

2014 SIF NOFA Overview for Prospective Applicants

March 10, 2104



[Michael Smith, Social Innovation Fund Director]: Good afternoon, everyone. Thank you for joining our second Social Innovation Fund Notice of Funding Availability webinar. We're excited to share with you today the parameters and the contours for this upcoming competition, our largest funding competition yet. Also just sharing with you a little bit about the structure of the Social Innovation Fund itself. We're also delighted today that we have a representative from one of our intermediary organizations, Matt Joyce, who you'll be able to hear from a little bit later so you can get a perspective of what it's like to do this work on the ground.

The way that the rest of this webinar will work, you'll hear from me and my colleague Lois Nembhard, who is Deputy Director of the Social Innovation Fund, just with an overview and set up. And then you'll hear from Matt, and then we'll spend the rest of the time in questions and answers. So with that I'm going to go ahead and get started.

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1. Welcome and Introduction of Presenters
2. About the Social Innovation Fund
3. Grantee Perspective
4. 2014 Competition Overview and Priorities
5. Q&A

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Purpose of this Webinar

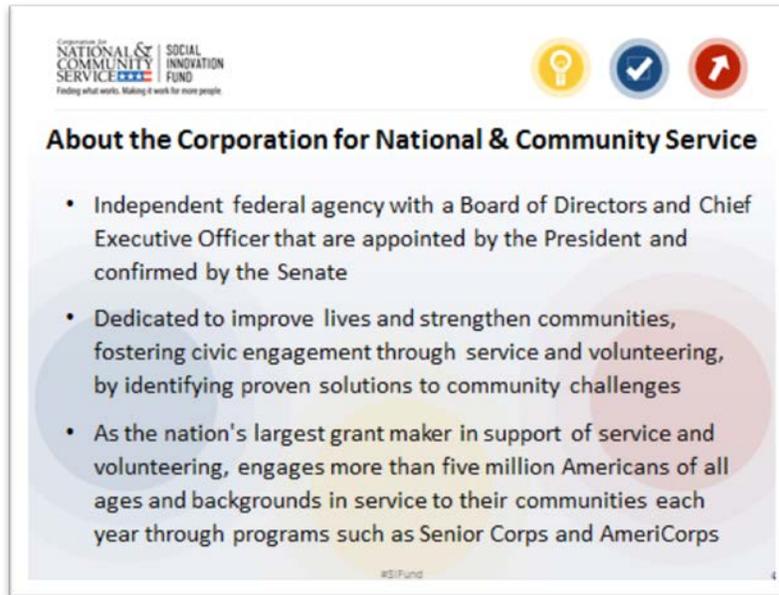
1. Provide an overview of the SIF and its requirements
2. Highlight key aspects of the 2014 Notice of Funding Availability
3. Help you determine if this is the right opportunity for your organization or your constituents

Note: We will be summarizing requirements; you must read the NOFA and the application instructions to learn the details

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About the Corporation for National & Community Service

- Independent federal agency with a Board of Directors and Chief Executive Officer that are appointed by the President and confirmed by the Senate
- Dedicated to improve lives and strengthen communities, fostering civic engagement through service and volunteering, by identifying proven solutions to community challenges
- As the nation's largest grant maker in support of service and volunteering, engages more than five million Americans of all ages and backgrounds in service to their communities each year through programs such as Senior Corps and AmeriCorps

WSIFund 4

For those of you who don't know, the Social Innovation Fund is housed at the Corporation for National and Community Service, which is the national federal agency that actually oversees the President's call to service and really sparks community solutions on the ground across the country. It's an independent federal agency with a Board of Directors and CEO that's appointed by the President and confirmed by the Senate. And it engages more than five million Americans of all ages and backgrounds in service through programs such as Senior Corps and AmeriCorps and also has the Social Innovation Fund, which is really leading the arm around evidence-based community solutions.



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The Social Innovation Fund

CREATED BY THE BIPARTISAN PASSAGE OF 2009
EDWARD M. KENNEDY SERVE AMERICA ACT

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The Social Innovation Fund was created in 2009 as a part of the Kennedy Serve American Act. It was really designed to see if we could bring more evidence to the way that the federal government was investing into organizations.



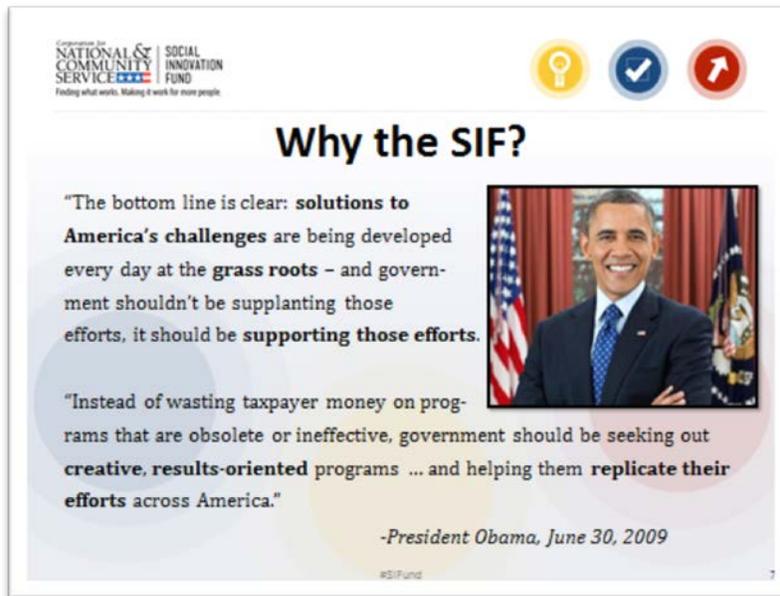
ABOUT SIF

The Social Innovation Fund (SIF) is a key White House initiative and program of the Corporation for National and Community Service (CNCS).

SIF combines public and private resources to grow the impact of innovative, community-based solutions that have compelling evidence of improving the lives of people in low-income communities throughout the United States.

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You can see here as I move to the next slide the quick description about the Social Innovation Fund. It's a key White House initiative that was launched by the President as a program of the Corporation for National and Community Service, and what we're trying to do is combine public and private resources to see if we can grow the impact of innovative community solutions that are really making a difference in the lives of people in low income communities throughout the United States.



Why the SIF?

"The bottom line is clear: **solutions to America's challenges** are being developed every day at the **grass roots** – and government shouldn't be supplanting those efforts, it should be **supporting those efforts**.



"Instead of wasting taxpayer money on programs that are obsolete or ineffective, government should be seeking out **creative, results-oriented** programs ... and helping them **replicate their efforts** across America."

-President Obama, June 30, 2009

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When you hear the President talk about the Social Innovation Fund or those that were around at its founding, I would say there are two major reasons that the Social Innovation Fund was created. The first one is this belief that Washington does not have all of the solutions, but some of the best answers to the challenges that we face are being developed in communities across this country, and we want to use the Social Innovation Fund to shine a giant spotlight on them to see if we can support and replicate those great efforts.

The other reason was to make sure that we were investing more taxpayer dollars into interventions and into organizations that actually had proof that they had impact on the ground. I think as many of you know, we have more than 1.5 million nonprofits in the United States, and if we ask ourselves the question and answer it, we would know that they're not all having great impact in the community, that there are lots of organizations that are doing good work but are not really changing the life outcomes for people that they are serving. So the Social Innovation Fund is trying to move beyond measuring isolated stories of success or numbers served, but really going into results-oriented programs with evidence of impact.



There are six features that distinguish the Social Innovation Fund. The first three are represented by these large circles that you see on this slide here, and it's that we invest in innovation, evidence and scale. We invest in solutions that are innovative, disrupting the status quo. We invest in evidence in that every single organization that we fund has to have at least a preliminary level of effectiveness. And then, once we see that preliminary level of effectiveness, we help them to grow their evidence base and run them through a rigorous evaluation that helps to prove and improve outcomes.

Lastly we invest in scale. We believe that the solutions to our nation's challenges are so urgent that we can't wait for a ten-year study. We believe in the evidence that these organizations are coming in with, and we're helping to grow them so that they're reaching more people and more communities in need. For those organizations that have a lower level of evidence, we might expand them to one or two other locations so we can continue to test that out. For those organizations that have a higher level of evidence, we're actually replicating them in all other states and all across the country to make sure more people in need are getting the services that they need.

The three smaller circles on this page, match, grantmakers, and knowledge sharing, represent how our model works. So down at the bottom, grantmakers, we actually do not fund nonprofits directly. We

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actually host an open competition in which we're looking for grantmaking intermediaries to apply. These are organizations that make funding part and parcel of the work they do to serve communities. So they're private foundations, they're United Ways, they're venture philanthropy organizations, or they're large nonprofit organizations that make grants as a part of their overall model. And the reason we work the grantmakers is one, it keeps us from building some big bureaucracy here in Washington, D.C., but we're also investing in the organizations that know the communities, that have been laboring in the field for many, many years and have the relationships and the knowhow. And they actually select the nonprofit solutions that get the funding to make a difference on the ground. Our grantmakers also provide an incredible amount of training and technical assistance and support that makes sure the nonprofit solutions are sustainable and really operating to the best of their potential.

