

Edna McConnell Clark Foundation
2009 Annual Report



THE
Edna McConnell
Clark FOUNDATION

415 Madison Avenue
10th Floor
New York, NY 10017
212.551.9100
www.emcf.org



A LETTER FROM THE PRESIDENT

Making the Most of the Future

Dear Friends and Colleagues,

While economists debate whether the recession has ended or still lingers on, nearly everyone agrees that our recovery will be long and slow. For many nonprofits and the vulnerable populations they serve, the light at the end of tunnel is a long way off. According to a study by the Nonprofit Finance Fund, 80 percent of the 1,315 nonprofits responding said they expected the demand for their services will increase in 2010, while just 49 percent thought they could meet that demand. Only 18 percent anticipate breaking even or better this year, compared to 35 percent that ended 2009 with a surplus. The disadvantaged youth who are the Edna McConnell Clark Foundation's special concern are among the hardest-hit. This March, for example, the unemployment rate for teenagers ages 16–19 was over 25 percent.

A troubled economy poses a particular challenge to the Foundation because the investment strategy we have developed and refined over the past decade emphasizes growth. Our goal is to fund grantees' expansion so their evidence-based programs can benefit greater numbers of disadvantaged youth. Yet economic constraints and the uncertainties of public funding have slowed growth to a crawl. Our greatest concerns have been to preserve the gains we have helped grantees make over the last ten years, and to prepare them for an environment that at least in the near term is conducive to little or no growth.

I wrote in our last annual report that we would concentrate in 2009 on helping our existing grantees navigate the recession and shifting political currents. Eleven months later, the future is still fraught with uncertainty, but our grantees seem, by and large, to be weathering the crisis so far, and to be positioned to take advantage of whatever government funding opportunities arise. In general, our grantees have been affected more severely by the recession's impact on state budgets than by its impact on the federal budget. We are helping grantees monitor state budgets as they are developed for 2011, and every indication is that these budgets will continue to erode. Consequently, we will continue to explore how we can support grantees most effectively during trying times.

While some grantees, with our support, undertook intensive scenario planning to get a firmer grasp of their options, most of them lowered their growth goals or extended the time frame in which they expect to reach them. Adjusting the annual performance

goals of our investment agreements tested the Foundation's board and leadership team, our co-investors and our grantees, and all of them met the challenge. In keeping with the Foundation's commitment to transparency, the report that follows includes our grantees' projections as well as our aggregate projections. Unlike previous years, in which we confidently predicted (and generally achieved) significant growth in the numbers of youth grantees serve and in their revenues, our forecast for growth in Fiscal Year 2010 is essentially flat across the portfolio. Compared to the pessimistic findings of the Nonprofit Finance Fund poll, however, we find this encouraging.

Ordinarily we would have formulated in 2009 a long-term, three-to-five-year strategic plan to succeed our current one, which expires in 2010. But these are not ordinary times, and we realized that the unpredictability of economic trends and funding opportunities made it foolhardy to project what the world will look like three to five years from now. So instead, with our board's encouragement, we developed a 15-to-18-month transition plan designed to give us the flexibility to deal in the near term with economic and political uncertainty and be responsive to the needs of our grantees.

The transition plan has been an invaluable guide. It has kept us focused on four critical questions:

1. What are the implications of the economy and the public funding environment for our grantees and for our overall grantmaking strategy?
2. What more can we do to help our current grantees during this trying period?
3. Can we extend to other organizations the growth capital aggregation strategy we have piloted with three grantees, and, if so, how will we manage relationships with a wider array of co-investors?
4. Can we build a bigger pipeline of promising potential grantees so we have a robust set of organizations to choose from when we resume in 2010 the new investments in nonprofits that we put on hold in 2009?

As we have explored these questions and arrived at some preliminary answers, we have been heartened by the mounting interest of the federal government and the philanthropic community in supporting "what works" and developing new kinds of public/private partnerships to scale evidence-based solutions to some of our nation's most intractable problems. The goal of federal initiatives such as the Social Innovation Fund and the U.S. Department of Education's Investing in Innovation (i3) Fund—to align capital with evidence, performance and growth—is consistent with our own investment strategy. We are impressed by the promise these and other emerging initiatives hold for our grantees and other nonprofits that place a premium on rigorous evaluation. Indeed, despite all the

pressures on the federal, state and local budgets, total public funding for a majority of our grantees increased in 2009. Given the fiscal crises many states and cities face, however, we recognize this trend may not continue in 2010 and 2011.

We know from our experience how hard it is to identify promising youth development organizations and shepherd them to scale, and an adverse economy makes it even harder. That is why we are eager to share what we have learned with other private and public funders and with practitioners, to learn from them in return, and to partner with them in a number of ways. Let me highlight two of these ways here.

First, we look forward to re-investing in 2010 in high-performing grantees in our portfolio and adding new investments that we deferred at the height of the economic crisis in 2009 in order to concentrate on shielding our existing grantees from irreparable harm. As we move ahead, we will strive whenever possible and appropriate to expand our growth capital aggregation approach and engage co-investors. When resources are scarce, concentrating and coordinating them is the surest way, and may be the only way, to achieve scale.

Second, while we applaud the emphasis of the new federal initiatives on upholding high evidentiary standards and using public money to scale programs with proven results, we are also concerned about nonprofits at earlier stages of organizational development that have not yet achieved the capacity and the evidence base to warrant substantial public investment. Historically, the Edna McConnell Clark Foundation has dedicated a significant portion of its resources to grantees at early stages of development. We are eager to resume investing in such organizations, and to invest in them more effectively. We want to build a bigger pipeline of nonprofits whose evidence and capacity we and other private investors can help strengthen. With this in mind, the Foundation will explore, in partnership with other likeminded funders, a new venture to identify and nurture Early Stage nonprofits.

