



Executive Summaries

2011 Applications

For the

Social Innovation Fund

EXECUTIVE SUMMARIES
2011 APPLICATIONS FOR THE
SOCIAL INNOVATION FUND

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**EXECUTIVE SUMMARIES
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CAPITAL AREA UNITED WAY

Capital Area United Way (CAUW) is an experienced grant-making institution with an 85 year history of distributing funds to Baton Rouge area non-profits. In 2010 CAUW used a rigorous, program-focused investment process to distribute grants totaling \$6 million. This data-driven process bases funding decisions on demonstrated, measurable outcomes for each program and has led to investments in new research-based program methodologies, such as McMains Children's Developmental Center's "TheraSuit" therapy program and The Arc Baton Rouge's "Trans-Disciplinary Model" for early intervention, an evidence-based national best practice. We also provide grants to replicate and expand programs based on the evidence of local and national pilot studies, including LaPointe, a private/public partnership based in Pointe Coupee Parish, and CCDBR's Disaster Case Management Model. CAUW disburses federal funds as an active member of the local Emergency Food and Shelter Board and as the fiscal agent for the local Long-Term (Disaster) Recovery Board. We are also the fiscal agent for the Capital Area Asset Building Coalition, where we redistribute grant funds to other organizations for Volunteer Income Tax Assistance (VITA) programming.

We propose a geographically based Social Innovation Fund serving low-income populations in a 10-parish region surrounding the Greater Baton Rouge Metropolitan Area. Youth Development will be our focus as we build community impact initiatives surrounding early childhood development, focused on preparing children for school and demonstrating the important link between early childhood development and workforce preparedness. While we are the sole applicant, there are many of our current community partners who will be included in the grant review process, subgrantee selection, and who will be invited to provide matching funds. We are requesting \$1,000,000 a year for five years, beginning in September 2011.

Local foundations and corporations are being asked to provide matching funds. Knowing their interest in Youth Development, we are confident in our ability to secure outside matching funds. Shortfalls of our total match requirement of \$1,000,000 annually would be provided for from cash reserves in year 1 and unrestricted annual campaign funding (currently \$10,000,000 per year) in years 2-5. We have provided documentation of our ability, and the commitment from our Board of Directors, to meet matching requirements for year 1 out of existing cash reserves, which are in excess of the required amount.

Based partially on research conducted by the Minneapolis Federal Reserve demonstrating the economic impact of early childhood development, our project is focused on the link between early childhood development and workforce preparedness. A child who is unable to read by third grade has taken the first steps to this life of lost opportunity. This lack of basic literacy and

development at the earliest stages of life has proven to be linked to high school graduation rates and workforce preparedness.

Workforce development is a major focus of our Chamber of Commerce and the state department of Economic Development as we realize a significant lack of a skilled workforce. Rather than wait until adulthood, we are developing programming to create a prepared workforce and economic growth through our early childhood education initiatives. Research proves targeted early childhood development investments impact not only future generations but also our current economic outlook, by attracting new investments and expansions from industry. Among other outcomes, CAUW will measure success by examining children's school readiness, access to childcare, and third grade reading scores. The subgranting process will be open to known and new innovative solutions to enhance early childhood development. The open process will focus on attracting as many proposals as possible, with the focus on programs with strong existing evidence of solutions. We will also be developing programs which can be replicated in other regions. Joining our experienced community investment volunteers to do reviews will be experts in education, youth development, statistical analysis and evaluation. Area foundations, such as the Huey and Angelina Wilson Foundation, with an interest in youth development and the potential to provide matching funds to subgrantees will be invited to join in the process.

CORPORATION FOR SUPPORTIVE HOUSING

CSH is seeking a \$1.15MM one-year Social Innovation Fund (SIF) award to advance enhanced supportive housing (SH) models, which combine health, housing and social services to improve health and housing outcomes for homeless individuals with complex health needs who frequently and often inappropriately use crisis and acute care at enormous expense to the public. CSH will use SIF funds to allow nonprofits to expand or replicate SH models that target frequent users of public crisis systems, including hospitals, shelters, and jails. The most cutting-edge SH models, which offer affordable housing coupled with integrated primary and behavioral health services, have been shown to improve housing and health outcomes for frequent users while reducing public costs. Yet these models exist only on a limited scale nationally. CSH is applying as an ISSUE-BASED INTERMEDIARY in the HEALTHY FUTURES area and will target four communities with high levels of need and capacity to expand/replicate SH models that target frequent users.

There is a window of opportunity to further scale these cutting-edge SH models and build stronger evidence of their effectiveness. The Affordable Care Act will expand Medicaid coverage for our target population, provide additional funding for community health centers, and focus on improved care delivery for people with complex health needs, making these enhanced SH models financially viable. As well, the current budgetary climate makes state and local government more receptive to initiatives that promise to cut costs. Yet, SH remains at the periphery of health systems and care. Through SIF, CSH would catalyze the adoption of SH by health systems, with these systems and providers embracing SH as a cost-effective strategy for serving frequent users and ending their institutional cycling.

PROGRAM DESIGN. CSH would provide grants through an open, competitive process to a diverse group of nonprofits seeking to expand or replicate innovative SH models that target frequent users. CSH has selected Los Angeles as our SIF anchor site, leveraging frequent user

work underway, opportunity, and momentum. CSH also identified 10 other sites that represent the highest level of need and opportunity to scale enhanced SH models nationally. CSH will select nonprofits in three of these locations, and offer training and technical assistance (TA) to ensure subgrantees' effective implementation of SH models. CSH would also retain an independent evaluator to evaluate the initiative's efficacy. Our approach includes collaboration with other stakeholders in order to fund, plan, and implement the initiative. Public agencies will be engaged in each of the 4 locations as full project partners, providing access to frequent users of their services and data to effectively target these individuals, and advising on program design and implementation. Foundations will also be key partners, offering guidance and grant support to match SIF funding.

ORGANIZATIONAL CAPACITY. CSH is an established grantmaking entity, having provided \$17MM in grants to 333 nonprofits in the last 5 years. CSH has significant experience in successfully planning and implementing several, multi-site demonstration initiatives, including objectively assessing grantees and engaging multiple partners in a collaborative process for program design, implementation, management and evaluation. CSH combines financial support, training, TA, and coordination to guide grantees in achieving strong impact for their target populations. We target our grant resources to nonprofits with solid track records of developing and operating SH programs, with many grantees having performed well under third-party evaluations and under past CSH grants and loans.

COST-EFFECTIVENESS AND BUDGET ADEQUACY. Our proposed budget draws on a mix of unrestricted earned income and two in-hand foundation grants. We are committed to ensuring long term sustainability; namely we will guide subgrantees in identifying sustainable funding for SH operations. CSH will offer significant financial support to our subgrantees for capacity-building and program implementation. Our program design and budget are based on past, successful CSH programs, with CSH benefiting from economies of scale by having national staff provide centralized oversight and guidance, and centrally liaising with the evaluator, while local staff provide hands-on support to subgrantees and develop deep ties to local stakeholders.