Moving up to the left you can see we have match. Every single dollar that we invest as the federal government is tripled thanks to a one-to-one match that is provided at the grantmaker level and another one to one match that is provided by the nonprofit that is actually running the solution on the ground. We believe in match not only because it's helping to raise meaningful money, but because we want to make sure when the federal dollar goes away, that these organizations are sustainable, that they're long-lasting, and they're not just artificially supported by an initial federal grant for three to five years.

And then lastly we believe in knowledge sharing. It is part and parcel to what we do to make sure not only will you get every single evaluation report when they're finished, but we're sharing our lessons as we go along the way. We want to make sure that our grantees and subgrantees are successful, but we also want to make sure that our lessons, our best practices are influencing the field so that the social sector, philanthropy is building its capacity and that we're becoming smarter and better and we're making a difference together because of what we're learning here at the Social Innovation Fund.



As I said earlier, we invest in low-income communities, and there are three focus areas in which we do this work: youth development, economic opportunity, and healthy futures. They're deliberately broad because we want to make sure that we're seeing an impact in lifting up models that are replicable across the social sector and lots of different examples.

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Youth Development Focus Area



Preparing America's youth for success in school, active citizenship, productive work, and healthy and safe lives

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So youth development is all about preparing our kids for success in school, active citizenship, and to really become productive and be able to lead productive work and healthy and safe lives.

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Economic Opportunity Focus Area



Increasing economic opportunities for economically disadvantaged individuals

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Economic opportunity is all about expanding opportunities for economically disadvantaged.

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Healthy Futures Focus Area

Promoting healthy lifestyles and reducing the risk factors that can lead to illness

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And healthy futures is making sure that we're promoting healthy lifestyles and reducing risk factors.

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Growing investment and impact

EXPANDING OUR REACH, DEEPENING IMPACT.

20 INTERMEDIARY GRANTMAKERS*
217 NONPROFIT ORGANIZATIONS
277,000 INDIVIDUALS, AND GROWING

FEEDING REACHING

*There are 18 in the seventh of grantors.

#SIFund 11

In terms of the impact and the investment that we've made since starting in 2009, actually our first funding competition was in 2010, we've funded 20 intermediary grantmakers that have selected and funded, along with us, 217 nonprofit organizations that are already reaching more than 277,000 individuals across the country.

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In terms of the federal investment, we've made about \$180 million in federal grants, which has been matched once at the grantmaker level and again at the nonprofit level, which has led to over \$423 million in non-federal matching coming from foundations and corporations and individuals that are really making sure that this work can be sustained. And so what that means is your tax dollar has been tripled and we are now moving over \$600 million to really expand our reach and deepen the impact of the Social Innovation Fund and our partners.

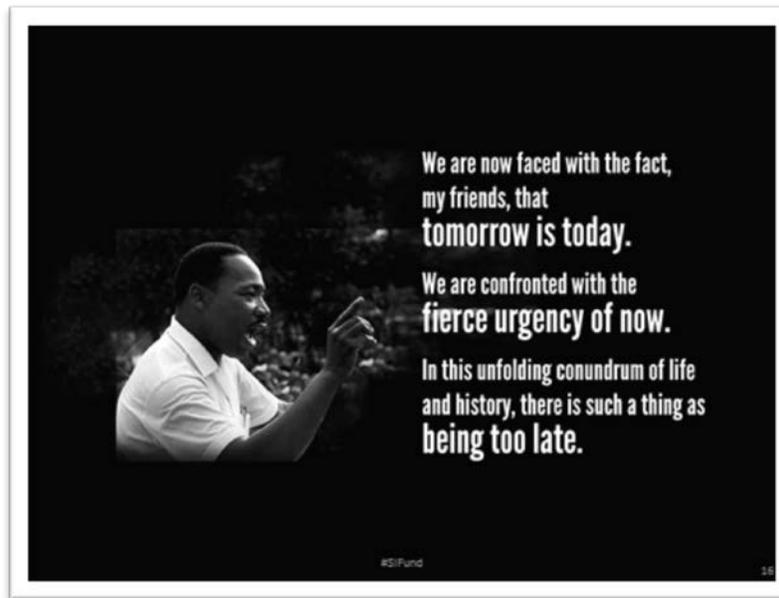


In terms of evaluation, I think this is really exciting. You know, I think if you are in the nonprofit sector, if you're in philanthropy, you hear a lot of people talking about evaluation. But, sadly, funding is hard to come by for this work. So you can see the Social Innovation Fund has invested \$16 million in evaluation

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because we believe in it, because we want to prove and improve the work that's happening in our communities. And you'll see here, on the left-hand side, of the organizations that come in to the Social Innovation Fund, 75% - almost 75%, are starting with a preliminary level of evidence. What does that mean? That means they've had some sort of pre- or post-test at the very least. So 75% are coming in with low levels of evidence. But by the time they're finished and we help them design strong evaluation plans, all the way up to randomized control trials, you can see that while we started with 75% that are preliminary, we only end with 21% that are preliminary, and the rest will be very strong quasi-experimental and experimental designs. So really exciting to see how we're helping to build the evidence base of the nonprofit sector.

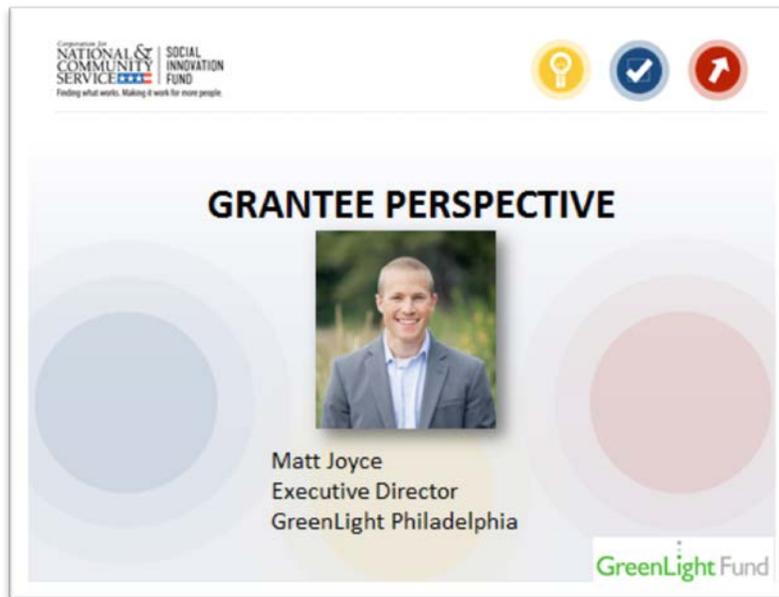


You know, as you look at the Social Innovation Fund model, I like to put this slide up because it reminds me, and I think it reminds all of us, of what it is that we're trying to do here. You know, for too long we invest in the same thing over and over again in the nonprofit sector and expect different results. We take these anecdotal stories of success, we take these numbers that are coming through, that are showing how many people are served, and we don't look at the actual impact. And meanwhile, for those of us that are charged with being the repairers and the bridgers of the breach, we're actually letting millions of vulnerable individuals fall through those cracks. So it's time to live up to Dr. King's statement and realize that tomorrow is today, that there is a fierce urgency of now, and there is such a thing as being too late. So we're looking for people that want to partner with us, to disrupt the status quo, and make sure that we have evidence-based solutions that are really making a difference for those in our community that need us most.

And I'll encourage you, we'll talk a little bit more about this funding competition, and we'll have an opportunity to hear from Matt Joyce from the GreenLight Fund, but you should feel free to go ahead and enter chat questions at any time, and certainly we'll have more time at the end.

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So, again, I can talk about this until the cows come home, but there's nothing like hearing it from the person that's doing it on the ground, so we have one of our intermediary grantees represented in the person of Matt Joyce, who is in Philadelphia with the GreenLight Fund, who I just had the privilege of visiting Year Up with not too long ago, and some of our other sites in Philadelphia, so Matt, with that why don't you tell us a little bit about your experience with the Social Innovation Fund.

[Matt Joyce]: Great. Thanks so much, Michael. And thank you all for hosting me and for your interest in SIF.

So I'll just give a quick word of background on GreenLight and then talk a little bit about our experience with the Social Innovation Fund. So GreenLight is a grantmaker. We began in Boston in 2004. And our approach to grantmaking has always really been centered on helping import proven and effective innovative nonprofit models from across the country into the cities where we work. So GreenLight begins our diligence process at the local level really trying to understand the critical kinds of needs – needs of the communities that we work in. And then we run a national selection process where we go out and look to identify organizations that are successfully addressing those needs in other cities.

So the role that we play as a grantmaker, in addition to financially supporting these organizations, is really to help as a relationship builder locally as sort of a local broker and partnership builder to help some of these great national organizations integrate and sort of imbed in communities that we work in.

So we launched two new sites, a Philadelphia site and a San Francisco site, of the GreenLight Fund in early 2012. And we began our partnership with SIF in the summer of 2012. So from the Philadelphia perspective, most of the work that we've done to date with GreenLight in Philadelphia has been in partnership with SIF.

So our SIF approach, first of all we're a youth development SIF, you saw some of the categories that Michael mentioned, and specifically, or more specifically, our SIF work across our three cities is focused on closing the achievement and opportunity gap for low-income children and youth. Which, for us, is really well aligned with GreenLight's mission broadly.

