

**Special Fund for Poverty Alleviation Docket  
Summary of Recommended Grants  
September 27, 2010**

<u>Program Area/Organization</u>	<u>Grants Totals</u>	<u>Term</u>
<u>The Edna McConnell Clark Foundation (20028600)</u> Social Innovation Fund	\$2,000,000.00	1.5 years
<u>New Profit, Inc. (20028596)</u> Social Innovation Fund – <i>The Pathways Fund</i>	\$1,500,000.00	1 year
<u>The Mayor’s Fund for New York City / NYC Center for Economic Opportunity (20028599)</u> Social Innovation Fund	\$2,000,000.00	1 year
<u>Food Research and Action Center (20030111)</u> Benefits Access	\$ 750,000.00	2 years
<u>National Coalition to End Childhood Lead Poisoning, Inc. (20030112)</u> Green and Healthy Homes Initiative	\$3,000,000.00	27 months
<u>Abt Associates, Inc. (20030113)</u> Innovative Solutions for Increasing Self-Sufficiency (ISIS) Project (* \$2.5 million in 2010; \$5.5 million in 2011)	up to \$8,000,000.00*	27 months
<u>Jobs for the Future (20030114)</u> Back on Track/GED to College Pathway	\$3,000,000.00	27 months
<u>Aspen Institute (20030113)</u> Center for Family Economic Security	\$2,000,000.00	27 months

**GRANTMAKING TOTAL THIS DOCKET:** \$22,250,000.00

  
Approval Signature

October 5, 2010  
Date

**Special Fund for Poverty Alleviation  
Memo**

To: Aryeh Neier

From: Ann Beeson, Mimi Corcoran and the Special Fund for Poverty Alleviation Staff

Date: 27 September, 2010

Re: Special Fund for Poverty Alleviation September 27, 2010 Docket Grant Recommendations

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The Special Fund for Poverty Alleviation (SFPA) recommends eight (8) grants totaling \$22,250,000.00 for consideration on U.S. Programs docket scheduled for September 27, 2010. All eight of these grants are new grants.

**Social Innovation Fund**

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A key strategy for the Special Fund for Poverty Alleviation Fund has been to partner with the Obama Administration's Social Innovation Fund (SIF) in order to leverage federal and private funds to advance the scale and growth of non-profits aligned with the Special Fund's goals. In SFPA's 2010 budget, \$10 million was designated and approved for this effort. Last month, the White House and the Corporation for National and Community Service announced the SIF winners. Awardees included three out of the four intermediaries pre-selected for SFPA investment: New York City's Center for Economic Opportunity; New Profit Inc.; and the Edna McConnell Clark Foundation.

**Edna McConnell Clark Foundation to scale promising youth development organizations**

*\$2 million for October 1, 2010 – March 30, 2012 (new; project support)*

To co-invest with the Edna McConnell Clark Foundation (EMCF) in growth-ready youth development organizations that work with the most disadvantaged youth in low-income communities, building the capacity and evidence base they need to scale their programs significantly and serve more youth. SFPA's investment will be directed towards subgrantees, such as the Center for Employment Opportunities and Youth Villages, that meet OSI's primary interest to increase employment and education for disconnected youth ages 12-24, specifically adjudicated youth, youth who are homeless or who are in foster care. SFPA's investment will be matched by the Corporation for National and Community Service, the Edna McConnell Clark Foundation, the George Kaiser Foundation, the Duke Endowment, Tipping Point and additional TBD funders.

**New Profit Inc. for their Pathways Fund**

*\$1.5 million for August 1, 2010 – July 31, 2011 (new; project support)*

To identify and co-invest in a portfolio of results-driven organizations that are capable of providing innovative, scalable, and cost effective solutions in the areas of benefits access, workforce preparedness, and college readiness to up to 9,000 of America's most disconnected young adults. SFPA's investment will be directed towards subgrantees, such as Year Up, College Summit, and iMentor, that meet OSI's primary interest areas of employment and education for disconnected/at-risk youth ages 12-24. New Profit will test the concept of a "youth pathway" to determine what the right mix of supportive services and critical points of intervention keep a young person on a path to success. The evidence created by this work will be an important contribution to the field of youth development for at risk youth. SFPA's investment will be

matched by the Corporation for National and Community Service, Sea Change Capital Partners, Blue Ridge Foundation, and additional TBD funders.

**Mayor's Fund to Advance New York City for replication of the NYC Center for Economic Opportunity**

*\$2 million for August 1, 2010 – July 31, 2011 (new; project support)*

To support the overall design, implementation and evaluation of an effort, led by the NYC Center for Economic Opportunity and the Mayor's Fund to Advance New York City, to replicate promising anti-poverty programs in partnership with cities and foundations in eight cities nationwide. OSI's investment will leverage CEO's experience with their peers in other cities to replicate these models. As a group, these eight cities (Cleveland, Kansas City, Newark, New York City, Memphis, Savannah, San Antonio, and Tulsa) will undertake projects that emphasize work, skills-building, and asset development. Projects include: 1) a conditional cash transfer (CCT) program to reduce current and future poverty, to build human capital, and to improve health, and family well-being; 2) a skills-focused career advancement program for the working poor and low-income individuals disconnected from the labor market, 3) a place-based employment initiative for high-poverty public housing developments, 4) an education and employment program for disconnected young adults, and 5) an asset-building savings project linked to the Earned Income Tax Credit. OSI's investments will be directed toward the expansion and replication of successful workforce development programs serving disadvantaged adults and disconnected/at-risk youth ages 12-24. SFPA's investment will be matched by the Corporation for National and Community Service, the Bloomberg Foundation, and additional TBD funders.

**Benefits Access**

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**Food Research and Action Center (FRAC)**

*\$750,000.00 for October 1, 2010 – September 30, 2012 (new; project support)*

To support FRAC's multi-state benefits access initiative to drive improvements in states' food stamp policies and practices and to facilitate the connection between access to food stamps and benefits like WIC, school breakfast and lunch, and summer feeding programs. FRAC will also help states take advantage of new federal/state options to connect enrollment in health (Medicaid and CHIP) and nutrition programs (many of the 15 federally-funded food and nutrition programs under USDA/FNS). This work will benefit hundreds of thousands of people by boosting enrollment among eligible, non-participating populations – specifically, immigrants, children, and the elderly – by increasing benefit levels for individual households and, generally, by reducing hunger and poverty and improving food security, nutrition, health and education. FRAC will conduct intensive technical assistance to spur reform in 8 -12 targeted states. Priority states will be identified based on their low program participation rates (states where <60% of the eligible population is participating in food stamps), as well the capacity, readiness, and leadership present to effect change in those states. Possible states include: California, Colorado, Georgia, Illinois, Louisiana, Maryland, Michigan, Mississippi, New Jersey, New Mexico, New York, North Carolina, Ohio, Texas, and Wisconsin. SFPA's investment will be matched on at least a 1:1 basis by the Walmart, Annie E. Casey, and General Mills foundations, MAZON: A Jewish Response to Hunger, and an anonymous donor.

## **Employment**

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### **National Coalition to End Childhood Lead Poisoning, Inc. for the Green and Healthy Homes Initiative, GHHI (in partnership with the U.S. Department for Housing and Urban Development)**

*\$3 million for October 1, 2010 – December 31, 2012 (new; project support)*

To invest in the Green and Healthy Homes Initiative, led by the National Coalition to End Childhood Lead Poisoning, in partnership with the White House, HUD, the Department of Energy and the Council on Environmental Quality, which will directly employ 1400 un- and underemployed neighborhood residents from 14 pilot cities, many of them formerly incarcerated, in full-time jobs that pay a living wage and provide benefits. GHHI will demonstrate how to blend funding for weatherization, energy efficiency and lead abatement into a single model that delivers higher quality green jobs, healthier and more sustainable housing, and better health outcomes for children living in poverty. GHHI will launch this model in 12 cities and two Native American communities (Atlanta, Baltimore, Chicago, Cleveland, Denver, Detroit, Flint, New Haven, Oakland, Philadelphia, Providence, San Antonio, Spirit Lake Tribe and Cowlitz Indian Tribe). GHHI will simultaneously certify these 1400 workers under a new standard for green housing rehabilitation preparing them to compete for good jobs beyond the scope of the demonstration. GHHI will assess 3,500 low-income homes occupied by families with young children or pregnant women with a Comprehensive Health and Housing screening. Through GHHI training, workforce development, and intervention work, GHHI will generate a minimum of 7,000 Green and Healthy Homes related jobs nationally. SFPA's investment will be matched on more than a 1:1 basis by more than a dozen national and local philanthropies and the Federal government.