ECONOMIC SECURITY FOR INDIAN FAMILIES (ESIF)

Founded in 2001, **Indian Land Tenure Foundation (ILTF)**, functioning as a community foundation, has invested more than \$19 million in Indian communities nationally through grants and programs aimed at increasing Indian people's control over their land assets. ILTF is sole intermediary for this SIF proposal and has enlisted key tribal collaborators for the initiative.

PRIORITY ISSUE AREA(S) OF FOCUS: Economic Opportunity

KEY MEASURABLE OUTCOMES: 1) Increase understanding of landownership and asset control among tribal members, 2) Empower Indian landowners to exercise control over their land assets toward economic benefit, 3) Improve financial literacy for tribal members, and 4) Increase the understanding of the impact of American Indian Probate Reform Act (AIPRA) on Indian landowners' assets and estate plans, increasing the number of written wills, consolidations, land exchanges, etc. completed by landowners.

LIKELY GEOGRAPHIC LOCATIONS OF SUB-GRANTEES: Nebraska, North Dakota, South Dakota

KEY IMPLEMENTATION PARTNERS: The Great Plains Tribal Chairman's Association (GPTCA) has agreed to partner with ILTF as collaborators. The GPTCA's main goals are to

unify to defend the tribes' inherent rights under federal treaties, come together to promote the welfare of the people, take up matters affecting the tribes and protect the sovereignty of each tribal nation. In addition, the National Congress of American Indians (NCAI) Policy Research Center has committed to a partnership to develop methodology and secure effective evaluators for subgrantee activities.

GRANT AMOUNT REQUESTED: \$1 million/yr for 5 yrs (\$5 million total)

KEY SOURCES OF MATCH: ILTF will provide a \$1:\$1 match to SIF funds through its own grant funds or other fundraising, and the key collaborative partners will commit funds either to the ILTF matching pool or to the subgrantee matches.

PROJECT OVERVIEW: ILTF and its partners will use the SIF Grant to develop a program called Economic Security for Indian Families (ESIF). ESIF will build a network of channels through which Indian people will access information and services toward an increased understanding and application of financially prudent activities relating to their land and other assets. A network of subgrantees will implement curriculum, build tribal service capacity, and provide financial and legal services for individuals. This control of assets is paramount to building toward economic self-sufficiency and realizing economic opportunity.

PROPOSED SUBGRANT COMPETITION: ILTF's unique review process includes a vetted system our organization has used for the past 10 years as well as the referral input of our collaborative partners, the tribal nation leaders from reservation communities in the three-state region. All subgrantees will demonstrate a history of using at least PRELIMINARY EVIDENCE in programs and services and the capacity to generate at least MODERATE EVIDENCE throughout the SIF grant period.

TRACK RECORD OF USING RIGOROUS EVIDENCE: ILTF has a ten-year history of tracking and using PRELIMINARY and MODERATE EVIDENCE in designing programs and services, selecting grantees and evaluating programs in Indian Country. In addition to tracking programmatic activities and outcomes through more than 45 measures related to education, legal reform, cultural preservation and economic opportunity, ILTF has hired independent evaluators to review a number of its programs; ILTF proposes to partner with the NCAI Policy Research Center to measure the SIF Initiative's success.

SUPPORT AND ASSISTANCE TO SUBGRANTEES: ILTF proposes on-site support as well as online support to subgrantees. By hosting quarterly meetings with subgrantees, ILTF will not only avail itself to subgrantees for technical and programmatic support throughout the process, but the capacity infrastructure in the three states will be strengthened by group sessions aimed at fostering communication, collaboration and information sharing among subgrantees. Sessions will focus on capacity-building and professional development. ILTF will also provide at least two online forums for subgrantees: a SIF-specific website and social media forum such as Facebook. Together, these measures ensure that subgrantees will have access to ILTF staff, each other and CNCS throughout the project period.

HOPELAB FOUNDATION, INC.

HopeLab Foundation ("HopeLab") engineers fun, effective, evidence-based products that motivate positive health behaviors and give tweens and young teens (tween/teens) power and control over their health. We are building the evidence base for innovative, technology-based approaches to improving health, and to scaling proven solutions to maximize impact. HopeLab

has achieved national recognition for its groundbreaking use of kid-friendly technology and proof of impact in motivating measurable positive health behaviors in young people. Grantmaking is essential to HopeLab's work: it is the mechanism through which we conduct outcomes research and establish evidence of impact. We also have incorporated competitive approaches domestically and internationally to source ideas and input and engage our core customers directly in our work.

Through the Healthy Futures initiative, HopeLab will implement a grantmaking effort to catalyze the scaling of innovative, proven, technology-based strategies to increase moderate-to-vigorous physical activity ("MVPA") in young people and evaluate the impact of these strategies. Working in selected communities in West Virginia, Georgia, and California -- all of which have low-income residents and elevated childhood obesity and physical inactivity rates -- we seek to achieve measurable outcomes on three levels:

INDIVIDUAL: Significant (i.e., $\geq 25\%$), and persistent (i.e., ≥ 12 week) increases in MVPA in young people.

- PROGRAM: Successful integration of technology-based strategies to measurably increase the impact of existing programs designed to increase MVPA in at-risk tween/teens.

- SCALE: Diffusion of innovative, evidence-based technology strategies that get young people moving. We project the initiative will reach up to 20,000 tween/teens. HopeLab is requesting \$1,208,446 to create an Issue-Based Social Innovation Fund focused on Healthy Futures. The proposed grant period is September 1, 2011 - August 31, 2012. HopeLab has secured 50% of its matching requirement to date, and has the means to secure the remainder within the grant period.

PROJECT OVERVIEW

MVPA is independently associated with improved well-being and reduced risk for adverse health outcomes associated with obesity. Increasing physical activity also supports learning and leads to improved self-esteem and social engagement. HopeLab will implement a grantmaking strategy to catalyze the scaling of innovative, proven, technology-based strategies to increase MVPA in tween/teens -- an age at which sedentary behaviors increase sharply -- and to evaluate the impact of the programs. Our goal is to demonstrate the impact and replicability of effective, technology-based strategies to increase MVPA in tween/teens, and in the process, catalyze broad social impact and improve health. To achieve this, HopeLab will utilize an open, competitive process to select, fund, support, and evaluate 2-6 subgrantee organizations in the targeted geographic regions we have prioritized. We will seek subgrantees with the desire and capacity to integrate technology strategies into programs that target young people to increase and evaluate MVPA levels in those whom they serve, and the capacity to produce "moderate" or "strong" evidence of impact as defined in this Notice.

HopeLab has a strong, successful track record of utilizing rigorous selection criteria and open processes to select grantees and key collaborators. HopeLab will launch a rigorous, transparent, competitive RFP process to select subgrantees for this initiative. Details are provided below. HopeLab will offer a blend of funding, technology access, capacity-building, technical support, and performance, financial, and evaluation oversight to subgrantees. In keeping with our model and the goals of this initiative, HopeLab will require subgrantees to provide moderate to strong

evidence of impact pertinent to the individual, program, and scale outcome measures outlined above.