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So our six subgrantees that we work with as part of the SIF program are Genesys Works and uAspire in our San Francisco site, Blue Print Schools and College Advising Corps in our Boston site. And here in Philadelphia we work with Year Up and Single Stop.

So just a couple things that SIF has really enabled us to do organizationally: First and foremost it's certainly increased the volume of work that we do at the national level. So it's enabled us to support these six organizations across three cities with grants – our grants are between \$1 million and \$1.3 million over a five-year period to each of the subgrantees, so it's certainly increased the amount of funding that we've been able to put into these effective programs.

I think it's also enabled us to build much stronger performance management systems. So, again, across our three sites we really now have much better ways to measure progress of our grantees to sort of assess and evaluate grantees internally. And I think above and beyond that it's enabled us to do much deeper evaluation work with each of our subgrantees. So each of our six subgrantees is engaged in what would be a four-to-five-year impact study that I think really will help us, will help the subgrantees grow and adapt in these new communities, so really a great opportunity.

And then the other thing I think it's really helped us doing, with the match funding that Michael mentioned, which, you know, I think for us first felt a big daunting, but it's really helped us leverage some of the local partnerships, the national funding partnerships, and I think helps us bring more funding above and beyond GreenLight's funding and SIF's funding into these organizations.

So be happy to answer more questions about that piece.

But just to give a quick example of that sort of leverage work, so one of the organizations that we work with in Philadelphia, Single Stop, which some of you may know, it's a college persistence program that works with community college students in several states across the country on financial stability. So Single Stop's model is really focused on embedding their program within a community college, and looks to fund the program with a mix of both philanthropic funding and support from the college.

So with SIF, I think recognizing that we needed a match funder and Single Stop would need a match funder as part of this work, we really ended up doing most of our diligence in very close partnership with our local community college, Community College of Philadelphia (CCP). We did our site visits together. We met the staff together. And so for us by the time we were ready to make a selection, we knew not only was the college committed to co-funding this venture with us, but they really had full ownership and were part of the research process, or part of the selection process. That ended up being, I think, a very different dynamic than sort of the funder doing the research and trying to encourage the institution to take on a new program, but really sort of drove the collaboration that has been really effective for us. And I think it's played out really well. Single Stop opened up this fall at CCP. And, you know, CCP I think has just been an outstanding partner, marketing the program, committing technology, committing resources, and it really sort of owns the model.

So just a couple – to close – a couple of reasons that I think SIF is just a really worthwhile program to be a part of, really a cutting program. First, clearly, as I mentioned, the opportunity to invest more into the portfolio, into the programs that are really, you know, have an opportunity to be effective in your community. I think SIF, for us, has really driven our organization to be better about monitoring, about evaluation. You know, as I mentioned, it's really set up a vehicle for partnership building for us, so given that GreenLight has to match, raise the funding to match the SIF requirement, and then we really work very closely with our subgrantees to help with their match of the SIF funding. It's really just a way to help them build partnerships from the very beginning with a larger set of funders.

I think lastly it's just a great community to be a part of. And I think the SIF team and the technical assistance providers are doing great work and really have been extremely supportive of our work. And I

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think too have been very deliberate about bringing together the different intermediaries. So the 20 of us meet together in person and we have online networks. We meet over conference calls with specific focal areas. So I think for GreenLight, as a relatively new member of the SIF community, it's been just a great learning opportunity to learn from other funders who do similar work.

So I will stop there, but I'm happy to answer any questions, either on this call or happy to make myself available offline as well.

[Michael]: Thanks so much, Matt. I really appreciate you making the time to share your invaluable experiences. I wonder, Jerian, do we have any questions directly for Matt before we move on? And, again, we'll save a lot of time at the end for questions, but anything just for Matt?

[Host]: Yes, there was one question that came in for Matt. One is, are you a geographic or issue-based SIF and what went into that decision?

[Matt]: Sure. So we're an issue-based SIF, so we're focused on youth development. GreenLight, as an organization, is sort of an interesting model. We're a national organization, we're in three cities across the country, but really do our diligence process at the local level. So each of our sites, from a selection perspective, operates fairly autonomously. It's really driven by local needs and by sort of the communities that we operate in. But our relationship with SIF is as an issue-based SIF because we, across our three sites, all of our work is focused on youth development.

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Why Apply: Grantees' Perspective

- **Double your dollars.** Hard to find dollars for evaluation and scale.
- **Be part of something bigger,** a family of pioneers demanding impact.
- Get access to **bright minds and bold thinkers** through Knowledge Network & Gatherings.
- Let the White House and CNCS **amplify your work on a national scale.**
- SIF's platform and rigor provides **"seal of approval"** and validation.
- Program Officers and evaluation experts are **partners in your success.** One on one consulting and ongoing technical assistance.
- **Air cover and unanimity** when things don't go as planned.
- Opportunity to **build capacity** – internal and grantees.
- Entrée to new local, state and **federal partnerships and funding.**
- A chance for your program to **become a national model.**

NSIFund 11

[Michael]: All right. Matt will stick around for the next part of the Q&A session, but we'll move on. You'll see that I changed the slide here just to provide you with some of the themes that we've heard from our grantees on why you should consider applying. Everything from the fact that it doubles your dollars, in some cases it quadruples when you think about the match that's taking place, all the way up to the chance for your great innovation that's happening in your community to become a national model. There's a seal of approval, I think, that comes with the rigorous work that you go through of being a SIF grantee. And when you're trying something new, it's great to have air cover and unanimity working with other pioneers that are experiencing this with you. Our grantees are very kind, and so I'm sure if you email them or reach out to them if you have questions, they'd be happy to answer and share their experiences.

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So now I'm actually going to just go a little bit into what are some of the contours of our 2014 Notice of Funding Availability. We have \$65.8 million to grow effective community solutions, and all of our key priorities and structures are remaining the same. Our priority areas are still youth development, economic opportunity and healthy futures. We still want to see innovation, evidence and scale. However, this year you'll see a few things that are really some new funding priorities and also just some new aspects to the competition.

The first is this idea that you'll see innovation has really been moved front and center for the 2014 competition. You score points for how you talk about innovation. You see that we've defined social innovation, which I'll talk about a little bit during this presentation. You know, the Social Innovation Fund doesn't want to be chasing dollars after dollars. Things that are already doing well, that are already well funded, well replicated, we just don't want to put money on top of money. We really want to make sure the dollars are helping to disrupt the status quo and lift up innovative solutions that could have a really outsized impact.

The second thing is we're looking at expanding opportunity, specifically focusing on opportunity youth, which I'll talk about shortly.

And then lastly we're looking at impact, collective impact. How are communities coming together across sectors to solve problems together? And what you see by these three different pieces that are really the highlights of the competition is the Social Innovation Fund doesn't want to just help to incrementally improve one program model. We want to make sure that our dollars are helping to seed deep change that's making a difference in the lives of people in communities. So we want to see if folks are working together, who are looking at the issues that are facing us as a nation in communities across the country like Opportunity Youth. And we want to make sure that we're looking at evidence-based innovative solutions and in those areas.

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The slide features the logos for the Corporation for National & Community Service and the Social Innovation Fund at the top left. To the right are three circular icons: a yellow lightbulb, a blue checkmark, and a red arrow pointing up. The main title is '2014 NOFA: Eligibility'. Below it are two bullet points: 'Existing grantmaking institutions' and 'Eligible partnerships', each with sub-bullets. The slide number '20' is in the bottom right corner.

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2014 NOFA: Eligibility

- **Existing grantmaking institutions**
 - In existence at the time of the application
 - Invest in nonprofit community organizations or programs through grants as an essential rather than a collateral means of fulfilling its mission and vision
 - Track record of using rigorous evidence to select and invest in grantees
 - Includes in-network affiliate organizations
- **Eligible partnerships**
 - Formal relationship between an existing grantmaking institution and an additional grantmaking institution, a State Commission on National and Community Service, or a chief executive officer of a unit of general local government

20

In terms of some of the basics on the 2014 competition, who is eligible? First and foremost, you have to be an existing grantmaking institution. What does that mean? You have to make grants as an essential part of the way that you do business and fulfill your mission and vision. Not something that's just on the side. So you can be a private foundation, you can be a United Way, you can be a venture philanthropy organization, you could be a large nonprofit where making grants is the core way that you do business. But you have to be in existence at the time of the application, and you have to have a track record for using evidence to select and invest in grantees.

One thing that I will note on this slide is that for the first time this year we are opening up the competition to in-network affiliate organizations. In the past those organizations couldn't apply. What do I mean by in-network affiliate organizations? So, for instance, we have lots of United Ways that are part of our portfolio. Mile High United Way in Denver. We have United Way of Southeast Michigan. So we have lots of the locals, but the national couldn't apply before. So now the national organization could apply. Other large network-affiliated organizations like them could apply. Boys and Girls Clubs, Communities in Schools, you name it. However, they can apply, but they have to be willing to abide by all of our rules and regulations including opening up their SIF fund competition, their Social Innovation Fund competition, beyond their exclusive networks. And so that is a change, and we want to make sure that folks know that.

