

U.S. PROGRAMS
Special Fund for Poverty Alleviation
Summary of Recommended Grants
March 14th, 2011

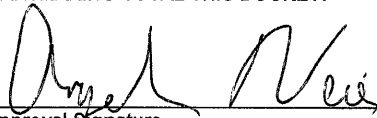
Organization	Grant Code	Recommended	Term	2011	2012
The Urban Institute					
<i>Work Support Strategies Initiative</i>	20032104	\$ 2,000,000.00	1/1/11 – 12/31/12	\$ 2,000,000.00	
Jobs For the Future					
<i>Breaking Through: Adult Basic Education to Credential Initiative</i>	20032107	\$ 3,000,000.00	4/1/11 – 12/31/12	\$ 3,000,000.00	
Public Allies	20032109	\$ 500,000.00	2/1/11 – 12/31/12	\$ 500,000.00	
MDC, Inc.					
<i>North Carolina Jobs Now Employment & Training Project</i>	20032110	\$ 1,500,000.00	1/1/11 – 12/31/12	\$ 1,500,000.00	
North Carolina JobBoost program <i>(Z. Smith Reynolds Foundation, Inc. as fiscal agent)</i>	20030695	\$ 1,500,000.00	1/1/11 – 6/30/11	\$ 1,500,000.00	
SeaChange Capital Partners					
<i>New Profit, Inc.'s Pathways Fund</i>	20032112	\$ 1,000,000.00	2/1/11 – 2/1/12	\$ 1,000,000.00	
National Fund for Workforce Solutions <i>(Jobs For the Future as fiscal agent)</i>	20032113	\$ 1,450,000.00	3/1/11 – 12/31/12	\$ 1,450,000.00	
Local Initiatives Support Corporation					
<i>Financial Opportunity Centers</i>	20032114	\$ 450,000.00	3/1/11 – 2/28/12	\$ 450,000.00	
Latin American Youth Center					
<i>Youth Development Promotores Model</i>	20032115	\$ 500,000.00	3/1/11 – 2/28/12	\$ 500,000.00	
Total Recommended:		<u>\$ 11,900,000.00</u>		<u>\$ 11,900,000.00</u>	\$ -
GRANTMAKING TOTAL THIS DOCKET:		<u>\$11,900,000.00</u>			

GRANTMAKING TOTAL THIS DOCKET:

\$11,900,000.00

Approval Signature

Date



March 14, 2011

NOTE: Jane Sundius will be submitting the proposal for Expanded Learning Time if it merits consideration. The Special Fund is prepared to commit \$3.5 million toward this effort.

Expanded Learning Time

For model to reenvision the concept of "school day" in Newark, New York City, and New Orleans

\$3,500,000.00 3/1/11 – 12/31/12 \$3,500,000.00

**Special Fund for Poverty Alleviation
Docket Memo**

To: Aryeh Neier

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

Date: 14 March, 2011

Re: Special Fund for Poverty Alleviation March 14, 2011 Docket Grant
Recommendations

The Special Fund for Poverty Alleviation (SFPA) recommends nine grants totaling \$11,900,000.00 for consideration on U.S. Programs' docket scheduled for March 14, 2011. All nine of these grants represent new investments from the Fund.

Benefits Access

The Urban Institute for the Work Support Strategies Initiative

\$2 million; 1/1/11 – 12/31/12 (new; project support)

To provide a select group of states with the opportunity to design, test, and implement 21st century public benefits systems, with the goal of increasing the share of eligible families who receive and retain a full package of work support benefits for which they qualify. Core work support programs including Medicaid, the Supplemental Nutrition Assistance Program (food stamps) and child care subsidies help families avoid hardships, receive essential goods and services, stabilize employment and children's wellbeing, and support local and state economies. Numerous studies confirm that a family's receipt of a package of medical and child care supports improves work stability and reduces the likelihood that a worker will return to welfare. Yet many low-income working families do not receive nor keep the full package of benefits for which they qualify while working in low-wage jobs. Further, complex, burdensome and sometimes overlapping or contradictory eligibility and redetermination systems too often hamper states as well as families, creating extra work for caseworkers and stretching already-squeezed state budgets. This Initiative will result in far more low and moderate income working families being able to secure a wide range of public work supports and benefits, keep those benefits for as long as they qualify, connect smoothly to different benefits as their circumstances change, and as a result, be more likely to meet their basic needs and succeed in the workforce. At the same time, the Initiative will support states in seeking to achieve other closely related goals, including enhancing system efficiency and effectiveness, reducing eligibility errors, improving accuracy and customer service, eliminating unnecessary paperwork for both families and caseworkers, serving more families with fewer burdens on caseworkers, and reducing churning. SFPA will leverage the Ford Foundation's investment of \$3 million each year for five years, as well as leverage the capacity of the Urban Institute and the Center on Budget and Policy Priorities to deliver excellent technical assistance to states as they redesign their benefits access systems and reform their business processes. The Initiative will support comprehensive reforms in up to 5 states. Ten finalists from among the following list will be selected by the first quarter of 2011: CO, ID, IL, KY, MD, NC, NY, OR, RI, SC, VT (NM, FL, and WI pending discussions with the states' new governors).

Education

Jobs For the Future (JFF) for the Breaking Through: Adult Basic Education (ABE) to Credentials Initiative

\$3 million; 4/1/11 – 12/31/12 (new; project support)

To design, implement and scale cost-effective Adult Basic Education (ABE) to Credentials pathways. Jobs For the Future (JFF) is working currently with 14 states in a planning phase and OSF's investment will support the implementation phase of the project in up to five states. These grants will serve approximately 30% of colleges in implementation states (a minimum of eight colleges in each state). At least 25% of the population served, over 18,000 students most with skills below the 8th grade levels will participate in programs that accelerate learning leading to marketable, stackable credentials as well as college credits. These students will then be ready to enter college level programs without the need to enroll into developmental education courses where three out of four students dropout. This effort complements the evidence generated from the federally-funded Innovative Strategies for Increasing Self-Sufficiency (ISIS) study of the replication of Washington State's I-BEST model in Maryland and Wisconsin, in which the Special Fund is investing. SFPA's investment will be matched on at least a 1:1 basis by the Bill and Melinda Gates Foundation, with the Joyce Foundation and the Kresge Foundation providing additional programmatic funding.

Public Allies

\$500,000; 2/1/11 – 12/31/12 (new; project support)

To build the capacity of Public Allies to sustainably expand the leadership development of young people from 656 young people in 21 communities today, to 810 young people in 23 communities annually (with the goal of achieving 1,000 Allies by 2012 and at least doubling in size again by 2017). Public Allies' mission is to develop new leaders to strengthen nonprofits, communities and civic participation. Public Allies selects talented young adults who have wide skill ranges and are from diverse backgrounds within their home communities, who are also passionate about instigating change. The selected young adults – Allies – are placed in paid, full-time apprenticeships with nonprofit organizations where they create, improve and develop services to meet local needs. By partnering with universities and/or nonprofit organizations in each community, the Public Allies program is able to operate in an effective, franchise-like model, which enhances its replicability and sustainability. In addition, the partnership with universities and colleges expands opportunities for Allies to secure both associate and bachelor degree credits and scholarship funds. With support from the Special Fund, Public Allies will develop and disseminate best practices for expanding the number of youth leaders from marginalized communities who get engaged with AmeriCorps. Public Allies' goal is to encourage the national service field to substantially increase the number of AmeriCorps members from disadvantaged backgrounds as the national service field continues to grow over the next six years. SFPA's investment will be matched on a 2:1 basis by Bain Capital co-founder Josh Bekenstein and make it possible for Public Allies to receive as much as \$6.9 million in new dollars from AmeriCorps over the next two years. (Note: Public Allies was funded by CBMA for \$250,000 in 2010. These investments are mutually reinforcing, and will help Public Allies disseminate best practices to ensure more national service and leadership programs can engage these populations).

MDC, Inc. for the North Carolina Jobs Now Employment & Training Project

\$1.5 million; 1/1/11 – 12/31/12 (new; project support)

To establish JobsNOW Employment and Training (E&T) Centers at three community colleges, to create a model that will broaden student financial aid in North Carolina by using an online service called The Benefit Bank® (TBB™) to connect low-income students with financial supports such as tax credits,

public benefits, employment and training funds, and student financial aid (including Pell Grants). This investment will test whether this model increases low-income students' completion rates in education and training programs, thereby increasing their ability to secure gainful employment and move to self-sufficiency without the future need to receive public benefits. The three colleges will be selected from among the 20 North Carolina counties with the highest unemployment rates. Each JobsNOW E&T Center will be supported by two enrollment coordinators and a set of community-based organizations who will enroll 600 students per college in the Supplemental Nutritional Assistance Program's (SNAP) Employment and Training benefit program (1,800 students total). These Centers will also be staffed by four success coaches responsible for helping 1,500 low-income students enrolled in SNAP prepare individual education plans and connecting them with supports, including financial education, counseling, coaching, savings programs, and community-based services. Through their connection to the JobsNOW model and their participation in SNAP's Employment and Training program, as many as 1,500 low-income students across the Centers can be reimbursed up to half of their education costs leading to employment, including half of the costs of tuition, books, computers, supplies, transportation, and dependency care. The overarching goal is to test the efficacy of and replicate the JobsNOW model across other community colleges in North Carolina, connecting many more low-income students with supports. SFPA's investment will be matched on a 1:1 basis by federal dollars.

