



Intermediary Grantmakers in Massachusetts

Location	Intermediary Name Nonprofit Subgrantees	Description
Boston, MA	GreenLight Fund	The GreenLight Fund's (GreenLight) Social Innovation Fund (SIF) Initiative aims to address the achievement and opportunity gap for low-income children and youth in Boston, Philadelphia, and the San Francisco Bay Area.
Cambridge, MA	<ul style="list-style-type: none"> • <i>College Advising Corps in Boston, MA</i> • <i>Blueprint Schools Network in Newton, MA</i> • <i>uAspire in Oakland, CA</i> • <i>Single Stop (GLF) in Philadelphia, PA</i> • <i>Year Up (GLF) in Philadelphia, PA</i> • <i>Genesys Works in San Francisco, CA</i> Harvard College (2016)	<p>Since its inception, the Harvard Kennedy School Government Performance Lab (HKS GPL) has been actively involved in the feasibility and transaction structuring of 26 PFS projects. The HKS GPL's mission is to accelerate the pace of progress on tough social challenges by improving the way that governments procure and deliver social services. The HKS GPL will provide PFS Transaction Structuring support services to between 3-5 Service Recipients. The HKS GPL's technical assistance will focus on helping governments develop the systems that match the right individuals with the right services, actively manage outcomes-based contracts for continuous performance improvement, and generate learning that can inform better budget decisions. This technical assistance may include identifying or refining outcomes, creating payment schedules based on those outcomes, creating financial models, helping the government identify sources of funding for outcomes payments, identifying cost savings and other public value, designing or confirming a rigorous evaluation methodology, drafting terms and conditions of contracts, procurement, or other agreements, helping with pilots or project ramp up, and assisting with the first few months of service delivery to ensure successful launch.</p>
Cambridge, MA	Harvard Kennedy School Government Performance Lab	The Government Performance Lab is providing government-side technical assistance on designing and implementing Pay for Success (PFS) projects through feasibility studies.
	<ul style="list-style-type: none"> • <i>New York State Department of Health in Albany, NY</i> • <i>City of Baltimore, MD in Baltimore, MD</i> • <i>State of Nevada, Clark County, and City of Las Vegas in Carson City, NV</i> • <i>Commonwealth of Pennsylvania in Harrisburg, PA</i> • <i>City of Houston, TX in Houston, TX</i> • <i>Arkansas Community Correction in Little Rock, AR</i> • <i>City of Louisville, KY in Louisville, KY</i> • <i>Washington State Health Care Authority in Olympia, WA</i> • <i>State of California in Sacramento, CA</i> • <i>Office of the Mayor, San Francisco in San Francisco, CA</i> • <i>State of New Mexico Human Services Department in Santa Fe, NM</i> • <i>DC Water in Washington, DC</i> • <i>State of Vermont in Waterbury, VT</i> 	



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Boston, MA	Jobs for the Future (2015) OYIF <ul style="list-style-type: none"> • <i>Boston Private Industry Council in Boston, MA</i> • <i>Capital Workforce Partners in Hartford, CT</i> • <i>The Administrators of the Tulane Educational Fund in New Orleans, LA</i> • <i>Philadelphia Youth Network in Philadelphia, PA</i> • <i>Planned Parenthood Mar Monte in San Jose, CA</i> • <i>Bay Area Community Resources in San Rafael, CA</i> • <i>United Way of King County in Seattle, WA</i> 	Through a \$6 million investment, Jobs for the Future and its partner, the Aspen Forum for Community Solutions, seeks to improve education and career outcomes for youth disconnected from school or work, also known as Opportunity Youth, in 7 communities across the country. The expectation is that participating youth will earn a diploma or its equivalent and enter postsecondary education at twice the rate of peers who do not receive these services.
Boston, MA	Jobs for the Future Inc. (2010) NFWS	The National Fund for Workforce Solutions (NFWS) is expanding its innovative approaches to job training and career support in various communities. The selected subgrantees represent the implementation of the NFWS's and its partner, Jobs for the Future, Social Innovation Fund grant award. The approach of the National Fund is distinguished by a strong focus on two customers: the employee and the employer. While aspects of program implementation vary from community to community, all local sites forge close working relationships with employers, which ensures that NFWS supports training and career programs that prepare jobseekers and workers for the jobs that exist in each community.
Boston, MA	New Profit Inc <ul style="list-style-type: none"> • <i>College Advising Corps in Chapel Hill, NC</i> • <i>iMentor in New York, NY</i> • <i>Single Stop USA in New York, NY</i> • <i>YouthBuild USA in Somerville, MA</i> • <i>College Summit in Washington, DC</i> 	New Profit, Inc. and its collaborative partners have implemented the Pathways Fund, a vehicle to select and invest in a portfolio of our nation's most promising social innovations focused on transitioning low-income youth from high school to post-secondary education and productive employment. These organizations will deepen their impact in existing locations and collectively replicate to several new cities over the five year course of the SIF grant. New Profit Inc. is supporting six subgrantees to scale and evaluate their programs nation-wide through their SIF-invested Pathways Fund. Focused on youth ages 12 to 24, the goal of the Pathways Fund is to: increase high school graduation and GED attainment, increase college enrollment, increase college credit accumulation rates, and achieve living wage employment.



