



2008 Annual Report

Edna McConnell Clark Foundation

The images in this report are of youth served by Edna McConnell Clark Foundation grantees.

A Letter From the President

Finding Hope in Hard Times

Dear Friends and Colleagues,

The continuing economic crisis has done damage to every sector and rung of society. While giant corporations confront bankruptcy, states and cities cut services, and foundations and nonprofits struggle to do more with less (or in the worst cases suspend operations), the troubles trickle down. The burden falls most heavily on the poor, including the disadvantaged youth whom the Edna McConnell Clark Foundation serves.

Yet even under these discouraging conditions the Foundation made considerable progress in 2008. Last June, for example, the Foundation, 19 co-investors and the boards of three grantees met our goal of raising \$120 million in up-front growth capital to help these high-performing organizations expand and achieve long-term sustainability.

President Obama has singled out two Foundation grantees—Nurse-Family Partnership and Harlem Children’s Zone—as models of successful social interventions and called for them to be expanded nationally. The 2010 budget includes \$87 million, increasing to more than \$1.5 billion by 2016, to ensure that every eligible low-income first-time mother in America, an estimated 570,000 a year, can benefit from evidence-based home visitation programs like Nurse-Family Partnership’s.

But the economic crisis that gripped us last fall shows few signs of relenting. And the longer it persists, the more profoundly it is likely to affect us and our grantees along with everyone else. Although the Foundation’s investment portfolio has outperformed the public markets and suffered less severely than those of many other institutions and individuals, it absorbed losses of 8.6 percent for the fiscal year ended September 30, 2008 and 14.3 percent for the six-month period ending March 31, 2009. As of March 31, the value of our portfolio was approximately \$670 million. The toll the economic downturn has taken on our grantees’ reserves and revenues varies widely, but it is making it harder for all of them to provide services to disadvantaged youth at the same time that it is increasing young people’s need for these services.

As I stated in my February 2009 President’s Letter posted on our website, the Foundation is determined to keep its commitments to its current grantees and to help them navigate these complex times, even if this means spending more over the course of the next several years than we would normally plan. We have also identified savings in our operating budget and will continue to do so in FY 2010 and FY 2011. While honoring our current commitments, we may have to be cautious when it comes to making new ones.

As we adjust current spending and future projections, our grantees are doing the same. No business plan is perfect, and none of us could have predicted a year ago the economic and political climate in which everyone is operating today. We are working diligently with our grantees to help them manage and adapt under economic duress, and in some cases to prepare for unanticipated new public funding from the stimulus package and other sources. We are assisting grantees with contingency and scenario planning, and reviewing and revising when it seems prudent our expectations—and theirs—of how much they can and should grow in the near future.

The Obama administration's commitment to advance government that "works" and to "expand successful programs to scale" bodes well for the Foundation's grantees, since our grant-making approach emphasizes marshaling evidence of a program or policy's effectiveness before funding its expansion. Consequently we are assigning an even higher priority than usual to helping our grantees, especially those in an early stage of organizational development, strengthen through internal performance tracking and external evaluation the evidence that their programs work. The more convincing the proof of its program's effectiveness, the more compelling a candidate an organization becomes for substantial investment that will enable it to expand dramatically and improve the life prospects of many more economically disadvantaged young people.

That kind of proof requires data, which is one reason why this annual report continues the tradition of the two that preceded it and concentrates on reporting and quantifying the bottom-line performance of our grantees and of the Foundation itself.

The reports that follow do not include projections for 2009 and beyond, as they are being updated to reflect changing economic conditions. Our grantees, often with our assistance, are in the process of revising their projections, which will be posted on our website as they become available. Our initial assessment indicates they will need to lower their growth goals for at least the next two years.

As always, we welcome your comments, and your suggestions for how we can improve this report.



Nancy Roob
President
June 2009

President Obama has singled out two Foundation grantees — Nurse-Family Partnership and Harlem Children's Zone — as models of successful social interventions and called for them to be expanded nationally.



*2008 Performance Report***The Foundation and Its Grantees**

The following pages seek to fulfill the Edna McConnell Clark Foundation's commitment to report publicly the performance and progress of its grantees over the past year. The Foundation strives to achieve its mission—to increase the numbers of low-income youth (ages 9–24) served by programs that evidence shows can improve their life trajectories—by investing in high-performing nonprofit organizations to build their capacity and expand their programs.

Over the past year, the Foundation has sharpened its investment approach so it can better support its grantees based on an assessment of the nature of their operations, their specific needs, and their stage of organizational development.

The Foundation's relationship with a grantee begins with an intensive examination of the organization's programs, evidence of effectiveness, potential for growth, leadership, and staff and board structure. If there is a good fit with the Foundation's goals and priorities, we make an unrestricted, multimillion-dollar, long-term investment to build organizational capacity, improve program quality, and develop strategies for growth and long-term financial sustainability. (A detailed explanation of the Foundation's grantmaking process can be found on our website at www.emcf.org.)

Single-Service and Multi-Service Organizations

The Edna McConnell Clark Foundation classifies its grantees as one or another of two organizational types: single-service organizations (SSOs) and multi-service organizations (MSOs). This report follows that classification.

Single-service organizations provide one particular service or program, frequently in several communities. The SSO funded by the Foundation either have proven programs and are expanding regionally or nationally to broaden their impact, or they are pursuing limited growth as they solidify the evidence demonstrating their programs' effectiveness.

The Foundation puts a premium on investing in SSOs that undergo rigorous, randomized control studies proving their programs' effectiveness. When an SSO has persuasive but less rigorous evidence of its program's effectiveness (such as an externally conducted comparison group evaluation), the Foundation structures its investment to help the organization implement a strong performance tracking system and, if possible, conduct a more rigorous evaluation.

Multi-service organizations, in contrast to SSOs, provide a number of distinct services and programs, and typically serve several age groups with different needs. These organizations are usually rooted in a single community, and whatever expansion they undertake generally remains within that community. In aggregate, MSOs serve more youth in the United States than SSOs, and have less rigorous evaluations of their programs.

Given the complexity of their programs, funding streams and organizational structures, MSOs differ significantly from SSOs in their needs and priorities. This complexity heightens the challenges MSOs face in implementing strong performance tracking systems.

This Year's Performance and Future Projections

Most of the metrics for SSOs presented in this report measure the numbers of youth served, numbers of youth achieving target outcomes, and yearly revenue. Total revenue refers to all funds raised during an organization's fiscal year, as stated in its audited financial statements. As in last year's report, the data for each organization's performance begins with the year of the Foundation's first investment.

Because the emphasis of the Foundation's investments in MSOs is on improving the quality of services for youth and developing internal reporting and assessment systems to sustain and build on those improvements, these performance reports focus on those goals. Successfully implementing such systems will help prepare MSOs to undertake external evaluations at a later date.

Given the economic turmoil and political changes affecting the nation and world, we are satisfied with our grantees' performance and progress. They are adapting to trying circumstances and, despite significant revenue challenges, are generally meeting their youth-served numbers and maintaining the high quality of their programs.

Most all of the projections for 2009 and beyond are not included in this report. Our priority during the first half of 2009 has been to help grantees re-evaluate the assumptions on which their business plans are based and adjust their projections to account for the current economic downturn. We will share their revised projections and targets on our website when they become available. (The original projections for the three GCAP grantees—Citizen Schools, Nurse-Family Partnership and Youth Villages—are still presented in this report.)

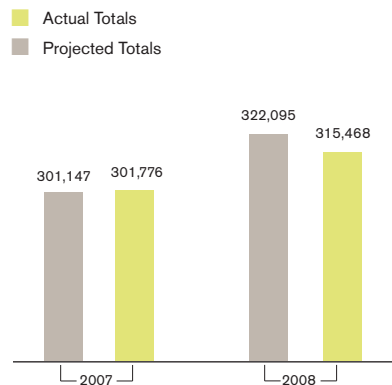
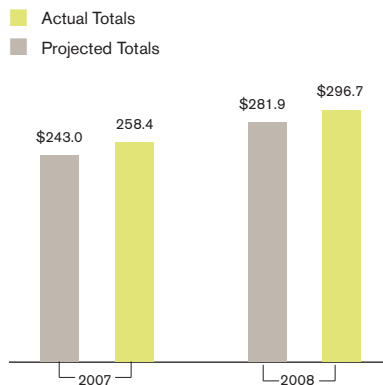
We expect our grantees will continue to face a very challenging economic environment, with constraints on public funding and difficulties in private fundraising.

Active Service Slots

The Foundation will begin to report grantee data on active service slots for grantees with proven programs in summer 2009 on our website, as part of a larger effort to revamp our reports on "results." Active services slots, as explained in the previous annual report, are a new metric designed to capture how many youth are receiving a sufficiently high "dosage" of a program to ensure that they are receiving its full benefits.

*Aggregate Performance***Single-Service Organizations**

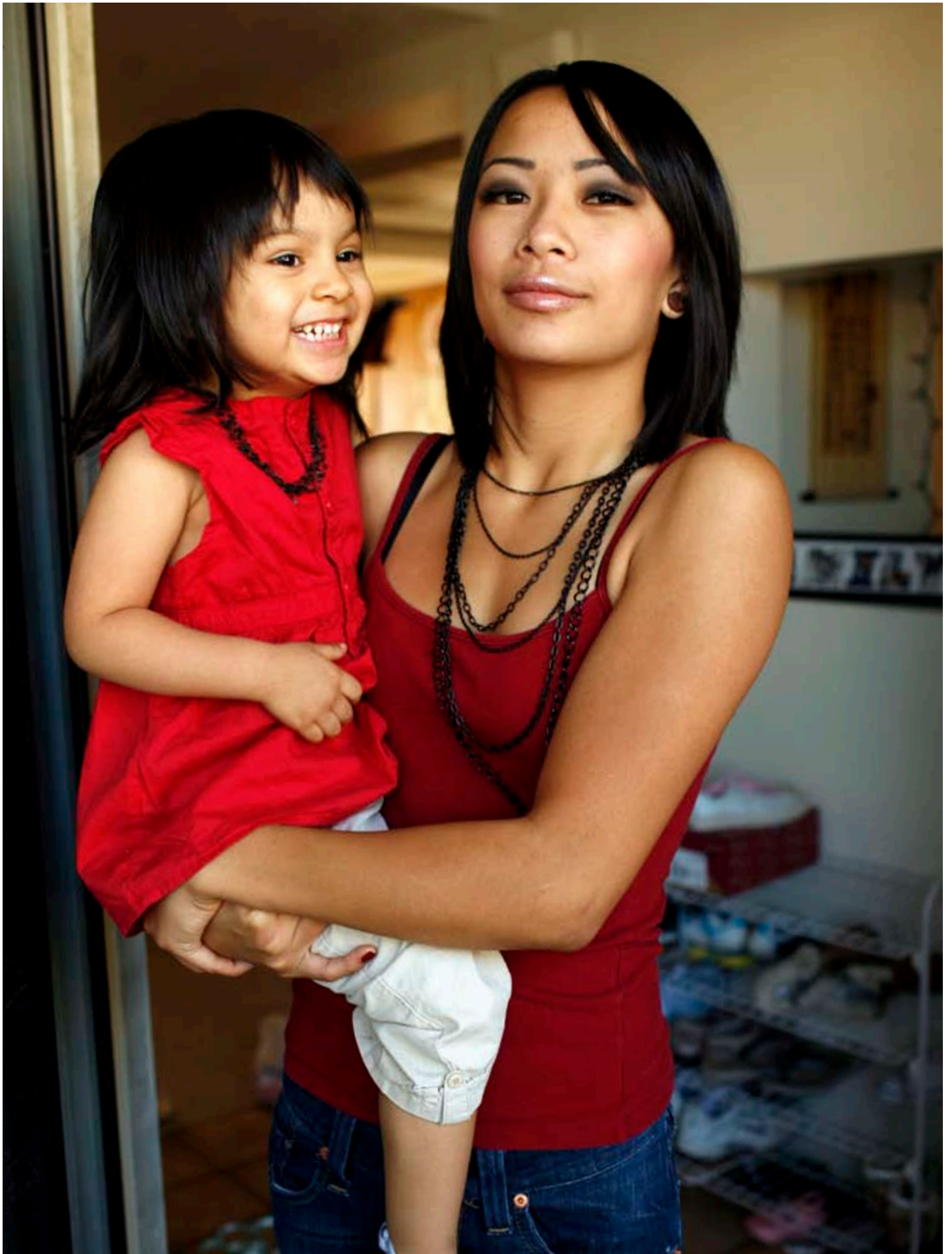
The Foundation invested in 12 single-service organizations in 2008. Collectively, these organizations served 315,468 youth, a 4.5 percent increase over 2007. However, the actual numbers served in 2008 fell slightly below projections made earlier in the year.

Aggregate Performance: Total Served**Aggregate Performance: Total Revenue** (in millions)

Revenues for the 12 organizations totaled \$296.7 million in 2008, a 14 percent increase from 2007. The rise in revenue was slightly higher than projected. (For national organizations with local affiliates, such as Big Brothers Big Sisters and Nurse-Family Partnership, the revenue totals include only the budgets for the national office, not for the entire network of affiliates.)

It is important to note that most of our grantees' 2008 fiscal years ended before the worst of the economic downturn began in fall 2008. Overall, our grantees came close to meeting expectations for numbers of youth served and revenue growth despite the deterioration of the economy as 2008 concluded.

The Foundation's investments in these 12 SSOs are designed primarily to build organizational strength and capacity rather than to support direct services. Thus increases in numbers of youth served do not result directly from Foundation funding but from grantees' increased capacity and efficiency.



*Performance Report***Single-Service Organizations****Growth Capital Aggregation Pilot Grantees**

This section presents a descriptive and performance summary of the three single-service organizations participating in the Foundation's Growth Capital Aggregation Pilot, and includes the original projections for future years. These projections are being reassessed due to the economic downturn, and revised projections will be made available on our website.

