, spread across the national network to which the applicant belongs, and/or sustained thru public or private investment. • Proposal outlines a plan to engage staff, beneficiaries and stakeholders in discussions and examination of plan, progress, and final outcome analysis of the project/activities. • Organization has data infrastructure and capacity and articulates a clear plan for how they do/will use data to design, refine, and assess the impact of their programs and the STEPS pilot. 	Comments:			

<ul style="list-style-type: none"> • Applicant offers evidence of appropriate data systems, infrastructure, and processes in place to track participants as they progress through program milestones and the outcomes they achieve as a result of moving through these milestones; e.g., training, placement, and retention; access and uptake of public benefits, tax credits, other supportive services; financial education and coaching linked to asset building; and any other pertinent milestones. • There is a clear plan and systems in place to track and collect data for specific stakeholders, such as mothers, fathers, children, early childhood partners, workforce partners, or others as necessary. 				
Specific Category	Does Not Meet (1)	Partially Meets (4)	Meets Criteria (8)	Exceeds Criteria (12)
I. Budget				
<ul style="list-style-type: none"> • The project budget is sound and reasonable to the activities being proposed. • The applicant is leveraging other sources of funding and internal and external capacity to implement the project. • There is a clear understanding and link for the specific dollars that will be spent on the interventions of the pilot. 	<p>Comments:</p>			

Overall Impressions of the Proposal	Total Overall Score:
<p>Comments: What Most Excites you About the Proposal? What Most Concerns You? Is there Anything Missing? What Would You Add? What are the Areas That you Feel the Applicant May Need Additional Technical Assistance or Support? What are the Greatest Overall Strengths?</p>	