



2013 Annual Report

This document is a PDF capture of the retired EMCF 2013 Annual Report website.

Some links may not work.

2013 ANNUAL REPORT

The Edna McConnell Clark Foundation seeks to transform the lives of greater numbers of America's vulnerable and economically disadvantaged young people

LETTER FROM
THE PRESIDENT





LETTER FROM THE PRESIDENT

Welcome to the Edna McConnell Clark Foundation's second online annual report.

Annual reports are by their very nature full of numbers and dollar signs, but figures alone cannot capture the transformative impact our extraordinary grantees are making on individual lives. So this year we

In memory of Peter D. Bell, who served as

are expanding our report to include videos and stories that illustrate how disadvantaged young people, with our grantees' support, are beating the odds and becoming successful adults. I hope these stories engage and inspire you as they do us.

EMCF President from
1986-1995.

I am also pleased to report that, in Fiscal Year 2013, EMCF's grantees continued to perform well despite a challenging economy. In aggregate, the 18 organizations in which we have already been investing increased both the number of youth they served and the revenues they recorded by nine percent, and we welcomed three new grantees to our portfolio. Also in this report, Lissette Rodriguez, Managing Director of **PropelNext**, [shares news about the major strides](#) this exciting EMCF initiative made during the year.

Rounding Out the True North Fund

In 2013, EMCF completed an open, national competition to select three to five youth-serving nonprofits for **Social Innovation Fund** (SIF) awards and round out our **True North Fund**. Over 400 organizations expressed interest, and 191 submitted applications. After advancing ten top candidates to due diligence, we made investments in three— ongoing EMCF grantee **PACE Center for Girls** and newcomers **Youth Guidance** and **WINGS for kids**. PACE and Youth Guidance's Becoming a Man program help youth who have been in or are at risk of entering the juvenile justice system, while WINGS provides a social and emotional learning program in elementary schools and is expanding to rural South Carolina, a geography that is a priority for EMCF in our role as a SIF intermediary.

Adding these three nonprofits to our nine original SIF grantees fulfills our commitment to select and support a portfolio of 12-14 organizations through a public/private venture aimed at scaling evidence-based programs. The success to date of the SIF and its potential for the future are borne out by the performance of our nine initial grantees; as of June 2013, these organizations surpassed their projections and served an additional 83,138 youth over the first two years while expanding in 23 states. We continue to be grateful for the opportunity to

partner with the federal government and with 14 philanthropic co-investors in the True North Fund.

Growth Capital Aggregation

EMCF continues to support the grantees for which we have aggregated growth capital individually (as distinct from the portfolio approach we adopted in the True North Fund). These organizations made significant gains in 2013. For example, **Youth Villages**, in addition to raising \$45 million from seven foundations (including EMCF) in a second round of growth capital aggregation, secured a four-year commitment from the state of Tennessee to help expand the Transitional Living program and serve every foster child turning 18 and aging out of state custody. This expansion makes Tennessee the first state to provide comprehensive services to every 18-year-old transitioning out of state custody.

Harlem Children's Zone opened its second Promise Academy Charter School in the St. Nicholas public housing project. **Nurse-Family Partnership** (NFP) continued to leverage federal Maternal, Infant, and Early Childhood Home Visiting program funding to increase the number of young mothers it served by more than 13 percent. NFP also launched an initiative to develop strategies for penetrating states more deeply and creating cost efficiencies.

Transitions at the Top

Grantees also faced their share of challenges. One of the greatest was bringing in new leadership to continue to produce exceptional outcomes for youth— and do an even better job in the future. In 2013 and so far in 2014, more than a third of our portfolio has undergone leadership transitions:

- In February 2014, Geoff Canada announced he was stepping down as CEO of **Harlem Children's Zone**, and that COO Anne Williams-Isom would succeed him. This transition, carefully planned and in the works for years, is critical to fulfilling HCZ's promise to the children of Harlem and is an opportunity to demonstrate how a committed board and co-investors can successfully help a high-performing nonprofit advance to a new generation of leadership.

- **Nurse-Family Partnership** named Roxane White, chief of staff to Colorado Governor John Hickenlooper, the successor to retiring CEO Tom Jenkins.
- **Center for Employment Opportunities'** Sam Schaeffer, who served as national director for five years, was appointed Executive Director. He succeeds Mindy Tarlow, who joined New York City Mayor Bill de Blasio's administration as Director of the Office of Operations.
- In January 2014, **Children's Home Society of North Carolina** President Ken Tutterow died unexpectedly. Brian Maness, VP of Strategy and Development, was appointed his successor in March.
- At the Children's Aid Society, which houses the **Carrera Adolescent Pregnancy Prevention Program**, Phoebe Boyer was named president and CEO, following Mayor de Blasio's appointment of Richard Buery, Jr. as a Deputy Mayor. Prior to her appointment, Boyer served as executive director of the Robertson and Tiger foundations.
- Founder Eric Schwarz announced plans to step down as CEO of **Citizen Schools**; Steven Rothstein, previously president of the Perkins School for the Blind and co-founder and general manager of Citizens Energy Corporation, is set to succeed Schwarz.
- **Hillside Work-Scholarship Connection** hired Augustin Melendez, veteran of Eastman Kodak Company, as its new president.
- At the National Guard Youth Foundation, which supports the **National Guard Youth Challenge Program**, Lou Cabrera, previously the Comptroller for the National Guard Bureau, replaced the retiring Jim Tinkham as Executive Director.

While transitions are never easy, we are firm in our belief that the quality and vision of an organization's leader is a critical factor in its success, so we provide assistance in – and continually encourage our grantees to pursue efforts that strengthen leadership, such as

executive coaching, recruiting and retaining talent, and succession planning. We are confident our grantees will manage their leadership transitions successfully and we look forward to reporting on their progress in future reports.

In the meantime we welcome, as always, your comments and suggestions.

Nancy Roob
President
July 2014

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OVERALL PORTFOLIO PERFORMANCE

In 2013, the Edna McConnell Clark Foundation invested in 20 youth-serving organizations. Our grantees continued to perform well, serving more youth and earning more revenue.

Collectively, they served 153,210 youth – those at greatest risk and least likely to succeed without extra help. Out of these 20, the 18 organizations in which we had invested previously increased the number of youth they served by nearly nine percent, from 140,399 to 152,143.

In total, the 20 organizations realized \$845 million in revenue. The 18 ongoing grantees increased their revenue by nearly nine percent, from \$768 to \$835.5 million.

We also continue to report on grantees' outcomes – indicators of the impact they are having on young people – which we began sharing in 2011. Due to the diverse nature of the programs we support, portfolio-wide data is not available.

(A 21st organization, Talent Development Secondary (TDS), was in the process of developing its business plan in 2013, with EMCF's support. We will begin to report on TDS' performance next year.)

ABOUT OUR REPORTING

Like last year's, our 2013 annual report for youth served and revenue begins with the first year of EMCF's investment as a baseline.

For youth served, EMCF tracks the number of young people participating in the program or programs in which EMCF has invested.

Actual revenue reported in graphs represents a grantee's total revenue, organization-wide, and is taken from audited financial statements. Revenue projections do not include non-operating items (i.e., investment gains/losses) that may be included in actual revenue totals.

EMCF'S PORTFOLIO 2013 at a glance

YOUTH SERVED
INCREASED BY

9%

REVENUES
INCREASED BY

9%

[View the full list of 2013 grantees](#)



NEXT



BELL (BUILDING EDUCATED LEADERS FOR LIFE)

BELL provides intensive academic and enrichment support to young “scholars” (grades K–8) most at risk of failing in elementary or middle school. Its summer program combats summer learning loss among low-income students.

The organization's programs feature rigorous, research-based curricula aligned with state and national learning standards; small-group instruction in literacy and math; mentoring; a wide



JNAYA'S STORY

How BELL helped her excel in school.

range of enrichment courses such as science, entrepreneurship, health, and leadership development; community service; and parental engagement.

BELL provides each scholar with individualized support in small classroom settings with a student-to-instructor ratio no greater than 10 to one. Programs are delivered in conjunction with community partners, mainly schools and school districts, during the summer and, on an afterschool basis, during the school year.

For more information:

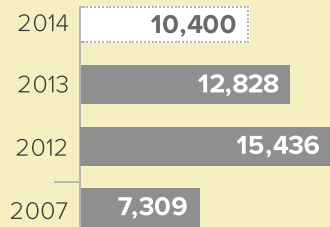
www.experienceBELL.org

[BELL at emcf.org](http://BELLatemcf.org)

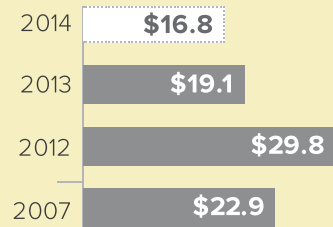
2013 HIGHLIGHTS

- BELL launched a partnership with the YMCA to provide summer programming in conjunction with local Y affiliates in Hartford, Chicago and Orlando. The program served 300 scholars and achieved strong results in line with those of sites BELL operated directly.
- BELL developed, with assistance from the Bridgespan Group, a comprehensive business plan (completed in January 2014) that emphasizes strengthening BELL's core operating model and expanding via partnerships with national networks.
- BELL completed a randomized controlled trial evaluation of its summer learning program for middle school students, with results expected to be published in 2014. The evaluation yielded important information about the program's impact and implementation, and will contribute to a growing body of knowledge about middle schoolers' summer learning loss. BELL plans further evaluation work in the coming year.