Youth Villages

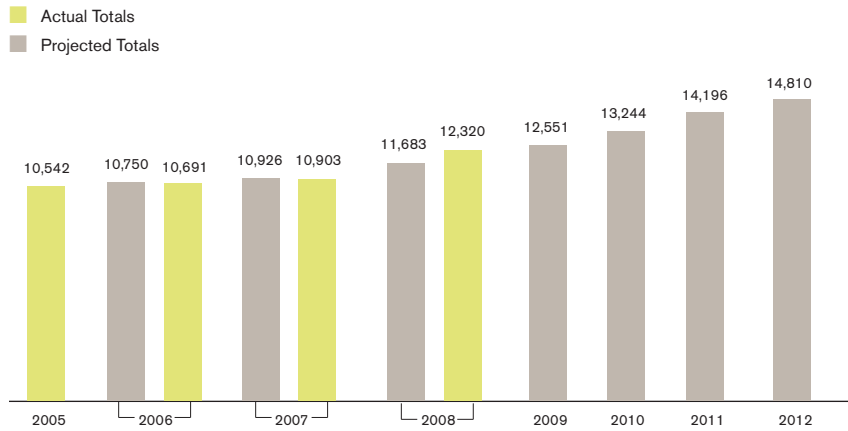
www.youthvillages.org

Youth Villages serves emotionally and behaviorally troubled youth, the majority ages 6–22, with in-home and residential interventions that assist youth to improve academic achievement, make a successful transition to employment, and avoid criminal activity. Most of the youth served have cycled in and out of foster care and/or are involved in the juvenile justice system.

Youth Villages utilizes research-based programs, including intensive in-home services to youth and families that are designed to teach young people how to function successfully in school, at home, and with peers. These programs are far less costly and much more effective than traditional services to youth in the child welfare, mental health, and juvenile justice systems. (Multi-Systemic Therapy is one of the models Youth Villages utilizes at several sites, including Washington, DC, North Carolina and Texas.) Since 1994, Youth Villages has served more than 14,000 high-risk youth and their families with its intensive in-home program, and 83 percent of those youth have remained at home successfully two years after discharge. A remarkable 82 percent have had no trouble with the law, and 83 percent are either still in school, have graduated, or are getting their GED at 24 months post discharge. Just 13 percent had been placed at any point in highly restrictive residential treatment centers, psychiatric hospitals, or juvenile facilities. Compared with traditional child-welfare services, Youth Villages' in-home program offers a 38 percent lower average monthly cost, a 71 percent shorter average length of stay, and a long-term success rate twice the national average (80 vs. 40 percent).

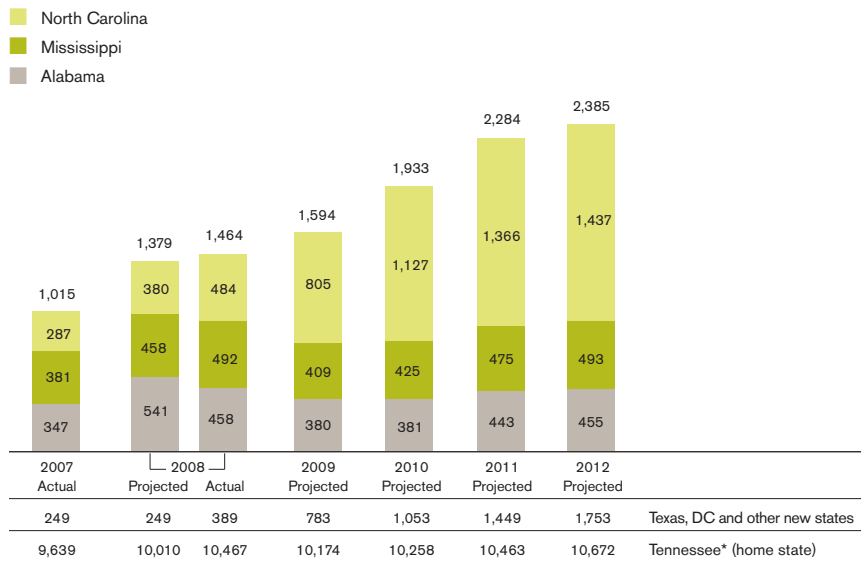
Since 1994, Youth Villages has served more than 14,000 high-risk youth and their families with its intensive in-home program, and 83 percent of those youth have remained at home successfully two years after discharge.

Youth Villages: Youth Served



Note: Total includes all youth served by Youth Villages, including through its (short-term engagement) specialized crisis program.

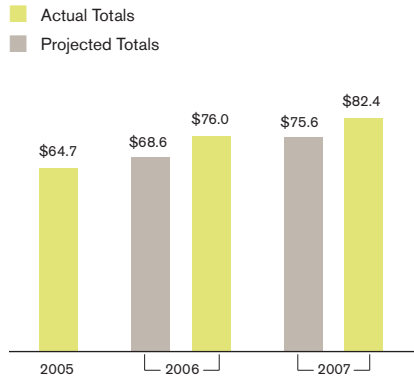
Youth Villages: Scaling – Youth Served by State



*Tennessee, Youth Villages' home state, represents potential to scale in a given state.

Youth Villages: Historical Revenue Performance, 2005 – 07 (in millions)

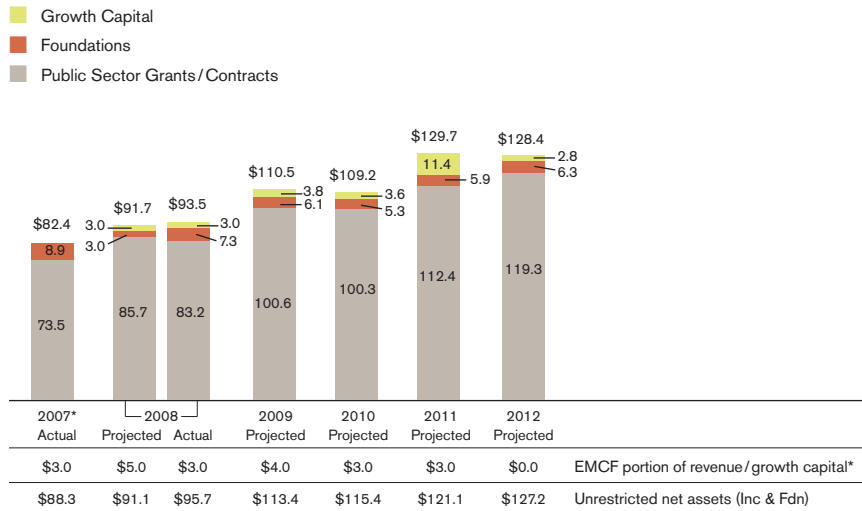
This chart covers Youth Villages' revenue performance prior to joining the Foundation's Growth Capital Aggregation Pilot. Revenue from 2008 on is reported in the next chart.



Note: Revenue figures are GAAP.

Youth Villages: Revenue (in millions)

As an organization implements its growth plan, growth capital provides the funds necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.

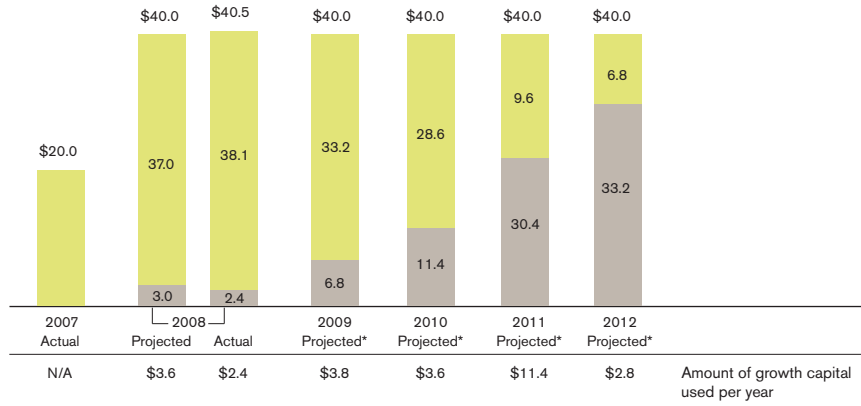


*2007 amount was toward overall revenue. Amounts from 2008 and beyond are allocated for growth capital use.

Youth Villages: Projected Growth Capital Raised and Expended (in millions)

Growth capital refers to funds raised up front specifically to underwrite the cost of expansion efforts in new sites, or of expanding services in existing locations. This metric measures the amount of growth capital committed by funders, and the rate at which growth capital is being used. Youth Villages began its growth capital campaign in 2007.

- Growth Capital Committed for Future Use
- Cumulative Capital Used



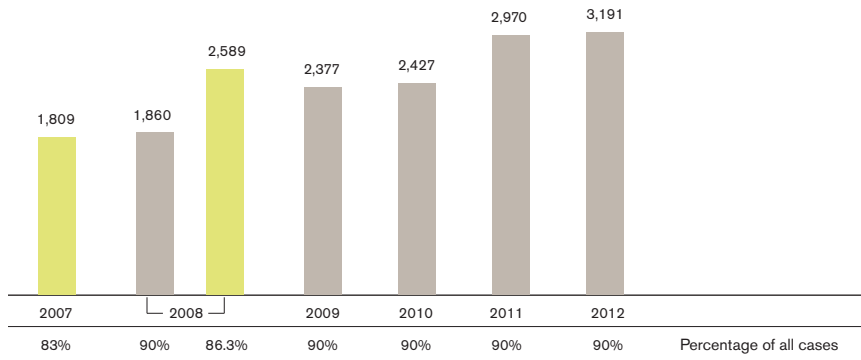
*Assumes Youth Villages meets all performance milestones as outlined in the investment agreement.

Performance

Youth Villages: Successful Discharges

This chart covers youth successfully leaving Youth Villages' programs with a minimum of 60 days of service.

- Actual Totals
- Projected Totals



Geographic Reach: Headquartered in Memphis, Youth Villages serves youth in ten states (Alabama, Arkansas, Florida, Georgia, Massachusetts, Mississippi, North Carolina, Tennessee, Texas and Virginia) and Washington, DC.



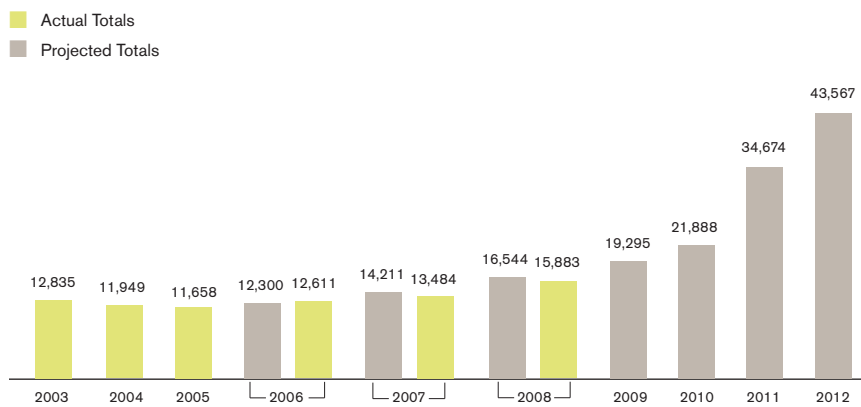
Nurse-Family Partnership
www.nursefamilypartnership.org

Developed by Dr. David Olds and validated by three decades of rigorous research, Nurse-Family Partnership is a nurse home-visiting program that has been proven to improve the lives of low-income, first-time families and 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 skills and helping them access job training and education programs.

Three separate randomized, controlled trials were conducted over the past three decades among diverse populations and locations. A 15-year follow-up of the Elmira, New York, trial showed that mothers in the program become more economically self-sufficient and much more likely to avoid criminal behavior, and that their children live healthier, more productive lives than the mothers and children in the control group.

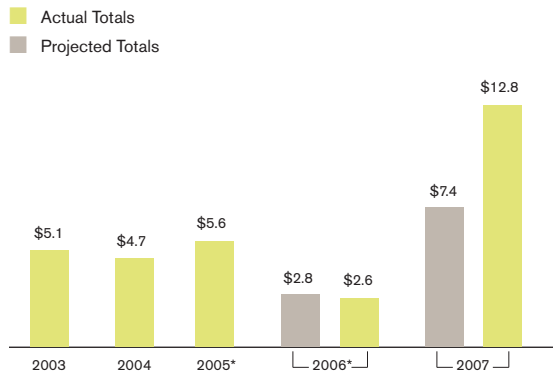
A 15-year follow-up of the Elmira, New York, trial showed that mothers in the program become more economically self-sufficient and much more likely to avoid criminal behavior, and that their children live healthier, more productive lives than the mothers and children in the control group.

Nurse-Family Partnership: Families Enrolled



Nurse-Family Partnership: Historical Revenue Performance, 2003–07 (in millions)

This chart covers Nurse-Family Partnership’s revenue performance prior to joining the Foundation’s Growth Capital Aggregation Pilot. Revenue from 2008 on is reported in the next chart.



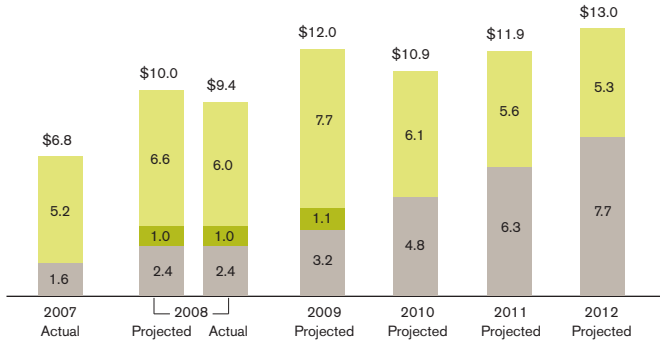
*Nurse-Family Partnership became incorporated and spun off from the University of Colorado in 2004. The newly formed organization received the bulk of its start-up funding in 2005 to cover expenses for both 2005 and 2006.

Note: The revenue figures are GAAP and include only the budget for the central organization, not for the entire network of local affiliates. These totals include growth capital commitments converted to cash.

Nurse-Family Partnership: Expenditure Coverage by Funding Source (in millions)

As an organization implements its growth plan, growth capital provides the funds necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.