### **Abt Associates for the Innovative Strategies for Increasing Self-Sufficiency (ISIS) Project (in partnership with the U.S. Department of Health and Human Services)**

*\$8 million\* for October 1, 2010 – December 31, 2012 (new; project support)*

*(\*\$2.5 million in 2010; \$5.5 million in 2011)*

To identify 4 to 6 career pathway models serving low-literacy, low-skilled participants and test the effectiveness of these models using random assignment evaluation. SFPA will invest in efforts such as the Arkansas Career Pathways Initiative; the Instituto Progreso Latino for the Carreras en Salud program, in Chicago; VIDA and Project ARRIBA, in Texas; and the replication of Washington State's I-BEST model in Maryland and Wisconsin. SFPA will also co-invest in a pooled fund to support benefits access initiatives alongside these career pathways to test the impact income supplements have on participants' employment outcomes. Selected programs will become part of a national effort to increase employment and self-sufficiency among low-income populations. Once tested, the U.S. Department of Health and Human Services (HHS) is interested in scaling and sustaining these programs in additional cities around the country and adjusting policy and regulations to support such programs. SFPA's investment leverages \$17 million in HHS evaluation funding to conduct rigorous, randomized control trials of programs, as well as other potential programmatic funding from foundations including Ford, Casey, Joyce and Gates.

## **Education**

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### **Jobs for the Future (JFF) for the Back on Track/GED to College Pathway Initiative**

*\$3 million for October 1, 2010 – December 31, 2012 (new; project support)*

To support JFF's work to establish a more effective and efficient Back on Track/GED to College pathway for vulnerable 18-26 year olds. JFF will work with groups, such as YouthBuild USA and the Civic Justice Corps (SFPA grantees), to begin to scale key components of its GED to College pathway in lead

programs in the youth-serving sector, school districts, and community colleges. First, JFF will demonstrate the scalability of the Back on Track/GED College pathway by developing and replicating exemplar pathways in three, key sectors: districts/states; national youth-serving organizations; and community college systems. Second, JFF will work with partners to develop metrics and data accountability systems, a public policy agenda and a financing plan to sustain these models. JFF anticipates impacting 9,000 dropouts, over the next three years, through select youth development organizations, supporting them to earn a high school credential and enter a postsecondary education or training program that allows them to persist to a credential with value in the labor market. SFPA's investment will be matched on at least a 1:1 basis by the following foundations: Bill and Melinda Gates Foundation, Walmart Foundation, Charles Stewart Mott Foundation, the Texas Education Agency, and the Lumina Foundation.

### **Advocacy and Capacity Building**

#### **Aspen Institute for the Center for Family Economic Security**

*\$2 million for October 1, 2010 – December 31, 2012 (new; project support)*

To support the Aspen Institute Center for Family Economic Security as it pursues an innovative dual-generation approach with the goal of breaking the cycle of multi-generational poverty. The Center will advance research on the key factors leading to poverty; promote best and next practice and policy for improving the conditions of vulnerable families via a dual generation approach; and support a Fellows program and Innovation Fund to invest in what is working. With the sharp increase in the number of children living in poverty, especially children living in single-parent families (of which the vast majority are women-headed), there is a powerful opportunity to focus on a dual-generation strategy investing in vulnerable women and children, while at the same time addressing male headed households and the impact of extended families. SFPA's investment will be matched more than a 3:1 basis by the Kellogg and Gates foundations, by the Charlotte Perret Family Trust and the Scott and Patrice Brickman Family Foundation.

**Name of Organization:** The Edna McConnell Clark Foundation

**Tax Status:** 501(c)(3) – private foundation

**Purpose of Grant:** To co-invest with the Edna McConnell Clark Foundation (EMCF) in growth ready youth development organizations that work with the most disadvantaged youth in low-income communities, building the capacity and evidence base they need to scale their programs significantly and serve more youth. Grant funds are in support of EMCF’s role as a Social Innovation Fund (SIF) intermediary.

**Previous OSI Support:** None

**Organizational Budget:** \$39 million 2010; \$57 million 2011

**Project Budget:** \$40 million (for year one)

**Amount Requested:** \$2,000,000.00

**Amount Recommended:** \$2,000,000.00

**Term:** October 1, 2010 through March 31, 2012

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
Corporation for National &Community Service – Social Innovation Fund Award	\$10 million
Edna McConnell Clark Foundation	\$10 million
George Kaiser Foundation	\$ 5 million
The Duke Endowment	\$ 5 million
Tipping Point	\$ 5 million

**Description of Organization:**

EMCF utilizes an investment approach that identifies highly promising youth development organizations working with some of the most disconnected, least supported youth in the country. EMCF then makes large, long-term investments to strengthen the evidence and organizational capacity these organizations need to achieve scale and sustainability. The goal is to expand *quickly* the number of organizations with proven programs that can improve the life prospects of ever-increasing numbers of disadvantaged, low-income youth (ages 9 to 24) so they can lead productive, independent and healthy lives.

**Description of the Project for Which Funding Is Sought:**

EMCF’s objective as a SIF intermediary is to leverage federal and other funds to help young people who are at greatest risk of dropping out of school, of not finding work, of becoming involved with the foster care or juvenile justice system to make the transition to productive adulthood. They will do this by working with a select group of nonprofits whose programs meet high evidentiary standards but need additional investments in organizational capacity and/or evaluation before they warrant larger public investments. EMCF will select eight (8) to ten (10) subgrantees using a competitive process, and will focus investments in four states: OK, NC, SC, and CA. Subgrantees’ work will target three, overlapping

outcomes to: 1) Improve the educational skills and academic achievement of disadvantaged youth; 2) Prepare at risk youth for the world of work and make the transition to employment and economic independence; and 3) Avoid high-risk behaviors such as drug abuse, criminal activity and teen pregnancy. EMCF is partnering with the Bridgespan Group and MDRC to provide comprehensive, best-in-class expertise in evaluation, business planning, organizational capacity building, and capital aggregation to SIF subgrantees.

EMCF will meet its SIF intermediary match requirement in full from its grants budget, and no government or co-investor funds will be applied to EMCF's operational costs. To help ease the burden on subgrantees of meeting their SIF matching fund requirements, EMCF has brought together a group of funders, including OSI, to co-invest. All funds raised will be treated as growth capital and will be used to build subgrantee capacity, rigorous evaluations, and to develop robust funding models to achieve sustainable growth. Building on the principles and experience of EMCF's growth capital aggregation approach, all growth capital will be raised up-front in large increments, and all funders will invest against the same performance metrics and with the same reporting expectations.

**Rationale for Recommendation:**

The EMCF grant will advance the Special Fund goals of broadening educational and work opportunities by creating responsive, support programs eliminating existing system barriers in order to improve life chances and long-term employment outcomes for disconnected youth.

The SIF exemplifies government and philanthropy's growing interest in supporting "what works" by making investments to scale proven solutions to some of the nation's most intractable problems, particularly issues facing young people in low-income communities. Taking advantage of this opportunity, however, requires creating a stronger pool of transformative, evidence-based programs to fund and widely sharing knowledge about what it truly takes to expand effective organizations significantly.

EMCF's proposal aligns co-investors and SIF funding to expand the pool of nonprofits with evidence-based interventions that help disconnected youth overcome the hurdles to becoming healthy, productive members of their communities. OSI's \$2 million investment will leverage upwards of \$30 million in public and private investments. This coordinated, collaborative investment will immediately enable a select group of the most promising youth-serving organizations to take steps to scale their programs and serve more disconnected youth – helping them stay in school or earn a GED, reduce involvement in criminal and other risky activities, and gain the skills to find long-term, stable employment. These investments will also, over the next three years, build the evidence base necessary to justify greater public and private support to sustain such programs in the long term. OSI's investment will be directed towards subgrantees that meet OSI's primary interest areas of employment and education for disconnected youth/at-risk youth ages 12-24.

