



Intermediary Grantmakers in California

Location	Intermediary Name <i>Nonprofit Subgrantees</i>	Description
Oakland, CA	National Council on Crime and Delinquency	National Council on Crime and Delinquency (NCCD) is helping entities determine the feasibility of using Pay for Success (PFS) to promote positive youth development interventions that focus on 1) improving outcomes for juvenile justice or child welfare system-involved youth or youth at risk of entering or crossing over into these systems, and 2) addressing high rates of racial disparity in these systems.
San Francisco, CA	<ul style="list-style-type: none"> • <i>Community Advocates, Inc. in Milwaukee, WI</i> • <i>City of New Haven, CT in New Haven, CT</i> • <i>The Children's Initiative in San Diego, CA</i> REDF (2010)	REDF is the only intermediary in the country that provides grants and technical assistance exclusively to nonprofit social enterprises that employ low-income people with multiple barriers to employment, including, dislocated youth, individuals who have been homeless or incarcerated, and those with severe mental illness. Through the SIF grants, REDF will: Employ at least 2,500 low-income young people and adults with multiple barriers to employment in nonprofit social enterprises (a figure that will expand to 8,000 by 2020 as enterprises achieve sustainability); Expand their work to include multiple low-income communities in California, such as Fresno, Los Angeles, Sacramento, and San Diego; Conduct a rigorous Social Return on Investment (SROI) analysis and impact analysis to quantify the effect of social enterprises on employee income, receipt of public and employer benefits, education, taxes and incarceration; and Produce a growth plan and guide for replication that will inform both the expansion of REDF and the social enterprise model, with the goal of employing tens of thousands of people in the identified target population throughout the U.S.
San Francisco, CA	<ul style="list-style-type: none"> • <i>Chrysalis in Los Angeles, CA</i> • <i>Coalition for Responsible Community Development in Los Angeles, CA</i> • <i>Weingart Center Association in Los Angeles, CA</i> • <i>Center for Employment Opportunities in Oakland, CA</i> • <i>Community Housing Partnership in San Francisco, CA</i> • <i>Goodwill Silicon Valley in San Jose, CA</i> • <i>Taller San Jose in Santa Ana, CA</i> REDF (2015)	
Mountain View, CA	Silicon Valley Community Foundation	\$7.5 million will allow the Silicon Valley Community Foundation to implement The Big Lift, a collective impact collaborative of more than 100 organizations that will provide funds to preschool and other organizations involved in the academic and social education of preschool students and is designed to increase the number of third graders who read proficiently in 11 high need school districts in San Mateo County, California.
	<ul style="list-style-type: none"> • <i>Jefferson Elementary School District in Daly City, CA</i> • <i>Cabrillo Unified School District in Half Moon Bay, CA</i> • <i>Coastside Children's Programs in Half Moon Bay, CA</i> • <i>La Honda-Pescadero Unified School District in Pescadero, CA</i> • <i>Institute for Human and Social Development, Inc. in San Mateo, CA</i> • <i>Peninsula Family Service in San Mateo, CA</i> • <i>City of South San Francisco in South San Francisco, CA</i> 	



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	<ul style="list-style-type: none"> • <i>South San Francisco Unified School District in South San Francisco, CA</i> 	