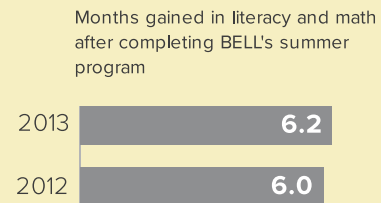
YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES



Note: In late 2012, Detroit cancelled its contracts with BELL to deliver its summer program due to the city's fiscal crisis.

LEGEND:  Actual  Projected

For a full report, see BELL's Performance page at emcf.org.



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CAS-CARRERA ADOLESCENT PREGNANCY PREVENTION PROGRAM

Children's Aid Society–Carrera Adolescent Pregnancy Prevention Program helps young people avoid becoming teenage parents by setting them on the path to successful adulthood. Its afterschool model has been proven to reduce teen pregnancies by 50 percent.

Founded in 1984, the Children's Aid Society's Carrera Adolescent Pregnancy Prevention Program (CAS-Carrera) uses a holistic, "above the waist" approach to ensure young people



25 YEARS OF EMPOWERING YOUTH

develop ambitious personal goals, improve their sexual literacy, and cultivate aspirations for a productive future. Guided by a philosophy that sees youth as "at promise" not "at risk," CAS-Carrera begins working with boys and girls at age 10 or 11 and follows them through high school graduation and college admission.

The program is built on seven integrated, scientifically accurate, and age-appropriate components: daily education; weekly job club, family life and sexuality education, and mental health sessions (and social work services, as needed); multiple exposures to lifetime individual sports and self-expression; and access to comprehensive medical and dental services provided by local partners. The program's approach centers on understanding that we do not prevent teen pregnancy—young people do. They are able to achieve this when their future is filled with promise and exciting possibilities, leading them to reduce risks on their own.

Dr. Carrera on teaching hope and responsibility.

TURNING "AT RISK" INTO "AT PROMISE"

Felipe finds a surrogate family in the Carrera program.

[His Story](#)

For more information:

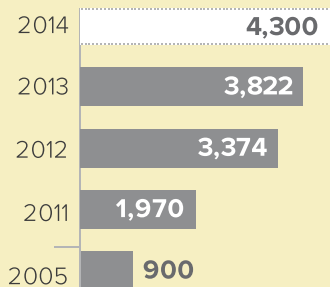
[**www.stopteenpregnancy.com**](http://www.stopteenpregnancy.com)

[**CAS-Carrera at emcf.org**](http://CAS-Carrera at emcf.org)

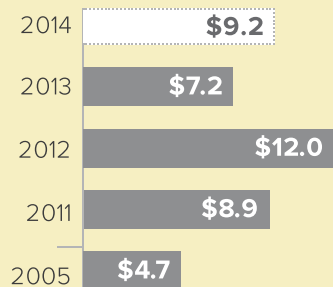
2013 HIGHLIGHTS

- CAS-Carrera continues its growth in Tulsa, serving 660 young people in the Union Public Schools, and added two school sites in New York City that will begin integrating several components of the long term model into their school day.
- Carrera staff assumed administration of adolescent programming for the Children's Aid Society, continuing the integration of the two and enhancing their synergies and benefits to youth.
- It developed a middle school Family Life and Sex Education curriculum to codify its unique youth development model, making it available to other organizations interested in replicating the program and creating another source of revenue for the national office.

YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES

Pregnancy rate (per 1,000) among 15-to-17-year-old African-Americans participating in Flint, MI and NYC programs. (Carrera's target is below the national average of participants' demographic peers.)



LEGEND:  Actual  Projected

For a full report, see [CAS-Carrera's Performance page at emcf.org](http://emcf.org).



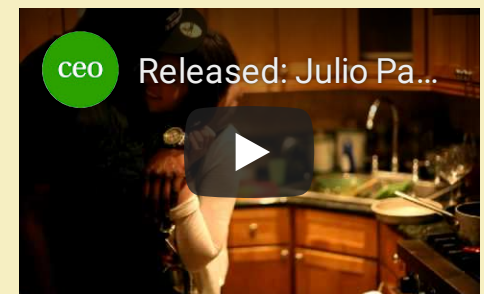
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CENTER FOR EMPLOYMENT OPPORTUNITIES

The Center for Employment Opportunities (CEO) helps people who have recently been incarcerated find and keep jobs that provide a foundation for a productive future. Its program has been proven to reduce recidivism and save taxpayer dollars.

CEO offers a week-long pre-employment life skills class followed by transitional employment on one of its work crews, where participants work an average of two to three months before



JULIO'S STORY

Embracing freedom, finding balance.

being placed in a full-time unsubsidized job. CEO provides job-readiness coaching, opportunities for vocational training, job placement assistance, and retention services to help participants secure and maintain unsubsidized employment.

Forty-one percent of the program's participants are ages 18-25.

A randomized controlled trial evaluation found that CEO reduced recidivism by 22 percent for recently released participants. The study further found that CEO produced a total net benefit to taxpayers of \$4,100 per participant for the entire study sample, and as high as \$8,300 for recently released individuals.

GOODBYE TO GANG LIFE AND PRISON

Mike Price, with the help of CEO, finds a job and becomes a father to his son.

[Mike's Story](#)

For more information:

www.ceoworks.org

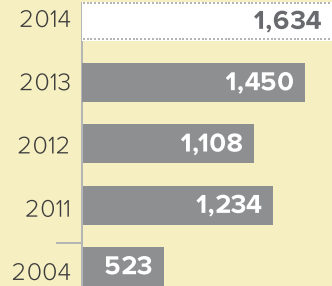
[CEO at emcf.org](#)

2013 HIGHLIGHTS

- CEO won a five-year, \$12 million Pay for Success contract (commonly known as a Social Impact Bond) from the US Department of Labor and New York State to expand its program in New York City and Rochester. A randomized controlled trial evaluation will measure the success of the program in reducing recidivism and increasing employment.
- In January 2014, Sam Schaeffer was named Executive Director. A 5-year veteran of CEO, Schaeffer succeeded Mindy Tarlow, who was appointed to a senior post in New York City Mayor Bill de Blasio's administration.
- CEO continued to expand in California, winning a \$1.7 million contract with Caltrans, the state agency responsible for building and maintaining highways and bridges.

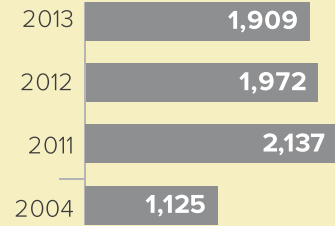
NUMBERS SERVED

Youth served, ages 18-25

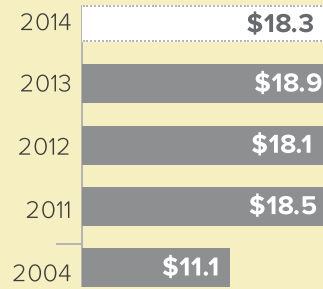


NUMBERS SERVED

Adults served, age 26 and older

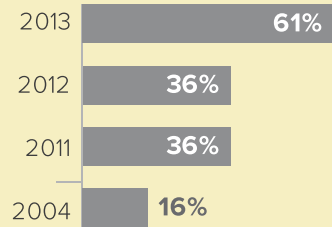




REVENUE (IN MILLIONS)



OUTCOMES

Percentage of participants still employed or in school after 12 months



LEGEND:  Actual  Projected

For a full report, see CEO's Performance page at emcf.org.

PREVNEXT

CHILDREN'S HOME SOCIETY OF NC

The Children's Home Society of North Carolina serves youth and families across the state. Its programs include Family Finding, which helps connect foster youth with supportive relatives, and Wise Guys, which educates teenage boys about male responsibility and appropriate sexual behavior.

Sorry

This video does not exist.

JAMES' STORY

Children's Home Society of North Carolina (CHSNC) carries out its mission, to provide every child a permanent, safe, and loving family, through a variety of programs that serve over 21,000 children and families annually in over 80 counties throughout the state.

FAMILY FINDING

Family Finding helps youth in or aging out of foster care find and engage family members who provide emotional support and, potentially, a permanent home. Family Finding staff are specially trained, carry small caseloads (generally five), and spend three to four months working with each youth.

By connecting foster youth with family members who are able to provide support, stability and permanency, Family Finding helps guide them to independent adulthood.

Additional information about Family Finding can be found on the Duke Endowment's website at dukeendowment.org.

WISE GUYS

Wise Guys is a male responsibility and teen pregnancy prevention program that teaches boys (ages 11-17) about healthy relationships and appropriate sexual behavior. Delivered in middle schools and community centers with parental consent, the program helps young males develop personal responsibility and self-esteem so they can form healthy relationships, make smart decisions, and achieve their long-term goals by avoiding teen pregnancy.

More information about Wise Guys can be found at wiseguysnc.org.

Family Finding helps James discover and connect with family.

For more information:

www.chsnc.org

[CHS-NC at emcf.org](http://CHS-NC.at/emcf.org)

2013 HIGHLIGHTS

- CHSNC expanded to 18 additional North Carolina counties more rapidly than originally
- CHSNC secured state funding for a demonstration pilot to determine whether

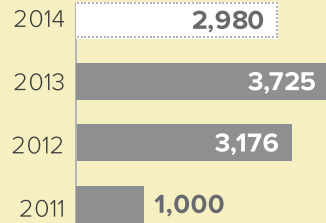
forecast.

- It served 3,725 youth, an increase of 17 percent over 2012, in two programs supported by the True North Fund: Family Finding and Wise Guys.

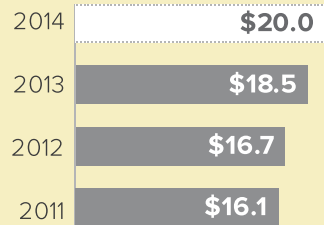
expanding Family Finding and two other programs (one of which is also conducted by CHSNC, though not supported by the True North Fund) can reduce the cost of serving these vulnerable youth.