This initiative has the potential to transform community approaches to get kids moving -- critical to long-term health -- and to significantly expand the evidence base regarding how the digital environments tween/teens occupy can be utilized effectively to support -- rather than undermine -- their health

LANCASTER COUNTY COMMUNITY FOUNDATION

Since April 20, 1924, the Lancaster County Community Foundation has worked to make a positive impact in our community utilizing the power of philanthropy to support a wide variety of charitable projects. Since our founding, the Community Foundation has distributed more than \$20 million in grants through competitive and engagement grantmaking processes. The Community Foundation is entrusted with approximately \$65 million in community assets which are invested for the long-term benefit of Lancaster County. Our mission is to advance the vitality and well-being of the people of Lancaster County by inspiring generosity and by being responsible stewards of gifts for future generations.

During the past year we engaged with our Lancaster County community to identify our next area of opportunity for the next five to ten years. This project ; the "Ah-ha Project!; Creative Solutions to Real Problems dovetails naturally with the Social Innovation Fund's goal of directing resources to innovative community-based nonprofit organizations to identify, validate, and grow promising approaches to challenges facing our local community. This new initiative is focused on creating a capacity and culture for innovation through utilizing three strategies; enhancing existing Nonprofit Organizations' ability to fulfill their mission through adaptation of new Nonprofit models, enhancing our community's capacity to generate and apply creative solutions to address community problems, and investing in creative solutions to real problems. As part of our third strategy, investing in creative solutions, we have created a Long Term Creative Solutions Matching Fund. This fund has a geographic focus on the School District of Lancaster and the Columbia Borough School District. Both of these school districts reflect low-income communities as defined by CNCS. Additionally the fund is looking to invest in solutions that address long standing problems around the issues of Youth Development and Economic Opportunity.

The key measureable community outcomes for the Long-term Creative Solution Matching Fund are to increase financial stability and quality of life for low-income residents of the School District of Lancaster and the Columbia School District. This outcome will be measured by benchmarking identified community indicators, tracking these indicators on an annual basis, annual reporting by subgrantees, and a comprehensive evaluation plan for each issue focused cohort.

We are requesting a total of \$5 Million dollars, with \$1 Million dollars per year for a grant period of five years; September 15, 2011 through September 15, 2016.

MILE HIGH UNITED WAY

Mile High United Way (MHUW) is an EXISTING GRANTMAKING INSTITUTION. The MHUW Early Literacy Social Innovation Fund (Early Literacy SIF) is an ISSUE-BASED SIF

focusing on YOUTH DEVELOPMENT THROUGHOUT THE STATE OF COLORADO to increase the number of third graders reading at proficiency in Colorado's 47 rural counties and 17 urban counties.

Key measurable outcomes include: a 25 percent increase in third grade reading proficiency levels by 2016, based on standardized testing in Colorado; a robust statewide coordination of the early literacy agenda; the comprehensive development of a communications plan to inform the general public about the plan to increase early grade level reading proficiencies; ongoing data measurements; consistent collaboration with early learning councils across the state to engage volunteers in this important effort; and a comprehensive database of 3,000 volunteers directly impacting this initiative.

The Early Literacy SIF requests the support of the Corporation for National and Community Service with \$1,814,706 each year for the next five years. MHUW will provide a 1:1 cash match based off of Federal Funds received with subgrantees also providing the same dollar-for-dollar cash match for every dollar received. At the time of this application, MHUW has secured 50 percent of the cash match requirement through individuals, corporations and foundation support as reflected in unrestricted cash on hand.

Research shows that we can predict which students will drop out, with a high degree of reliability, years before they even reach high school. Poor reading ability in the early grades is clearly linked to high school dropouts (Jerald 2006).

With strong bipartisan political will led by the Governor, Lieutenant Governor and the state legislature, Colorado is poised to deliver on the strong movement for reform by emphasizing coordination and communication among the stakeholder groups for whom the educational status quo is no longer an option. Over the next five years, the Early Literacy SIF will showcase a systematic change in Colorado early literacy initiatives. MHUW will coordinate early childhood education programs and service providers around a shared vision of early literacy proficiency and a standardized set of outcomes, mobilize volunteers in organizations using evidence-based programs to improve early literacy proficiency rates, and demonstrate an increase of 25 percent in third grade reading proficiency levels with increasing levels of evidence.

The Early Literacy SIF will conduct an open, competitive process that will be completed within a six month time frame to attract a diverse pool of entities implementing programs showing at least preliminary levels of evidence in increasing early grade literacy rates. All selected subgrantees will work closely with MHUW in collaboration with a research organization to undertake rigorous evaluations to improve the strength of their evidence. MHUW has a history of applying evidence produced by rigorous evaluations to decision-making and to improving specific programs within this issue area, such as Making Connections-Denver funded by the Annie E. Casey Foundation, MHUW's community allocation process and the nationally recognized Denver's Road Home. MHUW has incorporated evidence in the support of replication and expansion of grantees by working with school districts on designing and evaluating after-school models. MHUW will support subgrantee capacity-building in leadership development, financial management, data management, strategic planning, and communications. MHUW will facilitate learning and improvement across the portfolio of subgrantees and support subgrantees in achieving match requirements and sustainability by utilizing its strong relationships in

the community. MHUW and the Governor's Office are currently in discussions with local and national foundations and corporations to support the implementation of the Early Literacy SIF and the match requirements for subgrantees and partnering service organizations.

NCB CAPITAL IMPACT

NCB Capital Impact (NCBCI) is a federally certified Community Development Financial Institution and an existing grantmaking institution with over \$765 million in assets under management.

Issued Based Social Innovation Fund -- Economic Opportunity

NCBCI requests \$5 million in grant funds over a five-year period, of which \$4 million will be used for subgrants and \$1 million for technical assistance, evaluation and administration. This will be matched 1:1.2 with \$6 million in private funding (primarily from the Ford Foundation) for the proposed Stewardship Capacity Fund (SCF). The SCF will build the capacity of local organizations to more effectively manage public investment in affordable homeownership for low-income families to ensure that assisted families realize measurable economic benefits including increased stability, access to neighborhoods of opportunity, and family wealth building. By preserving the public investment these programs will INCREASE THE NUMBER OF FAMILIES SERVED WITHOUT ADDITIONAL PUBLIC INVESTMENT. The ultimate goal of this work is to transform the way that local, state and federal agencies invest scarce public funds to support homeownership for lower income families.

Subgrantees are likely to be located in the following regions: San Francisco Bay Area, Detroit, New Orleans, Boston, Twin Cities, New York/NJ, Denver, Atlanta, Chicago, Nashville, TN, Austin, TX

Key Implementation Partners: Ford Foundation, National Community Land Trust Network, Habitat for Humanity International, Urban Institute, NeighborWorks® America, Housing Partnership Network.

