



Community Solutions and Innovations

*A resource for parties interested in the
Social Innovation Fund*

Executive Summaries
of the 2010 Applications
to the Social Innovation Fund

Community Solutions and Innovations

The Corporation for National and Community Service (CNCS) has a strong commitment to broadly sharing information that can improve the effectiveness and impact of programs it funds and also advance knowledge in the nonprofit sector about innovative approaches to tackling major social challenges. As a result, CNCS is making available the Executive Summaries for all 54 applications that were considered for funding in the 2010 Social Innovation Fund grant competition.

The Social Innovation Fund is a new way of doing business for the federal government intended to improve the lives of people in low-income U.S. communities. Through our grant program, the Social Innovation Fund selects and co-invests in outstanding local and national grantmakers that design and implement programs to grow community-based solutions that have evidence of real impact in the areas of youth development, economic opportunity or healthy futures.

To be sure, these summaries have limitations. They differ greatly in form and substance, and they truly are summaries – distillations of lengthy, detailed, comprehensive proposals. As such, they may be of limited value for certain purposes such as trying to ascertain why particular applications were funded and others not or to address specific research questions.

Nevertheless, CNCS believes they could be helpful to parties interested in applying for funding in the 2011 Social Innovation Fund grant competition, as they can inform thinking about the types of interventions as well as the contents and structuring of proposals. Further, we believe they can benefit others – social entrepreneurs, nonprofit CEO's, researchers and innovators – who have a desire to understand and explore fresh approaches to community change that are being developed by forward-thinking leaders of grant-making intermediaries in the U.S.

It is in that spirit that all 54 of these organizations agreed to share these summaries. Consistent with the provisions of the newly-released 2011 Notice of Funding Opportunity (NOFO), the executive summaries for all future applicants to the Social Innovation Fund will also be posted for the benefit of the public.

CNCS is pleased to make these documents available and hopes you find them useful. We applaud your interest in improving communities through investments in innovative solutions, and we look forward to continuing to be a resource to you in the future.

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Social Innovation Fund 2010 Applicants

Executive Summaries

Alameda County Health Care Services Agency

EXECUTIVE SUMMARY

TITLE:

Philanthropic Ventures Foundation (PVF)

SUMMARY INFORMATION:

Philanthropic Ventures Foundation; (Alameda County Health Care Services Agency-HCSA)

Key Collaborative Partners: University of California, San Francisco (SBHC Evaluation), RAND Corporation (Research and Evaluation)

Geographically-based SIF (Youth Development and School Support & Healthy Futures; target area Alameda County, California)

Grant amount requested: \$9,910,186; Proposed grant period: 09/01/2010 to 08/31/2015

Applying with pre-selected subgrantees: Yes (11)

Alameda Family Services: \$150,000

Asian Community Mental Health Services: \$150,000

Children's Hospital & Research Center (nonprofit): \$150,000

City of Berkeley: \$150,000

East Bay Asian Youth Center: \$150,000

Girls Inc.: \$150,000

La Clinica de la Raza: \$150,000

Native American Health Center: \$150,000

Tiburico Vasquez Health Center: \$150,000

Healthy Communities Inc.: \$500,000

Healthy Communities (RAND Impact Study): \$475,000

PROGRAM DESIGN:

Focus and Goals of Proposed Investment: Proposed investments will expand the use of the innovative health portals to strengthen protective factors in schools and communities, promote health and reduce risk factors that lead to illness in low-income neighborhoods disproportionately impacted by health disparities in Alameda County, California.

Key Goals:

- Expand evidence-based and promising practices within low-income neighborhoods by providing grants to preselected and new grantees;
- Develop a process/system for data collection and monitoring of outcomes;
- Document lessons learned to inform the expansion of programs;
- Refine expansion plans for subsequent years based on the Year One findings and lessons learned;
- Define a process for measuring progress in Years 2-5 in achieving the program vision described above.

Qualifications and Track Record: The Philanthropic Ventures Foundation has extensive knowledge and expertise in selecting, evaluating and supporting grant recipients; HCSA

has an extensive history of supporting, monitoring and evaluating community-based organizations in health care delivery and health promotion in Alameda County. The partnership has worked closely with school based health centers and faith-based nonprofits.

Competitive Subgrant Selection Process: The subgranting process will include extensive outreach to potential subgrantees, 2 RFP rounds with Bidder's Conference, use of subject matter experts in development of RFP review criteria, review and selection by Panel to maximize transparency and diverse perspectives in the selection process.

Evaluation and Support Process: The project includes implementation and outcomes evaluations. Overarching evaluation will examine the process of expanding current evidence-based practices and developing new programs to strengthen their approach. Evaluation will include interviews, site visits, data collection and analysis. Independent evaluators are University of California, San Francisco and RAND Corporation.

ORGANIZATIONAL CAPACITY:

Organizations net assets: \$65M

Annual grants budget: \$15M

Number of staff in organization: 5

Overview of organizational oversight, support and grants management capacity: PVF operates an efficient, streamlined grantmaking and fiscal accounting systems; HCSA operates with strong fiscal controls, and federal grants management systems.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Amount and percentage of requested Federal funds to be subgranted: \$8,280,000; 80% Match is greater than a 1:1 ratio; Ratio equals 1.25:1

Major sources of matching funds (those that exceed 20% of the match commitment):

County General Fund: \$2,000,000

School Bond: \$2,000,000

How proposed budget is aligned with program design: The proposed budget aligns closely with the program design, in that a portion of subgrantee funding will be directed towards strengthening established health portals in schools and the community, with additional funding provided to community based organizations that will replicate the portal model in a variety of new settings. The budget includes funds for a RAND impact study of the innovative FBO portal model. Adequate funds have been allocated for evaluation to ensure that the return on investments are measured to determine success and provide information to subgrantees about what is working and where changes need to be made.

Aspen Community Foundation

EXECUTIVE SUMMARY

TITLE:

Aspen Community Foundation - Western Innovation Network (WIN)

SUMMARY INFORMATION:

Intermediary: Aspen Community Foundation (ACF)

Collaborative partners/competencies:

JVA Consulting (JVA) (capacity building, TA and support, grant and project management, evaluation, sustainability strategies, social/rural entrepreneurship)

Telluride Foundation (evidence-informed grantmaking, collaboration, early childhood education (ECE), economic development, social/rural entrepreneurship)

The Dennis and Phyllis Washington Foundation (evidence-informed grantmaking, collaboration, ECE, economic development)

Wyoming Community Foundation (evidence-informed grantmaking, collaboration, ECE, economic development)

Issue-based SIF (economic opportunity)

Amount requested/grant period: \$1,000,000 per year/5 years
(September 30, 2010-September 30, 2015)

Applying with pre-selected subgrantees: NO

PROGRAM DESIGN:

WIN's FOCUS is to bring place-based economic opportunities to 32 low-income philanthropically underserved counties in Colorado, Wyoming and Montana. These counties' economies are based on the boom and bust extraction industry and lack sufficient resources and capacity to support economic sustainability. WIN will provide subgrants and support to nonprofits to implement, expand and replicate evidence-based programs to achieve three GOALS:

1. Build assets in support of sustainable economic opportunity
2. Develop local alternative economies that leverage place-based assets and promote wealth retention
3. Address quality ECE needs as a core vehicle to achieving Goals 1 and 2

ACF and WIN partners are QUALIFIED to conduct the scope of work. As lead applicant, ACF has sound management and fiscal capacity. WIN grantmaking partners have track records supporting rural social entrepreneurship and ECE initiatives; using evidence to support grantmaking; and leveraging relationships to ensure success. They have combined assets of \$321 M and awarded 1,257 grants totaling \$11.4 M in 2009. As lead in implementation and evaluation, JVA has 23 years of experience in nonprofit capacity building, including research, evaluation and organizational assessment.

COMPETITIVE SUBGRANT SELECTION will begin with outreach to WIN networks, contacts and diverse media. Interested nonprofits must attend a mandatory information session to learn about the opportunity, eligibility, application, expansion/replication readiness, review criteria and models. WIN will conduct site visits and administer JVA's Comprehensive Organizational Assessment (COA) with highest rated applicants. A stakeholder committee knowledgeable about WIN focus areas and target communities will make final decisions.

WIN will conduct process and outcome EVALUATION at subgrantee and initiative levels. WIN will work with subgrantees to develop, implement and use evaluation. Subgrantee

data will be analyzed in cross-site evaluation of WIN. WIN will assess nonprofit capacity gains via pre- and posttest COA, and will use pretest results to develop custom SUPPORT plans, to include in-person and remote training, networking and over 1,600 hours of TA across subgrantees.

ACF ORGANIZATIONAL CAPACITY

Net assets: \$37 M (2009)

Annual grants budget: \$4.5 M (2009)

Staff: 8

ACF has 30 years experience providing OVERSIGHT, SUPPORT AND GRANTS MANAGEMENT-awarding over \$49.3 M to 845 nonprofits. ACF meets the Council on Foundation's National Standards for operational quality, donor service and accountability. ACF has systems and infrastructure in place for efficient grants management and an experienced professional staff. WIN will establish a steering committee for strategic direction and decision-making, subgrantee selection and securing financial support. ACF uses internal controls and procedures designed to ensure proper safeguarding of assets, including an annual audit.

COST EFFECTIVENESS & BUDGET ADEQUACY

Federal funds to be subgranted and percentage represented:

\$800,000/year (80%)

Match ratio:

ACF/WIN will provide a minimum 1:1 match

Match sources:

Aspen Community Foundation

Telluride Foundation

BUDGET/PROGRAM ALIGNMENT: 65% of the total \$2,000,000 annual budget will be used for subawards; 45% will be used for subgrantee selection, TA and support, evaluation, dissemination and project management. This reflects comprehensive TA and evaluation components to ensure effectiveness and build sustainability, including travel across a large, rural geographic area.

Baltimore Community Foundation

EXECUTIVE SUMMARY

TITLE:

Baltimore Community Foundation

SUMMARY INFORMATION:

Lead intermediary: Baltimore Community Foundation (United Way of Metropolitan Atlanta, United Way of Southeastern Michigan, and Robin Hood Foundation)

Collaborative Partners:

The Annie E. Casey Foundation (implementation and evaluation of large-scale strategic initiatives)

The Ford Foundation (implementation and evaluation of large-scale strategic initiatives)

The Open Society Institute (implementation and evaluation of large-scale strategic initiatives)

The Urban Institute (Evaluation)

Michigan Association of United Ways (TANF, statewide collaborations)

Social Innovation Fund (SIF) type: Issue-based (Economic opportunity)

Grant amount: \$2 million Aug 2010 -- July 2011

Pre-selected Subgrantees: No

PROGRAM DESIGN:

LINC OP will fund and evaluate community-based strategies that increase economic opportunities for low-income working individuals. Our goal is to understand, improve, and expand community-based enrollment efforts that help people access benefits and other supports that promote economic stability.

The Intermediary Partners will use their local knowledge to identify applicants and employ a competitive Subgrantee application and selection process. Applicants' proposals will speak to their data collection and monitoring infrastructure, capacity to support program expansion, and evidence of strong community relationships, among other qualifications. Subgrantees will be selected within six months of the SIF award.

The Urban Institute (UI) will conduct a rigorous evaluation of the proposed project and provide support to subgrantees. UI brings a depth of experience in program evaluation including experimental and quasi-experimental impact designs as well as implementation studies.

ORGANIZATIONAL CAPACITY

Net assets: Exceed \$346 million

Baltimore Community Foundation \$130 million

United Way of Metropolitan Atlanta \$9 million

United Way of Southeastern Michigan \$54 million

Robin Hood \$153 million

Annual grants budget: Combined total of over \$274 million

Baltimore Community Foundation: \$22 million

United Way of Metropolitan Atlanta \$100 million

United Way of Southeastern Michigan \$38 million
Robin Hood Foundation: \$136 million

Total staff: Combined total of over 460
Baltimore Community Foundation: 30
United Way of Metropolitan Atlanta: 250
United Way of Southeastern Michigan: 98
Robin Hood Foundation: 80

A multi-level accountability structure for the Initiative ensures that Subgrantees meet performance goals and use funds appropriately. Senior staff of each Intermediary Partner will form an Intermediary Executive Committee (IEC) to oversee and be accountable for implementation in the four localities. Subgrantees and Intermediary Partners will identify benchmarks and performance metrics to track the success and progress of each effort. Local implementation teams, comprised of Intermediary Partner and Subgrantee staff and local technical assistance providers, will report on progress to the IEC members. An Advisory Committee comprised of the three national-level funders providing Intermediary and local match support will provide strategic guidance.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Federal funds to subgrant: \$2,000,000 (100% of request)

Match ratio:

1:1 Intermediary match
1.93:1 Total match

Major sources of matching funds:

The Ford Foundation
The Annie E. Casey Foundation
The Open Society Institute
Robin Hood Foundation

The proposed budget brings \$3.85 million to the Intermediary Partners to support the development, implementation and evaluation of LINC OP. These funds represent 100% of the year one Federal match at the Intermediary level. Additional funds have been committed in year one to be expended over the life of the project. LINC OP anticipates raising the full \$3.1 million in match funds at the Subgrantee level. The overall budget allows for 11.25% in administrative costs to manage the Subgrantee selection process and monitor grantee performance and 11.25% in evaluation costs for a contract with UI. Administrative and evaluation costs will come entirely from private funds, allowing for a pass through of 100% of federal funds to the Subgrantees. In addition, Subgrantees' budgets will include funds for technical assistance provider to assist in delivery of benefits access interventions.

California Community Foundation

EXECUTIVE SUMMARY

TITLE:

California Community Foundation's El Monte Community Building Initiative (CBI)

SUMMARY INFORMATION:

California Community Foundation (CCF) is the lead intermediary.

There are no key collaborative partners.

SIF-Geography Multiple Project (The target area is the City of El Monte. The target issue areas are Economic Opportunity, Youth Development and School Support, and Healthy Futures.)

CCF is requesting \$1,000,000 per year for 5 years (from July 1, 2010 through June 30, 2015).

CCF is not applying with pre-selected subgrantees.

PROGRAM DESIGN:

Publicly launched in July 2007 and further refined in November 2009, the California Community Foundation's Community Building Initiative (CBI) in El Monte seeks to improve the overall quality of life for city residents. The objective of the comprehensive CBI investment in El Monte focuses on replacing negative conditions for children and youth with supportive, family- strengthening environments that lead to a healthier population and one that is both college- and career-ready.

Founded in 1915, CCF strengthens Los Angeles communities through effective philanthropy and civic engagement and has extensive experience in receiving, regranteeing and monitoring significant grant awards. In FY 2008-2009, CCF awarded more than \$190 million in grants to nonprofit organizations. On average, CCF grants out 17.9% of its assets, one of the highest rates in the U.S. CCF also has a long history of implementing best practices from the field and testing and refining new and innovative programs and initiatives that help to address the social challenges in the many diverse neighborhoods and communities of Los Angeles County.

To identify and select qualified subgrantees with impact potential, CCF will implement its proven subgranting process. CCF will reach out to potential subgrantees regarding the El Monte CBI and post outcome-specific requests for proposals on the CCF website. CCF will specify the required level of content expertise, innovation and capability to provide programming in the El Monte CBI target areas and ensure compliance with all state and federal regulations. Foundation staff will then bring forth recommendations to a 20-member CBI Community Advisory Committee, which includes content experts in the targeted investment areas, El Monte community members, and the CCF Board of Directors for approval. Once selected, CCF will utilize its nonprofit intermediaries (e.g., management support organizations) to provide technical assistance and other services to build the capacity and effectiveness of subgrantees.

To assess whether CCF's investments caused improvement in the proposed measurable outcomes, CCF will conduct multi-tiered annual assessments at the following levels: subgrantee; priority area; and initiative-level. The goals of the evaluation are to both improve the capacity of CCF and its subgrantees to influence core issues that affect the quality of life for El Monte residents and to improve the decision-making processes of CCF and its subgrantees through the effective use of data.

ORGANIZATIONAL CAPACITY

CCF's Net Assets: (End of FY ending June 30, 2009) \$890,883,000

CCF's Annual Grants Budget: \$26,118,206

Number of CCF Staff: 55

CCF is governed by a 20-member Board of Directors, including the President and CEO, and dedicated community leaders whose focus is building the future of Los Angeles and driving change through philanthropy. The El Monte CBI is also guided by a 20-member Community Advisory Committee that meets bi-monthly. The El Monte CBI staff team is comprised of the Senior Vice President of Programs, the CBI Director, the CBI Project Manager, a National Urban Fellow and a Program Assistant. Additional staff support is provided by various program officers, grants specialists and staff from CCF's Civic Engagement Department, Community Foundation Land Trust and External/Donor Relations Department, as needed. CCF has more than 95 years of experience as a grantmaking institution.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Percentage of federal funds that CCF will subgrant: 100%

CCF will provide a 1:1 match.

100% of the matching funds will come from an annual CCF grants allocation of \$1 million for the CBI from unrestricted discretionary grant funds.

Camden Empowerment Zone Corporation

EXECUTIVE SUMMARY

Established in 1996 as part of the Federal Empowerment Zone program, the CEZC originally provided services to service six (6) neighborhoods/business districts in Camden, New Jersey. In 2004, the Department of Housing and Urban Development (HUD) designated CEZC the manager of the Renewal Community Program, designed to revitalize urban and rural communities through the investment of funds, tax incentives and job creation. The CEZC facilitates partnerships and collaboration that promote sustainable, economic growth and redevelopment. Through various programs and services, CEZC provides financing to organizations to further neighborhood revitalization, stabilization and job creation for residents and businesses. The CEZC provides community development, business and housing development loans for projects in Camden. In addition, the CEZC also provides tax incentives, such as Community Revitalization, renewal tax credits and bond financing for projects that create significant jobs for Camden's residents. To date, the Corporation has invested over \$17 million dollars in grants and loans for housing, economic and community development projects, which has created and/or maintained over 1,000 jobs and provided loan financing to over 200 small to medium size businesses; CEZC leverage ratio has yielded 2.5:1. During the last two years, CEZC issued nearly \$2 million dollars in loans to over twenty businesses, which consisted of small to medium businesses; micro enterprises, mom-pop type stores, niche proprietors, and real estate developers. With additional staff and increased staff capacities, CEZC anticipates a 30% increase in new applications, especially in the areas of micro loans, which may result in an additional \$300,000 in lending during the next two years.

The City of Camden faces many economic challenges due in large part to high crime, high unemployment rates and poor property values. The CEZC has a strong history of providing technical assistance and financial lending services to Camden businesses. With our unique community focus, we successfully provide essential services to organizations because we have developed trust and personal relationships. The CEZC's neighborhood focus plays a major role in targeting credit, capital and financial services in a hands-on approach in a market that is often overlooked by traditional lenders.

Charter Fund, Inc.

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

Sole Intermediary: Charter School Growth Fund

Key Collaborative Partners: Funders & Portfolio Members

See CSGF Accomplishments to Date in Part I: Program Design for a list of primary funders & portfolio members

SIF Operational Model: Issue-Based SIF (Youth Development & School Support)

Grant Amount: \$7.0M

Grant Period: 9/30/2010 -- 9/30/2011

Pre-Selected Sub-grantees: None for Fund II

Fund I portfolio members will prove eligible to apply for second-round growth financing on a case-by-case basis

PROGRAM DESIGN:

The Charter School Growth Fund ("CSGF") is a philanthropic venture capital fund founded in 2005 to transform K-12 education in the United States by investing in proven entrepreneurs. We invest in non-profit charter school management organizations ("CMOs") that deliver outstanding results with students and which are capable of executing significant growth campaigns to serve more low-income students in their target communities. We provide financing, business planning support, coaching and other resources that our portfolio members need to build sustainable networks of high-performing schools.

Through Fund I, we invested \$87M in a portfolio of 24 CMOs that are on track to create 108,000 new, high-quality seats in public charter schools. Through Fund II, which will support our activities from 2010 to 2015, we seek to invest at least \$155M in a portfolio of over 40 CMOs that will create 225,000 new, high-quality seats in public charter schools. The grant and loan financing packages that we provide enable our portfolio members to expand their capacity to serve more low-income students and extend their impact to more families and communities.

CSGF is an issue-based SIF that is seeking a \$7.0M commitment from the Corporation for National and Community Service to support Fund II. If approved, this commitment will be matched at least 1:1 by CSGF's anchor funders. These foundations have already pledged \$65M towards our \$155M goal. We believe that this request is completely consistent with the intent of using "the SIF as a vehicle to...promote public and private investment in effective and potentially transformative portfolios of nonprofit community organizations to...replicate and expand to serve more low-income communities."

Later this year, we will begin hosting a competitive application process to select sub-grantees for Fund II. This process will include three primary components:

- * A blind, numerical application screen that evaluates trends in student achievement across applicants' schools;
- * A strategic planning process that results in the submission of complete business plans, including a financial model and milestones for managing execution;
- * An intensive due diligence process that includes site visits, board meeting observations, and structured interactions with the management team.

Each step along the way, organizations will be exited if they fail to demonstrate the capacity to execute a large-scale expansion campaign.

Those CMOs selected for portfolio investments will be provided with large-scale financing. Our portfolio management strategy includes proactive monitoring, board meeting observations, analysis of quarterly reports, and evaluation of summative annual reports. Multi-year financing includes yearly installments, which are awarded based on evidence of strong performance against milestones. Every portfolio member that completes the financing term will expand a high-performing, sustainable charter school network that serves thousands of students from low-income homes.

ORGANIZATIONAL CAPACITY

As of February 2010, CSGF has 12 employees and net assets of approx. \$60M. We have investor commitments for Fund II totaling \$65M and outstanding portfolio commitments totaling approx. \$45M to be disbursed over the next 5 years. Our FY2010 grant-making and loan-financing budget is approx. \$25M with program operating costs of approx. \$3M.

COST EFFECTIVENESS & BUDGET ADEQUACY

Requested Funds to be Sub-granted: \$6.65M

Percent of Requested Federal Funds: 95%

Matching Ratio: 1:1 direct match, 2:1 required sub-grantee match

Major Sources of Matching Funds: \$8.5M total match commitment

The proposed grant budget is closely aligned -- and builds upon -- CSGF's experience managing Fund I with major assumptions developed and substantiated over 5 years of operating history.

The Chicago Community Trust

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

Issue - Economic Opportunity

Grant request: \$2.5 million

The Chicago Community Trust (CCT) and One Nation (ON), in partnership request a 1-year grant of \$2.5 million to build a \$7.5 million public-private partnership fund to scale-up a 2-year "One City, One Nation" civic engagement model to 6 of America's strongest community foundations. The model seeks to decrease prejudice toward American Muslims and increase civic engagement by creating create sustainable social cohesion in increasingly diverse American cities.

ON's founder has committed \$2.5 million to the project; that commitment will be leveraged with an additional \$2.5 million in private funds and \$2.5 million from SIF to result in a 2:1 match of SIF funds requested.

PROGRAM DESIGN:

CCT and ON, with the 6 community foundations will serve as an "Intermediary Collaborative," with CCT and ON acting as "National Intermediary" and steward of the \$7.5 million fund. The 6 community foundations will be "Local Intermediaries," receiving \$1 million to implement the model. CCT and ON will manage a "Community Foundation Learning Network" of the 6 community foundations to share training, knowledge, best-practices and innovative community projects.