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	Social Finance	<p>The Partnership between Sorenson Impact Center at the University of Utah and Social Finance, Inc. brings together the best attributes of two social impact and innovation industry leaders. The Partnership will provide Transaction Structuring technical assistance to between 4-5 Service Recipients, resulting in the launch of new Pay for Success projects in the Western United States. The Partnership builds on key strengths of each individual partner involved in the Pay for Success field: Social Finance, Inc. as an experienced intermediary and project coordinator dedicated to mobilizing capital to drive social progress; and the Sorenson Impact Center as an innovation mission-focused institute with broad experience in overall outcomes-oriented projects and stakeholder management. The Center also brings unparalleled access to research academics to support the refinement of intervention programs and related evaluation designs. The Partnership will take a proactive and comprehensive approach to help jurisdictions structure PFS projects, focusing technical assistance on development of: 1) program designs that incorporate research-based principles of effective intervention; 2) social cost benefit models to articulate the economic value proposition for the intervention; 3) rigorous evaluation designs; and 4) quantifiable outcome metrics to approximate overall impact for the planned intervention. Finally, the Partnership will assist organizations with the development of a communication and engagement strategy to support a stakeholder engagement, including providers, funders, and policymakers.</p>
Boston, MA	The Boston Foundation	<p>A grant of \$2.7 million for one year will allow the Boston Foundation to implement Boston Coaching for Completion, an effort designed to raise post-secondary completion rates, especially for the most vulnerable youth populations in the Boston area.</p>
	<ul style="list-style-type: none"> • <i>West End House in Allston, MA</i> • <i>Boston Private Industry Council in Boston, MA</i> • <i>Match Beyond in Boston, MA</i> • <i>Steppingstone in Boston, MA</i> • <i>College Bound in Dorchester, MA</i> • <i>Freedom House in Dorchester, MA</i> • <i>Bottom Line in Jamaica Plain, MA</i> • <i>Hyde Square Task Force in Jamaica Plain, MA</i> • <i>Sociedad Latina in Roxbury, MA</i> 	



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Boston, MA	Third Sector (2016) ADP	The Stanford Center on Poverty and Inequality (CPI) and Third Sector Capital Partners ("Third Sector") have joined together for the Social Innovation Fund's Pay for Success Administrative Data Pilot. The proposed program will improve the quality of the evidence used to evaluate PFS initiatives. Although administrative data are the gold standard for many types of program evaluation, they have not been well incorporated into the PFS movement because providers cannot easily access administrative data or do not have the expertise to analyze them. We address these problems by combining the CPI's strength in accessing and analyzing administrative data in California and Oregon with the Third Sector's familiarity with the 20 ongoing and planned PFS projects in those states. We propose to focus initially on projects addressing economic opportunity because the CPI has substantial contacts and resources in that focus area and because there are a large number of ongoing PFS projects within it. The program described here (a) delivers a well-publicized competition for government and provider Service Recipients, (b) selects promising PFS projects that will benefit from administrative data, (c) ensures that the many hurdles in accessing administrative data are overcome in a timely way, (d) provides ongoing technical assistance to the Service Recipients, and (e) builds a training program and resource center that will allow PFS initiatives to incorporate administrative data successfully. The proposal is supported by a one-to-one \$1.5M non-federal cash match of requested CNCS funds.
Boston, MA	Third Sector Capital Partners	Third Sector Capital Partners is leveraging SIF funding to assess the feasibility of implementing Pay for Success (PFS) projects at the local and state level, including exploration of multi-government-level (local, state, federal) contracting and financing for outcomes-driven services.