Workforce Development

North Carolina JobBoost (Z. Smith Reynolds Foundation, Inc. as fiscal agent)

\$1.5 million; 1/1/2011 – 6/30/11 (new; project support)

To provide subsidized employment opportunities to up to 1000 unemployed, low-income adults (they must be income eligible for Temporary Assistance to Needy Families, or TANF) in counties with the highest unemployment rates and highest number of individuals living at or below 200% federal poverty levels. The immediate objective of JobBoost is to assist unemployed individuals in securing employment, initially in subsidized jobs for up to 20 weeks, with an assurance from the employer that the job will be continued if the employee's performance is satisfactory. It is estimated that each participant will earn at minimum \$5,800.00 based on the following calculations ($\$7.25 \text{ per hour} \times \text{up to } 40 \text{ hrs. per week} = \$290.00 \times 20 \text{ weeks} = \$5,800.00$). The longer term goal is to see participants' personal income and employment tenure increase. Potential participants will be screened for JobBoost eligibility by county Departments of Social Services working in partnership with staff from the state's Employment Security Commission who will help to identify potential employment opportunities with local employers. Preference will be given to individuals who have completed a Community College 12 in 6 program – a worker training initiative that offers community college programs in 12 careers, each requiring less than six months to complete. Participants will receive supportive services such as, Food & Nutrition Services, Medicaid, child care subsidy, transportation assistance, job coaching and other related services as appropriate. As paid employees, participants pay into the Social Security system and may qualify for federal and state Earned Income Tax Credits (EITC), the Child Tax Credit, the new Making Work Pay Tax Credit, and Unemployment Insurance, leading to increased long-term economic security. Participants also benefit from employer supervision, training and feedback. SFPA's investment will leverage up to \$4 million dollars in federal TANF funding for the implementation of the JobBoost subsidized employment program.

Social Innovation Fund

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. In 2011, SFPA budgeted \$3 million for the SIF. In

August 2010, the White House and the Corporation for National and Community Service announced the first round of 11 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. The Special Fund allocated \$6 million of its original \$10 million SIF commitment to these selected SIF intermediaries in 2010.

SFPA intends to direct the remaining \$4 million from 2010 and the planned \$3 million from its 2011 budget to a range of intermediaries and subgrantee organizations. SIF intermediaries are still making final determinations about their subgrantee portfolios. (Decisions will be final by the end of the first quarter of 2011.) For the March 14th docket, SFPA proposes support for: SeaChange Capital Partners for New Profit, Inc.'s Pathways Fund; Jobs For the Future for the National Fund for Workforce Solutions; Local Initiatives Support Corporation for their Financial Opportunity Centers and the Latin American Youth Center, a subgrantee within Venture Philanthropy Partners' SIF, for their youth development Promotores model. These organizations and their proposed scopes of work are described below. (Likely candidates for the Special Fund's remaining 2011 SIF allocation include: subgrantees within Edna McConnell Clark's SIF, CEO/The Mayor's Fund's SIF, and REDF's SIF.)

SeaChange Capital Partners for New Profit, Inc.'s Pathways Fund

\$1 million; 2/1/11 through 2/1/12 (new; project support)

The Special Fund was a lead partner supporting New Profit's initial application to become a SIF intermediary, investing \$1.5 million in 2010 and supporting the three pre-selected subgrantees with New Profit's SIF: College Summit; iMentor; and Year Up. Other funding partners include: New Profit; Robin Hood Foundation; Blue Ridge Foundation; and SeaChange Capital Partners. SFPA has participated in the competitive selection process that selected three additional subgrantees for the portfolio: YouthBuild, Single Stop and the National College Advising Corps. Each of the proposed new subgrantees are a strong fit within SFPA's issue areas. The Special Fund is interested in supporting all of them through a second investment in New Profit's SIF. SeaChange Capital Partners is serving as the lead fundraiser for New Profit and will pool resources for the portfolio of grantees; a unique leverage strategy building financial strength as well as opportunities for grantees to collectively share programmatic experiences, knowledge and the potential to imbed programs within programs. SFPA's additional investment through SeaChange will support a portfolio of youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to improve the lives of nearly 8,000 young people in low-income communities throughout the country. Sites include: Baltimore, Chicago, Indianapolis, LA, Miami, New York City, Providence, San Francisco, Seattle, and West Virginia.

National Fund for Workforce Solutions (Jobs For the Future as fiscal agent)

\$1.45 million; 3/1/11 through 12/31/12 (new; project support)

To dramatically increase economic opportunities for disadvantaged workers and job seekers by investing in regional workforce collaboratives that partner with employers to identify jobs and career pathways in high-growth industries. Each local site will provide low wage workers with the education and skills necessary to obtain good careers while at the same time ensuring that employers have the high quality human capital necessary to compete in this dynamic global economy. Support from the Special Fund will help expand the National Fund for Workforce Solutions' targeted training and technical assistance to reach at least 23,000 low-income individuals over three years while also addressing the critical skill needs of more than 1,000 employers. It will also allow a select group six southern communities to develop and/or scale up their current initiatives and, importantly, expand their current model to effectively serve ex-offender and low-literacy level populations. The Special Fund's investment will leverage \$2.275

million in private funding from the Weinberg, Annie E. Casey, Knight, and J.P. Morgan Chase foundations.

Local Initiatives Support Corporation (LISC) for their Financial Opportunity Centers

\$450,000; 3/1/11 through 2/28/12 (new; project support)

To replicate the LISC Financial Opportunity Centers model – a workforce development and asset-building model that boosts earnings, reduces expenses and coaches low-income families on how to make better financial decisions – in up to five new cities and 7,500 total participants (expanding network from 30 to 45 sites). Potential expansion sites include: Chicago, Indianapolis, Detroit, Twin Cities, Greater Cincinnati, Duluth, Houston, San Diego, and San Francisco. SFPA is specifically interested in supporting sites that will develop a specific benefits access intervention for low-income community college students in partnership with their state’s community college system as well as sites specifically focused on serving re-entry and immigrant populations.

Latin American Youth Center for the Promotor Pathway

\$500,000; 3/1/11 through 2/28/12 (new; project support)

To invest in the Latin American Youth Center’s Promotor Pathway, an innovative model to meet the multiple needs of disconnected young people, primarily Latino and African American, ages 10-24, enabling them to succeed academically, obtain long-term employment, live healthy and productive lives, and form lasting connections to the communities in which they live. LAYC’s Promotor Pathway has been awarded a grant from the Social Innovation Fund (as part of Venture Philanthropy Partners’ SIF), and anticipates reaching between 200 and 240 youth in the next year. Participants are expected to demonstrate increased academic success, improved employment status, and improved healthy behaviors.

Other

NOTE: Jane Sundius will be submitting the proposal for Expanded Learning Time if it merits consideration. The Special Fund is prepared to commit \$3.5 million toward this effort.

SFPA – URBAN INSTITUTE

Grant ID: 20032104

Legal Name of Organization: The Urban Institute

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To provide a select group of states with the opportunity to design, test, and implement more effective, streamlined, and integrated approaches to delivering key public benefits to low-income families, including health coverage, nutrition, and child care subsidies.

Grant Description:

This investment in the Urban Institute's Work Support Strategies Initiative will advance the Special Fund's goals to increase access to the social safety net by improving distribution outlets and streamlining state policies and procedures so that individuals gain greater stability in their lives. The purpose of this grant is to provide up to five states, identified through a competitive selection process, with technical assistance to redesign the way they determine eligibility for and deliver Medicaid, child care and the Supplemental Nutrition Assistance Program (SNAP, formerly food stamps) to low-income individuals, thereby simplifying enrollment in these programs. This Initiative has three goals: to dramatically increase the share of eligible families who receive the full package of public benefits for which they qualify; to minimize the administrative burden experienced by states in delivering benefits; and to ensure that learning about the implementation process and the outcomes of these demonstrations inform other state and federal policies and practices.

Previous OSI Support: \$4,339,000.00: Total amount in grants made to the Urban Institute from 1997 until present

Organization Budget: \$70,000,000.00

Project Budget: \$17,000,000.00

Major Sources of Support:

Sources of Public and Private Support

The Ford Foundation

States' proposals submitted indicate investments from other funders, including national and regional philanthropic organizations, federal discretionary grants or matching funds, and state in-kind contributions.

Amount of Support and/or Potential Match

\$15,000,000.00

TBD

Amount Requested: \$2,000,000.00

Is this a contingent grant? No

Amount Recommended: \$2,000,000.00

Term: 1/1/11 – 12/31/12

Matching Requirements: 1:1 match required

Description of organization:

In the mid-1960s, President Johnson saw the need for independent nonpartisan analysis of the problems facing America's cities and their residents. The President created a blue-ribbon commission of civic leaders who recommended chartering a center to do that work. In 1968, the Urban Institute became

that center. Today, the Urban Institute analyzes policies, evaluates programs, and informs community development to improve social, civic, and economic well-being. Their research and technical assistance span all 50 states (and [abroad](#), in over 28 countries), and they discuss their research findings with policymakers, program administrators, business, academics, and the public online and through [reports](#) and scholarly [books](#).