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Los Angeles, CA	AIDS Project Los Angeles AIDS United	The Care and Access Network represents a partnership among leading HIV/AIDS service organizations, APLA, Northeast Valley Health Corporation and REACH LA, in Los Angeles County (LAC). All of the agencies provide a wide variety of clinical, support, and prevention services to a diverse client base across the vast geography of LAC. Each of the partners demonstrates a long history of engaging racial/ethnic and sexual minorities in the continuum of care. In addition, many of the agencies provide HIV counseling and testing services to high-risk populations and are connected to a broader network of service providers in their individual communities, inclusive of HIV primary medical care. Patient Navigators help PLWH address individual barriers to care in order to increase access and retention in medical care, access treatment, and participate in other supportive services (e.g., case management, housing, food and nutrition services, mental health, and HIV risk reduction programs) to enhance and maintain engagement in care, and to reduce the incidence of new HIV infections by reducing the community viral load. Strategies for reducing community viral load include Patient Navigators advocating for earlier initiation of ART as well as helping clients improve adherence.
San Diego, CA	Christie's Place, Inc. AIDS United	CHANGE 4 Women functions as a network of care model. It is designed to improve timely entry, access to and retention in HIV care for women living with HIV in San Diego County, with an emphasis on women of color. The intervention has two levels of innovation—with individuals and among service agencies. The individual-level element focuses on increasing the number and capacity of peer navigators and the CP peer coordinator to do outreach to and provide support for HIV+ women. The agency innovations include CP's 'one-stop shop' approach to improving client knowledge of their health and social service situation and access to care via medical home electronic record access. CP is also a nationally-recognized model for trauma-informed care and has presented their model at numerous conferences as well as at the 2015 observance of National Women and Girls HIV/AIDS Awareness Day at the White House. Other systems-level innovations include increased formalization and coordination among the major HIV health care agencies in San Diego. The project goals are to improve underserved women's access to and retention in comprehensive HIV care; improve utilization of HIV medical care and treatment for HIV+ women; and strengthen health care and social services systems and community linkages through innovative and replicable interventions and new collaborations that improve engagement and retention in care by HIV+ women.
San Francisco, CA	Hello Housing Capital Impact Partners	Hello Housing markets, sells, and stewards Below Market Rate homes in California, and is promoting standard models and best practices to be shared nationally.
Los Angeles, CA	Economic Roundtable Corporation for Supportive Housing	This project will move 107 high-need, high-cost homeless individuals into permanent supportive housing using the triage screening tool developed by the Economic Roundtable.



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San Francisco, CA	Tenderloin Neighborhood Development Corporation Corporation for Supportive Housing	The Tenderloin Neighborhood Development Corporation, together with its partners the San Francisco Department of Public Health and the San Francisco Health Plan, are providing services in the Kelly Cullen Community a new supportive housing development.
San Diego, CA	San Diego Housing Commission Corporation for Supportive Housing (PFS)	CSH and its partners, the Center for Health Care Strategies and Third Sector Capital Partners, are working with the San Diego Housing Commission to assess the feasibility of a PFS initiative focused on creating supportive housing for vulnerable populations. Specifically, this project will target chronically homeless individuals with multiple emergency room and hospital admissions and a combination of identified high risk conditions. This project will target the city of San Diego. SDHC is one of 39 Public Housing Agencies with a Moving to Work designation within the United States. Due in part to the flexibility afforded through this designation, in addition to traditional tenant-based vouchers, the Commission partners with numerous local non-profit partners and landlords to provide rental subsidies through the use of sponsor-based and project-based rental vouchers.
San Francisco, CA	Genesys Works GreenLight Fund	Genesys Works provides in-depth summer training in hard and soft skills, and year-long internships with major area employers to at-risk, economically disadvantaged students to help them get into and succeed in college and beyond. In contrast to most traditional high school internships that involve "job shadowing" and simple clerical work, Genesys Works' year-long internships are deep touch, hands-on and practical during the students' senior year. In addition to its unique program model, Genesys Works has also developed an innovative financial model with an estimated 75 percent of all program expenses afforded with earned income received from corporations for services students provide by year 3 of operations in a new community. While it has been proven that 86 percent of Genesys Works' students persist beyond the first year of college, GreenLight's SIF Initiative will determine its students' persistence throughout college and other variables that impact student's entry to the economic mainstream, which will provide important evidence to the field of college persistence and career readiness.
Sacramento, CA	State of California Harvard Kennedy School Social Impact Bond Lab	The SIB Lab is providing technical assistance to the Board of State and Community Corrections to assist counties pursuing Pay for Success in the areas anti-recidivism. The technical assistance will include the following: (1) assessing whether the proposed interventions produce the desired outcomes; (2) confirming that the likely outcomes satisfy cost-benefit principles; (3) developing an efficient and effective payment structure within a PFS model; (4) insuring that there are adequate service providers that can deliver the desired outcomes; and (5) establishing rigorous evaluation criteria and metrics to measure the initiative's outcomes.