YOUTH SERVED

Number of youth served by Family Finding and Wise Guys

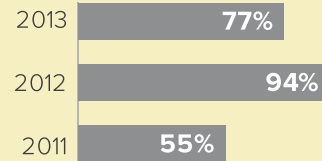


REVENUE (IN MILLIONS)



OUTCOMES

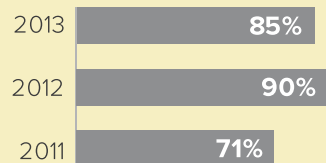
Family Finding: At least one family member/other individual committed to helping a youth find a permanent home



Note: CHSNC serves over 17,000 youth and families annually across its programs

OUTCOMES

Wise Guys: Participants demonstrating increased knowledge of healthy sexual behavior



LEGEND: ■ Actual □ Projected

For a full report, see CHSNC's Performance page at emcf.org

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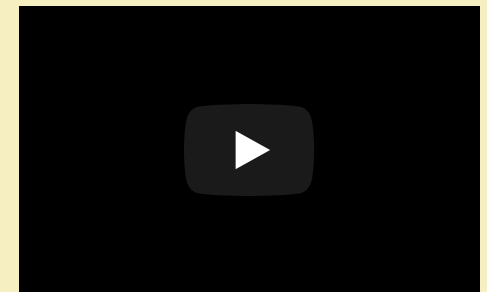
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CHILDREN'S INSTITUTE, INC.

Children's Institute, Inc. helps youth and families in Los Angeles' poorest neighborhoods recover from the trauma of violence and develop the skills and self-esteem to lead healthy, successful lives.

Children's Institute, Inc.'s (CII) comprehensive model is designed to address the whole child as well as the entire family. CII delivers evidence-based clinical programs shown to reduce emotional and behavioral problems, preserve and reunite families, and support success in



"LIFE IS A STAGE"

school. These and complementary youth development activities seek to reduce young people's trauma and increase resilience.

In 2011, CII opened its Otis Booth Campus, a 48,000-square-foot facility near downtown Los Angeles, one of L.A.'s most challenged communities. It serves over 23,000 youth and families each year across Los Angeles with a unique blend of clinical, youth development, family support, and early childhood services. In 2014, CII purchased land for a new campus in Watts, which world-renowned architect Frank Gehry donated his time to design.

How CII uses arts to help youth overcome trauma.

For more information:

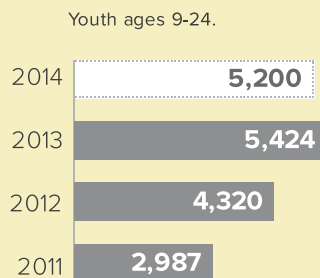
www.childrensinstitute.org

Children's Institute, Inc. at emcf.org

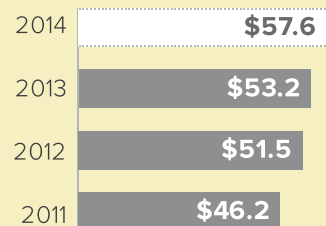
2013 HIGHLIGHTS

- ▶ With support from the True North Fund, CII now serves over 3,800 children and families in the Watts community, with 824 ages 9-24.
- ▶ CII launched a campaign to raise at least \$50 million for its Watts campus and ongoing operations at Otis Booth and elsewhere, securing over \$17 million since the campaign began.

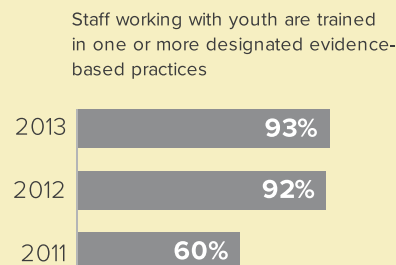
YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES



LEGEND:  Actual  Projected

For a full report, see CII's Performance page at emcf.org

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CITIZEN SCHOOLS

Citizen Schools lifts the educational trajectories of low-income students, ages 11–14, by partnering with middle schools across the country to expand the learning day.

Citizen Schools helps students improve their academic performance, and prepare for high school and college, by developing skills such as oral and written communications and critical thinking, and by exposing them to college and career pathways. “Citizen Teacher” volunteers



MACALVIN'S STORY

engage them in "apprenticeships," hands-on learning projects that culminate in an end-of-semester event called a WOW! where students share their creations or what they have learned with families and community members.

Trained educators and AmeriCorps members build relationships with families, school staff, and external partners to foster a culture of achievement throughout partner schools.

Citizen Schools is nationally recognized for its work in expanded learning time, volunteer service and civic engagement.

From participant to volunteer "Citizen Teacher".

For more information:

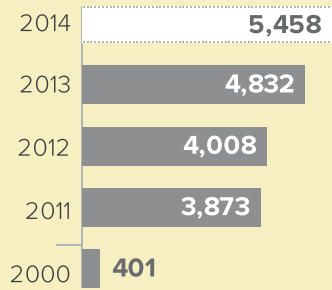
www.citizenschools.org

Citizen Schools at emcf.org

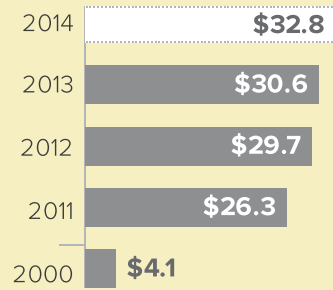
2013 HIGHLIGHTS

- Citizen Schools was awarded a \$3 million Investing in Innovation (i3) grant from the US Dept. of Education to recruit, train and support thousands of volunteers to lead apprenticeships that build students' skills in science, technology, engineering and math (STEM).
- It experienced 25 percent growth in public funding over 2012.
- Citizen Schools elected former Treasury Secretary and Harvard University President Emeritus Lawrence Summers to succeed Andrew Balson as board chair.
- Founder Eric Schwarz announced plans to step down as CEO. Steven Rothstein, previously president of the Perkins School for the Blind, will succeed him in September 2014.

YOUTH SERVED



REVENUE



OUTCOMES

Students maintaining 1) an A/B average grade or 2) improving a below-B average grade in ELA (English) and math



LEGEND: Actual Projected

For a full report, see Citizen School's Performance at emcf.org.



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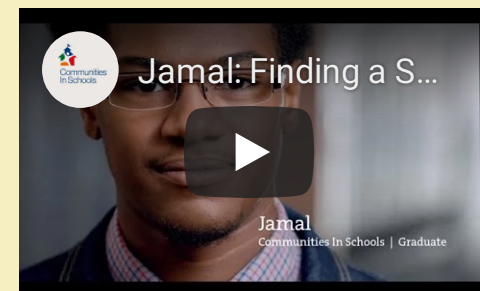
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COMMUNITIES IN SCHOOLS

Communities In Schools, one of the nation's leading dropout prevention programs, offers and integrates community services that help economically disadvantaged students, grades K–12, stay in school and graduate on time.

A Communities In Schools (CIS) site coordinator at each school assesses students' needs and then identifies and connects students to resources that meet these needs. Through strategic



JAMAL'S STORY

From jail, to graduating high school.

partnerships with local providers, CIS site coordinators blend various community supports to provide integrated student services benefiting an entire student body.

Coordinators also provide more intensive and individualized case management support for the 10 to 15 percent of students with special behavioral, mental health, or academic needs and identified as most likely to fall behind academically or drop out.

In 2012, the economic modeling firm EMSI calculated that every dollar invested in CIS creates \$11.60 in economic benefits,

For more information:

www.communitiesinschools.org

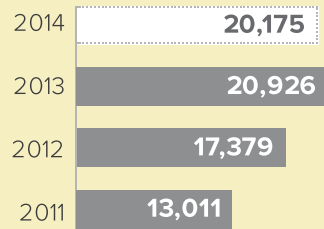
Communities In Schools at emcf.org

2013 HIGHLIGHTS

- CIS made significant progress on a \$75 million capital campaign in 2013 and completed it in 2014. The funding will help CIS expand its network, improve program quality, pursue branding and communications strategies and ensure that integrated student supports are incorporated into federal and state policy.
- In an effort to standardize quality and programming across its network, CIS completed advance training for nearly 50 percent of its site coordinators and accredited an additional 26 affiliates, bringing the total number of accredited affiliates to more than 100, serving over 760,000 students.

YOUTH SERVED

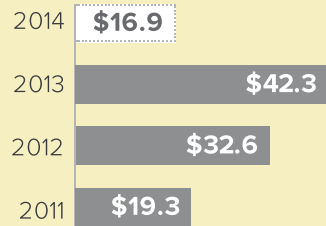
Number of youth served through intensive case management in target geographies.



Note: EMCF's SIF investment originally targeted CA, NC and SC for growth. In 2014, IA, NE, NM, TX and Wash, DC were added. CIS serves 1.3 million students across its entire network.

REVENUE (IN MILLIONS)



For Communities In Schools' national office only



OUTCOMES

Monitored students who graduate high school across the entire network



LEGEND:  Actual  Projected

For a full report, see CIS' Performance page at emcf.org.



PREVNEXT

FIRST PLACE FOR YOUTH

First Place for Youth helps youth in foster care and transitioning out of it gain the resources, skills and education necessary to live and succeed on their own.

First Place works with young people, ages 16-24, who are in, leaving, or have recently left foster care without family or other community supports. Nationwide, 22 percent of such youth experience homelessness within two years.