The Work Support Strategies Initiative will be supported by multiple policy centers from across the Urban Institute, including the Center on Labor, Human Services & Population and the Income & Benefits Policy Center. Together, these policy experts analyze employment and income trends, and study how public policy influences the behavior and economic well-being of families, particularly the disabled, the elderly, and those with low incomes. Additionally, Urban has partnered with the Center on Budget and Policy Priorities to provide technical assistance participating states.

Description of project for which funding is sought:

The Work Support Strategies Initiative is a multi-year demonstration program that will provide a select group of states – chosen for their likelihood of success as well as for diversity in starting point (i.e., both high technology and low technology states), size, region of the country, and political environment – the opportunity to design, test, and implement 21st century public benefits systems. The core programs of the project include Medicaid/SCHIP (State Children’s Health Insurance Program), SNAP and child care.

Evidence suggests that these public benefits not only provide targeted income support for essential needs but, in fact, enable households to sustain and stabilize employment. Over several years, the Work Support Strategies project aims to dramatically increase the share of eligible families who receive the full package of public benefits for which they qualify, minimize the administrative burden experienced by states in delivering benefits, and ensure that learning about the implementation process and the outcomes of these demonstration initiatives informs other state and federal policies and practices.

Specifically, resources from the OSF Poverty Alleviation Fund, to be used during the 24 months from January 2011 to December 2012, will:

- Strengthen the quality and intensity of training, technical assistance, culture change, early pilots, and dissemination activities that the Initiative as a whole and the selected states engage in during 2011 to get started on systems change (thereby increasing the impact of the changes that are put in place); and
- Increase the number of states and/or the scope and ambition of the state projects that proceed from these early system change activities in 2011 to implementation in 2012. (Current plans are to fund 3-4 states for implementation out of about 8-10 that enter the design phase; with the additional resources from the Special Fund, it will be possible to fund 4-5 states and/or to choose projects of larger scope, directly affecting more people.)

During the first year (January – December 2011), SFPA resources will strengthen the design and early implementation phase, by strengthening the quality and intensity of technical assistance and training, supporting state activities intended to pilot-test their new strategies, and supporting dissemination of early lessons to influence other states. During Phase II (January – December 2012), states will implement their initiatives, which will use integrated approaches to deliver key public benefits to low-income families, including health coverage, nutrition benefits, and child care subsidies.

Rationale for recommendation:

This investment in the Urban Institute's Work Support Strategies Initiative will advance the Special Fund's goals to increase access to the social safety net by improving distribution outlets and streamlining state policies and procedures so that individuals gain greater stability in their lives.

Millions of parents in the United States work long hours at low wages and find themselves struggling to meet their families' basic needs. They struggle to find decent affordable housing, put food on the table, get essential health care, and pay other basic bills such as utilities, rent, and child care. The Great Recession has only intensified their struggles, as bread-winners lose jobs or have hours cut back and benefits trimmed. Public benefit programs that help with health insurance (Medicaid, SCHIP), food and nutrition (SNAP), and the high cost of child care (child care subsidies), among others, help meet these families' needs and stabilize their lives.

Yet all these programs are delivered by state and local governments that are currently under enormous pressure to serve an increasing population of needy families despite sharply constrained state budgets and administrative burdens imposed by cumbersome eligibility and redetermination processes. When delivery systems break down under this pressure, benefits to families in urgent need are delayed or possibly wrongfully denied.

This moment presents a unique opportunity to work with states to reform their public benefits delivery systems and get an integrated package of benefits to a greater number of people in need. At this moment of crisis, many states have come to understand that more effective ways of organizing and delivering benefits, through technological and process improvements, not only help families and jump-start local economies but also enable states to weather tight budget times and avoid extra costs from duplicative and cumbersome processes. Investment by the Special Fund can rapidly leverage great change for a large number of people by building on the momentum of the Ford Foundation's commitment to the Work Support Strategies Initiative and the significant expertise of the Urban Institute and the Center on Budget and Policy Priorities.



SFPA – JOBS FOR THE FUTURE FOR THE BREAKING THROUGH: ABE TO CREDENTIALS INITIATIVE

Grant ID: 20032107

Legal Name of Organization: Jobs For the Future

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To dramatically expand economic opportunities for low-income and low-skilled adults in multiple states across the country by improving and sustaining Adult Basic Education to Credentials pathways in community colleges.

Grant Description:

The purpose of the grant to design, implement and scale cost-effective Adult Basic Education (ABE) to Credentials pathways. Jobs For the Future (JFF) is working currently with 14 states in a planning phase and OSF's investment will support the implementation phase of the project in up to five states. These grants will serve approximately 30% of colleges in implementation states (a minimum of eight colleges in each state). At least 25% of the population served, over 18,000 students most with skills below the 8th grade levels will participate in programs that accelerate learning leading to marketable, stackable credentials as well as college credits. These students will then be ready to enter college level programs without the need to enroll into developmental education courses where three out of four students dropout. This effort complements the evidence generated from the federally-funded Innovative Strategies for Increasing Self-Sufficiency (ISIS) study of the replication of Washington State's I-BEST model in Maryland and Wisconsin, in which the Special Fund is investing.

Previous OSI Support: \$58,500.00 from OSI Baltimore, 2000; \$95,000.00 from OSI Baltimore, 2001; \$3,000,000.00 from the Special Fund for Poverty Alleviation, 2010

Organization Budget: \$20,222,444.00

Project Budget: \$19,550,000.00

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
The Bill and Melinda Gates Foundation	\$9,680,000.00
The Bill and Melinda Gates Foundation (evaluation)	\$950,000.00 – Pending
The Joyce Foundation	\$3,000,000.00 – Pending
The Kellogg Foundation	\$1,000,000.00 – Pending
The Kresge Foundation	\$1,000,000.00 – Pending
Other	\$1,000,000.00 – Pending

Amount Requested: \$3,000,000.00

Is this a contingent grant? No

Amount Recommended: \$3,000,000.00

Term: 1/1/11 – 12/31/12

Matching Requirements: 1:1 match required

Description of organization:

Since 1983, Jobs For the Future (JFF) has worked to improve workforce development and education reform on a national scale. JFF is a recognized leader in connecting work and learning to create innovative solutions for the complex educational and workforce challenges that face historically underrepresented and low-

income youth and adults. The mission of JFF is to identify, develop and promote new education and workforce strategies for low-income individuals, by drawing upon their years of experience in developing and scaling-up new and effective career-oriented postsecondary pathways for low-skilled older youth and adults that help communities, states, and the nation compete in a global economy. JFF's most recent work in this field includes the Breaking Through initiative itself, which has provided the framework and momentum for occupational pathway redesign at more than 30 community colleges across 18 states. JFF was also involved with the On Ramps project, through which a GED to College framework has been developed that provided technical assistance to YouthBuild and NYEC national program networks to expand and improve postsecondary on-ramps for low-income older youth and younger adults.

JFF also has experience in taking promising practices to scale. Across initiatives, JFF has: identified, tested, and documented innovative practices; created active networks of practitioners, institutions, and stakeholders that demonstrate and advocate for new strategies; supported scale-up through technical assistance and professional development platforms that build capacity in organizations and institutions; and facilitated expansion of evidence-based strategies through policy development at the state and federal levels.

Description of the Project for Which Funding Is Sought:

JFF's "Breaking Through: Adult Basic Education (ABE) to Credentials" initiative will design, implement and scale cost-effective ABE to Credentials pathways. JFF aims to design and scale ABE to credential pathways in up to five states, with as many as nine additional states making significant changes in the administration, funding and provision of their ABE systems.

JFF is working currently with 14 states in a planning phase, which will culminate in an award to support the implementation phase of the project in up to five states. These grants will serve approximately 30% of colleges in implementation states (a minimum of eight colleges in each state). At least 25% of the population served, over 18,000 students most with skills below the 8th grade levels will participate in programs that accelerate learning leading to marketable, stackable credentials as well as college credits. These students will then be ready to enter college level programs without the need to enroll into developmental education courses where three out of four students dropout.

During the implementation phase, which will begin in the fall of 2011, states will pilot models and/or scale existing designs (depending on current level of ABE to Credentials pathway implementation) at a set of selected colleges that will receive implementation funding and technical support. States selected for implementation will receive grant funding of up to \$600,000 per year for the first two years of the implementation phase, and \$400,000 in the third year. Funding will support state-level coordination and direction in each state, plus grants of up to \$100,000 to selected colleges to support pathway implementation and scaling in the first two years and \$80,000 in the third year. States will be expected to contribute 25% of the total pass-through to colleges, which may include some documentation of in-kind support. Additionally, states will launch an intra-state peer learning network of implementing colleges and initiative work on policy, funding, and institutional structures to promote, expand and sustain pathway adoption over the long term.