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San Francisco, CA	Office of the Mayor, San Francisco Harvard Kennedy School Social Impact Bond Lab	<p>The Harvard Kennedy School SIB Lab will work with the San Francisco Mayor's Office to support a deeper assessment of how Pay for Success can improve outcomes for San Francisco's high-needs populations. In particular, the SIB Lab will support HOPE SF, the Mayor's signature public-private partnership, which aims to break generational cycles of poverty, violence and isolation, and improve social and economic outcomes for public housing residents. A primary goal of the work with the SIB Lab will be to conduct a feasibility analysis of proposed community-wide and specific target population strategies using the Pay for Success model. A Pay for Success model could help San Francisco ensure evidence based and outcomes-focused social service delivery, and better alignment of City funding and contracts and private sector funding to build stronger communities for public housing residents. The SIB Lab-supported feasibility analysis will focus on five main aspects: (1) do the proposed interventions produce the desired outcomes, (2) do the realistic outcomes satisfy cost-benefit analysis, (3) what is a proper payment structure of a PFS transaction, (4) are there adequate organizations that can deliver the desired outcomes in San Francisco, and (5) what are the most rigorous evaluation strategies that can be used to measure the initiative's outcomes.</p>
Santa Rosa, CA	County of Sonoma County, CA Institute for Child Success	<p>ICS will work with the Sonoma County Department of Health Services to focus on improving the County's community health and educational attainment outcomes. Through Universal Pre-K (UPK), the initiative hopes to expand access to high quality preschool (for a largely rural population) towards the end of reducing grade retention, absenteeism, and the need for special education. By expanding Nurse Family Partnership (NFP) programs, this initiative will explore outcomes such as reductions in child abuse and neglect, reductions in child arrests, and reductions in behavioral and intellectual problems at age 6. This program is innovative because it builds on several cross-sector efforts and because it serves a rural community. The Health Action Council – comprised of key government, private sector, and non-profit leaders in Sonoma County – has been working with Sonoma County Upstream Investments to build the community's capacity to invest in prevention-focused, evidence-based solutions that eliminate disparities in health, education, and self-sufficiency. Through the partnership, Third Sector will create a PFS Contract Implementation Plan, an Evaluability Assessment, a high-level Integrated Economic Model, a cost-benefit analysis and budget, and Funder Interest Groups. Third Sector will also lead the identification of procurement options, will obtain, finalize, and analyze any relevant data linkages across government administrative data systems, and will propose relevant target population size and outcome metrics. ICS will identify viable service providers for the proposed PFS project, and also lead development and sharing of lessons learned with the national early childhood community. ICS will also help the service provider understand its capacity and organizational needs in order to scale up for a PFS project and will help the provider understand its cost structure and drivers.</p>



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San Jose, CA	Planned Parenthood Mar Monte Jobs for the Future/OYIF	Kids in Common and its partners in the Opportunity Youth Partnership have three key strategies: 1) strengthen and expand reengagement options at the San Jose Conservation Corps and Charter School and the Santa Clara County Office of Education's Reengagement Academy for high-risk opportunity youth including transition age foster youth, homeless youth, and court-involved youth; 2) co-locate Navigators at these sites to help remove barriers to engagement for youth transitioning out of foster care, homeless youth, and justice-involved youth, and to promote pathways with a clear connection to postsecondary education and careers; and 3) develop an employment coach position who will support young people to obtain internships and jobs through TeenForce, an innovative youth-focused employment agency. Partner agencies include community organizations experienced in working with foster youth, youth involved in the justice system, and other youth facing barriers to success. The Santa Clara partners expect that 70 percent of those served in these programs will be young men of color. Santa Clara partners will utilize collective impact to scale these strategies through aligning and integrating programs and systems to ensure that youth can get on track for academic and career success regardless of where they enter a pathway, and through expanding numbers served at core programs. For example, the Reengagement Academy currently serves 100 youth per year but will expand to up to 500 youth per year in three years.
San Rafael, CA	Bay Area Community Resources Jobs for the Future/OYIF	The Bay Area Community Resources and its partners in the Road Map to Peace collaborative are providing education, workforce, and wraparound services to 18 to 24 year-old youth of color, in particular Latino males, who are gang-involved/violence-exposed. Outreach is conducted by youth leaders and through community organization partners and the justice system; reengaged youth enroll in Five Keys Charter School, a Sheriff's Office sponsored state charter school that offers GED and diploma-granting programming, or the local Gateway to College program. Community-based organizations provide wraparound support and case management, as well as self-efficacy, violence prevention, and career/ employment readiness training, to the young people as they work toward their secondary credential and transition into postsecondary career training. Young people also participate in selected training programs that offer accelerated paths to credentials in "in demand" sectors. Core collaborative partners are also creating subsidized employment opportunities to help young people develop work readiness skills and get prepared for further or more structured technical training. Five Keys is a robust education option with locations at 21 sites across the city including in jails; through Five Keys and its state funding stream, the partners will be able to scale this carefully designed approach to ensure that youth transitioning from the criminal justice system persist toward a high school credential and into training leading to a credential with value in the labor market.
Richmond, CA	Rubicon Programs, Inc. Local Initiatives Support Corporation (2010)	Rubicon provides of work readiness, transitional employment, job placement, and financial stability services to very low income West Contra Costa County residents especially in Richmond, CA.
San Diego, CA	HomeStart, Inc. Local Initiatives Support Corporation (2010)	In partnership with the Jacobs Family Foundation, Home Start is establishing a Financial Opportunity Center to provide employment services, financial coaching, and public benefits access to isolated, over-burdened families who cannot otherwise access supportive services.