PROJECT OVERVIEW:

For the first time in decades, the nationwide homeownership rate is falling. It is increasingly clear that millions of low-income families have entered ownership in ways that are unsustainable. Homeownership remains a top economic aspiration for the majority of renters-- and with good reason. Homeownership has been key to accessing quality neighborhoods with strong schools and is the primary way low-income individuals have built assets. For this reason, federal, state and local governments spend billions annually on programs intended to promote homeownership. But it is unclear whether this investment has any lasting impact. The good news is: we know how to structure public investment in homeownership to generate sustainable economic improvement for low-income families. A growing number of local programs have adopted a transformative new approach that generates lasting measurable outcomes. Where most traditional programs offer one-time grants to buyers, "shared equity homeownership" (SEH) programs involve a government or nonprofit agency acting as a co-investor with a new homebuyer, injecting substantial public funds to reduce homeownership costs. In return, homebuyers agree to limit, or share, their equity appreciation to preserve affordability so that the

initial public investment can ultimately serve far more families. A growing body of empirical research shows that SEH programs can make homeownership safely affordable for low-income families, and that those families can build assets to move on to unassisted homeownership. The evidence also shows that the programs can simultaneously preserve the value of public investment so that subsequent buyers can benefit. In this sense, SEH programs offer a rare opportunity to increase both the efficiency and the effectiveness of public spending. However, research also indicates that a key barrier to wider adoption of this innovation is the lack of local capacity to manage these investments over time. SEH programs require active "stewardship" by a public or nonprofit agency with capacity and experience.

To address this need, the SCF will: 1) provide grants to between seven and 10 organizations annually, bringing these programs to the next level of growth, capacity and impact; 2) provide comprehensive TA to grantees; and 3) support grantees in implementing our existing Sector Performance Data system in order to more effectively track program outcomes.

For 28+ years, NCBCI has delivered high-impact investments and development support benefiting **millions of Americans. We are** well positioned to deploy grants and technical assistance. We have a proven track record of developing and replicating social innovations. Over the last 20 years we have successfully led 8 major philanthropically driven initiatives.

SIERRA HEALTH FOUNDATION

Sierra Health Foundation (SHF) is a grantmaking institution that invests in nonprofit community organizations as an essential means of fulfilling its mission. Founded in 1985, SHF has awarded \$83 million in cash grants to 855 nonprofit organizations. The foundation conducts competitive grantmaking processes to invest in a diverse portfolio of nonprofit community organizations, negotiates grant requirements and monitors the performance of grantees.

SHF proposes to implement an Issue-Based Social Innovation Fund focusing on the Youth Development priority area. SHF is the sole applicant for funding, requesting \$1,000,000 per year for five years from CNCS. The subgrantees for the proposed project will be located in the 26 counties served by SHF, which are located in the northeast area of California -- including the Sacramento region, the more rural northern counties, and the northern part of California's Central Valley.

SHF is holding a 50% cash reserve of unallocated funds towards the required SIF match. Sierra Health is approaching other funders who are investing in the identified issue area to ensure the minimum philanthropic match of \$1,000,000 is met. At the time of grant submission, SHF has secured a commitment of \$10,000 for three years from the van Loben Sels/RembeRock Foundation. SHF is seeking other partners to broaden impact and reach but will fund the rest of the required match if additional partners are not secured. SHF has a strong history serving as a catalyst for innovative programs and policy development particularly in the area of youth development in Northern California. From 2006 to 2010, SHF's multi-site youth development initiative, the REACH Program, committed \$8 million to support the healthy development of youth in the Greater Sacramento, California, region. However, SHF learned through REACH that there is a critical need to engage higher-risk youth. The foundation has committed to building upon the lessons learned in the REACH initiative to develop targeted interventions

directed at vulnerable youth, particularly those in the juvenile justice system. Youth exiting the juvenile justice system are at high risk for future crime, unemployment, mental illness, and homelessness. With intervention, their chances for employment and stability are vastly improved.

The overall goal of the proposed SIF is regional adoption of juvenile justice system reforms informed by a youth development philosophy to improve outcomes for juvenile justice-involved youth who return to communities from out-of-home placement. Given California's devolving state run juvenile justice system, community-level reform is imperative to ensure young people grow into healthy and productive adults. To accomplish this goal, SHF will invest in projects that implement the highly promising model of San Francisco's Juvenile Collaborative Reentry Team (JCRT), an intentional partnership of key juvenile justice system partners that includes integration of pragmatic, evidence-based reentry practices.

The requested Social Innovations funding would enable SHF to invest in nonprofit and public agencies serving up to three jurisdictions in the 26-county funding region in Northern California. The outcomes SHF seeks to improve through replication of the JCRT model include: (1) Improving collaborative inter-agency case planning and coordination for youth; (2) reducing youth recidivism; (3) expanding community-based rehabilitative services for youth; (4) expanding youth development opportunities; (5) improving youth outcomes in the areas of education, employment, health, and civic engagement.

THE ARC OF THE UNITED STATES

The Arc is pleased to submit the proposed project, Expanding Choice: Economic Opportunities for People with Intellectual and Developmental Disabilities, for consideration for the Corporation for National Community Service's Social Innovation Fund.

Expanding Choice responds to the geographic issue area of Economic Opportunity -- Increasing Economic Opportunities for Economically Disadvantaged People. People with I/DD are among the poorest in the world, having the least access to quality education, job training, community socialization, and opportunities to maximize their potential. Intellectual and developmental disabilities (I/DD) occur in people diagnosed with autism spectrum disorder, Down syndrome, and other conditions that affect cognitive function, which occurs prior to age 22, and are lifelong conditions. The Expanding Choice project aims to support low-income people with I/DD to move from sheltered work settings to integrated, community based employment in order to enhance their capacity to obtain sustainable economic stability.

Over the course of this five-year project, at least 23 subgrantees will be engaged in implementing an evidence-based community-based employment program. At least 230 people with I/DD will be directly supported in: a) selecting and rotating through three (3) or more employment sites and job positions during the course of their Expanding Choice internship, b) evaluating each employment experience, and c) securing and retaining ongoing employment, if that is the choice of the participant at the end of the sequence. Hundreds of others with I/DD will be served through educational and support efforts as subgrantees re-engineer operational procedures to advance systems change as they reduce use of sheltered workshops, and increase use of community-based employment solutions. In addition, measurable social change will occur by improving attitudes towards people with I/DD as productive members of their communities. In

addition, evidence generated by this project will support replication efforts on a large scale for hundreds of other organizations interested in decreasing the use of sheltered workshops and increasing the rate of integrated community-based employment for people with I/DD. These efforts will have a significant effect on helping increase the number of people with I/DD to achieve sustainable economic opportunities.

The Arc's role as a grantmaking intermediary is a core competency of our organization; we regularly initiate competitive grant opportunities in national and regional areas for a diverse portfolio of independent nonprofit organizations that provide services and supports to individuals with I/DD. The Arc administers competitive grantmaking efforts, and provides grants to local independent nonprofit organizations from 7 different restricted grant funds. Within the scope of these activities, The Arc also negotiates specific grant requirements with nonprofit community organizations; and oversees and monitors the performance of grantees. Our work in this area has resulted in extensive experience and a strong track of selecting, investing in, and supporting the replication and expansion of grantees.

We have secured the required commitment from our philanthropic donor, NISH, toward meeting 50 percent of the first year matching funds, based on the amount of Federal grant funds applied for; the letter documenting this commitment is attached. The issue we propose to address is one that meets the Social Innovation Funds' criteria, and one which urgently needs resources to advance measurable systems change efforts. The ideas and resources we bring are innovative, built solidly on evidence-based information and state-of-the-art evaluation practices, and will serve to engage and support a diverse portfolio of subgrantees. The Arc has assembled an experienced team of culturally proficient staff for this effort and has developed a supportive, multidimensional organizational structure to ensure that goals and objectives are met. Our budget supports the proposed activities and we have the organizational capacity to succeed in these efforts. Expanding Choice is a dynamic concept that addresses an urgent need for some of our poorest and most disadvantaged citizens. We have enjoyed preparing this proposal, and welcome the Corporation's consideration of our social innovation concept.