We are interested in investing in EMCF's SIF proposal for two, primary reasons. First, EMCF has demonstrated success as an intermediary. They have the capacity to help organizations achieve scale and a proven track record for raising the funds needed to scale. EMCF's experience to date has demonstrated their joint investment approach brings greater value to grantees and co-investors by maximizing impact while reducing the administrative and reporting burdens on all parties involved. Second, we are already highly interested in funding select youth serving organizations in EMCF's pipeline, and the SIF presents a strategic way to leverage public and private dollar match sources, while working on a national platform.

**Name of Organization:** New Profit, Inc.

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To identify and co-invest in a potent portfolio of results-driven organizations that are capable of providing innovative, scalable, and cost effective solutions in the areas of benefits access, workforce preparedness, and college readiness to some of America’s most disconnected young adults. Grant funds will support New Profit’s role as a Social Innovation Fund (SIF) intermediary managing The Pathways Fund.

**Previous OSI Support:** \$0

**Organizational Budget:** \$17,332,327

**Project Budget:** \$20 million (for year one)

**Amount Requested:** \$1,500,000.00

**Amount Recommended:** \$1,500,000.00

**Term:** August 1, 2010 through July 31, 2011

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
Corporation for National & Community Service – Social Innovation Fund Award	\$5,000,000.00
SeaChange Capital Partners	\$1,000,000.00
Blue Ridge Foundation	\$750,000.00
Robin Hood Foundation	\$100,000.00

**Description of Organization:**

New Profit is a nonprofit venture philanthropy fund that exists to help innovative social entrepreneurs and their organizations grow in order to bring about widespread policy reform on critical social problems. New Profit fulfills this mission by providing multi-year financial and strategic support, such as board development, strategy, and growth planning, to a portfolio of innovative nonprofits. They invest in organizations that increase social mobility for Americans today and have the potential to demonstrate new approaches and policies that could change the trajectory for future generations. Since 1998, New Profit has invested in 25 organizations that have grown to have operations in 40 states.

**Description of the Project for Which Funding Is Sought:**

The focus of the intermediary fund proposed by New Profit (NPI) and its collaborators—referred to as the “Pathways” fund—is to select and invest in a portfolio of high-potential social innovations that offer critical interventions to help low-income youth transitioning from high school to post-secondary education and productive employment. New Profit will do this by achieving the following objectives:

- Build a portfolio of five to six organizations with leaders who aspire to and articulate a visionary path to connect the organization's direct work to solving the systemic cause(s) of the problem. Look for entrepreneurs who relentlessly attract high-quality resources (e.g., talent, funding, and partnerships) that significantly advance the size, capabilities, and influence of the organization.



- Invest in organizations that reach low-income adolescents who are in high school yet are at-risk of dropping out, adolescents who are in high school who are at-risk for not applying to college, and youth who have already dropped out of high school who are in need of alternative pathways back to school or to GED or to work skills.
- Develop the core competencies for college readiness and persistence as well as workforce preparedness. Seek out innovative interventions around financial aid, internships, employment skills, GED completion, and social and emotional development to improve college readiness and persistence and workforce preparedness.
- Anchor the portfolio with three competitively selected nonprofit organizations:
  - Year Up seeks to close the opportunity divide by providing urban young adults with the skills, experience, and support to reach their potential through professional careers and higher education.
  - College Summit seeks to increase the college enrollment rate of low-income students by helping high schools build a college-going culture.
  - iMentor seeks to improve the lives of high school students from underserved communities through innovative, technology-enabled mentoring.
  - (The remaining subgrantees will be selected through an open and competitive process.)
- Continue to support growth in OSI's target cities. New Profit's lead organizations – Year Up, College Summit and iMentor – already have operations in or a stated desire to expand into many of our “target” locations including Atlanta, Baltimore, Chicago, Philadelphia, Miami and New Orleans. As New Profit conducts its due diligence for the two to three additional organizations to be added to their portfolio through the SIF, they will look for organizations interested in growing their footprint in or expanding into OSI's target cities. New site expansion will likely involve holding city-based competitions to build the necessary buy-in and financial investment from local communities.
- In accordance with SIF, New Profit will help subgrantees test their innovations in order to further build the evidentiary support necessary to validate their approaches. Through this process, they will gather knowledge and data that can inform public policy and potentially bring about transformative change to how government provides services to low-income Americans.

**Rationale for Recommendation:**

New Profit's portfolio of organizations will advance the Special Fund towards achieving its goals of improving access to educational opportunities and expanding pathways to employment for disconnected youth and young adults. Along with many funders, New Profit's goal is to use the SIF to catalyze a new reform movement which could reach the 14 million youth in poverty in America. New Profit's effort to assemble a portfolio of organizations that are focused on benefits access and economic opportunity for disconnected youth and young adults can create the necessary evidence that children can rise out of poverty with the proper support. Working through the SIF model brings an unprecedented opportunity for public-private partnership and for highly leveraged capital that will establish results for disconnected youth that will become the basis for major reforms in other areas of government including but not limited to the Departments of Education, Health and Human Services, Labor, and Justice.

We are interested in investing in New Profit's SIF proposal for two, primary reasons. First, New Profit brings its unique set of expertise around organizational growth and long-term sustainability planning to each of their portfolio partners. When selecting portfolio partners, New Profit undertakes a rigorous due diligence process to determine if the organization is ready for scale, and then commits to supporting that organization for seven years (based on evidence and their own learning about what it takes to scale an organization). Each of their portfolio partners receives pro-bono technical assistance services from the Monitor Group to help them with the in-depth strategic planning necessary to grow and replicate their program models. Second, through this SIF, New Profit will test the concept of a “youth pathway” to determine what the right mix of supportive services and critical points of intervention are that keep a

young person on a path to success. The evidence created by this work will be an important contribution to the field of youth development.

**Name of Organization:** Mayor's Fund to Advance New York City, in partnership with the NYC Center for Economic Opportunity (CEO)

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To support the overall design, implementation, and evaluation of an effort, led by the Center for Economic Opportunity and the Mayor's Fund to Advance New York City, to replicate promising anti-poverty programs in partnership with cities and foundations nationwide.

**Previous OSI Support:**

- 1) \$63,813.00 grant, from the US Programs Neighborhood Stabilization Initiative, to enable the NYC Department of Housing Preservation and Development to undertake mortgage foreclosure research and to organize and convene a conference; Grant period: 10/1/2007 to 6/1/2008
- 2) \$5,000,000.00 grant, from the Chairman's Special Initiatives, to support the Opportunity NYC Conditional Cash Transfer Program; Grant period: 7/1/2007 to 6/30/2009
- 3) \$2,500,000.00 grant, from the Special Fund for Poverty Alleviation, to support the operation and evaluation of *Opportunity NYC*, the nation's first conditional cash transfer initiative; Grant period: 9/1/2009 to 8/31/2010

**Organizational Budget:** \$26.72 million (amount raised by Mayor's Fund in 2010)

**Project Budget:** \$20,428,570.00 (for year one)

**Amount Requested:** \$2 million

**Amount Recommended:** \$2 million

**Term:** August 1, 2010 through July 31, 2011

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
<b>Committed</b>	
Corporation for National & Community Service – Social Innovation Fund Award	\$5,700,000.00
Bloomberg Foundation	\$5,000,000.00
<b>Projected</b>	
Annie E. Casey Foundation (San Antonio; Savannah)	
Ewing Marion Kauffman Foundation (Kansas City)	
Fund for Our Economic Future (Cleveland)	
Goodwill Industries (San Antonio)	
New York Community Trust (New York)	
Poplar Foundation (Memphis)	
Plough Foundation (Memphis)	
Prudential Foundation (Newark)	
Tiger Foundation (New York)	
The Nicholson Foundation (Newark)	
Tulsa Community Foundation (Tulsa)	

United Way of Greater Kansas City (Kansas City)  
Victoria Foundation (Newark)

**Description of Organization:**

The NYC Center for Economic Opportunity works collaboratively with 20 City agencies to design, implement, and advocate for a range of new anti-poverty programs, policy proposals, and research projects that represent nationwide best practices and cutting-edge ideas. CEO initiatives are supported by a public-private partnership called the “Innovation Fund” which requires that all programs be evaluated to determine success and inform future investment.