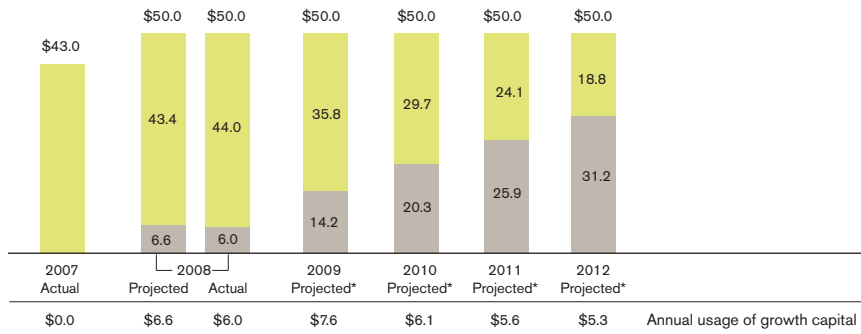
- Growth Capital
- Public and Private Fundraising
- Earned Revenue/Fee-for-Service



Nurse-Family Partnership: Projected Growth Capital Raised and Expended (in millions)

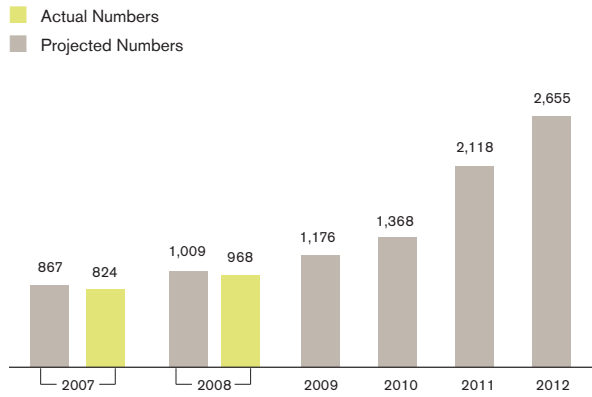
Growth capital refers to funds raised up front specifically to underwrite the cost of expansion efforts in new sites, or of expanding services in existing locations. This metric measures the amount of growth capital committed by funders, commitments converted to donations, and the rate at which growth capital is being used. Nurse-Family Partnership initiated its growth capital campaign in 2007.

- Growth Capital Committed for Future Use
- Cumulative Capital Used



*Assumes Nurse-Family Partnership meets all performance milestones as outlined in the investment agreement.

Nurse-Family Partnership: Number of Nurse Home Visitors



Geographic Reach: Provides support to implementing agencies in 28 states: Alabama, Arizona, California, Colorado, Florida, Illinois, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Missouri, Nevada, New Jersey, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Texas, Utah, Washington, Wisconsin and Wyoming.



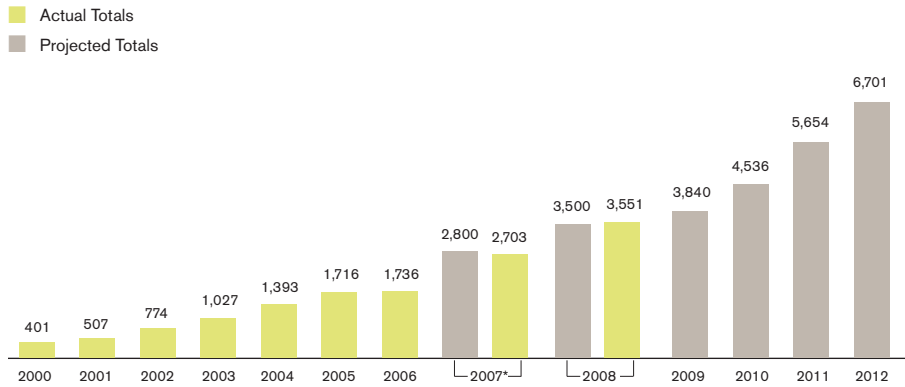
Citizen Schools
www.citizenschools.org

Citizen Schools operates a national network of apprenticeship programs designed to lift the educational trajectories of low-income middle school students (ages 9–14), connecting adult “citizen teacher” volunteers to young people in hands-on after-school learning projects that develop skills like oral and written communication, critical thinking, and use of technology. Staff also provide additional academic support such as homework help, study skills instruction, college campus visits, and civic activities. By demonstrating the impact of this added learning time and access to opportunity on student achievement, Citizen Schools is working to catalyze broader change in the field of after-school education.

Results from a 2005 comparison evaluation, conducted by Policy Studies Associates, found that regular participants outperformed peers on six of seven academic measures, including school attendance, number of suspensions, and academic achievement. Additionally, its participants go on to “college-track” high schools at more than twice the rate of the matched comparison group.

Results from a 2005 comparison evaluation found that regular participants outperformed peers on six of seven academic measures, including school attendance, number of suspensions, and academic achievement.

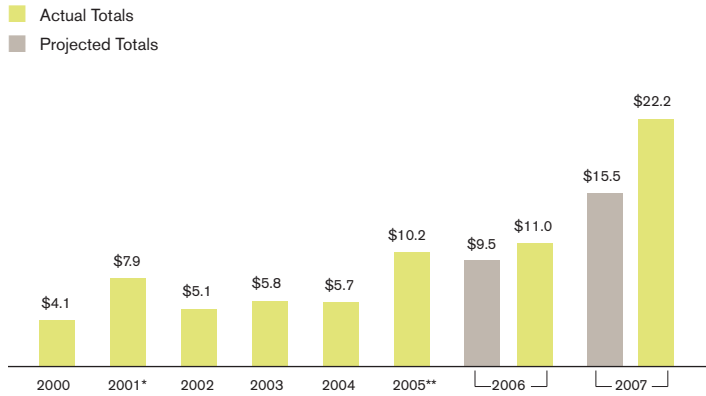
Citizen Schools: Youth Served



*In 2007, Citizen Schools revised its methodology for calculating the number of youth served. Numbers reported here may differ from previous reports.

Citizen Schools: Historical Revenue Performance, 2000–08 (in millions)

This chart covers Citizen Schools' revenue performance prior to joining the Foundation's Growth Capital Aggregation Pilot. Revenue from 2008 on is reported in the next chart.



*In 2001, Citizen Schools undertook a fundraising campaign, leading to a spike in revenue. These grant dollars were spent down during the following years.

**2005 was a short fiscal year because Citizen Schools changed its fiscal year-end. The number presented here is an annualized figure.

Note: Consistent with GAAP, revenue figures include certain grants received for use in future years. Growth capital commitments, for which revenue is contingent on future organizational performance, are not reflected in these figures.

Citizen Schools: Annual Operating Revenue (in millions)

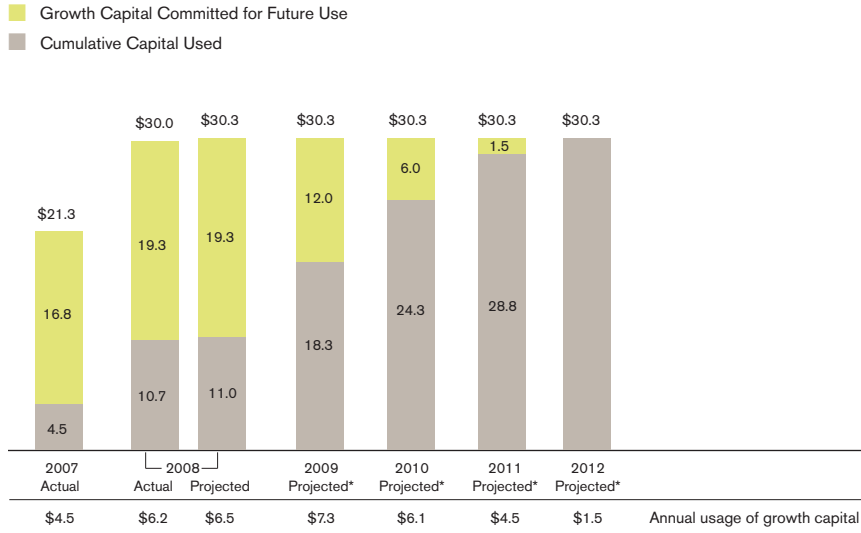
As an organization implements its growth plan, growth capital provides the revenue necessary for the organization to scale up its operations. By the end of the growth plan, the organization is expected to secure its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.



Overall expenditures include amounts allocated to Citizen Schools' reserve funds.

Citizen Schools: Projected Growth Capital Raised and Expended (in millions)

Growth capital refers to funds raised up front specifically to underwrite the cost of expansion efforts in new sites or of expanding services in existing locations. The chart below shows the amount of growth capital committed by funders, funds used each year to cover expenditures, and the rate at which growth capital is being used. Citizen Schools undertook a growth capital campaign starting in 2007.

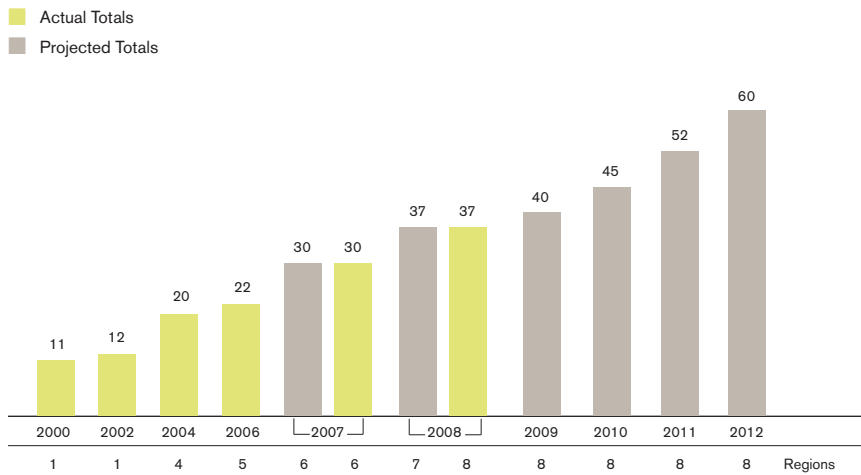


*Assumes Citizen Schools meets all performance milestones as outlined in the investment agreement.

On June 30, 2008, Citizen Schools closed on a \$31.3 million growth capital fund. Subsequently, due to unfulfilled commitments of \$1 million, the plan was adjusted to \$30.3 million

Citizen Schools: Campuses and Regions

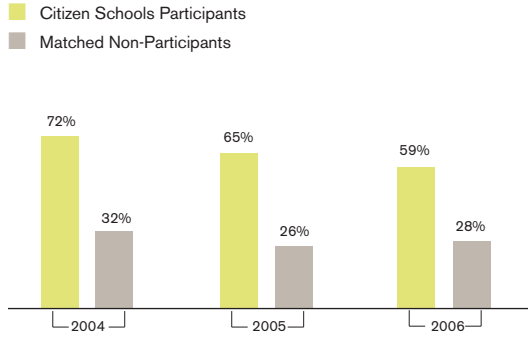
Citizen Schools defines a campus as a school site where the organization's programs are held. A mature region comprises 8 – 10 campuses within a certain geographic area.



Geographic Reach: Headquartered in Boston, Massachusetts, Citizen Schools operates campuses in seven states around the country: California, Massachusetts, New Jersey, New Mexico, New York, North Carolina and Texas. Citizen Schools plans to have established sites in one to three additional regions by 2012.

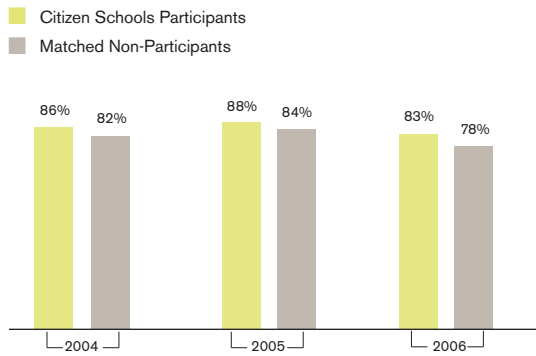
Outcomes

Citizen Schools: Percentage of 8th Graders Who Selected Highest-Quality High Schools



Note: Results are from the 2006 Policy Studies Associates evaluation of students who participated in Citizen Schools' program in Boston in 8th grade. "Highest-quality" refers to college-track high schools as defined by Citizen Schools; schools designated as "highest-quality" may change across years.

Citizen Schools: Students Promoted On-Time to 10th Grade

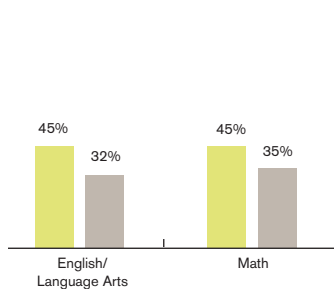


Note: Results are from the 2005, 2006 and 2007 Policy Studies Associates evaluations of students who participated in Citizen Schools' program in Boston in 8th grade. Samples are overlapping and include students from multiple program years. Matched non-participants may have participated in other after-school programs.

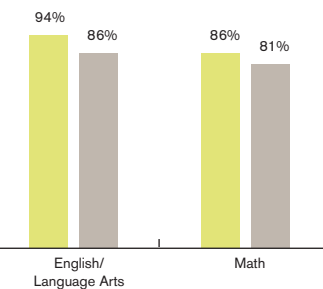
Citizen Schools: 10th Grade Achievement on the Massachusetts Standardized Test (MCAS)

Legend:
 ■ Citizen Schools Participants
 ■ Matched Non-Participants

Percentage of 10th Grade Students Achieving Proficiency on MCAS



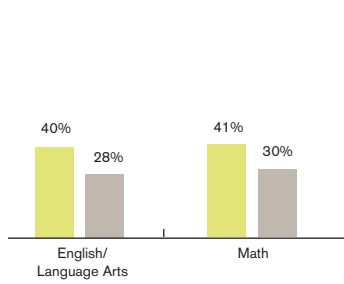
Percentage of 10th Grade Students Passing MCAS



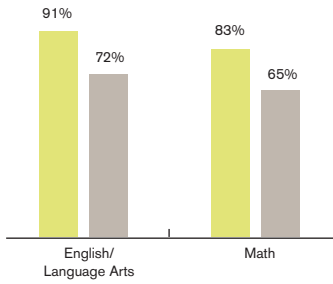
Citizen Schools: 10th Grade Achievement on the Massachusetts Standardized Test (MCAS)*

■ Citizen Schools Participants**
■ Boston Public School Students

Percentage of 10th Grade Students Achieving Proficiency on MCAS



Percentage of 10th Grade Students Passing MCAS



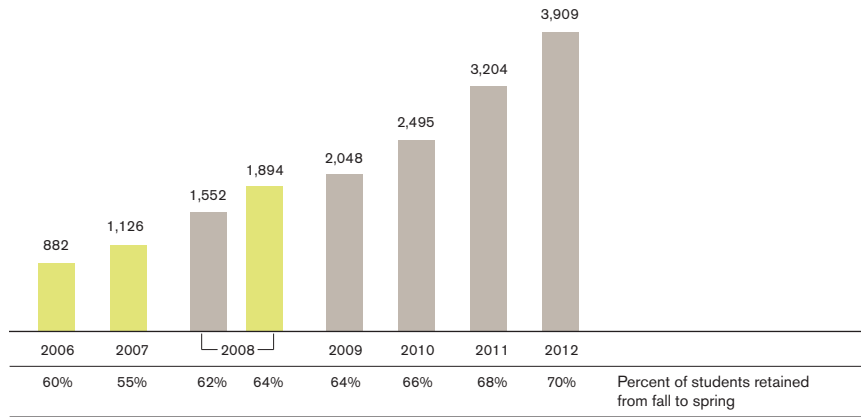
*Students at Boston's selective exam schools are excluded from both groups.