We cannot predict what the future holds, but the activities we initiated in 2009 and are continuing in 2010 are positioning the Foundation and our grantees to make the most of it.



Nancy Roob, *President*
May 2010



The Foundation and Its Grantees

The Edna McConnell Clark Foundation strives to achieve its mission—increasing the numbers of low-income youth (ages 9–24) served by programs that evidence shows can improve their life trajectories and make a successful transition to adulthood—by investing in high-performing nonprofits to build their organizational capacity and evidence base and expand their programs. For the past several years, the Foundation has reported publicly the performance and progress of its grantees in annual reports and regular updates on its website, emcf.org. The grantee reports included here provide a quantitative snapshot of the progress they are making toward these objectives.

The Foundation's relationship with each 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, increase the evidence base, and develop strategies for growth and long-term financial sustainability. These investments are based on an assessment of the nature of a grantee's operations, its specific needs, and its stage of organizational development. A detailed explanation of the Foundation's grantmaking process can be found at emcf.org.

Tracking Performance of Single-Service Organizations

The Edna McConnell Clark Foundation classifies its grantees as one of two organizational types: single-service organizations (SSOs) or multi-service organizations (MSOs). Single-service organizations provide one particular service or program, frequently in several communities. The SSOs 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 controlled studies (or equivalent evaluations) 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, usually in a single community, and typically serve several age groups with different needs. The Foundation's support of MSOs, and strategy to track their performance, are explained on page 55.

For all grantees, the Foundation tracks the numbers of youth served, yearly revenue, and how program participants are achieving targeted outcomes, such as graduating high school, securing employment and avoiding criminal activity. Total revenue refers to all funds raised during an organization's fiscal year, as stated in its audited financial statements.

The reports that follow include the first year of the Foundation's original investment as the baseline, performance against projections during the Foundation's current investment period, and projections for any remaining years of our investment. (A performance report that includes every year of the Foundation's engagement is available on our website.)

The projections for 2010 and beyond take into account the effects of the current economic downturn. Over the past year, the Foundation helped grantees re-evaluate the assumptions on which their business plans are based and adjust their projections to account for economic uncertainties as well as emerging opportunities for public funding. (The original projections for the three Growth Capital Aggregation Pilot grantees—Citizen Schools, Nurse-Family Partnership and Youth Villages—are also presented in this report.)

The Foundation regularly reviews its portfolio and decides to make investments in new organizations, as well as end engagements with current grantees, in order to maximize return on its grantmaking. Decisions to end engagements with grantees are generally because of a divergence between the grantee's priorities and growth plans with the Foundation's strategy going forward, or because grantees are unable to meet performance goals they have set for themselves.

About Active Service Slots

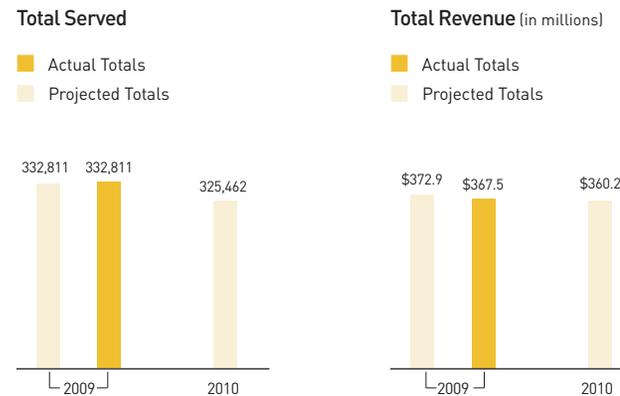
In past annual reports, the Foundation described a portfolio-wide metric it was developing, called "active service slots," to measure the dosage participants receive of a grantee's program. As we and our grantees began efforts to track active service slots, we learned that the metric was extremely difficult to implement and our grantees could not utilize the tool effectively without significantly disrupting their regular operations. Instead, based on the recommendation of our Evaluation Advisory Committee, a panel of independent experts who regularly advise the Foundation on evaluation and performance tracking, we and our grantees are using metrics specific to their programs to gauge the level and intensity of participants' engagement, as we believe the concept of measuring such dosage is valuable. Many of these metrics are included in this report.

AGGREGATE PERFORMANCE

Single-Service Organizations

The Foundation invested in 14 single-service organizations in 2009. Collectively, these organizations served 332,811 youth, 7.7 percent higher than grantees' projections. Revenues for the 14 organizations totaled \$367.5 million in 2009, coming in slightly below projections. (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.)

Please note that the Foundation's investments in single-service organizations 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.



Note: 2010 projections only include the ten grantees the Foundation is tracking in 2010.



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 their original projections for future years, as well as revised projections in response to the economic downturn. (Complete revised projections for Citizen Schools will be posted on our website when they become available.)

Citizen Schools

www.citizenschools.org

Citizen Schools partners with middle schools across the country to expand the learning day and lift the educational trajectories of low-income middle school students (ages 9–14). Citizen Schools helps students improve their academic performance and prepare for high school and college, in part by engaging adult “citizen teacher” volunteers in hands-on learning projects that develop skills like oral and written communication and critical thinking, and expose young people to technology, science and math. Trained educators also provide additional academic support such as homework help, study skills instruction, college campus visits, and civic activities. The organization has become nationally recognized for its work in expanded learning time, volunteer service and civic engagement.