**Description of the Project for Which Funding Is Sought:**

CEO’s objective as a SIF intermediary is to replicate and rigorously evaluate promising anti-poverty programs. CEO’s SIF will support a portfolio of five programs that, in combination, seek to reduce poverty and improve economic opportunity across a diverse set of cities and segments of the low-income population. As a group, the projects emphasize work, skills-building, and asset development. They include: Jobs-Plus, a site-based employment initiative for public housing residents; WorkAdvance, a sector-focused employment program for low-income individuals; Family Rewards, a conditional cash transfer program to reduce current and future poverty; \$aveUSA, a savings initiative linked to the Earned Income Tax Credit; and Young Adult Internship Program, a work exploration program for disconnected young adults.

CEO’s SIF will support 16 programs in up to eight cities, including: greater Cleveland, OH; Kansas City, MO; Memphis, TN; Newark, NJ; New York, NY; San Antonio, TX; Savannah, GA; and Tulsa, OK. To accomplish this, CEO and the Mayor’s Fund will work closely with a number of collaborators, including MDRC (lead evaluator), municipal governments, national and regional foundations, and local nonprofits.

Employment is an important unifying theme—each project will help participants enter work, prepare for better work opportunities in the future, and build a financial cushion with resources that they obtain because they work—but the projects address other critically important factors that affect low-income families’ future economic security. OSI’s investments will be directed toward the expansion and replication of successful workforce development programs in the target cities.

**Rationale for Recommendation:**

CEO will move the Special Fund towards achieving its goal of expanding access to employment by replicating, documenting and evaluating successful anti-poverty program models that deliver better services for low-skilled, low-wage workers and by increasing public support and funding levels for these successful anti-poverty program models.

The SIF is a data-driven investment strategy. It is aggressively promoting the use of evidence to drive future government and philanthropic investments in programs and nonprofits aiming to help low-income populations. The CEO, Mayor’s Fund, and MDRC collaboration builds on strong evidence from NYC and other cities. The SIF offers an important vehicle to leverage significant public and private funding to build national evidence for a portfolio of innovations and to participate in a powerful national coalition made up local government, philanthropic, and nonprofit stakeholders.

We are interested in investing in CEO’s SIF proposal for three, primary reasons. First, CEO has demonstrated its capacity as an intermediary to implement high quality programs in a short-time period, with rigorous measurable results. Second, three of their five program models are expressly focused on improving and reforming the workforce development delivery system to better serve our target populations of disconnected youth and unemployed or underemployed, low-skill, low-wage workers. Finally, CEO’s proposal is unique in that along with promoting the important work of nonprofit

providers, it includes a significant role for local governments. OSI's investment will leverage the significant experience of CEO to work with other cities to replicate these models. By fostering the involvement of and ownership among government in developing and supporting innovative programs, CEO's SIF proposal will help to build local government and community-based infrastructure and create the will for systemic change that will sustain these enhanced antipoverty efforts in the future.

**Name of Organization:** Food Research and Action Center (FRAC)

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To support FRAC's benefits access work at the national level and in 8-12 target states to increase participation rates in SNAP (Food Stamps) and other low-income supports, and to create strategies to coordinate benefit access among the federal nutrition, income and health programs.

**Previous OSI Support:**

- 1) \$75,000.00 grant, from the US Welfare Reform program, to support FRAC's efforts to ameliorate at the national, state and local levels the impacts of welfare reform; Grant period: 1/1/1997 to 12/31/1997
- 2) \$60,000.00 grant, from the ELF Advocacy & Policy Grants program, to support a national project to ensure an adequate nutritional safety net for vulnerable legal immigrants; Grant period: 11/1/1997 to 12/31/1998
- 3) \$75,000.00 grant, from the Government & Political Development/Effective Government program, for general support of FRAC; Grant period: 7/15/1999 to 6/30/2000
- 4) \$48,000.00 grant, from the US Drug Policy Reform program, to support research and strategic analysis of the welfare law's lifetime disqualification of drug offenders and to provide technical assistance; Grant period: 10/15/1999 to 1/15/2001

**Organizational Budget:** \$11,000,000.00 (two year budget)

**Project Budget:** \$1,500,000.00

**Amount Requested:** \$750,000.00

**Amount Recommended:** \$750,000.00

**Term:** October 1, 2010 through September 30, 2012

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
<b>Committed</b>	
Anonymous	\$500,000.00
Annie E. Casey Foundation	\$93,000.00
General Mills Foundation	\$100,000.00
MAZON: A Jewish Response to Hunger	\$50,000.00
Walmart Foundation	\$250,000.00
<b>Projected</b>	
Anonymous	\$500,000.00
Annie E. Casey Foundation	\$100,000.00
California Endowment	\$75,000.00
Walmart Foundation	\$650,000.00

### **Description of Organization:**

The Food Research and Action Center (FRAC) is the leading national nonprofit organization working to improve public policies and public-private partnerships to eradicate hunger and under-nutrition in the United States. Their mission is to address hunger, food insecurity, and their root cause, poverty. They have strong partnerships with federal and state agencies and public officials, corporations, labor organizations and advocates. FRAC works at the federal, state and local levels conducting research to document the extent of hunger, monitoring the implementation of laws, advocating for improved federal, state and local public policies that will reduce hunger and under-nutrition and conducting public information campaigns to promote changes in attitude and policies, and providing coordination, training, technical assistance for their nationwide network of advocates, service providers, food banks, program administrators and participants, and policymakers.

### **Description of the Project for Which Funding Is Sought:**

FRAC proposes to work nationally and intensively in 8-12 states to improve access to benefits, such as SNAP, WIC, school breakfast and lunch, and summer feeding programs, and increase the numbers of individuals participating in these critical nutrition and income supplement programs. FRAC will tap their relationships with USDA regional staff and state and local public officials to deliver expert technical assistance to states to improve their own practices to enable greater access to benefits. They will also leverage their leadership of a network of state and local nutrition, anti-hunger, and anti-poverty advocates to encourage states to enact policy, regulatory and systems reforms that increase individuals' access to these programs. Specifically, FRAC will:

- Drive improvements in state SNAP/food stamp policies and practices, within those broad parameters currently allowed by federal law, so as to grow the pool of eligible people, increase take-up rates within that pool of eligible people, and improve benefit amounts, including:
  - shortening application forms, removing unnecessary questions and document verification;
  - waiving face-to-face interviews so cases can be handled faster and on the phone;
  - getting the Social Security Administration to handle SNAP/food stamp applications for seniors (this also improves benefit amounts);
  - maximizing dependent care deductions, utility deductions, and medical deductions for households with seniors;
  - removing assets tests; and
  - carrying out effective public education and outreach campaigns;
- Improve interactions between SNAP/food stamps and other low-income programs, such as WIC, the Child and Adult Care Food Program, school breakfast and lunch, and summer feeding programs, so that some of the effects of increased SNAP/food stamp participation during this recession cascade into improved benefits access in these other programs; and
- Help states make use of new options to connect Medicaid and CHIP (states' Children's Health Insurance Programs), SSI (Supplemental Security Insurance) and nutrition programs through auto-enroll options and other means to streamline benefits distribution.

FRAC will conduct intensive technical assistance to spur reform in 8 - 12 targeted states. Priority states will be identified based on their low program participation rates (states where <60% of the eligible population is participating in food stamps), as well the capacity, readiness, and leadership present to effect change in those states. Possible states include: California, Colorado, Georgia, Illinois, Louisiana, Maryland, Michigan, Mississippi, New Jersey, New Mexico, New York, North Carolina, Ohio, Texas, and Wisconsin.

### **Rationale for Recommendation:**

FRAC's efforts will advance the Special Fund goal of improving access to the social safety net by developing multi-state initiatives to improve SNAP, WIC, school breakfast and lunch, and summer feeding program policies and by modernizing public benefits delivery via intensive technical assistance.

As many experts note, SNAP/food stamps have been one of the most responsive public programs during this recession. Recently, the number of participants has been growing by an average of more than 500,000/month. Not only have millions of impoverished individuals directly benefited from the SNAP program during this recession but, since SNAP is 100 percent federally-funded and the federal government shares in the cost of administering the program with states, states have been less inclined to scale back their programming during this economic crisis. Still, the program is only reaching two-thirds of eligible people. In fact, many states, such as those listed above, have not taken advantage of federal options already available to them to improve access to food and nutrition programs.