The "One City, One Nation" model includes: 1) Community Media Platform, 2) Civic Leaders Network, 3) Community Dialogues and Public Events, 4) 20- \$10,000 Competitive Community Solution Grants. These grants will be awarded by the community foundations based on these criteria: 1) 2 or more nonprofit organizations collaborate to address Economic Opportunity, Healthy Futures, Youth Development/ School Support; 2) project is innovative and based on data demonstrating past success or a strong logic model pointing to positive change; 3) partnership bridges diverse communities; 3) partnership fosters interfaith/intercultural dialogue. The Civic Leaders Network will work with local nonprofits to spur other collaborations that match the criteria. Community foundations will use existing evaluation infrastructure and expertise to measure and support grantees.

For 95 years, The Chicago Community Trust has connected the donors with community needs through grantmaking that improves metro Chicago. In 2009, the Trust granted more than \$100 million to nonprofit organizations addressing arts, health care, homelessness, and hunger. One Nation is a philanthropic collaborative that invests in locally focused, nationally replicable civic engagement models that reduce prejudice toward American Muslims. George F. Russell Jr., Chairman Emeritus of Russell Investments, began ON in 2005 to ensure that America remains pluralistic and inclusive and extends liberty and justice to American Muslims.

ORGANIZATIONAL CAPACITY

Net Assets - \$1,591,487,286

annual grants budget - \$101,796,647

number of staff - 60

CCT's grant making is organized into five program areas: arts and culture, basic human needs, community development, education, and health. The organization's operating budget constitutes less than 1% of assets and less than 10% of annual grant making.

COST EFFECTIVENESS & BUDGET ADEQUACY

The proposed amount of federal funds to be sub-granted is \$2.4 million - 96% of requested federal funds.

George F. Russell Jr. will provide a 1:1 private match of a \$2.5 million SIF grant; a pooled fund from community foundations and national foundations will provide a 1:1 match of a \$2.5 SIF grant.

Total Public-Private Fund = \$7.5 million

\$1.5 million - National Level: CCT/ON are responsible for: scaling the model to 6 community foundations; establishing the community foundation learning network; providing Technical Assistance to 6 Community Foundations and their partners; training retreat for all 6 community foundation staffs; ongoing training for 6 community foundations; technology needs to support learning network and online media network.

\$6 million - Local Level: 6 Community Foundations are responsible for: each community foundation receives \$1 million to implement model over two-year process covering the following components, adapted locally and implemented under contract to organizations in parentheses over a 2-year reiterative process: Community Media Platform (Community Media Organization); Civic Leaders Network - 100 Community Ambassadors (Community Trainer + Community Organizer); Community Dialogues and Public Events (Libraries); Community Solution Grants - 20 \$10,000 grants to collaborative non-profit partnerships.

The Children's Planning Council Foundation, Inc.

EXECUTIVE SUMMARY

TITLE:

The Children's Council of Los Angeles County

SUMMARY INFORMATION

Name of intermediary: The Children's Council Foundation, Inc.

Geographically-based SIF (Los Angeles County, California)

Issue areas: Economic Opportunity; Youth Development And School Support; Healthy Futures

Grant amount requested: \$1,000,000

Proposed grant period: 09/01/10-08/31/14

Pre-selected grantees: No

PROGRAM DESIGN

1. *Focus and Goals*

The Children's Council of Los Angeles County (applying through its fiscal lead of The Children's Council Foundation, Inc.) will focus on low-income families with children ages 0-5 in Los Angeles County, CA. Our project will fund integrated direct service by CBOs and resident-led organizing and community-building projects by Neighborhood Action Councils, or NACs. Outcomes targeted by the initiative include measurable improvements in birth outcomes, early child physical health, child development and school readiness, family economic self-sufficiency, safe and affordable housing, and family nutrition and fitness.

2. *Qualifications and Track Record*

The Children's Council developed L.A. County's regional service planning system for children and families, and has also produced the county's first Children's Scorecard, providing key outcomes data for children and families in five key areas: health, safety, economic well-being, social and emotional well-being, and education/workforce readiness.

Beginning in 2008, the Council spearheaded the development of the NAC-centered model of community organizing, and has replicated the model with 112 NACs currently in operation. We make grants of \$100,000 in personnel support each year to CBOs in each of the County's eight Service Planning Areas (SPAs), and \$100,000 in project support in each SPA for resident-led projects by the NACs.

3. *Competitive Subgrant Selection Process*

NACs will be invited to present project proposals to each SPA Council, a planning body composed of residents, CBOs, and key stakeholders. These proposals will be evaluated for responsiveness to community needs, alignment with SIF priorities, and feasibility. Each Council will select a CBO or consortium of CBOs to serve as applicant for these projects, and to provide expansion of needed support services for the outcomes areas they prioritize. Children's Council staff and representatives of the countywide Strengthening Community Capacity Committee will then select funded applications.

4. *Evaluation and Support*

All subgrantees will participate in a county-wide evaluation project aiming to build moderate and/or strong outcome evidence by the end of the project period. This

evaluation will be conducted by a team of researchers led by Todd Franke, Ph.D., of the University of California Los Angeles.

The Children's Council will provide direct staff support and facilitated peer support for the evaluation process, leadership development, collaborative strategic planning, and resource development needs of grantee organizations; will train and supervise community organizers housed at subgrantee CBOs; will serve as a centralized forum for planning and advocacy discussion; and will provide technical assistance to increase grantees' data and financial management capacities.

ORGANIZATIONAL CAPACITY

Net assets: \$500,000 in unrestricted operating funds over expenses in current fiscal year
Annual grants budget: \$1,600,000 (see above for geographical distribution of these funds)

Number of staff: 3 central office staff, 1 volunteer Executive Director, 16 full-time community organizers

The Children's Council has provided program and fiscal oversight to subgrantees on grants totaling \$1,600,000 per year since 2008. Our accounting systems are compliant with single-audit requirements and fully capable of managing federal grant funds. Our organizational governance structure ensures multiple layers of oversight and leadership responsive to both compliance and community need.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Federal funds to be re-granted: \$900,000 (90% of request)

Match ratio: 1:1

Major sources of match funds: Children's Council unrestricted operating funds (\$500,000), First 5 L.A. contractual funds (\$500,000)

Our budget allows the maximum possible distribution of funds directly to resident-led neighborhood groups and community-based nonprofits. The great majority of administrative and oversight needs of the project are included as matching fund resources for the grant.

The Cleveland Foundation

EXECUTIVE SUMMARY

Intermediary: The Cleveland Foundation (Wean Foundation, Sisters of Charity)
Geographically-based SIF (Economic Opportunity, Ohio)
Requested Funding \$10 million (\$2 million/year)
Pre-selected Subgrantees: Yes (4 subgrantees: The Ohio Employee Ownership Center \$200,000, The Democracy Collaborative \$200,000, ShoreBank Enterprise Group, Cleveland \$2.2 million, Youngstown Neighborhood Development Corp.\$400,000)

The Evergreen Initiative (EI) is a transformative social innovation focused on fundamentally changing the way community & economic development is approached by developing a metropolitan-wide effort & working with anchor institutions to implement new jobs & wealth creation strategies in urban areas. The key lies in creating jobs that combine ownership opportunities with access to individual asset creation so that real wealth accumulation results for both the individuals & the urban core. The EI combines 4 core elements: 1)targeting anchor institution investment & procurement locally to create jobs & achieve a strong multiplier effect in low-income neighborhoods; 2) linking business development to expanding regional & national markets; 3) broadening ownership over productive capital as a strategy to anchor jobs locally & prevent subsequent job dislocation; & 4) using philanthropic dollars to access, lever & deploy new/additional sources of financing for local economic development efforts.

Founded in 1914, the Cleveland Foundation (TCF) was the world's first community foundation & is the nation's 3rd largest today. TCF has acted as the model for more than 1,000 community foundations worldwide. TCF has successfully managed Federal projects throughout its history, including grants from TANF, Block Grants, & the National Aids Project.

The EI initiative was piloted by TCF in Cleveland. To date, 2 cooperative businesses have successfully been launched & employ 23 individuals with a projected total of 125+ within 18 months. Two additional cooperative businesses will be launched in the coming months.

TCF will develop guidelines for up to 3 community foundations or intermediaries from within Ohio each year, to apply for \$200,000 grants to begin convening their anchor institutions, local governments, & non-profits to replicate the Evergreen model of building community wealth. TCF will develop an RFP that establishes detailed criteria for eligible applicants & will convene a diverse selection panel to choose subgrantees to replicate the EI throughout Ohio.

TCF has a longstanding commitment to reporting & evaluation within a strategy of learning. TCF will use a diagnostic approach to evaluation & support of subgrantees, consistently collecting data throughout the life of the funding to facilitate consistent learning about the program. The real-time information provided through this approach will enable TCF to work with subgrantees to make real-time improvements to their programs.

ORGANIZATIONAL CAPACITY

Net Assets \$1.8 billion

Annual Grants Budget \$85 million

Number of Staff: 77

TCF is well equipped with the infrastructure & staff to conduct a project with the SIF scope. In 2009, TCF authorized 2786 grants totaling \$82 million. TCF is capable of complying with Federal regulatory & reporting requirements of the SIF & has a proven track record of managing complex projects from a wide variety of funders with multiple interested parties. TCF uses a comprehensive online system, Foundation Power, to track & process grants. Foundation Power is a fully integrated system that tracks & organizes all transactions that flow through TCF.

Proposed Federal Funds Subgranted \$1,800,000 (90%)

Proposed match \$2,000,000 (SIF): \$2,375,000 (Match), 1:1.19 ratio

Matching funds exceeding 20% of match commitment TCF-\$1,800,000

COST EFFECTIVENESS AND BUDGET ADEQUACY

TCF's proposed budget is aligned with the EI program design. Four preselected subgrantees will receive \$3 million in funds, which they will match with \$3 million. Three additional competitively selected subgrantees will each receive \$200,000 in grants funds, to be matched with \$200,000. The remainder of the project budget is designated for staffing & consultants, which will be integral components to the expansion & replication of the EI across the state. With the match provided by project partners & 1:1 match provided by each subgrantee, the EI project has a leveraging ratio of nearly 1:3 for SIF dollars. The highly leveraged SIF dollars will ensure a scalable & replicable program with the wherewithal to be self sustaining beyond the funding period.

Community Foundation of Western Nevada

EXECUTIVE SUMMARY

TITLE:

Community Foundation of Western Nevada

SUMMARY INFORMATION:

Community Foundation of Western Nevada (in partnership with United Way of Northern Nevada and the Sierra, and Join Together Northern Nevada)

Collaborations: Turning Point (rigorous evidence-based evaluation design, implementation, mentoring and capacity building) and SNCAT (expansion, technical capacity building, project documentation)

Geographically based SIF in all three issue areas

\$2 million request x 5 years, September 2010 - August 2015

Yes (3 subgrantees: Big Brothers Big Sisters of Northern Nevada, \$250,000; Food Bank of Northern Nevada, \$125,000; Community Services Agency Development Corporation, \$100,000)

PROGRAM DESIGN:

The focus and goal of the proposed SIF is breaking the cycle of generational poverty. Poverty is a persistent and growing challenge in Nevada, exacerbated by staggering foreclosure and unemployment rates, and unlikely to be resolved through traditional social services. Bridges Out of Poverty is a high-impact community initiative based on the work of Dr. Ruby K. Payne. As a Bridges community, we will come together to establish a common understanding, language and commitment around ending poverty by engaging people of all economic classes, all races, community leaders, volunteers and service providers.

The partnership will develop a strong evidence base for a replicable set of strategies to break the cycle of generational poverty. Our work will address both family and community conditions that support poverty, including lack of resources and institutionalized behaviors.

Three intermediary partners bring 65 years of grantmaking experience to implement an innovative Bridges initiative. This partnership will employ a transformational approach to addressing poverty and its myriad, costly social challenges by building the capacity of both communities and families in poverty to recognize its causes and execute strategies to end/exit poverty permanently.

Through a competitive grants process that will require subgrantees to identify their evidence-based and innovative practices, the intermediaries will vet and fund a combination of promising advances on proven strategies and innovative initiatives with preliminary evidence of success. Subgrantees will use rigorous evaluation methods to identify sustainable and replicable initiatives that facilitate individuals and families progressing along a continuum of acquiring the resources needed to exit poverty permanently. Under the grant focus areas of Economic Opportunity, Youth Development & School Support, and Healthy Futures, members of this collaborative will each offer an innovative program/ initiative addressing one or more of the key resource areas needed to exit poverty.

The entire collaborative will be working in six Nevada counties to demonstrate increases in income, family assets, better-paying jobs, education, social networks, and an eventual decrease in use of public assistance by participants. Social change outcomes will include a Shift in Definition (redefining poverty), Shifts in Behavior (e.g., families in poverty saving money), Shifts in Engagement (funded and non-funded community organizations participating in Bridges Out of Poverty), Shifts in Policy (to be defined by participants).

Intermediaries will enhance their regular evaluation and support activities through collaboration with Turning Point, which will help subgrantees move through more rigorous levels of evidence-based practices.

ORGANIZATIONAL CAPACITY

Net assets: \$29,288,000

Annual grants budget: \$16,618,000

15 FTE staff

The intermediary partners have extensive experience in fundraising and addressing community problems that impact regional quality of life by collaborating with and administering community grants through 100+ community programs.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Subgrants: \$1,600,000 (80%) of federal funds

Match: 1:1

Match funding includes a variety of private sources: individuals, families and corporations in the community, unrestricted foundation, community- and donor-advised funds - none over 20% of match commitment.

The proposed budget is realistic for breaking the cycle of generational poverty. It focuses 80% of funding directly on programs addressing poverty in northern Nevada and the majority of the remaining 20% to providing evaluation and support needed to help subgrantees measure, replicate and expand innovative programs based on rigorous evidence.

Corporation for Enterprise Development

EXECUTIVE SUMMARY

TITLE:

Corporation for Enterprise Development

SUMMARY INFORMATION:

SOLE INTERMEDIARY: Corporation for Enterprise Development

KEY COLLABORATIVE PARTNERS: ROC USA (subgrantee selection and technical assistance); FRONTIER NATIONAL (subgrantee selection and technical assistance); FORD FOUNDATION (financial and technical support); AARP FOUNDATION (communications and research).

ISSUE-BASED SIF WITH SIGNIFICANT RURAL AND PHILANTHROPICALLY UNDERSERVED COMMUNITY IMPACT: Resident and homeowner economic opportunity and wealth building through transformation of the manufactured and modular factory-built housing sector with a focus on rural and underserved communities around the country, including Persistent Poverty Regions and Native American Lands.

REQUESTED GRANT AMOUNT: \$1.5 million per year for 5 years

APPLICATION WITH PRE-SELECTED SUBGRANTEES: No

PROGRAM DESIGN:

Focus and Goal Of Proposed Investment

Focus and goal of proposed investment is transforming the manufactured housing sector to preserve and expand the nation's stock of quality affordable housing and homeownership opportunities and strengthen the ability of owners of manufactured homes to achieve housing and financial security and to build and preserve wealth in a manner typically associated with homeownership. This will be accomplished with a 2-track funding and technical assistance program managed by CFED in collaboration with ROC USA, LLC and Frontier National. The initiative will replicate and expand proven local interventions via 2 growing rurally-focused, network-based social ventures.

Overview of Qualifications and Track Record

CFED launched I'M HOME: Innovations in Manufactured Homes in 2005 as a re-granting and field development initiative to implement a long-term, multifaceted plan to build high-quality, energy-efficient housing, secure the land under people's homes, eliminate stigma and stereotypes, and expand economic opportunity and security for homeowners. To date, I'M HOME has awarded over \$5 million in grants to a network of almost 40 local organizations around the US.

ROC USA, LLC is a national social enterprise focused on transforming the manufactured home community sector through resident ownership. Formed in 2008, ROC USA, LLC brings expert training, technical assistance and financing to resident corporations buying and operating their communities in 33 states. ROC USA and its regional partners have enabled 15 resident corporations to acquire their manufactured home communities in 9 states preserving over 1,000 homes for lower-income owners.

Frontier National is a new social venture that aims to bring to national scale innovative and transformative manufactured housing strategies undertaken by Frontier Housing. Frontier Housing, an affordable housing nonprofit for 35 years serving rural Kentucky, builds and develops single- and multi-family housing. Frontier National leverages the successful track record of Frontier Housing's new and replacement development work in

Appalachia providing a national distribution system to deliver high quality, energy efficient, factory-built housing at scale to affordable housing developers.

The AARP Foundation and AARP have a unique and long record of involvement with MH. AARP played a leading role in the National Commission on MH and worked successfully to obtain congressional enactment of major improvements in construction standards and consumer protections. Both have worked at the state level to advance homeowner rights.

Ford Foundation, established in 1936, is committed to advancing human welfare. Headquartered in New York City, Ford makes grants and loans that build knowledge and strengthen organizations and networks. Ford has supported manufactured housing since 2001.

Overview of Evaluation and Support for Subgrantees

Evaluation: Success Measures a specialized outcome evaluation resource program for the community development field that is based at NeighborWorks® America, will help CFED and its collaborative partners ROC USA, Frontier National and AARP Foundation conduct a mixed method, participatory evaluation of key program outcomes. The primary goal of this proposed data collection plan is to build a robust body of evidence about the economic, social, and energy savings outcomes experienced by homeowners served by the grantees in this initiative.

Support: Subgrantees will receive intensive implementation technical assistance as well as support and training in data collection.

Corporation for Supportive Housing

EXECUTIVE SUMMARY

TITLE:

Corporation for Supportive Housing (CSH)

SUMMARY INFORMATION:

CSH is seeking a \$1MM one-year SIF award in order to expand and replicate an evidence-based practice, Permanent Supportive Housing (PSH), for reducing risky behaviors and promoting healthy lifestyles for the most vulnerable members of low-income communities, namely homeless individuals at great risk of early mortality. CSH is applying as an issue-based intermediary in the Health Futures area and will target three communities with both great need for proven PSH models and opportunities to reach scale and achieve strong outcomes for participants, namely significant and long-lasting reductions in high-risk behaviors (e.g. hard drug use, unprotected sex, needle sharing) and improvements in service utilization and outcomes (e.g. greater housing stability, adherence to drug regimens, decreased jail and shelter recidivism).

PROGRAM DESIGN:

CSH would provide grants, through an open, competitive process, to a diverse group of nonprofits seeking to expand and/or replicate PSH models and to target individuals whose risky behaviors and resistance to needed services directly contribute to their persistent homelessness and institutional involvement. CSH will market the subgrant opportunity widely in each geography, with guidance and coordination from CNCS and local collaborators. (CSH is not applying with pre-selected subgrantees.) CSH will select nonprofits with a commitment to using proven techniques for reducing high-risk behaviors, solid initial program and evaluation plans, strong organizational capacity, and a track record of collecting and utilizing outcome data.

CSH would offer training and technical assistance (TA) to ensure subgrantees' effective implementation of PSH models, drawing on our deep expertise in PSH best practice and funding streams. Our goal would be to create a marked increase in the number of subgrantees implementing models that result in moderate and strong outcomes, with the expectation that most nonprofits will have only preliminary evidence of program effectiveness at the outset. CSH would also retain and oversee an independent evaluator to evaluate the initiative's efficacy.

ORGANIZATIONAL CAPACITY:

CSH is an established grantmaking entity, having provided \$16MM in grants to a diverse mix of 353 nonprofits in the last five 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, ongoing management, and evaluation. CSH combines financial support, training, TA, and coordination to guide grantees in achieving strong impact for their target populations.

Our approach includes also collaboration with other stakeholders in order to fund, plan, and implement the initiative. CSH has a \$225,000 match grant from the MetLife Foundation. In Denver, we are partnering with the Mayor's Office and Mile High United Way. In Los Angeles, our long-time partner, the Conrad N. Hilton Foundation will be our funder and collaborator, in addition to several local PSH funding agencies. In Newark, we will draw on robust relationships with the Mayor's Office and other local agencies.

Finally, CSH is an implementing partner of Funders Together to End Homelessness, a collaborative of foundations and corporations nationally, and will leverage this relationship to assist subgrantees in securing match funds.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Our budget draws on a mix of unrestricted earned income, an in-hand foundation grant, and local foundation funds. Our proposed approach reflects a commitment to ensuring long-term sustainability; namely we will guide subgrantees in identifying sustainable funding for PSH operations. The budget also includes mainly one-time costs. CSH will offer significant financial support to our subgrantees (\$1.35MM of the \$2MM one-year budget) to ensure the adequacy of funds 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 and CNCS. We will fund a significant portion of local staff time in each site to provide hands-on support to subgrantees and develop deep ties to local stakeholders.

The Dallas Foundation

EXECUTIVE SUMMARY

TITLE: The Dallas Foundation

SUMMARY INFORMATION:

Sole or lead intermediary: The Dallas Foundation (select participants, manage funds, evaluate impact)

Partners: Dallas Faith Communities Coalition (coordinator, coalition building, best practices), UTD Institute for Urban Policy Research and SMU Simmons School of Education and Human Development (both parties will conduct research, metrics, data and evaluation),

Geographically based or issue-based SIF: Geographically based- Education centered community rebuilding in a single low-income target area (West Dallas)

Proposed grant period: 2010-2015

Pre-Selected Grantees: Sub-grantees will receive \$100,000 per year, awarded competitively

PROGRAM DESIGN:

1. ARK (ADULTS RELATING TO KIDS) Teaching strategies for public schools
2. AVANCE Parent engagement in schools, early childhood development
3. BROTHER BILL'S HELPING HAND Health care, emergency services, job training
4. BUILDERS OF HOPE Affordable housing, re-entry and job training
5. DALLAS FAITH COMMUNITIES COALITION Project coordinator, NFP support and funding
6. GOODWILL INDUSTRIES DALLAS Job training, re-entry
7. MERCY STREET Mentoring program (4th -12th grade), college readiness
8. SERVE WEST DALLAS Support for faith based NFP partners, volunteer management
9. SMU SIMMONS SCHOOL OF EDUCATION Metrics and evaluation
10. ST. MARY OF CARMEL CATHOLIC SCHOOL K-8 private school, best practices - parochial schools
11. TRINITY RIVER MISSION Early childhood through teen programs, college readiness
12. UPLIFT EDUCATION New K-8 high performing charter school; best practices
13. INST. FOR URBAN POLICY RESEARCH Metrics and evaluation
14. VICKERY MEADOW LEARNING CENTER Parent intervention, ESL, early childhood education
15. VOICE OF HOPE After school, college readiness
16. WEED AND SEED Reductions in crime, economic development
17. WESLEY RANKIN COMMUNITY CENTER After school, senior services, teen programming

DC Children and Youth Investment Trust Corporation

EXECUTIVE SUMMARY

TITLE:

THE DC CHILDREN AND YOUTH INVESTMENT TRUST CORPORATION

SUMMARY INFORMATION:

Name: DC Children and Youth Investment Trust Corporation (Trust)

Type of SIF: Issue-based (Youth Development and Student Support)

Grant Amount: \$2 million

Start Date: September 30, 2010

Pre-selected Subgrantees: No

PROGRAM DESIGN:

Focus: Strengthening Afterschool Programs to Enhance Outcomes for Middle School Youth

Goals of the Program:

1. Fund and provide technical support to a cadre of evidence-based programs that prepare middle school youth for success in school, active citizenship, productive work, and healthy and safe lives;
2. Develop a model for strategic replication and expansion of high-impact organizations serving the needs of middle school youth;
3. Implement a robust technical assistance program designed to increase the number of high impact afterschool programs that help middle school youth to succeed; and
4. Create a dedicated pool of private and public resources to support high impact organizations.