THE CLEVELAND FOUNDATION

Established in 1914, the Cleveland Foundation is the world's first community foundation and the nation's second-largest today, with assets of \$1.8 billion and annual grants of \$80M to \$85M. The "Taking Proven and Successful Wealth Building Strategies to National Scale" project is an issuebased SIF application that will focus on the Economic Opportunity issue area by implementing community wealth and asset building strategies aimed at improving the ability of individuals and communities to increase asset ownership, anchor capital and jobs locally, expand the provision of public services, and ensure local economic stability.

The project aims to improve several measurable outcomes within its target communities of Cleveland, OH, Atlanta, GA, and Richmond, CA. Key measurable outcomes include increasing wages paid to local residents to exceed living wage standards; increasing individual and community wealth; increasing local employment rates; and increasing the number of new businesses launched in target areas. The Cleveland Foundation will partner with the Community Foundation for Greater Atlanta and the California Endowment in Richmond. The team requests \$4.5M in funding for a 1 year project period.

This will be matched 1:1 with cash cost share from each of the 3 participating partners. The project seeks to support the growth of innovative forms of community economic revitalization in communities throughout the US through such means as employee ownership, community land trusts, and social enterprise, amongst others. The project will develop a network of local community wealth building centers that can be catalysts to develop broad public-private partnerships that mobilize business, labor, community groups, philanthropy, local government and anchor institutions to create integrated initiatives that can create jobs in local communities. The lessons learned through this project will enable replication of wealth building strategies across the US.

The project will provide competitive subgrants to organizations to implement a variety of community wealth building initiatives in each of the target communities. Subgrantees will be selected based upon their experience in the area of interest, and their history of successful program implementation. Strong evidence of mission impact will be used to evaluate potential subgrantees.

The Cleveland Foundation uses customized and well defined evaluation strategies for each of its initiatives. The foundation has used both moderate and strong evidence approaches to evaluate, assess and select program models for potential replication. For example, every 3 years an independent study is commissioned through national consultants to evaluate the foundation's portfolio of investments in neighborhood development to ensure that the \$4.5M it invests has a strong impact.

The foundation has a continuous evidence based evaluation process. Through evaluations, local and national benchmarks are used to provide the most relevant programmatic decision making and support to grantees. Evaluations are used to make decisions to continue/discontinue program funding; expand programs; replicate program; or modify programs. A similar approach will be used for the proposed project. The Cleveland Foundation will provide a broad range of support and assistance to subgrantees including a training "toolkit"; time of 4 lead staff members; consulting services from outside consultants, a national evaluator and CFED; and will invite each subgrantee to participate in a Learning Community. The Learning Community will include an annual conference as well as ongoing collaboration among subgrantees across the country.

UNITED WAY FOR SOUTHEASTERN MICHIGAN

TITLE: United Way for Southeastern Michigan (UWSEM)

BASIC INFORMATION: UWSEM, lead intermediary of the Greater Detroit Early Childhood Innovation Fund (the "Fund"), is an existing grantmaking institution that makes grants to nonprofit organizations as an integral function of its mission. In 2010, UWSEM granted \$16.7 million to 100+ nonprofits and an additional \$2.76 million to nine organizations implementing an early childhood program delivery model.

The Fund is geographically-based with a focus on the Metro Detroit region of Michigan (Wayne, Oakland, and Macomb Counties) addressing the Youth Development issue area. UWSEM will be supported by a team of contracted partners and collaborating entities including: Wayne State University (evidence and evaluation); ArdentCause (data collection, reporting, and technology); High/Scope Educational Research Foundation (evaluation and technical assistance);

University of California Los Angeles (regional-level data collection); and Grassroots Solutions (technical assistance). Representatives from the Kresge Foundation, the W.K. Kellogg Foundation, and Deloitte & Touche, LLP will assist in the subgrantee selection process.

UWSEM is requesting \$2,000,000 per year for five years, for a total of \$10,000,000 in Federal funding between 10/01/2011 and 9/30/16. UWSEM will secure a one-to-one match of \$2,000,000 for year one, including commitments/cash on hand from the Kellogg Foundation, the General Motors Foundation, the Fisher Foundation, and funds from UWSEM's Annual Campaign.

UWSEM's early childhood goal is that 80% of children entering kindergarten in targeted low-income communities have the social, emotional and cognitive foundation for success (currently estimated at less than 46%). Through the Fund, UWSEM will 1) facilitate the development of a portfolio of replicable, evidence-based early childhood programs and 2) build regional capacity to create a sustainable distribution system that supports the expansion and replication of programs in the portfolio.

The Fund addresses the Youth Development issue area, specifically focused on preparing young children for success in school, active citizenship, productive work, and healthy and safe lives. Outcomes for children will be measured through the Devereux Early Childhood Assessment (DECA), a valid, reliable, and nationally normed assessment of fundamental aspects of a child's development including Initiative, Self Control and Attachment.

UWSEM expects to receive 25-30 responses from nonprofits through a competitive RFP process, awarding 15-20 subgrants averaging between \$150,000 to \$200,000 annually. Subgrants will be awarded to replicate or expand early childhood programs with preliminary, moderate, or strong levels of evidence. It is anticipated that most subgrantees will demonstrate preliminary or moderate levels of evidence. During the subgrant period, subgrantees with preliminary or moderate evidence will receive support to improve evidence base. UWSEM has a track record of using evidence to select grantees, validate programs, and support the replication and expansion of programs. UWSEM is funding a four-year longitudinal evaluation of its current early childhood grantees to measure the extent to which the program intervention improves school readiness. UWSEM supported the replication and expansion of the program from five program sites impacting 280 children to twenty-nine program sites impacting 12,000 children.

UWSEM will support selected nonprofits with: centralized data collection and technology support; evaluation support; capacity building technical assistance; and centralized fundraising, including assistance identifying and securing matching grant dollars.

The \$2 million in Federal funding will be matched with a minimum of \$2 million in non-Federal resources. UWSEM commits to raise or direct this match from its estimated \$7.33 million early childhood budget. Sources of commitments or cash on hand at time of application include: General Motors Foundation (\$425,000); Kellogg Foundation (\$750,000); Fisher Foundation (\$50,000).

UNITED WAY OF GREATER HOUSTON

For more than 88 years, United Way of Greater Houston (United Way) has been the leader and trusted partner in this community. United Way currently invests more than \$55 million each year

in proven programs. With this experience, United Way is applying to become a geographically-based social innovation fund recipient serving the Greater Houston area, defined as Fort Bend, Harris, Montgomery, and Waller Counties. In 2008, United Way made a commitment to make a measurable improvement in family financial stability in the Houston area and included this commitment as one of the three pillars of the organizational strategic plan. To expand services that work to achieve this goal, United Way's priority focus will be Economic Opportunity. This Social Innovation Fund proposal, the United Way Expanding Opportunities Fund (UWEOF), will lead to improved career and financial outcomes for low income families. The focus will be on increased knowledge about, and access to, high demand career opportunities, development of effective financial habits, improved completion rates of post-secondary education, and broader economic prosperity in Houston's communities.