The work FRAC is proposing will benefit hundreds of thousands of people by boosting enrollment among eligible, non-participating populations – specifically, immigrants, children, and the elderly – by increasing benefit levels for individual households and, generally, by reducing hunger and poverty and improving food security, nutrition, health and education.

We are interested in supporting FRAC to do this work for several reasons. First, they are respected among their peers and federal, state and local government officials alike for their advocacy and expert technical assistance. They have the relationships necessary to influence policy and systems change that will translate to significant impact in the next 12 – 24 months. Second, FRAC understands the impact that local and state government reform can have on federal policy reform. Changes made by states today will inform the federal policy debates around Child Nutrition Reauthorization and reauthorization of the Farm Bill, as well as the intersections between implementation of health care reform and food and nutrition programs.



**Name of Organization:** Coalition to End Childhood Lead Poisoning, Inc. for the Green and Healthy Homes Initiative (GHHI)

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To support a fundamental component of the national Green and Healthy Homes Initiative (GHHI) by implementing a robust workforce development and employment strategy that will generate 1,400 green jobs for residents from low-income communities that are chronically unemployed, underemployed, and/or have a criminal record in an effort to create 3,500 green, healthy, and safe homes in impoverished communities at 14 GHHI Project Sites.

**Previous OSI Support:** \$0

**Organizational Budget:** \$3,930,000.00

**Project Budget:** \$58,359,000.00

**Amount Requested:** \$3,000,000.00

**Amount Recommended:** \$3,000,000.00

**Term:** October 1, 2010 through December 31, 2012

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
<b>Committed</b>	
Annie E. Casey Foundation (Atlanta, Baltimore, New Haven, Providence, San Antonio, National)	\$ 750,000.00 (2009-2012)
U.S. Conference of Mayors (Atlanta)	\$ 100,000.00
Constellation Energy (Baltimore)	\$ 1,000,000.00
Surdna Foundation (Baltimore)	\$ 300,000.00
Living Cities (Baltimore)	\$ 275,000.00
Baltimore Community Foundation (Baltimore)	\$ 200,000.00
The Osprey Foundation (Baltimore)	\$ 80,000.00
Jacob and Hilda Blaustein Foundation (Baltimore)	\$ 50,000.00
The Cooper Fund for Kids (Baltimore)	\$ 15,000.00
Polk Brothers Foundation (Chicago)	\$ 50,000.00
The Skillman Foundation (Detroit)	\$ 70,000.00
Kresge Foundation (Detroit)	\$ 70,000.00
<b>Pledged or Pending Final Approval</b>	
Charles Stewart Mott Foundation (Flint)	\$ 300,000.00
The Rhode Island Foundation (Providence)	\$ 50,000.00
<b>Federal Leverage (to date)</b>	\$55,238,953.00
-ARRA Energy Efficiency and Conservation Block Grant	
-DOL Pathways Out of Poverty	
-DOL Workforce Investment Act	
-HUD Community Development Block Grant	
-HUD Office of Healthy Homes and Lead Hazard Control	

(Lead Elimination Action Program, Lead Hazard Reduction Program, Healthy Homes Demonstration Grant; Healthy Homes Technical Studies)

-DOE Weatherization Innovation Pilot Program

-DOE Weatherization Assistance Program

**Description of Organization:**

The Coalition to End Childhood Lead Poisoning is a national organization that creates, implements and promotes programs and policies to eradicate childhood lead poisoning and create Green and Healthy Homes. The Coalition was originally founded in 1986 as Parents Against Lead, a grassroots volunteer effort spurred on by nine parents living in East Baltimore, whose children had been severely poisoned by lead due to deteriorating housing conditions. Today, the Coalition is a nationally recognized policy, advocacy and direct service organization headquartered in Baltimore. The Coalition is committed to working in collaboration with families, community organizations, educators, government agencies, insurers, property owners, and health care providers to construct real, attainable and cost-effective means to create lead-safe and healthy homes. The Coalition also provides advisory services to organizations such as the U.S. Conference of Mayors.

As the Obama Administration prepared to release nearly \$17 billion in Recovery Act funding for weatherization and energy efficient retrofits, the Coalition alerted them to a major potential peril in their investment. That is, that the homes most in need of these resources are rife with environmental hazards which, in fact, often disqualify the homes from participating in these types of beneficial programs. Moreover, when those homes are approved for action, unless workers are properly trained and the multiple dangers addressed simultaneously, well-intended efforts can create serious risks to employees and residents. However, if weatherization and energy efficiency retrofits could be aligned with a broader Healthy Homes strategy, the risks could be avoided and the return on investment multiplied significantly by increasing the number of jobs, improving housing stock and child health, and laying the groundwork for better federal policies and practices.

From there, the Coalition joined forces with the White House, the Departments of Housing and Urban Development (HUD) and Energy, the Centers for Disease Control and Prevention, the Council on Environmental Quality, mayors and local governments, workforce development agencies, non-profits and philanthropy to launch the Green and Healthy Homes Initiative (GHHI). HUD has awarded the Coalition a \$1.4 million grant to serve as the technical assistance provider for GHHI.

**Description of the Project for Which Funding Is Sought:**

Generations of chronic disinvestment in low income communities have left over 6 million families trapped in unhealthy and inefficient housing. The evidence is clear and compelling that unsafe and unhealthy housing leads to wealth depletion, abandoned properties, housing instability, potential homelessness, and increased risk of housing based illnesses. Unhealthy housing is the source of 250,000 new cases of childhood lead poisoning, 720,000 asthma related emergency room visits, 10,000 carbon monoxide poisonings and 13 million preventable home related injuries every year. The related economic losses from unhealthy housing spill well into the billions annually. This problem is solvable with targeted, cost-effective and time-efficient interventions.

GHHI will develop, demonstrate and promote the adoption of integrated standards and practices for green and healthy housing assessments and interventions. GHHI will demonstrate how to blend funding for weatherization, energy efficiency and lead abatement into a single model that delivers higher quality green jobs, healthier and more sustainable housing, and better health outcomes for children living in poverty. GHHI will launch this model in 12 cities and two Native American communities (Atlanta, Baltimore, Chicago, Cleveland, Denver, Detroit, Flint, New Haven, Oakland, Philadelphia, Providence,

San Antonio, Spirit Lake Tribe and Cowlitz Indian Tribe). With OSI investment, the Coalition will develop a significant job creation component to GHHI that includes:

- Creating a tangible and immediate pathway to 1400 higher quality green jobs that include certifications and training to ensure better wages and benefits and preparing them to compete for good jobs beyond the scope of the demonstration (through GHHI training, workforce development, and intervention work, GHHI will generate a minimum of 7,000 Green and Healthy Homes related jobs nationally);
- Assuring at least 40% of these green jobs in the 14 project sites go to individuals who have a criminal history that has presented a barrier to constructive employment;
- Developing a Green and Healthy Home specialist training or certification program that seeks to integrate green training with health-based intervention standards and creates a single certification process for this work;
- Assessing 3,500 low-income homes occupied by families with young children or pregnant women with a Comprehensive Health and Housing screening;
- Implementing a comprehensive health, safety and energy housing strategy to provide key guidance on how federal and philanthropic investments can utilize a Green and Healthy Homes standard to achieve dramatic improvements in children's health, overall housing conditions and neighborhood stability in low-income communities;
- Leveraging additional investments from federal and philanthropic resources in the 14 project sites and nationally;
- Working with an external evaluator to demonstrate how GHHI produces safer, more energy efficient homes and how that, in turn, increases families housing stability, reduces long-term health costs, improves children's school performance and parents' employment outcomes, and reduces violent crime; and
- Developing and delivering policies, strategies and tools around which systemic reforms in workforce development, housing intervention, and home-based environmental hazard reduction can be shaped, and assuring near-term adoption of these policies.

As the national intermediary for GHHI, the Coalition will support a national Learning Network, providing direct technical assistance to the 14 project sites as well as advising additional cities and mayors using tools and materials created by the initiative. As part of their technical assistance, the Coalition will manage cross-site planning and evaluation, and support a central data platform for performance reporting. They will also help local sites raise funds from local and national foundations and create sustainability financing plans by demonstrating how to braid and repurpose funding in a more aligned (less siloed) manner.