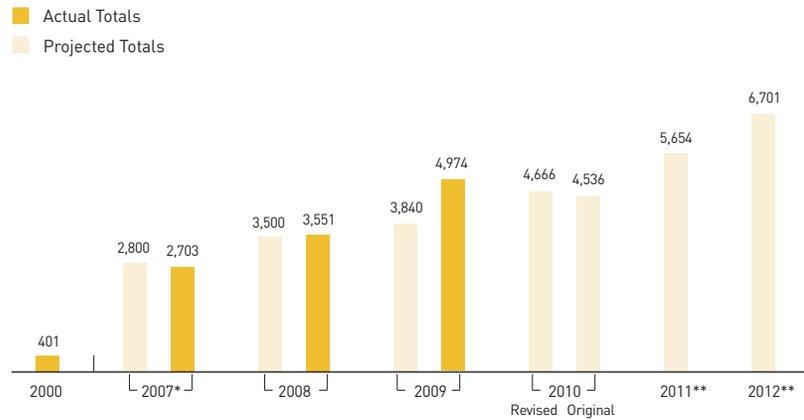
Results from a longitudinal comparison group study conducted by Policy Studies Associates beginning in 2001 found that regular participants outperformed peers on six of seven academic measures, including school attendance, number of suspensions, and academic achievement. Citizen Schools participants go on to “college-track” high schools at more than twice the rate of the matched comparison group. Even though Citizen Schools students entering the program tend to be more at risk and academically challenged than the average Boston Public Schools (BPS) student, the evaluation found that 76 percent of Citizen Schools participants graduated from high school in 2007, significantly higher than the 50 percent BPS graduation rate, when students attending the district's selective exam schools are excluded.

Note: The projections for 2010, 2011 and 2012 listed below are based on Citizen Schools' original growth plan, which was developed before the economic downturn. The organization is currently developing revised projections based on scenario planning work to account for the economic climate, as well as potential funding opportunities from emerging federal policy initiatives.

Geographic Reach

Headquartered in Boston, Massachusetts, Citizen Schools operates campuses in seven states: California, Massachusetts, New Jersey, New Mexico, New York, North Carolina and Texas.

Citizen Schools: Youth Served

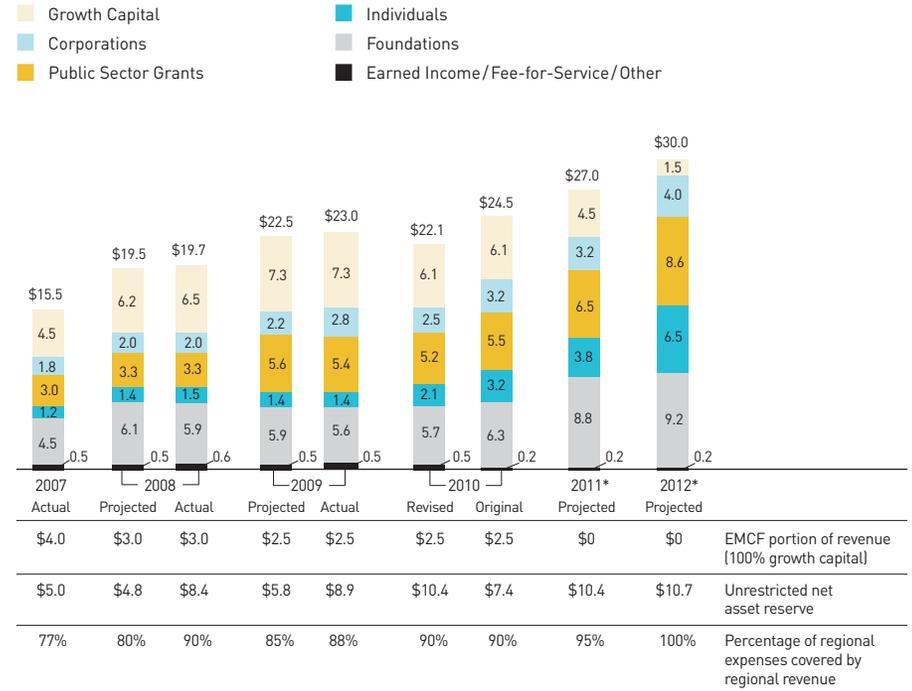


*In 2007, Citizen Schools revised its methodology for calculating the number of youth served. Numbers reported here may differ from previous reports.

**These are the original projections from Citizen School's growth plan, which was developed prior to the economic downturn. Revised projections for 2011 and 2012 are being finalized and will be reported when available.

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.

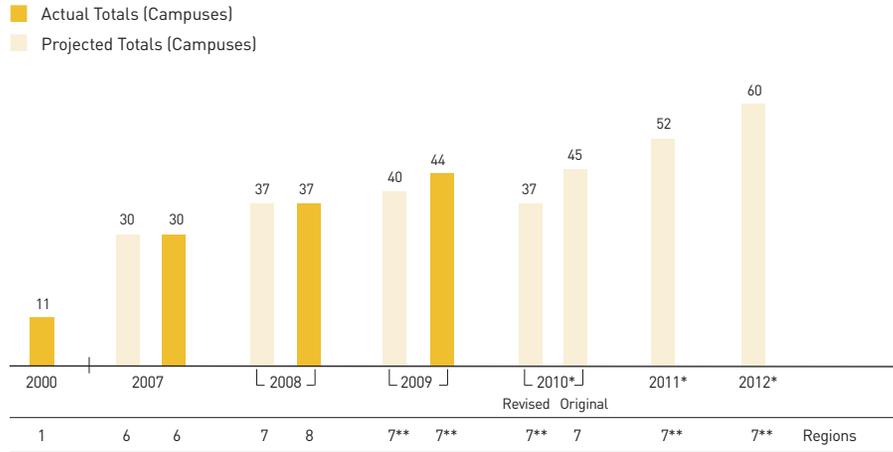


*These are the original projections from Citizen Schools' growth plan, which was developed prior to the economic downturn. Revised projections are being finalized and will be reported when available.