Eligible partnerships are certainly eligible to apply. And what does that mean? So there has to be an existing grantmaking institution as a part of the mix, but it could be more than one existing grantmaking institution. A state commission on national community service could be a part of that eligible partnership. Or a unit of general local government could be a part of that partnership, and so we've seen some of those in our current portfolio such as United Way Twin Cities and Strive, or Jobs for the Future and National Fund for Workforce Solutions. So we've seen some of these interesting partnerships coming together, and we certainly encourage those where they make sense.

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2014 NOFA: Eligibility (cont.)

- **Note:**
 - A unit of government is not considered to be an existing grantmaking institution. A unit of general local government may *participate* in an eligible partnership; other units of government may *collaborate* with an existing grantmaking institution or eligible partnership
 - A university is not considered an existing grantmaking institution, but may *collaborate* with an existing grantmaking institution or an eligible partnership

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A unit of government can't be an existing grantmaking institution for our purposes, but they can join in that eligible partnership in collaborating with an existing grantmaking institution. And the same is true for a university.

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2014 NOFA: Funding & Key Dates

- Up to \$65.8 million total for all 2014 grantmaking
- Grants between \$1 – 10 million
- 3-5 year project periods; Three years upfront funding likely

- Notice of intent due **March 24, 2014** (encouraged)
- Application due **April 22, 2014 by 5 pm eastern**
- Grant awards: August 2014

NSIFund 22

In terms of the basic details of this competition and key dates, we have up to \$65.8 million total for all 2014 grantmaking. Our grants range between \$1 and \$10 million, so we give grants to grantmaking organizations between \$1 and \$10 million. The grant period is three to five years. And for the first time this year, it will be our default position to fund three years up front for those applicants that are successful. We do have the ability to make that fewer years if we think, you know, you're on the more innovative side and we want to move a little slower, but our default position will be the first three years up front.

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Notices of intent are due March 24th, that's encouraged, not required, but we'd love to know if you're planning on applying. Also, applications are due on April 22nd. That's a firm deadline so that we can have all these grants out the door before the end of the fiscal year. So April 22nd at 5:00 p.m. eastern time. And with that deadline we'll have grant awards in August.

Innovative Approaches Wanted

New ways to solve old problems that are faster, cost-effective, data-driven and lead to **better results** for the public good

WHAT IS SOCIAL INNOVATION?

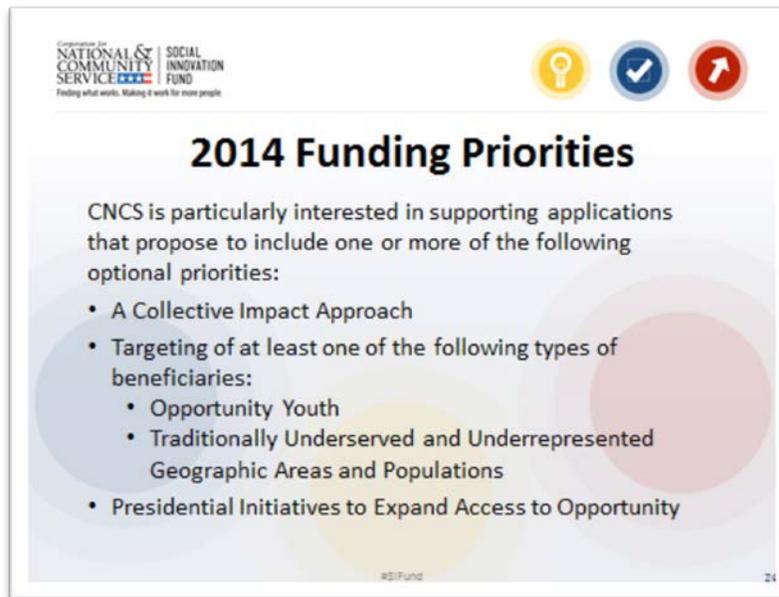
SOCIAL PROBLEMS → GENERATE NOVEL IDEAS → CHANGE MIND TO CHANGE WORLD → TRANSFORMATION → ENVIRONMENT → SUSTAINABLE BUSINESS → NON HUMAN NETWORKS → PEOPLE CENTRED → IMPACT SCALE DURABILITY → PROGRESS SERVICES

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So I told you a little bit earlier that we defined in this NOFA what an innovative approach is, what social innovation means for the Social Innovation Fund. For us, social innovation means new ways to solve old problems that are faster, cost-effective, data-driven, and lead to better results for the public good. So it's not just new, it's not just novel, it's not just flashy, it's not the hot new thing. But it is something that is showing that it's having results in a way that other things aren't having results that's really making a difference for the public good. And we're certainly looking forward to those.

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2014 Funding Priorities

CNCS is particularly interested in supporting applications that propose to include one or more of the following optional priorities:

- A Collective Impact Approach
- Targeting of at least one of the following types of beneficiaries:
 - Opportunity Youth
 - Traditionally Underserved and Underrepresented Geographic Areas and Populations
- Presidential Initiatives to Expand Access to Opportunity

NSIFund 24

In terms of our 2014 funding priorities, I mentioned these to you, so collective impact approach, targeting at least one of the following beneficiaries: Opportunity Youth or traditionally underserved and underrepresented geographic areas and populations, and also those eligible grantmaking institutions that are in partnership with the Presidential initiative to expand access to opportunity such as Promise Zones.



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Priority: Collective Impact

The approach:
Cross-sector coalitions form to identify a common set of challenges and evidence-informed and evidence-based solutions, and then work together to implement the solution

Must address key characteristics of success:

- Common Agenda
- Decision Making, Data, and Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communication
- Investment and Sustainability
- Backbone Organization
- Evaluation and Accountability

NSIFund 23

To provide a little bit more detail, I think folks know about these Collective Impact programs which were really talked about originally in a paper that the White House Council on Community Solutions really demonstrated how some of these collective cross-sector approaches were coming together to identify common challenges, look at evidence-based solutions, and then work together to implement those solutions. If you apply and talk about a Collective Impact approach, you have to demonstrate that it's built

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on key characteristics of success that are common in the field. And we list some of those on this slide, you know, everything from having a common agenda to making sure there's a strong backbone organization.

The slide features the logo for the Department of National & Social Innovation Service Fund at the top left, with the tagline 'Finding what works. Making it work for more people.' To the right are three circular icons: a yellow key, a blue checkmark, and a red arrow. The main title is 'Priority: Opportunity Youth'. The content is divided into two columns. The left column, 'The population:', lists four bullet points. The right column, 'Must address key characteristics of success:', lists five bullet points. The background has a light blue and yellow gradient with faint circular patterns. At the bottom, there is a small '#SIFund' logo on the left and a page number '24' on the right.

Department of NATIONAL & SOCIAL INNOVATION SERVICE FUND
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Priority: Opportunity Youth

The population:

- Youth ages 14 to 24
- Homeless, in foster care or juvenile justice system, not employed, not in school
- 5-7 million youth or 1 in 6 youth not connected to education or jobs
- Cost the nation \$93 billion in 2011

Must address key characteristics of success:

- Re-engagement
- Educational Momentum
- Connection to Employment
- Stable Housing
- Youth Development

#SIFund 24

On Opportunity Youth, I think many of you know that across the areas that we're working on there are these youth that are aged 14 to 24 that are disconnected from school and disconnected from work. They're costing the nation billions of dollars, and we are losing out on their talent, the next doctors, the next lawyers. And so we have to right this wrong, and we're excited to see some focus on Opportunity Youth. Just like collective impact, you need to make sure, if you're talking about Opportunity Youth, you're showing how your program will be built upon key characteristics of success. And you can see some of those that are mentioned on this slide.

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Priority: **Underserved/Underrepresented**

- Significantly economically underserved geographic areas
- Geographic areas not being currently served by the Social Innovation Fund
- Vulnerable populations traditionally underserved in communities nationwide, including:
 - rural and economically depressed communities
 - tribal communities
 - disabled populations
 - veterans
- Applicants may demonstrate traditionally underserved, underrepresented populations they wish to target

SIF Fund 27

In terms of the priority area around traditionally underserved and underrepresented groups, you can see that we're trying to make sure that these vulnerable populations are getting served as a part of the Social Innovation Fund, and we name a few, such as rural and economically depressed communities, tribal communities, disabled populations and veterans, but we also provide you with an opportunity to demonstrate, through data, if there is a traditionally underserved or underrepresented population in your community that you would like to serve and you think meets this priority area.



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Priority: **Presidential Initiatives to Expand Access to Opportunity**

- Contributing to local strategies designated under Presidential priority initiatives to expand access to opportunity for low income individuals and distressed communities, such as the Promise Zone initiative
- If a SIF applicant is applying as a Promise Zone partner, a partnership agreement with the Promise Zone lead organization must be included for this priority preference to apply

SIF Fund 28

And then lastly I mentioned there is a priority to those that are a part of the Presidential initiatives to expand an opportunity like Promise Zones. If you are thinking that you're part of one of those, you have to

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have some sort of partnership agreement with one of these Presidential initiatives and explain that as part of your application.

So one thing that I would say before I move on to Lois, who is going to talk a little bit more about the competition, is our funding priorities are not points-earning funding priorities. You don't get five points for Collective Impact, five points for Opportunity Youth. They're what we call balancing characteristics. So at the end of the process, two strong applications, if one of them is a strong application and also has a strong Collective Impact program or a strong Opportunity Youth program, then it's more likely to get funded than one that does not. And so just wanted to make that clear to you.