BREANNE'S STORY

First Place provides housing assistance and wraparound case management services that connect participants with employment training, secondary and post-secondary education opportunities, and financial literacy classes. These supports give young people the opportunity to make a safe transition from foster care and become self-sufficient adults.

Finding a future after 15 foster care placements.

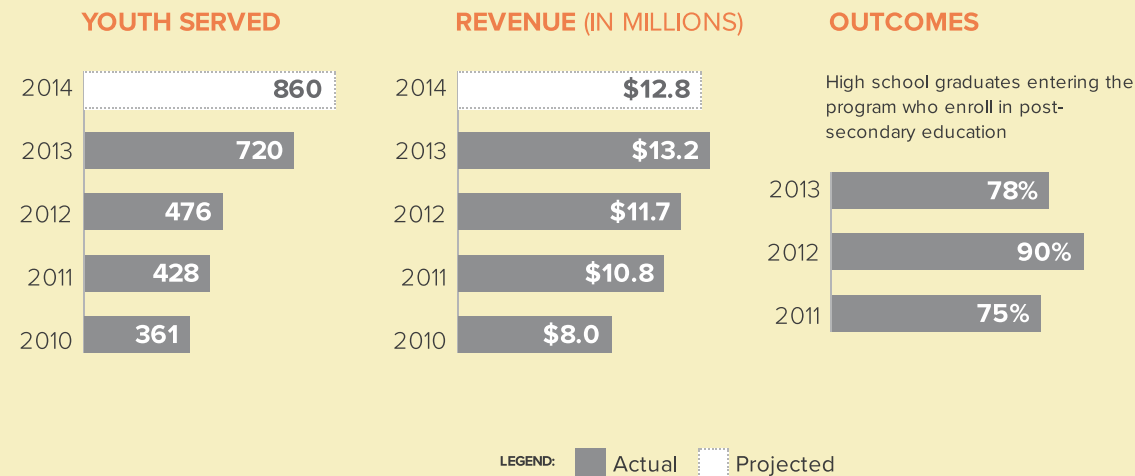
For more information:

www.firstplaceforyouth.org

First Place for Youth at emcf.org

2013 HIGHLIGHTS

- With the extension of foster care to age 21 in California, First Place began serving youth in the foster care system in addition to those who have recently left it. First Place served 412 young people in its core “My First Place” program, an increase of 42 percent from 2012.
- First Place completed and began implementing a five-year business plan that emphasizes improving financial sustainability, demonstrating the effectiveness of its program model, and expanding its influence in California and elsewhere.



For a full report, see First Place's Performance page at emcf.org.

[Board](#) [Staff](#) [EMCF Home Page](#)



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GATEWAY TO COLLEGE NATIONAL NETWORK

Gateway to College National Network's alternative education program creates opportunities for young people who have dropped out of high school, or are at great risk of dropping out, to simultaneously earn a diploma and college credits.

All classes in this dual-credit education program, called Gateway to College, are conducted on community college campuses, where students start with foundational courses to develop



NIKO'S STORY

reading, writing and math skills. Participants then progress to regular college classes and continue working toward high school diplomas and associate's degrees. During the program, resource specialists serve as advisors and mentors to participants.

The Gateway to College National Network (GtCNN) provides local implementing sites with training, professional development, and technical assistance—including with planning, start-up and ongoing operations.

Finds shelter - and a future - from a stormy life.

GOING FOR THE GOLD

Gateway helps Arianna discover a better future for herself.

[Her Story](#)

For more information:

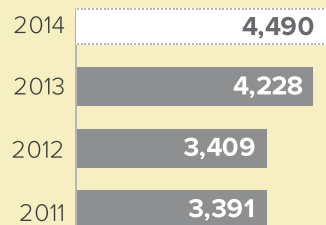
[**www.gatewaytocollege.org**](http://www.gatewaytocollege.org)

[**Gateway to College at emcf.org**](http://GatewaytoCollegeatemcf.org)

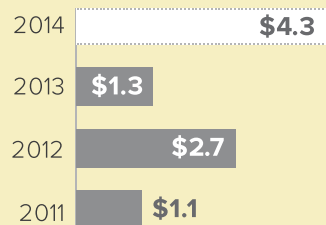
2013 HIGHLIGHTS

- GtCNN launched ten new Gateway to College programs, including two new sites in California and one new site in Pennsylvania supported by the True North Fund.
- GtCNN built out its fundraising team, having hired a new development director and support staff to boost its support from private philanthropy.
- It hired its first state manager, who will oversee all seven Gateway to College programs in California.

YOUTH SERVED



REVENUE (IN MILLIONS)



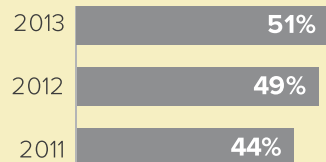
OUTCOMES



Students passing all first-term courses with a 'C' or better



OUTCOMES

Youth persisting in the program between academic years



LEGEND:  Actual  Projected

For a full report, see GtCNN's Performance page at emcf.org.

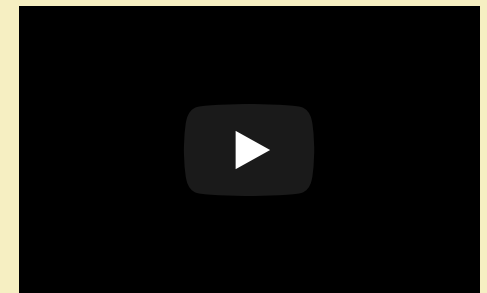


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GOOD SHEPHERD SERVICES

Good Shepherd Services provides a broad array of services that surround at-risk youth and families in New York City with “a web of supports that keep young people from becoming disconnected from family, school and their community, and promote a safe passage to self-sufficiency.”



A SAFE HAVEN FOR NEW OPPORTUNITIES

Its mix of programs includes in-school supports and afterschool programming to promote academic attainment; case management and supervision of court-involved youth to prevent recidivism; counseling and support to help families thrive; foster care and adoption services to assist youth in need; and transitional living for young people leaving foster care and juvenile justice programs.

In partnership with the New York City Department of Education (DOE), Good Shepherd Services created and replicated its highly regarded transfer high school model for older youth, ages 16–21, who have fallen off track in traditional schools. It is also collaborating with the DOE to start and expand other programs that offer young people multiple pathways to graduation.

Good Shepherd Services (GSS), which community leaders and local policymakers highly regard as a "go-to" agency in New York City, serves over 25,000 young people and families annually.

Why GSS offers learning and leadership after school.

For more information:

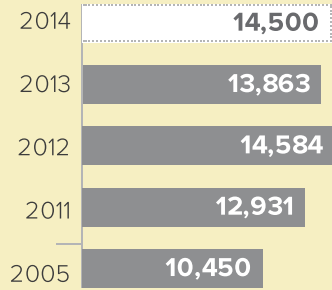
www.goodshepherds.org

[Good Shepherd Services at emcf.org](http://GoodShepherdServicesatemcf.org)

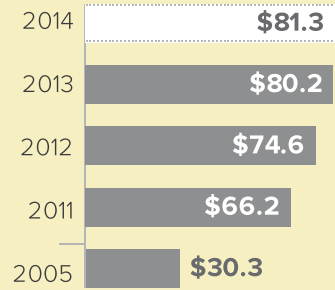
2013 HIGHLIGHTS

- GSS fully integrated the Edwin Gould Academy in Manhattan and the Groundwork programs in Brooklyn, and secured NYC's Community Cornerstone and Space for Sports contracts to expand services further.
- It launched an evaluation of the Chelsea Foyer program, which provides housing for young people who are homeless or aging out of foster care.
- Midnight Madness, a citywide scavenger hunt, raised a record \$2.9 million for GSS in a friendly competition between teams from financial services companies.

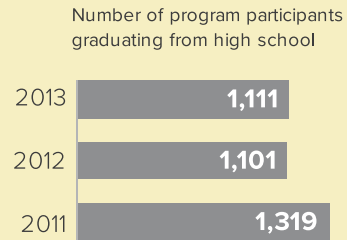
YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES



LEGEND:  Actual  Projected

For a full report, see GSS' Performance page at emcf.org.





HARLEM CHILDREN'S ZONE

Harlem Children's Zone works to "rebuild the very fabric of community life" through a comprehensive set of programs that engage local residents and stakeholders in providing a safe learning environment and positive opportunities for children and families in New York's Harlem community.



COLLEGE SUCCESS OFFICE

Harlem Children's Zone (HCZ) provides a "conveyor belt" of services that extends from birth through college.

This includes workshops for parents of young children, early childhood education, public charter schools, collaborations with and support for traditional public schools, afterschool and summer enrichment programming for youth, and help for teens to gain access to and graduate from college.

The organization was one of EMCF's first partners (and grantees) as the Foundation developed its investment approach. Since 1997, its scope has enlarged from 24 blocks to 97 blocks in Central Harlem.

The U.S. Department of Education's Promise Neighborhoods initiative seeks to replicate the HCZ model in other communities across the country.

Helping Harlem youth tackle the challenges of college.

For more information:

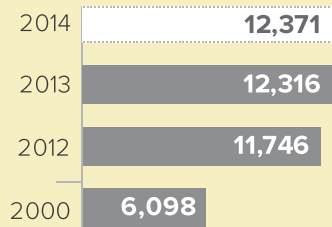
www.hcz.org

Harlem Children's Zone at emcf.org

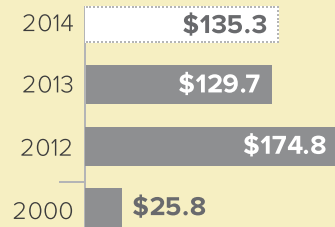
2013 HIGHLIGHTS

- HCZ opened its 2nd Promise Academy Charter School and Westside Community Center, serving 952 students in grades K-12 as well as residents of the Saint Nicholas Houses public housing project and surrounding community through its afterschool and Healthy Harlem programs.
- In its second year, Healthy Harlem doubled, from 2,000 to 4,000, the number of residents (of all ages) served with fitness, treatment, and medical monitoring programs.
- The College Success Office provided comprehensive, year-round support to help over 900 college students continue to complete their degrees and enter the workforce.
- In February 2014, Geoffrey Canada announced he would step down as CEO on June 30, 2014, and be succeeded by COO Anne Williams-Isom. Canada will remain president of the HCZ and Promise Academy boards.