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

Citizen Schools: Campuses and Regions

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

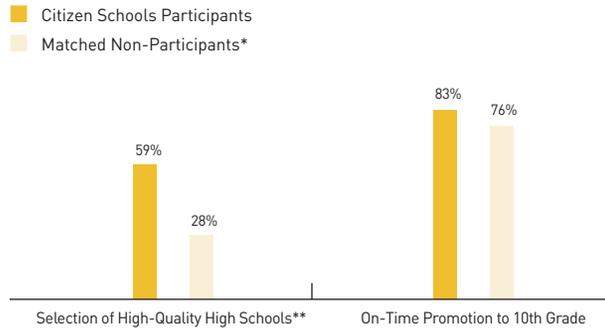


*These are the original projections from Citizen Schools' growth plan, which was developed prior to the economic downturn. Revised projections are being finalized and will be reported when available.

**In 2009, Citizen Schools changed how it defined regions and included Boston campuses in the Massachusetts region.

Outcomes

Citizen Schools: Evaluated Comparison Group Outcomes



*Matched non-participants may have participated in other after-school programs not run by Citizen Schools.

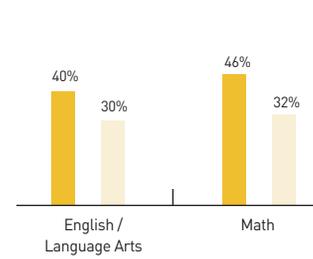
**"High-Quality" refers to college-track high schools as defined by Citizen Schools.

Data from external evaluation by Policy Studies Associates, July 2009.

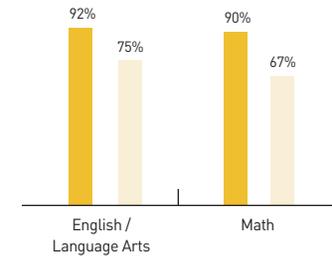
Citizen Schools: Academic Achievement

Legend: Citizen Schools Participants (dark orange), Boston Public Schools (light orange)

Percentage of 10th Graders Achieving Proficiency on Massachusetts Standardized Test (MCAS)*



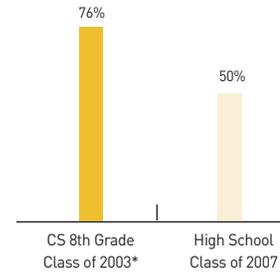
Percentage of 10th Graders Passing Massachusetts Standardized Test (MCAS)*



*Students at Boston's selective exam schools are excluded from both groups. Data from external evaluation by Policy Studies Associates, July 2009.

Citizen Schools: High School Graduation Rate of 8th Grade Participants

Legend: Citizen Schools Participants (dark orange), Boston Public Schools (light orange)



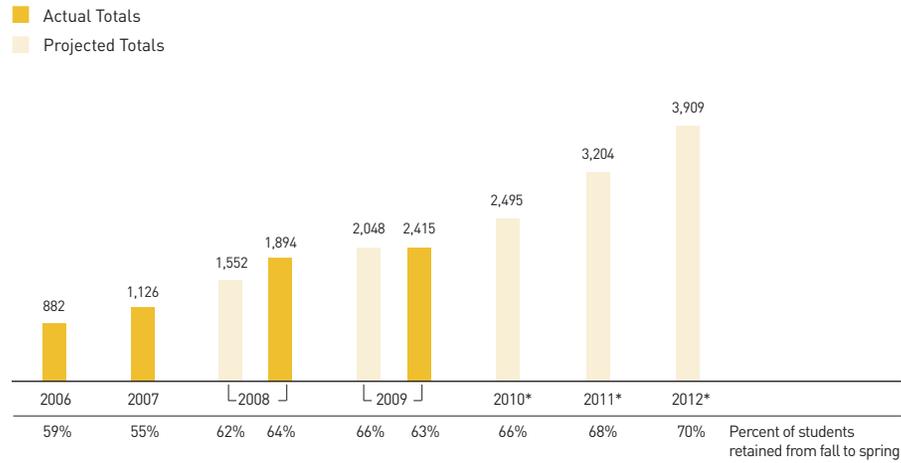
*Citizen Schools' 8th Grade Class of 2003 graduated high school in 2007.