So what I'm going to do now is turn it over to our Deputy Director Lois Nembhard, who is just going to walk you through a little bit more of the intricacies of the competition, and then we'll use the rest of the time taking your questions. Lois?



[Lois]: Thanks, Michael. So I'll start by talking about the two different types of SIFs that we have, and you will identify in your application which you're applying for. So you have a geographically-based Social Innovation Fund, which means that you're improving outcomes in a specific geographic area across one or more of our focus areas. Or you could have an issue-based Social Innovation Fund, which means you're improving outcomes across many geographic locations but you're focusing on just one of our focus areas. And Matt, from GreenLight Fund, talked about the fact that they are issue-based Social Innovation Funds.

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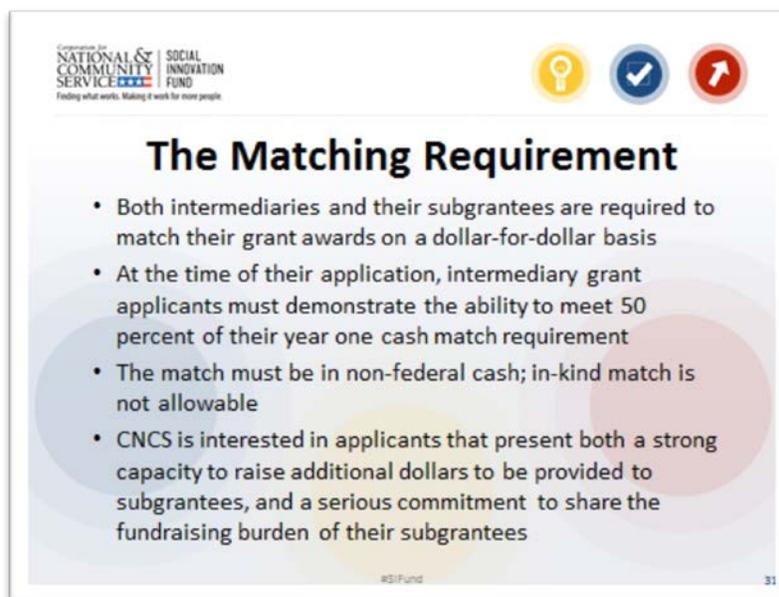
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Key Requirements

- Match
- Subgranting
- Growing Subgrantee Impact
- Evidence and Evaluation

#SIFund 30

Next I'll touch on some of the key requirements of the Social Innovation Fund, match, subgranting, growing subgrantee impact, and then evidence and evaluation.



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The Matching Requirement

- Both intermediaries and their subgrantees are required to match their grant awards on a dollar-for-dollar basis
- At the time of their application, intermediary grant applicants must demonstrate the ability to meet 50 percent of their year one cash match requirement
- The match must be in non-federal cash; in-kind match is not allowable
- CNCS is interested in applicants that present both a strong capacity to raise additional dollars to be provided to subgrantees, and a serious commitment to share the fundraising burden of their subgrantees

#SIFund 31

So starting with match. Our match requirement is a pretty strenuous one. It's dollar-for-dollar both at intermediary level and at the subgrantee level. So for every dollar that an intermediary gets from us, they have to match it dollar-for-dollar. And then when they make their subgrants to the nonprofits that they're funding, those nonprofits have to match the amount of funds that they get from the intermediary also one-to-one.

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At the time of the application, applicants must demonstrate the ability to meet 50% of their year one cash match requirement. So, for instance, if you're requesting \$10 million per year, in your application you have to demonstrate to us that you have at least \$5 million on hand. And the NOFA provides detail about how to demonstrate that to us.

The match must be in non-federal cash and in-kind match is not allowable.

We're particularly interested in seeing applicants at the intermediary level that are demonstrating that they have the capacity both to raise their match, but also to support their subgrantees in raising the match that they're going to have to come up with as well.

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Subgranting

- Subgrants must be selected on an open, competitive basis
 - i.e. open to nonprofit organizations beyond the intermediary's own existing grant portfolio or network
- Two possible approaches:
 - Seek and invest in subgrantee organizations that have developed and/or implemented innovative solutions.
 - Identify an innovative solution and seek subgrantees to implement it

#SIFund 31

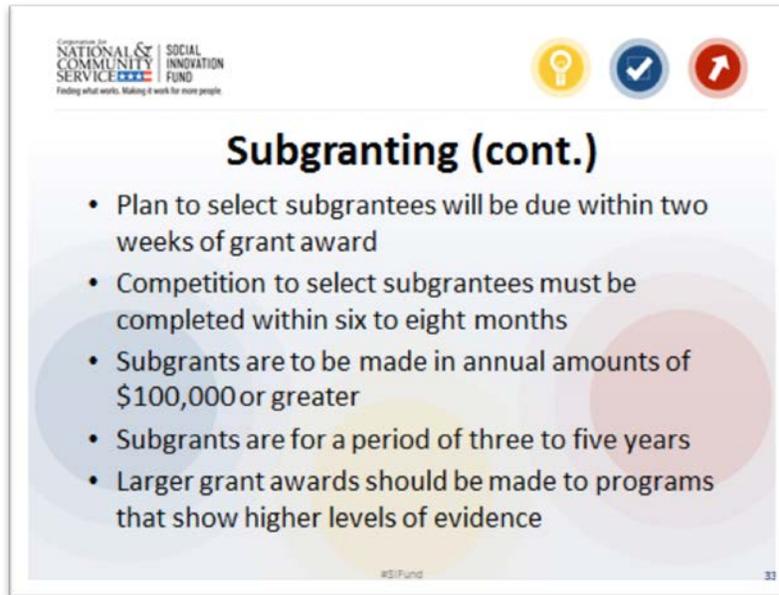
In terms of subgranting, as Michael said, we expect all subgrants to be selected on an open, competitive basis, meaning that the competition must be open to nonprofit organizations beyond the intermediary's existing portfolio, network, beyond who they would ordinarily fund. So as they are developing their subgranting plan and then putting out the Request for Proposals, we're expecting that it's going to be distributed beyond their usual sources.

There are two possible approaches that you can take on structuring your program. You could seek to invest in subgrantee organizations that they have developed or implemented innovative solutions that you're interested in funding. So you, for instance, might decide that you want to focus on improving outcomes for youth, and you look for nonprofit organizations that are doing that in different evidence-based ways. Or you, yourself, might have an intervention focused on improving outcomes for youth, and then you're seeking nonprofit organizations that are going to implement your intervention.

And as you can imagine that has different capacity implications depending on which approach you choose to take.

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The slide features the logo for the Corporation for National & Community Service and the Social Innovation Fund at the top left. To the right are three circular icons: a yellow lightbulb, a blue checkmark, and a red arrow pointing up. The main content is a list of five bullet points. At the bottom right, there is a small number '31'.

Subgranting (cont.)

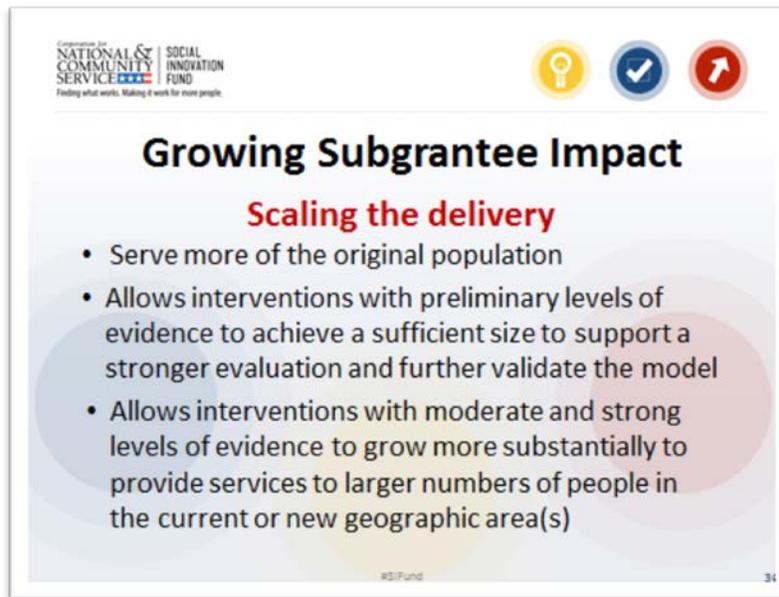
- Plan to select subgrantees will be due within two weeks of grant award
- Competition to select subgrantees must be completed within six to eight months
- Subgrants are to be made in annual amounts of \$100,000 or greater
- Subgrants are for a period of three to five years
- Larger grant awards should be made to programs that show higher levels of evidence

Following up a little bit more on subgranting, we will expect, within two weeks of your receiving your grant award, that you're submitting to us your plan to select subgrantees. And we give you feedback, and we'll probably go back and forth a little bit on that before you actually put out your request for proposals. And then within six to eight months of receiving the grant award, we're expecting that you've completed selecting your subgrantees. So you can see that you're going to need to be ready to hit the ground running as soon as you receive notification from us that you're approved for funding.