- *Austin/Travis County, Texas Health and Human Services Commission in Austin, TX*
- *Workforce Solutions Capital Area in Austin, TX*
- *Economic Development & Industrial Corporation of Boston/Office of Workforce Development in Boston, MA*
- *Nevada, in partnership with Clark County and City of Las Vegas in Carson City, NV*
- *Denver Office of Economic Development in Denver, CO*
- *Children and Families Commission of Orange County, CA in Irvine, CA*
- *Washington State Department of Early Learning and Thrive Washington in Olympia, WA*
- *Friends of the Children, OR in Portland, OR*
- *Oregon Health and Science University, Center for Evidence-based Policy in Portland, OR*
- *Virginia Pay for Success Council (Virginia PFS) and Virginia Department of Health in Richmond, VA*
- *Marion County & Multnomah County, OR in Salem, OR*
- *San Diego Workforce Partnership in San Diego, CA*
- *The SkillsSource Group, Inc. in Vienna, VA*

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Boston, MA	Generations Incorporated AARP Foundation (2015)	Over the course of four years, Generations Inc. plans on engaging 158 volunteers and serving 3,750 students through sustained small group and sustained small group plus literacy assistance tutoring. Generations Inc. serves the Greater Boston region.
Springfield, MA	Baystate Health (Integrated Delivery System) Green & Healthy Homes Initiative	For more than 130 years, Baystate Health, a not-for-profit health care provider, has been a keystone of the western Massachusetts community. It has a breadth of assets: strong and extensive physician relationships through Baycare Health Partners (BHP), a physician hospital organization and accountable care organization that represents more than 1,400 physicians; Health New England, a managed care organization and subsidiary of Baystate; Pioneer Valley Accountable Care a subsidiary of BHP; and four independently-led Neighborhood Community Health Centers (one of which is a pediatric practice) totaling 144,000 visits per year.
Springfield, MA	Partners for a Healthier Community, Inc. in partnership with Revitalize CDC, Springfield Partners for Community Action, and HAP Housing Green & Healthy Homes Initiative	PVAC is a multi-sector community coalition formed to address the high rate of asthma in Springfield and the surrounding region. PVAC implements strategies to reduce environmental triggers at home, in school and in the community, as well as improve medical management of asthma. PVAC's Pay for Success partners include Revitalize CDC, Springfield Partners for Community Action and HAP Housing. PVAC is convened by Partners for a Healthier Community.
Boston, MA	College Advising Corps GreenLight Fund	With its subgrant to College Advising Corps (CAC), GreenLight's SIF Initiative is supporting CAC's work to increase the number of low-income, first-generation, underrepresented students entering and completing higher education. To accomplish this goal in Boston, CAC recruits, hires and intensively trains recent Boston-area college graduates to serve as college advisers in high-need high schools to help students navigate the college admissions process, secure financial aid, and enroll in college. CAC advisers are from similar backgrounds to the students they serve. By the 2017-2018 academic year, CAC expects to serve all BPS high schools.
Newton, MA	Blueprint Schools Network GreenLight Fund	With its subgrant to Blueprint Schools Network (Blueprint), GreenLight's SIF Initiative is supporting Blueprint's work with the Boston Public Schools (BPS) to implement its research-based, innovative turnaround model in schools designated as underperforming. Through this work, Blueprint will reach over 1,000 students annually over five years in Boston. Blueprint partners with school districts to improve outcomes for students in their lowest-performing schools, through a "deep change" turnaround process. Blueprint focuses on five research-based strategies identified as the biggest drivers of student achievement in highly-effective, gap-narrowing public charter schools: (1) excellence in leadership and instruction; (2) daily tutoring in critical growth years; (3) increased instructional time; (4) a culture of high expectations; and (5) use of data from frequent assessments to improve instruction.