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

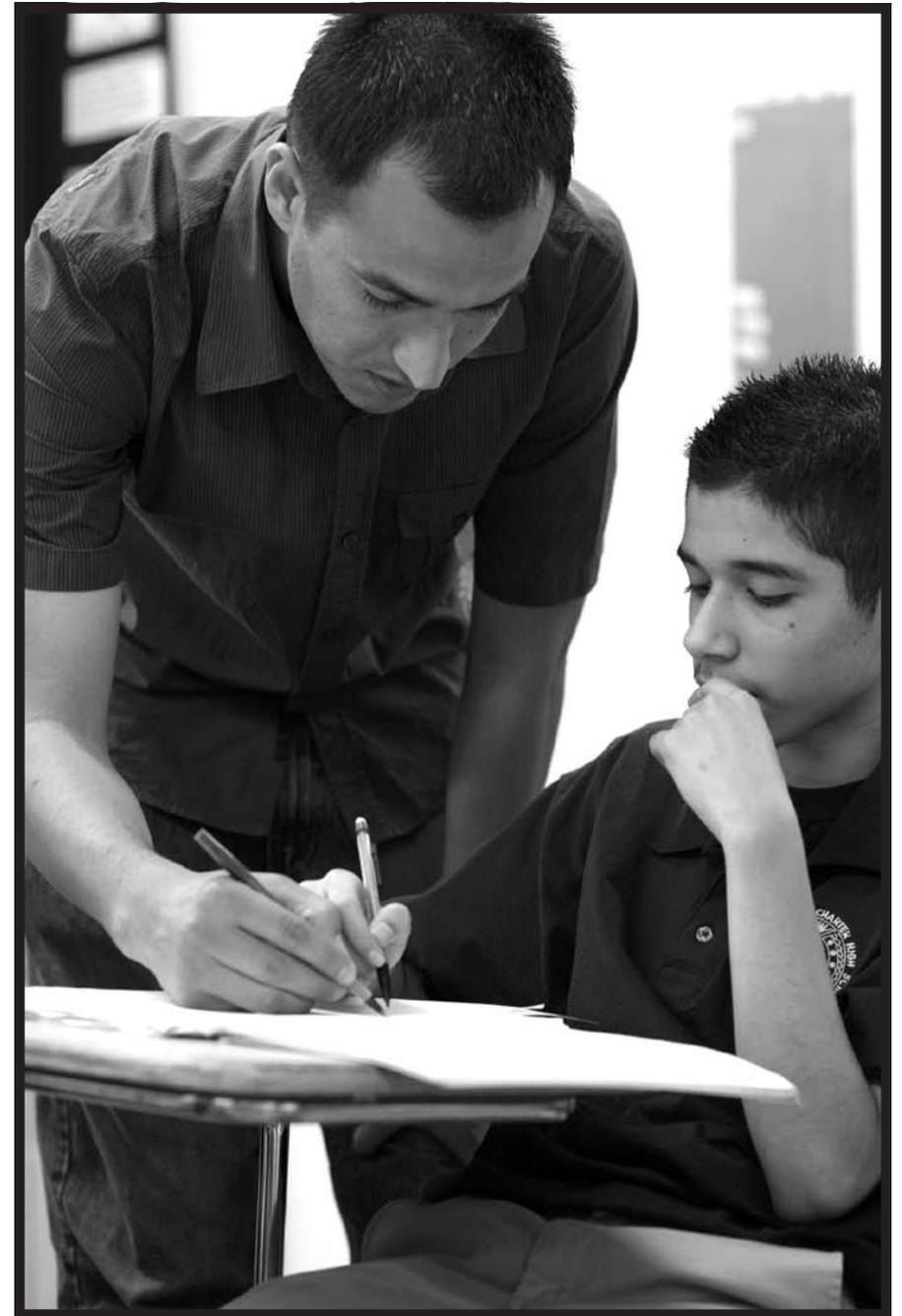
Data from external evaluation by Policy Studies Associates, July 2009.

Performance

Citizen Schools: Full Year Program Retention



*These are the original projections from Citizen Schools' growth plan, which was developed prior to the economic downturn. Revised projections are being finalized and will be reported when available.



Developed by Dr. David Olds and validated by more than 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.

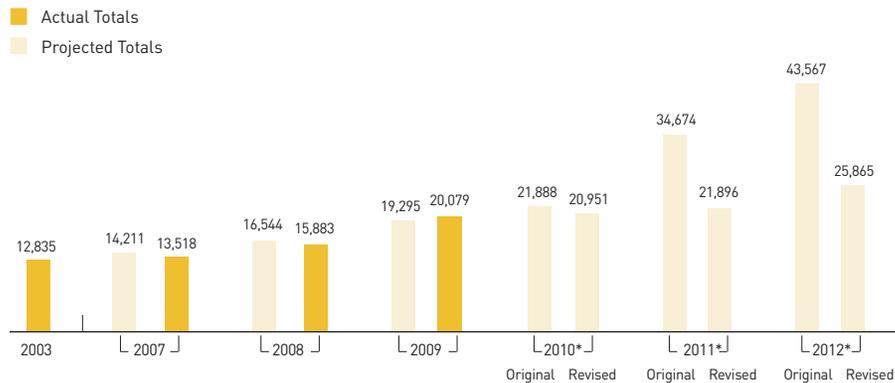
Three separate randomized controlled trials were conducted over the past three decades among diverse populations at different locations. A 15-year follow-up of the Elmira, NY, trial showed that mothers in the program become more economically self-sufficient and much more likely to avoid criminal behavior,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

Note: The original projections for 2010–2012 listed below are based on Nurse-Family Partnership's original growth plan, which was developed before the economic downturn. The revised projections were developed based on scenario planning work to account for the economic climate, as well as potential funding opportunities from emerging federal policy initiatives.

Geographic Reach

Nurse-Family Partnership provides support to implementing agencies in 31 states: Alabama, Arizona, California, Colorado, Delaware, Florida, Illinois, Iowa, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Missouri, Nevada, New Jersey, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Carolina, South Dakota, Tennessee, Texas, Utah, Washington, Wisconsin and Wyoming.

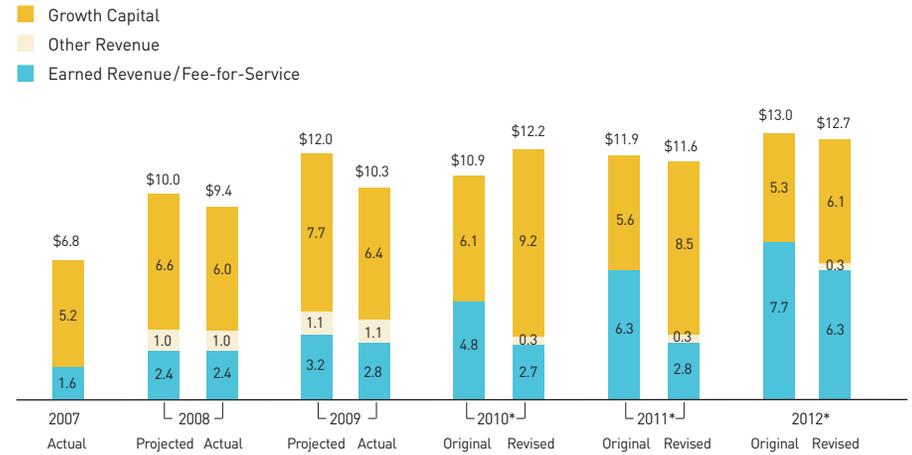
Nurse-Family Partnership: Families Enrolled



*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.