The framework for Breaking Through: ABE to Credentials promotes and supports: institutional transformation and state policy to better align programs and funding sources; program design and instructional strategies, such as acceleration and co-enrollment, to addresses the overall weakness of ABE instruction and sequencing; provision of comprehensive support services; and strategies to link program

development with current and projected labor market demands and to include employer input in program design. Another crucial component of the initiative is developing an analysis of state and institutional policy and policy development efforts as a means of promoting policies that allow for streamlined, braided funding - including incentive funding tied to innovation and results.

To aid states in these three areas of work, JFF will build on the work of current Breaking Through colleges and state networks, and the demonstrated success of the federally-funded Innovative Strategies for Increasing Self-Sufficiency (ISIS) study of the replication of Washington State's I-BEST model in Maryland and Wisconsin, in which the Special Fund is investing. Studies of the I-BEST model indicate that accelerated, integrated instructional models have positive results for low-skilled learners. In addition, emerging data from the Scaling Up phase of the Breaking Through initiative indicate that its accelerated and integrated pathway designs are having a positive impact on student outcomes. The ABE to Credentials initiative will draw upon particular strategies used in I-BEST and Breaking Through to maximize impact: state-level promotion of institutional change; strong data collection to demonstrate need and communicate impact to build support; cross-institution working groups including representatives from basic skills, credit programs, support services and administration; and leveraging other initiatives in place in participating states, such as Achieving the Dream, the Developmental Education Initiative, and Shifting Gears.

Rationale for Recommendation:

This investment in Jobs For the Future's "Breaking Through: Adult Basic Education (ABE) to Credentials" initiative will advance the Special Fund's goals to increase opportunities for disconnected and low-income youth and young adults to earn credentials with labor-market value to improve their life chances and long-term employment outcomes and to prioritize investments that contribute to a body of evidence that will influence policy change.

Over 26 million adults lack a high school degree and each year another 1.2 million young people drop out of high school. Even among adults with a high school credential, many have skill levels below the 9th grade level. Due largely to a lack of funding only a fraction of this population – just over 2.5 million – enrolls in Adult Basic Education programs. Many of these students see ABE programs as an entry point for occupational programs and marketable credentials, but between high attrition rates in adult basic education and low rates of transition to credit programs, few ever achieve that goal. According to one study, only 3% of the students who started their educational pathway in ABE went on to earn a credential. Many of the low-income adults who do enter credit-level programs drop out after a semester or two due to personal or family circumstances – outcomes that could be prevented if colleges offered adequate structures and supports. For the US to reach its goal of increasing the number of adults with postsecondary credentials and remain economically competitive, the ABE and postsecondary education systems must do a much better job of serving this population.

JFF's initiative has a dual focus on practice and policy, and will work with states and their partners to identify and promote policies that support and sustain ABE to credential pathways. The design and implementation Request For Proposals will include a firm commitment to changing policy and funding structures. To assist states in these efforts, JFF will adapt and develop policy assessment tools and will identify promising policy levers to help guide state-level policy development. JFF intends to have policy development resources ready for states by spring 2011 for states to use during the design phase. By focusing on practice, JFF aims to increase the evidence base of effective ABE practices and models. Once an evidence base has been developed, JFF will have the needed data to encourage policy changes, on both state and federal levels, that sustain ABE to credential pathways and promote policies streamlined, braided funding streams.

SFPA – PUBLIC ALLIES

Grant ID: 20032109

Legal Name of Organization: Public Allies

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To build capacity to sustainably grow the number of young leaders Public Allies develops annually from 656 participants in 21 communities to 810 participants in 23 communities, with an overall goal of 1,000 participants by 2012.

Grant Description:

This investment in the Public Allies will advance the Special Fund's goal to increase opportunities for low-income and disconnected youth and young adults to earn credentials with labor-market value to improve their life chances and long-term employment outcomes, and to increase the likelihood that they gain the skills needed to access better jobs and get connected and stay connected to the labor force. The purpose of this grant is to build the capacity of Public Allies to sustainably expand the leadership development of young people from 656 participants in 21 communities today, to 810 participants in 23 communities annually (with the goal of achieving 1,000 Allies by 2012 and at least doubling in size again by 2017). Public Allies' mission is to develop new leaders to strengthen nonprofits, communities and civic participation. Public Allies selects talented young adults who have wide skill ranges and are from diverse backgrounds within their home communities, who are also passionate about instigating change. The selected young adults – Allies – are placed in paid, full-time apprenticeships with nonprofit organizations where they create, improve and develop services to meet local needs.

Previous OSI Support: \$75,000.00 from the NYC Community Initiative, 2002; \$250,000.00 from the Campaign for Black Male Achievement, 2010

Organization Budget: \$14,192,727.00

Project Budget: \$3,922,656.00

Major Sources of Support:

Sources of Public and Private Support

	<u>Amount of Support</u>
Josh and Anita Bekenstein, Bain Capital Co-Founder	\$250,000.00
AmeriCorps	\$2,000,002.00
AmeriCorps Education Awards	\$834,600.00

Amount Requested: \$500,000.00

Is this a contingent grant? No

Amount Recommended: \$500,000.00

Term: 2/1/11 – 12/31/12

Matching Requirements: 1:1 match required

Description of Organization:

The mission of Public Allies is to advance new leadership to strengthen communities, nonprofits, and civic participation. Public Allies believes that the development of leaders is intertwined with the development of communities and that leaders need to be able to build community capacity as a key ingredient for solving community problems. Public Allies contends that more collaborative and collective

efforts to bring residents and groups together are necessary to create sustainable solutions to community problems such as poverty, education quality, health care and environmental concerns.

Therefore, Public Allies advances new leadership by developing a new generation of diverse leaders and by developing leaders with the skills to build community capacity. These leaders must be able to: recognize and mobilize all of a community's assets; connect across cultures; facilitate collaborative action; continuously learn and improve; and be accountable to those they work with and those they serve. These are the five values and practices that animate Public Allies' definition of leadership and mission implementation.

Description of the Project for Which Funding Is Sought:

The Public Allies project selects talented young adults who have wide skill ranges and are from diverse backgrounds within their home communities, who are also passionate about instigating change. The selected young adults – Allies – are placed in paid, full-time apprenticeships with nonprofit organizations where they create, improve and develop services to meet local needs. Allies engage in activities such as running after-school programs, educating young mothers about child nutrition and health, assisting foster children with their transition to independence and establishing community gardens. Public Allies seeks applicants who are committed to a lifetime of working for social change. 87% of graduates are currently pursuing careers in the nonprofit and public service fields. Surveys also indicate that Public Allies' graduates are more than twice as likely to be engaged in civic, political, and volunteer work as general members of their age cohort.

Allies' placement sites are selected through a two-way matching process in which Ally and Partner Organization (the group that hosts the Ally) finalists interview and rank each other to choose the best matches, so Allies are doing valuable work in which they believe. Over 90% of Partner Organizations report every year that Allies met or exceeded their expectations, and 74% reported that Allies built capacity by helping them collaborate with other organizations, practice diversity and inclusion, better supervise young talent, recruit and support volunteers, engage community members, and evaluate impact. In addition, Allies learn from each other since they all work on different issues – poverty, education quality, health care and environmental concerns – in different neighborhoods. Every Ally completes the program knowing a city's diverse neighborhoods, issues, organizations, resources, and a diverse network of peers working in other organizations.

By partnering with universities and/or nonprofit organizations in each community, the Public Allies program is able to operate in an effective, franchise-like model, which enhances its replicability and sustainability. This model was implemented in 2004 as Public Allies found that it retained program quality and brand identity, while cutting overhead expenses by almost two-thirds in each community. The average Public Allies site spends \$27,000 per Ally (\$19,000 in stipend and benefits and \$8,000 in program and operating costs) and raises \$12,000 from AmeriCorps, \$12,000 from our Partner Organizations, and \$3,000 in private support (there is a range from less than \$1,000 to \$5,000 per Ally among our sites). Compared to other national service models, Public Allies is more cost-effective and able to leverage private dollars more substantially. Additionally, the partnership with universities and colleges expands opportunities for Allies to secure both associate and bachelor degree credits and scholarship funds.

The Public Allies program model is distinct from other AmeriCorps programs and leadership programs in several key ways:

- More than 80% of Allies come from the communities and often the very neighborhoods they serve, whereas most national AmeriCorps programs recruit nationally and export talent into communities.
- Public Allies receives, on average, six applicants per slot allowing them to select the best potential leaders whether they have GEDs or college degrees. On average, Allies have been 67% people of color, 60% women, 50% college graduates, and 15% lesbian, gay, bisexual or transgendered, in an effort to be inclusive of leadership potential from all communities. Among AmeriCorps members nationally, about one-third are people of color, two-thirds are women, and about two-thirds are current college students or college graduates.
- Unlike leadership programs that focus on the management skills of leaders, Public Allies focuses on building the leadership values that will help Allies build self confidence, self efficacy, and the skills to engage diverse people and groups most effectively to work with them for positive change in their communities. 91% of entrants to the Allies program completed it last year, with approximately an 85% retention rate. AmeriCorps has a retention rate of approximately 75%
- Public Allies believes in building solutions from the inside out and rejects the notion that the best ideas or expertise needed to solve problems only lies outside of communities. In 2009, Allies recruited 31,000 volunteers to join them in service, and 60% were from the neighborhoods served or were “clients” of their partner organizations.