**The sample populations for Citizen Schools in these charts differ, resulting in slightly different participant performance data.

Performance

Citizen Schools: Full Year Retention

■ Actual Totals
■ Projected Totals





*Performance Report***Single-Service Organizations**

This section presents a descriptive and a performance summary for nine single-service organizations in the fund in 2008, and includes information about goals for future years.

Big Brothers Big Sisters

www.bbbs.org

Big Brothers Big Sisters of America is the parent organization for a network of more than 390 local agencies across the nation that matches adult volunteers with at-risk youth (ages 6–18) to form one-on-one mentoring relationships. In recent years, the organization has developed and rolled out a second mentoring model—school-based mentoring—that pairs youth and mentors in a school setting during normal school hours.

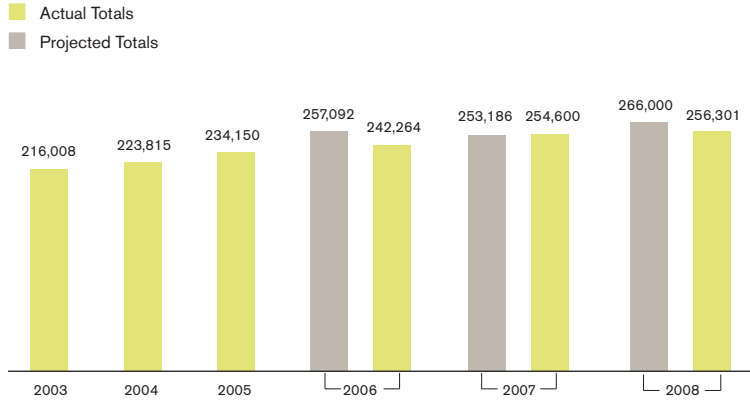
In a rigorous, scientific evaluation conducted by Public/Private Ventures, Big Brothers Big Sisters' community-based, one-on-one mentoring program was proven to have a meaningful, positive impact on the lives of its participants. Among its findings were that youth in the program were:

- 52 percent less likely to skip school,
- 46 percent less likely to begin using illegal drugs and
- more likely to get along with their families and peers.

Big Brothers Big Sisters also undertook a three-year control trial evaluation of its other major mentoring program, school-based mentoring. The study, also conducted by Public/Private Ventures, yielded mixed results, prompting Big Brothers Big Sisters to develop a comprehensive plan to improve the school-based mentoring program.

Studies have shown that youth participating in Big Brothers Big Sisters are less likely to skip school, less likely to begin using illegal drugs or alcohol, and are able to get along better with their families.

Big Brothers Big Sisters: Youth Served



Note: These totals include both school-based mentoring and community-based mentoring programs.

Big Brothers Big Sisters: Total Revenue (in millions)



*2004 S was a short fiscal year.

**BBBS did not meet revenue projections in 2007 due to a decrease in key government contracts. Financial projections from 2008 were revised to account for this change.

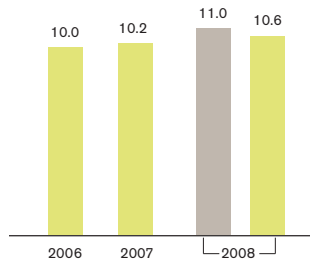
Note: The revenue totals include only the budgets for the national office, not for the entire network of local affiliates.

Performance: School-Based Mentoring

Big Brothers Big Sisters:

Average Match Length (in months)

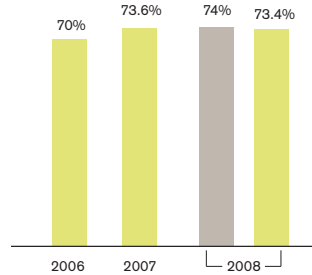
■ Actual Totals
■ Projected Totals



Big Brothers Big Sisters: Match Retention

Percentage of matches at any given time that have been active for six months or longer

■ Actual Totals
■ Projected Totals

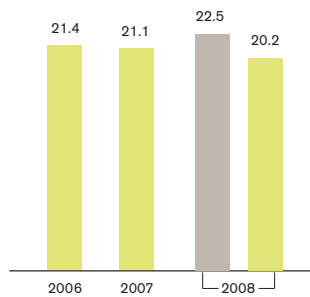


Performance: Community-Based Mentoring

Big Brothers Big Sisters:

Average Match Length (in months)

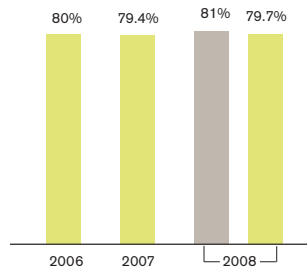
■ Actual Totals
■ Projected Totals



Big Brothers Big Sisters: Match Retention

Percentage of matches at any given time that have been active for six months or longer

■ Actual Totals
■ Projected Totals



Geographic Reach: Big Brothers Big Sisters has more than 390 local agencies in all 50 states, the District of Columbia, Puerto Rico and Guam.



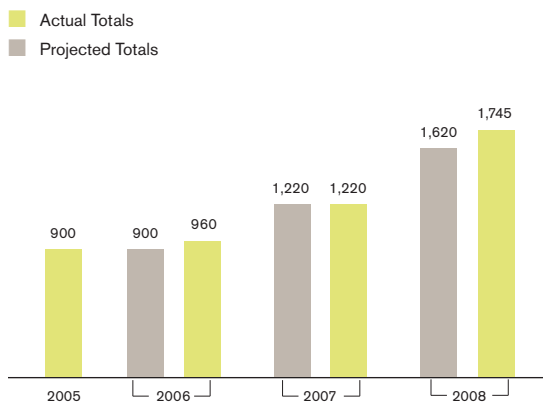
Carrera Adolescent Pregnancy Prevention Program
www.stopteenpregnancy.com

Evaluated by Philliber Research Associates, the Children’s Aid Society (CAS)–Carrera Adolescent Pregnancy Prevention Program is the only national teenage pregnancy prevention program whose effectiveness has been scientifically proven. A longitudinal study conducted over three years showed a 50 percent reduction in birth rates in communities served, and a multitude of other positive outcomes, including statistically significant improvements in high-school graduation and college admission rates, increased employment experience, more bank accounts, and increased use of primary care physicians instead of emergency rooms.

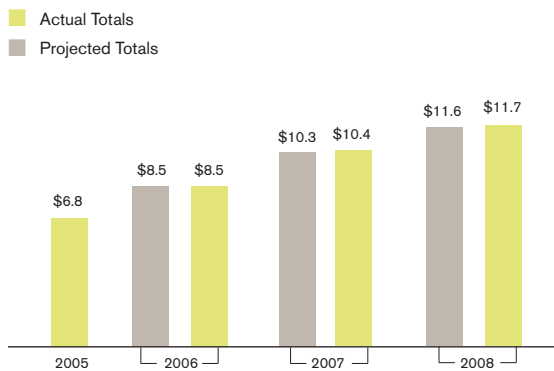
A longitudinal study conducted over three years showed a 50 percent reduction in birth rates in communities served by CAS–Carrera.

Building on the success of its after-school model, CAS–Carrera has developed an integrated school model to provide similar services throughout the school day. This model employs CAS–Carrera’s traditional seven components: daily education; weekly employment; mental health; family life and sexuality education; self expression; lifetime individual sports; and no-cost, comprehensive medical and dental services. CAS–Carrera begins with an entire 5th or 6th grade and adds a new grade each year until high school graduation, reducing cost per participant through economies of scale. The organization is committed to conducting additional research to ensure that the integrated school model achieves outcomes comparable to those of the original after-school program.

CAS–Carrera Program: Youth Served



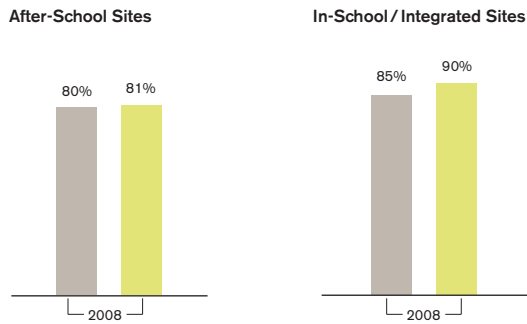
CAS–Carrera Program: Total Revenue (in millions)



Performance

CAS–Carrera Program: Average Daily Attendance Rate

■ Actual Totals
■ Projected Totals



Geographic Reach: CAS–Carrera has replicated in New York City, where it has implemented five integrated school programs and five legacy after-school programs. In addition, there are integrated school replications in Flint, Michigan; Washington, DC; Baltimore, Maryland; and Atlanta, Georgia; and after-school programs in Toledo, Ohio; Flint/Beecher, Michigan; New Britain and Waterbury, Connecticut; and Newark, New Jersey.

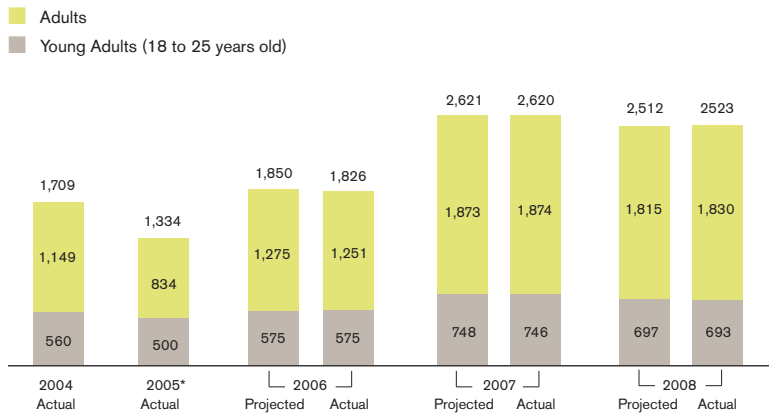
Plans are under way to establish additional replications in Detroit. To support expansion outside New York City, CAS–Carrera has created Regional Implementation Centers staffed by CAS–Carrera employees to provide local infrastructure and ensure fidelity to the program model.

Center for Employment Opportunities
www.ceoworks.org

Center for Employment Opportunities (CEO) helps prepare young people and adults returning home from prison and others with recent criminal convictions to find and keep permanent employment. It works with more than 2,500 parolees in New York State annually, approximately a third of whom are 18 to 25 years old and generally have great difficulty finding employment. It offers participants job readiness coaching, transitional employment, job placement assistance, and retention services.

CEO is currently participating in a \$25 million, six-organization impact evaluation being conducted by MDRC and sponsored by the U.S. Dept. of Health and Human Services. Interim evaluation results released in 2008 show that participants enrolled in CEO’s program have significantly lower recidivism rates.

Center for Employment Opportunities: Numbers Served



*The drop in total numbers served in 2005 was due to integration of a pilot program that was part of CEO’s business plan at that time. This program—working with participants released from Rikers Island prison—required CEO to create new transitional employment capacity. Thus, intake for the baseline population (parolees) was temporarily reduced. By 2006, CEO had enough transitional employment capacity to fully meet the needs of both parolees and people leaving Rikers Island.

Center for Employment Opportunities: Total Revenue (in millions)

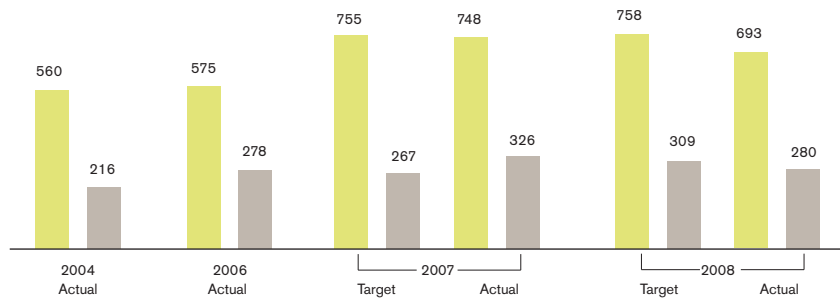


*In 2005, CEO recorded large grants from private funders, leading to a spike in revenue. These grant dollars were spent down in the years following receipt of the funds.

Outcomes

Center for Employment Opportunities: Enrollment and Placement

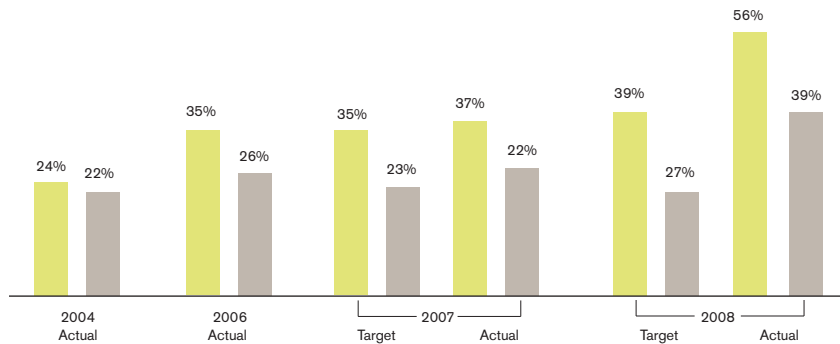
- Number of Youth Who Completed a Minimum Requirement of a Life Skills Course
- Number of Youth Placed in Employment or Post-Secondary Education



Performance

Center for Employment Opportunities: Youth Retention Rate

- 6-Month Retention Out of Those Placed
- 12-Month Retention Out of Those Placed



Geographic Reach: Center for Employment Opportunities is located in New York City and works with people with criminal convictions from the New York metropolitan area. The organization’s current growth plan calls for targeted expansion within New York State and providing support to jurisdictions outside New York.