YOUTH SERVED



REVENUE (IN MILLIONS)





Note: Beginning in 2010, HCZ's revenue includes totals from Promise Academy charter schools. Actual revenue totals include contributions to HCZ's capital and endowment campaigns (though original and revised revenue projections do not).

OUTCOMES

Charter high school students passing 75% of core classes (Math, Science, Social Studies, English), enabling them to progress with their age group toward graduation.



LEGEND:  Actual  Projected

For a full report, see HCZ's Performance page at emcf.org.



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HILLSIDE WORK-SCHOLARSHIP CONNECTION

Hillside Work-Scholarship Connection helps students stay in high school and graduate by providing them with in-school supports and part-time employment opportunities.

Working in a unique partnership with Wegmans Food Markets and other private employers, Hillside Work-Scholarship Connection (HW-SC) operates in communities with dramatically high dropout rates, and connects young people in grades 7–12 with school-based professional



NAYARIT'S STORY

youth advocates who provide academic support, life skills coaching and job training in and out of school.

By developing skills, knowledge and work habits, participants graduate from high school better prepared to pursue post-secondary education or employment. The program continues to support students for up to two years after high school graduation.

HW-SC is an independent organization affiliated with the Hillside Family of Agencies.

Opening doors with HW-SC as an advocate, resource and friend.

For more information:

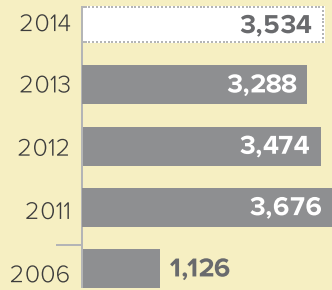
www.hillside.com

[HW-SC at emcf.org](mailto:HW-SC@emcf.org)

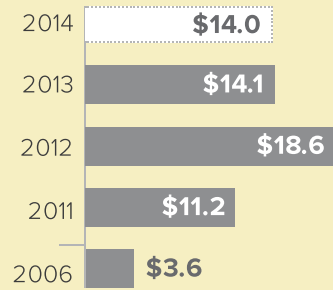
2013 HIGHLIGHTS

- HW-SC was awarded \$1.95 million by Venture Philanthropy Partners to expand its programs in Prince Georges County, Maryland.
- HW-SC hired as its new president Augustin Melendez, a 13-year veteran of Eastman Kodak Company.
- It expanded to Greece Arcadia High School and Rochester Career Mentoring Charter School in upstate New York.

YOUTH SERVED

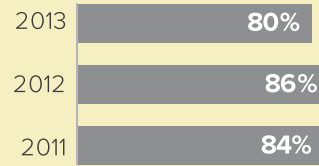


REVENUE (IN MILLIONS)



OUTCOMES



Students beginning their senior year who graduate high school



OUTCOMES

Annual grade promotion rates



LEGEND:  Actual  Projected

For a full report, see HW-SC's Performance page at emcf.org.





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NATIONAL GUARD YOUTH CHALLENGE PROGRAM

The National Guard Youth ChalleNGe Program helps youth who have dropped out of school and are unemployed gain the skills, education and self-discipline necessary to become productive adults.

The 17-month education, employment readiness, and youth development program has been proven to raise the educational attainment, employment and income-earning potential of participants, ages 16-18.



TORI'S STORY

The National Guard Youth ChalleNGe Program (ChalleNGe) begins with an intensive, five-month residential phase, followed by 12 months of mentoring by a trained community member who helps the participant sustain and build on the gains achieved.

Founded by the National Guard to strengthen the communities in which its service members live and work, ChalleNGe is conducted at 35 academies that are operated in conjunction with the U.S. Department of Defense, National Guard Bureau, National Guard Youth Foundation, state governments and local sites.

The RAND Corporation calculated every dollar spent on the program results in \$2.66 in benefits.

With Youth ChalleNGe, becoming herself "100 percent."

For more information:

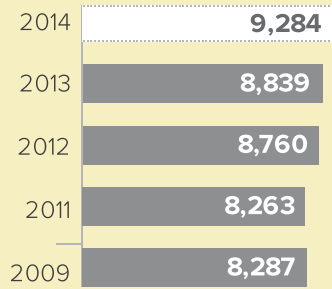
www.ngycp.org

NG Youth ChalleNGe at emcf.org

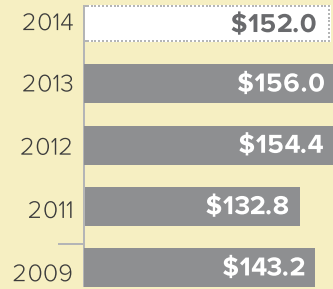
2013 HIGHLIGHTS

- ▶ The National Guard Youth Foundation, which supports the ChalleNGe program, has adopted a strategic plan to expand it to serve 20,000 young men and women annually by 2020.
- ▶ Microsoft donated \$4.7 million worth of software to the ChalleNGe program.
- ▶ Lou Cabrera, formerly Director of Resource Management and Comptroller of the National Guard Bureau, was named President of the National Guard Youth Foundation.

YOUTH SERVED



REVENUE (IN MILLIONS)



OUTCOMES

Cadets engaged in employment, education, military or community service six months after completing the program





Note: ChalleNGe tracks participants in a program year that begins in July.

OUTCOMES

Cadets earning a high school diploma or GED at the end of the program's residential phase



LEGEND:  Actual  Projected

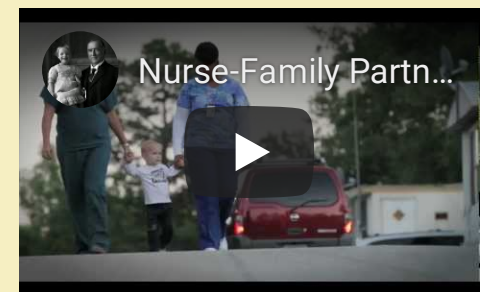
For a full report, see ChalleNGe's Performance page at emcf.org.



NURSE-FAMILY PARTNERSHIP

Nurse-Family Partnership® is a nurse home visiting program that has been proven to help low-income, first-time families improve their lives and the lives of their children.

Specially trained nurses regularly visit low-income expectant mothers (median age 19) during their first pregnancy and the first two years of their children's lives, teaching them parenting and life skills and helping them gain access to job training and education programs.



JENNIFER'S STORY

Developed by Dr. David Olds and fortified by three decades of rigorous research, Nurse-Family Partnership (NFP) has been scientifically proven to improve pregnancy outcomes, child health and development, and families' economic self-sufficiency.

In 2005, the Rand Corporation calculated that every dollar invested in the program returned up to \$5.70, and in 2011 the Washington State Institute for Public Policy estimated the program produces a long-term net return of more than \$20,000 per family served.

Leading policymakers including the Brookings Institution, The Coalition for Evidence-Based Policy, and Marian Wright Edelman of the Children's Defense Fund have called for dramatically expanding the program. Bipartisan support led to the creation in 2010 of the Maternal, Infant, and Early Childhood Home Visitation (MIECHV) program and authorization of \$1.5 billion in federal funding for NFP and other evidence-based programs.

Acquiring the skills of motherhood — and employment.

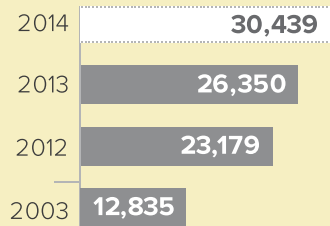
For more information:

www.nursefamilypartnership.org
Nurse-Family Partnership at
emcf.org

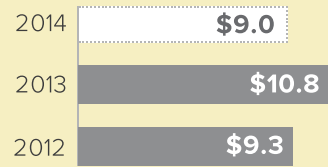
2013 HIGHLIGHTS

- NFP completed a planning initiative to accelerate the scaling of its program across the nation. The new strategies it developed will help the organization penetrate six target markets more deeply.
- In October 2013, CEO Tom Jenkins announced plans to retire. Roxane White, chief of staff for Colorado Gov. John Hickenlooper, will assume the role of CEO in November 2014.
- NFP introduced a state-of-the-art clinical tool that will enhance the way its nurses observe and support clients' caregiving behaviors.

FAMILIES ENROLLED

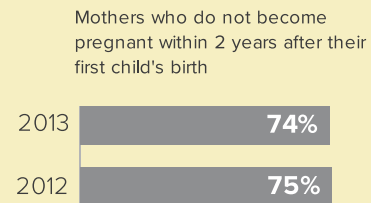




REVENUE (IN MILLIONS)



Note: Revenue figures reflect the budget for the central organization, not for the entire network of local affiliates. Annual revenue total do not include upfront growth capital provided to NFP in 2007/2008 for use in future years.

OUTCOMES



LEGEND:  Actual  Projected

For a full report, see NFP's Performance page at emcf.org.