Qualifications and Track Record

The Trust is an eleven-year old intermediary that has awarded more than \$130 million in grants. The focus on afterschool programming for middle school youth continues the work begun under an innovative three-year initiative called Project My Time (PMT). The initiative is a coordinated afterschool system for middle school youth that promotes positive youth development and academic success. Post program analysis indicates that PMT students who participated regularly were less likely to be absent from school, engage in negative behaviors, and showed evidence of academic improvement.

Overview of Competitive Subgrant Selection Process

The competitive subgrant selection process includes: issuance of a NOFA and a Request for Proposal, requiring detailed information on the purpose of the funds, program plans, organizational capacity and financial data. Three technical assistance sessions are held. A panel of reviewers with a range of expertise is assembled, and grant recommendations with staff input are submitted to the Trust president and the board of directors for final approval. The grants award notification process allows for feedback on the scoring.

Overview of Evaluation and Support

Preliminary evidence of impact relies on data collected through TraxSolutions, an on-line tracking and monitoring system that captures participant attendance, grantee expenditures, and quarterly activities. Participant satisfaction surveys also are conducted and meetings with community partners are held to determine program effectiveness. School data on students' performance is also collected. Grantees also participate in external third party program evaluations. Technical assistance is delivered under the Program Assessment and Assistance System (PAAS). Program officers conduct site visits and coordinate tailored technical assistance. Positive youth development principles are taught through DC BEST, an ongoing training required for all grantees.

ORGANIZATIONAL CAPACITY

Net Assets: \$2.8 million

Annual Grants Budget: \$12 million to \$20 million

Number of Staff: 32

Overview of Oversight, Support, and Grants Management Capacity

The Trust's senior management is headed by Ellen London, the acting President and CEO. She has been at the Trust for 10 years and is involved in all aspects of its grantmaking, monitoring, and evaluation activities. Other key staff will include the project director, the assistant project director, and site coordinators. The Grants Management and Training Division, headed by Natasha Marshall, will also provide grant oversight, training, and technical support. The Finance Division will ensure grant compliance with financial requirements, prepare monthly statements and assist in the annual audit conducted by Raffa, Inc., a firm specializing in non-profit financial systems.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount of Federal Funds to Subgrant: \$1.6 million; 80 percent

Match Ratio of Non-federal funds: 1:1

Major Sources of Matching Funds: City appropriations, private funders, and individuals

Budget Alignment and Program Design:

Up to 10 youth serving organizations will be awarded subgrants of at least \$100,000 (\$1.6 million--80 percent of federal funds). Other budget items include appropriate costs for personnel, technical assistance, and evaluation. Indirect costs represent 15 percent of the total budget.

Edna McConnell Clark Foundation

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

Sole intermediary: Edna McConnell Clark Foundation (EMCF)

Strategic collaborators: MDRC (evaluation); The Bridgespan Group (business planning, capacity building)

Issue-based SIF (Youth Development and School Support)

Grant amount and period: \$10 million/1 year

No preselected subgrantees

PROGRAM DESIGN:

Over the past decade, EMCF has developed an investment approach that identifies highly promising nonprofits serving disadvantaged youth and makes large, long-term investments to strengthen the evidence and organizational capacity needed to achieve scale and sustainability. Our goal as a SIF intermediary will be the goal of our grantmaking strategy: to expand the pool of organizations with proven programs that can help ever-increasing numbers of low-income young people--those at greatest risk of failing or dropping out of school, of not finding work, of becoming involved in the foster care or juvenile justice system--make the transition to productive adulthood.

Since 2000, EMCF has invested in 33 organizations and supported the business planning, capacity building and evaluation that are prerequisites for sustainable growth. Longtime grantees like Nurse-Family Partnership, Harlem Children's Zone and Citizen Schools have strengthened their capacity and evidence and are now recognized as leaders in the field, poised to reach significant scale and impact the lives of thousands more young people.

We are applying to the SIF with two organizations with which we have collaborated closely: MDRC, a prominent evaluator of interventions to improve the lives of low-income Americans, and the Bridgespan Group, a leading provider of business planning and capacity building services to nonprofits.

EMCF will select subgrantees using the highly competitive process we have developed over the past decade to determine all our investment decisions. This includes solicitation on our website, outreach to a national referral network, rigorous assessment of evidence and intensive due diligence, including extensive consultation with stakeholders and experts.

In addition to working nationally, we have initially identified three geographical priorities: urban and rural communities in OK, NC and SC, and CA. The support we provide subgrantees will include growth capital, evaluation assistance from our own Evaluation Advisory Committee as well as MDRC, plus business planning and capacity building from Bridgespan. EMCF recently helped three grantees secure commitments from co-investors of \$81 million to augment our own investment of \$39 million in growth capital. This demonstrates our ability to help SIF subgrantees raise matching funds.

ORGANIZATIONAL CAPACITY

EMCF net assets: \$778.1 million as of Feb. 28, 2010

FY10 grants budget: \$33 million

Staff: 24

EMCF has a long track record as a high-engagement grantmaker. A Portfolio Manager (PM) with experience in organizational management and youth development oversees each investment, which includes planning support, usually provided by Bridgespan, and, where necessary, evaluation assistance, often from MDRC. The PM consults with these advisors and, based on grantees' quarterly reporting against annual milestones and regular conversations with their leadership, flags investment risks in quarterly portfolio performance reviews, which may result in additional assistance to keep grantees on track.

EMCF is equally experienced in grant management support. Financial management systems and policies meet requirements for receipt of Federal funds, and EMCF will add staff with Federal grant oversight experience to assist with compliance.

COST EFFECTIVENESS AND BUDGET ADEQUACY

We will allocate 90% of our \$10 million request directly to subgrantees and 10% to subgrantee evaluation support, donating all of EMCF's direct and indirect costs.

We will provide a 1:1 match.

We will provide this from our own resources, and have secured commitments of up to \$17 million over three years from four funders to help subgrantees meet their match requirements and growth capital needs.

EMCF's \$20 million budget for year one of SIF includes \$18 million in direct grants to 8-10 subgrantees, plus \$2 million to MDRC for evaluation support. Over and above SIF's grant and EMCF's match, we will contribute from our own resources an additional \$3 million: \$2 million for Bridgespan's technical assistance to subgrantees, \$.5 million for EMCF's administrative expenses, and \$.5 million for MDRC and Bridgespan's administrative costs.

Educate Tomorrow, Corp.

EXECUTIVE SUMMARY

On Wednesday, April 7th, 2010 a long-term study released by University of Chicago and Washington reported that each year, nearly 30,000 youth become emancipated from the United States foster care system. The report states that as adults, former foster youth face disproportionately higher rates of unemployment, lower educational attainment, incarceration, dependence on public assistance, substance abuse, non-marital childbirth, and other high-risk behaviors. Many foster youth lack the guidance, information and or even the motivation and therefore do not access the many resources established for them resulting in the youth seeking out low-income jobs or worse; homelessness and incarceration. However, many experts including Dr. Ruby K. Payne, author of "A Framework for Understanding Poverty," state that there are four reasons people leave poverty, including: "someone 'sponsors' them (i.e., an educator, spouse, mentor, or role model convinces [and encourages] them that they could live differently" (p. 61).

In, 2006 Educate Tomorrow with funding from the Corporation for National and Community Service, and in 2008 given a crew of AmeriCorps VISTA volunteers, gathered a slew of community partners like the Andrus Family Fund, and resources from Casey Programs, MENTOR and other model programs, to build Mentor America. Created as a socially innovative and integrative approach to assist the nation's transitioning foster youth out of poverty and into higher education, Mentor America utilizes a holistic combination of community volunteers, existing community organizations, life coaches, life skills training, and an in-school support systems to provide a volunteer mentor and support services to those 30,000 foster youth that transition out of the nations foster care system every year.

Rather than developing new non-profits throughout the nation, Educate Tomorrow and CNCS realized the distinct advantage of utilizing the strengths of existing organizations, AmeriCorps and community volunteers and created the Mentor America Initiative. Not unlike the AmeriCorps or SeniorCorps programs, the objective is to recruit existing community organizations to join together in an effort to provide every transitioning foster youth with a volunteer life coach (essentially a mentor), in-school support and life skills, by the time they turn eighteen and are emancipated from the foster care system.

Therefore, Educate Tomorrow is seeking \$1,000,000 from the Corporation for National and Community Service to realize the Mentor America Initiative. Educate Tomorrow proposes implementing the Mentor America Initiative into ten different subgrantee organizations within year one. These organizations would be granted \$150,000 each from Educate Tomorrow's national office, as well as, site coaching, and the expansive support framework that include web based materials, curriculum, and extensive resources, developed by Educate Tomorrow and AmeriCorps VISTA volunteers over the past seven years.

Educate Tomorrow estimates \$2,102,000 will be needed to assist in our goal of creating and sustaining the Mentor America Initiative throughout ten cities in the nation in year one. Of this, we request \$1,000,000.00 specifically from the Corporation (federal funds), and \$1,102,454.64 will be matching funds by Educate Tomorrow, which is about 52.44% of the requested funds (greater than the required 50% matching funds).

Educate Tomorrow designed and implemented the curriculum for the Mentor America Initiative, in three different organizations to date, and have been solicited by over 30

other organizations to do the same, the down economy and funding have prevented many of these organizations from moving forward with their goals. The nation is desperate for a solution to serving "aging out" or transitioning foster youth, so much so that it was demonstrated by the 2010 blockbuster hit movie "The Blind-Side", starring Sandra Bullock. Many see the Mentor America model as the answer and with funding from CNCS and the Social Innovation Fund we can make the Mentor America Initiative a reality.

Financial Services Innovation Center, Inc.

EXECUTIVE SUMMARY

TITLE:

Center for Financial Services Innovation

SUMMARY INFORMATION:

Sole intermediary: Center for Financial Services Innovation (legally the Financial Services Innovation Center, Inc.)

Key collaborative partners:

Citi Foundation (financial services)

VISA (financial services and education)

Financial Industry Regulatory Authority (financial capability and evaluation)

National Endowment for Financial Education (financial education)

Dean Karlan, Yale University (evaluation)

Jonathan Zinman, Dartmouth University (evaluation)

J. Michael Collins, University of Wisconsin (evaluation)

Issue-based SIF (economic opportunity)

Amount requested: \$1,500,000; Proposed Grant Period: July 2010-June 2011

No pre-selected subgrantees

PROGRAM DESIGN:

The goal of CFSI's Financial Capability Innovation Fund is to identify, nurture, and evaluate new or improved models and strategies that deliver positive behavior changes and improved financial outcomes for low-income consumers. We will then broadly disseminate learnings and best practices to spur replication and to further catalyze change.

CFSI's mission is to transform the financial services marketplace to help underbanked consumers achieve financial prosperity. Grant-making is at the core of our organizational strategy. To date, CFSI has managed three RFP processes and provided grants of \$2.25 million to 11 leading nonprofits. Many of the funded projects have achieved success and resulted in improved outcomes for low-income consumers.

CFSI will broadly market the Financial Capability Innovation Fund RFP and will hold at least one bidder's call to provide technical assistance to potential applicants. There will be a multi-stage proposal review process during which CFSI will rely on clearly stated scoring criteria and rigorous due diligence. An outside Grant Selection Committee comprised of 4-6 leading experts on financial capability will come together in person to make the final subgrantee decisions.

Rigorous evaluation is at the heart of our regranting program design. We are organizing a collaborative of evaluation partners to advise on the selection of projects as well as on how to best design program evaluations that are as rigorous (experimental or quasi-experimental design) as possible. We will monitor progress with specific performance benchmarks that we determine with grantees at the outset.

We will support our subgrantees through monthly check-in calls, site visits, ongoing technical assistance, peer learning opportunities and heightened visibility. We will also help leverage matching funds for subgrantees.

ORGANIZATIONAL CAPACITY

Net Assets: \$2,400,000

Annual grants budget: \$1,600,000

16 full-time staff

CFSI strictly adheres to clear and detailed policies and procedures for subgrantee selection and management. Also employed are grants management software, legally binding grant agreements with subgrantees, and A-133 federal compliance audits. Staff leading the Fund will be our Relationship Manager, responsible for oversight, technical assistance, peer learning opportunities, and communication of successes, and our Networks Associate, who will cover administrative tasks. Other key staff includes our Executive Director, Marketing and Communication Director and Innovation Director.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount of requested federal funds you propose to subgrant and the percentage of your requested federal funds this represents: \$1,250,000 (83%)

Match ratio: 1.25:1

Major sources of matching funds: Citibank Foundation \$1,250,000

Our budget has been built upon our experience from previous regranting cycles. Our budget includes staff compensation and benefits; travel for site visits, conferences and convenings; equipment and software; supplies, postage, communications and meeting costs; overhead; consultant services for program evaluation; and subgrants. We believe that these line items will sufficiently cover all costs of administering the Financial Capability Innovation Fund.

First Nations Development Institute

EXECUTIVE SUMMARY

TITLE:

First Nations Development Institute

SUMMARY INFORMATION:

Sole Intermediary: First Nations Development Institute

Key Collaborative Partners: n/a

Issue Based SIF (Opportunity)

Amount Requested/Proposed Grant Period: \$1,000,000; 8/1/2010-7/31/2011

Applying with Pre-Selected Subgrantees: No

PROGRAM DESIGN:

Focus/Goals of Proposed Investment: First Nations will focus on family economic security that will lead to asset-building outcomes. Efforts will focus on low income Native American communities in the Upper Midwest and Northwest. Three year project objectives are to:

- * Provide grants of \$150,000 per group per year to 10 Native-controlled nonprofits to further their programmatic and organizational development;
- * Provide technical assistance (TA) and training to these same 10 groups to address capacity building and program development; and
- * Assess the impact of the grants, training and TA on the subgrantees' capacity and their progress to promote family economic security by evaluating this project's process, outputs and outcomes.

Organization Qualifications/Track Record: We are the ONLY Native-controlled nonprofit dedicated to asset-based sustainable development. Grantmaking and TA are at the core of our mission. Since 1994, we have made 632 grants totaling \$15,525,163. Our grantees have achieved significant accomplishments and received national awards.

Competitive Subgrant Selection Process: A Request for Letters of Intent (LOI) (RFL) and a Request for Proposals (RFP) will identify the eligibility, geographic restrictions and program focus of SIF funding. The RFL will be widely disseminated in Indian Country. During the application process, TA will be available. LOIs will be read in-house and ranked consistently. Top scorers will be asked to submit full proposals. Applications meeting guidelines will be reviewed by internal or external reviewers using a scoresheet with consistent criteria and providing written comments. Once proposals are scored, reviewers collectively will develop consensus and make selections based upon scores, program objectives matching priorities, program innovation and potential impact.

How Subgrantees will be Evaluated/Supported: We will work with subgrantees to establish goals, objectives, outputs, outcomes and benchmarks. Grants will be tied to project benchmarks and progress report submission. A TA plan will be developed for each organization, using data gathered by the Organizational Effectiveness Assessment Tool that will evaluate capacity building and program development needs. The Assessment Tool, conducted at the beginning and conclusion of each year, the external consultant's data gathering, subgrantees' progress reports, TA forms and subgrantee surveys will provide data to monitor performance. TA will be provided through two-day site visits (two annually per subgrantee), calls, emails and/or provision of publications. Monthly, each will receive personalized assistance. Subgrantees will participate in one three-day training Institute annually.

ORGANIZATIONAL CAPACITY:

Organization's Net Assets: \$4,316,320 as of 2/28/10
Annual Grants Budget: \$2,074,000 anticipated in FY11
Number of Organization Staff: 16

Overview of Organization's Oversight/Support/Grants Management Capacity: We have received several other federal grants for projects similar to SIF. An accounting firm audits First Nations. We have consistently met federal matches and our organization budget. For each grantee receiving a federal subgrant, we require financial reporting. We conduct internal evaluations of project implementation, project outputs and outcomes. An external consultant is conducting an assessment of our organization to prepare for our growth.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Amount of Federal Funds Proposed to Subgrant: \$800,000
Percentage of Requested Federal Funds This Represents: 80%
Whether Providing a 1:1 Match or Higher: 1:1
Major Sources of Matching Funds: \$230,000 general support from F.B. Heron Foundation and \$270,000 from cash on hand income from our endowment fund.

How Proposed Budget is Aligned with Program Design: 75% of the project budget will be regranted to SIF subgrantees. 20% of year 1 staff time will be spent on the subgrant selection process, 20% on program evaluation, 50% on TA and training for subgrantees and 10% on administration. This budget will cover staff, consultants, training and TA costs, evaluation costs and indirect.

Foundation for a Healthy Kentucky

EXECUTIVE SUMMARY

TITLE:

Kentucky Healthy Futures Initiative

SUMMARY INFORMATION:

Intermediary: Foundation for a Healthy Kentucky (Foundation)

Geographically-Based Healthy Futures SIF: To support underserved rural and low-income areas of Kentucky

Grant Amount Requested: \$1 million per year for up to 5 years (plus indirect costs)

Pre-selected Subgrantees: Yes (Barren River District Health Department; \$250,000)

PROGRAM DESIGN:

The Kentucky Healthy Futures Initiative (KHFI) will support nonprofit organizations to develop and pilot innovative, replicable strategies to improve the health of Kentucky's rural and lower income communities. KHFI builds on the Foundation's Local Data for Local Action (LDLA) Initiative, and offers a mix of grants, training and technical assistance (TA) to community groups with a "big idea" for improving the health of their community.

Qualifications and Track Record: The Foundation's mission is to address the unmet health needs of Kentuckians. We seek to promote lasting change in the systems by which health service is provided and healthy lifestyles maintained, improve access to needed services, reduce health risks and disparities, and promote health equity.

Since 2002, the Foundation has funded over \$10 million in planning grants and demonstration projects. We provide for rigorous external evaluation of grants, offer technical assistance (TA) and training to grantees, and use learnings from demonstration projects to promote replication of effective approaches and policy change to foster sustainability. Many Foundation-funded projects have successfully sustained community innovations that support better health and health care access.

Subgrantees will be identified through a rigorous, competitive open Request for Proposals (RFP) process. Using the Foundation's established process, staff will conduct a preliminary review of each proposal for completeness. Then, members of the Foundation Grants Committee review the proposals, augmented by external reviewers with topical expertise. Site visits are conducted prior to the Committee's deliberations, and recommendations go to the full Board for final approval and funding. We are prepared to add further review elements as may be required by the Corporation for National and Community Service (the Corporation).

Subgrantee Support and Evaluation: Building on the Foundation's experience with similar initiatives, subgrantees will be supported through a quarterly workshop series to (1) increase awareness of community data and resources, (2) build skills for strategic planning and coalition-building, (3) support development of a business plan and financial pro forma, and (4) implement rigorous internal evaluation. Experts conducting the workshops will be available to participants for follow-up TA. All grantees will be evaluated by an external team from the Center for Community and Health Evaluation (CCHE).

ORGANIZATIONAL CAPACITY:

The Foundation has net assets of over \$52 million and an annual grants budget of \$2 million to \$2.5 million.

The Foundation has a staff of six: an Executive Director, Program Manager, Program and Administrative Coordinator, and three Program Officers. Arrangements with a CPA firm, investment advisor and other external vendors permit us to remain flexible and accountable, while minimizing our administrative footprint. Ongoing vendor relationships are evaluated annually and rebid every five years.

We have rigorous procedures for review, monitoring and management of Foundation grants. All grants are entered in GIFTS software and tracked by staff to assure timely issuance of checks, receipt of required deliverables, and scheduling of site visits. The Foundation identifies and contracts for TA targeted to the needs of grantees.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Of the \$1 million requested, the Foundation proposes to subgrant \$820,000 (82%).

We will provide at least 1:1 match for the full \$1 million and provide a like match for the associated indirect costs.

All funds proposed for match are Foundation assets.

The \$2 million/year to be dedicated to KHFI will include \$200,000 for external evaluation; \$80,000 for an additional dedicated Program Officer supporting this Initiative; and \$80,000 in support of training, TA, travel and communications.

GreenLight Fund Inc.

EXECUTIVE SUMMARY

TITLE: GreenLight Fund (GLF)

SUMMARY INFORMATION:

KEY COLLABORATIVE PARTNERS: Arizona Community Foundation, Baton Rouge Area Foundation, Boston Foundation, Columbus Foundation, Community Foundation for Southeastern Michigan, New Hampshire Charitable Foundation, New York Community Trust and St. Paul Foundation/Minnesota Foundation (to provide knowledge of communities, grant-making and monitoring history, track record of supporting nonprofit capacity building)

SIF--GEOGRAPHIC MULTIPLE Based on GLF's model of funding geographically, GLF will work in 8 community foundation (CF) areas to fund subgrantees to improve the lives of low-income households by addressing SIF issue areas

GRANT AMOUNT AND PROPOSED GRANT PERIOD: \$5 million for FY2010; \$25,000,000 over 5 years

PRE-SELECTION SUBGRANTEES: No

PROGRAM DESIGN:

GLF will create the GreenLight Network (GLN) in partnership with CFs to replicate its model in 7 new locations. The goals of GLN are to: 1) help innovations reach their potential for impact and build toward sustainability; 2) share best practices for helping social innovations build their evidence base and prepare to grow; and 4) share knowledge of exceptional social innovations among GLN and nationally.

In its first 5 years GLF developed and refined its model in Boston. It supported the expansion of four social innovations into the Boston area. Collectively these organizations are now reaching 12,000+ low-income children and families with life-changing programs.

Building on this success, GLF will establish local initiatives co-located with CFs to implement the GLF model. The 9-month selection process (6-month in Year 1) will be guided by a Selection Advisory Council (SAC) of local philanthropic, nonprofit, government and business leaders recruited by the local GreenLight Director (GL ED) and CF liaison. Using clear criteria for innovation, evidence of impact and community fit, the selection process will include rigorous diligence and community assessment of finalists.

Once subgrantees are selected GLF will support and monitor them in several ways. GLF representatives will serve on local Boards. GLF will work with subgrantees to set impact, financial, and organizational goals and annually review their progress. GLF will connect organizations to high quality technical assistance.

In addition, GLF will contract with a national evaluation expert to, in part, help subgrantees find, engage and manage evaluation consultants they need to build their evidence base.

GLF/SIF investments of \$1,250,000 per year per community will support a total of 3 local and 4 imported innovations over 5 years in each region, demonstrating measurable improvements for an estimated 80,000 people.

ORGANIZATIONAL CAPACITY:

GreenLight Fund's net assets: \$2,139,821 (12/31/09)

GreenLight Fund's grants budget: \$793,225 (2010 budget)

Number of staff: 3 FTE and a network of consultants

GLN's capacity to oversee this effort, support subgrantees and manage the Federal grant includes GLF's tested systems, tools and processes of supporting social innovations; CF's community knowledge, relationships and resources; and new infrastructure.