Subgrants are to be made in annual amounts of at least \$100,000.00, and the grant subgrant period is from three to five years. And it's important to know that we expect that larger grant awards would be made to programs that show higher levels of evidence. So if you have a portfolio of nonprofits all implementing different interventions, the ones that are coming in at the preliminary level of evidence should be getting less funding than those that are coming in at moderate and strong.

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Lightbulb icon, Checkmark icon, Arrow icon

Growing Subgrantee Impact

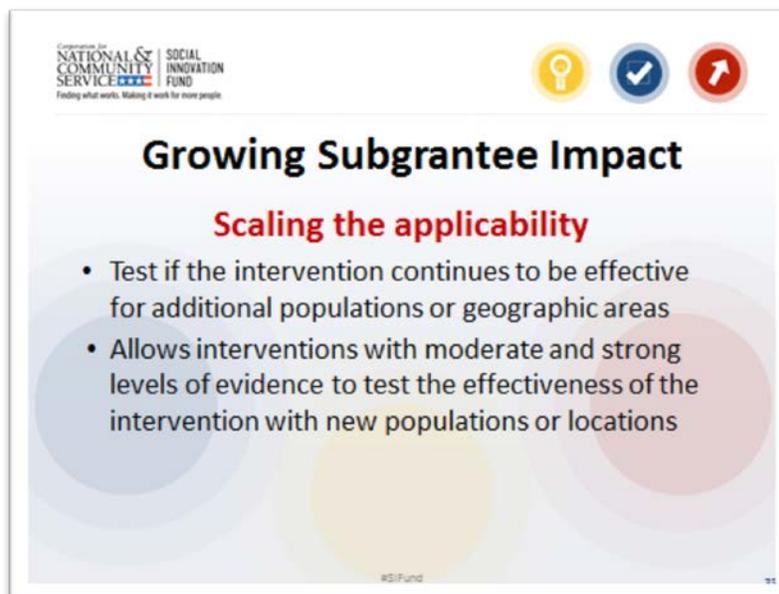
Scaling the delivery

- Serve more of the original population
- Allows interventions with preliminary levels of evidence to achieve a sufficient size to support a stronger evaluation and further validate the model
- Allows interventions with moderate and strong levels of evidence to grow more substantially to provide services to larger numbers of people in the current or new geographic area(s)

SIFund 34

In terms of growing subgrantee impact or scaling, there are two different approaches that you can take and two different ways that we look at it, scaling delivery or scaling applicability. When you're scaling delivery, you're serving more of the individuals, the beneficiaries, that you've been previously serving. So prior to the SIF you're able to serve 1,000 individuals, and then scaling through the SIF you're now increasing that to 3,000 individuals.

We would expect that interventions at the preliminary end of the evidence scale would more likely focus on scaling delivery.



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Lightbulb icon, Checkmark icon, Arrow icon

Growing Subgrantee Impact

Scaling the applicability

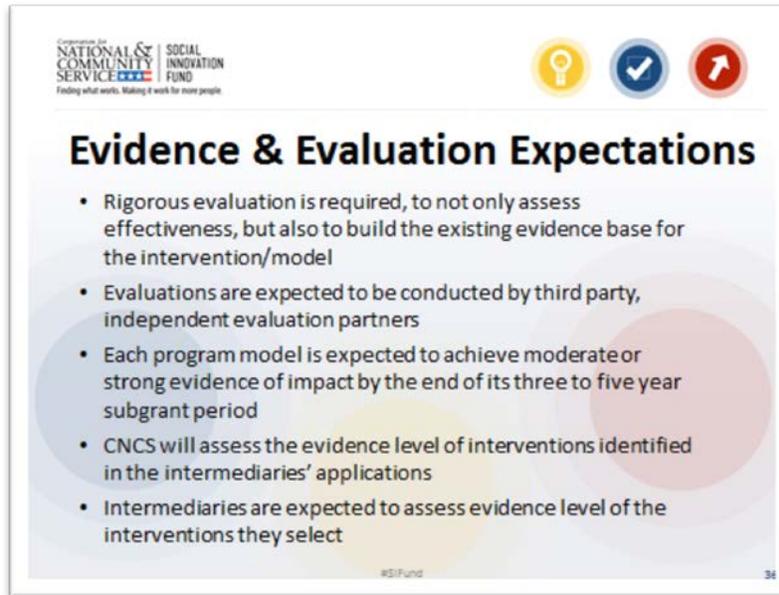
- Test if the intervention continues to be effective for additional populations or geographic areas
- Allows interventions with moderate and strong levels of evidence to test the effectiveness of the intervention with new populations or locations

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The second approach is scaling the applicability of the intervention. So in this approach you're testing whether the intervention is still effective when you're serving new populations or new geographic areas. And this is most appropriate for moderate and strong levels of evidence. You're testing whether your intervention is still effective when you're expanding it beyond the original population original geographic area.



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Key icon, Checkmark icon, Arrow icon

Evidence & Evaluation Expectations

- Rigorous evaluation is required, to not only assess effectiveness, but also to build the existing evidence base for the intervention/model
- Evaluations are expected to be conducted by third party, independent evaluation partners
- Each program model is expected to achieve moderate or strong evidence of impact by the end of its three to five year subgrant period
- CNCS will assess the evidence level of interventions identified in the intermediaries' applications
- Intermediaries are expected to assess evidence level of the interventions they select

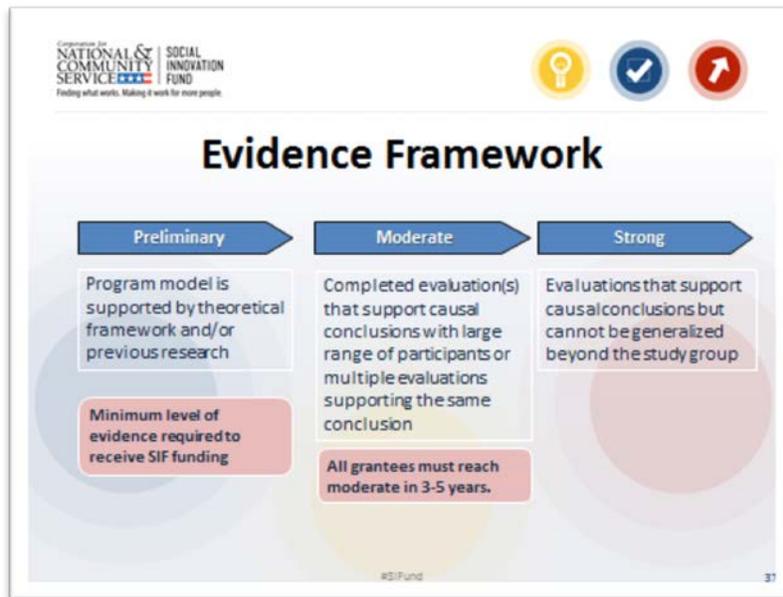
#SIFund 34

In terms of evidence and evaluations, as Michael said, rigorous evaluation is a requirement of the program. We expect evaluations to be conducted by third-party independent evaluation partners, and depending on the program model that you choose, you might be overseeing multiple evaluations or just one evaluation. So if you took the approach of identifying one intervention that you're different nonprofits you support are going to implement, then you'll probably just have one evaluation. If nonprofits are coming to you with many different interventions, then you would most likely have a different evaluation for each one of those interventions.

Each program model is expected to start at least at preliminary and achieve moderate or strong evidence of impact by the end of a subgrant period. For those of you coming in with a pre-identified intervention, as part of your application we will assess whether it meets at least a preliminary level of evidence. And, on the other hand, if you are selecting nonprofits that are coming in with various interventions, we would expect that as part of your selection process, you're assessing evidence level. And we'll play a role in that and provide you some support with that.

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So moving on, just a little bit more on evidence and evaluation. This slide graphically depicts the three different levels of evidence, preliminary, moderate and strong. And gives you a brief summary of how we define those. The NOFA has much more detail on how each of these is defined and examples of the type of study that fit under each. And also, this Friday we're having a webinar that's focused solely on evidence and evaluation, so you'll get a lot more information there.



So before we move on to questions, I'll go through the review process and talk a little bit about the resources that are available to you.

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So after doing an initial check for compliance to ensure that all applicants are eligible to apply for SIF funding, all applications are reviewed by external experts. So these are folks that have expertise in evidence and evaluation, innovation, or in our three focus areas or our priority areas. So they do a review of your application and they provide their assessment to us. The highest ranking applications then go on to internal review by staff. We conduct clarifications if necessary to help inform our final funding recommendations and decisions, so many applicants will receive clarifications, but not all. And then final decisions are made by the CEO of the agency, Wendy Spencer.

After decisions are made, we notify our appropriators, the congressional representatives of the organizations that are successful in funding. And then we notify the applicants. And then finally we end in grant award, and then immediately start talking to you about the selection of subgrantees.



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Key Documents & Resources

www.nationalservice.gov/SIF

Click on: 2014 Notice of Funding Availability

- NOFA and application instructions
- Frequently Asked Questions
- Quick guides
- Link to previous successful applications

#SIFund

Finally, I'll just touch on the resources that are available to you on your website. Hopefully by now everyone has reviewed the 2014 Notice of Funding Availability, or NOFA. If you haven't, please do so. The NOFA and the application instructions are the two key documents that you need in order to submit a complete and compliant application.