### **Rationale for Recommendation:**

The GHHI Initiative furthers the Special Fund's goal by increasing the number of low-skilled individuals, particularly those with criminal records, who gain access to better jobs that provide living wages. GHHI presents a compelling opportunity to impact individuals directly during this economic recession while demonstrating how to align systems and public funding streams to generate and sustain better outcomes for low-income communities through system and policy reform. We are interested in supporting the Coalition's work on GHHI for several reasons.

First, GHHI is uniquely positioned to capture significant national support and momentum to ensure success on multiple fronts: higher quality green jobs, healthier and more sustainable housing, and better outcomes for children living in poverty. U.S. Department of Housing and Urban Development Secretary Shaun Donovan has committed to 'conducting an agency-wide review, using lessons-learned from GHHI, to ensure Green and Healthy Homes standards are integrated throughout HUD's programming and

formula funding.’ As a result of early work lead by the Coalition, the White House has initiated a Federal Interagency Healthy Homes Workgroup that convenes top leadership from HUD, DOE, the CDC and the Council on Environmental Quality and that is charged with creating a new national green, healthy and safe housing standard and a new national certification for Green and Healthy Homes workers. The Coalition is part of this workgroup.

Second, the Special Fund, in partnership with the Neighborhood Stabilization Initiative, led by Solomon Greene, has worked with Coalition/GHHI leadership and HUD officials for several months to develop a more robust workforce development component within the initiative, including an explicit focus on hiring local residents (implementing stronger Section 3 requirements) and people with criminal records, clearer articulation of a career pathway (stackable credentials and training) for those employed through GHHI, and the inclusion of stronger site-based performance measures around job development. We believe the GHHI demonstration is a leader in the field of green job development, and OSI wants to be sure un/underemployed, low-skilled individuals, individuals with criminal records, and communities of color are hired in these jobs and benefits from this new market.

In partnership with NSI, we recommend future consideration of a complementary NSI investment in GHHI, of up to \$250,000.00, that would allow GHHI to develop a loan modification model for local sites to adapt and use with local banks and housing counseling partners. This model would support NSI’s foreclosure prevention and neighborhood stabilization goals. GHHI would work with banking partners (and underwriters) and lower income homeowners at risk of foreclosure in the target cities to negotiate loan remodifications contingent on their commitment to work with GHHI to “green” their properties, resulting in lower utility costs and signaling the borrowers’ commitment to staying in the property for the long-term.

**Name of Organization:** Abt Associates, for the Investing in Innovative Strategies for Increasing Self-Sufficiency (ISIS) demonstration project

**Tax Status:** ESOP (Employee-owned company)

**Purpose of Grant:** To support the expansion of exemplary career pathways programs for low-skilled, economically disadvantaged adults who are the focus of a major federally-funded, random assignment evaluation: the Innovative Strategies for Increasing Self-Sufficiency (ISIS) project.

**Previous OSI Support:** None

**Organizational Budget:** \$301,650,936.00

**Project Budget:** \$16,901,839.00

**Amount Requested:** \$8,000,000.00

**Amount Recommended:** up to \$8,000,000.00  
➤ \$2.5 million in 2010  
➤ \$5.5 million in 2011

**Term:** October 1, 2010 through December 31, 2012

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
<b>Committed</b>	
The U.S. Department of Health and Human Services	\$16,901,839.00
<b>Potential Additional Match</b>	
Annie E. Casey Foundation	
Bill & Melinda Gates Foundation	
Charles Stewart Mott Foundation	
Ford Foundation	
Joyce Foundation	
U.S. Department of Labor	
U.S. Department of Health and Human Resources	\$ 3,400,000.00 (additional award anticipated this Fall)

**Description of Organization:**

Abt Associates (Abt) was founded in 1965 by Clark Abt in an effort to apply evidence-based decision making methods developed for military and engineering purposes to the solution of social problems. Forty-five years later, the employee-owned company is one of the largest social policy firms in the world, with over 1,500 employees.

Abt has successfully led a wide range of evaluation, research and technical assistance efforts aimed at improving economic outcomes of disadvantaged individuals. This work has contributed to improved decision-making in fields such as welfare reform, workforce development, Head Start, Medicaid and public housing. Abt has a long-standing record of developing and managing large-scale evaluations, particularly those that involve close relationships and collaboration with local sites, such as the Evaluation of Child Care Subsidy Strategies, Adult Read, Supporting Healthy Marriages in Low-Income

Populations, the Rapid Re-housing for Families Demonstration, and the Benefit Offset National Demonstration (BOND). Abt has also been involved in the study of numerous workforce development and education programs, including evaluation of the JOBS Initiative and the Centers for Working Families for the Annie E. Casey Foundation; the Boston SkillWorks Initiative for the Boston Foundation; the Adult Basic Education Strategic Planning and Service Provision Demonstration Program for the Department of Education; and the Job Training Partnership Evaluation for the U.S. Department of Labor.

These experiences make Abt particularly well-suited to serve as the intermediary for OSI's investment in ISIS, administering pass-through funding to exemplary, local career pathways programs. As the intermediary, Abt will work with the Special Fund to: (1) determine which programs will receive grants and how funds will be used by each program; (2) provide technical assistance to ensure that funds awarded are effectively used; and (3) monitor sites' spending and progress against specified milestones. The vast majority of the costs associated with Abt's effort to maximize the impact of OSI's investment will be matched by the ISIS project sponsored by the U.S. Department of Health and Human Services (HHS), Administration of Children and Families and other private funders for site specific support.

#### **Description of the Project for Which Funding Is Sought:**

The purpose of ISIS is to rigorously evaluate exemplary "career pathways" workforce development programs focused on increasing post-secondary skill-building, providing participants with strong personal and family supports, and engaging employers to determine whether these models generate substantial increases in earnings and self-sufficiency for program participants. Abt Associates will use random assignment evaluation designs to assess up to nine exemplary programs. Selected programs will become part of a national effort to increase employment and self-sufficiency among low-income populations.

The three key program functions in career pathways are: **Skill-building** (through innovative, manageable and well-articulated training steps involving basic, soft/life, and occupational skills); Identification and development of **employment steps in career ladders** fitting well with specific training steps (providing opportunities during and after training); and Providing strong **supports** to enable and facilitate progress in career pathways training and employment (including exemplary career guidance and navigation assistance, as well as financial assistance and supportive services). The Special Fund has a particular interest in testing this third programmatic component – reaching career pathways participants with public benefits and other income supplements and work supports – to determine whether these supports enhance employment outcomes.

ISIS sites will engage many of OSI's target populations, including single and two-parent families, non-custodial parents, young adults who are prospective parents, recent immigrants, disconnected youth, individuals with substance abuse and mental health problems, and adults with low English language and academic skills. The project will follow individuals for up to five years after random assignment, measuring a range of important social and economic outcomes for individuals and families. The ISIS evaluation also includes an implementation study, which will document experiences in implementing and operating programs, services received by participants, and lessons for policymakers and program managers interested in replicating successful approaches more widely. Finally, ISIS will conduct a cost-benefit study to assess program benefits—to participants, their families and society at large—in relation to total program investments.

In addition to the reports Abt will publish (over the life of the demonstration) about ISIS, Abt will periodically update the Special Fund on the specific progress and performance related to our investment, including, the number of additional individuals in career pathways programs who are served with the SPFA funds, their success in completing education or training, and their levels of subsequent earnings, and the number of individuals who receive financial services to support their education or training.

**Rationale for Recommendation:**

ISIS will move the Special Fund towards achieving its goals of broadening educational opportunities and expanding access to employment by increasing pathways for disconnected youth and dislocated, low-skilled, low-wage workers to earn credentials with labor-market value to connect them to the labor force, improve their life chances and long-term employment outcomes.

Policymakers widely view random assignment evaluations as the gold standard for evidence on what works. The Special Fund is uniquely positioned to leverage the nearly \$20 million that HHS is investing in the ISIS demonstration to, at once, substantially impact the earnings and life trajectories of individuals participating in these career pathways and significantly influence federal, state and program-level decisions about policies and programs serving larger numbers of people in the future.