MY TURN

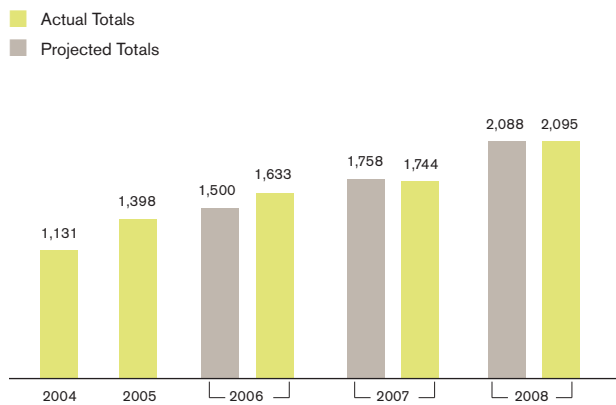
www.my-turn.org

MY TURN is a dropout prevention and intervention program for small, high-poverty cities. The organization works with in-school and out-of-school youth, ranging in age from 14 to 21, as they make gateway decisions in their lives. The objective is to equip all MY TURN youth with the life plans and tools they will need to succeed. Since 1984, MY TURN has guided 22,000 young people through critical life decisions, helping them go on to college and to jobs with a future. This year, the organization will serve 2,000 youth in 14 gateway cities in Massachusetts, New Hampshire and Rhode Island.

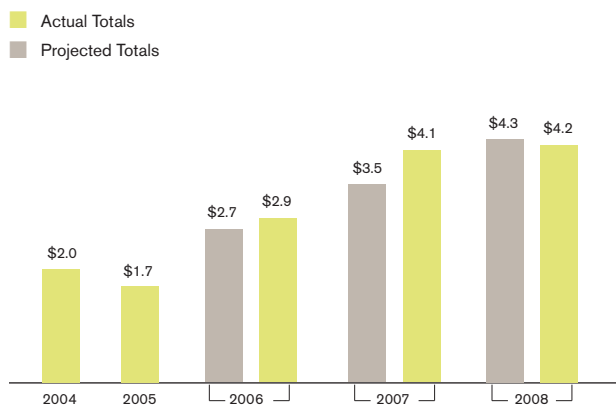
Since 1984, MY TURN has guided 22,000 young people through critical life decisions, helping them go on to college and to jobs with a future.

MY TURN has a long commitment to performance measurement and program evaluations. MY TURN is currently undergoing an implementation study of its out-of-school services to better understand and improve the delivery of its programming to youth. These efforts will help the organization determine whether to launch an impact evaluation in the future.

MY TURN: Youth Served

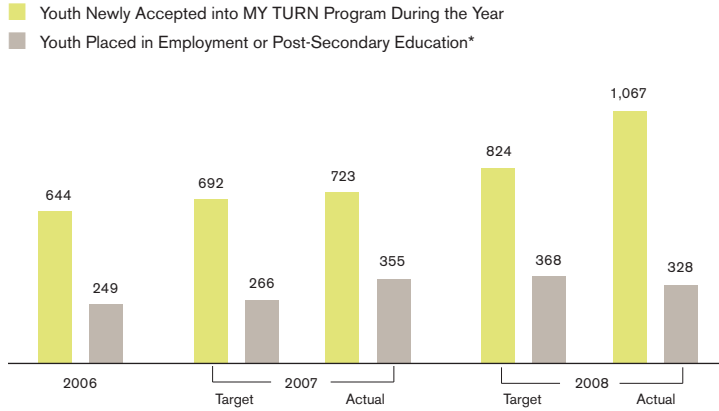


MY TURN: Total Revenue (in millions)



Outcomes

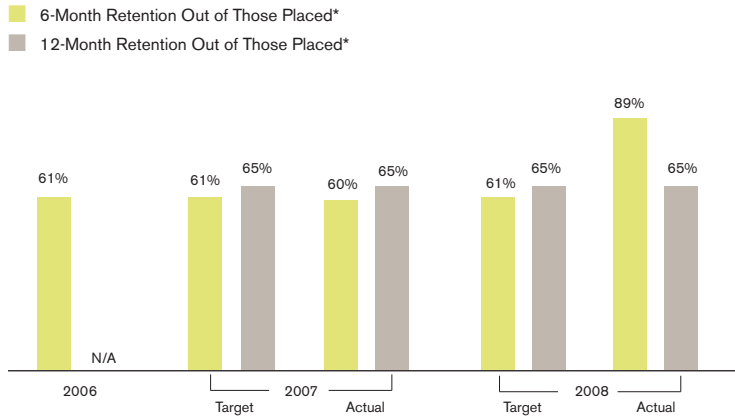
MY TURN: Youth Employment and Education



*Youth placements do not necessarily occur in the same year as enrollment.

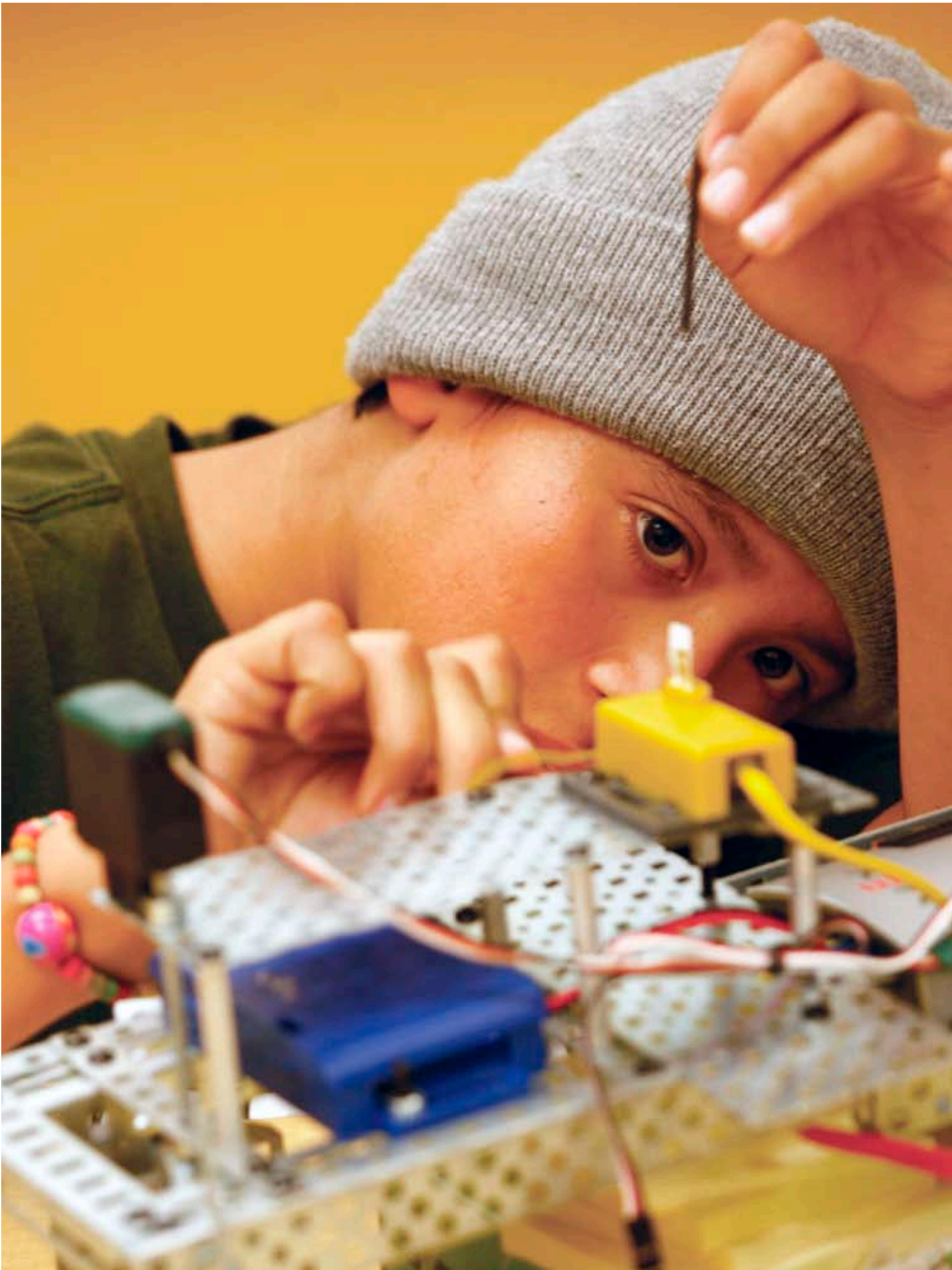
Performance

MY TURN: Youth Retention Rate



*Six- and 12-month retention numbers represent performance of different groups of youth and are not directly comparable within each year.

Geographic Reach: MY TURN currently operates 20 program sites in 14 cities throughout Massachusetts, New Hampshire and Rhode Island.



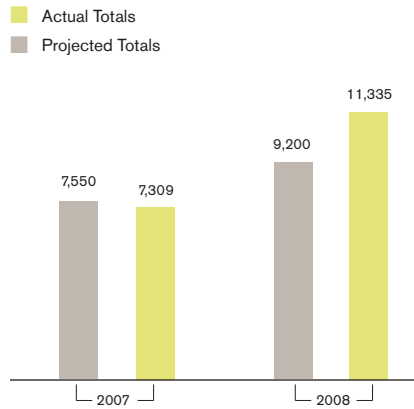
Building Educated Leaders for Life
www.bellnational.org

Building Educated Leaders for Life (BELL) provides intensive educational programming and academic support to students (grades K–8) most at risk of failing in elementary or middle school. Its summer and after-school programs are structured to provide each young “scholar” with individualized support in small classroom settings (with a student-to-teacher ratio no greater than eight to one).

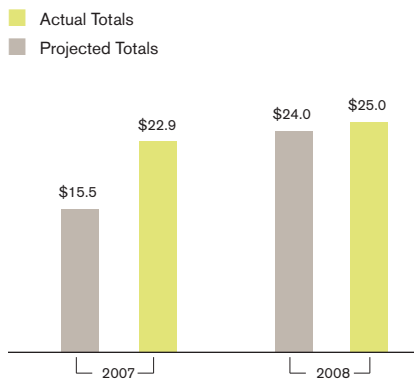
An Urban Institute random assignment evaluation conducted in 2006 found that participants in BELL’s summer program showed greater reading skills gains compared with the control group. As part of its next phase of growth (outlined in its business plan), BELL plans to complete a third-party evaluation of its after-school program by 2011.

The BELL summer and after-school programs consistently produce significant improvements in academic skills and self-esteem among participating youth. One hundred percent of BELL’s first class of scholars is enrolled in or has graduated from college.

BELL: Youth Served



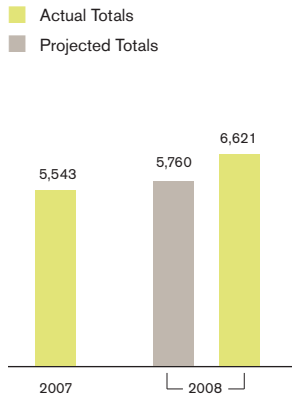
BELL: Total Revenue (in millions)



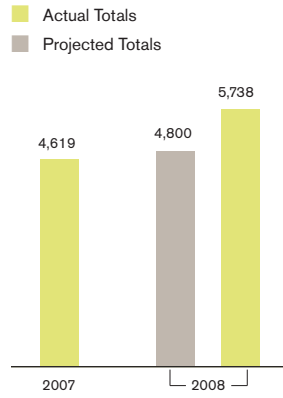
Outcomes

BELL: After-School Programs

Number of failing students advancing to a higher performance category (on a standardized academic proficiency scale), with 90% of all students advancing



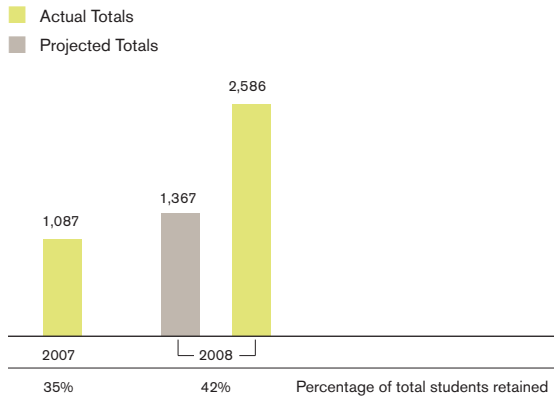
Number of students advancing to proficient or advanced performance levels (on a standardized academic proficiency scale), with 75% of all students advancing



Performance

BELL: Retention

Number of participants retained year-to-year



Geographic Reach: BELL currently has programs in Baltimore, Boston, Charlotte, Detroit, New York City and Springfield, Massachusetts.

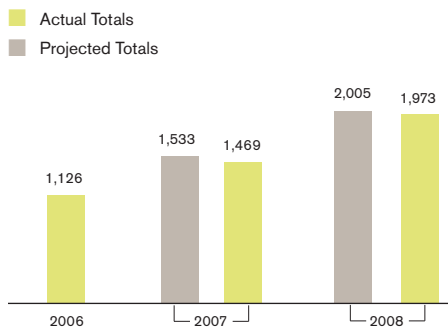
Hillside Work-Scholarship Connection
www.hillside.com

Hillside Work-Scholarship Connection, through a unique partnership with Wegmans Food Markets and other private employers, seeks to increase the graduation rates of youth (grades 7–12) residing in Rochester and Syracuse, New York, and Prince George’s County, Maryland, by providing in-school support staff, academic resources, and life skills development and job training in and out of school. Its programs are designed to ensure that students leave high school with the knowledge and skills necessary to pursue post-secondary education or employment opportunities. Hillside Work-Scholarship Connection is an independent organization affiliated with the Hillside Family of Agencies.

A comparison group evaluation found that Hillside Work-Scholarship Connection students in Rochester public schools graduated high school at twice the rate of their peers.

A comparison group evaluation conducted by the Center for Governmental Research in 2004 found that Hillside Work-Scholarship Connection students in Rochester public schools graduated high school at twice the rate of their peers (61 percent, compared with 31 percent). Additional information about the evaluation, including a full copy of the report, can be found on Hillside Work-Scholarship Connection’s website.

Hillside: Youth Served

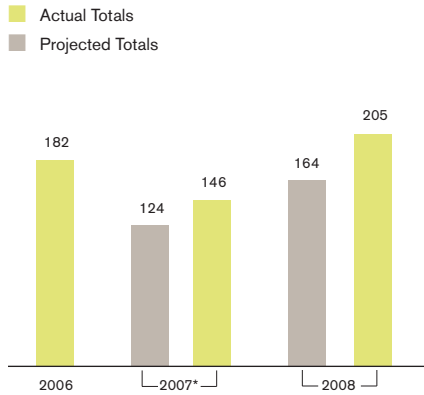


Hillside: Total Revenue (in millions)

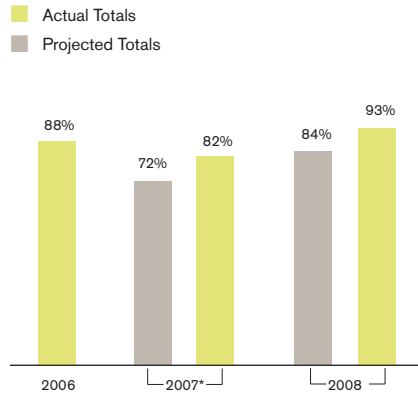


Outcomes

Hillside: Number of Students Graduating High School



Hillside: Percentage of All Seniors in the Program Who Graduate

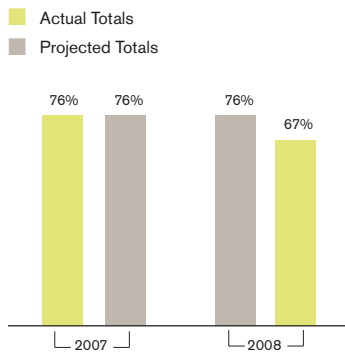


*Variance in number and percentage due to smaller cohort (overall class size in 2007 was smaller than in previous years).