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Boston, MA	Boston Private Industry Council Jobs for the Future (2015) OYIF	The Boston Opportunity Youth Collaborative (OYC), convened by the Boston Opportunity Agenda and the Boston Private Industry Council, is addressing a gap in services for older opportunity youth in Boston who have a high school credential, but have not taken the next steps to college or career. The OYC has launched a Connection Center where these young people can get started on their education and career pathways. Through Opportunity Works, Boston is implementing a postsecondary and career bridging strategy that offers these youth, 40 percent of whom are boys and men of color, supported transitions from the Connection Center into postsecondary education and training. Navigation coaches transition these young adults to and through postsecondary education and training, and ultimately, to the start of a career. This effort aligns with and builds upon a citywide campaign to help all Boston youth transition successfully to postsecondary education—allowing this campaign to reach a far more challenged population. The Boston collective impact collaborative has selected four high-performing partner programs to provide the postsecondary and career bridging, along with navigation supports; it also has MOUs with nine other programs that have agreed to both refer to and accept referrals from the Connection Center. Boston has multiple strategies to achieve scale, including launching a collectively shared data tracking strategy, systemic changes to increase student support and connections at the community colleges, and expanding the number of programs that are using the Back on Track model.
Boston, MA	JVS Vocational Services Local Initiatives Support Corporation (2015)	JVS Bridges to College and Careers (JBCC) prepares low-income, low-skilled individuals in the Greater Boston area for entrance to and completion of industry-recognized college credentials linked to high-demand jobs with strong career ladders. With support from LISC, JVS will strengthen its highly-successful Biotechnology and Compliance Pathway in partnership with Quincy College, while expanding a current focus area in Information Technology into a separate STEM pathway program in Computer Networking. JVS will deepen integrated service delivery in JBCC by expanding Financial Opportunity Center services to more individuals, will increase program accessibility by addressing academic skills gaps in pre-bridge programs, and will accelerate college readiness by co-enrolling adult diploma students nearing completion of their high school credential.
Roxbury, MA	Roxbury Center for Financial Empowerment Local Initiatives Support Corporation (2015)	The Roxbury Center for Financial Empowerment will expand its integrated services model to include a Hospitality Bridge to Career opportunity program. This program will help to move current Roxbury clients into financially stable, unionized jobs within the hospitality field. Roxbury will work closely with partners to connect clients to the Hotel Workers Union – the largest hospitality empower in the City of Boston. Roxbury currently provides integrated services delivery to over 150 people per year and the BCO program will allow them to provide additional training and employment opportunities to these clients.
Somerville, MA	YouthBuild USA New Profit Inc	YouthBuild is partnering with colleges to support at-risk youth, helping them apply, enroll, and complete two and four year degrees.



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Boston, MA	Third Sector Capital Partners, in partnership with Conscience Community Network Nonprofit Finance Fund	Illinois Dually-Involved Youth Project is a project of subgrantee Third Sector Capital Partners, Inc. working in partnership with the Conscience Community Network, LLC (CCN), a collaborative network of six experienced nonprofits. The project will deliver comprehensive services throughout Illinois to adolescent youth involved in both the criminal justice and child welfare systems. Enabled by new levels of coordination with government agencies, CCN will provide intensive wraparound services and timely access to evidence-based practices demonstrated to safely serve youth in families and communities in lieu of institutional care, prevent repeat delinquent behavior, and support successful transitions to adulthood.
Chelsea, MA	Roca, Inc. REDF (2015)	Founded in 1988, Roca is an outcomes-driven organization dedicated to transforming the lives of the highest-risk young people ages 17-24 (street, court, and gang-involved; drop-outs; young parents). Roca combines relentless outreach with data-driven evaluation to produce consistent, positive outcomes for young people in the Greater Boston area, including the communities of Chelsea, Revere, Everett, Boston, and East Boston, as well as Springfield, Massachusetts. Roca's Transitional Employment Program provides young people with the opportunity to learn how to hold and succeed in a job, and helps disrupt the cycle of poverty and incarceration
Lowell, MA	UTEC Inc. REDF (2015)	UTEC, founded in 1999 and based in Lowell, was the result of an organizing movement driven by young people to develop their own teen center in response to gang violence. Social enterprise employment in UTEC Mattress Recycling, UTEC Food Services, and UTEC Woodworking is the cornerstone of UTEC's staged, long-term approach to serving proven-risk young people. For all youth served, UTEC measures success through three key outcome areas: Reduced Recidivism, Increased Employability, and Increased Educational Attainment. Today, nationally recognized as a model agency, UTEC's mission and promise is to ignite and nurture the ambition of proven-risk youth to trade violence and poverty for social and economic success.
Waltham, MA	More Than Words REDF (2015)	Since 2004, More Than Words has been employing and empowering youth who are in foster care, court involved, homeless, or out of school to work in and run a used book store and café business in the Boston area. In addition to retail storefronts, More Than Words operates e-commerce bookstores and employs youth in the book warehouse. More Than Words empowers youth to take charge of their lives by taking charge of a business, with a special emphasis on reconnecting youth to education by supporting GED attainment, enrollment in community college, and identification of long-term career goals. They believe that when system-involved youth are challenged with authentic and increasing responsibilities in a business setting, and are given high expectations and a culture of support, they can and will address personal barriers to success, create concrete action plans for their lives, and become contributing members of society.
Allston, MA	West End House The Boston Foundation	WEH will coach 60 new students per year, at Mass Bay Community College and other colleges. Anticipated Outcomes include: 85% year-to-year college persistence rate; 75% of students with a GPA of 2.0 or higher; 75% of students on track (credit accumulation) to graduate from college within 6 years.
Boston, MA	Boston Private Industry Council The Boston Foundation	The PIC proposed to serve 185 new students in year one at Bunker Hill Community College, Roxbury Community College, and Benjamin Franklin Institute of Technology, including 20 student transfers to UMass Boston. In their first year of SIF they continued to support 70 members of the BPS Class of 2014 students. In year two, the PIC plans on serving 205 SIF students.