We believe that Abt Associates and its partners designed ISIS not only to produce credible and actionable findings, but also to maximize the chances that the field of policymakers and practitioners will use them. We are confident in Abt's ability to tap its network to widely disseminate findings from the research as they go, specifically, their ability to reach influential membership organizations such as the American Public Human Services Association (APHSA), the National Conference of State Legislatures (NCSL) and the National Governors Association (NGA). We expect this broader learning community, and particularly staff in NCSL, NGA and APHSA, to be pivotal in communicating ISIS's findings to key policymakers, program operators and funders.

Investment from the Special Fund will further multiple objectives. By targeting our investment directly to sites' direct service programming, we will allow sites to serve more individuals, thereby making it feasible for an additional four to five programs to be a part of the ISIS demonstration. By a conservative estimate, our funding will enable programs to enroll an additional 500 – 1,500 participants in career pathways, and several hundred participants across the initiative will gain access to supportive services such as public benefits, career pathways guidance counselors, etc. OSI funding will help leverage additional funding from a number of other interested foundations and federal agencies. And it will support efforts to rally societal support on a larger scale by highlighting effective pathways to employment and economic success for individuals in poverty.

**Name of Organization:** Jobs for the Future

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To establish a more effective and efficient Back on Track/GED to College pathway for vulnerable 18-26 year olds and begin to scale its key components in lead programs in the youth-serving sector, school districts, and community colleges, resulting in 9,800 dropouts over the next three years earning a high school credential and entering a postsecondary education or training program well-prepared to persist to a credential with value in the labor market.

**Previous OSI Support:** 1) \$58,500.00 grant, from OSI-Baltimore Workforce Development, to conduct a statewide conference in Maryland, to be modeled on Jobs for the Future's national "Low Wage Workers in the New Economy" conference; Grant period: 7/15/2000 to 1/14/2001  
2) \$95,500.00 grant, from OSI-Baltimore Workforce Development, to support the Origin project's technical assistance to the Maryland Center for Arts & Technology; Grant period: 12/11/2001 to 3/31/2004

**Organizational Budget:** \$21,119,350.00

**Project Budget:** \$6,650,000.00

**Amount Requested:** \$3,000,000.00

**Amount Recommended:** \$3,000,000.00

**Term:** October 1, 2010 through December 31, 2012

**Matching Funds:**

<b><u>Sources of Public and Private Support</u></b>	<b><u>Amount of Support</u></b>
<b>Committed</b>	
The Bill and Melinda Gates Foundation	\$1,350,000.00
Texas Education Agency	\$ 850,000.00
The Charles Stewart Mott Foundation	\$ 150,000.00
The Walmart Foundation	\$ 400,000.00
The Lumina and Gates Foundations (for Achieving the Dream, particularly in Texas and North Carolina)	\$ 100,000.00
The Lumina Foundation	\$ 200,000.00
<b>Potential Additional Match</b>	
Texas Education Agency	\$ 600,000.00

**Description of Organization:**

Jobs for the Future (JFF) is a recognized leader in creating and expanding educational innovations designed to prepare underrepresented, high need students and disconnected youth for college and career success. A national nonprofit, JFF has a 25-year track record implementing multi-site, multi-year initiatives that drive educational innovation and expand effective education and workforce strategies for these populations. JFF works on the ground with local and state partners in developing, launching, and replicating pathway designs to enable high schools and community college programs to better serve



underrepresented and disconnected young adults by creating scalable and sustainable model dropout recovery/college connection programs. To accomplish its goals, JFF works:

1. with districts on the implementation of Early College and Back on Track designs;
2. with districts and states on the development of systemic and policy conditions that promote and sustain such pathways;
3. with national youth-serving intermediaries on developing stronger on-ramps to postsecondary education across their portfolio of schools and programs for disconnected youth; and
4. at the federal level as advocates for more effective federal policies for reengagement and transitions to postsecondary credentials for low-income, off-track, and disconnected youth.

**Description of the Project for Which Funding Is Sought:**

Thirty percent (30%) of low-income young people who begin high school fail to finish and nearly 50% of our African American and Hispanic students leave high school before graduation and, at best, reenter programs that are not set up to advance them far enough on the pathway to success. While the majority of these young people eventually earn an alternative diploma or GED, only 3% of these graduates ever succeed in obtaining a postsecondary credential – the primary route to a family supporting career.

The Special Fund’s investment would support JFF’s implementation of a Back on Track/GED to College pathway model that addresses the gap between the aspirations of low-income and vulnerable young people who seek to enter ‘second chance’ programs and the actual (and very low numbers) of these youth who earn a postsecondary credential or degree. This pathway applies proven elements from the Early College High School design toward delivering stronger college preparation that goes beyond the usual credit recovery or “test prep” of typical GED programs, establishing a bridge phase to the pathway that provides intensive academic work and opportunities to dual enroll in college level academic or technical courses, and, finally, provides students with first year supports that follow the young people into a first year of postsecondary education to ensure their success. JFF will work with school districts, national youth-serving organizations (many of which are Special Fund grantees), and community colleges to scale up these pathways.

By the end of three years, as a result of implementing this Back on Track/GED to College pathway, approximately 9,000 young people will graduate high school better prepared and make a successful transition to postsecondary education and/or training. To accomplish this, JFF will focus their efforts on two goals over the next several years:

- Develop and replicate exemplars of the Back on Track/GED to College pathway design in two key scale sectors: districts (in Texas, New York, and North Carolina) and national youth-serving organizations (YouthBuild, the Corps Network, and the National Youth Employment Coalition); and develop and codify the GED to College pathway design in preparation for future replication in community college systems; and
- Develop a national model for public and transparent performance measurement for postsecondary success programs, help districts and states to reform public policies and financing that support the development and expansion of proven and promising models of the Back on Track/GED to College Pathway.

While the ultimate measures of the project’s effectiveness will be the completion of secondary and postsecondary credentials that enable students’ entry into family sustaining careers, along the way, the project will track intermediate benchmarks to determine progress towards these outcome, such as the number and percentage of students who: complete college preparatory courses, or pass state exams at a college ready level; complete college bridge courses; test out of developmental education or into highest level of developmental education; enroll in postsecondary study; successfully complete their first year; and complete a postsecondary credential. As part of the replication process, JFF will enter into agreements with sites to report these metrics and will conduct regular performance reviews to determine

whether the replication process is on track. Beyond the three-year period for this project, the codified models and tools will provide the platform for a next stage of replication of the pathway design that responds to the growing demand and need in the field for this type of pathway program.

**Rationale for Recommendation:**

A grant to Jobs For the Future will advance the Special Fund's goal of broadening educational and work opportunities by replicating model programs to help vulnerable 18-26 year olds earn high school credentials and enter postsecondary education or training programs with labor market value.

The Special Fund finds JFF's Back on Track/GED to College pathway model compelling for several reasons. First, there is a sizable gap in the field when it comes to both districts' and youth-service organizations' capacity to meet both the significant remedial educational needs of youth who have been in foster care, who are pregnant or parenting, or who have been incarcerated and to help these disconnected youth attach to postsecondary programs that lead to job sectors that pay a family-sustaining wage. JFF's proposed Back on Track/GED to College pathway model draws on proven and effective practice and provides a means to scale up, evaluate and document what works, then work with districts and national intermediaries to replicate and sustain the impact these models are achieving. Specifically, we are interested in JFF working closely with our grantees, including, YouthBuild, the Corps Network and the National Youth Employment Coalition (pipeline grantee for 2011) to build more robust educational components into their employment-oriented youth service and reengagement models. Helping these national intermediaries develop education as a core component of their programming will constitute a substantial value add to the field.

Lastly, JFF, as an organization, carries significant influence among federal and state policy makers. Their practice is to elevate the voice of local practitioners to inform policy design, at the federal level. They have worked hand-in-hand with the U.S. Department of Education on Race to the Top Funds, School Improvement Grants, Investing in Innovation Fund, and with the departments of Education and Labor on the reauthorizations of the Elementary and Secondary Education Act and the Workforce Investment Act to ensure that legislation supports the creation of a Back on Track pathway that leads to postsecondary credentials. They are also actively advising states on the creation of supportive policies for Back on Track designs, including: Tennessee, Georgia, Arkansas, Louisiana, and Massachusetts. JFF's work with these additional states, alongside our investment in the Back on Track/GED to College pathway, leverages our investment beyond the scope of this project.