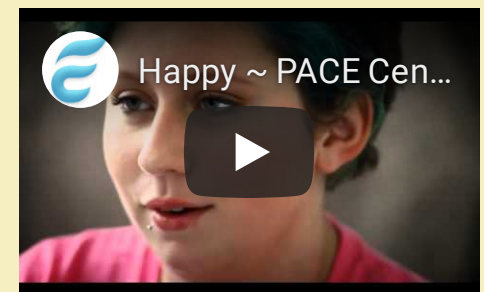


SHARE



PACE CENTER FOR GIRLS

PACE Center for Girls provides girls and young women an opportunity for a better future through education, counseling, training and advocacy. Its holistic model responds specifically to the developmental needs of girls and is recognized as one of the nation's most effective programs for keeping them in school and out of the juvenile justice system.



"NOT ONE GIRL LEFT BEHIND"

PACE Center for Girls (PACE) operates 19 non-residential prevention and early intervention centers in Florida that work with girls and young women, ages 11–17, at risk of dropping out of school and/or becoming involved in the juvenile justice system. During an average stay of 15 months, comprehensive educational, social, and career-readiness services help them succeed at home, in school and in the community, with the goal of attaining self-sufficiency as adults.

PACE: offering love, hope and a sense of home.

TEACHING JORDAN HOW TO BE JORDAN

With PACE, Jordan rebuilds her self-confidence and belief in herself.

[Her Story](#)

For more information:

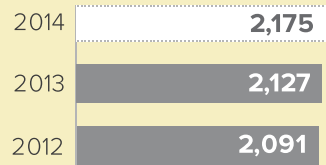
[**www.pacecenter.org**](http://www.pacecenter.org)

[**PACE Center for Girls at emcf.org**](http://PACE Center for Girls at emcf.org)

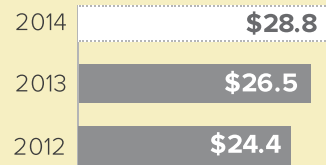
2013 HIGHLIGHTS

- PACE launched a randomized controlled trial and enrolled 250 girls; 1,250 girls will ultimately take part in the evaluation.
- The Florida legislature approved an increase of \$2.1 million in recurring funding for PACE to support expansion in Miami and across the state.
- The organization planned a new site in Miami, which opened in early 2014.
- PACE received an EMCF/Social Innovation Fund award and joined the True North Fund.

YOUTH SERVED



REVENUE (IN MILLIONS)



OUTCOMES



Girls completing the program who earn a H.S. diploma/GED, mainstream back to school or an appropriate educational setting, are employed, or in an appropriate placement



OUTCOMES

Girls with no recidivism 1 year after completing program



LEGEND:  Actual  Projected

For a full report, see PACE's Performance page at emcf.org.



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THE SEED FOUNDATION

The SEED Foundation opens and supports public boarding schools for underserved students who need more than a traditional educational setting, helping them to overcome obstacles and succeed in school, college and life.

The SEED Foundation (SEED) integrates a rigorous college-prep academic program and individualized instruction with a nurturing boarding program within a safe campus



NAKITA AND MAKAYLA'S STORY

environment.

It operates 24-hour-a-day (Sunday evening to Friday afternoon) learning and living communities that start in middle school and extend through high school.

Students receive strong social support in the afterschool hours, including individual and mental health counseling, life skills instruction, and enrichment programs. All SEED graduates have access to SEED's College Transition & Success program, which provides academic, financial, personal, and career guidance from enrollment through graduation and beyond.

SEED becomes another parent to twins.

SCALING MOUNTAIN PEAKS

Tyrhee's time at SEED helps him become a college student with a mission.

[His Story](#)

For more information:

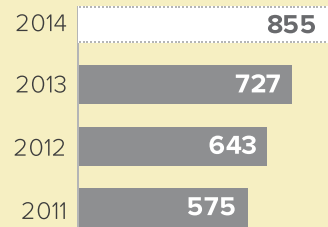
www.seedfoundation.com

[The SEED Foundation at emcf.org](http://TheSEEDFoundationatemcf.org)

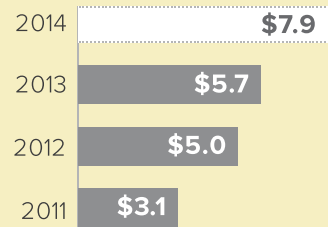
2013 HIGHLIGHTS

- SEED advanced academic achievement in its Maryland and DC schools, where the percentage of students scoring proficient or advanced was significantly higher than that of their peers in local schools.
- SEED is on track to open a new school in Miami in August 2014. It completed several key hires, including Chief Schools Officer and Head of School, for the new site.
- It completed the "SEED Blueprint," an online tool used by faculty and administrators to disseminate standard operating procedures, best practices, and curriculum resources.

YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES

SEED graduates who are currently enrolled in or have graduated from college



LEGEND:  Actual  Projected

For a full report, see SEED's Performance page at emcf.org.





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WINGS FOR KIDS

WINGS for kids helps low-income children in North Carolina, South Carolina and Georgia develop healthy social and emotional learning skills through its innovative afterschool program. Recent research suggests such skills may be a critical component in helping disadvantaged youth improve academic performance.



**SOCIAL AND EMOTIONAL
LEARNING**

WINGS' well-codified curriculum of more than 30 different social and emotional learning (SEL) activities helps children, grades K-6, develop self-awareness, relationship skills, social awareness, self-management, and responsible decision-making.

Students enrolled in WINGS receive services three hours a day, five days a week throughout the school year. Although it is voluntary, students and their parents must commit to the program for the entire year since each week builds on the previous one.

WINGS monitors outcomes such as attendance and classroom behavior in elementary school on the hypothesis that improvements will lead to deeper engagement in middle school, better academic outcomes, graduation from high school, and avoidance of risky behaviors.

Increasingly, researchers suspect that insufficient attention to SEL may explain why many school reform efforts have had only limited success so far in raising children's academic achievement. WINGS is undertaking a randomized controlled trial to assess its impact, which will also contribute to a growing body of knowledge about SEL.

How WINGS helps young children communicate, be responsible and become their best.

For more information:

www.wingsforkids.org

[WINGS for kids at emcf.org](http://WINGSforKidsatEMCF.org)

2013 HIGHLIGHTS

- WINGS opened its first site in rural South Carolina, serving 87 students, and expanded services in Atlanta to include an additional 48 students.
- It continued a randomized controlled trial to assess its impact and contribute to a growing body of knowledge about SEL.
- It continued to build out its regional structure, including hiring its first executive directors for Atlanta and Charleston.
- WINGS received an EMCF/Social Innovation Fund grant and joined the True North Fund.

YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES

We will begin reporting on outcomes in 2014.

LEGEND:  Actual  Projected

For a full report, see [WINGS for kids' Performance page at emcf.org](#).



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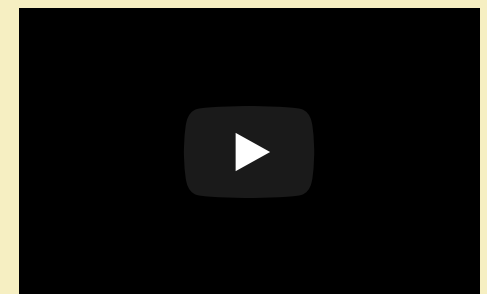


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YOUTH GUIDANCE (B.A.M.)

Youth Guidance offers an array of school-based programs that enable disadvantaged youth in Chicago to succeed in school and in life. Its innovative program, *Becoming a Man*, helps young males in the city's most distressed public schools develop social and cognitive skills that reduce anti-social behavior, dropping out of school, and gang violence.



DEMETRIUS'S STORY

Becoming a Man (B.A.M.) is a social and emotional learning (SEL) program offered in school, in some cases complemented by afterschool sports, to at-risk male students in grades 7-12. The program currently consists of 30 voluntary one-hour small-group sessions (15 youth, maximum), conducted once a week during the school day over the course of the school year. Each session is built around a lesson designed to develop a specific skill through stories, role-playing and group exercises, and includes a homework assignment to practice and apply that skill.

The afterschool sports component reinforces conflict resolution skills and the SEL objectives of the in-school curriculum.

A recent randomized controlled trial by the University of Chicago Crime Lab showed that B.A.M. increased school engagement, reduced arrests for both violent and nonviolent crime, and had the potential to increase high school graduation rates.

The study also estimated that the social benefits of the program would be on the order of \$49,000 to \$119,000 per participant from increased lifetime earnings, tax payments, and lower public benefit use.

How BAM helps him put his trust in people — and himself.

For more information:

www.youth-guidance.org

[Youth Guidance \(B.A.M.\) at emcf.org](#)

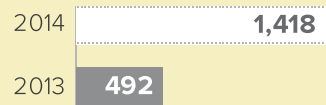
2013 HIGHLIGHTS

- With support from the True North Fund, B.A.M. more than doubled its sites to 39 schools (including its first four suburban high schools) and two community-based agencies.
- With the Crime Lab at the University of Chicago, Youth Guidance launched a second, larger evaluation of the B.A.M. program to provide further insight into how different elements of the model affect outcomes.
- Recognizing Youth Guidance's promising solutions to youth violence in Chicago, the Illinois Criminal Justice Information Authority
- President Barack Obama attended a B.A.M. session at Hyde Park Academy High School and visited with the 15 students in the program. The President's experience was

noted when the White House announced the formation of “My Brother’s Keeper,” an initiative to boost opportunities for young men and boys of color.

awarded it \$1.85 million for B.A.M. and \$1 million for W.O.W. (Working on Womanhood), a program for at-risk females in grades 7-12.

YOUTH SERVED





REVENUE (IN MILLIONS)



OUTCOMES

We will begin reporting on outcomes in 2014.

