

**Corporation for National and Community Service
2011 Social Innovation Fund
US Soccer Foundation**

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**2011 Social Innovation Fund
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PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction
Modified Standard Form 424 (Rev.02/07 to conform to the Corporation's eGrants System)		
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 04/12/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER: N/A
2b. APPLICATION ID: 11SI128151	4. DATE RECEIVED BY FEDERAL AGENCY: 04/12/11	FEDERAL IDENTIFIER: 11SIHDC001
5. APPLICATION INFORMATION		
LEGAL NAME: U.S. Soccer Federation Foundation DUNS NUMBER: 031773294	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Wylie Chen TELEPHONE NUMBER: (202) 872-6664 FAX NUMBER: (202) 872-6655 INTERNET E-MAIL ADDRESS: wchen@ussoccerfoundation.org	
ADDRESS (give street address, city, state, zip code and county): 1211 Connecticut Ave NW Ste 500 Washington DC 20036 - 2706 County: District of Columbia		
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 363976313	7. TYPE OF APPLICANT: 7a. National Non Profit 7b. National Non-Profit (Multi-State)	
8. TYPE OF APPLICATION (Check appropriate box). <input checked="" type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.019 10b. TITLE: Social Innovation Fund	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Soccer For Success	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Atlanta, Boston, Chicago, Dallas, Detroit, El Monte (CA), Houston, Los Angeles, Newark (NJ), New York, Miami, Oakland, Philadelphia, Portland, Seattle and Washington, DC.	11.b. CNCS PROGRAM INITIATIVE (IF ANY): SIF - Issue Area Healthy Futures	
13. PROPOSED PROJECT: START DATE: 09/01/11 END DATE: 08/31/15	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="DC 001"/> b.Program <input type="text" value="DC 001"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="1"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
a. FEDERAL	\$ 1,000,000.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO
b. APPLICANT	\$ 1,000,000.00	
c. STATE	\$ 0.00	
d. LOCAL	\$ 0.00	
e. OTHER	\$ 0.00	
f. PROGRAM INCOME	\$ 0.00	
g. TOTAL	\$ 2,000,000.00	
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.		
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Wylie Chen	b. TITLE:	c. TELEPHONE NUMBER: (202) 872-6664
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 07/20/11

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Executive Summary

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

Eligibility: Grantmaking Institution

Issue-Based SIF: Healthy Futures

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

Grant amount request: \$1,000,000

Proposed grant period: 5 years

Pre-selected subgrantees: No

Program Design

The US Soccer Federation Foundation (USSFF) will support the implementation and sustain the operations of a no-cost, after-school, sports-based youth development program whose goal is to improve health by arresting and reducing obesity through physical activity and nutrition education. USSFF will collaborate with 12 organizations from across the country to engage 12,000 low-income youth, who are most at risk to suffer from obesity and its short and long-term health and psychosocial consequences. Rigorous data collection and evaluation will support preliminary evidence and demonstrate that Soccer for Success (SfS) is an economical, scalable, and evidence-based program to arrest, prevent, and reduce obesity, a national health crisis of staggering proportions.

The USSFF will administer SIF grant awards and provide oversight and technical assistance to its subgrantees, who will implement and conduct SfS programs, the USSFF's signature anti-obesity effort, for five years. SfS uses a group mentoring model in a sports-based environment to encourage physical activity with an infusion of nutrition, health education, and healthy lifestyles. SfS's goal of improving participants' health will be followed using quantitative indicators for the following measurable

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outcomes: reduction in body mass index (BMI), increase in nutrition knowledge, and increase in fitness levels.

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

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

Organizational Capacity

Net Assets: \$54.6 million

Annual grants budget: \$4 million

Professional Staff: 14

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

Wylie Chen, USSFF's Director of Programs & Grants, serves as Project Manager for the SfS initiative.

Chen brings 10+ years of nonprofit, grantmaking, and children's programming experience, having previously worked at the Children's Defense Fund in Washington, DC as Senior Manager of the Freedom

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Schools program, a summer and after-school literacy program serving over 9,000 low-income children nationwide.

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

Support and Assistance Provided Subgrantees

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

Cost-Effectiveness and Budget Adequacy

Match: USSFF is providing a 1:1 match.

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

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

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

Program Design

PROGRAM DESIGN

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GOALS AND OBJECTIVES

Overview

The US Soccer Federation Foundation, Inc. (USSFF) through its youth development program "Soccer for Success" (SfS) will use soccer based youth development as the vehicle for an innovative five-year issue-based Social Innovation Fund targeting the area of Healthy Futures. The goal of this free after school youth development program is to promote healthy lifestyles and reduce obesity rates among 12,000 at-risk youths in grades K-8 in low-income urban communities in an environment that is both safe and encouraging. We will accomplish this by providing 90 minutes of exercise and nutritional information 3 times a week, 24 weeks a year.

USSFF, founded in 1994 as the Major Charitable Arm of Soccer in America, developed SfS as a means for positive social change. SfS takes a holistic approach to combating obesity combining exercise, nutritional education, mentorship, and family engagement.

We view soccer as a powerful vehicle for youth development and social change. Our goal is to ensure that children in underserved communities have easy and affordable access to quality out-of-school programs that support their physical and personal development. Every child should have a chance to play, to be a teammate, to build self-confidence and to live a healthy active life.

Issue Area: Health and Childhood Obesity

According to the CDC, more than 1/3 of our children, or 23 million kids, are overweight or obese. Fast food dominates the out-of-home dining experience. Schools have significantly cut the amount of physical education they offer on a daily basis. Only 3.8% of elementary schools and 7.9% of middle schools provide daily physical education for all students and 22% do not provide PE at all. Active

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weekday afternoons for youth have given way to the sedentary, television and video game filled routine, which averages 23 hours of screen time a week.

The White House Task Force on Childhood Obesity declared that youth participation in physical activity is a "critical national priority" and one of the "nation's leading health indicators" for the next decade. The Task Force recommends afterschool programs that offer physical activity opportunities. Obesity reduction is the mission of the First Lady's Let's Move campaign.

Solution

SfS is designed to provide better physical health for at-risk children. SfS provides children with safe places to exercise and learn about healthier choices during the critical after-school hours of between 3pm-7pm, when juvenile crime peaks according to the DOJ.

By giving children the tools they need to improve their physical and mental health, SfS has the ability to improve the lives of this generation and many generations to come.

Targeted Communities

USSFF currently partners with local organizations to offer SfS in five major cities: Los Angeles, D.C., Chicago, Houston, and New York, with plans to expand to 12 cities including: Detroit, Miami, Seattle, Portland, and Philadelphia.

Program Philosophy

USSFF believes that all children have the potential to learn and succeed. SfS is designed with clear measurable outcomes for children to have better physical health, increased knowledge of healthy lifestyles and improved self-esteem and behavior. SfS emphasizes and teaches the values of exercise,

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leadership, teamwork, respect, dedication, and hard work.

Parental Resources on Nutrition and Health

SfS provides parents and family members' resources on nutrition and health, such as recipes, and state and federal health resources. We believe that it is equally important to teach family members about good nutrition.

Coaching and Mentoring Philosophy

All children should have strong and positive mentors to help build healthy lifestyles and improve self-esteem and behavior. SfS coaches are trained to be positive mentors and are a staffed at a 1:15 adult to child ratio.

Program Investment Strategy and Theory of Change

USSFF is committed to investing in programs with the potential to produce transformative change. Using a sports-based youth development program as an intervention against childhood obesity is an innovative and inexpensive approach to addressing childhood obesity. The availability of evidence from large, well-designed and well-implemented experimental studies demonstrating sizeable impact is limited. We cite much of the available research in this proposal, with the preliminary evidence showing considerable promise.

Soccer-based youth development programming engages children in a high level of physical activity, appeals to girls as well as boys, is inexpensive, and provides a connection to immigrant populations. Previous research suggests that youth who are more at-risk for childhood obesity will derive the greatest benefits from the program and SfS will be able to reach children who are overweight and obese.

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USSFF intends to prove drastic improvement of the health of SfS participants by measuring Body Mass Index (BMI), particularly those identified as overweight or obese by the CDC. The SfS program currently serves over 4,000 children nationwide. On average, approximately 50% (2,000) of SfS participants fall under the category of overweight or obese. Our goal is to lower the BMI of at least 75% of the overweight and obese participants; lower the BMI category (from obese to overweight and overweight to normal) of at least 25% of participants, and maintain the number of children in the normal category. SfS will increase the physical activity and improve the nutrition and health lifestyles of 100% of participants. Each participant receives positive mentoring, through a group mentoring model, closing the 15 million child "mentoring gap" identified by the DOJ.

With SIF support, we will be able to reach over 12,000 children in 5 years; tripling our current number of participants. All participants would increase their physical activity by exercising at least an hour a day, 3 days a week. Anticipating that 50% (6,000) of the participants would fall under the overweight or obese category, we will seek to lower the BMI of 75%, or 4,500 children.

High Needs

Today, nearly a third of all children are overweight or obese - more than 23 million kids and teenagers. Data from NHANES surveys (1976--1980 and 2003--2006) show that the prevalence of obesity has increased: 5 - 12.4% for children aged 2-5 years; 6.5-17% or those ages 6--11 years; and 5 -- 17.6% for those aged 12--19.

Obesity poses a tremendous financial burden to our economy and our health care system. The CDC estimates that the obesity epidemic costs our nation \$117 billion per year in direct medical expenses and indirect costs. Childhood obesity alone accounts for over \$14 billion per year in direct health care costs.

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We define low-income communities as areas that according to the Census have high rates of poverty; high rates of unemployment; high percentages of single-parent families; and among youths, poor academic performance in school, high drop-out rates prior to high school graduation, high violent crime rates, and the presence of youth gangs. According to the CDC's Youth Risk Behavior Survey of 2007, many low-income urban youths have serious health problems. Among Chicago high school students: 16% were obese; 71% did not meet recommended levels of physical activity; 39% did not attend physical education classes; 45% watched television three or more hours an average school day; and 22% played video games for three or more hours an average school day. The 2007 Youth Risk Behavior Survey results for DC; Houston; LA, Miami and Philadelphia had similarly dismal statistics. In these communities, there is an unmet need to engage youth in activities that keep them healthy, active, and safe.

Robert Wood Johnson Foundation's (RWJF) "County Health Rankings" (March 2011) of 3,000 counties specifically includes a look at the relationship between "Access to Recreational Facilities" and the overall health of local residents. The study found, "proximity to places with public recreational opportunities is associated with higher physical activity levels, which in turn is associated with lower rates of adverse health outcomes associated with poor diet, lack of physical activity, and obesity." The study indicates that each city where SfS is currently offered, as well as those targeted for SfS expansion, earned a rating which indicates they're failing to serve the recreational needs of their residents. These RWJF sponsored reports and data may be found at: www.countyhealthrankings.org.

Measurable Outcomes

The SfS model has been carefully crafted with four primary elements that are essential to healthy child development: physical activity, nutrition, mentorship and family engagement.

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SfS will measure the following outcomes, using quantitative and qualitative measurement tools:

- Children will demonstrate improved fitness levels. SfS conducts pre-and post-fitness Progressive Aerobic Cardiovascular Endurance Run (PACER) tests, a test used in the Fitness Gram and Brockport tests. PACER measures cardiovascular endurance of participants and tracks the improvements/declinations before and after the SfS program.
- Children will maintain a healthy weight, and any with an unhealthy weight will halt any negative trend lines toward obesity or begin trend lines in a positive direction. SfS conducts pre-and post-measures of participant's weight, height and age (BMI z-scores).
- Children will demonstrate improved behavior, self-esteem, and overall happiness level as a result of participating in SfS. We work closely with parents and schools to measure this by collecting qualitative data such as stories and anecdotes about their children.
- Children will demonstrate an increased knowledge and awareness of nutritional value of food & beverage choices through pre-and post-nutrition surveys, which measure the frequency of food intake. We expect a reduction of non-nutritious items and an increase in healthy alternatives.