Performance

Hillside: Program Participation

Percentage of youth enrolled for more than six months participating in at least 120 hours of activities



Geographic Reach: Hillside Work-Scholarship Connection serves at-risk youth in Rochester and Syracuse, New York, and recently established a site in Prince George’s County, Maryland.

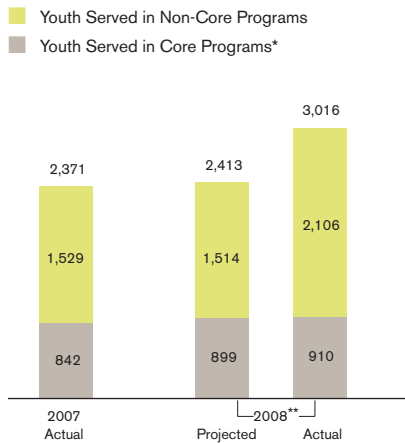
Self Enhancement, Inc.
www.selfenhancement.org

Self Enhancement, Inc. (SEI) serves primarily African-American youth (ages 8–25) and their families in Portland, Oregon, with in-school, after-school, summer and post-secondary programs to help them reach their full potential. SEI’s program model, centered on staff becoming a “parent, mentor and instructor” to each youth participant, is long-term and intensive; coordinators stay with youth from second grade to age 25. Through this combination of comprehensive services that include in-school case management, parent involvement, mentoring, and tutoring assistance, SEI enables youth to succeed academically, gain entrance to post-secondary education, and obtain sustainable employment.

Internal performance tracking shows promising results, with two-thirds of participants improving attendance, grades and school behavior. Ninety-eight percent of participants graduate high school, of which 85 percent go on to postsecondary education. A recent program evaluation conducted by the University of Oregon’s Institute for Violence and Destructive Behavior found that SEI’s programs are rooted in evidence-based models and implemented with high fidelity. SEI has formed an evaluation advisory committee to determine next steps for conducting additional evaluation.

Evaluations have shown that 90 percent of Self Enhancement’s students overcome significant barriers to success (poverty, family substance abuse, gang involvement, absent parents, low academic achievement, etc.) to become positive, contributing citizens.

Self Enhancement, Inc.: Youth Served

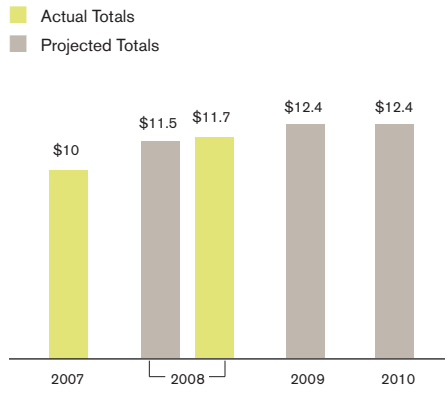


*SEI’s core program engages youth in long-term, high-engagement interventions from age eight through age 25. Youth in non-core programs participate in shorter-term programming and do not receive the full complement of services available through SEI’s core program model. Starting in 2010, SEI plans to concentrate on its core programs, thereby gradually reducing the number of youth served in non-core programs.

**Overtown Youth Center, which implements SEI’s program model in Miami, projects it will serve an additional 225 youth.

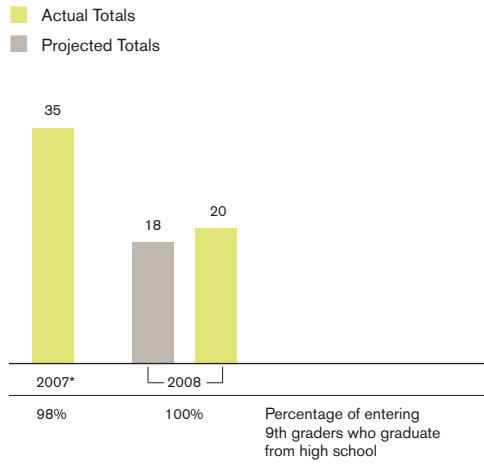


Self Enhancement, Inc.: Total Revenue (in millions)



Outcomes

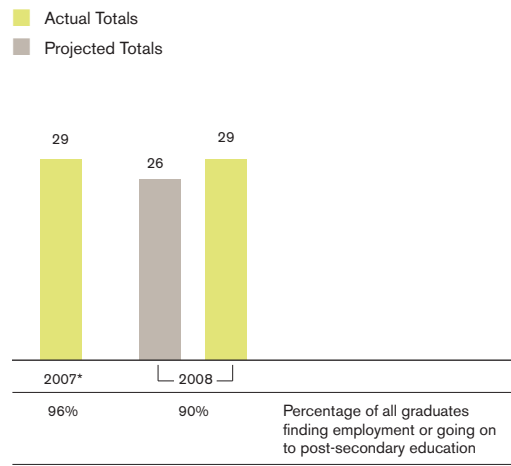
Self Enhancement, Inc.: Number of Students Graduating High School



*2007 target was 90%; SEI exceeded projections.

Self Enhancement, Inc.: Employment and Education

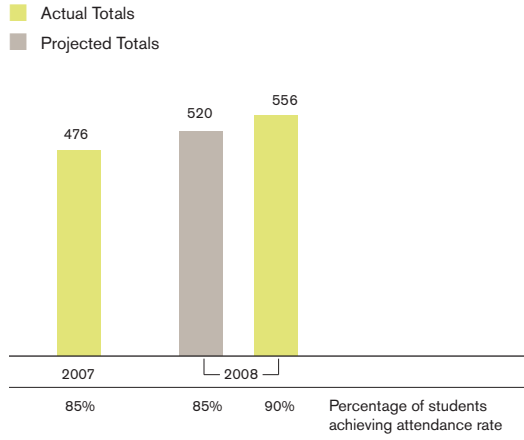
Number of graduates



Performance

Self Enhancement, Inc.: School Attendance

Number of students with at least 90% attendance rate



Geographic Reach: Self Enhancement, Inc. serves youth throughout Portland, Oregon. In addition, SEI has been collaborating with Overtown Youth Center in Miami, Florida, to implement SEI’s program model. The Florida site has strong local community support, such as local professional athletes like Alonzo Mourning.

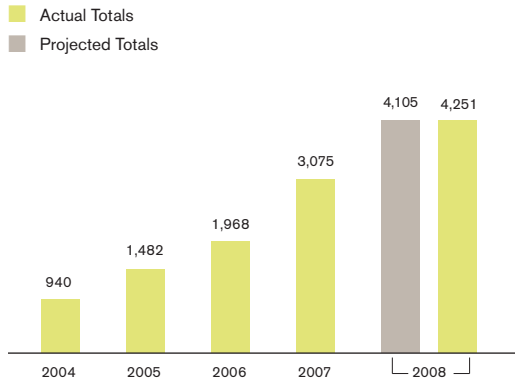
Green Dot Public Schools
www.greendot.org

Green Dot Public Schools (Green Dot) is a leader in transforming public education in Los Angeles and beyond so that all young adults receive the education they deserve to prepare for college, leadership and life. Green Dot operates charter high schools in economically disadvantaged neighborhoods in Los Angeles. By creating a small school environment more conducive to learning (numbering no more than 560 students per school, compared with more than 3,500 in a typical public high school in Los Angeles), it maintains attendance rates close to 95 percent, and its students achieve stronger results than their counterparts with similar backgrounds in traditional public schools. Currently serving approximately 7,500 students, Green Dot plans to open 30 more schools over the next five years.

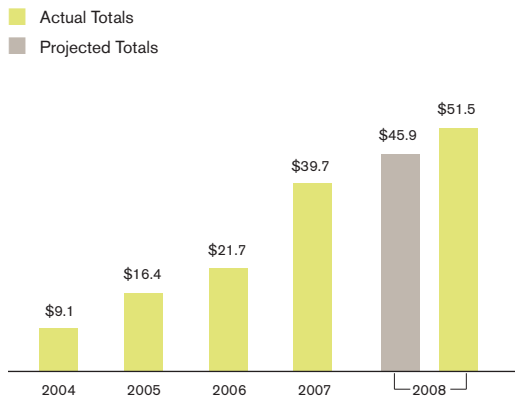
By creating a small school environment more conducive to learning, Green Dot maintains attendance rates close to 95 percent, and its students achieve stronger results than their counterparts with similar backgrounds in traditional public schools.

Green Dot's model and its strong commitment to quality produce very positive results: 76 percent of students who enter in the 9th grade graduate high school, and almost 80 percent of these graduates go on to four-year colleges and universities, compared with the Los Angeles Unified School District's graduation rate of just 42 percent of its 9th graders and a college attendance rate of only 22 percent.

Green Dot Public Schools: Youth Served

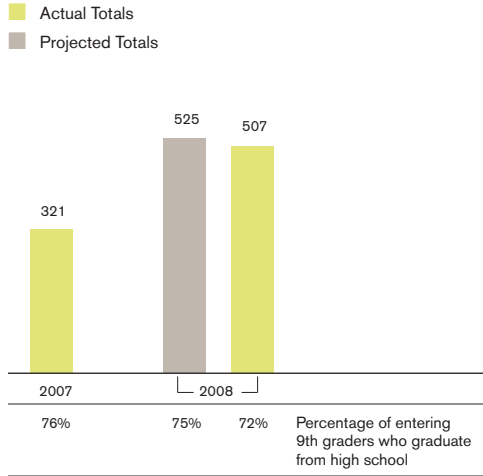


Green Dot Public Schools: Total Revenue (in millions)

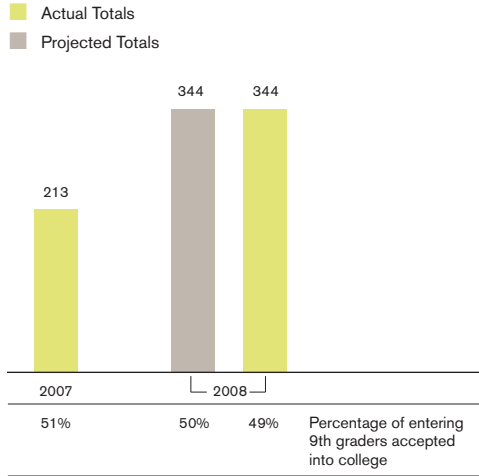


Outcomes

**Green Dot Public Schools:
Students Graduating High School**



**Green Dot Public Schools:
College Acceptance**



Geographic Reach: Green Dot Public Schools operates 18 charter schools in economically disadvantaged neighborhoods in Los Angeles, California. Green Dot’s schools serve the areas of Lennox (an unincorporated section of Los Angeles County near Los Angeles International Airport), Inglewood, Boyle Heights in East Los Angeles, Venice, South Los Angeles, and Watts. Future growth will be concentrated in these and other economically disadvantaged areas.

In fall 2008, Green Dot took over administration of Locke High School in Watts and restructured it into six high-performing small schools based on its successful model. This marks the first time that an outside organization has been granted permission by the Los Angeles School Board to run a traditional public high school in Los Angeles.

Also in fall 2008, Green Dot opened a charter school in the South Bronx in New York City as part of a joint venture with the New York City teachers union, highlighting Green Dot’s innovative teacher union contract that provides for higher pay, professional development, and accountability.



See Forever Foundation / Maya Angelou Public Charter School
www.seeforever.org

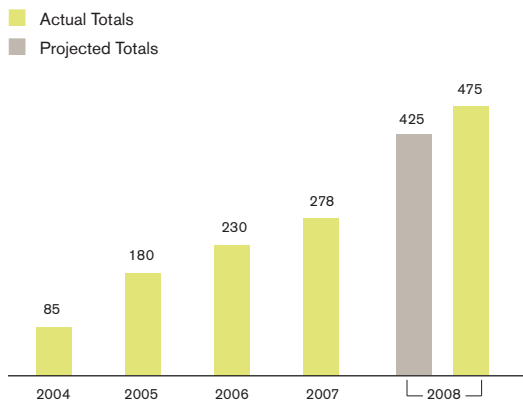
The See Forever Foundation (SFF) supports the Maya Angelou Public Charter School (MAPCS), a multi-campus collaboration of two successful alternative high schools and an alternative middle school in Washington, DC. In addition, SFF operates Oak Hill Academy, a school located in Washington, DC’s long-term secure facility for youth who have been adjudicated delinquent, as well as a transition center to support students released from Oak Hill during their transition back into the community.

SFF/MAPCS integrates all of the support services a traditionally challenged student needs into one seamless, intensive school program. It provides students with small classes, individualized instruction, and a wide range of wraparound services, including tutoring, mentoring, career preparatory training, internships, enrichment classes, mental health services, residential opportunities, transition support, and “real-world” learning experiences.

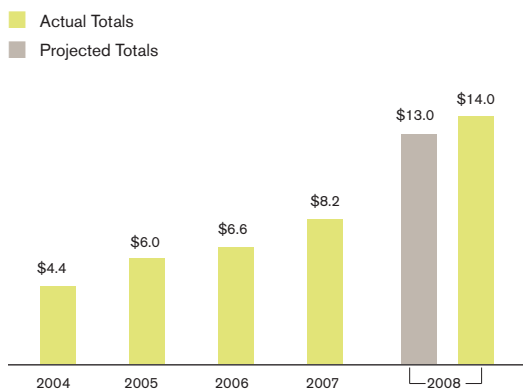
Internal evaluations have shown that See Forever Foundation / Maya Angelou Public Charter School graduates over 80 percent of all seniors, and its graduates are two-and-a-half times more likely than their peers outside of the charter school to complete college or other post-secondary education programs. The organization continues to enhance its internal performance management capacity, ultimately allowing SFF/MAPCS to undertake further evaluations of its program model.