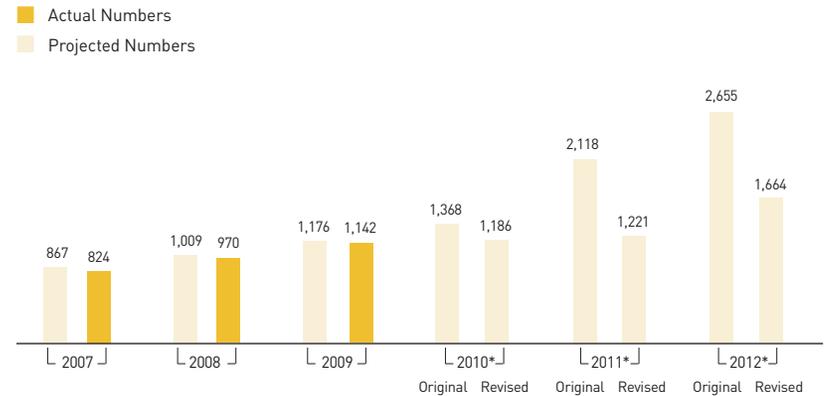
Nurse-Family Partnership: Expenditure Coverage by Funding Source (in millions)

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.



*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.

Nurse-Family Partnership: Number of Nurse Home Visitors



*The original projections are from NFP's initial growth plan, which was developed prior to the economic downturn. Revised projections take into account current economic conditions.



Youth Villages

www.youthvillages.org

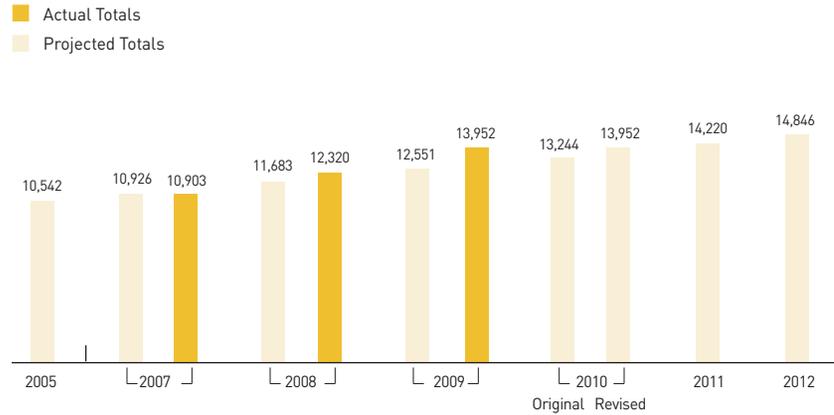
Youth Villages serves emotionally and behaviorally troubled youth, the majority ages 6–22, with in-home and residential interventions that help youth improve academic achievement, make a successful transition to employment, and avoid criminal activity. Most of the youth served have cycled in and out 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 Alabama, North Carolina, Texas and Washington, DC.) Since 1994, Youth Villages has served more than 17,000 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 24 months after discharge. Just 13 percent have 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).

Geographic Reach

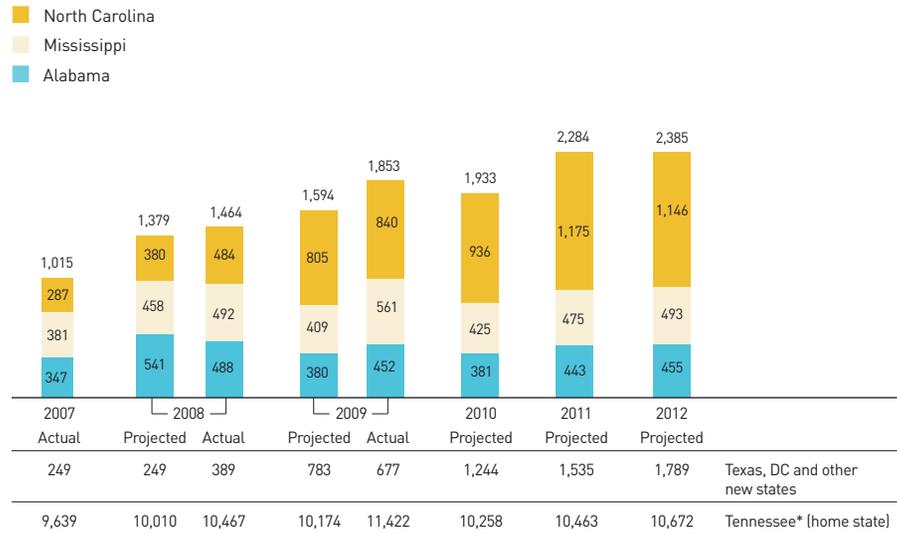
Headquartered in Memphis, Youth Villages serves youth in ten states (Alabama, Arkansas, Florida, Georgia, Massachusetts, Mississippi, North Carolina, Tennessee, Texas and Virginia) and Washington, DC.