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Boston, MA	Match Beyond The Boston Foundation	Match Beyond will work with 100 students per year for three years with BosC4C support; in five years, they anticipate working with 550 students annually. Outcomes include: 80% of Match Beyond students complete their targeted CFA-SNHU degree; 95% persistence (reenrollment) rates from year one to two for Cohort 1 (Class of 2015).
Boston, MA	Steppingstone The Boston Foundation	Steppingstone proposes to serve an annual caseload of 80 students graduating from Boston public high schools, delivering a deepened coaching model based on Success Boston's transition coaching. The three BosC4C coaching cohorts will inform Steppingstone's future and expanded pipeline of middle school students now progressing through College Success Academy.
Dorchester, MA	College Bound The Boston Foundation	College Bound served 35 students in their first SIF cohort and plans to serve 60 in their second SIF cohort. Anticipated Outcomes include: 75% of students test out of remedial courses; 55% year-to-year retention rate.
Dorchester, MA	Freedom House The Boston Foundation	Freedom House currently serves over 1,000 Boston area students across their programs. FH served 83 students in their SIF cohort and plans to serve 85 in their second SIF cohort. This represents growth in the size of their annual cohort based on their coaching through Success Boston to-date.
Jamaica Plain, MA	Bottom Line The Boston Foundation	Through BosC4C, Bottom Line proposes to serve 321 BPS and Boston-area charter school graduates from the class of 2015 attending 20 four-year regional target colleges and community/two-year colleges (a portion of the 529 Boston students they will serve in total), and to continue to support 171 members of the Success Boston cohort from the Class of 2014. In 2016 (Program Year 2 of SIF), Bottom Line plans to serve over 500 students thanks to the expansion to their office in Western Massachusetts that serves SIF students attending college in that area of the state.
Jamaica Plain, MA	Hyde Square Task Force The Boston Foundation	HSTF proposed to serve a total of 225 students at UMass Boston and Bunker Hill Community College over three cohorts, including 75 new students per cohort in 2015, 2016, and 2017, representing growth from their previous annual cohort size. In their first year of SIF they supported 76 first-year students while continuing to support 52 continuing students from the Class of 2014. In year two of SIF they plan on supporting 75 first-year students.
Roxbury, MA	Sociedad Latina The Boston Foundation	SL currently provides transition coaching to 20-25 Boston Public Schools' alumni. SL proposes to expand to serve 50 students per year beginning with the class of 2015, with one-on-one coaching for seniors and outreach to parents/caregivers; ongoing one-on-one transition coaching through the first two years of college; job readiness training & career exploration; social/emotional skill development; and referrals to on-campus supports.
Boston, MA	Economic Development & Industrial Corporation of Boston/Office of Workforce Development Third Sector Capital Partners	The Economic Development & Industrial Corporation of Boston/Office of Workforce Development will explore how P4P can build upon current achievements in financial literacy and job readiness for youth through its Summer Youth Employment Program.
Dorchester, MA	The B.E.L.L. Foundation, Inc. (Building Educated Leaders for Life) United Way of Greenville County	BELL is a nationally recognized evidenced-based organization delivering high-quality afterschool and summer programs to students in under resourced communities. BELL began in 1992 in Boston and now serves students in seven states. BELL will provide a free evidenced based summer program to approximately 220 academically struggling students entering 6th grade. The program will operate 6.5 hours a day, four days a week, for six weeks during the summer, operating June 15-July 24 in summer 2015.