SFF/MAPCS graduates over 80 percent of all its seniors, who are two-and-a-half times more likely than their peers outside of the charter school to complete college or other post-secondary education programs.

SFF / MAPCS: Youth Served

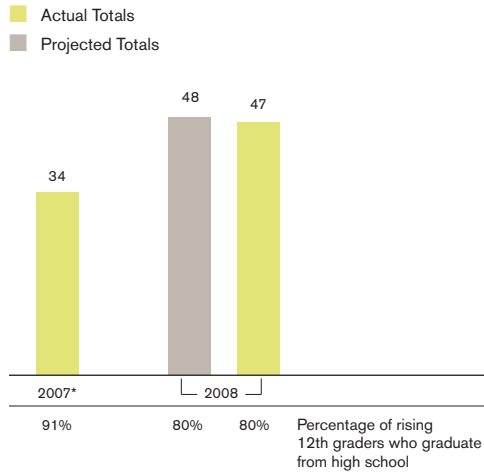


SFF / MAPCS: Total Revenue (in millions)

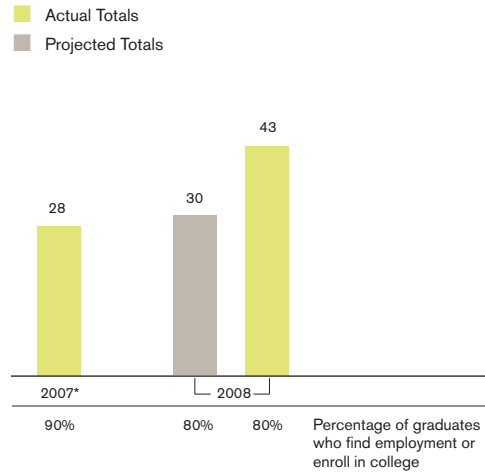


Outcomes

SFF / MAPCS: Number of Students Graduating High School



SFF / MAPCS: College Acceptance or Employment



*Target in 2007 was 80%; SFF/MAPCS exceeded projections.

Geographic Reach: See Forever Foundation/Maya Angelou Public Charter School targets youth in Washington, DC, who have been poorly served by (or have failed to succeed in) the District's larger public schools.

SSO Grantees Not Yet Reporting on Performance

The following organizations have received initial grants from EMCF to develop business plans and/or address specific capacity needs to ready themselves for fuller investments. These organizations are expected to report on performance in future years.

First Place for Youth

www.firstplaceforyouth.org

First Place for Youth helps youth who are moving out of foster care gain the independent living skills necessary to make a successful transition to self-sufficient adulthood. Serving youth in the Bay Area (Oakland and neighboring communities), First Place combines housing assistance with wraparound case management services that connect them with employment training, post-secondary education opportunities, and financial literacy classes.

National Academy Foundation

www.naf.org

The National Academy Foundation (NAF) supports a national network of nearly 500 career academies that are based in public high schools in 40 states and Washington, DC and serve 44,000 youth, ages 14–18. Career academies, organized as “small learning communities,” are supported by specially trained teachers who help students achieve academic success and prepare them for productive careers.

A 15-year randomized control evaluation by MDRC of the career academy model found long-term positive employment outcomes for participants. (NAF is one of the foremost organizations implementing the career academy model.) Career academy students were much more likely to stay in school through 12th grade, had higher attendance rates, and earned 11 percent more than their peers eight years after graduation.

Over the next two years, NAF will pilot an effort to implement a network-wide performance management and outcomes tracking system, develop a plan to roll out a national data system, address key organizational capacity needs, and increase the total number of youth served from 44,000 to 47,000 and the number of academies from 495 to 535.



Multi-Service Organizations

Multi-service organizations (MSOs), in contrast to single-service nonprofits, concentrate on a single community and provide a range of programs to a variety of age groups. To make the whole greater than the sum of its parts, these organizations often integrate various services so they can improve overall quality and drive positive outcomes.

The Foundation assesses five of the six MSOs in our portfolio primarily on the progress they are making in implementing robust, organization-wide performance tracking and data management systems. (These grantees are Congreso de Latino Unidos, Good Shepherd Services, Latin American Youth Center, Our Piece of the Pie, and Roca.) Completing these systems will enable them to generate data that will be useful in making program improvements and preparing for possible external evaluations that can demonstrate the effectiveness of those programs.

The following reports rate on a four-part, 12-point scale each grantee's ability to collect information on its participants, track their progress, and use this data to inform decisionmaking. Organizations are evaluated on their capacity to track four types of data: 1) participant demographics, 2) program dosage and utilization, 3) staff activity to promote outcomes, and 4) participant outcomes. Grantees are assigned a score based on their success in each area (0 for none, 1 for low, 2 for medium, and 3 for high). The total of these scores (out of a possible 12) corresponds to an overall assessment rating. A total score between 0 and 4 is considered low capacity; between 5 and 8 is considered medium capacity; and 9 or higher is considered high capacity. **The aim of the Foundation's support is to help these MSOs reach high capacity.**

These grantees are also implementing other initiatives, such as addressing key infrastructure and organizational needs and, when appropriate, undertaking targeted growth. Although the Foundation also tracks such progress, the primary goal of its investments in these promising organizations is to bolster their ability to use data to improve performance and eventually increase the evidence of their effectiveness.

The sixth MSO in the Foundation's portfolio, Harlem Children's Zone, is already undergoing evaluations of its programs. The section also includes Boys & Girls Clubs of America, a national network, among MSOs because affiliated local clubs offer a variety of programs in their communities, much in the manner of MSOs.

Our Piece of the Pie
www.opp.org

Our Piece of the Pie (OPP) provides intensive, long-term case management services to youth (ages 14–24) across Hartford, Connecticut. Through the agency’s cornerstone program, Pathways to Success, youth development staff specialists help each young person develop an individualized education and employment plan for making a successful transition to adulthood. The ultimate goals set for each young person are: a vocational school certification or a degree from a two- or four-year college or university, and/or full-time unsubsidized employment. Through Pathways, youth gain access to several educational and job readiness programs that help them reach these goals.

During 2007–08, OPP served 2,941 youth: 94 of these youth graduated from a two- or four-year college or university, 153 found unsubsidized employment for six months or more, and 330 were enrolled in college or a vocational program.

Our Piece of the Pie helps young adults make successful transitions to adulthood, with the ultimate goal being education and/or employment.

Our Piece of the Pie: Level of Tracking Capacity

The assessments below were made in 2007 and have not yet been updated.

	None	Low	Medium	High
Tracking participant demographics and enrollment	0	1	2	③
Tracking program dosage and utilization	0	1	②	3
Tracking staff activity/ efforts to promote outcomes	0	①	2	3
Tracking participant outcomes	0	1	②	3

Existing Level: **Medium (8)** / Original Baseline: **Medium (6)** / Target Goal: **High**

Roca, Inc.
www.rocainc.org

Roca, serving the Greater Boston communities of Chelsea, Revere and East Boston, utilizes a comprehensive and strategic intervention model it developed to support sustainable behavior changes so high-risk young people and young parents can achieve economic independence and lead lives out of harm’s way. This intervention model, which engages each Roca youth worker with 25 young people for two to five years, is based on programs from medical and mental health fields and includes:

- transformational relationships (Roca’s intensive case management model);
- relentless outreach and follow-up;
- life skills, educational and pre-vocational, and employment programming; and
- work with institutional partners.

Roca is a youth development organization committed to serving the most disenfranchised and disengaged young people in the Greater Boston area.

Roca: Level of Tracking Capacity

The assessments below were made in 2007 and have not yet been updated.

	None	Low	Medium	High
Tracking participant demographics and enrollment	0	1	2	③
Tracking program dosage and utilization	0	1	2	③
Tracking staff activity/efforts to promote outcomes	0	1	2	③
Tracking participant outcomes	0	1	②	3
Existing Level: High (11) / Original Baseline: Low (3) / Target Level: Reached*				

*Currently working to improve tracking of participant performance.

Congreso de Latinos Unidos (Congreso)

www.congreso.net

Congreso de Latinos Unidos (Congreso) primarily serves the neighborhoods of Eastern North Philadelphia, where the majority of the city’s Latino population resides. Founded in 1977 as a grassroots organization providing health services to the region’s Puerto Rican community, Congreso has responded to the community’s changing demographics and evolving needs for over 30 years, growing into a multi-service organization that provides integrated, bilingual services. Congreso’s new strategic vision is built on two “pillars” it believes are essential for achieving self-sufficiency: education and employment. Congreso complements its efforts around these pillars with supportive services to ensure that people are safe and healthy by addressing their individual and family needs. Clients are connected to appropriate education, employment, and supportive services utilizing Congreso’s own uniquely designed client management system. During Congreso’s last fiscal year, it served approximately 18,000 people.

Congreso offers a wide range of adult and youth services, including truancy intervention, out-of-school-time youth development programs, workforce development, drug and alcohol counseling, housing counseling, health education, teen pregnancy prevention and intervention, maternal and child health programs and HIV/AIDS services.

Congreso: Level of Tracking Capacity

The assessments below were made in 2007 and are currently being re-evaluated. Updated assessment scores will be available on our website at www.emcf.org in summer 2009.

	None	Low	Medium	High
Tracking participant demographics and enrollment	0	1	②	3
Tracking program dosage and utilization	0	1	②	3
Tracking staff activity/efforts to promote outcomes	0	①	2	3
Tracking participant outcomes	0	①	2	3

Existing Level: **Medium (6)** / Original Baseline: **Low (3)** / Target Level: **High**

Latin American Youth Center
www.layc-dc.org

Latin American Youth Center (LAYC) serves youth of all ethnic backgrounds in Washington, DC. It also operates the Maryland Multicultural Center at three sites in Prince George’s and Montgomery counties in Maryland. LAYC offers a comprehensive set of services that include education, social services, work skills, advocacy, and residential programs, and it served more than 4,000 young people and their families in 2008.

Latin American Youth Center provides a broad range of multi-lingual, culturally sensitive programs to youth of all ethnic backgrounds in Washington, DC.

LAYC: Level of Tracking Capacity

The assessments below were made in 2007 and are currently being re-evaluated. Updated assessment scores will be available on our website at www.emcf.org in summer 2009.

	None	Low	Medium	High
Tracking participant demographics and enrollment	0	1	2	③
Tracking program dosage and utilization	0	1	②	3
Tracking staff activity/ efforts to promote outcomes	0	①	2	3
Tracking participant outcomes	0	①	2	3
Original Baseline: Medium (7) / Target Goal: High				

Good Shepherd Services

www.goodshepherds.org

Good Shepherd Services (GSS), based in New York City, provides a comprehensive set of services that surround at-risk youth and families in Brooklyn, the Bronx and Manhattan with “a web of supports that promote a safe passage to self-sufficiency.” The agency reaches 20,000 participants through programs that provide school-based support, differentiated educational options for older youth to re-engage them in completing their high school education, after-school programming, family counseling and support, and foster care and adoption services.

In partnership with the NYC Department of Education (DOE) and with support from the Bill & Melinda Gates Foundation, GSS has replicated its highly regarded transfer high school model for older youth (ages 16–21) who have fallen off track in traditional schools. Through its collaboration with the DOE, the agency has also initiated and expanded other educational models that offer multiple pathways to graduation for this population. Winner of the inaugural New York Times Company Nonprofit Excellence Award for overall management excellence in 2007, GSS has doubled its service capacity in New York City over the past several years.

Good Shepherd Services is currently implementing a comprehensive performance management tracking system across the organization. An assessment of GSS’s implementation status will be available on our website and in future annual reports.

In partnership with the New York City Department of Education and with support from the Bill & Melinda Gates Foundation, Good Shepherd Services has replicated its highly regarded transfer high school model for older youth who have fallen off track in traditional schools.

Harlem Children’s Zone

www.hcz.org

Harlem Children’s Zone (HCZ) works to “rebuild the very fabric of community life” through a comprehensive set of programs that engage local residents and community stakeholders in providing a safe learning environment and positive opportunities for children and families in New York’s Harlem community. The HCZ Project’s conveyor belt of services stretches from birth through college and includes workshops for parents of young children, early childhood education, public charter schools, collaborations and support for traditional public schools, after-school and summer enrichment programming for youth, and help for teens to gain access to and graduate from college and other post-secondary education opportunities.

One of the Foundation’s first partners in youth development, HCZ has grown from 24 blocks to 100 blocks in Central Harlem. Today, it serves more than 10,000 youth annually.

Harvard University economists Roland Fryer, Jr. and Will Dobbie found that HCZ’s Promise Academy was “enormously effective at increasing the achievement of the poorest minority children.” The report’s full findings and additional data on HCZ’s impact can be found on the organization’s website.

This past spring, 100 percent of the third-graders at Harlem Children’s Zone Promise Academy II scored at or above grade level in the state-wide math tests.

National Networks

Boys & Girls Clubs of America

www.bgca.org

For over 100 years, Boys & Girls Clubs of America has helped kids “Be Great,” providing hope and opportunity for those who need it most. Today, more than 4,300 Clubs serve some 4.8 million young people through Club membership and community outreach. Known as “The Positive Place for Kids,” Boys & Girls Clubs can be found throughout the country and on U.S. military bases worldwide, providing young people 6–18 years old with guidance-oriented character development programs conducted by trained professional staff. Clubs positively impact lives and help young people reach their full potential as productive, caring citizens. Key programs emphasize leadership development; education and career exploration; community service; technology training; financial literacy; health and life skills; the arts; sports, fitness and recreation; and family outreach. In a recent Harris Survey of Club alumni, 57 percent said Boys & Girls Clubs saved their lives.

Boys & Girls Clubs is currently implementing Project Upward Bound, an organizational capacity-building initiative; expanding its Leadership University to develop the skills of local Boys & Girls Club leaders and senior management; and supporting a national initiative to implement standardized outcome measures across its network, enabling the Boys & Girls Club movement to fulfill its mission and realize its vision for its second century.

In a recent Harris Survey of Boys & Girls Clubs alumni, 57 percent said the Club saved their lives.