To accomplish the goals of the UWEOF, United Way is requesting \$1 million for the initial one year grant term with the intention of renewing the Social Innovation Fund grant for two additional years. United Way is applying as a sole applicant accountable for fulfilling grant requirements and commits to provide 50 percent of the required match from the funds raised in its community campaign. Multiple local foundations and corporations have committed to serve on an advisory committee that will oversee the program and will present recommendations to their governing bodies to contribute match funding. Center for Public Policy Priorities, Local Initiatives Support Corporation and Houston Community College will consult and collaborate to maximize quality of technical assistance provided to subgrantees and plan for and implement replication and scaling. These institutions are recognized for promoting economic opportunity in the community.

For the last three years, the United Way THRIVE collaborative of 18 funded partners throughout the community has provided services to help families increase income, develop responsible financial habits, build savings and acquire assets. Although Houston is home to world-class research universities and five community college systems, experience from THRIVE and local data shows that training for high wage jobs is out of reach to low-income families. The UWEOF will invest in the development of comprehensive programs that help low-income adults access and successfully complete post-secondary education and training that lead to high wage career opportunities. The fund will reach adults in programs and settings they already frequent such as adult education programs, community centers, food pantries, early childhood centers and places of worship. Three core services will be provided to all participants in UWEOF program: career counseling, financial education, and supportive services.

United Way will conduct an open, competitive subgrant process to award up to 18 grants ranging from \$100,000-500,000 to organizations with experience in achieving significant outcomes in core service areas using evidence-based models. A committee of community volunteers, industry experts, United Way experts in family financial stability and clients will select subgrantees with support from United Way staff. United Way has a significant track record of using rigorous evidence to select, validate and evaluate grantees, which includes a biennial review process of 67 long-term partners, in which evidence of best practices and program outcomes are an important factor in determining funding decisions.

Once subgrantees are selected, United Way will leverage its existing training and capacity building offerings including outcomes management trainings, organizational consulting services, access to fundraising tools, and other resources to support funded programs. Additionally, United Way will host frequent meetings of subgrantees to disseminate knowledge, best practices and feedback. These activities will be integrated into a comprehensive plan that promotes long-term organizational success and sustainability for subgrantee programs that impact financial and career outcomes in the community.

UNITED WAY OF KING COUNTY

Title: United Way of King County

Applicant type: Sole intermediary

SIF type: Issue-based

Issue Area: Youth Development

Grant Amount and Period: \$7 million over 4 years

Program Title: Parent-Child Home Program Expansion Project

BASIC INFORMATION

United Way of King County (UWKC) was founded in 1921 to combine 43 separate fundraising efforts among Seattle's charitable health and welfare agencies. Today, UWKC is focused on community impact. UWKC currently invests \$30 million annually throughout King County to 168 grantees working to impact 49 outcomes. We are able to support this large effort through the 120 full-time staff members and approximately 100 highly-trained community volunteers, who not only know their area of funding well, but also are informed of geographic circumstances. For tracking and reporting purposes we have an online reporting system (eC Impact) that makes field reporting and oversight easy for our grantees, as well as for UWKC staff.

UWKC is applying as an issue-based SIF in the issue area of youth development. Our priority issue area of focus is to reduce the school readiness gap in low-income 2 and 3 year olds in King County through the Parent-Child Home Program (PCHP). In the first year of SIF award funding, our goal is to serve 1,020 children and their parents.

Our key measurable outcomes for the poor children, children of color, & English Language Learner populations we will serve are the following:

- Enhanced interactions between parents and children
- Increased use of positive parenting behaviors
- Improved child behaviors related to social-emotional development and self-regulation skills
- Increased pre-literacy skills

Our research and analysis suggests there are approximately 48,000 two and three year olds living in King County annually. Of those, it is estimated that 13% or 6,000 live in poverty. 60% of those children are not in formal childcare, meaning 3,600 families will benefit the most from PCHP. At scale, our intent is to be able to offer PCHP to all these families, which is an expansion from today's 160 families served. We will expand first to neighborhoods where there is agency capacity and where children, as measured by high school graduation rates, are not achieving their full potential.

UWKC is requesting \$7 million over 4 years, with \$1.52 million in the first year to scale up PCHP to all the eligible and interested children living in poverty in King County. UWKC is

prepared to fully fund the SIF intermediary and subgrantee match requirements. To date we have secured \$8.4 million in commitments with \$2.183 million of that in cash-on-hand. The sources of these funds include commitments from Microsoft, The Boeing Company, The Seattle Foundation, Business Partnership for Early Learning, JP Morgan Chase, and 36 private individuals.

PROJECT OVERVIEW

According to Washington's kindergarten teachers, 75% of children from the lowest-income families are not ready for kindergarten at age five, with African American, Native American, Latino and English Language Learner students experiencing more academic difficulties than White students. This is even more prevalent in low-income immigrant and minority families. PCHP is a research-based early literacy and school readiness program. Trained, certified home visitors from families' cultural and language backgrounds provide twice-weekly visits over a two-year period.

Visitors model behaviors that stimulate early learning, engage children and their parents and provide the tools they need to prepare for success in school. 45 years of research around the country shows that PCHP graduates are better prepared for kindergarten, score at or above national norms on standardized achievement tests throughout elementary school, and graduate from high school at the same rate as middle-income students-- and at rates 20 percent higher than their low-income peers.

UWKC invests \$4 million annually in early learning programs, and has subject matter experts on staff to implement and oversee PCHP at scale. We bring a high level of outcome-based performance to our subgrantees and will continue PCHP rigorous evidence-based evaluation. The PCHP subgrantee selection will be a two-step competitive process. Subgrantees must show evidence of effectiveness to be selected, as well as experience working in early learning with low income populations.

UNITED WAY OF LAKE COUNTY

This project is a geographically-based Social Innovation Fund (SIF) project focused on the issue area of Youth Development in four low-income communities located in Lake County, Illinois (Waukegan, Round Lake, North Chicago and Zion). Our goal as a Social Innovation Fund intermediary is to invest in innovative and promising programs that solve critical problems in our community. UWLC will select grantees, through a competitive subgrant process, based on evidence of effectiveness in reaching community outcomes.

United Way of Lake County (UWLC) is requesting \$1,000,000 per year for a four year project period. For 80 years, UWLC has made it a priority to identify and meet our community's vital needs. Our research allows us to determine the greatest needs, establish priorities, focus on underlying causes, and distribute resources so they have the most significant impact and improve the most lives in Lake County. UWLC then allocates grant funding to support innovative solutions that will deliver positive and measurable community results. Funding is allocated in three-year cycles, with second and third year funding based on the program's continued good performance and the availability of funding. The grant process is competitive, allowing UWLC to fund the programs that best meet the needs of the people of Lake County. UWLC provides

ongoing support to grantees in order to help build organizational capacity, improve outcome measurement, expand their outreach to the community and support sustainable growth.