Rationale for Recommendation:

This investment in Public Allies will advance the Special Fund’s goal to increase opportunities for low-income and disconnected youth and young adults to earn credentials with labor-market value to improve their life chances and long-term employment outcomes, and to increase the likelihood that they gain the skills needed to access better jobs and get connected and stay connected to the labor force.

Young adults from disadvantaged backgrounds need more opportunities to develop their education credentials and the skill sets necessary for a career pathway. The current decline in the job market has seriously affected young adults. Particularly, young adults lacking higher education credentials face substantial barriers to their career pathways and earning potential. Public Allies has a strong track record of helping young people from disadvantaged backgrounds advance their education and careers. 87% of Allies remain in the nonprofit and public sectors with over 40% seeking top leadership roles in nonprofit and public agencies. Surveys also show that over half of Allies return to school within a year of graduating from Public Allies using the \$5,300 education award AmeriCorps provides.

With support from the Special Fund, Public Allies will develop and disseminate best practices for expanding the number of youth leaders from marginalized communities who get engaged with AmeriCorps. Public Allies’ goal is to encourage the national service field to substantially increase the number of AmeriCorps members from disadvantaged backgrounds as the national service field continues to grow over the next six years. This goal is especially important given the current economic downturn that has placed low-income individuals and individuals from communities of color – two of the Special Fund's target populations – in an increasingly vulnerable and precarious position. This program also supports the Special Fund’s interest in promoting effective job placement and workforce development services for disadvantaged populations. Finally, the successful engagement of young adults in their communities, the labor market and school is essential for improving their life chances and for ensuring their long-term economic viability.

SFPA – MDC, INC. FOR JOBSNOW EMPLOYMENT & TRAINING

Grant ID: 20032110

Legal Name of Organization: MDC, Inc.

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To increase the educational success of low-income community college students by connecting them with financial supports such as tax credits, public benefits, employment through the establishment of JobsNOW Employment and Training Centers at three community colleges in North Carolina.

Grant Description:

This investment in North Carolina's JobsNOW Employment & Training Centers furthers the Special Fund's goal to increase opportunities for disconnected youth and dislocated workers to earn credentials with labor market value to improve their life chances and long-term employment outcomes. The purpose of this grant is to connect low-income students with various public benefits for which they are eligible by using an online service called The Benefit Bank® (TBB™) at JobsNOW Employment & Training Centers on community college campuses – in effect creating a broader model of student financial aid in North Carolina. This investment will test whether this model increases low-income students' completion rates in education and training programs, thereby increasing their ability to secure gainful employment and move to self-sufficiency without the future need to receive public benefits.

Previous OSI Support: None

Organization Budget: \$12,951,523.00

Project Budget: \$3,000,000.00

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
Federal Food & Nutrition Services funding for North Carolina, through Food Stamps Employment & Training dollars	\$1,500,000.00

Amount Requested: \$1,500,000.00

Is this a contingent grant? No

Amount Recommended: \$1,500,000.00

Term: 1/1/11 – 12/31/12

Matching Requirements: 1:1 match requirement

Description of organization:

MDC is a nonprofit organization that has been publishing research and developing programs focused on expanding opportunity, reducing poverty, and addressing structural inequity for more than 40 years. Founded in 1967 out of North Carolina Governor Terry Sanford's North Carolina Fund, its original mission was to design job training programs to help poor and displaced workers in the transition from an agricultural to an industrial economy and from a segregated to an integrated workforce. Since then, it has developed and implemented programs in areas including youth engagement, training and employment, community college improvement, rural economic development, strategic philanthropy, workforce competitiveness, school reform, and grassroots community leadership.

For the past five years, MDC has served as the managing partner of the Achieving the Dream community college initiative. The initiative is based upon the principle that that improving community college student success on a substantial scale requires that colleges fundamentally change the way they operate. MDC knows from its work that connecting students with financial and other supportive services not only helps them afford a community college education, but helps them succeed in and graduate with a degree or certificate.

Description of project for which funding is sought:

At the core of the JobsNOW Employment and Training (E&T) Center model is a goal to transform and broaden student financial aid in North Carolina by connecting thousands of low-income community college students with financial supports such as tax credits, public benefits, employment and training funds, and Pell and other state-based financial aid programs. This demonstration will test whether expanded access to and enrollment in these benefits increases low-income students' completion rates in education and training programs, thereby increasing their ability to secure gainful employment and move to self-sufficiency without the future need to receive public benefits.

JobsNOW E&T Centers will be established at three community colleges, across North Carolina. Sites will be selected from among the 20 counties with the highest unemployment rates. Each JobsNOW E&T Center will be supported by two enrollment coordinators and a set of community-based organizations who will use an online service called The Benefit Bank® (TBB™) to enroll 600 students per college in the Supplemental Nutritional Assistance Program's Employment and Training (SNAP E&T) benefit program (1,800 students total). These Centers will also be staffed by four success coaches responsible for helping 1,500 low-income students enrolled in SNAP E&T prepare individual education plans as well as connecting them with supports, including financial education, counseling, coaching, savings programs, and community-based services. Through their connection to the JobsNOW model and their participation in the SNAP E&T program, as many as 1,500 low-income students across the Centers can be reimbursed up to half of their education costs leading to employment, including half of the costs of tuition, books, computers, supplies, transportation, and dependency care.

The project will establish a pilot model to be sustained at the original three participating community colleges and then rolled out to the other 55 North Carolina community college campuses. Sustainability is likely for several reasons, including the fact that increased sustained enrollment generates more funding for community colleges, colleges are starting to absorb similar efforts into their own operations, half of the future costs are readily available to the state through federal reimbursement for up to half of the future costs of operating this model, and the fact that more employed students with credentials is worthy of funding.

Rationale for recommendation (how the grant fits into the program's strategy):

This investment in North Carolina's JobsNOW Employment & Training Centers furthers the Special Fund's goal to increase opportunities for disconnected youth and dislocated workers to earn credentials with labor market value to improve their life chances and long-term employment outcomes.

Record numbers of low-income students are enrolling in community colleges. Many students who enroll in community colleges work long hours in entry-level jobs, contribute financially to their families of origin, or raise children and attempt to secure education at the same time. These students include an influx of displaced workers who seek to rework their skills and capabilities for a new, knowledge-based economy. According to the research, two-thirds of community college students who did not complete

their program cited financial obstacles and the difficulty of balancing work and school as a reason for non-completion. Largely because of commitments to work and family, nearly 70 percent of community college students are enrolled part-time. Often these students are forced to abandon their education because they cannot afford to continue.

Resources in the form of government-provided assets are available to students to help them succeed in community college and obtain degrees or certificates. When claimed, these assets are proven to improve outcomes in employment, education, welfare-to-work, and health, and to reduce poverty, hunger, homelessness, and ex-offender recidivism. MDC's work shows that connecting students with these assets and other supportive services not only helps them afford a community college education, but helps them succeed in and graduate with a degree or certificate. The Special Fund's investment will build on MDC's foundational knowledge in this area, and serve to test the efficacy of and replicate the JobsNOW model across other community colleges in North Carolina, connecting thousands more low-income students with supports. SFPA's investment will be matched on a 1:1 basis by federal dollars.



SFPA – NORTH CAROLINA JOBBOOST PROGRAM (Z. SMITH REYNOLDS AS FISCAL AGENT)

Grant ID: 20030695

Legal Name of Organization: North Carolina JobBoost

Tax Status: other

Name of Fiscal Sponsor (if applicable): Z. Smith Reynolds Foundation, Inc.

Purpose of Grant: To provide subsidized employment opportunities to up to 1,000 unemployed, low-income adults in counties across North Carolina with the highest unemployment rates and highest number of individuals living at or below 200 percent of the federal poverty level.

Grant Description:

This investment in the North Carolina Department of Health and Human Services' JobBoost program will advance the Special Fund's goals to increase the likelihood that low-skilled, low-wage workers gain literacy and math skills needed to access training that leads to better jobs, and get connected and stay connected to the labor force through subsidized and supported employment strategies. The purpose of this grant is to assist unemployed, Temporary Assistance to Needy Families (TANF)-eligible adults in securing a transitional job, through a program known as JobBoost. By participating in JobBoost, individuals will gain valuable work experience and increase their personal income through wages subsidized, in part, by the state for a period of up to 20 weeks with the expectation that employers will sustain employment for those performing satisfactorily beyond the 20 weeks. JobBoost will provide up to 1,000 individuals with subsidized employment.

Previous OSI Support: None

Organization Budget: \$16,895,042.00

Project Budget: \$5,500,000.00

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
Temporary Assistance to Needy Families funding	\$4,000,000.00
Temporary Assistance to Needy Families funding (pending)	\$2,500,000.00

Amount Requested: \$1,500,000.00

Is this a contingent grant? No

Amount Recommended: \$1,500,000.00

Term: 1/1/11 – 6/30/11

Matching Requirements: 1:1 match requirement

Description of organization:

The Z. Smith Reynolds Foundation was established in 1936 as a memorial to the youngest son of the founder of R.J. Reynolds Tobacco Company. The Trustees of the Foundation established focus areas for the first time in the early 1980s, recognizing the need to target the Foundation's dollars in order to achieve a greater impact. Today, the Foundation achieves its mission to improve the quality of life of the people of North Carolina by making grants to projects that address [Democracy and Civic Engagement](#), the [Environment](#), [Pre-Collegiate Education](#), and [Social Justice and Equity](#). The Z. Smith Reynolds Foundation played a significant role in the Special Fund's negotiation with North Carolina's Department of Health and Human Services and Employment Security Commission to leverage TANF (Temporary

Assistance to Needy Families) Emergency Funds for this subsidized employment initiative, and is trusted by the Department of Health and Human Services – the agency responsible for implementing JobBoost – to serve as the fiscal agent for this investment.