There's a Frequently Asked Questions document that we'll be adding to after each new webinar as necessary. There are guides to different aspects of SIF funding and managing a federal grant that I think you'll find helpful. Some are on evaluation, and evaluation budgeting. There's one on developing a financial management system that will support your SIF grant. And then there are also links to previous successful applications to give you a sense of how others have crafted their program that were successful in funding.

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So next we'll take the rest of the time to answer the questions that you've been populating the chat feature with, and so I'll turn it over to Jerian to share with us those questions.

[Host]: Excellent. Thank you. And we definitely have questions on the table.

- **Can a partnership pull together the resources for the match or is the match required from the primary applicant?**
 - **[Michael]:** Partnerships can certainly pull together the match, and that's one of the reasons we are excited to have partnerships.
- **Are there timing requirements for the match commitment? Should commitments be paid out at the time of submission or can they be included as commitments in the match?**
 - **[Michael]:** Lois, can you talk a little bit more about how match is justified?
 - **[Kirsten]:** Hi. This is Kirsten Breckinridge and I'll try to answer that question instead and would invite Jim Phipps to echo in as well.

In the application instructions, there should be some instructions on how to submit the documentation that you have match. We ask that you provide a letter typically signed by a CFO or someone who has knowledge of the finances of your company. You're going to need to document that they are on hand, that they can be committed, and that they are not intended for other purposes so that they will be eligible for the SIF. But I would definitely refer you to the documents, the NOFA and the application instructions, for how to do that. And the email address is listed in those documents.

- **The next question is can a PRI or low- or no-interest loan be used for the match?**

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- **[Michael]:** You may have stumped me on that one. Do we – I don't think we have Angel on there. Kirsten, do you know the answer to that question? We might have to get back to you on that.
- **[Lois]:** Can you repeat that again, Jerian?
- **[Host]:** Yes. Can a PRI – all capital letters – or low- or no-interest loan be used for the match?
- **[Lois]:** Program Related Investment. I think we better get back to you to make sure that we answer that correctly.
- **[Michael]:** Thanks for that great question, though. Four years in, four competitions in, good to be stumped. Thank you. Thanks for the creativity.

You know, that actually also reminds me, I saw someone ask about Pay-for-success in the window, so I know folks who read our press release or maybe know just a little bit more about our budgeting know that Congress asked us to experiment with Pay-for-success of social impact bonds this year. And so we are currently in the process of figuring out what that would look like, and Pay-for-success grants are not a part of this NOFA, not the one that we're talking about now. We hope by April to be able to announce what our plan is for the Pay-for-success pilot.

- **Given that SIF will be providing three years of funding up front for the project, does the three years of match also need to be available up front?**
 - **[Michael]:** No. The rule still stays the same that you have to demonstrate, what is it, 50% in the first year. The way our system works, is we will watch the spending carefully. And we will make sure even within the three years that we're kind of on the same page of where the intermediary is with match raise.
- **What metrics can be used to determine whether a geographic location is philanthropically underserved? Is there some dollar amount cutoff that SIF will be using, maybe in comparison to the number of people living in the region, for example?**
 - **[Michael]:** So if you read our Notice of Funding Availability, we actually attempted this year to try to clarify a little bit of a definition for what we mean by philanthropically underserved. And that can mean something different for each area. So the overall view is it is a community that has significantly less than the average amount of foundations or philanthropic capital than their peers in that state or region. So you can read that in the Notice of Funding Availability in more detail, and then if you think you meet that definition, you have to explain to us why you meet that definition and explain that to us with data.
- **The past grantees list their program details but not evaluation details. Could you describe what a winning example of an evaluation would look like, what is the expectation for evaluation publications or future use?**
 - **[Michael]:** Any one of my colleagues on the line want to take that one?
 - **[Lois]:** Sure. This is Lois. I'll start out. This might sound a little bit like a copout, but it's really reading very carefully the selection criteria and being very responsive to it. We tried to be very clear about what our expectations were on evaluation, and it might look different based on what you're planning to do in your organization, but as long as you

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carefully respond to the section criteria as we laid it out, you should be fine. In terms of publishing evaluations, we definitely do plan to release the final evaluations of all the interventions that we fund.

- **A clarifying question: So you mean that a nonprofit has to have a grantmaker sponsor to apply for this fund?**

- **[Michael]:** So let me make this very clear. The Social Innovation Fund competition, this Notice of Funding Availability, is only open to eligible grantmaking institutions. So only foundations, grantmakers, nonprofit grantmakers, where making grants is a core part of their business, are eligible to apply. They, then, take our dollars and join it with their match dollars, and run open competitions for nonprofits that have the innovations on the ground. So we, the Social Innovation Fund, do not fund the nonprofit community organizations or community solutions directly. We fund grant makers who then use their skills, their networks, to select and fund the nonprofits on the ground.

The other thing – just – I want to build on what Lois said about the evidence and evaluation piece, there's a new section on our website called Evidence and Evaluation, which goes into more detail about the various tiers of evidence and evaluation, provides some examples. I'll also point you to our new Knowledge Initiative section of the website, which has a couple of the interim evaluation reports which some of our grantees have put out voluntarily. So if you did want a little bit more color, you could look at both of those places.

- **Is it okay to apply as an intermediary that is only serving D.C., one jurisdiction? We would be looking to invest more deeply with five underserved neighborhoods and then grow the communities on the rise and scale within the city.**

- **[Michael]:** Absolutely. And I think, you know, when we talk about a geographic Social Innovation Fund, that is an example of one of them. We have them in communities across the country. From Washington, D.C. in fact, to Denver, to Detroit. And so we definitely are looking for Social Innovation Funds that are scaling within a community.

- **Can you elaborate upon the requirement from the NOFA on applicants demonstrating the ability to meet 50% of their first year cash match requirement? For example, does Social Innovation Fund require a letter of support from a cash match provider? Are they considered to be a formal project partner?**

- **[Michael]:** I think we answered that question a little bit earlier. Lois mentioned the fact that there's a letter – Kirsten actually mentioned it – that has to be provided by someone that has financial oversight, so that – I think your question may have been answered.

- **Do you need further documentation that not only do we have the cash on hand but those funds are not earmarked for programs or services?**

- **[Michael]:** That is certainly a part of demonstrating the incremental match.
- **[Kirsten]:** Michael, this is Kirsten. If I can just direct folks, I actually have the page number now. It's on page 27 of the NOFA, and it outlines the letter and it again provides that email. And if I can just clarify, too, that that letter is due as well the same day that the application is due. And it is an eligibility requirement, so please make sure if you're planning on submitting that you get that in by the deadline as well.

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- [Michael]: Thanks for that clarification, Kirsten.
- **This question is for Matt Joyce. Could you speak to how GreenLight manages the administrative demand of Social Innovation Fund, adding staff, for example?**
 - **[Matt]:** Sure. Sure. That's a great question. So we have a person on our staff who we hired shortly after we received the SIF award that is our SIF program manager. And so she largely is the point person for our administration, for compliance, for working with our evaluation team. So that was probably our biggest hire was to make sure that we had one single point person on our team who was working with SIF. The other capacity that we brought on that's worth considering is we've partnered with an evaluation team, so we work with the Center for Youth and Communities at Brandeis University. And really what our evaluation team does different than evaluating the work of the subgrantees themselves is really works with us on, both when we were building our selection process and doing our own diligence on organizations in terms of their levels of evidence coming into it, we had their support and we worked with them to craft and to review that process.

And going forward, now that we have subgrantees as part of our program, our evaluation partner works with them really on the process of planning their evaluation, selecting an evaluation partner, and really sort of helps drive that work. So those are the two big pieces that we brought onto our team was someone to really drive administration and compliance and then a team to work with us on evaluation.
- **Thank you, Matt. I think this next question is also for you. What is the name of the community college financial organization?**
 - [Matt]: It's called Single Stop USA. They're based in New York City.
- **What does a subgrantee competition look like when it's outside our usual network? We fund certain organizations that do very good work. Are they then ineligible for this competition?**
 - **[Michael]:** You're current network is not ineligible. It just can't be exclusive. You have to demonstrate that your competition was open to a diverse audience. And folks that maybe are in your network are certainly eligible, but they have to compete like everyone else. And your competition is about something different. It's something that's specifically for this application. But they are not ineligible. It just has to be an above-the-board, open competition that allowed others with a robust marketing plan to get others.
- **Is it possible for an organization to work with state agencies with match and local communities and school districts as grant sites that would also provide match to pursue innovation on a persistent challenge, social learning across groups and sites to impact policy and practice?**
 - **[Michael]:** I didn't follow that question. Lois or Kirsten, did you?
 - **[Kirsten]:** This is Kirsten. I would refer the person who asked it to look at some of our existing grantee portfolio. Specifically the grantee that comes to mind is the Mile High United Way. They were investing in youth development, specifically focusing, I believe it's third grade reading literacy, and because of the places where a number of these initiatives were being implemented, some of those, in fact, were at the school district level, and so those involved a subgrantee partnership that was cobbled together. In some cases there's a foundation that is providing the financial support or the match on behalf of

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the school districts, but they were able to craft some eligible partnerships there, and that might be a good place to look for some examples.

- **Is the low end of giving \$1 million per year or \$1 million across the three-to-five-year project period?**
 - **[Michael]:** It's \$1 million per year is the smallest grant size to grantmakers, and \$100,000.00 per year from the grantmakers to the nonprofits.