USSFF used the results of the Stanford Sports to Prevent Obesity Randomized Trial (SPORT) to guide SfS design and implementation. The goal of SPORT was to evaluate the efficacy of an after-school soccer program to reduce weight gain in low-income overweight children. The participants were in 4th & 5th grades with a BMI at or above the 85th percentile. The results were very encouraging. Compared to the control group who only participated in an after-school health program, children in the soccer group

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demonstrated significant decreases in BMI and significant increases in daily moderate and vigorous physical activity. The study concluded that an after-school soccer program for overweight children "can be a feasible, acceptable, and efficacious intervention for weight control."

As a result of this study, USSFF worked with Dr. Dana Weintraub of Stanford University, lead researcher on the SPORT, to help develop tools and implement best practices for SfS. Dr. Weintraub is a key advisor for SfS and a USSFF Board member.

Physical Activity - Body Mass Index (BMI)

We currently use BMI to measure physical health of our participants. Height is measured with participants barefoot using a direct-reading stadiometer with methods to account for hair. Weight is measured at the start and end of each season with participants barefoot, wearing light clothing and using an electronic scale. Age and sex-standardized BMI z-score is calculated using the LMS method from the CDC: (<http://www.cdc.gov/growthcharts>).

From 2009-2010, SfS in Houston collected BMI measurements from 177 of 800 participants (a 25% sample). Houston Public Schools gathered quantitative data (height, weight and age) on the health of participants to assess changes in body composition. The computed BMI score was compared to the national standard relative to age and gender to determine the BMI percentile. The following categories, as defined by the CDC, are used in the analysis: Underweight (less than the 5th percentile), Normal (5th percentile to less than the 85th percentile), Overweight (85th to less than the 95th percentile), and Obese (equal to or greater than the 95th percentile). Our sample focused on 177 children, representing over 25% of the total number of participants.

TOTAL (n=177)

Underweight (<5th percentile): Pre-Test 3; Post-Test 1

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Normal BMI (5th-85th percentile): Pre 80; Post 88

Overweight (≥ 85th percentile): Pre 31; Post 32

Obese (≥95h percentile): Pre 63; Post 56

- Of the total 63 youth in the Obese category, overall BMI z-scores improved (decreased) by 7%.

- Following program implementation, six students (20% of Overweight children) fell from the Overweight category to the Normal category; another six students (10% of Obese) went from Obese to Overweight categorization.

- Of the 31 youth in the Overweight category, 23 decreased or maintained their BMI z-score (74% of Overweight).

- Of the 80 youth in the Normal category, 46 decreased or maintained their BMI z-scores (57% of Normal).

- Of the 3 Underweight youth, all 3 saw improvements (increases) to their BMI; Two (2) youth improved from the Underweight category to the Normal category.

The BMI results from Houston SfS provided ways to improve and refine our national SfS model.

Self-Esteem, Improved Behavior, Overall Happiness -- Qualitative Measures

SfS distributes questionnaires to collect stories and anecdotes and engages parents, teachers and participants in focus groups and interviews to collect data. Samples include:

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"At the beginning of the school year I realized that my students were writing graffiti and that they wanted to start gang activity in our campus... After Soccer for Success, I can honestly say that all the students involved in that "gang" activity were no longer involved. Instead, they belong to a new team called: Soccer for Success. They were meeting after-school to play soccer and they voluntarily stayed for tutorials. Your passion to help children is visible. It is also extremely exciting to know that Soccer for Success is coming back to our school.

- Zandra T. Aguilar, Assistant Principal, Patrick Henry Middle School, Houston, TX

"I love this program. I don't want it to end because it makes me active every day."

- Joshua, participant 3rd grade, Chicago SfS

We have three other measurement tools for our program: Nutrition and Food Frequency Survey, End-of-the-Season Survey and the PACER Test. Stanford's Gardner Center is currently conducting a formal evaluation of SfS that includes these measurements. These measurements are being implemented throughout all SfS programs.

Nutrition and Healthy Lifestyles -- Nutrition and Food Frequency Survey

To establish a baseline on eating habits for participants, SfS administers a nutrition and food frequency survey to measure habits and knowledge of nutritional foods. The surveys are self-report instruments about the participants' own eating behavior and food choices.

End of the Year Satisfaction Surveys

End of the Year Satisfaction Surveys are conducted to identify the satisfaction of the participants.

Created by Stanford University, the survey addresses key youth development measurements that gauge the effectiveness of SfS.

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Physical Fitness -- Progressive Aerobic Cardiovascular Endurance Run (PACER) Test

Physical fitness is assessed through the PACER test, mentioned above. PACER measures cardiovascular endurance by the number of times a child can run 20 meters within a set time.

Availability of Relevant Data

As the previous sections have demonstrated, data about health risk factors among urban youths is available. The CDC's Youth Risk Behaviors Surveys are especially useful in providing baseline data.

The Stanford SPORT study demonstrates the effectiveness and impact of a youth development program using soccer as a tool to address childhood obesity and increasing physical activity.

The 2009 report, Learning to Play and Playing to Learn: Organized Sports and Educational Outcomes from Team-Up for Youth, showed that physical activity helps control and prevent a range of health problems, including diabetes, heart disease, and stroke and that even small amounts of physical activity can improve health among young people, but especially among those who may not have access to organized physical activities, such as inner-city youths.

DESCRIPTION OF ACTIVITIES

SUBGRANTING

Approach to Identifying and Selecting Subgrantees

USSFF will create a RFP based on the criteria described below. The RFP will be available to nonprofit organizations working with at-risk youth, including urban youth development programmers, national nonprofit organizations, and governmental organizations. USSFF will also make the RFP available to

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our many community partners, including the Urban Soccer Collaborative (USC), a network of over 60 local non-profit organizations that share our vision for positive youth development.

The SfS RFP program currently exists, and is based upon the USSFF's 15 years of grant-making experience. Therefore, we anticipate an easy development of the SIF RFP for SfS, in cooperation with CNCS.

The RFP will require applicants to demonstrate: A strong theory of change; Strong leadership, financial & management systems, including data management; A strong financial position & the ability to meet the requirements for matching funds; The ability to sustain the initiative after the subgrant period ends; Strong community relationships; A commitment to and history of using data & evaluation for program improvement; Evidence of effectiveness, a demonstrated history of achieving measurable outcomes; Strong potential for expansion; A well-defined plan; A commitment to use grant funds to support and expand their programs.

A total of \$1,800,000 in grant funds will be available annually. We will require sub-grantees to provide proof of a 100% cash match for the 1st year, as well as a fundraising plan for providing the full match in future years. All potential sources of matching funds will be listed.

Matching contributions must be: Unrestricted funds contributed up to 6 months prior to the proposal deadline; Raised and dedicated specifically towards the project; and, Voluntary in nature.

USSFF will manage the subgrantee program and has 15 years of grant-making experience -- having awarded more than \$55 million to 600 organizations nationally.

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In order to be eligible for funding, organizations must: Serve youth in low-income urban areas; Use funding to support programs in the after-school hours; Run 90 minute sessions at least 3 days a week for 24 weeks each year; Provide SfS healthy lifestyle curriculum to participants; Pre-and-Post Test participants on healthy lifestyle knowledge and report results, as well as behavior changes, on a semi-annual basis; Pre-and --Post Test BMI of participants and report results on an annual basis; Provide qualified and trained coaches and mentors at a 1:15 adult to youth ratio; and, use funds to provide soccer equipment to each participant.

They must track quantitative performance metrics to evaluate its success in achieving its goals, long-term monitoring and adaptive management of its programs.

Applicants will be evaluated by internal and outside reviewers who are experts in youth development programs for low-income communities.

USSFF has strict conflict of interest and confidentiality policies.

Below are the anticipated steps (and timing) for the SIF subgrant program during the 1st year-- assuming SIF awards announced in August 2011:

Step 1: (Aug. - Sept.) Develop sub-award guidelines

- Examine lessons learned from the existing SfS grant-making process
- Develop SIF sub-award guidelines
- Develop policies and procedures to accompany guidelines

Step 2: (October) Announce sub-award guidelines

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- Create guidelines
- Publicize and distribute guidelines
- Provide technical assistance to potential applicants via webinar and web-based materials

Step 3: (November) Accept applications for sub-awards

- Provide additional assistance to potential applicants
- Accept application submissions

Step 4: (December) Select subgrantees

- Convene subgrant evaluators
- Provide evaluators with orientation and training
- Evaluate subgrant applications
- Identify subgrant awardees
- Communicate with awardees about any programmatic or budgetary revisions

Step 5: (January 2012) Formally announce SIF subgrant awardees

Step 6: (January -- December 2012) Provide training and technical assistance to awardees

- Provide formal on-site SfS training and technical assistance
- Provide training and technical assistance tailored to specific needs

Step 7: Ensure that SIF grant funds are matched, disbursed and used for appropriate activities

- Provide briefings on financial controls and allowable activities
- Submit semi-annual performance reports on the above
- Monitor subgrantee budgets & activities

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- Submit a detailed final report describing how grants achieved performance measures

Examples of the Competitiveness and Effectiveness of the USSFF's Approach

USSFF's has a proven model for Federal subgrants and produces subgrantees that achieve stated goals. Using funding from DOJ, in 2010 USSFF provided grants to Cal--South and the Salvation Army to serve 200 children that now serves over 500, low income Hispanic youth in LA. This program plays a key role in the DOJ's anti-gang strategy for the LA.

In 2004, USSFF received funding from HUD to support four separate projects, including the development of synthetic grass soccer fields in downtown LA and adjacent to a major military installation in Jacksonville, Florida. This grant also enabled USSFF to expand a DC after-school soccer and literacy program into middle-schools and create an after-school program in rural eastern Kentucky targeting youth at high risk for chronic illness. The HUD funding totaled just over \$400,000 and was processed in subgrants and contracts of up to \$150,000. Each grant was successfully leveraged by a minimum \$1 to \$1 match, with the overall funding leveraged by a 1.5 to 1 ratio in cash and direct contracting services.

Listening to the needs of our grantees, we formed the Urban Soccer Collaborative (USC), mentioned above. Today, 60 USC members reach over 32,000 youth in our poorest neighborhoods. These members compete for funds from USSFF.

Relationships with Experts, Leaders, and Community Stakeholders

USSFF works closely with soccer industry leaders at all levels, including the US Soccer Federation, US Youth Soccer, US Adult Soccer, Major League Soccer, National Soccer Coaches Association, USC and hundreds of local clubs. USSFF also partners with corporate partners, including adidas, Eurosport,

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Musco, and FieldTurf.

USSFF works closely with experts, leaders, and community stakeholders with intimate knowledge about youth development, health education, and obesity. They serve as resources to help identify and select grantees and provide them with technical assistance.

USSFF's partners with the National Alliance for Hispanic Health; the premier health information provider and advocate for Hispanics. The Alliance president serves on USSFF's Board. A major Alliance program is "Vive tu Vida" that provides free health screenings for Hispanic families. Vive tu Vida has introduced an exercise component through free USSFF soccer clinics that have served 25,000 Vive tu Vida participants.

USSFF partners with Team Up for Youth (TUFY) to provide mentors for Sfs. TUFY facilitates after-school sports programs, with a special focus on youth in low-income neighborhoods. TUFY has trained 1,600 program leaders for 200 programs serving 70,000 youths.

USSFF partners with Up2Us to provide Coaches for Sfs. Up2Us established Coach Across America in partnership with the CNCS. It is an innovative coaching model designed to inspire and reinvigorate youth threatened by obesity.