The North Carolina Department of Health and Human Services' Division of Social Services operates a "state supervised and county administered system of social services." This structure involves all three levels of government (federal, state, and local) in funding and administering departments of social services in 100 counties across the state. Local Departments of Social Services provide a wide range of services and assistance to North Carolina residents, especially highly vulnerable populations such as children, low-income families, persons with disabilities, and seniors. Assisting individuals in achieving and maintaining self-sufficiency through employment is a desired outcome for Social Services. North Carolina's TANF program is known as Work First. The agency regards subsidized jobs programs as a proven way to allow individuals with limited work histories or job skills to reenter the workforce and at the same time receive support needed to be successful in that job. Last year, North Carolina was granted permission by the federal government to draw down additional TANF Emergency Funds to implement JobBoost. In 2010, Social Services put approximately 900 individuals to work through subsidized employment.

Description of project for which funding is sought:

Through the JobBoost program, the North Carolina Department of Health and Human Services Division of Social Services proposes to place no fewer than 1,000 individuals in subsidized employment for up to 20 weeks, allowing them to gain critical work skills and earn wages. Potential participants will be screened for JobBoost eligibility by county Departments of Social Services working in partnership with staff from the state's Employment Security Commission who will help to identify potential employment opportunities with local employers. Preference will be given to individuals who have completed a Community College 12 in 6 program – a worker training initiative that offers community college programs in 12 careers, each requiring less than six months to complete. JobBoost participants will receive supportive services such as, Food & Nutrition Services, Medicaid, child care subsidies, transportation assistance, job coaching and other related services, as appropriate.

It is estimated that each participant will earn at minimum \$5,800.00 based on the following calculations ($\$7.25$ per hour x up to 40 hrs. per week = $\$290.00$ x 20 weeks = $\$5,800.00$). As paid employees, participants pay into the Social Security system and may qualify for federal and state Earned Income Tax Credits (EITC), the Child Tax Credit, the new Making Work Pay Tax Credit, and Unemployment Insurance, leading to increased long-term economic security. The longer term goal is to see participants' personal income and employment tenure increase. Participants will benefit from employer supervision, training and feedback. Each participating employer signs a memorandum of understanding with their local Social Services office, and agrees to provide a supervisor on the work site, a job description to the JobBoost employee, a timesheet for that worker, and an evaluation of their job performance. Participating employers are expected to retain JobBoost employees so long as the employee's performance is satisfactory.

The proposed project targets the 50 counties with the highest unemployment rates and then prioritized the top 34 counties based on the highest number of individuals at or below 200% of the Federal Poverty Level. This will allow for a mixture of urban and rural counties along with representation by geographic regions.

Rationale for recommendation:

This investment in the North Carolina Department of Health and Human Services' JobBoost program will advance the Special Fund's goals to increase the likelihood that low-skilled, low-wage workers gain literacy and math skills needed to access training that leads to better jobs, and get connected and stay connected to the labor force through subsidized and supported employment strategies. The Fund has a unique opportunity to partner with a state government with the capacity and ready infrastructure to quickly put 1,000 individuals to work, while also preparing them for longer term success in the labor market. SFPA's investment will leverage up to \$4 million dollars in federal TANF funding for implementation of the JobBoost subsidized employment program.

The Special Fund expects this investment to present lessons-learned for the field of subsidized employment, and to inform subsidized employment pilot efforts and evaluation recently launched and being funded by the federal Department of Health and Human Services and Department of Labor. As part of this initiative, the North Carolina Department of Health and Human Services will collect data on: the number of participants and employers by industry sector; median wage paid per participant; average duration of the subsidized work period; and the rate of continued employment with the participating employer upon completion of JobBoost. At the end of the project, the Department will report its evaluation findings to the North Carolina General Assembly's Joint Legislative Commission on Governmental Operations Subcommittee on Education/Health and Human Services, the House of Representatives Appropriations Subcommittee on Health and Human Services, the Senate Appropriations Committees on Health and Human Services and the Fiscal Research Division.



SFPA – SEACHANGE CAPITAL PARTNERS, INC.

Grant ID: 20032112

Legal Name of Organization: SeaChange Capital Partners, Inc.

Tax Status: 501c3

Purpose of Grant: To invest in the Pathways Fund – a portfolio of results-driven organizations that will help 8,000 of America's most disconnected young adults to prepare for success in college and a career.

Grant Description:

This investment in SeaChange Capital Partners and the Pathways Fund furthers the Special Fund's goal to increase opportunities for disconnected youth and dislocated workers to earn credentials with labor market value to improve their life chances and long-term employment outcomes. The Pathways Fund, a Social Innovation Fund awardee, represents a portfolio of youth serving organizations that includes Year Up, College Summit, and iMentor, and is designed to help 8,000 of America's most disconnected young adults navigate the transition from high school to post-secondary education and productive employment.

Previous OSI Support: None

Organization Budget: \$2,200,000.00

Project Budget: \$1,000,000.00 (\$900,000.00 regrant)

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
The Social Innovation Fund	\$5,000,000.00
New Profit	\$2,000,000.00
SeaChange Capital Partners	\$1,000,000.00
Blue Ridge Foundation	\$ 500,000.00
JP Morgan Chase Foundation	\$ 200,000.00
Robin Hood Foundation	\$ 100,000.00
Carnegie Corporation	\$1,000,000 over 2 years (proposal pending)

(In 2010, the Special Fund for Poverty Alleviation awarded a grant of \$ 1.5 million to New Profit, Inc. for the Pathways Fund.)

Amount Requested: \$1,000,000.00

Is this a contingent grant? No

Amount Recommended: \$1,000,000.00

Term: 2/1/11 – 2/1/12

Matching Requirements: 1:1 match required

Description of organization:

SeaChange is a nonprofit firm that arranges transformational investment in outstanding nonprofit organizations involved in education reform and youth development for low-income young people in the United States. Each investment begins with a substantial commitment from SeaChange's own funds, structured as a challenge to a network of other prospective donors with whom SeaChange has

relationships. SeaChange then works to find, facilitate and fund sensible collaborations among nonprofit organizations, wealthy individuals, family foundations, and others who pool their donations for greater impact. SeaChange's goal is to secure large enough investment pools to allow donors to make a demonstrable difference for the individual organization and for the overall system it addresses. SeaChange has joined the Social Innovation Fund (SIF), New Profit, Inc., Open Society Foundations, Robin Hood Foundation, and Blue Ridge Foundation in the creation of the Pathways Fund. As part of its support for New Profit, in its role as a SIF intermediary, SeaChange agreed to oversee a broader fundraising campaign on behalf of New Profit's Pathways Fund.

Description of project for which funding is sought:

The Pathways Fund was established by New Profit, Inc., and awarded a grant from the Social Innovation Fund (SIF), to support a portfolio of results-driven organizations that will help 8,000 of America's most disconnected young adults to prepare for success in college and a career. The focus of the Pathways Fund is to demonstrate that low-income youth can escape poverty with the proper supports to help them transition from high school to post-secondary education and productive employment. The Special Fund was a lead partner supporting New Profit's initial application to become a SIF intermediary, investing \$1.5 million in 2010 and supporting the three pre-selected subgrantees with New Profit's SIF: College Summit; iMentor; and Year Up.

SeaChange Capital Partners is serving as the lead fundraiser for the Pathways Fund and will pool resources for the portfolio of grantees – a unique leverage strategy building financial strength as well as opportunities for grantees to collectively share programmatic experiences and knowledge. In this role, SeaChange is committed to helping the six subgrantees that comprise the Pathways Fund raise the \$10 million required of them as a portfolio, and to strengthening the communication and presentation skills of each organization, strengthening their development programs through best practices for effective cultivation, solicitation, and stewardship, and expanding the donor base of each subgrantee in the Pathways portfolio.

SFPA's additional investment through SeaChange will support a portfolio of youth-focused nonprofit organizations with existing evidence to yield significant improvements in helping young people navigate the increasingly complex path from high school to college and productive employment. The project will expand the reach of these nonprofits to new cities, including: Baltimore, Chicago, Indianapolis, LA, Miami, New York City, Providence, San Francisco, Seattle, and West Virginia.

Rationale for recommendation (how the grant fits into the program's strategy):

This investment in SeaChange Capital Partners and the Pathways Fund furthers the Special Fund's goal to increase opportunities for disconnected youth and dislocated workers to earn credentials with labor market value to improve their life chances and long-term employment outcomes.