Youth Villages: Youth Served



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

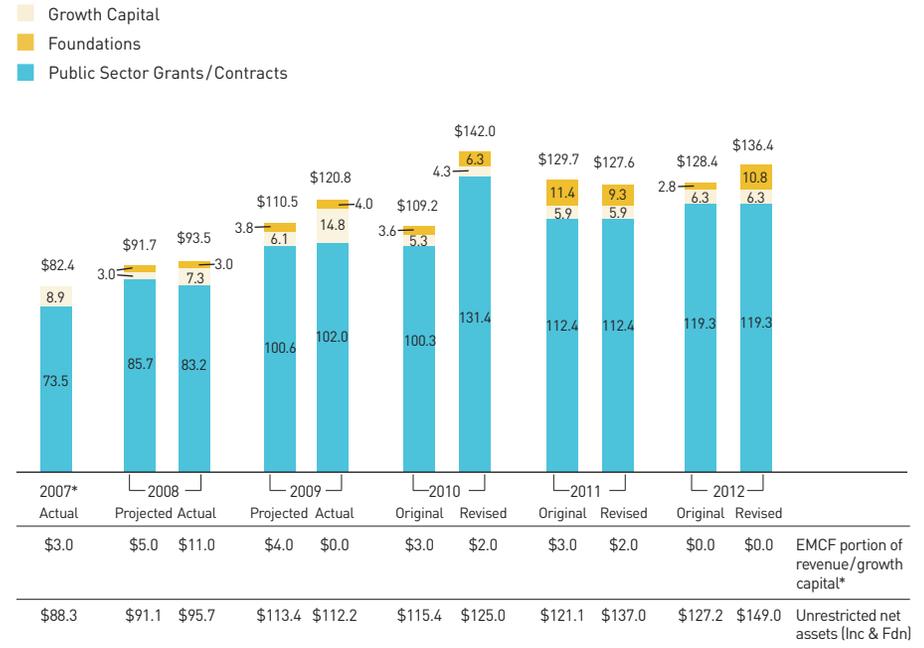
Youth Villages: Scaling — Youth Served by State



*Tennessee, Youth Villages' home state, represents the scale Youth Villages has the potential to reach in other states.

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.

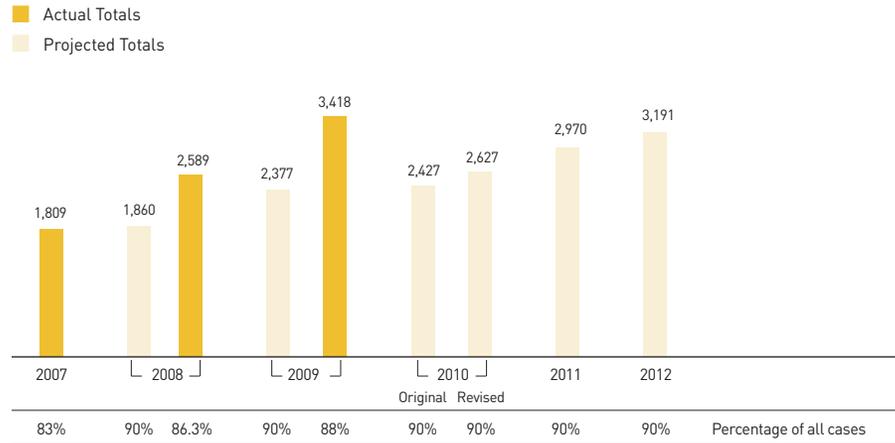


*2007 amount was toward overall revenue. Amounts from 2008 and beyond are allocated for growth capital use.

Performance

Youth Villages: Successful Discharges

This chart shows youth successfully leaving Youth Villages' programs after a minimum engagement of 60 days.





PERFORMANCE REPORT

Single-Service Organizations

This section presents a descriptive and a performance summary for eleven single-service organizations in the fund in 2009, and includes information about goals for future years, if applicable. This year, the Foundation reclassified Roca and Our Piece of the Pie as single-service organizations based on refinement of their program models over the past several years. (Both organizations were previously classified as multi-service organizations.)

Big Brothers Big Sisters

www.bbbs.org

Big Brothers Big Sisters of America is the national office for a network of more than 380 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:

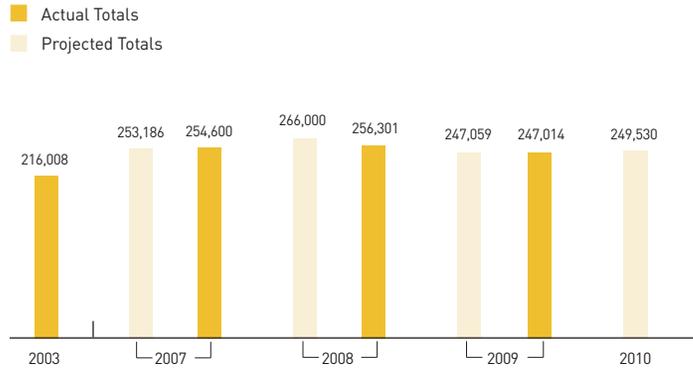
- 52 percent less likely to skip school,
- 46 percent less likely to begin using illegal drugs, and
- more likely to get along with their families and peers.

Big Brothers Big Sisters also undertook a three-year randomized controlled trial 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.

Geographic Reach

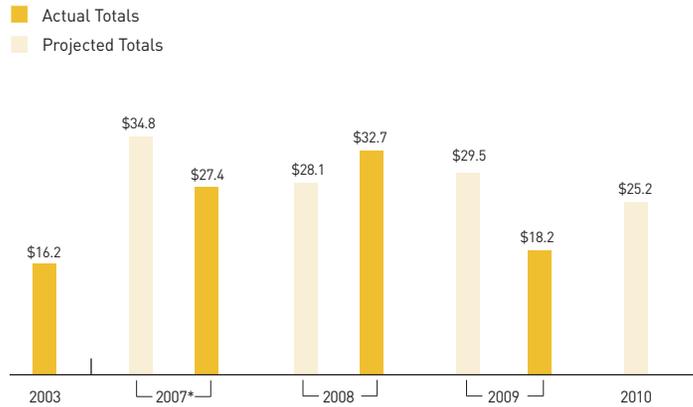
Big Brothers Big Sisters has more than 383 local agencies in all 50 states, the District of Columbia, Puerto Rico and Guam.