GLF will hire senior staff to support the network and to manage the Federal grant and organizational finances. It will build on existing systems and tools, e.g. due diligence process, database, and develop new ones, e.g. facilitated learning communities. A national evaluation consultant will enhance GLF's capacity to evaluate its own impact and support subgrantees in their evaluation efforts.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Requested federal funds proposed to subgrant: \$4,225,000; 85% of the SIF grant

GLF will provide a total 1.2:1 match, raising a total of \$6 million (\$5,985,092)

Major sources of matching funds: 50% of the required \$5 million committed: Bank of America (\$1 million), Ford Foundation (\$625,000), John Simon's family foundation (\$875,000). GLF is raising an additional \$3.5 million.

GLF's budget directly supports its goals and activities for Year 1. Expenses are focused developing strong staff in local communities and at the national; training local staff and subgrantees to understand and use evidence effectively; training staff at all levels to help subgrantees reach their goals; and the technology, travel, and communications to connect network partners for shared learning, peer support, and reporting results.

Heart of Florida United Way

EXECUTIVE SUMMARY

TITLE: Heart of Florida United Way

SUMMARY INFORMATION:

Collaborators: City of Orlando; Volunteer Florida; University of Central Florida

SIF: Geographic Multiple (Economic Opportunity, Youth Development/School Support, and Health Futures) in Florida's greater Orlando metropolitan area that includes Orange, Seminole and Osceola Counties

Grant Amount: \$3 million annually -- 9/1/2010 to 8/30/2013

Pre-Selected: None

PROGRAM DESIGN:

The focus of the Social Innovation Fund is perfectly aligned with Heart of Florida United Way's Investing in Results approach to addressing our most pressing challenges through evidence-based prevention initiatives. While we continue to respond to the current economic crisis, Heart of Florida United Way has also prudently begun moving in a bold new direction, focused on prevention. Investing in Results is an approach that addresses the root causes of serious problems that affect people's lives and our community. Our goal is to create lasting, measurable change for our overall community -- not just for today, but for generations to come. The Social Innovation Fund is an opportunity to empower the greater Orlando community to collaborate as never before to bring about these critical changes -- to strengthen families, enhance education to increase graduation rates, and to facilitate economic growth and healthier lifestyles.

Heart of Florida United Way recognizes that the key to effecting systemic change is to carefully select a portfolio of programs that address the community's pressing issues through proven prevention strategies. Four critical issue areas were identified through a two-year community assessment guided by United Way leadership and volunteers:

- * **Building Safe Communities/Expanding Opportunities for Youth**
Creating safer neighborhoods by reducing violence -- especially youth violence -- through programs that mentor teens, improve high-school graduation rates and promote life success;
- * **Improving Financial Stability**
Helping low-income families increase their financial stability through financial literacy programs, credit counseling, improved access to affordable childcare and more;
- * **Developing Healthy Children and Families**
Improving health for children, families and seniors by addressing such issues as health care, supportive services, domestic violence, substance abuse and other unhealthy behaviors;
- * **Alleviating Hunger and Homelessness**
Reducing hunger and homelessness by linking people to public assistance programs, affordable housing and other prevention-based resources.

(The Tri-County needs assessment may be viewed in its entirety on the Heart of Florida United Way web site - <http://www.hfuw.org/media/TriCountyNeedsAssessment.pdf>)

As part of the initial transition to the Investing in Results model, Heart of Florida United Way worked with the Investing in Results Council (made up of local leaders from

banking, philanthropy, health systems, county governments and higher education) and respective cabinets, made up of issue experts, representing each of the focus areas to create RFP guidelines and the competitive funding process. This structure was created to ensure that we build a portfolio of programs that will be expected to demonstrate evidence of strong community impact that addresses each of the priority issue areas.

Letters from legislators, county and city leadership and our local community foundation, in support of Heart of Florida United Way's proposal submission, demonstrate the critical needs and our capacity to address those needs in our community, through evidence-based programs that follow a rigorous measurement process to facilitate systemic change.

HFUW has submitted letters of support and/or commitment from the following:

- * Mayor Buddy Dyer, City of Orlando
- * Mayor Richard T. Crotty, Orange County Mayor
- * Corrine Brown, U.S. House of Representatives
- * Suzanne Kosmas, U.S. House of Representatives
- * John L. Mica, U.S. House of Representatives
- * Bill Nelson, U.S. Senate
- * Bill Posey, U.S. House of Representatives
- * Bob Dallari, Chair, Board of Seminole County Commissioners
- * Mark Brewer, Community Foundation of Central Florida
- * Michael Frumkin, Dean of the College of Health and Public Affairs, University of Central Florida

Indian Land Tenure Foundation

EXECUTIVE SUMMARY

TITLE: Indian Land Tenure Foundation

SUMMARY INFORMATION:

Issue-based SIF (Economic Opportunity)

\$5,000,000 - 5 years (\$1 million per year)

No -- competitive selection process initiated

PROGRAM DESIGN

ILTF will invest in tribal nations and community nonprofits that serve them to increase opportunity for economically disadvantaged individuals. ILTF will focus on land purchases in combination with economic development that will lead to recovery and sound management of Indian lands. ILTF believes that land upon which to build homes, schools and businesses is critical to any community. Tribal nations have begun to develop land reacquisition strategies for larger scale economic developments. ILTF will work with those that have demonstrated commitment to economic development that benefits their communities.

ILTF is well-qualified to administer SIF funds. Functioning as a community foundation, ILTF has made more than \$6 million in grants and delivered \$13 million in services to Indian Country since 2002. All projects have advanced our 4 strategies: education, economic development, legal reform and cultural preservation. ILTF has a history of open, competitive grantmaking through an RFP process. For SIF, ILTF has posted a request for proposals (RFP), which is displayed prominently on our website. We have also distributed the RFP to grants-specific websites or mailing lists including GrantStation and GrantsUSA. ILTF already works with tribal nations and community development nonprofits that have demonstrated commitment to innovative solutions to community needs. These tribes and organizations have been invited to apply. Applications will be reviewed on equal footing whether they received notice of the RFP from ILTF or not. It may prove, however, that applicants with whom we are familiar are better able to demonstrate capacity, data collection and reporting competence.

As with other grants, ILTF has created a comprehensive system to evaluate SIF subgrantees. ILTF grantees are required to submit reports on a monthly, quarterly, or annual basis depending on the grant period and funding agreement. SIF subgrantees will submit quarterly reports. ILTF staff will share connections to ideas, models and resources useful to overcoming impediments. But make no mistake, grantees do the work; one main objective in our grantmaking is capacity-building.

ORGANIZATIONAL CAPACITY

Net Assets: \$18,200,000

Annual Grants Budget: \$500,000

7 staff

A \$20 million endowment helped launched ILTF in 2002, and after \$6 million in grants and \$13 million in services, that endowment still stands near the \$20 million mark. Careful grant tracking and investment monitoring inform ILTF's approach to supporting Indian Country. ILTF's successes are largely due to its staff members' experience. The president and program officer with decades of experience in nonprofit leadership and outreach in Indian Country will primarily manage the SIF grant. ILTF's president was a founding member of Native Americans in Philanthropy and has worked in economic

development in Indian Country for several years. The program officer also has years' experience managing programs in Indian Country. Other staff including the accountant/human resources director and grants and office manager has vast experience in managing large grants nationwide. ILTF is equipped to provide the oversight needed to administer SIF grants.

COST EFFECTIVENESS AND BUDGET ADEQUACY

\$1,000,000, 100%

1:1.2 match

ILTF's funds only

In order to make impact in Indian Country, a substantial investment is needed. The number of acres lost in the past 125 years totals 90 million. Thus, 100% of the funds awarded to ILTF under the SIF program will be regranted to support land reacquisition and economic development. ILTF commits its own resources to provide administrative support as a demonstrated commitment to supporting tribal nations and community nonprofits organizations.

Jobs for the Future, Inc.

EXECUTIVE SUMMARY

TITLE: National Fund for Workforce Solutions (NFWS)

SUMMARY INFORMATION:

INTERMEDIARY: National Fund for Workforce Solutions (Annie E. Casey Foundation, California Endowment, Ford Foundation, Hitachi Foundation, John S. and James L. Knight Foundation, Prudential Foundation, Walmart Foundation, Harry and Jeanette Weinberg Foundation, Microsoft Corporation)

KEY COLLABORATIVE PARTNERS: Jobs for the Future, Inc. or "JFF" (implementation -- grants management, technical assistance, fiscal management); Council on Foundations (philanthropic leadership); Workforce Learning Strategies (evaluation)

ISSUE-BASED SIF (Economic Opportunity)

AMOUNT/GRANT DURATION: \$3,850,000 requested for Year 1 of a 5-year initiative

PRE-SELECTED GRANTEES: No

PROGRAM DESIGN:

NFWS will dramatically increase economic opportunity for disadvantaged workers and job seekers through investments in nonprofit workforce collaboratives in up to 24 high need communities. These collaboratives address key gaps and weaknesses in workforce education and training at the local level by 1) expanding effective models of sector-based workforce partnerships that provide a permanent route out of poverty for disadvantaged adults while meeting workforce needs of employers in high growth sectors, and 2) providing a community-level vehicle for the financial and institutional commitments needed to sustain these new training models long-term.

NFWS funding partners have invested in workforce development as a poverty alleviation strategy for over a decade, and several for much longer. Through investments as NFWS since 2007, they have demonstrated a strategy that drives transformation of local workforce investment systems and programs. As implementation partner, JFF brings 10+ years of experience in strategic and technical support to local collaboratives and workforce partnerships, including management of the precursor initiative to NFWS. Through a post-award competition, subgrants will be awarded in two categories: 1) "Scale-Up" collaboratives - to deepen impact in 12-16 communities where NFWS investments have already coalesced key stakeholders around a sustainable commitment to workforce partnerships; and 2) "Start-Up" collaboratives - in 6-8 communities in the Southern and Southwestern US, where pockets of innovative workforce partnerships exist and there is strong capacity to implement a community-wide approach to career advancement. NFWS will disseminate an RFP in targeted geographic areas, provide technical assistance to interested nonprofits, review proposals using clear criteria, conduct site visits, and select subgrantees based upon the combined rating of proposals and site visits.

NFWS will evaluate grantees through an independently conducted, quasi-experimental evaluation, which builds upon an ongoing third-party evaluation. NFWS will support subgrantees by leveraging the existing NFWS/JFF platform of strategic and technical assistance, including intensive site-specific assistance and a national, cross-site learning community.

ORGANIZATIONAL CAPACITY

Net assets: \$31,388,086 (JFF, FY 09)

Annual grants budget: \$8,812,924 (JFF, FY 10)

Number of staff: 89 (JFF)

As implementation partner, JFF now provides oversight, support, and grants management for NFWS investments in 22 communities. JFF has assembled a highly experienced team of site coaches and content specialists to deliver technical assistance and monitor site progress. Oversight will be provided through established processes, including regular contact by site coaches, monthly review of progress, quarterly reporting, annual compliance reviews, and national and local evaluations. JFF's fiscal department has extensive experience providing grants management for complex, multisite initiatives, including multiyear grants and contracts with the US Departments of Labor and Education.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount/percentage of federal funds to be subgranted: \$3,080,000/80%

Match ratio: 1.13:1

Major match sources: Annie E. Casey and Weinberg Foundations

The proposed budget is based on the Fund's operational experience to date. Subgrants and local match will enable workforce collaboratives to develop and expand activities that will result in robust participant outcomes and systems change. Intermediary-level budget allocations adequately support program and fiscal oversight, plus a comprehensive strategic and technical assistance platform to support subgrantee implementation.

Local Initiatives Support Corporation

EXECUTIVE SUMMARY

TITLE: Local Initiatives Support Corporation (LISC)

SUMMARY INFORMATION:

Local Initiatives Support Corporation, sole intermediary applicant
Issue based SIF; Economic Opportunity

Request: \$4,218,426/year for 3 years; Sept. 30, 2010-Aug. 31, 2013

No pre-selected subgrantees

PROGRAM DESIGN:

The SIF grant will be used to support community based organizations who will implement an innovative workforce development/asset building model called the Financial Opportunity Centers (FOC). The FOC model focuses on improving the financial bottom line for low-to-moderate income families by helping people boost earnings, reduce expenses, and make appropriate financial decisions. FOCs provide individuals and families with services across 3 critical and interconnected areas: employment placement/skill improvement; financial coaching; and accessing income supports. Through this model we expect clients will improve their long term job retention, net income, net worth, credit score and overall financial stability.

LISC is a national intermediary with offices in 29 urban sites; in 2009 alone, LISC made loans and grants of more than \$600MM. For decades, LISC has run successful national programs through our local offices, including multi-city initiatives in programs such as AmeriCorps. This combination of national infrastructure and local field operations provides the backbone of support for individual FOC sites, where national staff supply funding and technical support and local LISC staff monitor site performance. LISC has supported proven FOC pilot sites in Chicago since 2005. After 2 years of operation and continuous improvement, LISC supported organizations to replicate the model in Detroit, Indianapolis, and Minneapolis-St. Paul. In 2009, FOC subgrantees provided a bundle of at least 2 core services to 4,000 clients.

LISC has a history of competitively selecting subgrantees for various funding sources, including annual processes for AmeriCorps awards, as well as operating grants for FOCs. LISC will use a competitive RFP process to select 2 types of SIF subgrantees: those that want to initiate the FOC model; and existing FOC providers that want to improve scale or program quality. Local committees in the 9 SIF cities will review and recommend subgrantees to LISC's national office for selection.

LISC is committed to a long-term relationship with subgrantees, at least 3 years under the SIF. We provide significant subgrantee support ranging from outcome-oriented contracting to technical assistance (TA) and training on different aspects of the FOC model, along with organizational capacity training and monitoring. LISC provides direct TA to every new FOC subgrantee. We work closely with each subgrantee to assess how they can most effectively offer the 3 core FOC services. To ensure data quality, LISC provides ETO data system TA, including an introductory webinar on the data system and follow-up on-site trainings to help integrate the system into line staff's daily work.

ORGANIZATIONAL CAPACITY

LISC net assets: \$146.6MM

Annual grants budget: \$37.3MM (in 2009)

LISC staff: 317

LISC has effectively managed contracts from the federal government for more than 17 years. Currently, LISC manages more than \$33.1MM in local and federal government contracts. Staff recommend, process, and monitor grants through LISC's Program Action (PA) system, a centralized grants management database. This system tracks all grant data and also allows for the monitoring of award spending. LISC's Grants & Contracts Management team (comprised of trained grant professionals), provide the grants oversight.

COST EFFECTIVENESS & BUDGET ADEQUACY

Proposed Subgrant Amount: \$3.5MM (83%) of requested SIF award (\$7.7M of total SIF budget)

LISC match: greater than 1:1; 54% of total budget to be raised from non-federal sources

Major sources of matching funds: Citi Foundation, \$500,000; unrestricted match, \$1.530 MM

LISC has created a SIF budget that is cost-effective yet supports high-quality program implementation and oversight to achieve FOC outputs and economic success outcomes for the low-income families that subgrantees will serve. The budget has over 80% of the funds going to subgrants, in addition staff time to assist the subgrantees, and evaluation to determine programmatic success.

Mayor's Fund to Advance New York City

EXECUTIVE SUMMARY

TITLE: Mayor's Fund to Advance NYC SIF 2010

SUMMARY INFORMATION:

Lead intermediary: Mayor's Fund to Advance New York City (MF) (partner: Center for Economic Opportunity (CEO))

Key collaborator: MDRC (evaluation, program oversight, technical assistance, and fiscal management)

Issue-based SIF (Economic Opportunity)

Grant amount and period: \$5,700,000 for 1 year

No pre-selected subgrantees

PROGRAM DESIGN:

The SIF provides an exciting opportunity for the MF and its partner, CEO, to expand and replicate 5 program models with strong track records now operating in NYC and demonstrate their effectiveness in diverse urban settings with rigorous evaluation. The programs promote economic opportunity through human capital development and aim to achieve transformative change on critical measures such as education, job skills, employment, and assets. Three models have strong evidence based on large randomized control trials (RCTs) or strong quasi-experimental studies, and 2 are backed by preliminary evidence of positive results. All have evidence of feasibility and scalability.

The models include: Jobs-Plus, a site-based employment initiative for public housing residents; WorkAdvance, a sector-focused employment program for low-income individuals; Family Rewards, a conditional cash transfer program to reduce current and future poverty; \$aveUSA, a savings initiative linked to the Earned Income Tax Credit; and Young Adult Internship Program, a work exploration program for disconnected young adults. The MF and CEO propose to deploy the SIF to replicate each program model at scale in up to 4 other cities -- in all, 16 programs in up to 8 cities, including: greater Cleveland, OH (with Youngstown/Akron); Kansas City, MO; Memphis, TN; Newark, NJ; New York, NY; San Antonio, TX; Savannah, GA; and Tulsa, OK.

The MF is a grantmaking institution that leads joint ventures between philanthropy and city government. CEO, in the NYC Mayor's Office, designs, implements and evaluates innovative anti-poverty programs, then uses evidence to inform future funding decisions. MDRC is a leader in conducting RCTs and managing multi-site, federally-funded projects. MF, CEO and MDRC have partnered effectively over the past 4 years on a \$58 million anti-poverty portfolio. This collaboration will be expanded for the SIF, as MDRC's national expertise complements and extends the MF's and CEO's experience in NYC.

A 2-stage competitive selection process will be used to identify subgrantees. City-specific selection committees (CSCs), with staff from the MF-CEO-MDRC collaborators and local partners, will first review applicants' alignment with specific program models, programmatic and organizational capacity, and commitment to rigorous evaluation. Applicants advancing to stage 2 will submit more detailed plans on program implementation, performance measures, and budget, and each CSC will make final selections.

Four models will be evaluated through RCTs at selected sites, with implementation and cost analyses. Since Jobs-Plus already has strong evidence of large and sustained

impacts, its evaluation primarily will assess implementation fidelity to the model, operational performance at scale, and costs.

To support subgrantee operations, the MF-CEO-MDRC team will draw on its extensive experience with program monitoring, technical assistance, corrective action plans and capacity building.

ORGANIZATIONAL CAPACITY

Net assets, in millions: MF = \$33.9; CEO = NA; MDRC = \$83.0

MF's annual grants budget: \$34.9 million

Number of staff: MF = 6; CEO = 12; MDRC = 200

MF and MDRC will jointly manage the grants and provide fiscal oversight using systems developed by MDRC to manage \$257 million in federal funds over the past decade, including subgrants to dozens of local sites. CEO and MDRC will jointly oversee and provide technical assistance for site operations, drawing on their combined experience in NYC and throughout the US. Knowledgeable operations staff will be assigned to each site.

The applicants request \$5,700,000 for the first SIF year, but will seek more SIF funding beginning in year 2. Subgrantees will be allocated 80% of year 1 federal SIF funding.

\$6,934,320 in match funding will be provided in the first year, for a match ratio of 1.2:1. Major sources of match funding include the Bloomberg Family Foundation and the Open Society Institute.

The proposed budget is well-aligned with the replication and evaluation plans as it is grounded in the collaborators' direct experience in NYC and elsewhere.

Missouri Foundation for Health

EXECUTIVE SUMMARY

TITLE: MISSOURI FOUNDATION FOR HEALTH

SUMMARY INFORMATION:

Sole intermediary: Missouri Foundation for Health (MFH)

Collaborative Partners: N/A

Geographically-based SIF (Healthy Futures) targeting 10 to 20 communities across Missouri

Requested grant amount: \$1,000,000 (September 1, 2010 to August 31, 2011)

Pre-selected subgrantees: No

PROGRAM DESIGN:

MFH is proposing a new funding program, Strategic Innovation in Missouri (SIM), to invest in 10 to 20 targeted low-income, high-need communities in the state. The goal of SIM is to improve the health of Missourians by reducing risk factors and prevalence of the two most preventable causes of chronic disease, tobacco use and obesity. To achieve this goal, a team of qualified MFH staff will be created to administer a competitive application process based on expansion and replication of the Community Health Improvement (CHI) model across Missouri. CHI is an integrated community change model blending two transformative models of prevention, one in obesity prevention and the second in tobacco control.

MFH was established in 2000 and has been administering competitive grant processes for eight years. MFH began targeted funding in the areas of tobacco control and obesity prevention in 2004 through two distinct funding programs, which have disbursed grant awards to more than 50 communities and reached more than 250,000 Missourians. The SIM funding program will merge the knowledge and experience gained from these funding efforts. It will administer a single funding program that will support dissemination of transformative approaches across Missouri and reduce risk factors of chronic disease. The SIM team will administer a competitive subgrantee selection process within six months of receipt of SIF intermediary grant funds. The selection process will occur in two phases: a Request for Concept Papers, followed by an invitation for 10 to 20 communities across Missouri to submit full proposals. Successful applicants will present comprehensive project plans integrating the CHI model in low-income, high-need communities with appropriate levels of readiness, collaboration, and ability to engage in replication activities.

Once subgrantees are selected, MFH will support the implementation of proposed plans, beginning in year one and continuing support for up to five years. Technical assistance will be provided by skilled contractors with experience in transformative, community-based approaches. MFH will conduct a mixed-method evaluation based on identified metrics and significant investments in evaluation technical assistance, skill building workshops, advocacy trainings and dissemination technical assistance.

ORGANIZATIONAL CAPACITY

Organizational net assets: \$979.9 million

Annual grants budget: \$42.54 million

Number of staff: 43

MFH consists of five departmental areas: program, operations, health policy, communications, and evaluation. All work toward the organizational vision of improving

the health of the people in the communities MFH serves. A primary mechanism for achieving this vision is targeted grantmaking through ten health-related funding programs administered by a cross-functional team representing each area of MFH. Grantee monitoring is conducted through semi-annual interim reporting processes, which include standard programmatic and fiscal questions as well as site visits conducted by MFH staff. Three grants managers provide fiscal oversight of all grant award agreements and grantee budgets.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount of requested federal funds to be subgranted: \$828,958 (82.9%)

Intermediary match: 1:1

Major sources of matching funds: N/A

MFH will provide all required match funds. No additional sources are needed.

The proposed budget includes three primary areas of funding: salaries and benefits, travel, and contractual and consultant services. Salary and benefit expenses will cover staff time and benefits for those who will administer the newly implemented SIM funding team. Travel costs include appropriate expenses to conduct two MFH staff visits to each SIM subgrantee in the first year of funding and meetings associated with intermediary grantee requirements. Contractual and consultant services will support technical assistance contractors who have expertise in implementation of transformative community-based approaches and external evaluation contractors. All aspects of the budget directly align with the SIM funding program design.

National AIDS Fund

EXECUTIVE SUMMARY

TITLE: National AIDS Fund

SUMMARY INFORMATION:

Name of intermediary: National AIDS Fund (NAF)

Issue-based Social Innovation Fund (Healthy Futures)

Grant amount and period: \$3,600,043; 9/1/2010-8/31/2011

Pre-selected subgrantees: No

PROGRAM DESIGN:

Focus and goal(s): The Access to Care Initiative (A2C) aims to increase the engagement of people who know they are HIV positive but who are not effectively engaged in care by identifying evidence-based interventions that help clients and systems reduce barriers to care. GOAL: To support 7-9 innovative, public-private partnerships to improve individual health outcomes and strengthen local services systems, connecting at least 3,500 low-income and marginalized individuals with HIV to high quality health care and the supportive services they need.