LEGEND:  Actual  Projected

For a full report, see Youth Guidance's Performance page at emcf.org.





← PREV →

YOUTH VILLAGES

Youth Villages is a leading national nonprofit providing effective local solutions that help America's most emotionally and behaviorally troubled youth and their families live successfully.

It serves youth from birth to age 22, many of whom have cycled in and out of foster care and/or are involved in the juvenile justice or children's mental health systems, with a continuum of evidence-based in-home and residential programs.



FRED'S STORY

These services are grounded in a proprietary approach called Evidentiary Family Restoration,[™] which has been shown to produce lasting results for young people, with success rates twice that of traditional services at one-third of their cost.

Youth Villages sets young people on a path to healthy adulthood by boosting their academic achievement, helping them avoid criminal activity, and assisting them in securing employment.

Having the chance to become a regular child.

For more information:

www.youthvillages.org

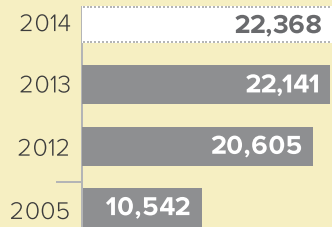
[Youth Villages at emcf.org](http://YouthVillagesatemcf.org)

2013 HIGHLIGHTS

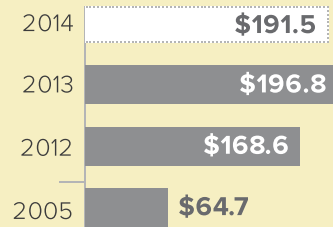
- Youth Villages worked with the Day Foundation and other private funders to help Tennessee become the first state in America to offer comprehensive transition services to every youth aging out of state custody.
- Youth Villages formed local leadership councils in Massachusetts, Oregon and Georgia to help build support in these states to support expansion and new partnerships.
- It launched a public service announcement campaign, No Lost Cause, to raise awareness of Youth Villages' success with children and families, as well as to encourage state officials and policymakers to focus more on positive results for young people.
- Youth Villages successfully completed its second round of growth capital aggregation, raising \$45 million from eight co-investors to implement its

[2013-2017 growth plan.](#)

YOUTH SERVED

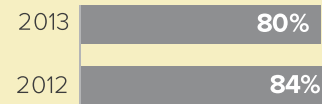




REVENUE (IN MILLIONS)



OUTCOMES

Participants living successfully at home with family or independently 12 months after discharge



LEGEND:  Actual  Projected

For a full report, see Youth Villages' Performance page at emcf.org.





PROPELNEXT

PROPELNEXT UPDATE

As PropelNext wraps up its second year, I am energized by the mounting achievements of this young initiative and inspired by the progress of our grantees. These nonprofits are making great strides in strengthening their programs and organizations so they can transform the lives of vulnerable youth. At the same time, they are

“PropelNext grantees come into the program with promising program

offering valuable lessons to *PropelNext* so we can refine and improve our model.

EMCF launched *PropelNext* to help youth-serving organizations sharpen their skills and become more effective, boosting their impact on young people's lives. Each grantee is awarded approximately \$400,000 over three years. They receive individual coaching, technical assistance and participate in group learning sessions to help them measure their performance and impact, and then use these insights to set strategic priorities and improve decision-making. They gain access to sophisticated data management systems that give them the ability to fine-tune their programs on an ongoing basis.

We have two goals: first, to help our grantees build their capacity to use data to fuel ongoing improvement, strengthen organizational management, and ready themselves for evaluation; and second, to design an effective strategy to accelerate and institutionalize a high-performance, results-driven culture in nonprofits.

This year I can report progress toward both goals.

One: *PropelNext* is helping grantees build their capacity to use data to fuel ongoing learning and improvement, strengthen organizational management and ready themselves for evaluation.

PropelNext grantees come into the program with promising program models, strong leadership, and powerful visions for the future. *PropelNext* is helping them develop the mastery they need to turn their aspirations into reality. For example, grantees are:

- Redesigning programs and reorganizing staff to deliver higher-quality services.
- Collecting and analyzing data to identify highly effective program practices in order to direct time, staff and resources to those areas.

models, strong leadership, and powerful visions for the future. ”

- Lissette Rodriguez
Managing Director, *PropelNext*

- Using data to recognize ineffective programs and practices so they can be improved or discontinued.
- Standardizing implementation so that all young people participating in a program receive the same high-quality services.
- Building a culture that prioritizes ongoing learning and improvement.

Thirteen grantees from PropelNext's inaugural cohort met their milestones in the first phase of the program and will spend the next 18 months strengthening their use of data for strategic decision-making and building talent and leadership to improve performance across their organizations.

Two: PropelNext is designing a strategy to institutionalize a high-performance, results-driven culture in nonprofits.

PropelNext is adapting proven strategies and testing new ones to learn how nonprofits can become more performance- and outcomes-driven. We are exploring the best ways to provide guidance at critical moments, foster sharper focus and clarity of purpose, and build nonprofits' ability to convert data into practical insights that drive programmatic and organizational change. We continue to work with our three consulting partners, LeadWell Partners, LFA Group, and Double Line Partners, to design and conduct the program.

PropelNext grantees are partners in this process; through this pilot project, they are teaching us what it takes to create lasting results. For example, we are restructuring the second half of the program to concentrate more intently on staff and leadership development, improve the use of data to inform programming and staffing decisions, and emphasize routines that build cultures of learning. We have learned that doing this well takes more time and thought than we initially imagined. I firmly believe that we at PropelNext are learning as much from our grantees as they are learning from us.

This year we contracted with Child Trends to conduct an implementation study and an evaluation of the program. This research will help us understand whether PropelNext's strategies are, in fact, helping grantees achieve their goals. We will share the results with organizations, funders and researchers interested in how to help youth development organizations better serve our nation's most vulnerable young people.

PropelNext is still a work in progress, an ongoing investigation into how funders and grantees can cultivate strong, stable organizations that can alter the life trajectories of disadvantaged youth. The investments of time, talent and other resources that PropelNext and its grantees are making are leading to promising tools and strategies. I look forward to sharing them with you.

Lissette Rodriguez
Managing Director, PropelNext



YOUTH DEVELOPMENT FUND

BELL

(Building Educated Leaders for Life)

Dorchester, MA

To engage strategic consulting support on a pilot joint venture with YMCA of the USA to replicate BELL's reading program.

AWARDED: \$60,500 || PAID: \$60,500

BELL

(Building Educated Leaders for Life)

Dorchester, MA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$2,011,560

Center for Employment Opportunities

New York, NY

To engage a communications firm to develop a communications strategy.

AWARDED: \$45,000.00 || PAID: \$45,000.00

Center for Employment Opportunities

New York, NY

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$3,750,000.00

Children's Aid Society Carrera Program

New York, NY

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

AWARDED: \$500,000

Children's Aid Society Carrera Program

New York, NY

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$1,500,000

Children's Home Society of North Carolina

Greensboro, NC

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$3,500,000

Communities In Schools

Arlington, VA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

AWARDED: \$3,750,000 || PAID: \$3,000,000

Good Shepherd Services

New York, NY

To support business planning, sharpen its mix of programs, pursue future growth and advance efforts to ensure long-term sustainability.

PAID: \$1,000,000

National Guard Youth Challenge Program

Arlington, VA

To support implementation of its FY 2011-13 business plan.

PAID: \$1,000,000

Children's Institute, Inc.

Los Angeles, CA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$2,184,843

Communities In Schools

Arlington, VA

To support its FY 2011-14 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$2,750,000

Hillside Work-Scholarship Connection

Rochester, NY

To support implementation of its FY 2011-15 business plan.

PAID: \$500,000

National Guard Youth Foundation

Alexandria, VA

To engage a communications firm to develop a communications strategy.

PAID: \$31,000

Citizen Schools

Boston, MA

A growth capital aggregation investment to support implementation of its FY2011-14 business plan.

PAID: \$1,250,000

First Place for Youth

Oakland, CA

To support implementation of its business plan and prepare for external evaluation.

AWARDED: \$1,000,000 || PAID: \$1,000,000

Johns Hopkins University, School of Education

Baltimore, MD

To defray costs associated with completing a business plan for the Talent Development Secondary program.

AWARDED: \$250,000 || PAID: \$250,000

National Guard Youth Foundation

Alexandria, VA

To acquire and implement a robust fundraising and tracking system.

AWARDED: \$45,000 || PAID: \$45,000

PACE Center for Girls

Jacksonville, FL

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

AWARDED: \$3,500,000

WINGS for kids

Charleston, SC

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

AWARDED: \$2,750,000

PACE Center for Girls

Jacksonville, FL

To support implementation of its FY 2012-15 business plan.

PAID: \$500,000

Youth Guidance

Chicago, IL

To support its FY 2013-16 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

AWARDED: \$2,750,000

The SEED Foundation

Washington, DC

To support its FY 2011-15 growth, quality, and evaluation goals aligned with Social Innovation Fund objectives. A True North Fund grantee.

PAID: \$34,791

Youth Villages

Bartlett, TN

A growth capital aggregation investment of up to \$15 million to support implementation of its FY 2013-17 business plan.

PAID: \$6,000,000



SUPPORTING GRANTS AND CONTRACTS

A Goodman

Los Angeles, CA

To help grantees document the impact of their work through narratives of youth participating in their programs.

PAID: \$95,000

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

AWARDED: \$1,789,000

Learning as Leadership

San Rafael, CA

To support leadership development at EMCF's grantees.

AWARDED: \$100,000 || PAID: \$100,000

MDRC

New York, NY

To support True North Fund grantees with evaluation-related activities, including feasibility studies, strategic counsel and evaluations.