\$600,000 in undesignated reserve funds is available to support the SIF grant. These funds represent sixty percent of the total matching dollars for the first year of the SIF program. 87.5 percent of the total budget (1,751,217) will be distributed through the competitive subgrant process. This includes 82.5 percent of the federal funds and 92.6 percent of the matching funds.

Project Overview:

Our goal is to select and support between nine and fourteen grantees in the first year with a grant range of \$100,000 to \$250,000. UWLC will identify and support effective and innovative community-based programs that will help economically disadvantaged youth develop the solid educational foundation needed to succeed in school and throughout life. Through a continuum of effective educational programs beginning at birth to high school graduation, we aim to create long-lasting changes for local at-risk children. UWLC will select subgrantees that can demonstrate preliminary evidence in at least one of the identified measureable outcomes for three focus areas: Kindergarten Readiness, Elementary Youth Success and Stay in School. UWLC is partnering with the Center for School Intervention, Evaluation, and Training in the School of Education at Loyola University Chicago to provide evaluation technical assistance and support in moving subgrantees from the use of preliminary evidence to the use of moderate evidence. This process will include identifying performance measures for the subgrantees and developing a plan for how the evidence will be used in decision-making. After subgrantees are selected, they will receive training and coaching on performance measures and quasi-experimental designs in order to build capacity for the use of moderate evidence. UWLC will implement a multi-layered training and assistance program in order to support and facilitate learning across sub-grantees. The program will focus on building evidence capacity, supporting program implementation, increasing organizational capacity and supporting financial stability. UWLC has extensive experience managing and evaluating a continuum of targeted educational programs that improve outcomes for children in underserved, high-need communities. UWLC currently invests in 49 organizations and 94 community programs. Organizations must demonstrate at least preliminary evidence for how they will contribute towards our current funding priorities. Selected grantees must demonstrate measureable successes in achieving client based outcomes. Through UWLC's financial as well as technical support, including outcome measurement training and organizational capacity building, many UWLC grantees successfully expand their programs and services to reach more Lake County families in need.

UNITED WAY OF SAN ANTONIO AND BEXAR COUNTY

For 70 years, United Way of San Antonio and Bexar County has made annual strategic investments in well-managed non-profit organizations dedicated to strengthening children, families and individuals. United Way's competitive volunteer-led grantmaking program currently funds 65 grantees and 117 programs. Each selected investment must adhere to specific grant requirements, must meet or exceed well-publicized community accountability standards, and must address one or more key issues, including early care and school readiness for children, improved educational outcomes for youth, financial stability for families and healthy living.

A core United Way philosophy and the backbone of our grantmaking is the belief that strong children and families and thriving neighborhoods are mutually supportive. Unfortunately, too many low-income San Antonio residents do not have the benefit of either; instead, their brighter futures are foreclosed by unrelenting challenges and insufficient supports. This is especially true of the Eastside, a multi-cultural inner city area characterized by poor schools, decaying infrastructure and inadequate housing. United Way has assumed a leadership role in revitalizing Eastside schools and housing and our creativity and collaborative approach was recently recognized by the U.S. Department of Education with a Promise Neighborhood planning grant. Similarly, HUD awarded a Choice Neighborhood planning grant to a group of partners, including United Way, to improve neighborhood housing as a means of strengthening families and building community in the Promise Neighborhood. Each of these grants has identified extensive Eastside assets that, with proper support, could enable significant revitalization of the community and its families. To this end, United Way proposes to establish a GEOGRAPHICALLYBASED Social Innovation Fund that focuses on San Antonio's Eastside and supports organizations that address unmet neighborhood needs in the three SIF priority areas (youth development, economic opportunity and healthy futures).

United Way's five-year goal is to transform the Eastside from the inside out by expanding the impact of organizations that have demonstrated their commitment to partnering with Eastside families and have employed proven approaches in neighborhood revitalization. These organizations must have validated results in one or more of the following areas: youth development, including activity-based, mentoring and service learning models that foster school retention and completion; expanded economic opportunities, including adult education, job skill, homeownership and financial literacy training; and creation of healthy futures, including enhanced access to healthy food, fitness, health care and teen parenting programs and programs that foster reductions in chronic diseases. Over the five year period, the targeted outcomes to accrue from the selected investments will include: a 20% increase in the high school graduation rate; a 5% increase in annual state academic assessment scores for at-risk students in the targeted Eastside schools; a 25% increase in the number of children participating in evidence-based afterschool programs; a 25% increase in the number of families with an identified medical home; a 10% decrease in chronic disease diagnoses; a 15% decrease in child abuse and neglect; a 15% decrease in the juvenile crime rate; a 20% increase in adult education, soft skills, and job training; a 5% increase in home ownership; and a 30% reduction in student mobility. United Way anticipates that achievement of these outcomes will enable Eastside residents to STAY, GROW, GRADUATE and rebuild their community from the inside out.

UNITED WAY OF THE GREATER LEHIGH VALLEY

Lead Intermediary: United Way of the Greater Lehigh Valley

Site and Geographic Partner: Allentown School District

Competencies Partners: United Way of the Greater Lehigh Valley (grant making expertise, grants management, fiscal management, community school model expert)

Allentown School District (third largest urban school district in Pennsylvania with 17,962 students enrolled in 22 schools; 87.7% low-income students, the majority are Hispanic (64%) African American (17%) and White (17%).

This project is a geographically based SIF (youth development) in Allentown, Pennsylvania.

The applicant is requesting \$1,000,000 per year for a three-year period. United Way of the Greater Lehigh Valley has over 15 years of experience conducting increasingly rigorous grantmaking in the Lehigh Valley of Pennsylvania. Using Results Based Accountability (RBA) to measure outcomes and community impact, United Way is looked to as the community convener to address issues impacting the lives of the more than 600,000 residents of this area. For the SIF proposal, United Way will partner with Allentown School District, the third largest urban school district in Pennsylvania with 17,962 students enrolled in 22 schools (87.7% low-income students, the majority are Hispanic (64%) African American (17%) and White (17%)), to scale up the Community Schools model in three (3) middle and two (2) high schools which have been identified as high need and underperforming. The SIF grant will enable the intermediary to run a competitive subgrant process to identify organizations that have evidence of effectively using strategies to improve community conditions. The focus of the SIF work will be: creation and operation of five (5) Community Schools in Allentown, PA; addition of school-based health centers at each school; and, the addition of evidenced based out-of-school time academic enrichment programs for these schools. Using the RBA model United Way and Allentown School District will measure improvement in three lead indicators: 1) student behaviors; 2) school attendance; and, 3) improved engagement of parents in the educational lives of their children. The United Way and ASD will provide a training process and technical assistance for all potential subgrant applicants. The United Way will provide training on the Community School model and Results Based Accountability for all subgrantees throughout the three-year grant lifetime. All sub-grantees will need to commit to joining COMPASS (Community Partners for Student Success) the United Way's network of Community Schools in this region. The United Way/COMPASS currently leads the Community School efforts in twelve (12) elementary, middle and high schools in two urban and one rural school district in the region.