Overview of qualifications and track record: NAF's mission is to leverage resources, develop leadership and advocacy, and foster community innovation to prevent new HIV infections and care for people living with HIV/AIDS. Through its network of 35 Community Partnerships NAF provides grants and support to over 400 community-based organizations annually and has leveraged and invested over \$160M in HIV services over the past 21 years. NAF has deep content expertise in HIV/AIDS and a proven track record helping communities leverage funding dollars.

Overview of subgrant selection process: Qualified lead entities from each targeted area will compete for SIF A2C funding. Applicants must propose evidence-based programs. Satisfactory completion of a 3-month formative phase will be followed by a 3 to 5 year implementation phase (based on performance). Selected grantees will have a well-defined plan for achieving A2C measurable outcomes, evaluation of program effectiveness, performance improvement, and replication or expansion. A national external review process including pre-award site visits will determine final grantees and awards.

Overview of evaluation and support of subgrantees: Johns Hopkins Bloomberg School of Public Health will serve as external evaluator and will work closely with NAF to provide ongoing TA to grantees on local evaluation design, tools, and data, and designing or adapting an intervention. TA providers will suggest solutions to challenges and help grantees continue to improve their interventions. A learning community will be fostered through national convenings, regular conference calls, an on-line work-space, as-needed TA visits and quarterly programmatic calls.

ORGANIZATIONAL CAPACITY:

Net assets: \$9.554M

Annual grants budget: \$7.595M

Number of staff: 21

Overview of organization capacity: NAF's Board of Trustees approves strategic direction and provides portfolio and fiscal oversight. Kandy Ferree, MCP, President and CEO, is responsible for overall strategic direction and fiscal management of the organization;

Vignetta Charles, PhD, Vice President for Evaluation and Programs, oversees program evaluation implementation at the national and community levels and management of external evaluation consultants. Maura Riordan, MSW Senior Program Officer, A2C, is responsible for the NAF A2C portfolio. Victor Barnes, MA, Vice President, External Affairs is responsible for meeting the intermediary match requirement. Bryan Wilt, Chief Fiscal Officer is responsible for all management of fiscal procedures and reporting. A centralized financial management structure insures accountability, integrity and accurate and timely financial reporting.

Mr. Wilt and the NAF management team will ensure compliance with Federal requirements.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Amount of requested federal funds to be subgranted: \$3M

Percentage of requested federal funds: 83%

Match ratio: 1:1

Major sources of matching funds: Bristol-Myers Squibb and Walmart Foundation

How budget is aligned with program design: The proposed budget reflects all aspects of the program design from grant making to the provision of technical assistance, to ongoing program evaluation. The budget includes staffing to provide program monitoring and support, evaluation guidance, and fiscal and administrative operations related to SIF, as well as contracting with the JHU evaluation team. Resources for national grantee meetings, document development and dissemination, and other costs needed for a successful grantee selection process, program design and implementation and ongoing technical assistance as planned are also included.

National Council of La Raza

EXECUTIVE SUMMARY

TITLE: National Council of La Raza Escalera Program: Taking Steps to Success

SUMMARY INFORMATION:

Lead intermediary: The National Council of La Raza (NCLR) will be the lead intermediary applicant.

Focus: NCLR will apply as an issue-based SIF under the category of Youth Development and School Support.

Grant amount/grant period: NCLR requests \$1 million per year for 3 years, or \$3 million total

Pre-selected subgrantees: No

PROGRAM DESIGN:

The goal of the NCLR Escalera Program is to ensure that Latino youth contribute to and benefit from, this nation's opportunities by increasing educational attainment, career planning, leadership development, and access to valuable community resources. NCLR seeks to serve Latino youth beginning in their junior year in high school and provide a range of complementary services over a period of three years that will enhance Latino youth participants' ability to pursue and attain advanced education and meaningful careers, as productive citizens and leaders across all sectors. NCLR proposes to expand the Escalera Program to at least 17 communities and serve at least new 595 youth per year.

NCLR has a deep history of working in collaboration with Hispanic-serving community-based organizations (CBOs) in addressing the most pressing and critical needs in the community. NCLR has designed, tested, and expanded numerous impact-driven national programs in education, workforce development, leadership, housing, health, and citizenship.

NCLR will design and execute a national, competitive subgrant process, including a request for proposals, broad dissemination, rigorous criteria, and interviews and site visits for finalists that will identify potential grantees that have a demonstrated track record of serving Latino and other under-served communities, have the capacity to manage youth and other large programs, are financially solvent, and have a documented history of strong program and organizational tools and systems.

NCLR has demonstrated its commitment to ensuring the long-term success, growth, and sustainability of Hispanic-serving CBOs by providing relevant, systems-building technical assistance and support to grantees. Specifically, NCLR provides guidance in program design, staffing, resource development, developing program tools, facilitating meaningful partnerships, and collaborating with grantees to design effective evaluation strategies that are relevant to their program, organization, and community.

ORGANIZATIONAL CAPACITY

Net assets: \$100,619,877

Annual grants budget: \$12,000,000

Number of staff: 107 staff

NCLR has established strong internal systems for managing large national programs including formal and transparent fiscal controls, centralized grants management, and a

history of management and staffing that facilitates effective deployment and ongoing coordination of programs that ensure integrity of programs and positive community outcomes. NCLR has proven its ability to taken promising programs to scale and use those programs as a platform to inform and shape public systems to be more responsive to Latino communities.

COST EFFECTIVENESS/ BUDGET ADEQUACY

Amount of requested federal funds you propose to subgrant and the percentage of your requested federal funds this represents: NCLR will subgrant \$800,000 of the requested federal funds, which represents 80% of the total federal grant

Match ratio: 1:1.2

Major sources of matching funds: PepsiCo Foundation

NCLR has refined and monitored the Escalera Program budget over the last eight years and has a firm grasp on the necessary resources and supports to have a positive impact on the target population.

NCLR is requesting \$1 million in grant funding from the Social Innovation Fund. In addition, it is allocating a match amount of \$1.2 million or 55% of the proposed program for a total of \$2.2 million in program funds.

NCLR will provide subgrants to 17 local CBOs to implement the program at the amount of approximately \$103,530 per subgrant for a total of \$1,760,000, or 80% of the national budget amount of \$2.2 million. Local organizations will seek a 1:1 match for the subgrants raising the local program capability to \$207,060, bringing the cost of the total program to \$3,960,000. This leaves \$440,000 to be used by NCLR for program implementation and administration.

National Mentoring Partnership

EXECUTIVE SUMMARY

TITLE: New Bridges: Closing the Gap in Youth Mentoring

SUMMARY INFORMATION:

Lead: MENTOR/National Mentoring Partnership

Partners:

1. Children's Services Council Mentor Center (Funds programs for families and provides resources in FL.)

2. Mass Mentoring Partnership (Provides high-quality mentoring, serving 19,500 youth.)

3. Mentoring Partnership of Minnesota (Builds quality mentoring. Includes recruiting mentors to spark youth interest in science/math/technology.)

4. Mentoring Partnership of New York and Long Island (Advocates for quality mentoring and provides resources, serving 37,000 youth.)

5. Oregon Mentors (Catalyzes high-quality mentoring programs through training/technical assistance; recruitment/referral; awareness.)

6. Virginia Mentoring Partnership (Increases numbers/quality of mentoring relationships, preparing 24,000 volunteer mentors and aiding 800 organizations.)

7. Washington State Mentors (Improves quality mentoring programs and reduce risk among youth through training, technical assistance, capacity-building, cost reduction.)

Request is issue-based (youth development/school support).

\$1,050,000 requested, with a five-year grant period.

Subgrantees not preselected.

PROGRAM DESIGN:

Focus: Preventing students with multiple risk indicators from dropping out of high school. New Bridges will fund mentoring programs with proven success. New Bridges new approaches, built on research based evidence, to increase the likelihood that students at risk of dropping out will graduate. About 3,000 more youth would be matched with mentors in year one. Funded over five years, an estimated 15,000 children could benefit.

1. Goals

- a. Lower high school dropout rates for mentees in New Bridges programs.
- b. Support mentoring programs that use existing evidence to design innovative approaches to recruit and retain mentors. Foster replication of successful models.
- c. Increase the quality of mentoring relationships.
- d. Strengthen quality, capacity and fiscal sustainability of New Bridges programs.
- e. Through evaluation, add to research supporting mentoring as an effective intervention to prevent high school dropouts and report findings of most effective models.

2. Qualifications and Track Record

MENTOR has 20 years of leading the movement to connect America's young people with mentoring. We have built capacity (26 Mentoring Partnerships and 5,000 programs and Volunteer Centers, serving more than three million children) by raising funds and advocating for quality through:

- a. Standards: Rigorous, research-based guidelines for service providers.
- b. Research Council: Leading mentoring researchers, practitioners and policymakers using the latest research to make national policy recommendations.

c. State-of-the-art tools: A database of quality mentoring programs and MentorPRO®, an online tool measuring research-based program outcomes.

MENTOR administers HHS' \$30 million voucher demonstration program; administers SafetyNET for affordable FBI background checks on adults; and galvanized support to preserve \$100 million for mentoring programs in the 2008 federal budget.

3. Subgrant Selection Process

Senior MENTOR and collaborating Partnerships staff will evaluate subgrantee applicants against several

criteria, including how well they serve target populations and address key risk factors for dropping out of high school. MENTOR also will design a Facebook-based community of learning for subgrantees.

4. Evaluation and Support

MENTOR will conduct annual evaluation of the program and if funded for three years, a rigorous impact study. Subgrantee data from MentorPRO®, quarterly reports and scientific analysis should answer key questions.

ORGANIZATIONAL CAPACITY

1. Net assets: \$1,077,128

2. Annual grants budget: \$954,550

3. Staff number: 16

4. Oversight, support, grants management capacity: SVP Finance & Administration Don Allen and Staff Accountant Enid David. MIP software accounts for each grant separately. MENTOR's history of clean audit opinions includes that of 2008, the first year a Federal A-133 audit was required.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Funds to be subgranted: \$1,050,000

% of funds the subgrants represent: 13%

We are providing a 1:1 match Major sources of match funding are unrestricted funds of MENTOR and its partners.

The budget includes staff time to administer the program by leveraging best practices and tools developed by MENTOR and partners.

NCB Capital Impact

Executive Summary

TITLE: NCB Capital Impact

SUMMARY INFORMATION:

Lead Intermediary: NCB Capital Impact

Collaborative Partners and Roles

Ford Foundation- funding partner and grant selection committee member

NeighborWorks America- technical assistance provider and grant selection committee member

National Community Land Trust Network- technical assistance provider and grant selection committee member

Habitat for Humanity- technical assistance provider and grant selection committee member

International, the National Community Land Trust

Metropolitan Planning Council in Chicago- technical assistance provider and grant selection committee member

Urban Institute- Program Evaluator

Issued Based Social Innovation Fund: Economic Opportunity

COST EFFECTIVENESS AND BUDGET ADEQUACY

Grant Amount and Time Period: NCB Capital Impact is requesting \$3 MM in grant funds, of which \$2.4 MM will be used for sub grants and \$600,000 for technical assistance, evaluation and administration. This will be matched with \$3.6 MM in private funding for the proposed Shared Equity Homeownership Fund (SEHF) to be used over a 3-year period beginning August 1, 2010 to July 31, 2013.

Neighborhood Partnerships

EXECUTIVE SUMMARY

TITLE: Neighborhood Partnerships: Building Community Assets

SUMMARY INFORMATION:

Lead applicant: Neighborhood Partnerships, an Oregon non-profit, 501(c)(3) corporation.
Key collaborative partners: Oregon Housing and Community Services (housing, anti-poverty work, asset building and volunteerism); Oregon Individual Development Account Initiative (economic opportunity, asset building)

Geographic SIF -- target area state of Oregon (priority issue focus: Opportunity)

Grant request: \$1,000,000 per year for 5 years

Sub-grantees pre-selected? No

PROGRAM DESIGN:

We have two goals for this effort:

1. Increase economic opportunities among historically underserved populations and distressed communities by targeting financial education and increasing individual/family/community assets.
2. Demonstrate the effectiveness of innovations in reducing disparities; document and disseminate the results so that effective strategies are expanded and/or replicated.

Qualifications and Track Record:

Neighborhood Partnerships (NP) is an Oregon intermediary, founded in 1990. We achieve our mission, to create opportunity for low income people, by managing dynamic, issue focused partnerships and collaborations. We increase the capacity of our diverse partners through grant making, training, evaluation and programmatic support. We provide support to organizations, convene coalitions to create and test new program strategies, and bring together diverse groups to accomplish common goals.

We are applying as a geographic SIF focused on increasing economic opportunity for underserved populations and communities. We will strengthen the Oregon Individual Development Account (IDA) Initiative in both urban and rural Oregon. The strength of the Initiative and the commitment of our partner organizations leave us poised to provide a national model for replication.

Proposed Competitive Sub-grantee Selection Process:

We will hold a competitive selection process in fall 2010 to identify organizations to test innovations in asset building using matched savings accounts, with emphasis on Oregon's most disadvantaged communities--communities of color in urban and rural areas, and economically distressed rural areas. We will aggressively reach out to potential new partners, though we also expect competitive applications from current IDA Initiative partners. Review will be by a diverse team of staff and partners using defined criteria.

Evaluation and Support of Sub-grantees:

Our preliminary plan is to use the evaluation framework and data collection tools now in place for the Oregon IDA Initiative as a baseline, and use SIF resources at the intermediary level and the sub-grantee level to extend the depth and rigor of that evaluation. We have systems in place for sub-grantee access to a web-based data collection system, and evaluation tools that have been used and tested. We will work with sub-grantees to expand their capacity for evaluation as well as program delivery.

ORGANIZATIONAL CAPACITY:

Net Assets at 3-23-2010, \$1,707,586

Grants Budget 2009-2010, \$5 million

Number of Staff in Your Organization: Seven

The staff and Board of Neighborhood Partnerships (NP) have systems in place for finalizing grant awards, negotiating contracts, monitoring performance, and reporting. Requests for funding are reviewed by committees which recruit outside expertise, and final recommendations are presented to the NP Board for ratification.

NP's financial management systems are strong, sophisticated and efficient, with built in internal controls and standards for review. All is reviewed by annual audit. Our financial management team interacts well with our trained and capable Program Officers, who use established protocols for site visits, contract oversight, and performance reviews.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

We will subgrant \$815,000 per year or 81.5% of federal funds.

We will provide a minimum 1:1 match, but hope to also provide match for our sub-grantees.

Major Source of Matching Funds: Individual and business contributions to the Oregon IDA Initiative.

Proposed Budget Alignment with Program Design:

The Oregon IDA Initiative core program activities will support work under the SIF grant, creating significant cost efficiencies. Our program costs for technical assistance and grantee monitoring are based on current experience, giving us confidence in our budget projections.

New Mexico Coalition for Literacy

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

Issue based SIF (adult literacy)

Amount requested: \$1,000,000.00 for grant period 7/30/10-7/30/11

No pre-selected subgrantees.

PROGRAM DESIGN:

Focus and goal(s): This project will enhance adult literacy services across the state of New Mexico, testing and eventually providing models for effective interventions. There will be a focus on underserved regions and populations, with a focus on Spanish speakers and Native Americans in impoverished communities.

There are 4 goals:

1. Increase the capacity and cultural relevance of New Mexico's volunteer literacy tutor workforce and boards of directors so that more students attain greater levels of literacy and quality of life.
2. Increase access to/availability of culturally competent adult literacy services in New Mexico.
3. Increase use of best practices and improve performance standards of New Mexico adult literacy programs by establishing a statewide accreditation system.
4. Through quasi-experimental research using comparisons with non-grantees, increase understanding and best practices for developing English literacy among Spanish speakers who function at the lowest two levels of literacy in their native language.

Qualifications and track record: New Mexico Coalition for Literacy (NMCL) has administered funds, training and fostered growth of adult literacy programs since 1987. The applicant has a diverse funding base and widespread support.

Overview of proposed competitive subgrant selection process: NMCL will develop a request for proposals. It will advertise the opportunity in media outlets statewide as well as through direct communication with its existing partner programs. A grant review committee will select applicants on the basis of demonstrated capacity engage in new and expanded activities. Preference will be given to programs offering to partner in research to test a potential best practice for training non-English speakers who are not literate in their native language and for developing and implementing a plan for recruiting basic literacy students.

Overview of subgrantee evaluation and support:

Grantees will participate in development of a database that will lay the groundwork for more substantive evaluation of outcomes. This will be a collaborative effort with subgrantees participating in a learning community. Support will be intensive and available through multiple forms of media and personal consultation.

ORGANIZATIONAL CAPACITY:

Net assets: \$18,245.

Annual grants budget: Annually, NMCL awards an average of \$415,000 in operating assistance grants, depending upon project and priorities. An additional \$100,000 is awarded as training and technical assistance grants.

Number of staff in organization: Presently, NMCL maintains two full time employees, is in the process of filling a vacant position, and will hire for a fourth position next fiscal year. A VISTA volunteer works at headquarters full time. NMCL manages 15-20 independent contractors who perform direct service.

Overview of organizational oversight, support, and grants management capacity, including relevant systems, structure and staffing:

We manage a statewide network of more than 40 programs. Semi-annual program reports help us monitor effectiveness and fiscal soundness of grantee organizations. Policies, procedures and staff are in place to conduct these activities. We manage well in excess of \$100,000,000 in annual grant income, much of which is subgranted to local programs.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Provide the following information on separate lines:

Amount of requested federal funds proposed to subgrant and percentage of requested federal funds this represents (must be at least 80%)

\$800,000.000; represents 80%

Identify whether you are providing a 1:1 match or a higher match (if higher, identify the ratio)

1:1 cash match; other in kind

List major sources of matching funds (list sources that exceed 20% of your match commitment):

State of New Mexico Department of Cultural Affairs/State Library plus combined support of numerous private foundations

Describe how your proposed budget is aligned with your program design: budget prioritizes local programs and the promise they hold to develop innovative collaborations and raise social capital to solve the problem of adult illiteracy.

New Mexico Commission for Community Volunteerism

EXECUTIVE SUMMARY

TITLE: New Mexico Commission for Community Volunteerism

SUMMARY INFORMATION:

INTERMEDIARY: New Mexico Commission for Community Volunteerism

PARTNERS: New Mexico Children's Cabinet (advising policy makers; influencing/reallocating state resources to improve the lives of children, youth, and families), Center for Philanthropic Partnerships (raising and managing matching funds; publicizing project; providing leadership development, fundraising and presentation skills, and strategic planning to subgrantees)

PROGRAM BASIS: Geographically-based SIF (Youth Development and School Support; New Mexico)

GRANT AMOUNT AND PERIOD: \$1,000,000; October 2010 -- September 2011

PRESELECTED GRANTEES: None

PROGRAM DESIGN

FOCUS AND GOALS: This project focuses on improving measureable outcomes related to Youth Development and School Support. The overarching goal is to increase, over a period of several years, the size and scope of innovative programs in New Mexico that have moderate or strong evidence of program effectiveness in the focus area in order to bring about systems change, and to provide resources to improve the lives of children, youth, families, and communities. Five specific program goals (see proposal) are designed to support this goal.

Qualification and Track Record: Project partners have records of accomplishment in federal grant management, subgranting processes, building cross-sector collaboration, tracking and reporting children and youth outcome data, supporting innovative and effective work, and creating policies to support promising and best practices.

Overview of Competitive Subgrant Selection Process: Partners will distribute RFPs and notice of RFP availability to at least 2,000 contacts. Subgrant award selection will prioritize programs that show the highest level of effectiveness, as demonstrated by rigorous evidence; that have the greatest potential for expansion/ replication either within their own community or to other communities; and that reflect the design principles outlined in this proposal. Subgrant application review will be conducted by a trained panel including government representatives; representatives from New Mexico's nonprofit and philanthropic sectors with relevant experience; national reviewers; and professional researchers and/or evaluators.

Evaluating and Supporting Subgrantees: The evaluation plan is being developed with research organizations experienced in conducting evidence-based evaluations in New Mexico's social science and nonprofit sectors as well the University of New Mexico. In addition to performance against workplans, timelines, and other project details, subgrantees will be evaluated against a set of youth and child wellbeing indicators currently used by the NM Children's Cabinet and specific program goals. Support to SIF subgrantees will include technical assistance, needs assessments, specialized training, and evaluation to maximize organizational and program efficacy and build capacity in key areas, leadership development, fundraising and presentation skills, and strategic planning.

ORGANIZATIONAL CAPACITY

Net Assets: Fy 2010 \$2,483,309

Annual Grants Budget: Fy 2010 \$2,009,596

Number Of Staff: Four full time staff members.

The Commission has sufficient systems, structure, and staffing to oversee, support, and manage grants. It has successfully completed two CNCS Administrative Standards reviews and uses monitoring tools that are recognized as best practices by The Association of State Service Commissions and the Corporation. The Commission is a federally and state funded grant recipient and acts as an intermediary to 25 subgrantees. The Commission has an experienced staff, including an Executive Director, Program Manager, Program Officer, and Administrative Assistant. If awarded SIF funds, the Commission will hire an additional Program Officer, to be assigned exclusively to the SIF cohort of subgrantees.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount Of Federal Funds To Subgrant: \$800,000; 80% of requested federal funds

Match Provided: 1:1

Sources Of Matching Funds: State Of New Mexico \$300,000; W.K. Kellogg Foundation \$200,000.

Budget Alignment: The proposed budget is aligned with the program design by using the bulk of funds as subgrants to support the project's goals and outcomes. The project is designed so that resources are leveraged and maximized to the greatest extent possible.

New Profit, Inc.

EXECUTIVE SUMMARY

TITLE: New Profit Inc

SUMMARY INFORMATION:

Name of Intermediary: New Profit Inc.

Collaborative Partners: Blue Ridge Foundation New York (subgrantee selection; technical support); Robin Hood Foundation (subgrantee selection; evaluation); Open Society Institute; SeaChange Capital Partners (subgrantee selection; subgrantee match raising)

Issue-Based SIF (Youth Development and School Support)

\$10,000,000 for Sept.2010-Sept. 2011, as year one of a five-year plan

Yes (3; College Summit-\$3MM; Year Up-\$3MM; iMentor-\$1.125MM)

PROGRAM DESIGN

The focus of the intermediary fund proposed by New Profit (NPI) and its collaborators--referred to as the "Pathways to Prosperity" fund--is to select and invest in a portfolio of high-potential social innovations that offer critical interventions for low-income youth transitioning from high school to post-secondary education and productive employment. The statistics and research are clear: the most effective and sustainable solution to poverty is education, specifically post-secondary education and training. The American High School, which has historically treated graduation as its metric of success, must now serve as a conduit for all students to post-secondary success. The goal of these investments is to improve measurable outcomes in high school success, college and workforce readiness, college enrollment and persistence, and other key areas in youth development, while leveraging the combined strengths of the distinct innovations in the portfolio to inform public discussion and affect broader systems change.