2008 Grants List

	Grants Awarded in 2008	Grants Paid in 2008
Youth Development Fund (IFB)		
Business Planning		
FIRST PLACE FOR YOUTH	\$250,000	\$250,000
<i>Oakland, CA</i>		
For general operating support, including help to defray the costs associated with the time staff will spend on business planning.		
Growth Capital Aggregation Pilot		
CITIZEN SCHOOLS, INC.		\$3,000,000
<i>Boston, MA</i>		
Continued support for the organization's \$30 million growth capital campaign and implementation of its growth plan.		
NURSE-FAMILY PARTNERSHIP		\$4,000,000
<i>Denver, CO</i>		
Continued support for the organization's \$50 million growth capital campaign and implementation of its growth plan.		
YOUTH VILLAGES INC.		\$6,000,000
<i>Memphis, TN</i>		
Continued support for the organization's \$40 million growth capital campaign and implementation of its growth plan.		
New Investments		
LATIN AMERICAN YOUTH CENTER, INC.	\$4,000,000	\$1,000,000
<i>Washington, DC</i>		
Support for implementation of the organization's business plan.		
Continued Investments		
BIG BROTHERS BIG SISTERS OF AMERICA		\$1,250,000
<i>Philadelphia, PA</i>		
Support for implementation of the organization's business plan. (Grant of \$9 million was awarded in 2007.)		
BOYS & GIRLS CLUBS OF AMERICA	\$5,000,000	\$5,000,000
<i>Atlanta, GA</i>		
Support for expanding Leadership University, an effort to build the skills of local BGCA club leaders and senior management, and to implement standardized data collection practices across its network of locals affiliates.		

	Grants Awarded in 2008	Grants Paid in 2008
CENTER FOR EMPLOYMENT OPPORTUNITIES <i>New York, NY</i> Support for implementation of the organization's business plan.	\$3,500,000	\$1,750,000
CHILDREN'S AID SOCIETY <i>New York, NY</i> Continued support for implementation of Carrera Adolescent Pregnancy Prevention Program's business plan. (A grant of \$4 million was awarded in 2006.)		\$1,000,000
CONGRESO DE LATINOS UNIDOS <i>Philadelphia, PA</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2007.)		\$1,500,000
GOOD SHEPHERD SERVICES <i>New York, NY</i> Continued support for implementation of the organization's business plan. (A grant of \$6 million was awarded in 2006.)		\$1,000,000
GREEN DOT PUBLIC SCHOOLS <i>Los Angeles, CA</i> Continued support for implementation of the organization's business plan. (A grant of \$4 million was awarded in 2007.)		\$2,500,000
HILLSIDE WORK-SCHOLARSHIP CONNECTION <i>Rochester, NY</i> Continued support for implementation of the organization's business plan. (A grant of \$4 million was awarded in 2007.)		\$1,000,000
MY TURN: AMERICA'S YOUTH TEENAGE UNEMPLOYMENT REDUCTION NETWORK, INC. <i>Brockton, MA</i> Continued support for implementation of the organization's business plan. (A grant of \$4.5 million was awarded in 2006.)		\$2,000,000
ROCA, INC. <i>Chelsea, MA</i> Continued support for implementation of the organization's business plan. (A grant of \$3 million was awarded in 2006.)		\$500,000
SEE FOREVER FOUNDATION / MAYA ANGELOU PUBLIC CHARTER SCHOOL <i>Washington, DC</i> Continued support for implementation of the organization's business plan. (A grant of \$2 million was awarded in 2007.)		\$1,000,000
SELF ENHANCEMENT INC. <i>Portland, OR</i> Continued support for implementation of the organization's business plan. (A grant of \$3.5 million was awarded in 2007.)		\$1,000,000

	Grants Awarded in 2008	Grants Paid in 2008
Supporting Grants		
THE BRIDGESPAN GROUP		\$400,000
<i>Boston, MA</i>		
To support grantees in the Foundation's Youth Development Fund to develop comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's Youth Development Fund strategy.		
THE BRIDGESPAN GROUP	\$2,135,600	\$2,135,600
<i>Boston, MA</i>		
To support grantees in the Foundation's Youth Development Fund to develop comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's Youth Development Fund strategy.		
COMMUNICATIONS LEADERSHIP INSTITUTE INC.	\$22,000	\$22,000
<i>Washington, DC</i>		
To support the participation of an executive director from one of the Foundation's grantees in a year-long communications training program.		
GOODMAN MEDIA INTERNATIONAL, INC.		\$37,500
<i>New York, NY</i>		
To provide communications and media support for the Foundation's Youth Development Fund grantees.		
GOODMAN MEDIA INTERNATIONAL, INC.	\$57,600	\$57,600
<i>New York, NY</i>		
To provide communications and media support for the Foundation's Youth Development Fund grantees.		
LWP, LLC	\$380,000	\$228,000
<i>Boston, MA</i>		
To conduct a feasibility analysis and, if warranted, create a business plan for the launch of an external entity able to provide high-quality coaching and leadership development to high-performing nonprofit organizations.		
NEW YORK UNIVERSITY		\$165,000
<i>New York, NY</i>		
To design and implement a Leadership Institute for the Foundation's Youth Development Fund grantees, designed to strengthen talent development initiatives at grantee organizations.		
NEW YORK UNIVERSITY	\$310,500	\$200,000
<i>New York, NY</i>		
To design, organize and facilitate two peer-to-peer learning meetings for Youth Development Fund grantees, as well as the Foundation's annual grantees retreat in fall 2008.		

	Grants Awarded in 2008	Grants Paid in 2008
NPOWER <i>New York, NY</i> To support the partnership between NPower and CompuMentor in helping the Foundation's Youth Development Fund grantees make more effective use of information technology.		\$250,000
POLICYLINK <i>Oakland, CA</i> To develop recommendations for state and federal policy-makers interested in replicating Harlem Children's Zone's program model in other communities.	\$150,000	\$150,000
RPC, LLC <i>Boston, MA</i> To provide executive coaching support to an executive director from one of the Foundation's grantees.	\$70,000	\$70,000
VERA INSTITUTE OF JUSTICE, INC. <i>New York, NY</i> To establish the Center for Economic Mobility, which will provide consulting support to the Foundation's Youth Development Fund grantees on evaluation matters.		\$30,000
Rescissions		
THE EDNA McCONNELL CLARK FOUNDATION <i>New York, NY</i> To provide organizational development support to grantees in the Foundation's Youth Development Fund.	(\$37,842)	
THE EDNA McCONNELL CLARK FOUNDATION <i>New York, NY</i> To implement the Foundation's knowledge development efforts and dissemination of its learning to others in the youth development field, and to the philanthropic and public policy sectors.	(\$569)	
Total Youth Development Fund (IFB)	\$15,837,289	\$37,495,700

	Grants Awarded in 2008	Grants Paid in 2008
Venture Fund		
BOWDOIN COLLEGE <i>Brunswick, ME</i> For general support.	\$11,000	\$11,000
BROWN UNIVERSITY <i>Providence, RI</i> For general support.	\$11,000	\$11,000
Youth Development		
BIG BROTHERS BIG SISTERS OF SOUTHEAST LOUISIANA <i>New Orleans, LA</i> To support the opening of a new office in Baton Rouge to restore mentoring services to youth affected by Hurricanes Katrina and Rita.	\$150,000	\$75,000
MDRC <i>New York, NY</i> To support the second phase of evaluation for Project ChalleNGe, a nationwide program for disadvantaged youth.	\$380,000	\$380,000
VERA INSTITUTE OF JUSTICE, INC. <i>New York, NY</i> To support an evaluation (conducted by the Economic Mobility Corporation) of the implementation of Year Up, a youth employment program.		\$98,000
Field of Philanthropy		
GRANTMAKERS FOR CHILDREN, YOUTH & FAMILIES, INC. <i>Silver Spring, MD</i> For general support.	\$22,500	\$22,500
CENTER FOR EFFECTIVE PHILANTHROPY, INC. <i>Cambridge, MA</i> For general support and the development of assessment tools to improve the effectiveness of foundations.		\$125,000
THE COMMUNICATIONS NETWORK, INC. <i>Naperville, IL</i> For general support.	\$25,000	\$25,000
THE FOUNDATION CENTER <i>New York, NY</i> For general support.	\$60,000	\$60,000
GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS <i>Washington, DC</i> For general support.	\$100,000	\$50,000

	Grants Awarded in 2008	Grants Paid in 2008
GRANTMAKERS FOR EDUCATION	\$8,000	\$8,000
<i>Portland, OR</i>		
For general support.		
THE COMMUNITY FOUNDATION FOR THE NATIONAL CAPITAL REGION	\$40,000	\$40,000
<i>Washington, DC</i>		
To support the activities of the Youth Transition Funders Group.		
COUNCIL FOR EXCELLENCE IN GOVERNMENT	\$200,000	\$100,000
<i>Washington, DC</i>		
To support the Coalition for Evidence-Based Policy's efforts to promote public funding of programs that meet the highest criteria for evidence of effectiveness.		
COUNCIL ON FOUNDATIONS, INC.	\$40,000	\$40,000
<i>Arlington, VA</i>		
For general support.		
INDEPENDENT SECTOR	\$62,500	\$62,500
<i>Washington, DC</i>		
For general support.		
NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY	\$30,000	\$30,000
<i>Washington, DC</i>		
For general support.		
NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS, INC.	\$16,700	\$16,700
<i>New York, NY</i>		
For general support.		
Total Venture Fund	\$1,156,700	\$1,154,700
Grand Total	\$16,993,989	\$38,650,400

Grants Summary

	Unpaid Grants as of 9/30/07	Grants Awarded During Year*	Grants Paid During Year**	Unpaid Grants as of 9/30/08
Program				
Youth Development Fund	\$ 56,920,911	\$ 15,837,289	\$ 37,495,700	\$ 35,262,500
Venture Fund	\$ 473,000	\$ 1,156,700	\$ 1,154,700	\$ 475,000
Grand Total	\$ 57,393,911	\$ 16,993,989	\$ 38,650,400	\$ 35,737,500

*Net of refunds and rescissions

**Net of refunds



Grant Information

The Edna McConnell Clark Foundation focuses on advancing opportunities for low-income youth (ages 9 to 24) in the United States. The Foundation believes that significant and long-term investment in nonprofit organizations with proven outcomes and growth potential is one of the most efficient and effective ways to meet the urgent and unmet needs of low-income youth.

The Foundation identifies and funds exemplary youth-serving organizations that are poised for growth. Our aim is to help develop a growing pool of organizations that are able to serve thousands more youth each year with proven programs. Grants, which may extend over many years, typically support operating expenses and enable grantees to build their organizational capacity so that they can improve program quality, increase the number of young people served, and eventually become financially sustainable.

The Foundation funds organizations that have evidence demonstrating their effectiveness in helping young people to do the following:

- 1 Improve educational skills and academic achievement;
- 2 Prepare for the world of work and transition to employment and economic self-sufficiency; and/or
- 3 Avoid high-risk behaviors, such as drug abuse and teen pregnancy.

The Foundation relies primarily on nominations by colleagues and advisors in the field of youth development to find organizations that seem likely to meet its grantmaking guidelines. Although we do not accept unsolicited proposals, the Foundation does welcome youth-serving organizations to visit our website (www.emcf.org) and complete an online survey that describes their activities and programs and the young people they serve. If, after reviewing this information, the Foundation determines there is a potential match, a staff member will contact the organization.

The Foundation does not consider proposals for endowments, deficit operations, scholarships, or grants to individuals.

Financial Statements

The Foundation's condensed statements of financial position and activities for the years ended September 30, 2008 and 2007, are presented on the following page.

The accompanying financial statements differ from generally accepted accounting principles (GAAP) in three ways: They include only summarized statements of financial position and statements of activities; they do not include statements of cash flows; and they do not include footnote disclosures.

The Foundation's financial statements undergo an annual audit, which was conducted by McGladrey & Pullen LLP. They audited the financial statements for the years ended September 30, 2008 and 2007, which are presented in conformity with GAAP, and they expressed an unqualified opinion on these financial statements. Copies of the Foundation's audited financial statements, dated February 10, 2009, in addition to the reports of the two previous years, may be viewed on our website (www.emcf.org).

Additional information about the Foundation can be found in our annual tax filing, the Form 990-PF. The Foundation's tax returns for the past three years may be viewed on our website.

Condensed Statement of Financial Position*As of September 30, 2008 and 2007*

	2008	2007
Assets		
Cash and cash equivalents	\$ 5,990,831	\$ 15,179,641
Investments	789,262,714	912,887,650
Interest, dividends, and other receivables	496,812	908,140
Fixed assets, net	1,221,490	1,415,165
Total Assets	\$ 796,971,847	\$ 930,390,596
Liabilities		
Grants payable	\$ 716,700	\$ 1,338,983
Deferred federal excise tax	408,746	3,668,656
Other liabilities	671,968	695,809
Total Liabilities	\$ 1,797,414	\$ 5,703,448
Net Assets		
Unrestricted net assets	795,174,433	924,687,148
Total Liabilities & Net Assets	\$ 796,971,847	\$ 930,390,596

Condensed Statement of Activities*Years ended September 30, 2008 and 2007*

	2008	2007
Revenue		
Investment income, net	\$ (84,657,258)	\$ 127,115,555
Expenses		
Grant awards	38,367,979	38,618,603
Program and administrative expenses	5,722,272	5,135,963
Federal excise taxes	765,206	707,919
Total Expenses	\$ 44,855,457	\$ 44,462,485
Change in net assets	(129,512,715)	82,653,070
Unrestricted net assets, beginning of year	924,687,148	842,034,078
Unrestricted net assets, end of year	\$ 795,174,433	\$ 924,687,148

History of the Foundation

The story of the Edna McConnell Clark Foundation really begins in 1969, when Edna McConnell Clark, a daughter of the founder of Avon Products, decided with her husband, Van Alan Clark, to set a fresh course for what had become a very large but unstaffed family foundation. Mr. and Mrs. Clark doubled the size of the endowment and charged their sons—Hays, Van Alan, Jr., and James—with overseeing staffing and establishing priorities to focus the resources of the Foundation.

The sons wanted to maintain the Clark family's down-to-earth approach to philanthropy and its goal to improve the lives of people in poor communities. The Foundation's grantmaking today continues to reflect the spirit of those early decisions. Over nearly four decades, the Foundation has made grants totaling over \$744 million. As of September 30, 2008, the Foundation's assets were valued at approximately \$797 million. Two grandchildren of Van Alan and Edna McConnell Clark—H. Lawrence Clark and James M. Clark, Jr.—serve on the Foundation's nine-member board of trustees, while son James, Sr. continues to serve as trustee emeritus.

For additional information about the Foundation's current and past work, visit our website at www.emcf.org. Publications, reports and other materials can be ordered or downloaded from our website as well, or contact us at 212.551.9100 or info@emcf.org.

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