TECHNICAL ASSISTANCE AND SUPPORT

Commitment to Subgrantees

USSFF and its partners will sustain Sfs by coordinating and leveraging funding and resources to ensure that the lifetime of each project extends beyond the grant period. USSFF has a 10-year commitment to

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support SfS in 6 cities which ensures our active involvement in seeking support and resources for subgrantees. With SIF funds, USSFF will support SfS in an additional 6 cities with financial support, training and technical assistance (TTA) over the five-year period. Once SIF funding ends, USSFF intends to continue supporting subgrantees for at least 5 years to enable a minimum of 1,000 kids to participate in the program annually in 12 major cities for 10 years.

Grantees will need considerable technical assistance to solidify and expand their programs. TTA will be tailored to fit the individual needs of subgrantees. USSFF will also provide TTA through workshops on the following topics:

ADMINISTRATIVE MODELS TO BUILD CAPACITY:

- Board recruitment, leadership & governance
- Staff & volunteer development
- Community asset mapping, assessment, & outreach
- Communication
- IT
- Best practices in programs and curriculum

FINANCIAL MODELS TO BUILD CAPACITY:

Building an effective fundraising program

ACCOUNTING MODELS TO BUILD CAPACITY:

- Systems & services
- Written policies and procedures
- Results-based budgeting
- Fiscal controls

HUMAN RESOURCE MODELS TO BUILD CAPACITY:

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Human resource policies & procedures

BUILDING COLLABORATIONS/PARTNERSHIPS:

- Toolkit for partnerships
- Features of successful partnerships
- Sustaining partnerships

DEVELOPING SUCCESSFUL PROGRAM EVALUATION:

- SMART objectives
- Logic Models
- Standards
- Involving stakeholders in evaluation

Investing in Performance Improvement and Program Effectiveness

Subgrantees will be encouraged to join the USC, which has a structure to provide best practices. We partner with USC on youth development initiatives with a core focus on teaching life skills and how to live healthy and active lifestyles. Through the USC, we develop grassroots leaders to run effective urban programs. USC best practices will help subgrantees be self-sufficient and sustainable in the long-term.

Resources and Support

USSFF wants subgrantees to develop the capacity to sustain their programs. Through the SIF, USSFF will provide resources and support through direct TTA as well as the USC. USSFF is committed to supporting subgrantees for at least 5 years beyond the SIF grant period.

Facilitate Learning and Improvement

USSFF and USC host an annual Symposium to develop strategies, practices, and resources that will yield measurable and sustainable results. This Symposium is the only national event that provides resources,

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training, information, and networking opportunities specifically addressing issues facing these programs. Subgrantees are encouraged to attend.

USSFF will promote learning and improvement among its subgrantees primarily through its one-on-one TTA activities. USSFF will conduct a needs assessment of its subgrantees and help develop an action plan. Four months after the one-on-one TTA activities, subgrantees will complete a post-assessment instrument to measure their impact. Following this assessment, USSFF will continue tailored TTA for subgrantees.

Supporting Subgrantees in Achieving Match Requirements

USSFF is committed to annually raising \$1 million in funding (beyond the SIF) for the purposes of assisting subgrantees achieve their match requirements. We will engage local community stakeholders and make introductions to local funding sources on their behalf, providing proposal writing support and development staff.

Using Data to Measure and Improve Subgrantees' Performance

USSFF measures impact as well as effort. The Gardner Center at Stanford University, led by Graciela Borsato, Ph.D., is conducting a 3rd party evaluation of our program and is providing assessment tools for youth development and health outcomes. They are conducting focus groups and evaluations to determine outcomes linked to SfS such as improvements in participant attitude and behavior, participant relationships with teachers and friends, and participant relationships with parents and families.

Dr. Weintraub, of Stanford School of Medicine and USSFF Board Member, helps guide our efforts to develop quality programs, assessment and measurements for SfS outcomes.

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SfS is carefully designed with four primary elements that are important to healthy child development: physical activity, nutrition, mentorship and family engagement.

USSFF has metrics mentioned and defined above for subgrantees that include the following: Physical activity levels; Nutrition knowledge; Healthy eating behavior; Impact of physical activity on BMI weight, and level of energy.

Approach to Accountability

From past grants from HUD and DOJ, USSFF has detailed processes and reporting methods to ensure accountability from its subgrantees. These include specific reporting requirements involving data collection and outcome measurement.

USSFF has trained staff to evaluate the metrics developed for this program. Monitoring will include site visits to all subgrantees and detailed data comparisons to ensure that all sites are implementing testing and reporting data correctly. This will enable us to monitor performance, determine whether or not technical assistance and other forms of support are needed, and comply with federal regulations.

Dr. Borsato from Gardner Center is currently conducting a 3rd party evaluation of SfS. USSFF has received Internal Review Board (IRB) approval, from Center for IRB Intelligence (CIRBI) for our data collection methods related to SfS .

USE OF EVIDENCE

There is a wealth of data about health risk factors among urban youths. The CDC's Youth Risk Behaviors Surveys and RWJF reports are especially useful in providing baseline data.

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The 2009 report, *Learning to Play and Playing to Learn: Organized Sports and Educational Outcomes*, showed that physical activity helps control and prevent a range of health problems, including diabetes, heart disease, and stroke and that even small amounts of physical activity can improve health among young people.

The Stanford (SPORT) study demonstrates the effectiveness and impact of a youth development program using soccer as a tool to address childhood obesity.

Preliminary Evidence

As mentioned earlier, preliminary evidence collected from the Houston SfS in 2009-2010 has shown positive result for participants' BMI, improving BMI scores overall in participants categorized as overweight and obese.

As a national grant making organization for over 15 years, USSFF has provided over \$55 million in grants to over 600 community-based organizations. USSFF has managed, collected, and analyzed data from our grantees, and use the data to develop and enhance funding methods. USSFF uses third party assessments that measure the effectiveness of youth development programs.

USSFF is responsible for the evaluations and assessments of all of our programs and grantees. The team is comprised of the Director of Programs and Grants, Grants Coordinator, Programs and Marketing Coordinator, and Community Outreach Coordinator, who collect, conduct, and analyze data and reports from USSFF grantees. USSFF staff has conducts evaluations for SfS that include BMI, Nutrition/Food Frequency Surveys, PACER fitness testing, and interviews with parents and teachers at SfS sites.

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USSFF staff conducts trainings and provides tools to assist sites in pre- and post-testing of our evaluations.

Organizational Capacity

ORGANIZATIONAL CAPACITY

PROGRAM OVERSIGHT CAPABILITIES

The 1994 FIFA World Cup² was played in nine stadiums across the US, and the competition attracted record-setting audiences due its international popularity. The USSFF was born out of the need for an organization to responsibly manage and wisely invest the \$50 million in proceeds that were generated by that event.

The USSFF has indeed achieved its founders' vision. Strong fiscal management has allowed the USSFF to distribute \$55 million to deserving community groups since its inception, while retaining \$50 million in its endowment in 2011. Hundreds of low-income communities have benefited from USSFF grants.

Over 1,100 safe and accessible playing fields have been created, and nearly five million individuals have been positively impacted by programs and projects financed by USSFF. Our organization's grant process has produced over 600 unique grantees, and each year approximately 40 new local community grantees are welcomed into our network. Relationships with many of our 600 grantees span more than a decade.

One investment that illustrates the scope of USSFF's range of grantee administration and operations comparable to the proposed SIF program is DC SCORES (SCORES). Developed by a teacher in Washington, DC, SCORES is an innovative program, combining sports and writing, that bridges children's in-school and after-school activities. The program was originally conducted in public elementary schools in the most underserved communities of Washington DC. Recognizing the far-reaching potential of the model for at-risk youth, USSFF supported the replication and expansion of the SCORES model with matching grants and resources totaling over \$1.3 million over a 10-year period.

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With technical assistance, including development of the program's urban soccer curriculum, and strategic planning by USSFF, what was once a small after-school program serving boys and girls in six DC public elementary schools is now America SCORES, with programs in 14 urban areas, serving over 6,000 elementary school children in some of the most challenging urban public schools settings in America. A recent study of DC SCORES (2009) demonstrated measurable outcomes for children participating in the program, including increased participation in class, stronger sense of belonging and positive attitude about themselves, and improved physical fitness.

In an effort to address urgent national issues such as childhood obesity and juvenile delinquency, USSFF created Soccer for Success (SfS), a youth development program that would be enhanced and expanded by SIF funding. With knowledge gained from 10 years of immersion in SCORES, USSFF developed SfS to be effective, easily replicable, and scalable. USSFF currently operates SfS program in partnership with a grantee in Chicago, Houston, Los Angeles, Newark/New York and Washington, DC. USSFF and the grantee work with local community stakeholders to implement SfS effectively. With over 15 years of experience awarding grants and working with grassroots organizations across the country, USSFF has developed an expansive network of community partners from which it can draw upon to compete for SfS and USSFF has identified at least 30 organizations that have capacity to manage SfS for 1,000 children and the fundraising ability to match a SIF grant.

This network is exemplified by the Urban Soccer Collaborative (USC), a national network of grassroots soccer programmers who utilize the sport as a vehicle for youth development and social change. USSFF realized the value of its extensive experience and lessons learned from its involvement with SCORES, and dozens more local community partners, and the benefit they would provide to groups with similar missions. Taking a leadership role, USSFF facilitated the assembly of dozens of organizations throughout the country to share best practices. The organizations recognized the innate value of the

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participants' experience and decided to formalize the group. Incorporated in 2007, USC now boasts 64 member organizations in 24 states and the District of Columbia, serving more than 32,000 children in underserved communities. In its continuing role as a change agent, USSFF holds an annual Urban Soccer Symposium, the only national event that provides resources, training, information, and networking opportunities specifically addressing the issues facing organizations that use soccer for youth development and positive social change.

USSFF's reach spans the globe through its Passback Program, which has facilitated the collection and distribution of 794,662 pieces of gently used soccer gear, putting soccer in reach for countless children. The Passback Program exemplifies USSFF's capacity to manage groups with varying levels of abilities.

USSFF staff comprises a diverse group of professionals, all with strengths in arenas vital to the organization's mission and goals. USSFF currently has a staff of 14 (an increase of 55% in the last year), including the President & CEO, Chief Operating Officer & General Counsel, Director of Finance, Director of Development, Director of Programs and Grants, Director of Government Relations, Manager of Marketing and Communications, Manager of Corporate Development, Community Outreach and Development Coordinator, Marketing and Communications Coordinator, and Grants Coordinator, plus administrative personnel and two part-time staff.

Mr. Ed Foster-Simeon, President & CEO of USSFF since May 2008, has more than two decades of experience at the local, state and national levels of soccer in the United States. A champion of soccer as a vehicle for youth development and social change, Foster-Simeon has been an active member of the US Soccer Foundation's Board of Directors since 2004, and has served on several key committees, including the Executive Committee. At the grassroots level, he is a former Vice President of the Virginia Youth Soccer Association and past president of Prince William Soccer, Inc. -- a 3,000-player recreational and

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travel club in Northern Virginia. Prior to joining the USSFF, Mr. Foster-Simeon served as Deputy Managing Editor at USA TODAY, where he was responsible for Washington, political and foreign news operations. During his 15-year tenure with USA TODAY, Mr. Foster-Simeon opened the newspaper's Beijing bureau -- the first on mainland China -- and organized and executed the newspaper's coverage and logistics for the wars in Iraq and Afghanistan. Mr. Foster-Simeon will oversee the SIF project, as he does all projects, in an organizational administrative function.

Amy Horner, CPA, is a consultant with LTBD, PC, a CPA firm based in McLean, VA. LTBD specializes in providing accounting services for not for profit, government, and small business clients and Ms. Horner serves as the USSFF's Director of Finance. Ms. Horner is a certified CPA and was formerly and accountant with KPMG, the controller for CENTEX Homes and the controller for Robert Haft International.