The subgrantees will increase the number of youth they serve in the communities in which they already work, and will grow to three to five new communities each during the SIF. NPI will help subgrantees support each other's growth by facilitating network sharing among sites and, when appropriate, help subgrantees collaborate to plan expansion to new locations. Co-location of subgrantees will create a stronger support structure in communities and may lead to direct subgrantee collaboration. To reach smaller, more remote communities--for example, cities in non-coastal states such as Iowa, Missouri, and Arkansas--NPI will launch a city-based competition to generate local financial support and goodwill for subgrantees in communities where they are not currently present. NPI and its collaborative partners will use an open and competitive process to select an eligible portfolio of six to eight subgrantees; collectively, the portfolio will serve 7,000-9,000 youth ages 14-24 annually.

NPI, the lead partner, is an 11-year-old grantmaking institution that provides large, multi-year operating grants to innovative nonprofit organizations with outstanding leaders who have the drive and vision to grow their organizations and transform the fields in which they work. NPI has worked with many high-profile nonprofits whose impressive results have changed the fields in which they work, including Teach For America, Citizen Schools, Jumpstart, KIPP, and Project HEALTH. To support impact, growth, and sustainability, NPI program officers provide in-depth technical assistance to grantees. To build a base of evidence about what works, a portion of each subgrant will support independent evaluations of subgrantees. Robin Hood, supported by NPI, will help

subgrantees design evaluations that build on past work and strengthen proof of the efficacy of their intervention.

ORGANIZATIONAL CAPACITY.

New Assets: \$43,687,789

Grants Budget: \$9,983,000

Staff: 40

NPI's internal operations and staff are structured to effectively oversee the finances, reporting, and management of grants; NPI is in compliance with federal requirements. NPI has nine program officers, four of whom will be dedicated full-time to SIF, as well as 4.85 additional positions. NPI's highly engaged board of directors and legal counsel also provide guidance on all areas of grant oversight and governance. NPI will require at least semi-annual reporting on financial, compliance, and programmatic data from all subgrantees.

COST EFFECTIVENESS & BUDGET ADEQUACY.

Federal funds to be subgranted: \$8,200,000 or 82%

Major sources of matching funds: New Profit Inc.

NPI is providing a 1:1 match. NPI plans to disperse \$18,200,000--82% of federal funds and 100% of matching funds--as subgrants. The remaining \$1,800,000 will support administrative costs, such as subgrantee selection, evaluation, technical assistance, community building, and operations. Each activity has been assessed and assigned a budget sufficient to meet its needs cost-effectively.

New Schools Fund

EXECUTIVE SUMMARY

TITLE: NewSchools Venture Fund Social Innovation Fund

SUMMARY INFORMATION:

Sole Intermediary: Newschools Venture Fund
Issue-Based Sif: Youth Development And School Support
Amount Requested: \$6 Million In Year 1
Proposed Grant Period: 5 Years
Applying With Pre-Selected Subgrantees: No

PROGRAM DESIGN

NewSchools Venture Fund proposes to create a five-year Social Innovation Fund that will work to change life outcomes for youth. In partnership with the Corporation for National and Community Service, the NewSchools SIF would support and grow tightly integrated networks of ventures with proven impact in specific urban and rural low-income communities. Through support of entrepreneurs working in and across three areas - schools, people, and tools - the NewSchools SIF would achieve significant gains against well-defined measures of school success and college and career preparedness. The NewSchools SIF would invest both in organizations that work directly in schools and those that support children and their families through a continuum from preschool to college, improving youth outcomes and tightening connections between schools, families, and communities. Moreover, the life-changing impact of the NewSchools SIF will serve as a compelling proof point, altering the public debate about what is possible inside and outside of school walls to change the lives of youth and communities.

This partnership would represent a marriage of the vision and experience of the Corporation with an accomplished venture philanthropy firm whose theory of change centers on the power of entrepreneurial solutions to drive systems transformation. It would build on our understanding of what makes schools in low-income communities effective, but would add to our portfolio new types of investments that support effective schools and extend their impact. To this work, NewSchools brings a decade-long track record as a pioneer in social innovation, having raised \$150 million to build more than 35 ventures. The fruit of that experience is a robust investment process for identifying, selecting, supporting, connecting, and learning from innovative organizations. NewSchools' rigorous, data-driven diligence process probes organizations' structure, planning, staffing, finances, and results, enabling us to identify entrepreneurs and plans with strong potential to achieve transformative goals. Once we have made an investment, we work as a hands-on partner with each venture, taking a board seat and providing deep management assistance and real accountability. Moreover, we connect and strengthen ventures through well-established Communities of Practice, binding entrepreneurs together through a culture of shared learning and connecting them to national expertise. The resulting partnerships between entrepreneurs and a skilled intermediary have helped to redefine what is possible in public education.

NewSchools is committed to the vision of rigorous evidence that informs the SIF. We have developed this proposal in cooperation with Mathematica Policy Research, one of the most respected firms in evaluation of community interventions. We propose a collaboration that would significantly advance understanding of what works, with an emphasis on thoughtful analysis that informs policy choices.

NewSchools respectfully requests \$6 million in federal funds, which we will match and support our ventures to match. At least 80% of federal funds will go to subgrantees. NewSchools is committed to using these funds efficiently and wisely to build organizations that will have transformative impact in their communities.

Ultimately, the NewSchools SIF aims to change outcomes for young people, and thus build communities that are healthy in the widest sense. Such a vision encompasses economic, physical, and emotional health, but goes much further. It embraces the possibilities present when hope and purpose undergird the lives of children and adults and the relationships between them. It describes places that function as true neighborhoods, where cohesive networks leave no cracks for children to fall between, and where all feel a sense of ownership for the place they inhabit. We believe that vibrant schools are at the heart of such neighborhoods and networks. Such schools drive social mobility and economic opportunity, bind communities together, and empower families. Today, schools in low-income communities rarely fulfill that potential. The New Schools SIF aims to deliver on that promise.

The New World Foundation

EXECUTIVE SUMMARY

Title: The New World Foundation

SUMMARY INFORMATION:

Lead (partner): The New World Foundation (Funders' Collaborative on Youth Organizing)

Issue-based SIF: Youth

\$1,550,000 for the period 9/30/10 -- 9/30/11

No pre-selected subgrantees

PROGRAM DESIGN

The New World Foundation and The Funders' Collaborative on Youth Organizing propose the Youth Civic Action Network (Y-CAN) to strengthen and grow innovative programs that utilize youth organizing as the predominant approach to effect change in participants' lives and their communities. Y-CAN has 4 main goals:

1. Identify innovative youth organizing programs to serve as promising models for impact, growth, and replication
2. Support subgrantees that integrate formal mechanisms to encourage and support youth participants' pathways into higher education, continued employment, and lifelong civic engagement
3. Increase subgrantees' organizational capacity to lead strong efforts and attain quality outcomes
4. Build the field of youth organizing.

The New World Foundation, started in 1954, supports groups to build stronger alliances for social justice, civil rights and social change. It runs 5 grant and 3 special programs, all results of collaborations with external donors and other foundations. Since 1994 New World has distributed nearly \$50M. New World also provides groups with strategic advice to build organizational capacity, leadership, policy alternatives and new alliances. The Funders' Collaborative on Youth Organizing (FCYO) is the only national intermediary dedicated to increasing funding for youth organizing, advancing youth organizing as a strategy for youth development, and promoting the leadership of low-income youth of color. Founded in 2000, it is a collective of national, regional and local grantmakers and youth organizing practitioners. Its efforts have helped grow the field, attract funding and create valuable networks and coalitions.

Y-CAN will subgrant \$2M (10-15 groups) in California and the Northeast US and use a cohort-based approach to maximize interaction, learning, and sharing among all subgrantees. The selection of subgrantees will mirror the rigor and attention that both partners use. A Grantmaking Committee of practitioners, funders, and intermediaries will review proposals, conduct site visits, and select subgrantees.

A National Infrastructure Support Team of youth organizing and organizational development intermediaries will provide subgrantees with on-site assistance in 3 areas: programmatic expertise, organizational capacity, and evaluation. Local, regional, and national convenings, monthly teleconferences and an online community will bring together subgrantees to network with, support and learn from each other and experts in the field.

An outside consultant will conduct the evaluation of Y-CAN and subgrantees. The evaluator will devise baseline indicators for all subgrantees and then track those indicators throughout the year. This will also include assessing the processes and changes that subgrantees initiate during the year and documenting success against indicators.

ORGANIZATIONAL CAPACITY

Net assets: \$40,675,611 (FY09)

Grants: \$9,151,838 (FY09)

Staff: 11

New World has strong experience managing its own grant programs and those of partner funders and donors, such as Ford Foundation and NoVo Foundation. This experience will be used to manage and oversee of Y-CAN. New World will coordinate closely with FCYO on program oversight and rely on FCYO's deep experience with youth organizing issues.

Anna Fink, Senior Program Officer at New World, will lead the project and work closely with Supriya Pillai, Executive Director at FCYO. New World's President, Dr. Colin Greer, will provide strategic direction and the Boards of both partners will provide strategic input and expertise. A Y-CAN Program Director will be hired as the dedicated staff for the project and be supervised by both Ms. Fink and Ms. Pillai. These three form the core Management Team for Y-CAN.

COST EFFECTIVENESS AND BUDGET ADEQUACY

\$1,550,000 (100% of requested SIF funds)

New World will provide a 1:1 match

New, unrestricted cash in a reserve account

Y-CAN will subgrant \$2M to groups. An additional \$1M will be used to support the subgrantees. This investment reflects both New World's and FCYO's approach to building a strong cohort of organizations. New World and FCYO are taking limited amounts for grants administration and general overhead.

Operation REACH, Inc.

EXECUTIVE SUMMARY

TITLE: Operation REACH, Inc. -- Youth Change Campaign

SUMMARY INFORMATION:

Intermediary: Operation REACH, Inc. (ORI)

Partner: The Foundation for the Mid South (FMS) (grantmaking, fundraising, technical assistance, Mississippi Delta).

Focus: Geographically-based SIF (Youth Development and School Support) focused on the Black Belt South and Mississippi Delta.

Grant request: \$2,000,000 from 8/1/10 to 12/31/13.

Pre-selected subgrantees: No

PROGRAM DESIGN

The Youth Change Campaign is a geographically-based SIF focused on youth development and school support in the Black Belt South and Mississippi Delta, a region marked by persistent rural and urban poverty, the worst quality of life indicators for children, philanthropic underinvestment, and a lack of quality out-of-school opportunities for youth. It has the highest percentage of African-Americans anywhere in the country.

The Youth Change Campaign replicates a strong evidence-based youth philanthropy model developed over twenty years by the Michigan Community Foundations' Youth Project, scaling it across the South. It increases (1) philanthropic investment in youth leadership and civic engagement; (2) the number of organized youth philanthropy groups; (3) capacities, support networks and structures for youth engagement in innovative social solutions; (4) the participation of marginalized, low income and youth of color in civic engagement activities; (5) civic leadership, school attendance, and academic success among youth involved in funded activities; and (6) knowledge about youth civic engagement.

The Youth Change Campaign draws upon the expertise and success of a strong network of grantmakers, technical assistance providers and youth organizations that have been working in the region for decades. As a national AmeriCorps intermediary organization, ORI has built a track record of using rigorous evidence to select, invest in, and monitor the growth and progression of grantees with federal funding. ORI has established a network of grantmakers and foundations in communities across the region that have a long history of identifying and supporting grantees in their local communities to join youth in serving on a Grants Advisory Committee. ORI will work with this committee to launch a rigorous 10-step RFP process to identify potential subgrantees. This process will identify strong youth-serving organizations that can replicate the research-proven youth philanthropy model in their local communities.

Formative Evaluation Research Associates (FERA) will serve as the external, independent evaluator for this effort. FERA has 35 years of experience supporting nonprofits and their partners with evaluation. They use a participatory, stakeholder based, and utilization-focused approach to evaluation that will engage youth leaders and adults. FERA will conduct a structured evaluation design workshop with ORI, CNCS and other key stakeholders to agree upon an evaluation framework. FERA will develop tools and processes that support subgrantee evaluation efforts.

Each subgrantee's technical assistance needs will be determined through assessments and aligned in conversations between the subgrantee and Youth Change Campaign Program Officer. ORI has provided technical assistance in the areas of fundraising, board development, communications, financial management, and scaling. ORI will retain a network of technical assistance partners to expand in additional areas, including the Highlander Center for Research and Education, Interfaith Works/the Institute for Faith and Service, and Strategic Decisions. T.A. topics may include evaluation, planning, leadership development, marketing, organizational development, fundraising and financial management.

ORGANIZATIONAL CAPACITY

Net assets: \$2,200,000 (ORI), \$20,000,000 (FMS)

Annual grants budget: \$500,000 (ORI), \$10,000,000 (FMS)

of staff: 20

ORI combines sophisticated online technology for financial management and reporting with rigorous desk monitoring and site visits to ensure appropriate oversight, support and grants management. The majority of ORI and FMS staff has a Master's Degree or better in their field.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Amount subgranted: \$1,600,000 (80%)

Match rate: 50.5%

Matching funds (>20%): Foundation for the Mid South, Black Belt Community Foundation.

Proposed budget meets all SIF requirements and provides matching funds for subgranting as well as technical assistance, training, and evaluation.

Otter Tail-Wadena Community Action

EXECUTIVE SUMMARY

TITLE: NORTHERN MINNESOTA RURAL ECONOMIC HEALTH COLLABORATIVE (NMREHC)

SUMMARY INFORMATION:

APPLICANT: Otter Tail Wadena Community Action Council, Inc.

Proposed Collaborative: Univ. Of Minnesota And Community Action Agencies And Foundations: Humphrey Institute: The Human Capital Research Collaborative, The Local and State Policy Division; The School of Public Health, The Rural Health Research Center; Carlson School of Management, Center for Entrepreneurship; and the Community Action Agencies (CAA) and Foundations that cover the 38 northern Minnesota counties.

Geographically-Based Sif: Low Income Communities of the 38 rural northern Minnesota counties.

Areas Of Focus: Pilots focus on all three issue areas of Youth, Health, and Economic Opportunity

Grant Amount Requested: \$2,508,300 (1st yr) and \$2,508,300 totaling: \$12,541,500 (5 yrs) with \$2,508,300 in non-federal match (1st yr) and totaling \$12,541,500; corporate endowment 1st yr. \$1,485,000 totaling \$12,541,500 (5 yrs.); total project funds 1st yr \$6,501,000 and 5yr. \$37,624,500. Match ratio 1:2.

Pre-Selected Subgrantees: The NMREHC through the lead applicant shall be the Grantee with proposed collaborative foundations and community action agencies as sub grantees pending a pilot solicitation process.

PROGRAM DESIGN

Focuses on return on investment indicating efficiency of programs. Aspects include: generalizability, cost effectiveness, cost/benefit analysis, efficacy and effectiveness trials, internal and external validity, policy relevance, and replicability, total societal benefits per participant measured in terms of dollar values with both actual and projected benefits. Annual discount rates must be factored in and net present values, along with benefits to cost, examined to the entry time into the intervention.

Focus: *Early Learners and Entrepreneur Leaders* have the highest return on investment.

Overall Description of Approach: Managed by NMREHC Collaborative with four sources of funding: local and State; federal SIF; and two corporate endowments, one for early learners and one for entrepreneurs. We will build capacity of our partners' to apply rigorous research design, evaluation, and longitudinal studies to current and future pilots. The latter would include: identify existing programs fitting our research design; rate these programs; identify low income participants; utilize matching endowment funds to provide scholarships and grants; and create programs where no market exists.

ORGANIZATIONAL CAPACITY:

The applicant and collaborating Community Action Agencies have over forty-five years of experience in fund accounting, managing programs, grant solicitation and management, and loans for low income populations and communities across all 38 counties, and share a unique a State-wide web based data system for multiple programs

supporting an audit trail and expediting data sharing for analysis, longitudinal studies, best practices, performance measures and program design.

Identify Annual Grants Budget: The CAAs manage more than \$130 million in annual grant funds and with our proposed foundation collaborators total is in excess of \$200 million per year in grant funds.

Ability To Provide Fiscal Oversight: The lead applicant manages a \$5,000,000 budget with more than 152 funds each year and has successfully managed thousands of grants over the last forty five years. In 2009, the 13 Community Action Agencies in Northern Minnesota, managed \$91,944,300 in Federal grants, \$21,291,376 in State grants, \$5,723,465 in Local grants, and \$14,627,610 in Private funding for a total of \$133,826,751. Approximately 31% of this funding is non federal funding.

Identify Net Assets: The combined assets of our proposed organizational collaborators exceed \$1.13 billion.

COST EFFECTIVENESS AND BUDGET ADEQUACY: BUDGET RELATED TO PROGRAM DESIGN:

Use of funds budgeted are intrinsic to the program and research design. Corporate endowment funds will be directed to families and individuals. Non-federal funds will be for program delivery support. **MATCHING SOURCES AND PROGRAM RESEARCH DESIGN AND IMPLEMENTATION:** There are four sources of funds proposed: SIF grant (to build capacity of CAAs and Foundations including rigorous research design and longitudinal studies); State and local funds (the pilot delivery programs); and two corporate endowments (Early Learners and Entrepreneur Leaders) for scholarships and grants.

Points of Light Foundation

EXECUTIVE SUMMARY

TITLE: Points of Light Institute (POLI)

SUMMARY INFORMATION:

Lead Intermediary: Points of Light Institute (Partners: Purpose Built Communities LLC; Emory University School of Medicine-Urban Health Program and The Zeist Foundation)

Key Collaborative Partners: RAND Corporation Gulf States Policy Institute (evaluation, statistics, southern states regional data expertise); Southeast Council on Foundations (subgrantee match; strategic philanthropy and best practice sharing; convening regional philanthropy); Foundation for the Midsouth (subgrantee match; RFP development and promotion); Duke University Sanford School of Public Policy
Geographically-based SIF: (Economic Opportunity and Healthy Futures in the South)
Grant Request: \$1,978,556 in year one; full grant period 9/28/10-9/27/14
No Pre-selected Subgrantees

PROGRAM DESIGN:

New South Ventures Partnership Fund (NSVPF) aims to build a system to identify, nurture, and scale results-oriented innovation in the South, the region of the US most limited in social innovation infrastructure and capital. Where social innovation is happening, it is not sufficiently networked or regionally supported. This proposal is a partnership among regional philanthropic investors and leading regional nonprofits to leverage the Social Innovation Fund to address some of the regions toughest challenges, as well as build a sustainable infrastructure that can continue to deliver innovation and impact in the Southeast.

In year one, NSVPF will establish the initial components of the Partnership infrastructure for identifying and making investments with a goal of 15 to 20 grants valued at \$2.6M in the areas of economic opportunity and healthy futures.

Points of Light as one of the largest grantees of the Corporation for National and Community Service, has a history of effective grant competitions, strong monitoring to ensure compliance with federal regulations, and effective needs-based training and customized technical assistance particularly on program replication and through peer-to-peer learning. Since 2007, POLI has managed \$25M in federal funding.

With design and review support from RAND, the subgrant process will focus on rigorous assessment of the use of evidence by prospective grantees. Applications will undergo a thorough review by peers, thought leaders, and issue experts, and decisions will be made by an investment committee of the partners.

NSVPF will place an emphasis on technical assistance provided by experts in the issue areas and leaders with first hand experience in establishing systems for measurement and evaluation. The portfolio will be managed in peer learning cohorts, so innovations and best practices can be shared across projects.

ORGANIZATIONAL CAPACITY

Net Assets: \$12,654,874

Annual Grants Budget: \$11.9M

Number of Staff: 140

NSVFP will rely on Points of Light's significant track record in successfully managing federal funds. In 2008, POLI managed \$6.3M in federal grants and expects to manage about the same amount in 2010 across 5 grants and cooperative agreements. POLI has strong management systems developed in collaboration with CNCS that ensure grantees meet the federal compliance requirements and are provided ongoing training, monitoring, and oversight. NSVFP will report directly to the Office of the CEO with advisory oversight by a leadership committee of participating organizations.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Proposed Subgrants: \$1.6M (81%)

Match: 1.12:1

Major Sources of Matching Funds: Purpose Built Communities LLC and The Zeist Foundation

The first year budget represents an initial investment in establishing the South's region-wide infrastructure for identifying, nurturing, spreading, and sharing innovation and social entrepreneurship. The total project budget is \$ 4,202,722. The federal share is \$1,978,556 (47%) with a grantee share of \$ 2,224,165 (53%), out-performing the 1:1 match requirement for the intermediary by 12%.

New South Ventures Partnership Fund has been enthusiastically received by a number of other potential partners, including several private investors who see both the profound need and the strength of the business case supporting this Fund. A nominal investment of \$2M will launch NSVFP and be more than doubled through committed match support from the partner organizations, and we anticipate even greater leverage as the impact of this approach inspires additional investments.

The Portsmouth Community Foundation

EXECUTIVE SUMMARY

TITLE: The Portsmouth Foundation Sustainable Communities Project

SUMMARY INFORMATION:

Provide the following information on separate lines:

* **Lead Intermediary**

The Portsmouth Foundation is the lead intermediary.

Eligible Partners

(The Portsmouth General Hospital Foundation will serve as an eligible partner.)

* **Collaborative Partners**

Virginia Kids Eat Free, Inc. is a collaborative partner that will serve as the Network Coordinating Agency for The Portsmouth Foundation Sustainable Families Project.

Core Competencies

(VKEF has demonstrated excellence in the supervision and management of state-wide programs, the management of state-wide and local networks, and the management and administration of sizable annual budgets upwards of a million dollars.)

Institute for Nonprofit and Community Development is a collaborative partner that will serve as Subgrantee Resource and Support Agency.

Core Competencies

(INCD has demonstrated excellence in the organizing and establishment of new non-profit organizations, resource development for fledgling organizations, coalition building, program planning and evaluation, and community focused training and consulting.)

* **Identification of basis (focus), priorities, target areas**

Our proposal is geographically-based.

(The priority issue areas covered in this proposal are: Economic Opportunity, Youth Development and School Support, and Healthy Futures.)

The proposed target areas are: The City of Portsmouth, The City of Chesapeake, The City of Norfolk, and The City of Suffolk.

* **Identify the grant amount you are requesting and your proposed grant period.**

The grant amount requested is \$5,000,000

The proposed grant period is September 1, 2010 -- August 31, 2013

* **Subgrantees**

YES, we are applying with some pre-selected subgrantees.

(We have pre-selected 3 organizations: Portsmouth Coalition for Youth, \$300,000, \$100,000 annually over the 3-year grant period; WHRO Childhood Health Initiative, \$300,000, \$100,000 annually over the 3-year grant period; and the Center for Community Development, Inc., \$300,000, \$100,000 annually over the 3-year grant period.)

PREP-KC

EXECUTIVE SUMMARY

TITLE: THE PARTNERSHIP FOR REGIONAL EDUCATIONAL PREPARATION (PREP-KC)

SUMMARY INFORMATION:

PREP-KC (the sole intermediary) requests a grant of \$1,000,000 for school year 2010-11 to advance urban education improvements in the bi-state Kansas City region. PREP-KC is a geographically-based SIF (Youth Development & School Support, Economic Opportunity) focusing on a bi-state urban Kansas City footprint. Pre-selected Subgrantees: No

PREP-KC TRACK RECORD

PREP-KC is an educational intermediary organization founded in 2005 when a five-year grant from the Bill and Melinda Gates Foundation was matched by over 20 funders from the Kansas City region. PREP-KC's mission is to increase college-going and access to high-quality employment for the over 60,000 mostly low-income students served by six of bi-state Kansas City's urban school districts (go to http://docs.google.com/present/view?id=dhg3pw45_70gdvjvxx4&interval=60 to see maps of school districts).