SFPA participated in the competitive selection process that determined three additional subgrantees in the New Profit's SIF portfolio. The selected subgrantees – YearUp, College Summit, iMentor, and (newly selected) YouthBuild, Single Stop, and National College Advising Corps – present a strong fit within SFPA's issue areas. SFPA is particularly interested in supporting SeaChange's efforts to approach donors from their own network in addition to similar donor networks within the Pathways portfolio organizations, as this presents strategic opportunity to leverage the Special Fund's investment and expand donor commitment to transforming the trajectory for disconnected youth.

SFPA –NATIONAL FUND FOR WORKFORCE SOLUTIONS (JOBS FOR THE FUTURE AS FISCAL AGENT)

Grant ID: 20032113

Legal Name of Organization: National Fund for Workforce Solutions

Tax Status: Other

Name of Fiscal Sponsor (if applicable): Jobs For the Future

Purpose of Grant: To expand the National Fund for Workforce Solutions’ proven and innovative poverty alleviation strategy by supporting workforce development partnerships in six communities in the southern United States.

Grant Description:

This investment in the National Fund for Workforce Solutions (NFWS) will advance the Special Fund’s goals to increase the likelihood that low-skilled, low-wage workers gain literacy and math skills needed to access training that leads to better jobs and get connected and stay connected to the labor force through subsidized and supported employment strategies. Through the Social Innovation Fund and with support from the Special Fund, the National Fund for Workforce Solutions will develop and sustain 50-60 sectoral workforce partnerships and career support services across the country, and serve 17,000 job seekers and incumbent workers. Investment from the Special Fund will go toward launching new workforce partnerships in Atlanta, GA; Greenville, SC; Louisville, KY; the Mississippi Delta Region; Mobile, AL; and New Orleans, LA.

Previous OSI Support: \$58,500.00 from OSI Baltimore, 2000; \$95,000.00 from OSI Baltimore, 2001; \$3,000,000.00 from the Special Fund for Poverty Alleviation, 2010

Organization Budget: \$20,222,444.00

Project Budget: \$23,000,000.00 (two year budget)

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
The Social Innovation Fund	\$7,700,000.00
Weinberg Foundation	\$1,000,000.00
Annie E. Casey Foundation	\$ 925,000.00
Knight Foundation	\$ 250,000.00
JP Morgan Chase	\$ 100,000.00
Kresge Foundation (pending)	\$ 738,000.00
Bank of America (pending)	\$ 350,000.00
Joyce Foundation (pending)	\$ 50,000.00

Amount Requested: \$1,450,000.00

Is this a contingent grant? No

Amount Recommended: \$1,450,000.00

Term: 3/1/11 – 12/31/12

Matching Requirements: 1:1 match requirement

Description of organization:

The National Fund for Workforce Solutions (NFWS) is an award-winning national initiative dedicated to providing skills to low wage workers necessary to obtain good careers while at the same time ensuring that employers have the high quality human capital necessary to compete in this dynamic global economy. NFWS serves both the workforce needs of workers and employers. It seeks a close relationship and a deep understanding of a variety of industry sectors in order to ensure that targeted investments are made to create skills that employers truly value and which will lead to career advancement.

Jobs for the Future, a national non-profit organization and recognized leader in workforce development, has a 25-year track record of developing promising education and labor-market models, expanding successful models in communities across the country, and shaping the policy environment that enables American families and companies to compete in a global economy. As the implementation partner of the National Fund for Workforce Solutions, JFF oversees the work of the NFWS's grantees and provides leadership and direction for the on-the-ground work of the regional workforce collaboratives.

Description of project for which funding is sought:

The National Fund for Workforce Solutions (NFWS) works with stakeholders across the country, including community-based organizations, community foundations, United Ways, corporate foundations, workforce investment boards, chambers of commerce and state agencies to develop and expand comprehensive, local, sector-based workforce partnerships. These workforce partnerships are designed to help low-income, low-skilled adults – both job seekers and incumbent workers – acquire the specific skills and training they need to get a job and advance in the local labor market. Each local workforce partnership is expected to develop a funding collaborative that will assist in organizing and creating a system for brokering the myriad training and education services that help job seekers find employment and workers get promoted. These partnerships represent a new approach to workforce development, and achieve better results because they:


- Organize employers by industry sector, defining common workforce needs and designing education and training that meets industry-specific skill requirements;
- Engage employers in long-term workforce development;
- Create career pathways to skills and credentials needed for family-supporting jobs;
- Broker or deliver high quality services to low-skilled workers and job seekers; and
- Broker or deliver high quality services to employers.

To date, the National Fund has raised over \$30 million to support 24 communities that have contributed an additional \$129 million in local resources from 299 different public and private funding sources. These workforce partnerships have served over 27,000 individuals, providing them with almost 9,000 degrees, skill certificates and/or career readiness credentials and placing more than 5,000 of them in jobs. As the implementing partner for the National Fund, JFF will provide financial support, technical assistance, evaluation, research, policy support, and other capacity building services to the selected sites.

Rationale for recommendation:

This investment in the National Fund for Workforce Solutions (NFWS) will advance the Special Fund's goals to increase the likelihood that low-skilled, low-wage workers gain literacy and math skills needed to access training that leads to better jobs and get connected and stay connected to the labor force through subsidized and supported employment strategies.

With support from the Special Fund, and in partnership with the Social Innovation Fund and Jobs for the Future, the National Fund for Workforce Solutions will expand into six new sites in the South – an area that has not benefitted from prior investment and where local economies have been crushed by the Recession – and will focus specifically on serving adults with low literacy levels, who have weak labor market attachment, many of whom have been formerly incarcerated. Funding directed to the six Southern workforce partnerships will substantially leverage local philanthropic funds that will support their community-wide, sustainable approach to career advancement for low-income, vulnerable job seekers and workers.



SFPA – LOCAL INITIATIVES SUPPORT CORPORATION (LISC)

Grant ID: 20032114

Legal Name of Organization: Local Initiatives Support Corporation (LISC)

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To replicate the LISC Financial Opportunity Centers model – a workforce development, benefits access and asset-building model that boosts earnings, reduces expenses and coaches low-income families on how to make better financial decisions – in up to five new cities, expanding network from 30 to 47 sites and reaching 7,500 total participants.

Grant Description:

This investment in LISC’s Financial Opportunity Centers (FOCs) will advance the Special Fund’s dual goals to increase access to the social safety net by improving distribution outlets and to increase the likelihood that low-skilled, low-wage workers get connected and stay connected to the labor force. The FOCs provide individuals and families with services across three critical and interconnected areas: employment placement/skill improvement; financial coaching/counseling; and accessing public benefits. Through the Social Innovation Fund and with support from the Special Fund, LISC will open new and expand existing FOCs in ten metropolitan communities: Chicago, Cincinnati, Detroit, Duluth, Houston, Indianapolis, Minneapolis/St. Paul, Providence/Woonsocket (Rhode Island), San Diego and the San Francisco Bay Area, and will reach up to 7,500 total participants.

Previous OSI Support: \$560,000.00 from the Neighborhood Stabilization Initiative, 2009; \$225,000.00 from the Neighborhood Stabilization Initiative, 2010

Organization Budget: \$108,991,000.00

Project Budget: \$8,557,175.00

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and Potential Match</u>
Social Innovation Fund	\$4,218,425.00
Citi Foundation	\$ 800,000.00
Walmart Foundation	\$ 670,000.00
MacArthur Foundation	\$ 500,000.00
Annie E. Casey Foundation	\$ 150,000.00
US Bank	\$ 75,000.00
Bank of America (pending)	\$ 250,000.00
Various local foundations in 10 metro areas (pending)	\$ 425,000.00

Amount Requested: \$450,000.00

Is this a contingent grant? No

Amount Recommended: \$450,000.00

Term: 03/01/11 – 02/28/12

Matching Requirements: 1:1 match requirement

Description of organization:

In 1980, LISC was established by a \$10 million grant from the Ford Foundation and six major corporate donors and lenders as a way to channel private resources into neighborhoods for local rebuilding efforts. In the decades that have followed, LISC has grown to work in 30 cities and urban areas across the country. An expanded scope of investment in the mid 1990s set the stage for a new direction in community development, articulated in the Building Sustainable Communities strategy that now drives LISC's work. Through Building Sustainable Communities, LISC sets out to transform whole neighborhoods by revitalizing markets; spurring economic activity; generating income and wealth; creating safe, healthy environments; and broadening educational opportunities for all. One such program that has emerged from LISC's comprehensive community development focus is the Family Income and Wealth Building program, through which LISC operates its Financial Opportunity Centers (FOCs).

LISC's management of the Financial Opportunity Centers began in 2005, when a Chicago pilot was launched based on the Centers for Working Families (CWF) model pioneered by the Annie E. Casey Foundation. After two years of operation and continuous improvement, LISC began replicating the model, which now operates in 15 of LISC's 30 local offices. The use of data driven programming is one of the important strengths that we bring to income and asset building practice. LISC created a data tracking system that is now utilized by all FOCs, and we have commissioned studies to give us greater insight into the financial lives of our clients. LISC has been awarded a grant from the Social Innovation Fund to replicate their Financial Opportunity Centers model in up to five new cities and expanding network from 30 to 45 sites.