Ms. Horner's responsibilities relative to the SIF SfS project include:

- Review prospective subgrantee budget submissions for cost-effectiveness and accuracy
- Evaluate and advise on long-range planning and expansion of SfS strategies
- Oversee USSFF distribution of funds to grantees
- Ensure compliance with all federal regulations
- Provide SfS team with advice on the financial implications of business activities
- Ensure that effective internal controls are in place and compliance with GAAP

Three members of the USSFF staff are responsible for the implementation and oversight of the SfS program: Wylie Chen, Zola Short and Sarah Weiss.

Mr. Wylie Chen, USSFF's Director of Programs & Grants, serves as Project Manager for the SIF SfS

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initiative.

In his role, Mr. Chen will:

- Direct and manage the Sfs SIF project development from beginning to end.
- Develop the RFP and specific criteria for subgrantees
- Lead the review committee to select appropriate subgrantees
- Develop full-scale project plans and associated communications documents
- Effectively communicate project expectations to subgrantees and other stakeholders
- Liaise with project stakeholders on an ongoing basis
- Monitor program implementation in all locations via on-site visits, weekly conference calls, and monthly progress reports
- Conduct monthly conference calls with all subgrantees to review best practices
- Review quarterly program financial statements from subgrantees
- Monitor fiscal compliance of subgrantees
- Assist subgrantees with funding as needed

To ensure adherence to Sfs program guidelines, Mr. Chen conducts unannounced site audits.

Mr. Chen brings over 10 years of nonprofit, grantmaking and programming experience, having previously worked at the Children's Defense Fund (CDF) in Washington, DC. While at CDF, he served as Senior Manager of the Freedom Schools program, a national summer and after-school literacy program serving over 9,000 low-income children nationwide. Mr. Chen trained, managed, and worked with nearly 100 community-based organizations, faith-based organizations and municipalities operating the CDF Freedom Schools program in 27 states. As a result of his efforts, the program doubled in number of program sites within four years (from 49 to 99 program sites), where he implemented a streamlined

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oversight and evaluation process with regular site visits, pre- and post-evaluations at sites, and facilitated a third party longitudinal study at our largest program site. Results of the evaluations and reports from children who participated in the program showed improved reading test scores, behavior, self-esteem and happiness, and indicated children engaged in fewer physical conflicts in school. Mr. Chen also planned, organized, and executed the CDF Freedom Schools national training, an annual week-long training for college students and organizational staff to become mentors and teachers at the program sites. The training brings over 1,300 participants to partake in workshops and sessions on youth development and education principles and skills. At CDF, he also served as the Government Relations Strategist and as National Coordinator for Youth Outreach, working to address child poverty through policy and advocacy. Mr. Chen received a Bachelor of Science in Planning, Public Policy and Management, with minors in Women's Studies and Business Administration from the University of Oregon, and earned a Master of Education in Administration, Planning and Social Policy from Harvard Graduate School of Education.

Mr. Zola Short, USSFF's Marketing and Programs Coordinator, works closely with Mr. Chen and will play an integral role in the SIF SFS project.

Mr. Short's responsibilities in the project include:

- Conduct on-site program training
- Oversees daily programmatic operations of subgrantees and community collaborators
- Assists subgrantees with collateral material for SFS
- Acts as primary day-to-day resource for subgrantees and community collaborators

Prior to joining USSFF, Mr. Short worked for Octagon, a sports management and marketing agency. During his time at Octagon, Mr. Short provided consulting services to brands and their agencies

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regarding their public relations and marketing strategies. In addition to his work at USSFF, Mr. Short is pursuing a Master's degree in Sports Industry Management at Georgetown University. Mr. Short earned his Bachelor of Arts degree in Foreign Affairs from the University of Virginia in 2008. While at UVA, he was a three-year starter for the men's varsity soccer team.

Ms. Sarah Weiss, USSFF's Grants Coordinator, will be instrumental to USSFF in demonstrating the impact of the SIF grant award. Ms. Weiss leads USSFF's Outcome Management efforts, which include collecting and analyzing data for over 200 currently operating grant projects.

In her role, Ms. Weiss will be responsible for the following SIF SfS duties:

- Monitor subgrantees data collection relative to measurable outcomes
- Collect all pre and post data relating to outcome measurements
- Create analytical process reports on each project relative to its goals
- Document leverage generated by USSFF's support
- Resource for prospective subgrantees during grant cycle

Ms. Weiss joined USSFF in early 2008 after completing a Master's degree in International Relations from Webster University in Saint Louis, MO. She specialized in international cooperation and cultural studies. Ms. Weiss also has a Bachelor's degree in History from Saint Norbert College in DePere, WI. While in school, Ms. Weiss interned at the DC Commission for the Arts and Humanities and the Peacebuilding and Development Institute.

The USSFF has extensive experience in program implementation, monitoring, and evaluation. Skilled in interpersonal, advocacy, and negotiating skills, the three core team members excel in collaborating with grantees to achieve optimal program outcomes.

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USSFF seeks out community stakeholders to assist in areas where staff or members of the Board of Directors may lack the extensive knowledge that is necessary to address elements that are vital to the effectiveness of USSFF programs. To this end, USSFF has partnered with prominent health, nutrition and education experts to develop evaluation and outcome measures for Sfs.

Dr. Thomas N. Robinson, MD, and USSFF Board Member Dr. Dana Weintraub, MD of the Stanford School of Medicine Prevention Research Center, have guided the development of evaluation and outcome measures for Sfs. Drs. Robinson and Weintraub conducted a study, the Stanford Sports to Prevent Obesity Randomized Trial ("SPORT"), with very encouraging results. SPORT's goal was to evaluate the efficacy of an after-school soccer program to reduce weight gain in low-income overweight children. The study concluded that an after-school soccer program for overweight children "can be a feasible, acceptable, and efficacious intervention for weight control."

In 2011, researchers from the John W. Gardner Center for Youth and Their Communities (JGC) at Stanford University will evaluate Sfs. The JGC brings over a decade of experience conducting rigorous research and evaluation focusing on youth development practices in after-school settings. The JGC also brings expertise in program administration and design, and in supporting organizations as they engage in using research findings to guide action and implementation. JGC research, led by Graciela Borsato, Ph.D, will include focus groups and evaluations to determine outcomes linked to the Sfs program, including improvements in participant attitude, behavior, and relationships with teachers, friends, parents and families. By partnering with the JGC, we hope to gain an even deeper understanding of what works in the Sfs program, what opportunities exist for improvement, and how to use the findings to make intentional and practical modifications to the Sfs curriculum.

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USSFF elected to restructure its Board of Directors several years ago and engage new members whose expertise goes beyond the realm of soccer. Leaders in the nonprofit, health, government, and financial arenas were recruited to support our increasingly focused efforts to utilize resources in support of programs which use soccer as the vehicle to improve the health and well-being of children in urban economically disadvantaged areas. Primarily through a governance board, USSFF personnel are encouraged to seek out members of the Board of Directors who have the expertise to assist them in carrying out USSFF goals.

USSFF is privileged to be governed by a Board of Directors that is composed of nationally respected professionals with complementary fields of expertise. For example, The Honorable Donna Shalala, Ph.D, served eight years as the US Secretary of Health and Human Services under President Bill Clinton and has been the president of the University of Miami since 2001. Dr. Shalala was awarded the Presidential Medal of Freedom, the nation's highest civilian honor, by President George W. Bush in June 2008.

Dr. Shalala has received recognition for her leadership and commitment to human rights and education. Among her awards are the "America's Best Leaders" by US News & World Report and the Center for Public Leadership at Harvard University's Kennedy School of Government, and the 2010 Nelson Mandela Award for Health and Human Rights, which recognizes individuals for outstanding dedication to improving the health and life chances of disadvantaged populations in South Africa and internationally.

Other key additions to the Board of Directors include Dr. Jane Delgado, President and Chief Executive Officer of the National Alliance for Hispanic Health, and Dr. Dana Weintraub of the Stanford School of Medicine Prevention Research Center and Project Director of "SPORT," a community-based evaluation of after school team sports as a weight control intervention for overweight children.

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Key roles not internal to USSFF are those filled by subgrantees at the program delivery level. They are the local program administrators, site coordinators, coaches and volunteers. These individuals ensure that the SfS program is executed properly at each site. Each program is currently required to operate at a child-to-mentor ratio of at least 15 to one in order to guarantee that each program participant receives personal attention. Over the span of the SIF SfS project, USSFF's goal is to reduce that ratio to 10 to one.

The Program Administrator's (PA) primary role is to ensure that the SfS program model is correctly implemented. In many cases, this person is the SfS grantee's Executive Director or staff designee. The PA must attend a USSFF training session prior to the start of the program each year.

In particular, the Program Administrator's duties include:

- Responsible for program day-to-day operations
- Recruits, screens, hires, and manages coaches
- Recruits and coordinates volunteer activities
- Compiles data for reporting
- Acts as primary contact person for USSFF

Coaches/mentors will assist the Program Administrator in implementing the SfS program. The coach's primary role is to serve as a teacher and mentor for the children at the site. She/he will be responsible for executing the SfS program model. Coaches are selected based on their enthusiasm, energy, reliability, responsibility and willingness to serve children. All coaches and volunteers obtain background checks in order to work at the site. Coaches may be paid and/or unpaid staff, community members, college students or family members.

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One coach/mentor at each location will also serve as a "Site Coordinator" or lead point of contact and manager for site operations. Each coordinator is designated by the Program Administrator and must attend a USSFF training session prior to the start of the program each year. Coordinators will be the program's eyes and ears on the ground, will be trained to administer basic first aid, and will play a direct role in the program's performance and outcome measurement efforts.

SfS operates under a managerial and organizational structure that follows the recommended guidelines found in the Justice Department's "Best Practices to Address Community Gang Problems." A Working Group composed of Wylie Chen and Zola Short and one representative from each of the SfS grantee organizations, either the Program Administrator or their designee, will set policy, oversee activities, and provide general direction, identify barriers to implementation, and review evaluation data and reports. The Working Group also establishes, maintains, and augments interagency and community relationships that help SfS achieve its goals.

FISCAL OVERSIGHT CAPABILITIES

As a grantmaking institution, USSFF's annual grant process involves the distribution of just over \$4 million in grant and in-kind support for the development of both fields and youth development programming. USSFF's grant-making efforts focus primarily urban, underserved communities. With over 15 years of grantmaking experience, USSFF has developed the tools and expertise to manage grantees through a streamlined financial process for distributing, tracking, and monitoring grantees.

USSFF's Director of Finance, Amy Horner, and program staff monitor grantees' use of funds to ensure proper and prudent use of grant monies. USSFF's Director of Programs and Grants, Wylie Chen, and

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Grants Coordinator, Sarah Weiss, provides the day-to-day oversight of each grantee, and follows a strict protocol to process grant agreements and check requests for over 60 grantees per year. Every effort has been made to incorporate mechanisms similar to those used by federal agencies with subgrantees, thereby ensuring comprehensive fiscal oversight with every grant award.

USSFF has been fortunate to receive several grant awards from federal agencies including the U.S. Department of Housing and Urban Development (HUD). In 2004, USSFF received just over \$400,000 to support four distinct projects: a field development project in downtown Los Angeles, a field development project adjacent to a military installation in Jacksonville, and two after-school programs, one in Washington DC, one in rural eastern Kentucky, both targeting youth who were at high risk for chronic illness and negative peer influences. USSFF followed its traditional RFP process and awarded contracts of up to \$150,000 to complete the projects. Each grant was successfully leveraged by matching funds at a ratio of \$1 to \$1 or better, with the overall funding leveraged by a 1.5 to 1 ratio in cash and direct contracting services. Ongoing monitoring of these projects indicates continued growth in both youth participation and local organizational capacity long after the USSFF's support has ended. For example, the after-school soccer program in rural eastern Kentucky is now self-sustaining and includes over 400 registered youth players ages 7-14.