PREP-KC has a strong track record of engaging a broad array of stakeholders across sectors. PREP-KC convenes stakeholders to develop integrated and coordinated responses to the urgent need in the bi-state Kansas City region for improved school systems so that students are better prepared for college and careers. PREP-KC has invested more than \$8 million (2005-the present) in urban Kansas City schools, school districts, and post-secondary institutions to improve outcomes for students in the region. Results from these investments include: improved high school graduation rates, improved math proficiency, and increased early-college course-taking (go to <http://delatorrecreative.com/prepkc/PKC0338-Flash2-NewRollover-03.27.10.html> to see Data Dashboard). PREP-KC investments are multi-year and include both direct financial investments and ongoing technical assistance, professional development, and capacity building. PREP-KC has a strong track record of strategic and responsible stewardship of funds.

PROGRAM DESIGN:

The focus of the proposed program is to scale-up proven strategies for college & career success.

Goals:

- Improving student outcomes (high school graduation rates, academic proficiency, ACT scores, and college-going & success for urban students)
- Increasing school/district capacity to implement improvement strategies and support sustainable systems-change that will better prepare students for college and careers
- Evaluating effectiveness of selected strategies and using evaluation data to strengthen implementation and outcomes.

ORGANIZATIONAL CAPACITY:

PREP-KC has an annual grants budget of: \$1.3 million (35% of the total budget)
PREP-KC has a full-time staff of five (go to http://docs.google.com/present/view?id=dhg3pw45_48gz2xfqdr&interval=60 to see organizational chart).

PREP-KC uses a set of tools and processes to support highly accountable grant-making and grants-management. These tools and processes utilize formative and summative data to guide decision-making around progress against plan and progress in achieving expected outcomes. In cases where progress is not as expected, PREP-KC engages a team of technical experts to work with sub-grantees to develop plans to strengthen/modify implementation in order to achieve expected outcomes.

COST EFFECTIVENESS AND BUDGET ADEQUACY

PREP-KC requests a one-year \$1,000,000 grant and proposes sub-granting \$800,000 (80%).

PREP-KC is providing a 1:1 match with all cash in-hand. (Actual is slightly higher with \$1,075,000 match in hand.) Matching funds are being provided by the Sprint Foundation (\$500,000), Francis Family Foundation (\$375,000), and H&R Block Foundation (\$200,000).

PROPOSED BUDGET ALIGNMENT WITH DESIGN

The proposed budget will support schools/districts/post-secondary partners in the urban Kansas City region (selected through a competitive grant process) to implement the following strategies: 1) early college pathways through a student cohort model; 2) early college-course taking at scale; and 3) implementation of a set of high school strategies proven to prepare students for success in college and careers. Additionally, the proposed budget supports a powerful evaluation model for collecting and analyzing formative and summative data resulting from the implementation of these strategies, especially when implemented as part of system-wide reform.

Public Education Network

EXECUTIVE SUMMARY

TITLE: : Public Education Network (PEN)

SUMMARY INFORMATION:

Intermediary: Public Education Network (PEN)

Key collaborative partners: OMG Center for Collaborative Learning (Evaluation)
Issue-Based SIF (Youth Development and School Support)

Request: \$5,000,000; 6/1/10 to 5/31/14

Pre-selected subgrantees (Yes): Philadelphia Education Fund (\$550,000), The Education Fund (Miami) (\$550,000), San Francisco Education Fund (\$550,000)

PROGRAM DESIGN

Of 2 million low-income and minority 9th graders, only 10%, completed college in 2009. PEN will address this crisis in 8 high need communities through the Postsecondary Success Program (PSP), which will result in: a 10% increase in high school students applying to and enrolling in college; 80% of students accepted to college enrolling in college; and 70% of college freshmen continuing onto their sophomore year.

High schools, community-based organizations, and postsecondary institutions will provide comprehensive services to 2 cohorts of 9th and 10th graders. Regrant sites will build cross-sector partnerships to advocate for improved college access and success; provide comprehensive coordinated programs and services to improve outcomes; and collect and analyze data to improve program effectiveness and student outcomes.

Local education funds (LEFs) have existed since 1983; they are located in 1/3 of the nation's largest school districts with poorest students and highest minority enrollment. LEFs have deep roots in community and experience convening broad-based partners including school officials, city leaders, and the business sector. PEN and LEFs raise \$200 M annually to improve public education, a total of \$4 B to date, and have leveraged \$25 B in public dollars. Through numerous multi-site initiatives, PEN has a strong track record of developing innovative practices and replicating promising practices. 5 new sites will be selected to join 3 pre-selected sites in the PSP, using rigorous rubrics that measure demonstrated student and community need; LEF organizational and programmatic capacity; school district, higher education, and community-based capacity; potential for building and sustaining effective cross-sector partnerships; through a tested due diligence process.

Subgrantees will be supported in a Learning Community of collaboration and expertise, through in-person and virtual convenings, site visits, and access to the best practices and expertise in the country. An evaluation will be conducted by OMG Center for Collaborative Learning, which is currently evaluating the program on which the PSP is based.

ORGANIZATIONAL CAPACITY

Net assets: \$2 M

Annual budget: \$5.1 M

Number of staff: 9

PEN has well-defined roles for the board, administration, and staff. A board of 18 represents expertise in education reform, LEFs, and corporate and philanthropic entities. It meets 3 times a year and has 6 committees that oversee PEN's work. Each committee

meets at least 3 times a year. The Education Policy Committee will review the selection of sites chosen to participate in the PSP, and monitor progress of the sites at each meeting. Progress of the initiative will be reported by the Committee to the full board, which has ultimate accountability.

PSP would be staffed by two Senior Policy Associates and one Policy Associate reporting to the Director of Policy who would report to the Executive Team made up of the Senior Vice President and President of PEN. The Director of Policy will oversee initiative technical assistance; and site and initiative benchmarks and results; manage the evaluation; bring in outside expertise; and connect the work with other national efforts to address college and career readiness. A finance department will ensure compliance with all federal budgetary requirements for both the PEN national office and subgrantees. PEN has previously managed federal grants from the Corporation for National Service, the Dept. of Health and Human Services, and the Dept. of Education.

COST EFFECTIVENESS AND BUDGET ADEQUACY

Request: \$5,000,000; Re grants: \$4,000,000 (80%)

1:1 match

Major source of match: CitiFoundation

Proposed budget figures above are for 5-year program. Detailed budget submitted is for year one of the proposed PSP. Based on our prior experience regarding the amount of deep technical assistance and support needed by sites to be successful, we have designed appropriate staffing, convenings, site visits, and consultation with experts.

REDF

EXECUTIVE SUMMARY

TITLE: REDF

SUMMARY INFORMATION

NAME OF SOLE INTERMEDIARY: REDF

KEY COLLABORATIVE PARTNERS (CORE COMPETENCY(IES))

Assoc. for Corporate Growth (business network); CA Dept. of Corrections and Rehabilitation (CEO replication); CA Workforce Assoc. (policy development and local funding); Center for Employment Opportunities (social enterprise technical assistance); NISH/AbilityOne Pacific West Regional Office (social enterprise grantmaking and technical assistance); San Francisco Office of Economic and Workforce Development (workforce policy and support); United Way of Greater Los Angeles (technical assistance); Bay Area Workforce Funding Collaborative (technical assistance)

Operational Model (Priority Area): Issue-Based SIF (Economic Opportunity)

REQUESTED GRANT AMOUNT (GRANT PERIOD): \$2,500,000 (9/30/10-9/30/11)

PRESELECTED SUBGRANTEES: No

PROGRAM DESIGN

FOCUS AND GOALS

REDF's SIF program addresses the compounding problems that arise from chronic joblessness. It offers an efficient, cost-effective, sustainable approach--nonprofit social enterprise--that transforms the lives of low-income young people and adults with multiple barriers to employment. Over a five-year period, REDF will develop a replicable, sustainable and scalable model that has the potential to address a pressing social challenge and positively impact thousands in communities throughout America.

Qualifications and Track Record

REDF is the only intermediary in the country that provides grants and technical assistance exclusively to nonprofit social enterprises that employ low-income people with multiple barriers to employment. For 13 years, REDF has led the field to improve data and evidence and pioneered the development of social return on investment (SROI). REDF has helped grantees start more than 40 social enterprises that have increased economic opportunity for more than 5,000 individuals.

Competitive Subgrant Selection Process

REDF will enhance its existing process by issuing a request for qualifications (RFQ), assessing the responses using transparent, objective criteria and applying its tested due diligence process, incorporating stakeholders at all levels, to make subgrantee selections before February 1, 2011.

Evaluate and Support

To evaluate impact, REDF will help each subgrantee implement: a customizable, web-based performance management platform called Efforts to Outcomes (ETO); practices to incorporate this data into continuous program improvements; and full reports to stakeholders. REDF will provide its support to each subgrantee for 3-5 years. This timeframe is necessary to establish a successful nonprofit social enterprise, measure longitudinal impact, improve effectiveness, and facilitate expansion.

ORGANIZATIONAL CAPACITY

DETAIL

Net Assets: \$5,477,420

2010 Grants Budget: \$1,177,500

Number of Staff: 13

Oversight, Support, and Grants Management Capacity

REDF is an experienced grantmaker with infrastructure built over 13 years of practice. REDF provides on-site as well as web-based grantee oversight through staff and consultants, frequent standing meetings, monthly reporting, and real-time monitoring of outcome data through ETO.

The Director of Operations maintains fiscal responsibility for REDF's grantmaking and reports to REDF's President, whose previous position included oversight of a finance department that managed grants from 100 sources. Support is provided by REDF's auditor and a financial consultant, both CPAs. Systems to approve and monitor grantee performance are under the supervision of the Managing Director of Programs and have been and are reviewed by REDF's auditor and Board Finance Committee.

COST EFFECTIVENESS AND BUDGET ADEQUACY

DETAIL

Federal Funds Proposed to Subgrant (Percent of Total Request): \$2,000,000 (80%)

Proposed Match (Ratio): \$3,304,949 (1:1.3)

Major Sources of Matching Funds: (1) Cash-on-hand reserves (\$1,500,000); (2)

Individual Donor Pledge (\$1,000,000); (3) Contributions from non-Federal sources (\$804,949).

Budget Alignment with Program Design

REDF's SIF program budget of \$5.8 million balances the costs of delivering extensive technical assistance and measurement and evaluation support with the substantial investment in subgrantees that is required to achieve success. It provides more than the requisite match funds from diverse, non-Federal sources.

Rhode Island Community Foundation

EXECUTIVE SUMMARY

TITLE: Rhode Island Community Foundation

SUMMARY INFORMATION

Arbor Consulting Partners (social science research, evaluation and organizational analysis)

Geographically-based SIF (State of Rhode Island: Youth Development and School Support, Healthy Futures)

\$1,134,068 for first year (9/1/2010-8/31/2011) of five-year program

Yes (two subgrantees: Annenberg Institute for School Reform at Brown University, \$300,000; Rhode Island Student Loan Authority, \$400,000)

PROGRAM DESIGN

Our Youth Development and School Support investments will focus on public education reform for youth in low income urban communities. We seek to reduce drop-out rates for low income students across the state. Our Healthy Futures investments will help launch four inter-related efforts to expand access to primary care, develop our state's primary care workforce, and make primary care more effective in treating some of the conditions that drive high health care costs.

In education, over the last decade and more, the Foundation has spearheaded teacher training in the use of technology in the classroom, been the most prominent philanthropic supporter of our state's charter and alternative public schools, and supported a variety of approaches to develop principal and teacher leadership in school change. Our work in health is based in more than a decade of successful funding efforts to strengthen the state's oral health infrastructure, deliver school-linked health services, and expand and strengthen the state's Medicaid program.

The competitive subgrant selection processes will be guided by the Foundation's previously established funding criteria, revised to place increased emphasis on scalability and prior involvement with program evaluation. We will engage a group of experts drawn from colleges, universities, and other foundations to guide this revision. Applications are reviewed and scored by Foundation grant officers. We will engage prospective subgrantees through a series of public announcements for proposals.

We will contract with external evaluators to establish rigorous, systematic and objective procedures for subgrantees. The evaluation will play a critical role in monitoring and measuring the achievement of outcomes as well as providing continuous improvement data that maximizes the project's potential for success. The Foundation's Initiative for Nonprofit Excellence (INE) will furnish a foundation of support for subgrantees as an extension of current programming.

ORGANIZATIONAL CAPACITY:

Net assets: \$488,143,000

Annual grants budget: \$29 million

Number of staff: 41

The Rhode Island Foundation is governed by a board of directors made up of twelve community leaders. The board oversees the mission, strategic direction, and policies of the organization and holds the chief executive officer accountable for our operations.

The Foundation employs staff organized into seven departments: executive, development, grant programs, INE, finance and administration, communications, and human resources.

This program will be staffed by a project director, hired exclusively for this project, to be located within the Foundation's INE and two project co-advisors. The qualifications for this position will include direct leadership experience with the expansion or replication of a model program, extensive knowledge of the funding environment, particularly regional and national funders in the areas of education and health, experience managing complex projects, and familiarity with evaluation concepts.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Subgranting: \$910,000 (80.2%)

Providing 1:1.3 match (federal:state)

Major sources of matching funds: Rhode Island Community Foundation

We have developed a budget to reflect the need for a high level of content expertise in health and education as well as strong empirical analysis from within and outside of the Foundation. Recognizing that we want to move from a platform of preliminary evidence to support our analysis of impact to moderate/strong evidence, we have budgeted for experts in data collection and data analysis. Direct costs for this project total \$2,467,045. Of this, \$2,200,000 will be granted out to subgrantees; \$700,000 to two pre-selected grantees and \$1,500,000 through a competitive selection process.

Social Venture Partners

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

Social Venture Partners (SVP Portland, Cleveland SVP, San Diego SVP, SVP International)

Issue-based (Youth Development & School Support)

Grant amount and period: \$1,100,551, Aug 2010 - Jan 2012

Pre-selected subgrantees: Yes, 8 (Children's Relief Nursery \$200,000; Explorations in Math \$200,000; Friends of the Children \$200,000; The Intergenerational School \$200,000; Junior Achievement \$200,000; Metropolitan Family Services \$200,000; Morrison Child and Family Services \$200,000; Powerful Schools \$200,000)

SVP seeks \$1,100,551 in SIF funding in Youth Development and School Support (multiple locations) to work with 10 grantees. These are a mix of pre-selected current or former SVP grantees and new grantees selected via a formal process.

SVP will supplement the general operating support provided to the subgrantees, allowing them to expand and replicate successful programs, and focus on 3 areas: leadership development, program evaluation and knowledge sharing. This is in addition to capacity building work with each grantee.

SVP is a network of 2000 philanthropists with 21 locations in the US. Its goal is to develop a philanthropic community that provides leadership and a highly-engaged, long term approach to social investing. Its mission is to invest time, expertise and money to strengthen innovative nonprofits and educate individuals to be well-informed, effective philanthropists.

PROGRAM DESIGN

In 13 years, SVP has granted \$36 million to 400 nonprofits, increasing the capacity and thus the program effectiveness of each over a 3-8 year period.

SVP meets many SIF criteria:

- It is an acknowledged expert in nonprofit capacity building
- It adds new philanthropic dollars to the US social sector
- Accountability and results are key drivers: All grantees are supported to develop rigorous program evaluation; continued support depends on achieving outcomes
- It has substantial experience working in multiple locations to support organizational growth
- It has deep relationships with stakeholders
- It has experience fostering successful, collaborative relationships, with an emphasis on disseminating best practices.

SVP selects grantees through a thorough, open process, designed to educate partners and identify effective nonprofits with organizational capacity needs. The grant cycle involves: distribution of grant guidelines and a call for letters of inquiry; orientation for grant committee members (SVP partners) lead by experts in the issue area, nonprofit culture, capacity building, and the funder/grantee relationship; a systematized, objective evaluation of letters of inquiry leading to a pool of finalists; full proposals from and site

visits at finalist organizations; final selection with 2 voting processes: an approval vote and a Boorda ranking.

Evaluation and support are inherent to the SVP model. Each grantee performs a capacity assessment, from which an annual workplan is developed. This workplan outlines opportunities to increase the organizational capacity in 10 areas: board development; financial management; fund development; human resources; IT; leadership development; legal support; marketing, PR and communications; mission, vision, and strategy development; and program evaluation. This is done largely by SVP partners with paid consultants providing additional expertise.

Progress against the workplan is assessed every 6 months. Sample workplans and evaluations are available upon request.

ORGANIZATIONAL CAPACITY:

Net assets: \$2,355,748

Annual grants budget: \$1,612,000

15.75 FTE staff

SVP capacity building requires consistent oversight of grant recipients. The number of grantees is tied to the ability of SVP to provide this oversight and support. The oversight, support and grants management process has been systematized and is used by all SVPs.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

SVP will regrant \$1 million, 90% of the \$1.1 million requested, and provide a 1:1 match. Several sources of matching funds are identified; none exceed 20% of SVP's match commitment.

The budget supports SVP project goals of leadership development, program evaluation and knowledge sharing. 90% of the budget will be regranted. 4% will strengthen and refine the outcomes measurements of the subgrantees and SVPs. 2% is for program design and implementation of a leadership development cohort and knowledge sharing initiative. 4% is for staff time to manage the grant cycles, 3 major projects and capacity building work with the grantees.

Toledo Community Foundation

EXECUTIVE SUMMARY

TITLE: Toledo Community Foundation

SUMMARY INFORMATION:

Name of sole intermediary: Toledo Community Foundation

Type: Geographically-based SIF in northwest Ohio (Defiance, Erie, Fulton, Henry, Lucas, Ottawa, Sandusky, Williams and Wood counties) for the three priority issue areas.

Grant amount requested: \$1,000,000

Proposed grant period: 9/1/2010 -- 8/31/2011

Pre-selected subgrantees: No

PROGRAM DESIGN:

To strengthen the service delivery of nonprofit organizations providing services in northwest Ohio, thereby having a significant impact on the health and well-being of residents in the proposed geographic region, Toledo Community Foundation would award Social Innovation Funds in each of the three identified priority issue areas: economic opportunity, youth development and school support and healthy futures. Funding in each of the identified priority issue areas is expected to generate measurable change for individuals and families residing in northwest Ohio.

Toledo Community Foundation was established in 1973 and is the largest Foundation in northwest Ohio and southeast Michigan, with assets of more than \$135 million. Over \$113 million in grant funding has been awarded to the nonprofit community since the Foundation's inception. Grants totaling over \$8 million were awarded to social service, humanitarian, educational, environmental, arts and cultural programs in 2009.

The Foundation would implement a competitive grant application process designed to evaluate the level of innovation and organizational capacity to implement the proposed program. The Foundation would utilize a review and scoring process, with a highly competent scoring team, that mirrors the federal review process. Beyond the financial support provided to subgrantees, the Foundation would provide technical assistance and professional development opportunities to assist nonprofit organizations in developing and implementing rigorous and meaningful evaluation systems.

ORGANIZATIONAL CAPACITY:

Organization's net assets: \$135 million

Annual grants budget: In 2009, \$8 million was awarded.

Number of staff: 14

Overview of management capacity: Toledo Community Foundation was established as a grant making institution and has an extensive history of engagement with the nonprofit community in northwest Ohio. The Foundation has administered numerous competitive grant programs with federal, state and private dollars. Therefore, Toledo Community Foundation not only has the capacity, but is uniquely positioned to implement a Social Innovation Funds grant award program that would be of the highest quality and would directly impact the lives of individuals in northwest Ohio. The Social Innovation Fund grant program would be administered by Foundation staff members that have extensive experience in grant making and evaluation.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Amount of requested federal funds to subgrant: \$1,000,000 (100% subgranted)

Match: 1:1 match provided

Major sources: Toledo Community Foundation's unrestricted grant funds and operating funds.

Proposed budget: Considering that the mission and the major activities of Toledo Community Foundation involve the awarding of grant funds to local nonprofit organizations and a portion of those funds are awarded through a competitive process, the Foundation is capable of efficiently creating and implementing an effective grant distribution program. Of the Social Innovation Funds awarded to the Foundation, 100% would be distributed to nonprofit organizations in northwest Ohio to support innovative social programs; additionally, 80% of the matching funds provided by Toledo Community Foundation would be distributed to nonprofit organizations.

Trident United Way

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

SOLE: Trident United Way (TUW)

COLLABORATORS: SC Rural Health Research Center (External Evaluator); University of Missouri, Center for Applied Research and Environmental Systems and Rural Policy Research Institute (CIM Data Management System)

GEOGRAPHICALLY-BASED SIF: Berkeley, Charleston, and Dorchester Counties in South Carolina (Economic Opportunity, Youth Development and School Support, Healthy Futures)

GRANT AMOUNT/PERIOD: \$1,000,000 per year for 5 years (September 30, 2010-September 30, 2011)

PRE-SELECTED SUBGRANTEES: No

PROGRAM DESIGN

GOALS: TUW's priority areas of Education, Income and Health align perfectly with SIF's three priority issue areas. TUW has identified more than 14 community outcomes under its three priority areas that necessitate innovative strategies to affect the desired community change. The SIF grant will provide a funding process complementary to TUW's to identify and fund evidence-based programs that demonstrate solid program outcomes and bring the programs to scale. The goals of both TUW and SIF are to invest in programs with a proven track record of success and provide the financial and technical support necessary to enhance outcomes and replicate the programs.

Qualifications: TUW has 60 years of grant-making experience, ten of which are in conducting open and competitive processes for outcomes-driven programs. TUW has the staff expertise, technology, community support, financial position, and organizational infrastructure to join forces with SIF for a highly successful partnership. It currently provides regular technical assistance to its grantees and operates an online application and reporting system. It also helped create the Community Issues Management (CIM) data repository and management system to track outcomes. TUW has extensive experience in helping programs design and measure outcomes and in helping successful programs expand.

Competitive Process: TUW will adapt its Community Investment Review Team process, which utilizes community volunteers to evaluate programs and make funding recommendations. The process will be open to any eligible program, regardless of previous funding by TUW. Funding decisions will be finalized by December 2010.

EVALUATION: A new staff member with extensive program evaluation experience will be joining TUW in May. TUW will also hire a Director of Investments, Measurement and Policy to design and support the grant making and evaluation processes. Together, these positions will support an external evaluation team by helping programs design evaluation systems and research methodologies to increase their level of evidence.

ORGANIZATIONAL CAPACITY

NET ASSETS: \$13,828,005 as of June 30, 2009

ANNUAL GRANTS BUDGET: \$3,862,840 competitive grant-making; \$1,617,242 other initiatives and programs; \$2,776,000 in designated gifts.

NUMBER OF STAFF: 65 full-time and part-time employees equal to 41 FTE's.