Description of project for which funding is sought:

LISC was awarded a grant from the Social Innovation Fund (SIF) to replicate their Financial Opportunity Centers (FOCs) across 47 cities to improve the financial bottom line for low-to-moderate income families by helping people boost earnings, reduce expenses and make appropriate financial decisions, all leading to future economic success. The FOCs provide individuals and families with services across three critical and interconnected areas: employment placement/skill improvement; financial coaching/counseling; and accessing public benefits. The model intentionally bundles services for its participants through the design of the program, staff interactions and data collection so that clients can benefit from multiple, reinforcing services that contribute to their overall financial success. LISC's ultimate goal is to help low-to-moderate income families reach long-term financial stability.

Through the Social Innovation Fund and with support from the Special Fund, LISC will open new and expand existing FOCs in ten metropolitan communities: Chicago, Cincinnati, Detroit, Duluth, Houston, Indianapolis, Minneapolis/St. Paul, Providence/Woonsocket (Rhode Island), San Diego and the San Francisco Bay Area, and will reach up to 7,500 total participants.

Each FOC is run by a community-based organization, community college, public housing agency or a partnership of these organizations. These types of community-based organizations are often perceived as more trusted, familiar and accessible, and able to provide a more individualized level of assistance than government-run providers, especially for residents just returning from prison or individuals who are chronically alienated from mainstream financial and labor markets.

LISC does not directly operate these Centers, rather plays a critical intermediary role across the entire network of Centers. LISC is responsible for: 1) developing and managing the overall strategy for the FOC network, including fundraising, training, communications, outcomes measurement, and the research and policy agenda; 2) negotiating with financial institutions, employment and public benefits access

intermediaries to provide products and services for FOC clients; 3) providing constructive feedback to the CBOs on program implementation; and 4) creating venues for peer learning and professional development for the CBO staff operating.

In order to track success, LISC and the community-based organizations that operate FOCs jointly use a data tracking system called Efforts to Outcomes. Based on prior data and experience, LISC anticipates achieving the following outcomes through this effort:

Short term measures:

- 13,000 people to be enrolled in the Financial Opportunity Center services
- 8,000 people will develop personal budgets/meet with a financial coach
- 7,000 people will be placed in employment
- 10,000 people screened for public benefits

Long term measures:

- 7,100 people will improve their net income
- 5,000 people will retain their job for over 6 months
- 3,000 people will improve their net worth
- 3,500 people will improve their credit score

Rationale for recommendation (how the grant fits into the program's strategy):

This investment in the LISC's Financial Opportunity Centers will advance the Special Fund's goals to increase access to the social safety net by improving distribution outlets and streamlining state policies and procedures so that individuals gain greater stability in their lives.

Achieving economic stability – a combination of adequate and stable income and good financial management behavior – is a process that builds upon itself, and requires planning and commitment from individuals and families. Unfortunately, many low-income families have a hard time getting into a system of establishing savings and building for a future without help. Further, while they may be eligible for public benefit supports, working families may not be able to take off the time it takes to complete a complicated application process, especially if a successful application is not guaranteed due to a technicality or lack of knowledge about the system.

Although 12-15% of Americans have incomes below the poverty line at any point in time, 40% of Americans fall below the official poverty line at some point over a ten-year span. These temporary setbacks are more severe among those who are asset-poor due to the lack of savings and investment. LISC's FOC's are often located in low-to-moderate income communities where the population is predominantly African-American and/or Latino. These families are the most likely to have few, if any, assets to overcome these income drops. LISC's FOC model works to improve and stabilize income and personal finances as well as increase assets so that families are prepared to handle economic emergencies ranging from loss of a job to a significant health event. The ultimate goal is to put these families on the path to more secure financial futures in which living wage jobs, appreciating assets, savings for college and plans for retirement are attainable objectives.

Investment from the Special Fund will provide direct support to community-based sub-grantees. SFPA is specifically interested in supporting sites that will develop a specific benefits access intervention for low-income community college students in partnership with their state's community college system as well as sites specifically focused on serving re-entry and immigrant populations.

SFPA – LATIN AMERICAN YOUTH CENTER, INC.

Grant ID: 20032115

Legal Name of Organization: Latin American Youth Center, Inc.

Tax Status: 501c3

Name of Fiscal Sponsor (if applicable):

Purpose of Grant: To invest in the Promotor Pathway, an innovative model to meet the multiple needs of disconnected young people, primarily Latino and African American, ages 10-24, enabling them to succeed academically, obtain long-term employment, live healthy and productive lives, and form lasting connections to the communities in which they live.

Grant Description:

This investment in the Latin American Youth Center, Inc. (LAYC) advances the Special Fund's goal to increase opportunities for disconnected youth, living in the Washington DC area, to earn credentials with labor market value to improve their life chances and long-term employment outcomes. LAYC's Promotor Pathway has been awarded a grant from the Social Innovation Fund (as part of Venture Philanthropy Partners' SIF), and anticipates reaching between 200 and 240 youth in the next year. Participants are expected to demonstrate increased academic success, improved employment status, and improved healthy behaviors.

Previous OSI Support: \$30,000.00 from Youth Development Grants, 2000; \$30,000.00 from Youth Development Grants, 2002; \$30,000.00 from Youth Development Grants, 2003; \$30,000.00 from Youth Development Grants, 2004; \$39,000.00 from the Strategic Opportunity Fund, 2007

Organization Budget: \$15,016,126.00

Project Budget: \$1,297,932.00

Major Sources of Support:

<u>Sources of Public and Private Support</u>	<u>Amount of Support and/or Potential Match</u>
The Social Innovation Fund	\$500,000.00
Rockefeller Philanthropy Advisors	\$ 50,000.00
Kellogg Foundation	\$ 50,000.00
District of Columbia Public Schools (pending)	\$ 50,000.00
Walmart (pending)	\$ 50,000.00
Jenesis Fund (pending OSF's investment)	\$500,000.00

Amount Requested: \$500,000.00

Is this a contingent grant? No

Amount Recommended: \$500,000.00

Term: 3/1/11 – 2/28/12

Matching Requirements: 1:1 match required

Description of organization:

The Latin American Youth Center (LAYC) was founded in the late 1960s by community leaders and youth to address the absence of services for the emerging Latino community. LAYC now serves all low-income youth in the Washington DC region, and is one of the nation's most respected youth development

agencies. LAYC's mission is "to support youth and their families to live, work, and study with dignity, hope and joy."

LAYC operates a regional network of community based youth centers, school-based sites, and public charter schools that help low-income youth make a successful transition to young adulthood with the skills they need to succeed educationally, professionally, and personally. Approximately 30 percent of LAYC staff are former program participants, knowledgeable about the community and well-versed in effective strategies for reaching disconnected youth. LAYC was selected to participate in Venture Philanthropy Partners' (VPP) Social Innovation Fund proposal, and was awarded a \$500,000.00 grant to replicate its Promotor Pathway comprehensive youth development model.

Description of project for which funding is sought:

The Promotor Pathway is designed to reengage disconnected young people, primarily Latino and African American, ages 10-24, and help them to get back on a path to succeed academically, obtain long-term employment, and live healthy and productive lives. The program pairs "at-risk" youth with specially trained youth development workers – "Promotores" – who cultivate and maintain a close relationship with that youth helping them obtain needed services and supports (such as safe housing and mental w

While all youth served by LAYC come from low-income families and thus may be considered "at-risk" due to the stressors related to growing up in poverty, youth participating in the Promotor Pathway are often homeless or have been involved in a gang or the juvenile justice system, have dropped out of school, are pregnant or already parents, or are unemployed. Promotores staff are often young adults who have grown up in the same local community, and have faced some of the same challenges as the youth they mentor. Promotores are expected to help a young person navigate through every program or service they receive, and to follow that youth's participation and progress for a period of 4-6 years – long enough to allow for extensive and evolving assessment of that youth's individual needs and long-term provision of services that are likely to produce lasting impact.

Since LAYC developed and began implementing the Promotor Pathway two years ago, they have served 106 youth. LAYC uses a program called Efforts to Outcomes to track programmatic data against identified education, health and employment oriented benchmarks. LAYC's model is currently being evaluated by Public/Private Ventures – a nationally-recognized evaluation firm. While LAYC is still in the early stages of developing an evidence base for this model, preliminary evaluation has found that 60% of high school dropouts entering the Promotor Pathway were re-enrolled in school or on track to enroll in educational programming. Investment from the Special Fund would support the expansion of the Promotor Pathway to reach up to an additional 240 youth over the next year.

Rationale for recommendation (how the grant fits into the program's strategy):

This investment in the Latin American Youth Center, Inc. advances the Special Fund's goal to increase opportunities for disconnected youth to earn credentials with labor market value to improve their life chances and long-term employment outcomes. LAYC is among the Special Fund's top groups of interest within the Social Innovation Fund. Assuming evaluation results prove the model effective, LAYC is poised to work with government and foundations to develop a cost-efficient manner to replicate the model in a variety of settings from community-based youth development organizations to public and charter schools. LAYC's replication and technical assistance package will include Promotor training, including certification of Promotores staff through Continuing Education Credits, use of LAYC's risk assessment and other implementation tools, evaluation design, and strategies for integrating Promotores positions into sustainable public and private funding streams.