In 2010, USSFF received a \$200,000 grant award from the Department of Justice, Office of Juvenile Justice and Delinquency Prevention, to support two programming partners serving predominantly Hispanic youth living in gang-infested Los Angeles communities. These programs are currently in the early stages of performance and outcome measurement, but are expected to serve over 500 at-risk youth when fully operational. The USSFF's Director of Finance is overseeing the processing of this award to ensure all Office of Justice Program guidelines for proper federal grant management are being followed.

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USSFF was commended by program officers for its detailed fiscal oversight on both grant awards and USSFF's grant award control procedures. This is largely due to our Director of Finance's experience with managing federal grants that are large enough to be subject to A-133 audits. It was a logical step to implement similar rigorous processes and procedures to ensure compliance with federal requirements, including ensuring the privacy and confidentiality of program data and participants.

Each year, the President & CEO drafts a budget for the organization, which is reviewed and approved by the Board of Directors. An annual audit is conducted in accordance with auditing standards generally accepted in the United States. Those standards require that our auditors plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our auditor's opinion, the financial statements present fairly, in all material respects, the financial position of USSFF, as well as the changes in its net assets and its cash flows for the end of each fiscal year, in conformity with accounting principles generally accepted in the United States. These audits are available on our web site (www.usoccerfoundation.org) along with an annual report and our IRS 990 form.

The current organizational budget of the USSFF is \$7,033,044, which includes over \$4 million in grant funding and support. This SIF grant award would represent 14.2% percent of our overall annual budget and less than 20% of our 2011 grant awards.

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Budget/Cost Effectiveness

COST-EFFECTIVENESS AND BUDGET ADEQUACY

BUDGET AND PROGRAM DESIGN

The overall effectiveness and return on investment (ROI) for the funding of sports-based youth development projects are finally being documented and recognized by policy and decision makers.

Recent studies commissioned by the Laureus Sport for Good Foundation and the national coalition Up2Us document the true ROI of funding youth sports projects. Laureus reported in 2011 that for every \$1.41 invested in out-of-school sports programs for at-risk youth there is a \$10 decrease in the overall taxpayer costs associated with the juvenile justice system, including police, courts, prisons and victims. In 2010 Up2Us released "Get:Set to Make the Case -- Presenting Sports as an Agent for Social Change," which asserted that funding for after-school youth sports programs returned between \$8.92 and \$12.90 for every \$1 invested into programs for at-risk children.

As the budget below indicates, the US Soccer Foundation (USSFF) is proposing an efficient and cost-effective operation that is more than adequate to support our Soccer for Success (SfS) program design. USSFF intends to operate an overall sub-grant program valued at \$1.8 million in 2011/2012. We will therefore be directing 90 percent of our SIF award in the form of \$150,000 sub-grants to as many as 12 individual local program partners via an open, competitive proposal and selection process.

Furthermore, USSFF, based on existing capacity, has the ability to provide the day-to-day program management, and will not claim any personnel or indirect cost recovery for this program. Only new expenses which are directly related to the operation and required evaluation of the SIF sub-grant program are included in the overall budget design.

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An explanation of the overall budget is as follows, with a detailed breakdown included in the Budget

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SIF Award \$1,000,000

USSFF Cash Match \$1,000,000

Overall Program Budget: \$2,000,000

Sub-Grants Total in 2011/12 \$1,800,000

CNCS Share: \$900,000

USSFF Share: \$900,000

Management, Operations and Evaluation (by category):

Overall Travel: \$120,000

CNCS Share: \$60,000

USSFF Share: \$60,000

Contractual (Outside Evaluation): \$60,000

CNCS Share: \$30,000

USSFF Share: \$30,000

Basic Supplies: \$20,000

CNCS Share: \$10,000

USSFF Share: \$10,000

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Grand Total for Management, Operations and Evaluation: \$200,000

CNCS Share: \$100,000

USSFF Share: \$100,000

Sub-grantee Awards

USSFF anticipates that it will award sub-grants of a minimum of \$150,000 to a maximum of 12 groups. Each sub-grantee will match our contribution at more than dollar for dollar (\$160,000). An overall budget of approximately \$310,000 will allow each group to provide a program for at least 1,000 participants. USSFF has identified over 30 organizations nationwide that are capable of running SfS and have the organizational fundraising capacity to provide matching funds for the SIF award and these groups will compete through an RFP process for the SIF award.

There will be one lead SfS sub-grantee/partner in each city. The program will run for 24 weeks during the school year in two 12-week seasons. Each 12-week season will feature three ninety minute sessions per week.

Suggested breakdown of budget costs for sub-grantees

The SfS program cost (budgeted at approximately \$310,000) includes coaching, equipment, administrative, and operations costs. USSFF suggests the following breakdown of the sub-grantee awards and their matching funds for a program budget for each site.

USSFF will provide sites with paid coaches, with the expectation that each site will recruit and retain volunteer coaches. Coaches' stipends are calculated based on average stipends per session of current SfS program coaches across the country at a 15:1 child to coach/mentor ratio. Standard rates are \$40 per

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session per head coach, and \$30 per session per coach, for 72 sessions (3 days a week for 24 weeks).

USSFF provides adequate equipment for each site, where each player receives one jersey, one ball, a pair of shin guards, and a pair of socks. Providing uniforms for participants is a key component of our program model. Each coach/instructor will be provided with a pair of pop-up goals, as well as basic field equipment. Equipment costs are calculated based on current SfS program site costs.

For administrative costs, USSFF requires each site to conduct evaluations for their participants, with costs averaging \$4 per child for materials and administrative costs. Background checks are required for all coaches participating in the SfS program, and USSFF uses a national background check company that charges \$20 per person. Coaches and staff are also required to attend/participate in a training conducted by the USSFF to deliver the program model. Our training operates under a "train the trainer" model, and we require sites to send 10 head coaches to attend a national training session for four days and three nights in Washington, DC before the start of the year. Training costs of \$90 include printing and materials for the curriculum guide and training manual. Costs for the 10 head coaches include airfare at \$400 per person and housing for three nights at \$200 per night totaling \$600.

Operations costs are also included in the budget for each site, including transportation (12 trips per year @ \$500 per bus), parental engagement meetings (24 meetings per year @ \$250 per meeting), end-of-the-season events (\$6 per child), and healthy snacks (\$6 per child) for participants during the season. These costs are estimated based on average costs for these areas.

Coaching/Site Coordinator Costs (Total of 70 trained and paid coaches/instructors for each local program):

25 coaches x 72 sessions (24 weeks/ 3 sessions/wk) @\$40 per session = \$72,000

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45 coaches x 72 sessions @\$30 per session = \$97,200

Subtotal (personnel): \$169,200

Equipment Cost (based on 1,000 players): USSFF will leverage its relationship with the best equipment suppliers in the industry to acquire the best equipment at the lowest possible cost.

Jerseys \$27,000

Socks \$8,000

Shin guards \$7,000

Balls \$15,000

Coach Attire \$2,450

Field Equipment \$10,500

Goals \$7,000

Practice "Pennies" \$2,000

First Aid Kits \$1,750

Subtotal \$80,700

Administrative/Operations Cost:

Evaluation surveys (1000 @ \$4) \$4,000

Background checks/risk management (70 @ \$20) \$1,400

Coaching & admin training (70 @ \$90) \$6,300

Coaching & admin training air travel (10 Staff @ \$400) \$4,000

Coaching & admin training lodging (10 Staff x 3 nights @ \$200) \$6,000

Subtotal \$21,700

Operations and Community Events:

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Transportation \$6,000
Parental engagement meetings/events \$6,000
Events/festivals \$6,000
Healthy snacks/refreshments for participants \$6,000
Subtotal \$36,000

Estimated Per Participant Cost

Coach/head coach cost per player: \$170
Equipment cost per player: \$80
Administrative/operations cost per player: \$21
Operations and community events: \$36
Estimated Total Per Participant Cost \$307

Total cost for 1,000 players per city = $\$307 \times 1,000 = \$307,000$ per city.

USSFF, with SIF grant funding, anticipates providing \$150,000 for each program, which will be matched at just more than a dollar for dollar rate by the sub-grantee (\$160,000), for a total of \$310,000.

USSFF has identified over 30 organizations that can provide adequate matching funds and have the capacity to run SfS for 1,000 participants. These organizations will compete for the SIF award.

Travel

Management, operations and evaluation costs will be incurred by the USSFF staff to conduct oversight and evaluations at each of 12 program sites, totaling \$120,000. USSFF staff visits each site at least four times a year, with two visits per "fall and spring season." USSFF sends staff to support the pre- and post-test evaluations, supplemental trainings, parental engagement meetings, and end-of-the-season

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events.

Travel costs are calculated as follows based on four visits at each site location:

Hotel: four (4) visits for two (2) nights for three (3) staff at \$200 per night at 12 site locations = \$57,600.

Airfare: three (3) staff for four (4) visits at \$400 per flight at 12 locations = \$57,600.

Ground Transportation: four (4) visits for two (2) nights at \$50 per night at 12 sites locations = \$4,800.

NOTE: Per page 15 of the SIF NOFA. USSFF recognizes SIF budgetary guidance with regard to including "adequate funding for travel for at least two staff members to 2 CNCS convenings and 1 financial training." Further, CNCS suggests that these meetings, "take place in Washington, DC," which is the home of USSFF. Therefore, USSFF anticipates there being no direct travel-related expenses associated with sending our staff to said CNCS/SIF meetings.

Contractual

Contractual costs would be incurred by an outside evaluator, selected and contracted by USSFF. The evaluation costs will include compilation of results from the nutritional questionnaire, the end-of-season survey, construction of a logic model for evaluation, qualitative case study composition, final report, and oral briefing of results. Based on a 12-week evaluation of the SFS program conducted by the John Gardner Center for Youth and their Communities at Stanford University, we anticipate the costs of an evaluation to be contracted at a rate of \$60,000.

Supplies

Basic supply costs include necessary and required printing and shipping materials for each program site. Materials would include vital program support for parental/family engagement activities, supplemental

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coaching and nutritional materials, and gifts, incentives, and awards for end-of-the-season events.

Costs are estimated at \$1,600 per site for 12 sites.

This budget is built on the following theory of change:

- There is a serious health crisis among low-income urban youths. A growing number of them are overweight and obese, many do not get enough physical exercise, and many have poor diets.

Establishing healthy attitudes and practices about physical activity, exercise, and nutrition in childhood is essential to shape healthy adult attitudes and behaviors.

- There are successful sport-based youth development programs across the country improving the health of their participants as measured by BMI, energy levels, and changes in diet and nutrition.

- Participation in sports activities enables youth to establish healthy relationships with both adults and peers, having a significant effect on the likelihood of achieving good developmental and young adult health and social outcomes.

- There are many promising soccer programs in urban communities that can help young people, but they need financial support and training and technical assistance to become sustaining and grow.

- By supporting these promising urban soccer organizations, USSFF will reach thousands of underserved inner-city young people. The results for many of them will be better health, healthier lifestyles, and brighter futures.

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MATCH SOURCES

The USSFF Board of Directors on November 22, 2009 voted unanimously to approve the allocation of \$1million in unrestricted and uncommitted funding in calendar years 2011 through 2015 for a five-year SIF grant program. In addition, USSFF is committed to raising an additional \$1million in funding each year, for the next five years, to support the SfS program and assist our local partners with achieving the required cash match for a multi-year SIF sub-grant.

The primary form of this support will come from corporate sponsorship, foundation grants, and from Leadership Councils that USSFF is developing with influential individuals in major cities that have potential to win SIF sub-grants. These Leadership Councils know potential funders in their cities and make introductions for USSFF to help provide financial support directly to local partners from local funding sources.

In the Appendices, a written statement is included from Director of Finance, Amy Horner, which documents that the USSFF has the ability to establish a reserve of otherwise uncommitted funds for the purposes of performing a Social Innovation Fund grant program in 2011 and beyond.