PAID: \$1,927,730

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

AWARDED: \$1,840,000 || PAID: \$1,840,000

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

AWARDED: \$111,000

LWP, LLC

Boston, MA

To provide executive coaching to grantees.

PAID: \$50,000

MDRC

New York, NY

To support True North Fund grantees with evaluation-related activities, including feasibility studies, strategic counsel and evaluations.

AWARDED: \$4,000,000

Bridgespan Group

Boston, MA

For business planning support to grantees and ongoing strategic counsel to grantees and EMCF.

AWARDED: \$769,000 || PAID: \$769,000

IMPAQ International LLC

Washington, DC

To design a framework that aids grantees in evaluation planning.

PAID: \$64,514

LWP, LLC

Boston, MA

To provide executive coaching to grantees.

AWARDED: \$200,000

Melinda Tuan Consulting

Narberth, PA

To research and write a report on the progress and lessons learned from EMCF's work with the Social Innovation Fund and True North Fund.

AWARDED: \$100,000 || PAID: \$100,000

Merrill Rose LLC

New York, NY

To support the Communications Advisory Committee's work to help implement a comprehensive communications strategy that generates greater support for EMCF grantees and other effective youth-serving organizations.

AWARDED: \$385,000 || PAID: \$385,000

RevJen Group

Irving, TX

To help grantees assess, refine and strengthen their fund development models and capacity.

AWARDED: \$150,000 || PAID: \$100,000

Third Sector Capital Partners

Cambridge, MA

To help grantees strengthen their plans for financial sustainability.

AWARDED: \$250,000 || PAID: \$250,000

O'Connor Davies Munns & Dobbins LLP

New York, NY

To provide technical assistance to True North Fund grantees.

PAID: \$175,000

Shadow Group LLC

Syosset, NY

To document the work of grantees and produce related video content.

PAID: \$100,000

William Ryan Consulting Group LLC

Cambridge, MA

To support the assessment and evaluation of the Foundation's grantmaking strategy.

PAID: \$210,000

O'Connor Davies Munns & Dobbins LLP

New York, NY

To provide technical assistance to True North Fund grantees.

AWARDED: \$425,000 || PAID: \$250,000

Sheridan Group

Washington, DC

To research and identify opportunities for collaborative and individual action by EMCF's grantees.

PAID: \$50,000

Youth Development Fund - Direct Charitable Activities

To provide technical assistance to grantees for executive recruiting and coaching, strategic communications, fundraising and development, compliance with federal regulations and peer learning opportunities.

PAID: \$193,975





VENTURE FUND

America Achieves

Washington, DC

To support the formation and ongoing efforts of the Results for America initiative, which seeks to increase public investment in "what works" to support young people and their families.

AWARDED: \$2,000,000 || PAID: \$1,000,000

America Achieves

Washington, DC

To implement the second year of Results for America, including organizing a national convening to develop strategies for advancing public and private investment in "what works."

PAID: \$500,000

Brown University

Providence, RI

For general operating support.

AWARDED: \$12,000 || PAID: \$12,000

Corporation for Supportive Housing

New York, NY

To support the evaluation and implementation of the Administration for Children, Youth and Families' demonstration project to link housing supports with child welfare systems.

PAID: \$150,000

Corporation for Supportive Housing

New York, NY

To support the evaluation and implementation of the Administration for Children, Youth and Families' demonstration project to link housing supports with child welfare systems.

PAID: \$100,000

Council on Foundations

Arlington, VA

For general operating support.

AWARDED: \$40,000 || PAID: \$40,000

Foundation Center

New York, NY

For general operating support.

AWARDED: \$70,000 || PAID: \$70,000

Grantmakers for Effective Organizations

Washington, DC

For general operating support, as well as to support its work encouraging grantmakers to adopt financial practices that lead to greater nonprofit impact.

AWARDED: \$10,000 || PAID: \$10,000

Jim Casey Youth Opportunities Initiative

St. Louis, MO

To support expansion of the organization's activities to improve outcomes for young people transitioning out of foster care.

PAID: \$500,000

Robert Granger

Orleans, MA

To provide expert counsel to grantees on evaluation matters, and produce a report on how policymakers and funders can improve the usefulness of evaluations and their findings.

AWARDED: \$50,000

Grantmakers for Children, Youth and Families

Silver Spring, MD

For general operating support.

AWARDED: \$18,000 || PAID: \$18,000

Independent Sector

Washington, DC

For general operating support.

PAID: \$75,000

Nonprofit Information Networking Association

Boston, MA

To support the activities of the *Nonprofit Quarterly*.

AWARDED: \$200,000 || PAID: \$100,000

Robin Hood Foundation

New York, NY

To support Hurricane Sandy recovery efforts in New York.

AWARDED: \$250,000 || PAID: \$250,000

Grantmakers for Education

Portland, OR

For general operating support.

AWARDED: \$8,000 || PAID: \$8,000

Independent Sector

Washington, DC

To support its 2013 annual conference in New York City.

AWARDED: \$25,000 || PAID: \$25,000

Philanthropy New York

New York, NY

For general operating support.

AWARDED: \$23,000 || PAID: \$23,000

University of California, Berkeley

Berkeley, CA

For general operating support.

AWARDED: \$12,000 || PAID: \$12,000



PROPELNEXT

Blue Engine

New York, NY

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

Colorado Youth for a Change

Denver, CO

To support efforts to sharpen program design and performance measurement.

AWARDED: \$69,000 || PAID: \$69,000

Carolina Youth Development Center

North Charleston, SC

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

Domus Kids, Inc

Stamford, CT

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

Child Trends

New York, NY

To evaluate the PropelNext initiative.

AWARDED: \$400,000

Fresh Lifelines for Youth

Milpitas, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$68,000 || PAID: \$68,000

LFA Group

San Francisco, CA

To help design and implement PropelNext's capacity-building program that assists grantees sharpen their program design and improve their performance management systems.

PAID: \$1,307,000

New Door Ventures

San Francisco, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000

Youth Opportunities Unlimited

Cleveland, OH

To support efforts to sharpen program design and performance measurement.

AWARDED: \$69,000 || PAID: \$69,000

LWP, LLC

Boston, MA

To help PropelNext grantees sharpen their program design and improve their performance management systems.

AWARDED: \$900,000 || PAID: \$900,000

Taller San Jose

Santa Ana, CA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$69,000 || PAID: \$69,000

Youth Services of Tulsa

Tulsa, OK

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

National Indian Leadership Project

Albuquerque, NM

To support efforts to sharpen program design and performance measurement.

AWARDED: \$70,000 || PAID: \$70,000

United Teen Equality Center

Lowell, MA

To support efforts to sharpen program design and performance measurement.

AWARDED: \$69,000 || PAID: \$69,000

PropelNext - Direct Charitable Activities

To provide peer learning opportunities.

PAID: \$206,088



GRANTS SUMMARY (2013)

	Unpaid Grants as of 9/30/2012	Grants Awarded During Year	Grants Paid During Year*	Unpaid Grants as of 9/30/2013
PROGRAM				
Youth Development Fund (including supporting grants and contracts)	\$40,153,810	\$24,769,500	\$36,878,938	\$28,044,372
Venture Fund	1,969,000	2,718,000	2,893,000	1,794,000
PropelNext	1,307,000	2,064,000	2,901,000	470,000
GRAND TOTAL	\$43,429,810	\$29,551,500	\$42,672,938	\$30,308,372

*Does not include direct charitable activities of \$193,975 (Youth Development Fund) and \$206,088 (PropelNext)



FINANCIAL REPORT

CONDENSED STATEMENT OF FINANCIAL POSITION

As of September 30, 2013 and 2012

	2013	2012
ASSETS		
Cash and cash equivalents	\$40,916,966	\$28,926,216
Investments	911,492,128	834,547,491
Program-related investment	5,000,000	5,000,000
Interests, dividends, and other receivables	562,129	1,548,932
Other assets	4,763,949	3,822,774
Fixed assets, net	2,603,434	802,972
TOTAL ASSETS	\$965,338,606	\$874,648,385
LIABILITIES		
Grants payable	\$5,585,718	\$6,682,340

Deferred federal excise tax	5,472,071	3,457,178
Other liabilities	1,865,413	728,722
<hr/>		
TOTAL LIABILITIES	\$12,923,202	\$10,868,240
<hr/>		
NET ASSETS		
Total Net Assets	\$952,415,404	\$863,780,145
<hr/>		
TOTAL LIABILITIES AND NET ASSETS	\$965,338,606	\$874,648,385
<hr/>		

CONDENSED STATEMENT OF ACTIVITIES

Years ended September 30, 2013 and 2012

	2013	2012
<hr/>		
REVENUE		
Investment income, net	\$130,733,618	\$89,708,548
Grant revenue and co-investor contributions	8,462,163	8,405,620
<hr/>		
TOTAL REVENUE	\$139,195,781	\$98,114,168
<hr/>		
EXPENSES		
Grant awards	\$41,218,436	\$48,373,646
Program and administrative expenses	8,940,911	8,027,118
Federal and excise taxes	401,175	322,266
<hr/>		
TOTAL EXPENSES	\$50,560,522	\$56,723,030
<hr/>		
Change in net assets	\$88,635,259	\$41,391,138
Net assets, beginning of year	863,780,145	822,389,007
<hr/>		

NET ASSETS, END OF YEAR

\$952,415,404

\$863,780,145

The Edna McConnell Clark Foundation's **complete audited financial report for FY2013** is [available for download](#).

Audited financial reports, along with the Foundation's IRS Form 990PF, since 2008 are available on our Board of Trustees page under [Governance](#).

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