**Name of Organization:** The Aspen Institute

**Tax Status:** 501(c)(3)

**Purpose of Grant:** To support the Center for Family Economic Security project as it promotes best and emerging practice – in programs and policies – that alleviate poverty for vulnerable children and families, particularly single parent households.

**Previous OSI Support:**

- 1) \$200,000.00 grant, from the Reproductive Rights Grants International program, to support the 'Women's Lens Agenda'; Grant period: 9/1/1998 to 8/31/1999
- 2) \$25,000.00 grant, from the President's Grants Passive program, to support the US-China Symposium on 'The Legal Protection of Human Rights'; Grant period: 11/1/1998 to 4/30/1999
- 3) \$65,000.00 grant, from the Government & Political Development/Effective Government program, to support a three-day conference on democracy and technology; Grant period: 7/1/2000 to 7/1/2001
- 4) \$50,000.00 grant, from the Racial Justice Initiative, to support the Roundtable on Community Change; Grant period: 12/1/2004 to 12/1/2005
- 5) \$390,000.00 grant, from the US Justice Re-entry program, to create and convene a multidisciplinary group of scholars and intellectuals to rethink the dominant perspectives on crime and punishment in the U.S. and to reframe, reformulate, and disseminate a strategic, progressive vision; Grant period: 3/15/2006 to 2/28/2010
- 6) \$24,780.00 grant, from the US Justice Re-entry program, to prepare for publication chapters for the Rethinking Crime and Punishment for the 21st Century Compendium, by editing, for that publication, nine commissioned papers and writing an executive summary, an introduction, and a synthesis of the analyses, insights, and recommendations from the Rethinking project; Grant period: 3/1/2009 to 2/28/2010
- 7) \$125,000.00 grant, from the JEHT Foundation Emergency Fund, to support the Justice and Society Program's judicial seminars on international human rights and humanitarian laws; Grant period: 7/1/2009 to 6/30/2010
- 8) \$25,000.00 grant, from the US Criminal Justice Fund Grants program, to finalize editing and to design, print, and distribute 1,000 copies of "The Rethinking Crime and Punishment for the 21st Century Reader"; Grant period: 8/1/2010 to 11/30/2010

**Organizational Budget:** \$25,718,929.00

**Project Budget:** \$12,558,318.00 over 5 years

**Amount Requested:** \$2,000,000.00

**Amount Recommended:** \$2,000,000.00

**Term:** October 1, 2010 through December 31, 2012

**Matching Funds:**

<b><u>Sources of Committed Private Support</u></b>	<b><u>Amount of Support</u></b>
The Bill and Melinda Gates Foundation	\$2,000,000.00
The Perret Family Foundation	\$1,000,000.00
The Scott and Patrice Brickman Family Foundation	\$1,000,000.00
The W. K. Kellogg Foundation	\$3,345,000.00
<b>Total Private Support</b>	<b>\$7,345,000.00</b>

**Description of Organization:**

Founded in 1950 by Walter Paepcke, the mission of the Aspen Institute is twofold: to foster values-based leadership, encouraging individuals to reflect on the ideals and ideas that define a good society, and to provide a neutral and balanced venue for discussing and acting on critical issues. The Aspen Institute primarily does this in four ways: seminars, young-leader fellowships around the globe, policy programs and public conferences and events. The Center for Family Economic Security was officially introduced to leadership of the Aspen Institute (Trustees, donors and partners) at the Aspen Institute Annual Ideas Festival in July 2010. The Center will seek to partner with and leverage existing Aspen networks as well as engage their highly respected global thought leadership and engagement models. The Aspen Institute is key partner for the Center as it is providing fiscal agency to the CFES as well as leveraging synergies across other Aspen program areas.

The Center's goal is to build a strategic leadership network that is equipped with applicable resources and models poised to advocate for and implement a systemic culture change ensuring the success of single parents and children. The Center will advance innovation, cultivate a field of research, develop a collaboration platform that increases practice performance, and create an influential diverse network of leaders who are focused on building family economic security and opportunities for low-income single-parents and their children through a dual generation response to poverty. More specifically, the Center will: (1) Support deeper research on the key factors leading to poverty; (2) Promote best and next practice and policy for improving the conditions of vulnerable families via a dual generation approach; and (3) Support a Fellows program and Innovation Fund to invest in what is working.

**Description of the Project for Which Funding Is Sought:**

The Center is designed to accelerate best and next emerging practice and community solutions that increase stability among low-income families and their extended support networks. Recognizing the explicit connection between educational success and economic security, the Center will invest in the next generation of leaders through a new fellowship program; establish an Innovation Fund to support emerging best practice; catalyze the field through research and model programs that promotes economic stability for single parents in an effort to inspire their children to do the same. The Center's core programmatic efforts will focus on educational achievement, access to quality jobs, family supports and economic stability through the use of robust leadership development and multi-sector engagement.

The Center will pursue an innovative dual-generation approach with the goal of breaking the cycle of multi-generational poverty. The Center will achieve its goals by supporting a cohort of diverse leaders and models focused on increasing economic security opportunities and supports, strengthening the culture and structure of the post-secondary system to more effectively help low-income single parents and women succeed, and identify means to increase access and attainment of post-secondary education and

economic stability. While data represents a growing number of female-headed households, the Center also recognizes the importance of examining the needs of, and challenges, faced by male-headed households. The Center is poised to partner with public and private entities to support model programs and strategies that can help engage men and fathers more effectively with their families. More importantly, the impact of low wage earners and undereducated and underemployed parents on their children is a paradigm that needs to shift in order to break the intergenerational cycles of poverty and prepare all youth – boys and girls – to be successful and proactive in their academic and economic success.

Therefore, there is an urgent need to focus and reinvest public funding streams in innovative programs, best practices and leaders who are authentic community representatives addressing these dramatic changes. For Fiscal Year 2011, the Administration proposes that Congress establish a \$500 million fund at the Department of Health and Human Services to provide competitive three-year grants for early childhood and family support innovation. The Center is poised to play a strategic role in the creation of such a fund, provide leverage dollars to scalable initiatives, assist in reporting on outcomes and evaluations and bring a higher level of efficacy to the process. The Center can partner with state and community-based efforts - such as those mentioned above - to build on their experience, which will ensure that children receive the financial and emotional support they need, and deserve, from parents, family members and extended support networks.

Additionally, the Center will support research, fellows, innovation and related field and policy development activities that support student success and family stability. The Center will recognize and support seven to ten Center for Family Economic Security Fellows who will: (1) develop new innovations and reforms to promote dual generation strategies that will lift women-headed households and their children out of poverty; (2) identify key policy levers and programs that support male headed households; (3) form a deeper understanding of the role extended families play in supporting single parent households; (4) create support strategies for single parents to access and complete post-secondary education; and (5) recognize and produce pathways to economic security.

### **Rationale for Recommendation:**

Through its dual generation approach to breaking the cycle of poverty, the Center will move the Special Fund towards achieving its goals of increasing access to the social safety net, broadening education opportunities for marginalized parents and their children, and expanding pathways to employment and job security. With the sharp increase in the number of children living in poverty, especially children living in single-parent families (of which the vast majority are women-headed), there is a powerful opportunity to focus on a dual-generation strategy investing in vulnerable women and children, while at the same time addressing male headed households and the impact of extended family. Forty-one percent of all children, representing more than 30.5 million children, live in low-income families and families led by single mothers make up more than 62% of families with children living in poverty. Moreover, women single parents make up 74% of the over 1 million single parents enrolled at community colleges. Too often public support programs have focused only on the parent or the child. These separate and distinct strategies have not served the next generation well as poverty persists.

As research has consistently proven, the key predictors to a child's long-term success include the educational achievement of the parent(s), income and economic status of the family, and aspirations and resilience of the mother and extended family. Therefore, the Center's work to provide comprehensive and holistic research, to engage partners that serve the entire family, and to strengthen broad support networks to encourage the success of parents will be a significant contribution to the field as well as the economic and educational advancement of the family in its many diverse forms.

The Center intends to serve as a platform for next and best practice that will be utilized by policymakers, business leaders, academicians and donors to promote practices that effectively support the economic security of vulnerable families, namely single parents and their children. More specifically, the evaluation results will create a robust portfolio of evidence, from a direct services and policy perspective, which will inform systemic changes that augment the impact and success of dual generation strategies to alleviate poverty.