Clarification Summary

1. You indicate an intention to expand to 12 additional cities but name only 5. What other cities are you likely to consider as potential sites for expansion under the Soccer for Success program, and what criteria will you apply in what selection process to determine the final sites?

1. USSFF selects target cities based on overall poverty rates in the top 50 most populated cities in the country. We narrow our target locations by identifying communities where there is a profound lack of programs to address youth development and obesity as well as low-income cities where public or private entities have shown interest in supporting our program. The criteria we set for selecting the final sites is

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based on overall quality of the sub-grantees' programs. Potential cities include Detroit, Miami, Seattle, Portland, Denver, and Philadelphia (including Camden, NJ and Chester, PA).

The poverty levels in these urban areas, according to U.S. Census Bureau, American FactFinder data, put youth in these cities at higher risk for obesity and behavioral problems. These locations are among those being considered by USSFF for expansion.

-Detroit: 31% of all families live at or below the Federal Poverty Levels (all); 51% of all families with a female head of household only (FHH families) and children under 18 years old

-Miami: 21% all; 53% FHH

-Seattle: 5% all; 21% FHH

-Portland: 11% all; 39% FHH

-Philadelphia: 20% all; 43% FHH

-Kansas City: 19% all; 46% FHH

-Cleveland: 29% all; 54% FHH

-New Orleans: 19% all; 41% FHH

-Denver: 15%; 44% FHH

-Columbus, OH: 17% all; 47% FHH

-Memphis: 22% all; 48% FHH

-St. Louis: 24% all; 56% FHH

2. Can you please contextualize the Houston study that you cited in terms of obesity prevention outcomes -- are these strong results? Is it your plan to improve upon the program to achieve better outcomes? If so, how?

2. The Houston Body Mass Index (BMI) results have been used as an initial baseline for determining

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target goals for SfS. The results showed positive outcomes for most participants, but also showed that outcomes can be improved.

There are several factors relating to BMI that must be considered when discussing outcomes.

A. BMI categories are ranges and therefore do not always reflect exceptional outcomes. A morbidly obese youth's weight may decrease significantly after participating in SfS, yet his or her BMI may still be at or over the 95th percentile. Moving to a lower BMI category demonstrates a weight loss; remaining in the same BMI category does not automatically signify the absence of weight loss. This is a critical distinction. One must evaluate the BMI with the PACER Test changes to determine fitness and overall health outcomes.

B. SfS is often the first time a youth has had the opportunity to participate in regular, aerobic exercise. Physical education classes do not provide SfS' level of intensity and frequency of activity. BMI measurements do not differentiate between fat and muscle and a child may lose weight and gain muscle due to SfS, yet his or her BMI may not reflect that positive change. Again, one must review the BMI in relation to the PACER test results and other evaluation tools.

In the Houston sampling, 23 of 31 youth (74%) in the overweight category pre-season decreased or maintained their BMI z-scores after participation in SfS. This data illustrates SfS's positive impact on obesity prevention. Perhaps 31 youth lost weight but their pre-season BMI was at the high range for overweight youth and a significant weight loss would not have moved them to a lower BMI category. Of the 80 youth in the Normal BMI category, 46 (57%) decreased or maintained their BMI z-scores. Again, the PACER test complements BMI outcomes and combined, present a comprehensive indicator of SfS's impact.

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After receiving the results, we visited the sites in Houston to identify how the program can be improved to achieve better results that directly affect BMI. While most children decreased and maintained their BMI, a small percentage increased their BMI. We learned that while many external factors outside of the program implementation may have contributed to the results, there were areas within our program that we could refine to address BMI.

For example, we learned that some schools were pulling their children from the program earlier than planned (in the ninth and tenth week of the 12-week program) in order to prepare for state required academic exams. For the following season, working with the program administrators and Houston Public Schools, we pushed up the start date to increase the number of weeks and adjusted the daily schedule to accommodate the school schedules during the last few "exam" weeks (e.g., instead of M, W, F, days were adjusted to T, Th, F). We also improved family engagement activities through more effective outreach strategies and appealing workshops.

Based on the evaluations and feedback, we strengthened nutrition curriculum components by tweaking nutrition-based games.

Overall, the Houston BMI results were positive, but showed that there is room for improvement. We have set a goal for at least 75% of children and youth in the overweight or obese categories to decrease or maintain their BMI, and at least 75% of children and youth in the normal category to maintain their BMI.

Through our continuous oversight and evaluations, we intend to make improvements to our program each season to achieve our desired measurable outcomes with the expectation that analysis of Sfs'

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positive outcomes will demonstrate its reproducibility and establish SfS as an evidence-based prevention program, the first community-based program to incorporate physical activity, nutrition, mentorship, and parental involvement.

According to the Guide to Community Preventive Services, a division of the Centers for Disease Control and Prevention (CDC), there is insufficient evidence to determine the effectiveness of any school-based obesity prevention or reduction programs due to insufficient volumes of participants or outcomes that were not comparable. The National Cancer Institute and Substance Abuse and Mental Health Services Administration collaborate to publish Research --tested Intervention Programs (RTIPS), which has found no evidence to support traditional nutrition education in schools.

Outcomes for Let's Move, First Lady Michelle Obama's anti-obesity initiative, have yet to be evaluated. A list of affordable, evidence-based, childhood anti-obesity prevention programs simply does not exist. There is consensus, however, that physical activity, nutrition education, parental participation, and improved access to parks and playgrounds are essential to combat obesity -- all components integrated into SfS.

3. Please provide more information about the nutrition component of your program. Who developed this curriculum? Has it been evaluated on its own or in conjunction with the soccer program itself?

3. The nutrition component of the curriculum was developed by nutrition experts and experienced soccer and youth development individuals. In a collaborative effort, we worked together to develop the integrated nutrition and soccer curriculum that delivered simple, important nutritional messages while keeping participants physically active. SfS is a 12-week program with a new nutritional theme introduced each of the first 11 weeks and the final week being a review.

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Based on recommendations from nutrition advisors, the themes for each week are:

1-Water/Hydration

2-Fruits

3-Vegetables

4-Grains

5-Beans/Nuts

6-Fast Foods

7-Dairy

8-Meats

9-Snacks

10-Breakfast

11-Sleep

12-Review

The coaches/mentors are trained to deliver the nutritional messages for each week, introducing the weekly theme and reinforcing the theme within the skills drills and activities during the session. The goal of delivering the nutrition information was to avoid "classroom lecture" style and integrate it throughout the program.

SfS Session Components that focus on nutrition:

-Warm Up: Participants warm up in a circle with light stretches and activities, while coaches introduce the week's theme and use talking points provided in the curriculum manual to share nuggets of information and get the participants discussing and thinking about the topic. Coaches will say, "What is dehydration? Why is it important to drink water?"

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-Skills Related Games: Coaches will introduce a skills related game that integrates nutrition. For example, during the Vegetable themed week, a skills related game called Go Veggies Go is introduced. The game is an adaptation of red light, green light where participants line up on one side of the field, each with a ball. The coach will instruct participants to dribble the ball when they hear a healthy vegetable, but to stop when they hear an unhealthy food. Coach will then start and say, "Broccoli" and participants will dribble. If the coach says, "French Fries," then the participants are expected to stop. If they do not, they go back to the start and the coach can use that as a teachable moment in the middle of fun game play.

-Cool Down/Debrief: Coaches take the opportunity to reflect and review the nutrition theme, and ask participants to provide feedback on what they learned.

The nutrition curriculum was developed with the support, consultation, and advice from:

-Dr. Dana Weintraub, MD, Clinical Instructor, Dept. of Pediatrics, Lucile Packard Children's Hospital at Stanford, CA;

-Dr. Milton Mills, MD, Assoc. Dir. of Physicians for Responsible Medicine/Physician at INOVA Fairfax Hospital;

-Dr. Jane Delgado, Ph.D, President/CEO of Nat'l Alliance for Hispanic Health.

-Dr. Antonia Demas, Ph.D, Founder and Dir., Food Studies Institute, NY

-Dr. Evan Nadler, MD, Co-Dir., Obesity Institute, Children's Nat'l Med. Ctr. and Programs Dir., Bariatric Surgery Program, Children's Nat'l Med. Ctr., DC.

4. Please provide specifics in terms of the programmatic technical assistance you will offer your subgrantees and clarify what assistance will be provided by which organization (i.e. USSFF, USC, National Alliance for Hispanic Health, or evaluators)

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4. USSFF provides support and technical assistance to its subgrantees in all aspects of SfS. Before the start of each program, USSFF staff conducts extensive training for coaches and administrators. During the season, USSFF staff provides 1) assistance with family engagement meetings and activities, 2) ongoing updates and information on best practices, and 3) support for continued fundraising efforts.

As a part of our ongoing effort to improve subgrantee programs, USSFF conducts at least two site visits at each site to observe program implementation and provide in-depth feedback on areas they can improve as well as highlight their best practices.

USSFF staff provides recommendations on ways to effectively engage family members through activities/meetings, and help sites plan and implement these activities, such as health fairs, benefits outreach workshops, nutrition education workshops, cooking classes, or a community field day that engages parents in a day of practice. In addition to working with the sites to plan and implement the activities, the USSFF may send staff or Advisory Panel members to attend planned activities, meetings, or events to provide on-the-ground support as needed.

USSFF's Development staff will be constantly working to raise additional funds for each program, primarily from corporate, individual, and USSFF funders that currently have a relationship with USSFF. Development staff will be traveling to meet with potential donors and funders with interest in the subgrantee communities.

USSFF works with Urban Soccer Collaborative members and partners such as the National Alliance for Hispanic Health and Stanford University's Gardner Center to provide the USSFF advice, information, and research on best practices, evaluation, and oversight. USSFF staff will provide information and research on best practices for subgrantees throughout the year. USSFF staff and Youth Advisory Panel

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will be responsible for the implementation of program improvements.

5. A critical element of your model is the quality of coaching. Please clarify how you will ensure that the each subgrantee hires, trains and manages coaches to meet your standards of performance, including for mentoring?

5. USSFF staff trains subgrantee administrators and coaches prior to the start of their program. This is a mandatory USSFF policy.

The program administrators' training takes place at least one month prior to the coaches training, where administrators are informed of USSFF expectations and requirements. A portion of time is dedicated to discussing the importance of recruiting and hiring quality coaches that serve as mentors to the children and youth. USSFF also offers support for sites to recruit coaches. After the program administrators hire their coaches, they are required to attend a 12-hour SFS Training conducted by USSFF staff and consultants. USSFF and its consultants observe and evaluate the coaches during this training and communicates directly with the Program Administrator should doubt arise regarding a coach's suitability for the position. Training includes:

-Program Administration: Trainers discuss the overall operations of SFS, the logistics of overall program management, transportation, set up, and safety. Session will cover topics such as liability, waiver forms, medical and media release forms, and program evaluation.

-Nutrition: Trainers discuss the importance of nutrition and the integration of nutrition education within the program. Session covers the 11 weekly nutrition themes and familiarizes participants with the key talking points for each practice session.

-Parental and Family Engagement: Session covers the importance of parental and family engagement,

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and tips on how to engage parents and family members in the SfS program. Trainers discuss how program participation, and nutrition and health education for family members vastly improves outcomes for the children and youth in the program.

-Curriculum: Trainers teach participants the delivery of the curriculum and program model. Session covers basic skills such as passing, dribbling, shooting, and defending. Trainers take participants through a full SfS practice, explaining the key points and components of the program.

-Coaches as Mentors: Discuss the importance of coaches assuming the roles of mentors, not just coaches. Topics will cover the Coach's Code of Conduct, positive coaching philosophy and tactics, and being a role model.

-Developmental Needs of Children and Youth: Trainers discuss the developmental needs of children and the external and internal factors that affect a child/youth's behavior. Topics will cover best practices and philosophies used by youth development experts, and the factors that positively or negatively affect a child/youth.