Grants Management: TUW currently administers two federal grants and a number of other state and local grants. It has experience in creating policies and procedures to

ensure grant monitoring requirements. It also employs staff who are responsible for leading grant activities and creating implementation plans to execute the scope of work for the grant. TUW has an online data management system for subgrantee reporting and a complementary system to track outcomes. TUW uses Blackbaud accounting software to track programs, projects and grants.

COST EFFECTIVENESS AND BUDGET ADEQUACY

SUB-GRANT AMOUNT: \$800,000, which represents 80% of SIF funds

MATCH: TUW will provide a 1:1 match plus \$57,769 in additional dollars to support its sub-granting and evaluation systems.

MAJOR MATCH SOURCES: Match funds will come from current cash reserves and major donor solicitations. Currently, no one source of funding represents more than 20%.

BUDGET & PROGRAM DESIGN: The costs associated with evaluation represent a large portion of the budget with \$150,000 allocated to an external evaluator and more than \$50,000 in internal evaluation costs. The remaining budget reflects a relatively small amount for program expenses with the majority of the budget supporting the costs associated with the grant-making process and providing training and technical assistance to the subgrantees.

U.S. Soccer Federation Foundation

EXECUTIVE SUMMARY

TITLE: Soccer for Success

SUMMARY INFORMATION:

Name of sole intermediary: US Soccer Foundation

Key Collaborative Partners:

Urban Soccer Collaborative (soccer programs for 50,000 at-risk youth).

Stanford University School of Medicine (outcomes-based evaluation of soccer programs).

National Alliance for Hispanic Health (Outreach, Technical Training & Assistance to the Latino community).

America Scores (after-school soccer program for at-risk urban youths).

Up2Us ("Sports-Based Youth Development" coalition & founding partner of Coach Across America).

Issue-based SIF (Healthy Futures -- promoting healthy lifestyles and reducing the risk factors that can lead to illness).

Grant amount requested: \$1,000,000

Proposed grant period: 5 years

Not applying with pre-selected subgrantees

PROGRAM DESIGN:

Focus and Goals: The focus and goal of this program is to create a nationwide sports-based youth development program to reduce obesity and promote healthy lifestyles among at-risk youths (Grades K- 8) in urban low-income areas as measured by Body Mass Index, physical activity, knowledge, awareness and consumption of healthy food and overall health.

Qualification and Track Record: The US Soccer Foundation is the major charitable arm of soccer in America. Established with the proceeds from the 1994 FIFA World Cup, the Foundation has to date, provided over \$51 million in direct financial assistance, including grants to develop thousands of play spaces and hundreds of local community partners in every corner of the nation, with a special emphasis in underserved urban areas. In addition, the Foundation partners with a broad array of community and faith-based organizations, youth development programs, business, academic, and nonprofit experts to design and implement our youth soccer programs.

Competitive subgrant process: A RFP based on rigorous criteria will be created and made available to all eligible local nonprofit organizations dealing with at-risk youth, including the urban youth development programmers the Foundation has worked with in the past. We will require subgrantees provide proof of a 100 percent cash match on hand for year-one at the time of applying along with a detailed fundraising plan for achieving the full match in future years. Program applicants will be evaluated by individuals knowledgeable about youth soccer programs in low-income communities.

Evaluate and Support of grantees: Applicants will be evaluated based on strict criteria found in the RFP. The Foundation will provide subgrantees with financial support and TTA over the five-year grant period. Once federal funding ends, and intends to continue supporting grantees with our own funds for an added four years, enabling a minimum of 1,000 kids to continue participating in the program in at least six major cities, including: Chicago, Los Angeles, New York, and Washington DC.

ORGANIZATIONAL CAPACITY:

Net Assets: \$54.6million

Annual grants budget: \$2.8million

Number of Staff: 9

Oversight Capacity: Since the first grants were awarded in 1995, the Foundation has made over \$51 million of direct investment, including grants to groups, large and small, in every part of America. Our competitive grant process has produced over 600 individual grantees. Each year approximately 40 new local community partners (grantees) are added to our network. The Foundation provides TTA to 70 youth development organizations annually. It has staff and management systems to operate a large grant program and to provide TTA to youth development organizations.

COST EFFECTIVENESS AND BUDGET ADEQUACY:

Amount of federal funds to be subgranted: \$1,000,000

Match: The Foundation is providing a 1:1 match.

Major Sources of Matching Funds: The Foundation Board of Directors on November 22, 2009 voted unanimously to approve the allocation of \$1million in unrestricted and uncommitted funding for a 2010 Social Innovation Fund grant program.

How Budget is aligned with Program Design: The Foundation anticipates that it will give grants (minimum of \$100,000) to a maximum of 18 groups. Each group will match our contribution dollar for dollar. \$201,040 will allow each group to provide a program to 1,000 participants. There will be one program per city with multiple partners collaborating in each city. Each will have 20 sites conducting after-school programs serving 50 youth per site.

United Way of Greater Cincinnati

EXECUTIVE SUMMARY

TITLE: United Way of Greater Cincinnati

SUMMARY INFORMATION:

Lead intermediary and eligible partners:

United Way of Greater Cincinnati (Strive Partnership, Greater Cincinnati Foundation, Carol Ann and Ralph V. Haile/U.S. Bank Foundation)

Competencies of key partners:

United Way of Greater Cincinnati (grantmaking expertise, grants management, fiscal management)

Strive (Program management, continuous improvement, capacity building)

Greater Cincinnati Foundation (grantmaking expertise)

Carol Ann and Ralph V. Haile, Jr./U.S. Bank Foundation (grantmaking expertise)

INNOVATIONS (evaluation)

Institute for Nonprofit Capacity (capacity building)

The project is a geographically-based SIF (youth development and economic opportunity) (Cincinnati, OH and Covington and Newport, KY)

The partnership is requesting \$1,000,000 per year for a five year project period.

The partnership is not applying with any pre-selected organizations.

PROGRAM DESIGN:

Since 2006 the Greater Cincinnati Community has been working together through the Strive Partnership to identify and address key community issues facing children and young adults. The Strive Partnership brings together collaboratives of organizations providing similar services to use data to identify strategies that help children and young adults achieve strategies. Through a unique partnership between the community's corporate, social service, philanthropic and educational sectors, the Strive Partnership has adapted the use of the Six Sigma process improvement framework to help nonprofit collaboratives focus on continuous improvement.

The Greater Cincinnati Social Innovation Fund project is designed to drive this work to a program level to identify and support a diverse group of subgrantees who are innovative and effective in creating positive community change in the issue areas of youth development and economic opportunity. The SIF grant will allow the partners to run a competitive subgrant process to identify organizations that have evidence of effectively using strategies to improve community conditions. Subgrants will be used to build evidence of effectiveness and allow organizations to replicate and expand their effective programs. Subgrants will be used to invest in evaluation for programs at a preliminary or moderate level of evidence. In addition, the partners will engage an evaluation expert from the community to provide technical assistance to subgrantees. The focus on data will be driven through the use of the Six Sigma process improvement approach that has been adapted from the corporate sector.

ORGANIZATIONAL CAPACITY:

United Way's net assets for 2009 = \$29,253,100

United Way's annual grants budget = \$48,301,800

United Way staff = 104

COST EFFECTIVENESS AND BUDGET ADEQUACY

The project proposes to subgrant \$820,000 in federal funds which represents 82% of requested funds.

The partners are providing a 1:1 match

The partners currently have commitments for \$528,000 in match. Sources that exceed 20% of this commitment:

The P& G Fund (Procter and Gamble) - \$200,000

The Greater Cincinnati Foundation - \$108,000

The proposed budget is aligned with the program design as \$1,700,000 of the \$2,000,000 budget will directly support innovative community programs through the competitive subgrant process. \$170,000 of the program budget will be used to contract with evaluation experts and technical assistance providers to support the subgrantees in increasing evidence of effectiveness and replicating and expanding their programs.

Another \$80,000 will be used to hire a project director to increase the capacity of the partners to coordinate the program and deliver TA services to subgrantees. A minimal amount of federal funds (\$10,000) will be used to support training and technical assistance through supplies and increasing the partners' capacity by traveling to national SIF meetings and participating in learning circles.

A considerable amount of local resources including partner staff time will be put towards supporting the project. These are not accounted for in the budget (not eligible under SIF definition for cash match), but these in-kind resources allow for the cost-effectiveness of the program.

Overall, 92.5% of total project funds will go to subgrantees as subgrant funding or resources to increase their capacity. The remaining funds will be used to support the implementation and administration of the program.

United Way for Southeastern Michigan

EXECUTIVE SUMMARY

TITLE: United Way for Southeastern Michigan E2: Economic Stability & Educational Preparedness

SUMMARY INFORMATION::

Intermediary: United Way for Southeastern Michigan (UWSEM)

Partners: N/A

SIF: Geographically-based SIF (Economic Opportunity & Youth)

Area: Wayne, Oakland and Macomb Counties, including Detroit and Pontiac

Request: \$5,500,000 (09/30/2010 through 9/30/2015)

Subgrantees: No

PROGRAM DESIGN:

FOCUS: There is a strong correlation between family financial stability and early childhood development. Financial stability is a key indicator for a child's risk of entering school unprepared to succeed and early education is key for providing children the opportunity for financially stable futures. Both are necessary to strengthen communities and ensure low-income children can contribute to the 21st century economy. UWSEM proposes to address economic opportunity and youth development priority areas by supporting outcome-driven organizations to implement two program models: The Center for Working Families (CWF) model and the Early Learning Communities (ELC) model. The integration of the two models represents an innovative solution to improving lives and strengthening communities.

Goals: UWSEM identified ten-year goals to guide strategies and resource allocation: (1) 80% of children enter school ready to learn in 8 target communities and (2) The number of families below 250% of poverty is reduced by 20% in 12 target communities. To realize these goals, UWSEM is supporting networks of organizations delivering high-impact programs to low-income populations in Southeast Michigan.

Qualifications/Track Record

UWSEM partners with organizations to address the cycle of poverty by helping families gain financial stability and helping families and caregivers prepare children to succeed in school. UWSEM convened a core group of organizations to launch the CWF model and expand it to five organizations and convened early childhood stakeholders to develop and launch the ELC model at a core group of organizations and expanded the model to six partner agencies. UWSEM also administers subgrants to over 100 agencies addressing basic needs, financial stability, and education, including data collection and financial oversight.

Competitive Subgrant Process

UWSEM will award subgrants to organizations with established financial stability and educational preparedness capacities through a competitive RFP process. Potential grantees will include existing UWSEM grantees and non-UWSEM grantees. The RFP process will build on the 2007 RFP process in which over 300 proposals were reviewed for criteria including impact, strategic focus, measurability, and collaboration.

Evaluate & Support

The ELC and CWF models promote a consistent approach to solving social problems across the region, allowing for standardized data collection and centralized evaluation. UWSEM contracts with an evaluator to measure caregiver and child outcomes resulting from the ELC model and will contract to evaluate financial stability outcomes resulting from the CWF model. Additional evaluation will analyze effects of model integration. Complimenting the centralized approach, organizations with unique strategies result in innovations within the ELC and CWF models. UWSEM supports grantees by convening partners in network meetings to facilitate sharing of best practices.

ORGANIZATIONAL CAPACITY:

Net Assets: \$ 58,093,121

Annual Grants Budget: \$34,784,055

Staff Size: 98

Grants Capacity: UWSEM established procedures among the Grants Manager position, Finance Department, and Community Impact staff to develop budgets and program plans, set up accounting practices upon award, and submit reports in accordance with grant requirements. UWSEM is administering \$18.5 million in grant revenue during the current fiscal year, including \$2.4 million in federal grant contracts.

COST EFFECTIVENESS & BUDGET ADEQUACY

Subgrant amount: \$8,900,000

Match ratio: 1:1

Match Sources: UWSEM Campaign funds

Budget Description & Program Design: Over 80% of SIF funds will be provided as subgrants, providing the resources to effectively implement programs. The budget emphasizes UWSEM staff costs to manage networks of subgrantees, including data collection, program support, capacity building, and financial reporting. Evaluation expenses will allow UWSEM to effectively determine the impact of subgrantees and potential for replication of identified models.

United Way of Massachusetts Bay, Inc.

EXECUTIVE SUMMARY

TITLE: Success for Life Massachusetts (S4L)

http://supportunitedway.org/files/09_StateWideActionSummary.pdf

SUMMARY INFORMATION:

Eligible Partnership: UWMB, United Way of Pioneer Valley, United Way of Central Massachusetts, United Way of Fall River, United Way of Greater New Bedford

PROGRAM DESIGN:

Key Collaborative Partners:

Governor Deval Patrick/Office of the Governor (Statewide leadership and champion of innovation); Executive Office of Education (Lead agency overseeing all state education departments); Executive Office of Health and Human Services (Lead agency overseeing all state health and human services departments and agencies); Governor's Readiness Cabinet (Governor Patrick's child and youth development cabinet which includes Secretaries with responsibility for all departments and agencies serving children, youth and families); Forum for Youth Investment National Partnership: (Creators of the Ready by 21 approach used in Massachusetts for S4L/MA); United Way Worldwide: (our National Membership Organization); David P. Weikart Center for Youth Program Quality and Results Leadership Group: potential evaluator partners; FableVision: Interactive web design and development and multi-media communications/public relations consultant; Mayors of Nine Communities; School Superintendents in Nine Communities; local and state Legislators.

Geographically-Based SIF: Our proposed geographic area comprises nine low-income communities throughout Massachusetts: Boston, Fall River, Holyoke, Lawrence, Lowell, Lynn, New Bedford, Springfield, and Worcester. (Priority Issues of Focus: Economic Opportunity, Youth Development and School Support, Healthy Futures)

Grant Amount Requested: \$8,000,000

Grant Time Period: July 1, 2010 -- June 30, 2011

Estimated # Of People Who Will Be Served Through This Project: 1.5 million children, youth and families in the 9 targeted low-income communities

Pre-Selected Grantees: No

We have not pre-selected grantees but have identified the following as examples of the type of organizations we hope to support as a SIF intermediary. These organizations have fared well in competitive grant processes with criteria similar to Social Innovation Fund criteria and can demonstrate impact based on rigorous evidence, data, and evaluation tools:

Big Brother/ Big Sister (BB/BS). Impact Studies:

http://www.bbbs.org/site/c.diJKKYPLJvH/b.1632631/k.3195/Our_Impact.htm and

http://www.ppv.org/ppv/publications/assets/111_publication.pdf);

Boys and Girls Club. Impact Studies: <http://www.bgcb.org/impact.cfm> and

Harris Poll http://www.bgca.org/impact2012/documents/living_proof_brochure.pdf;

Reach Out and Read. Impact Study:

<http://www.reachoutandread.org/impact/evidencebase.aspx> and

http://www.reachoutandread.org/FileRepository/Research_Summary.pdf)

Year UP. Impact Study: <http://www.yearup.org/aboutus/press.htm>

Jewish Vocational Services. Impact Study:

http://www.ppv.org/ppv/publications/assets/294_publication.pdf

United Way of Northern Utah

EXECUTIVE SUMMARY

TITLE: United Way of Northern Utah

SUMMARY INFORMATION:

Name of sole or lead intermediary: United Way of Northern Utah (Utah Commission on Volunteers)

Names of key collaborative partners: Ogden City School District (k-12 education), Prevent Child Abuse Utah (early childhood, parenting, child safety), Cottages of Hope (financial literacy and stability), Midtown Health Clinic (physical and mental health)

Geographically Based SIF: Ogden City, Utah Weber County (multiple issue areas, Healthy Futures, Economic Opportunity, Youth)

Grant Amount Requested: 1 million each of five years =\$5,000,000.00 Grant Period: five years, 2010 – 2015

Pre-selected sub grantees: Prevent Child Abuse Utah (\$100,000.00), Cottages of Hope (\$100,000.00) Midtown Health Clinic (\$100,000.00). Sole providers of the needed services will submit a proposal with matching funding dedicated to grant goals.

United Way of the Greater Lehigh Valley

EXECUTIVE SUMMARY

TITLE: United Way of the Greater Lehigh Valley

SUMMARY INFORMATION:

Name of sole intermediary: United Way of the Greater Lehigh Valley (UWGLV/United Way)

Names of key collaborative partners: None

Geographically based SIF. Target geography is the Lehigh Valley (Allentown, Bethlehem, Easton area, PA) - Youth Development and School Supports

Grant amount requested: \$1,000,000

Subgrantees: No pre-selected subgrantees.

PROGRAM DESIGN:

The focus of this grant is to partner with high-performing subgrantees to: a) strengthen the evidence-based web of programs and services for high-need preschoolers, students, and parents connected to 8 UWGLV-led Community Schools; b) develop at least two additional Community Schools; and c) make the UWGLV Way Results-Based Accountability (RBA) approach far more rigorous in tracking and analyzing student and school-wide results. The goal of this project is to increase the number of students meeting critical benchmarks of school success by expanding, intensifying, and integrating quality "Youth Development and School Supports" and to become a true research-based organization.

UWGLV will use the nationally recognized Community Schools model to maximize synergy and impact with SIF subgrantees and secure a research consultant to design a comprehensive evaluation process to measure success on three priority measures: 1) % of high-need students receiving one/more out of classroom supports; 2) % of those high-need students improving/becoming proficient in math and reading; and 3) % of preschoolers assessed as ready for kindergarten.

UWGLV's qualifications and track record includes 15 years of experience conducting increasingly rigorous grant making and RBA monitoring processes, as well as 13 years leading community/school partnerships with 7 Lehigh Valley school districts and over 25 nonprofit organizations.

United Way will seek a diverse portfolio of subgrantees via a selection process includes completion of a Qualifications Review to confirm organizational soundness and a rigorous Application Review scored according to demonstrated capacity to: 1) implement research-based strategies with fidelity; 2) design and implement a quality performance measurement plan; and 3) use data and technical assistance to improve program quality and results.

To effectively support SIF subgrantees, United Way will hire a full time Director of Training and Technical Assistance to optimize both program and Community School-level performance accountability and two Data Specialists to provide technical support around performance measurement tools and processes.

ORGANIZATIONAL CAPACITY:

Net assets: \$8,619,526

Annual grants budget: \$402,203 grants received. \$6,027,998 grants disbursed

Number of staff: 36

UWGLV's capacity to monitor, support, and manage grants is evidenced by reserves exceeding \$3 million and a staff of 36 representing Community Impact, Finance & Administration, Marketing & Communications, Resource Development, and Strategic Advancement. UWGLV is governed by a 24-member, volunteer board with broad-based representation. The Finance Department oversees a budget of nearly \$9 million that manages payment and release of \$5.5 million in UWGLV awards to grantees. The Controller and Accountant will be charged with fiscal accountability for this grant. Amount of requested federal funds proposed to subgrant: \$1,485,000 - 80% of federal funds

COST EFFECTIVENESS & BUDGET ADEQUACY

United Way will provide a 1:1 match.

Major sources of matching funds (list only sources that exceed 20% of your match commitment): United Way has committed the 50% cash match required.

The proposed United Way SIF budget is \$2 million, which includes a 1:1 match of federal funds and UWGLV dollars. UWGLV will rely heavily on existing staff to implement the grant, so that 75% (\$1,485,000) of the budget can be subgranted to quality research-based programs. The \$515,000 in program-related costs will be spent on personnel and the outside evaluator. \$315,000 of UWGLV's match will pay for 100% of the 5 staff to manage and implement this project (totaling \$174,333), their fringe benefits (\$86,211), 80% of the evaluator costs, and \$21,095 to support costs associated with subgrantee selection process and ongoing training/technical assistance. \$100,000 will support the outside evaluator and \$100,000 UWGLV indirect costs.

Venture Philanthropy Partners

EXECUTIVE SUMMARY

SUMMARY INFORMATION:

VPP applies as a geographically-based SIF (youth development and school support), targeting the Washington, DC metropolitan area (the "National Capital Region," "NCR" or "Region").

Grant Request: VPP requests \$10 million from SIF over five years, specifically \$2 million for Year One.

Pre-selected Subgrantees: Yes, VPP is applying with pre-selected subgrantees (Four: College Summit-NCR \$372,000; KIPP DC \$656,000; Latin American Youth Center, "LAYC" \$500,000; and Year Up NCR \$207,000).

PROGRAM DESIGN:

The Venture Philanthropy Partners Social Innovation Fund Initiative, "youthCONNECT" or "Initiative," is a pioneering philanthropic effort that aligns public-private capital, evaluation experts and innovative social sector organizations. youthCONNECT will demonstrate that the intractable and complex challenge of vulnerable youth--14- to 24-year-olds from low-income families who are inadequately prepared for successful adulthood--can be addressed in the NCR through an integrated approach and expanded regionally and nationally.

VPP will leverage SIF funding with its own \$10 million investment to catalyze a network ("Network") of nonprofits with promising and proven programs across a continuum of need, to help low-income youth achieve measurable success in education and employment. youthCONNECT pre-selected subgrantees are poised to directly serve 13,000 additional youth and the total reached will exceed 20,000 as additional subgrantees join the Network through open competition.

VPP is a philanthropic investment organization that concentrates growth capital, strategic assistance and leverage to improve the lives of children and youth of low-income families in the NCR. Ten years ago, VPP pioneered high-engagement philanthropy. Its investment of over \$30 million in NCR nonprofits increased service to more than 16,000 more children and youth. It has developed a proven investment approach, an engaged investor community and deep knowledge of the formal and informal regional systems that nonprofits must navigate in order to expand. youthCONNECT is a natural evolution of VPP's decade of innovation.

The youthCONNECT open competition will have two stages. In Stage One, VPP will publicly circulate a request for preliminary proposals. VPP and a panel of independent reviewers will assess each proposal and select nonprofits to receive a full RFP. In Stage Two, selected nonprofits will submit proposals with descriptions of growth plans, capacity, program evidence, evaluation plans and budgets. Proposals will be reviewed for compliance with defined and weighted criteria. VPP's evaluation advisor Child Trends will assess all evaluation plans.

VPP will support evaluation at four levels: 1. Subgrantees will contribute data to a common framework to measure success in education and employment for the target population. 2. VPP and Child Trends will also collect data across subgrantees on other outcomes, such as social behavior and civic engagement. Each subgrantee will share data in such domains where it has activities and metrics in place. Child Trends will analyze data for trends and opportunity for learning and improvement. 3. VPP will

support experimental or quasi-experimental evaluation of all subgrantee youthCONNECT projects, and 4. Child Trends will conduct implementation evaluations to assess fidelity in program execution.

ORGANIZATIONAL CAPACITY:

VPP has approximately \$30 million in net assets.
VPP has an annual grants budget of \$4.6 million.
VPP has 12 staff positions.

VPP continuously monitors grantees' progress toward outcomes, maintains extensive internal controls and reviews accountability measures and reporting mechanisms. These measures are supported by comprehensive financial management systems and managed by VPP's experienced COO/CFO. The organization's internal systems provide fiscal oversight and fulfill the management and reporting requirements of federal grants.

COST EFFECTIVENESS & BUDGET ADEQUACY

VPP plans to subgrant \$1,600,000 (80%) of requested federal funds.

VPP will provide a 1:1 match of federal funds with its own unrestricted capital.

The youthCONNECT budget adequately supports VPP's program design and goals, including the open competition, up to eight subgrantee investments, a high-engagement model of strategic assistance, monitoring and reporting, compliance with federal grant requirements, extensive investment in evaluation and sector-wide information and knowledge sharing.