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San Diego, CA	International Rescue Committee, Inc. Local Initiatives Support Corporation (2010)	International Rescue Committee operates a Financial Opportunity Center focused on serving newly-arrived refugees and other low-income residents of San Diego with employment services, financial coaching, and public benefits access.
San Diego, CA	San Diego Housing Commission Local Initiatives Support Corporation (2010)	The San Diego Housing Commission operates a new Financial Opportunity Center in its centrally located Achievement Academy, which serves assisted housing families receiving rental subsidies and provides employment services, financial coaching, and public benefits access.
San Jose, CA	Sacred Heart Community Service Local Initiatives Support Corporation (2010)	Sacred Heart Community Service is providing one-on-one employment assessments, counseling and regular follow up, integrating SHCS longtime employment services with its newly established financial literacy and public benefits assistance programs.
Vista, CA	North County Lifeline, Inc. Local Initiatives Support Corporation (2010)	Lifeline partners with Community HousingWorks, a local nonprofit partner who specializes in financial literacy and family asset-building services, to package workforce development, one-on-one financial coaching, and benefits screening and enrollment services for individuals and families at the Crown Heights Community Resource Center in Oceanside.
San Diego, CA	The Children's Initiative National Council on Crime and Delinquency	The Children's Initiative in San Diego CA provides support and monitoring to children's services through out the county. One of these programs, Alternative to Detention (ATD) is a San Diego County collaborative program that provides wraparound services to justice involved youth. ATD also provides detention alternatives to youth at risk of placement in secure detention, who do not present high-risk of flight or danger to the community. ATD is a collaborative effort of local San Diego government agencies and nonprofit organizations. Partners include: County of San Diego Public Safety Group, Probation Department, South Bay Community Services, Social Advocates for Youth (SAY) San Diego, San Diego Youth Services, North County Lifeline, Mental Health Systems, law enforcement agencies (such as County Police Departments and Sheriffs' departments), the District Attorney's office, Public Defender's office, juvenile courts, and the San Diego Association of Governments (SANDAG). ATD is a continuum of services provided to youth both pre- and post-adjudication that will help direct youth to a more positive pathway to a successful future. ATD services can be provided at multiple junctures in the justice process, and services are voluntary (unless part of a youth's informal probation requirements).
San Jose, CA	Santa Clara County Nonprofit Finance Fund	The County of Santa Clara, California will work to launch a Pay for Success project serving at least 250 individuals who are frequent users of the County's emergency and inpatient psychiatric services. Telecare Corporation will deliver a combination of behavioral health, care coordination and supportive social services in community-based settings, with the goal of improving participants' wellness and reducing costly hospitalizations.
Los Angeles, CA	Chrysalis REDF (2010)	Chrysalis is developing a new social enterprise and expanding the number of job opportunities available through its existing social enterprises to help more homeless and low-income people find and retain employment.
Los Angeles, CA	Coalition for Responsible Community Development REDF (2010)	Coalition for Responsible Community Development is refining and growing their social enterprise, CRCDC Enterprises, which employs at-risk young adults in South Los Angeles on work such as graffiti removal, painting, and maintenance.
Los Angeles, CA	Weingart Center Association REDF (2010)	Weingart is launching a social enterprise business in the Los Angeles area to help more individuals gain and retain employment.