-Behavior Management-Individual and Group: Session covers the age, gender and culturally appropriate approach for managing behavior for children and youth in your program. Lesson covers topics of positive reinforcement, addressing discipline, meeting children where they are, and culture, age and gender awareness.

-Teach Back: Participants will teach back and demonstrate a portion (or all) of a session, and trainers will provide positive and constructive feedback on performance. Participants will be rated on the ability to deliver the curriculum model, while using appropriate mentoring skills and tactics learned from the training.

The sessions titled "Coaches as Mentors," "Developmental Needs of Children," and "Behavioral Management" make up nearly 50% of the training as we believe those topics are critical for our coaches to learn as major components of mentoring. The sessions' content, focusing on urban low-income

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children and youth, was developed using best practices from national and local youth development organizations (i.e., YMCA, Children's Defense Fund, Brotherhood Crusade, Positive Coaching Alliance, etc.), lessons learned over the years through USSFF grantee oversight and Urban Soccer Collaborative members, and national research on these topics.

USSFF provides technical assistance and oversight through site visits to observe the coaches and provide feedback on their performance as mentors. USSFF staff will identify areas of improvement and if necessary, provide additional resources and trainings to support the coaches. Monthly conference calls are set up for sites to report data and information, including challenges and issues that arise at their site so they can be addressed. Many challenges that have been reported in the past have related to questions about mentoring tips and coaches handling situations. The structured conference calls give us an opportunity to address key coaching and mentoring challenges, and help us improve the program by learning about specific challenges that arise. In addition to site visits and conference calls, USSFF staff maintains constant informal communication with each site administrator for regular check-ins.

6. You mention three specific measure tools that you currently use to gather data, including the Nutrition and Food Frequency Survey, end-of-year satisfaction surveys, and the PACER test. Please summarize what information you have gleaned from these to date and how the information has affected your program decisions.

6. We have conducted and completed full pre- and post- nutrition/food frequency surveys, end-of-the-year surveys and the PACER test for select program sites for 2010-2011. The season was completed last month and Stanford University's Gardner Center (SUGC) has collected the data and is currently assessing the data and crafting the narrative for USSFF's report.

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From our preliminary staff review of the end-of-the-year satisfaction surveys and food frequency surveys, the results look promising (PACER test results were not reviewed by staff but sent directly to SUGC). While we await the official results from the surveys and PACER tests from SUGC, we anticipate using this data to shape and improve our program components. The three assessments measure participants' eating habits (food frequency survey), behavioral indicators and quality of coaches/mentors (end-of-the-year survey), and physical fitness (PACER test). SUGC selected and crafted these assessments based on what they believed were the strongest measurable indicators the program delivers. They have also conducted focus groups with participants, parents, and coaches for qualitative data on the effectiveness of the program.

Examining each survey/test individually provides us with information on the effectiveness of each program area we seek to measure (i.e., nutrition, physical fitness, and mentoring). However, examining all three together in context provides us with an overview of the strengths and weaknesses of our program curriculum and design as an overall program.

Conducting high quality evaluations and assessments is critical to the success of the program and we, as we have done in the past, take results from our evaluations and make adjustments and changes based on the recommendations.

7. You have described a significant and widespread social problem in youth obesity. Please describe any thoughts or plans you have regarding how you intend to leverage the Soccer for Success program to create broader impact, either during the five years -- perhaps by utilizing your partnerships or entities such as the Urban Soccer Collaborative's group -- or beyond the five-year term of this program.

7. SfS can set an example for high quality sports-based youth development programming that can be

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replicated throughout the country. There are many outstanding youth development programs, but they do not include or incorporate physical activity or nutrition/health education. And there are many high quality sports-based programs, but they do not emphasize youth development components such as positive mentoring and family engagement, and/or are competitive leagues that have barriers to entry (cost and skill). We have developed a unique, high-quality, after-school youth development program that uses sport to engage children and youth, focusing on physical activity, nutrition, family engagement and mentoring.

SfS is an easily adaptable and replicable program, and we believe community based organizations and sports-based organizations will use this program model as an example for high quality affordable sports-based youth development programs. While soccer is unique in many ways, sports such as basketball, baseball/softball, football, track and field, tennis, volleyball, etc. can also be used with our program model and concept.

In order to create a broad impact, we plan to continue working with national youth development organizations such as the YMCA, Boys and Girls Club, Urban Leagues, and city parks and recreation departments to implement the program model nationally. We will also work with local and state youth development organizations that have deep and broad reach in their respective communities to implement the program in targeted areas. In addition to the Urban Soccer Collaborative network, we also work closely with other sports based organizations such as USTA, USA Football, NBA Cares, USA Swimming, USA Volleyball, Cal Ripken Sr. Foundation, USA Wrestling, etc. where we would share and encourage these groups to utilize our model for their own efforts.

Our five year goal is not only to reach tens of thousands of children through SfS, but to spark a movement for hundreds of other youth development organizations to adopt our program model and

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concept and follow suit.

8. The subgrant selection process must comply with the open competitive processes referenced in the NOFO. Please clarify how you will ensure that the selection process is open and transparent, and that there is no conflict of interest or evidence of bias towards current partners, given the fact that USSFF has already identified 30 organizations that will compete through the RFP process. When outlining the competitive process, please provide additional information on the outreach plan to advertise the RFP process.

8. The U.S. Soccer Federation Foundation (USSFF) conducts a comprehensive, no-bias review of sub-grantees that is driven by an open RFP process that includes a thorough review process with four distinct stages and standard selection criteria.

USSFF's outreach plan for the RFP process includes distribution using our internal database as well as through potential collaborators such as the NRPA, Boys & Girls Clubs, National PAL, Beyond Sport, Up2Us, the Foundation Center, the Y, Communities in Schools, and local and county municipalities. We cast a wide net in order to capture the most fitting community-based organizations and municipalities that can deliver the highest program quality.

The sub-grantee selection process consists of 1) Application Compliance Review 2) Youth Advisory Panel and Grants Committee reviews, 3) Staff Reviews, and 4) the USSFF Board of Directors (BOD) review/approval. Final approval is given by the USSFF BOD. Members of the Advisory Panel, Grants Committee, and BOD sign an annual conflict of interest form.

Each application is objectively pre-screened for compliance using the basic program requirements listed

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below. Applications that fulfill basic program requirements are presented to the Grants Committee and the Youth Advisory Panel. The Grants Committee consists of five (5) individuals appointed to serve as objective third party reviewers for our annual grants process. Grants Committee members are:

- Chris Wyche, EVP for Ops, Sporting KC, Kansas City MO
- Gianfranco Barroni, Manager, Ameritech, Cleveland, OH
- Ellie Singer, Region II Adm., US Youth Soccer, MN
- Hon. Diane Woolard, Washington Superior Court Judge, Vancouver, WA
- Joe DelGuercio, Managing Dir., Clark Enterprises, Washington, DC.

USSFF staff assembled a group of experts in the field of youth development to provide advice and recommendations. This field of experts comprises the Youth Advisory Panel and includes:

- Edward Butler, Board of Ed. and Prog. Dir., Boys and Girls Club, NJ
- Ashley Hartman, School Health Educator, Comm. of Hope, DC
- Crystal Mattison, Academic Advisor, Bennett College, NC
- Dr. Tiffany Jones, President, X-Factor Performance, GA
- Dr. John Thomas, Educator, TX
- Ed Center, Youth Development Consultant, Up2Us/Coach Across America Program, CA
- Sam Snow, Dir. of Coaching at US Youth Soccer, TX
- Monica Gonzalez, Founder of GONZO Soccer, IL and founding member of the Mexican Women's National Team

These reviewers will analyze the applications, rank and prioritize them based on what the USSFF has determined to be critical characteristics of the ideal sub-grantees. The Advisory Panel and Grants Committee make recommendations to the USSFF staff. Three USSFF staff members then review these finalists and present their final selections to the USSFF BOD for final review and approval.

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Reviewers will be given the following selection criteria with a rating system matrix. Basic program requirements are as follows:

- Serves economically disadvantaged children, with majority of participants receiving free/reduced lunch.
- Operates at least 3 days a week for 24 weeks during the academic year
- Runs 90-minute after-school sessions with a minimum of 60 minutes devoted to moderate to vigorous activity 3 days a week
- Possesses the organizational capacity to implement the SfS curriculum and model with training, manuals, and curriculum guides provided by USSFF
- Possesses the capability and capacity to gather information and assessments, as requested by the USSFF; Information and assessments may include:
 - *BMI of each program participant as outlined by USSFF guidelines and report results as directed
 - *Data that measures healthy lifestyle changes & positive behavioral changes through pre and post-season surveys; USSFF will provide the tool to collect the required information for outcomes analysis.
 - *Program participants' results on pre- and post program PACER tests
- Tracks program attendance during each season, and retention of participants from season to season
- Provides adult supervision at a 15:1 child-to-adult ratio, including one trained and experienced coach per site location for every 45 participants
- Provides 1 trained site Coord./head coach at each site to oversee the admin tasks and operations of the program.

Program priorities are listed with answers to question #9.

9. Please clarify the characteristics of an ideal subgrantee applicant in terms of the type of the

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organization and critical features that will ensure its success.

9. USSFF believes that sub-grantee applicants must possess the following characteristics to succeed and gives priority to organizations with the following qualities.

- Serve both boys and girls

- Can reach 1,000 new participants in the 1st year and have a credible plan for expansion.

- Can provide matching funds

- Have lower cost structures

- Track school attendance, grades, and other educational elements of youth participants in program

- Operate 3, 12-week seasons (36 weeks during the academic year)

- Operate 5 days a week during each season

- Have existing relationships and programs in place with public/charter schools

- Do not require major capital expenses

- Have a proven track record of working with children & youth in low-income communities

10. Please clarify the distinctive elements of your program that will be replicated and evaluated as a part of your program. In your response, please indicate what differentiates the Soccer for Success program from other after school soccer programs.

10. USSFF developed SfS to address our children's critical need for positive role models through evidence-based mentoring while concurrently combating the nation's childhood obesity epidemic by keeping kids physically active. What is unique about SfS is that it integrates nutrition education within the soccer activities and games, instead of separating the physical activity and nutrition education into lecture style. It keeps the children and youth engaged in the nutrition education since it is seamlessly integrated in the fun soccer activities and games. SfS brings the critical components of youth

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development emphasizing positive mentoring and the developmental needs of children and youth, and integrating it within the framework of sports-based youth development and nutrition education.

The major components of the program - mentoring, family engagement, nutrition education, and physical activity - can be easily replicated. Grounded in the Four Components of SfS:

A. Physical Activity: Children participate in 90-minute sessions at least 3 days a week to ensure they receive the recommended 60 minutes of moderate to vigorous exercise.

-Evaluation: SfS conducts a pre-/post- test of the participants' PACER test scores. The PACER test measures cardiovascular endurance and tracks children and youth's improvements/declinations pre and post participation in SfS. Developed in 1983, the PACER test is widely accepted as a fitness indicator and used to by police departments, the military, and other sectors to evaluate candidates and employees when fitness is an integral component of job performance.

-Distinction: SfS curriculum is designed to ensure 60 minutes of moderate to vigorous exercise. SfS promotes a high level of physical activity by steering away from "drills" and towards "games." In drills, children may become bored of the rote learning or frustrated if they are unable to master the specific technique introduced. In games, children can focus on having fun while also picking up the skills along the way. The focus is to keep kids moving and engaged. USSFF used the results of the Stanford Sports to Prevent Obesity Randomized Trial (SPORT) to guide SfS design and implementation. The goal of SPORT was to evaluate the efficacy of an after-school soccer program to reduce weight gain in low-income overweight children. The participants were in 4th & 5th grades with a BMI at or above the 85th percentile. The results were very encouraging. Compared to the control group, who only participated in an after-school health program, children in the soccer group demonstrated significant decreases in BMI

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and significant increases in daily moderate and vigorous physical activity.

