



Selection Criteria by Tier¹

	Tier 1	Tier 2	Tier 3	Tier 4
Service area	The organization is doing its work in Connecticut, and at least a substantial amount of its work in low-income communities.			
Organization's reputation	The organization is known by local community members in a positive light, and has strong positive associations with local leaders.		The organization is known by local community members in a positive light, has strong positive associations with local leaders, and is known by similar local organizations.	
Executive leadership	The leader guides the organization through staff respect and actively applies an equity lens in understanding the community context and service delivery.	The leader pursues organizational improvement by purposefully soliciting feedback from stakeholders and seeks to have staff demographically represent the community being served.	The leader has an intentional focus on staff development, building organizational structure that advances the ongoing improvement of the organization, and using data to assess the effectiveness of the organization's programming. Additionally, there is a deliberate effort to forge relationships with mission critical institutions that the target population interacts with.	The leader places an emphasis on cultivating a strong relationship with Board members and developing Board diversity that demographically reflects the community being served. Through the use of external evaluations, the leader ensures organizational accountability for youth outcomes.

¹ A separate financial assessment will be conducted for each potential grantee partner as part of the due diligence process.

<p>Target population alignment</p>	<p>The organization is already working locally with young people ages 14 to 22 who are disengaged or disconnected.</p>	<p>A single-service organization is already working locally with young people ages 14 to 22 who are disengaged or disconnected, and the percentage of these young people with whom the organization works will be no less than 30 percent.</p> <p>A multi-service organization is already working locally with these youth, and the percentage of these young people with whom the organization works will be no less than 15 percent.</p>	<p>A single-service organization is already working locally with young people ages 14 to 22 who are disengaged or disconnected, and the percentage of these young people with whom the organization works will be no less than 60 percent.</p> <p>A multi-service organization is already working locally with these youth, and the percentage of these young people with whom the organization works will be no less than 20 percent.</p>	<p>A single-service organization is working in one or more sites in Connecticut with young people ages 14 to 22 who are disengaged or disconnected, and the percentage of these young people with whom the organization works will be no less than 80 percent.</p> <p>A multi-service organization is working in one or more sites in Connecticut with young people ages 14 to 22 who are disengaged or disconnected, and the percentage of these young people with whom the organization works will be no less than 30 percent.</p>
<p>Theory of change</p>	<p>The organization is interested in working with CTOP to develop a robust theory of change that includes effective programming for working with disconnected or disengaged young people.</p>	<p>The organization is ready, willing, and able to work with CTOP to develop a robust theory of change that includes effective programming for working with disconnected or disengaged young people.</p>	<p>The organization has implied components of a theory of change and is ready to work with CTOP to articulate and operationalize a cohesive and comprehensive theory of change that includes effective core programming for working with disconnected or disengaged young people.</p>	<p>The organization has a strong theory of change with codified mission and aligned goals. The organization is interested in working with CTOP to expand its scope for working with young people who are disengaged or disconnected through growing local program capacities and/or replicating its programming/ services across new sites in Connecticut.</p>

<p>Program design</p>	<p>The organization delivers programming and services in ways that prioritize psychological and physical safe space.</p> <p>The organization provides career readiness and tools to succeed in a professional environment.</p>	<p>The organization uses case management in its work with young people.</p> <p>The organization provides school readiness and tools to succeed in attaining a high school degree or certification as well as career readiness and tools to succeed in a professional environment.</p> <p>The organization bases its program design on widely-shared practitioners' "best practices," review of "what works" in youth-development services for this target population, and/or on the incorporation of evidence-based program elements.</p>	<p>The organization has an informal approach to providing multi-year case management youth relationship as an integral piece of its program model.</p> <p>The organization provides school readiness and tools to succeed in attaining a high school degree or certification as well as career readiness and tools to succeed in a professional environment.</p> <p>The organization bases its program design on widely-shared practitioners' "best practices," review of "what works" in youth-development services for this target population, and/or on the incorporation of evidence-based program elements.</p>	<p>The organization has intensive multi-year case management youth relationship as an integral piece of its program model.</p> <p>The organization provides school readiness and tools to succeed in attaining a high school degree or certification, career readiness and tools to succeed in a professional environment.</p> <p>The organization bases its program design on the implementation of a program model that has been proven effective via impact evaluation.</p>
<p>Job competencies</p>	<p>N/A</p>	<p>The organization recognizes the need to develop job competencies.</p>	<p>The organization has developed job competencies.</p>	<p>The organization has job competencies with aligned performance management.</p>

Youth outcomes	The organization recognizes the need for the organization to develop the ability to track the progress of the young people with whom it works and has specified long-term outcomes.	The organization recognizes the need for the organization to develop the ability to track the progress of the young people with whom it works, and has specified long-term outcomes to which it holds itself accountable.	The organization is assessing and working to understand the results (outcomes) of its work with disconnected or disengaged young people. The organization has specified long-term youth outcomes which it uses strategically to hold itself accountable. In addition, the organization has developed short-term outcome ladders and intermediate youth outcomes that are used operationally.	The organization has undergone both formative and impact evaluations that have demonstrated its ability to deliver impacts in terms of the completion of secondary education and successful entry into the workforce as a result of its work with young people who are disengaged or disconnected.
Performance management data system	N/A	The organization collects basic data on youth served and has a basic IT infrastructure to store these data.	The organization's data system has distributed data entry and retrieval; supports easy quantitative and qualitative data entry; and directly supports frontline staff as well as active monitoring of program dosage at the client level.	The organization's data system has distributed data entry and retrieval; supports easy quantitative and qualitative data entry; and directly supports frontline staff as well as active monitoring of program dosage at the client level.
Budget	The organization has an annual budget of at least \$750,000 but less than \$1.5 million.	The organization has an annual budget over \$1.5 million (if an organization is graduating successfully from Tier 1 with a budget below this level, an exception may be considered).	The organization has an annual budget over \$5 million (if an organization is graduating successfully from Tier 2 with a budget below this level, an exception may be considered).	The organization has an annual budget over \$9 million and has demonstrated its commitment toward long-term sustainability through significant funding and revenue diversification efforts.

Tier 5 organizations are of a very different type relative to the first four tiers, which is reflected in the selection criteria. The selection criteria for Tier 5 501(c)(3) non-profit organizations include the following:

- The organization serves young people ages 14 to 22 who are disengaged or disconnected and effectively helps them re-engage in school and/or achieve self-sustaining employment;
- The organization's program design has been proven effective through one or more rigorous impact evaluation(s);
- Implementation fidelity at expansion sites has been proven through formative evaluation(s) documenting that young people are benefiting in the same ways and at equitable rates as they do in the original site; and
- The young people they serve achieve similar results regardless of race, gender, or ethnicity.