UNITED WAY OF THE MID-SOUTH

Title: UNITED WAY OF THE MID-SOUTH
BASIC INFORMATION

Serving as an intermediary of public and private funds is a fundamental role of United Way of the Mid-South (United Way). United Way awards funds to 150 agencies per year in an 8 county area through a combination of competitive federal subgrants and competitive awards through United Way's allocation process.

United Way is applying for an ISSUE ORIENTED Social Innovation Fund (SIF) addressing YOUTH DEVELOPMENT.

KEY OUTCOMES: Increased Graduation Rates and College Readiness are the primary project outcomes. Additional indicators to be measured include student attendance, tardiness, behavior, reading/math skills and ACT Scores.

IMPLEMENTATION PARTNERS: Although not applying as a partnership, key partners include Memphis City Schools, University of Memphis and Memphis STRIVE.

GRANT AMOUNT REQUESTED: \$1,000,000

SOURCES OF MATCH: United Way will provide the \$1,000,000 Match Requirement

GEOGRAPHIC AREA: Shelby County Tennessee

PROJECT OVERVIEW

SIF funds are being sought to develop a Cradle to Career Continuum of Support for school-aged children in communities with significant educational challenges including low performing

schools, high poverty and low high school graduation rates. This Continuum will ensure that children and youth receive the necessary supports to thrive from grade to grade and graduate prepared for college and the workforce. The key objective of this project is to coordinate, align and enhance community resources in order to maximize collective impact on youth development. Proposals will be sought for replication of effective models of school/community partnerships that provide and/or coordinate "wrap-around" social and educational support services for children and youth. By removing barriers to and providing support for educational success, community partners will prepare children and youth to achieve academic success. A key component of funded models will be a coordinator located within the neighborhood school(s) who will link children and families and community resources. Potential models include Communities in Schools, Diplomas Now and City Year. The effectiveness of currently available services will be maximized through targeted referrals and integration of services. Communities to be targeted are those with "Striving Schools" and their feeder schools. Priority will be given to funding projects within communities with high percentages of households in poverty and other educational risk factors.

The SIF project will impact youth development by increasing school attendance, reducing tardiness, decreasing behavioral challenges, increasing reading and math skills, increasing high school graduation rates and increasing college readiness within the targeted schools. An open and competitive Request for Proposals process will identify organizations that can most effectively replicate successful models of school/community partnerships and achieve intended results.

Applications will include evidence of applicant's success at achieving results. Evidence of effectiveness will be strongly considered in the selection of subgrantees. Priority will be given to organizations with experience delivering successful interventions to children and youth and to those that have an established working relationship with the targeted school(s). United Way requires all applicants for funding provide a plan to measure program outcomes. The strength of the plan is one factor of consideration in funding decisions. If funded, technical assistance is provided to strengthen the plan, as needed, prior to implementation. Program outcomes are reported annually and evidence of effectiveness is considered when determining future funding. Expansion or replication funding is only considered once agencies can document effectiveness of the model.

United Way will provide subgrantees with training/technical assistance; comprehensive evaluation services; data management services; and staff support for community-level planning. Evaluation services will include regular feedback on qualitative and quantitative measures that will inform continuous improvement of services. Program and fiscal monitoring will ensure that operations are on track.

This Project will be transformative in that multiple barriers to educational achievement will be addressed concurrently through coordination of community efforts thus maximizing investments through gains in efficiency.

U.S. SOCCER FEDERATION FOUNDATION

Title: US Soccer Federation Foundation, Inc., d/b/a US Soccer Foundation

Eligibility: Grantmaking Institution

Issue-Based SIF: Healthy Futures

Geographic Focus: Atlanta, Boston, Chicago, Dallas, Detroit, El Monte (CA), Houston, Los Angeles, Newark (NJ), New York, Miami, Oakland, Philadelphia, Seattle and Washington, DC.

Grant amount request: \$1,000,000

Proposed grant period: 5 years

Pre-selected subgrantees: No

Program Design

The US Soccer Federation Foundation (USSFF) will support the implementation and sustain the operations of a no-cost, after-school, sports-based youth development program whose goal is to improve health by arresting and reducing obesity through physical activity and nutrition education. USSFF will collaborate with 12 organizations from across the country to engage 12,000 low-income youth, who are most at risk to suffer from obesity and its short and long-term health and psychosocial consequences.

Rigorous data collection and evaluation will support preliminary evidence and demonstrate that Soccer for Success (SfS) is an economical, scalable, and evidence-based program to arrest, prevent, and reduce obesity, a national health crisis of staggering proportions. The USSFF will administer SIF grant awards and provide oversight and technical assistance to its subgrantees, who will implement and conduct SfS programs, the USSFF's signature anti-obesity effort, for five years. SfS uses a group mentoring model in a sports-based environment to encourage physical activity with an infusion of nutrition, health education, and healthy lifestyles. SfS's goal of improving participants' health will be followed using quantitative indicators for the following measurable outcomes: reduction in body mass index (BMI), increase in nutrition knowledge, and increase in fitness levels.

An open and competitive RFP process will be used, with invitations extended to nonprofit organizations new to SfS as well as to USSFF's extensive network of collaborators. Selection will be based on rigorous criteria including:

- Infrastructure to implement and conduct programs
- Organizational capacity to collect data
- Internal controls to manage funding
- Ability to secure match funding.

Organizational Capacity

Net Assets: \$54.6 million

Annual grants budget: \$4 million

Professional Staff: 14

The US Soccer Foundation was established with the proceeds from the 1994 FIFA World Cup. In its 15 years, USSFF has distributed over \$55 million in grant awards and financial assistance to over 600 entities in each of the 50 states to develop safe and accessible play spaces or to conduct programs. Over 1,100 such spaces now exist due to our support, and USSFF programming has put soccer in reach for 5 million individuals.

Wylie Chen, USSFF's Director of Programs & Grants, serves as Project Manager for the SfS initiative. Chen brings 10+ years of nonprofit, grantmaking, and children's programming

experience, having previously worked at the Children's Defense Fund in Washington, DC as Senior Manager of the Freedom Schools program, a summer and after-school literacy program serving over 9,000 low-income children nationwide.

The National Alliance for Hispanic Health, a longtime USSFF partner, provides training to ensure cultural competency in all USSFF programs. With its strong cultural influence, soccer is a vehicle to reach at-risk Hispanic youth.

Support and Assistance Provided Subgrantees

USSFF will provide subgrantees with extensive financial support and training & technical assistance over the initial five-year grant period. USSFF intends to extend SfS programming for five years beyond the SIF grant award period to enable 12,000 youth to participate in SfS annually.

Cost-Effectiveness and Budget Adequacy

Match: USSFF is providing a 1:1 match.

Major Sources of Matching Funds: The USSFF Board of Directors unanimously approved the allocation of \$1 million in annual unrestricted and uncommitted funds for a five-year SIF grant program.

Percentage of SIF grant funds to be subgranted annually: 90%

Budget Alignment: The USSFF anticipates a minimum of one subgrantee per city, e.g. 12, and each will each receive a minimum of \$150,000. Each subgrantee will match the SIF award at slightly more than dollar for dollar, for a total subgrantee budget of \$310,000, which will allow each subgrantee to serve 1,000 youth annually, at 20 sites each serving 50 youth.