B. Mentorship: Each site is staffed by caring coaches who serve as mentors, adults invested in the successful development of each child. Mentors stress the importance of doing well in school and avoiding negative influences such as drugs, alcohol, and violence.

-Evaluation:

*Training: Each coach/mentor completes a two-day training prior to the start of each season that stresses code of conduct, developmental needs of children, external and internal factors that affect a child's behavior, and individual and group positive behavior management

*Oversight: Site Coordinators are responsible for oversight of the coaches. Program Administrators are responsible for oversight of Site Coordinators. Program Administrators report to the USSFF.

*Oversight: The USSFF conducts two (2) on-site visits per season, with the mentorship component being a key element of the review.

*Evaluation: End-of-season surveys poll participants' feedback on their coaches.

-Distinction: SfS bridges the expertise of the sports and youth development industries to create powerful mentors through the SfS coaching staff. SfS requires a 15:1 participant to coach ratio, employing a group mentoring model in an attempt to reduce the estimated 15 million youth "Mentoring Gap." SfS operates during the after-school hours of approximately 3:00-7:00, when youth are most likely to commit or be victims of violent crimes. SfS offers high-quality mentorship at a low cost, with an estimated cost per child per year of \$384. In comparison, the After-School Education and Safety Program (L.A.) rate is \$810/child/year, the After-School Matters (Chicago) rate is \$1044/child/year, and Boys and Girls Club (NYC) rate is \$1306/child/year (based on a three-day program).

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C. Nutrition: SfS staff delivers relevant educational activities that facilitate participants' learning the basics of nutrition, the importance of making healthy lifestyle choices, and the importance of maintaining healthy eating habits.

-Evaluation:

*Training: Each coach/mentor completes a two-day training prior to the start of each season that stresses the integration of health & nutrition messaging in the daily soccer games and activities.

*Oversight: The USSFF conducts 2 site visits per season per subgrantee, with the nutrition component, physical activity, and positive mentoring being key elements of the review.

*Evaluation: SfS conducts pre-/post- nutrition surveys, which measure the frequency of food intake & the awareness of nutritional values of food and beverages choices.

*Evaluation: SfS documents a pre-/post- measure of each participant's weight, height, and age (BMI z-scores).

-Distinction: Whereas many after-school soccer programs and soccer leagues focus on soccer education exclusively, SfS integrates nutrition education into the curriculum. Nutrition education is not separated from the soccer activities in a lecture-style setting, but is woven into the activities in a simple, easy way for youth to understand. Every week of the 12-week program has a distinct nutrition theme, and the practices include information on the serving size, different types, importance, and tips of the weekly theme.

D. Family Engagement: SfS strives to turn parents and family members into advocates who reinforce the program's teachings by applying them in their homes. Family members are provided with information on nutrition, health, and public services that will aid them in their pursuit of healthier lifestyles.

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-Evaluation: SFS Programs are required to host 2 family engagement events per season. The USSFF works with Program Administrators to design and implement these events.

-Distinction: Engaging families in the lives of their children and youth is a critical component to positive social and physical outcomes. Children and youth in the program stay active and learn about healthy lifestyles and good eating habits. However, the short and long-term positive outcomes from this empowering experience are reduced if the participants still go home to foods and meals prepared by their parents or guardians without consideration of nutrition and good eating habits.

Therefore, it is imperative that parents and family members also learn the importance of healthy nutrition and support their child's health by providing well-balanced, nutritious meals, seeking adequate healthcare, and engaging in the physical activity themselves. Soccer, in relation to other sports and activities, also naturally brings parents, families, and communities together, particularly during games. Soccer encourages a communal environment where spectators converse, talk, and support one another. The sport helps build community.

11. Please clarify the amount of funding allocated for your proposed technical assistance plan. If subgrantees will be covering training and conference costs out of their budget, please provide an estimate.

11. USSFF has budgeted \$120,000 per year for technical assistance, which does not include training and conference costs that are built into the subgrantee budgets. The funds allocated to technical assistance will include support for family engagement meetings and activities, ongoing updates and information on best practices, conference calls, SIF meetings, development of evaluation and assessment tools, and support for continued fundraising efforts for subgrantees, and at least two site visits per year per site by

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USSFF staff.

12. Please provide additional information on the reporting requirements and monitoring plan for the subgrantees. Please include a timetable for fiscal and/or programmatic reporting and site visits.

12. The subgrantees will be required to follow a strict timeline for planning, implementation, and reporting. USSFF's current 2012-2013 academic calendar is listed below. If awarded the SIF grant, the calendar dates would adjust accordingly.

-Dec. 2011 - SfS RFP's Posted; RFP Q and A Conference Call

-Jan. 2012 - SfS RFP's Due

-Jan. - April 2012 - RFP Review and Selection (including follow-up/clarification)

-April 2012 - RFP Awardees Announced; Subgrantee Individual Calls and Welcome Conference Call

-May - June 2012 - Subgrantee Planning and Preparation

-July 2012 - Program Administrator/Site Coordinators Training

-Aug. 2012 - Grant Agreements Due

-Aug.- September 2012 - SfS Coaches Training (Background Checks are conducted at the training)

-Sept. 2012 - SfS Fall Season Starts (Start date varies depending on subgrantee); Assessments and Pre-Surveys Conducted

-Oct. 2012 - Subgrantee Conference Call and Individual Subgrantee Check-in; Assessments/Pre-Surveys Due

-Oct.-December 2012 - Conduct Site Visits (Staff conducts site visits at all subgrantee sites)

-Nov. 2012 - Subgrantee Conference Call and Individual Subgrantee Check-in

-Dec. 2012 - Subgrantee Conference Call and Individual Subgrantee Check-in; Fall Season Performance Reports and Attendance Sheets Submitted

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- Jan. 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in
- Jan.-March 2013 - Conduct Site Visits (Staff conducts site visits at all subgrantee sites)
- Feb. 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in
- March 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in; Winter Season Performance Reports and Attendance Sheets Submitted; SFS Spring Season Starts (Start date varies depending on subgrantee)
- April 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in
- April - June 2013 - Conduct Site Visits (Staff conducts site visits at all subgrantee sites)
- May 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in
- June 2013 - Subgrantee Conference Call and Individual Subgrantee Check-in; End-of-the-Year Performance Reports Due, Attendance Sheets, and Post-Surveys Conducted

Agenda for Subgrantee Conference Calls (includes but not limited to):

- USSFF Updates
- Subgrantee Check-Ins
- Subgrantee Tasks/Timeline Review
- Deadlines/Due Dates for Surveys, Reports, and Assessments
- Nutrition Education Support
- Family Engagement Support
- Coaching and Mentoring Support (Behavioral Management)
- Evaluation/Assessment Support
- Troubleshooting Issues (Program Implementation, Administration, etc.)
- Q/A

13. Please provide additional information on how the USSFF will hold itself accountable to fiscal

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reporting, compliance, and program progress.

13. USSFF will follow all guidelines and requirements laid out by the CNCS. In order to ensure timely and accurate reporting for CNCS, the USSFF will adjust reporting requirements and due dates from subgrantees to give the USSFF ample time to collect the required information and provide all reports on time. Strict requirements will be in place with checks and balances within the Grants Coord., Dir. of Programs and Grants, Dir. of Development, Dir. of Finance, Chief Operating Officer, and the CEO to ensure fiscal reporting, compliance and progress reports are completed. As a grantmaking organization for over 14 years, we understand and respect the need for accurate and timely reports from grantees, and have a strong collection and reporting process in place.

14. Please include the level of effort for each core staff member in the budget. If you will not be including staff member salaries in the submitted budget, please indicate how much time each will be spending towards this effort off-budget.

14. In the initial requested budget, no funds were requested for staff time/personnel. All time for this effort will be an in-kind contribution from USSFF. To clarify, SfS is a mainstay program for USSFF and would be occurring with or without SIF funds. However, SIF funds will enable USSFF to expand program offerings through subgrantees. Below is each staff member contributing to SfS, his or her total FTE dedicated to the effort, and the FTE expected to manage just the SIF portion.

-Programs Manager, 75% FTE Total, 20% SIF Program Contribution-Managing training, curriculum, and providing program support, tracking finances, evaluations and site visits

-Programs and Marketing Coordinator, 75% FTE Total, 20% SIF Program Contribution-Providing training, curriculum, and program support (evaluations and site visits)

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-Dir. of Programs and Grants, 75% FTE Total, 15% SIF Program Contribution- Managing overall program finance, planning, and implementation

-Grants Coordinator, 50% FTE Total, 10% SIF Program Contribution-Managing administrative oversight

-Programs Assistant, 50% FTE Total, 10% SIF Program Contribution-Overall program support

-Dir. of Finance, 20% PTE Total, 5% SIF Program Contribution - Financial tracking and reporting

-Dir. of Development, 50% FTE Total, 10% SIF Program Contribution-Fundraising capacity development

-COO/General Counsel, 10% FTE Total, 3% SIF Program Contribution-Program oversight

-President/CEO, 10% Total, 5% SIF Program Contribution-Program oversight

Budget Issues

15. Please ensure your budget provides for travel to two SIF-related meetings in Washington, D.C.

15. Two SIF meeting in Washington, D.C., budgeted at \$960, has been included in budget section 1 under travel.

16. Background Checks

16. USSFF uses Southeastern Security Consultants, Inc. (www.ssci2000.com) to run national background checks and they comply with Kennedy Serve America Act in all states. With their nationwide services, they have provided us with a base rate of \$20 per background check for every city/state (costs are averaged out nationally).

17. Please forward the most recent audited financial statements.

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17. The most recent audited financial statements were recently submitted to CNCS.

18. Per the SIF Cooperative Agreement Terms and Conditions and the Notice of Funding Opportunity, all SIF grantees must complete their subgrantee selection process within six months of their award. This means grantees will be expected to conclude the selection process by around February 2012. Please confirm that you will be able to meet this expectation. Please note that we would not anticipate your planned dates for summer training or other programmatic milestones to be effected by an earlier conclusion of the subgrant selection process.

18. In compliance with the SIF Cooperative Agreement Terms and Conditions and the Notice of Funding Opportunity, the Foundation would complete the subgrantee selection process within six months of receiving the award. If and when the grant is officially awarded, and agreement is signed, the Foundation will immediately start the selection process. The Foundation timeline would adjust and reflect the changes necessary to fulfill the expectations and requirements of CNCS. The February 2012 deadline would also provide the Foundation, as well as its subgrantees, additional time to plan and prepare for the start of the program.

Continuation Changes

N/A

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Required Documents

Document Name

Status

Match Verification

Sent

**2011 Social Innovation Fund
US Soccer Foundation
Section 2 – Budget**

Soccer For Success

U.S. Soccer Federation Foundation

Application ID: 11SI128151

Budget Dates:

	Total Amt	CNCS Share	Grantee Share
Section I. Program Costs			
A. Project Personnel Expenses			
B. Personnel Fringe Benefits			
FICA	0	0	0
Health Insurance	0	0	0
Retirement	0	0	0
Life Insurance	0	0	0
Total	\$0	\$0	\$0
C. Travel	120,000	60,000	60,000
D. Equipment			
E. Supplies	20,000	10,000	10,000
F. Contractual and Consultant Services	60,000	30,000	30,000
H. Other Costs			
Subgrants	1,800,000	900,000	900,000
Total	\$1,800,000	\$900,000	\$900,000
Section I. Subtotal	\$2,000,000	\$1,000,000	\$1,000,000
Section II. Indirect Costs			
J. Federally Approved Indirect Cost Rate			
Indirect Costs	0	0	0
Total	\$0	\$0	\$0
Section II. Subtotal	\$0	\$0	\$0
Budget Totals	\$2,000,000	\$1,000,000	\$1,000,000
Funding Percentages		50%	50%
Required Match		n/a	
# of years Receiving CNCS Funds		n/a	