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Oakland, CA	Center for Employment Opportunities REDF (2010)	The Center for Employment Opportunities is supporting and building growth capacity for Golden State Works Oakland and expanding their model for transitional jobs and vocational services for formerly incarcerated individuals in other parts of California.
San Francisco, CA	Community Housing Partnership REDF (2010)	Community Housing Partnership is expanding CHP Enterprises, a social enterprise that engages employment training program graduates in transitional work in affordable housing management.
San Jose, CA	Goodwill Silicon Valley REDF (2010)	Goodwill of Silicon Valley was established in Santa Clara County in 1926, to move individuals and families from poverty to prosperity (over 20,000 to date). GWSV is part of Goodwill Industries International, a federation of over 200 autonomous Goodwill organizations worldwide. Goodwill's primary activities to date have created a successful social enterprise model, creating opportunities for low-income individuals with a variety of compounding challenges to gain skills and receive the support services necessary to achieve self-sufficiency. REDF and GWSV will work together to further strengthen GWSV's existing social enterprises and support services for its social enterprise employees.
Santa Ana, CA	Taller San Jose REDF (2010)	Taller San Jose is significantly growing employment opportunities for at-risk young adults in their innovative construction social enterprise, Hope Builders, Inc.
Daly City, CA	Jefferson Elementary School District Silicon Valley Community Foundation	Jefferson Elementary School District will provide 40 new full day preschool spaces located at elementary school sites as well as enhance 168 existing half day spaces held at General Pershing Preschool. This grant award will allow our district to offer more families preschool opportunities and provide funding for enriching classroom environment.
Half Moon Bay, CA	Cabrillo Unified School District Silicon Valley Community Foundation	Cabrillo will be able to add new preschool spaces for 3 year olds and to increase existing preschool spaces for 4 year olds from 135 days to 200 days. Cabrillo will also participate in all aspects of The Big Lift initiative, including providing professional development for staff and engagement and education activities for parents.
Half Moon Bay, CA	Coastside Children's Programs Silicon Valley Community Foundation	Coastside Children's Programs will be leading the Cabrillo community and providing high quality early learning, center-based preschool. CCP will provide leadership by encouraging collaboration between agencies and programs to support the 4 pillars of the Big Lift: high quality preschool experiences, reducing absenteeism, inspiring summer learning opportunities and strengthening community engagement.
Pescadero, CA	La Honda-Pescadero Unified School District Silicon Valley Community Foundation	La Honda-Pescadero Unified School District will be able to provide both new full day preschool spaces as well as enhanced day spaces, increasing access for working families in this high need area.
San Mateo, CA	Institute for Human and Social Development, Inc. Silicon Valley Community Foundation	The Institute for Human and Social Development, Inc. will participate in the Big Lift Initiative by increasing our classroom quality, extend our school year, and strengthen our professional development in our teaching staff.
San Mateo, CA	Peninsula Family Service Silicon Valley Community Foundation	Peninsula Family Service will participate in the Big Lift Initiative by increasing our classroom quality and strengthening our professional development for teaching staff.
South San Francisco, CA	City of South San Francisco Silicon Valley Community Foundation	The City of South San Francisco will use this grant to open a new preschool that will serve 20 new students, which will be located in the Community Learning Center and administered by the Department of Parks and Recreation.
South San Francisco, CA	South San Francisco Unified School District Silicon Valley Community Foundation	South San Francisco Unified School District will provide a number of new full day preschool spaces as well as enhance a number of existing spaces held at three different sites. This grant award will allow our district to offer more families preschool opportunities and provide funding for enriching classroom environment.



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Los Angeles, CA	Children's Institute, Inc. The Edna McConnell Clark Foundation	Children's Institute, Inc. is a multiservice organization serving children, youth who have experienced trauma including families involved in the foster care and juvenile justice systems.
Oakland, CA	Reading Partners The Edna McConnell Clark Foundation	Reading Partners helps elementary school students who are six to 30 months behind in reading catch up to their peers and become proficient.
Irvine, CA	Children and Families Commission of Orange County, CA Third Sector Capital Partners	The Commission will receive technical assistance from Third Sector to assess their Bridges Maternal Child Health Network which focuses on improving maternal and child health through early childhood universal screening and home visiting programs.
Los Angeles, CA	Brotherhood Crusade US Soccer Foundation	Through this Soccer for Success program, an estimated 1,600 youth are provided with physical activity, nutrition education, mentorship, and family engagement opportunities that combat childhood obesity and promote healthy lifestyles.
Los Angeles, CA	El Monte Community Building Initiative (CBI) US Soccer Foundation	Through Soccer for Success in El Monte, over 1,000 youth are provided with physical activity, nutrition education, mentorship, and family engagement opportunities that combat childhood obesity and promote healthy lifestyles.