- **Can we target more than one impact issue area in our application?**
 - **[Michael]:** I assume they mean can they target more than Healthy Futures, Youth Development, can they do more than one? Absolutely. I think, you know, often when you're working well on these connected issues they're naturally going to touch multiple areas. But I believe the way our application is set up, and Kirsten, correct me if I'm wrong, you have to lead with one of the issue areas.
 - **[Kirsten]:** So, Michael, I think the slide that we have, I would refer back to the slide because I think there's a slide that outlines that, that if you're going to focus on one geographic area, then you can have multiple issues. But if you're going to focus nationally, then you need to be a little bit more focused.
 - **[Michael]:** If our answer wasn't satisfactory to you, please email us at innovation@cns.gov, and we'll make sure that we get you a very concrete answer.

- **Is Opportunity Youth the central priority for this round of funding, meaning do all subgrantees have to serve the target youth population?**
 - **[Michael]:** No. So the funding priorities are areas that we're looking to see applications from, but you don't have to have any of them. As I said a little earlier, they're balancing characteristics but they're not required. And they're not points earning. So Opportunity Youth, traditionally underserved population, Collective Impact, those are all priorities, and all things being equal, if there's one that has a strong application and a strong Collective Impact description or Opportunity Youth description, then they'll be more likely to get funded. But Opportunity Youth is certainly not the clear priority. They are all equal priorities, and, again, not required.

- **Historically, how successful are intermediaries and subgrantees at meeting the match?**
 - **[Michael]:** We've been quite successful. I think as we showed earlier on, you know the \$177 million that we've granted has led to about \$423 million in match commitments. And the vast majority of our grantees are on target to reaching their match. I will tell you, as you're thinking about designing your applications, to make sure that you take this seriously, though. There have been grantees, especially in rural communities or where a grantee is in an economically distressed community and raising money in the same place that their nonprofits are raising money where it's been a challenge. So make sure you've seriously thought about all the ways that you can tap into the match dollars and maybe even not just your community but beyond your community as you're thinking about your match plan.

- **Should we plan to increase subgrantees' funding as their evidence increases over those three to five years?**

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- **[Michael]:** That's a great question.
- **[Keisha]:** Hi. This is Keisha. I would say that it would be up to the intermediary to determine whether they would be increasing those subgrantee amounts based on their performance within that year.
- **[Michael]:** And from the beginning of each competition, you are working to develop a scaling plan, and your selection plan, so you would somewhat know at the beginning what you're expecting to see in terms of growth and dollars over the three-to-five-period of your grantee.
- **Can you please speak to your use of the term "an intervention" with your interest in funding Collective Impact initiatives which often are not one intervention?**
 - **[Michael]:** I feel like that's a question where we should be sitting down at a table discussing it. Jerian, ask me the question one more time, please?
 - **[Host]:** Certainly. So can you speak to your use of the term "an intervention" with your interest in funding Collective Impact initiatives which often are not one intervention?
 - **[Michael]:** Right. So let me clarify a couple of things. If I've made it sound like we're exclusively after a single intervention, that's not the case. Many of our grantees, while they may be focused on an issue area such as youth development, they have multiple interventions that they're testing. Certainly in the case of GreenLight Fund, who is funding National College Advising Corps, along with Year Up, along with Think Stop. Those are multiple interventions, all under an overarching mission of what they're trying to seed across the country. So multiple interventions are fine, and certainly that would be fine in a Collective Impact approach.
- **Can the match be from state or local government dollars?**
 - **[Keisha]:** I would actually pass this question on to Kirsten. I know the match cannot be federal funds, but depending on what the funding source is, some dollars do lose their federal identity, so those funds would be okay, but it would be up to sort of the intermediary to sort of justify where those funds are coming from and that they've lost their federal identity.
 - **[Kirsten]:** Keisha, thanks. This is Kirsten, and yes, just to confirm, you can use state or local funds as match.
- **Can the match funding be current grants and operations or does it need to be brand new funding?**
 - **[Michael]:** So – go ahead Kirsten.
 - **[Kirsten]:** Thanks, Michael. It can be, but it needs to be unrestricted dollars. So it can't be that you're repurposing let's say a pot of money that you had originally intended for a specific grant portfolio and then repurposing it. It needs to be money that's free to be set aside specifically for the SIF. So unrestricted dollars is the phrase you'll see us use.
 - **[Michael]:** So if you have an endowment, if you have something like that where you can take those dollars, that's absolutely fine, that are unrestricted.

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- **[Kirsten]:** I believe if you look at the Frequently Asked Questions documents, that should be posted on our website, there are some clarifying answers to that question. It's come up in previous competitions.
- **Can a bank that provides funding to support a collective impact initiative be considered a grantmaker intermediary?**
 - **[Michael]:** You said a bank? Like a CDFI?
 - **[Host]:** Yes.
 - **[Michael]:** You said bank? Okay. So I will make sure that we provide a crystal clear answer to this, but there are nonprofits that are these community-type banks that should qualify if they meet the other eligibility standards that they are making grants as a part and parcel, that they can provide the training and technical assistance, and so maybe there are some that meet that requirement. There are certainly some that wouldn't. So we'll take that back and make sure we provide a clear answer in the updated FAQs.
- **Does the evaluation need to include control or comparison groups?**
 - **[Michael]:** The answer is yes and no. So as Lois went through our evaluation model, you see that we start with preliminary, then move up to moderate and then move up to strong. The strongest level of evidence are randomized control trials which include those sorts of control groups, but there is quasi-experimental that includes control groups but they are not random, I guess is the difference. And so it depends on the evaluation model that turns out to be the best for the intervention that you're suggesting. And we have a team that provides guidance on how to develop the best evaluation plan.
- **How fast is fast in terms of getting results? I'm looking at stable workforce entries for youth with disabilities. They are often homeless and results can take two or more years with each youth.**
 - **[Michael]:** So the Social Innovation Fund grants are for three to five years, so you want to design an evaluation plan that is showing an improvement or being able to prove your assumption within that three-to-five-year period.
- **As a grantmaker, can we apply to launch a new grantmaking initiative that we are not currently making grants as part of, open it up to new grantees?**
 - **[Michael]:** Yes.
- **Can subgrantees be for-profit social enterprises?**
 - **[Michael]:** I believe the answer to that question is no. They have to be 501(c)(3)s. I'm pretty sure that is spelled out, but we'll double check and make sure there is a clear FAQ on that.
 - **[Lois]:** Yes, the NOFA is pretty specific as well.
- **Is there a time limit on the SIF or do you plan to have this competition again next year?**
 - **[Michael]:** Our goal is to have another competition next year. We hope the Social Innovation Fund is around for many years to come. Our dollars come as the result of the

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President's budget that is then approved and edited by the Congress of the United States, so we have to go through that appropriations process to determine how much we have. You could see on the Corporation for National Community Service's website that the President's budget was released this year including a request for \$70 million for the Social Innovation Fund next year. So all things going well, we hope to be doing another competition around this time or earlier next year.

- **Can universities be subgrantees?**

- **[Michael]:** I think we talked about this a little earlier. Universities cannot directly be – oh, can they be subgrantees? Kirsten, do you want to take that? So let me – universities cannot be grantees. They can be part of eligible partnerships. But can they be subgrantees?
- **[Kirsten]:** Yes. There is, I believe, a definition in the NOFA, on page 21, that talks about the types of organizations that can receive subgrant funds, and, yes, educational institutions can do so.

- **One eligibility requirement states that the grantmaking must show a historical track record of using rigorous evidence to select and invest in grantees. Can an applicant demonstrate this by providing track record of previous grantees and their evidence-based work or does the grantmaker need to show that their grant process specifically rewarded funds based on evidence-based approaches?**

- **[Michael]:** I believe we're looking for the latter. We want to make sure that the folks that apply are really taking on a responsibility. We're investing your hard-earned taxpayer dollars into these organizations that we know have a track record of success and can help to identify evidence-based solutions. And so we want to know that they know how to do that.

- **And the last question is, will this PowerPoint be available or a recording of this webinar be available later?**

- **[Michael]:** Yes, it will. Doug Rosemond, are you on the line?
- **[Lois]:** The PowerPoint is already on the website.
- **[Michael]:** Oh, great.
- **[Lois]:** And we should be able to post the link to the recording by end of day tomorrow or Wednesday morning.
- **[Michael]:** Fantastic. Thanks, Loy. Loy, do you know where it is on the website?

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[Lois]: It is on the NOFA page, so right above the listing of webinars.

[Michael]: Great.

[Host]: And that's it for questions.

[Michael]: Well, thank you all so much. This has been an incredible amount of questions. You've given us a lot to think about. Also a lot of excitement that we're going to have some high-quality applications that come through.

If you do have additional questions that come up after this webinar, please feel free to email us at innovation@cns.gov. Also encourage you to check out the webinar schedule for the next one that's coming up on evaluation specifically, some other future webinars, and lots of good information that's on the website.

So thank you, again. Thank you, Matt Joyce from GreenLight for being with us. Thank you Lois, Kirsten, Keisha, and everyone else that has helped out with this call. And have a great afternoon and evening everyone. Bye-bye.