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)

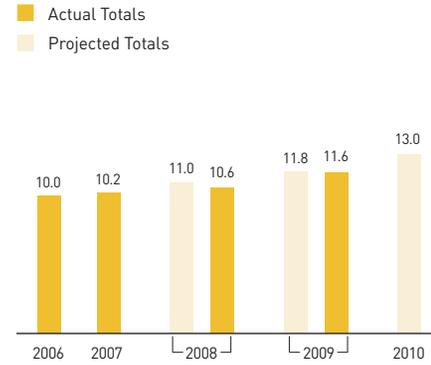


*BBBS did not meet revenue projections in 2007 due to a decrease in key government contracts. Financial projections from 2008 were revised to account for this change.

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

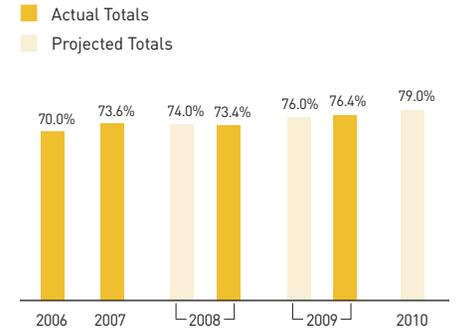
Performance: School-Based Mentoring

Big Brothers Big Sisters: Average Match Length (in months)



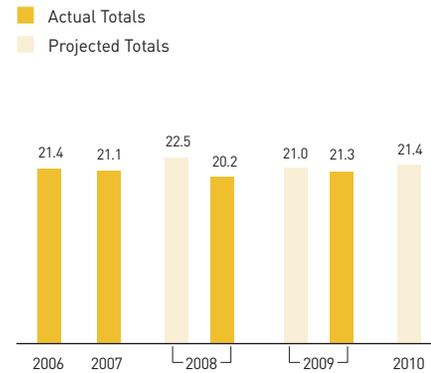
Big Brothers Big Sisters: Match Retention

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



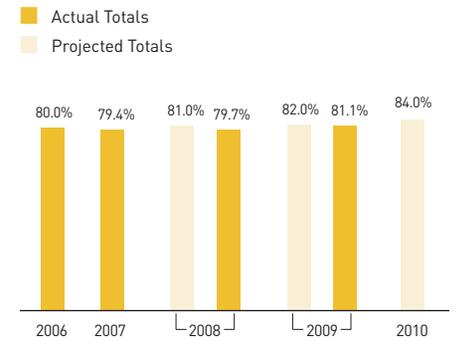
Performance: Community-Based Mentoring

Big Brothers Big Sisters: Average Match Length (in months)



Big Brothers Big Sisters: Match Retention

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



BELL (Building Educated Leaders for Life)

www.bellnational.org

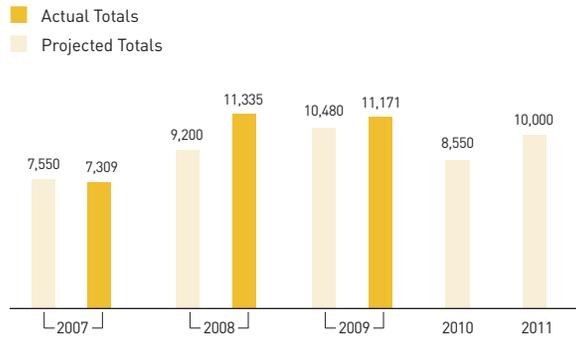
BELL provides intensive academic and enrichment support to students (grades K–8) most at risk of failing in elementary or middle school. Its summer and after-school programs are structured to provide each young “scholar” with individualized support in small classroom settings (with a student-to-teacher ratio no greater than 10 to one). Programs are delivered in partnership with local schools and school districts.

An Urban Institute random assignment evaluation published in 2006 found that scholars enrolled in the BELL summer program demonstrated increased reading skills and levels of parental engagement compared to children not enrolled in BELL’s program. As part of its next phase of growth, BELL plans to continue building its evidence base through 2014.

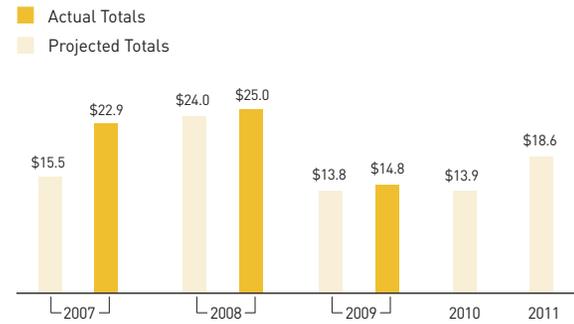
Geographic Reach

BELL currently has programs in Augusta, Georgia; Baltimore, Maryland; Boston and Springfield, Massachusetts; Detroit and Flint, Michigan; Charlotte, North Carolina; and New York City and adjacent communities.

BELL: Youth Served



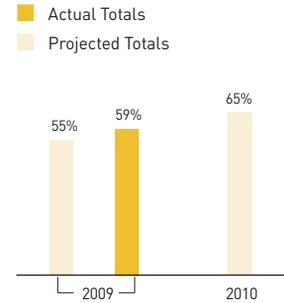
BELL: Total Revenue (in millions)



Outcomes

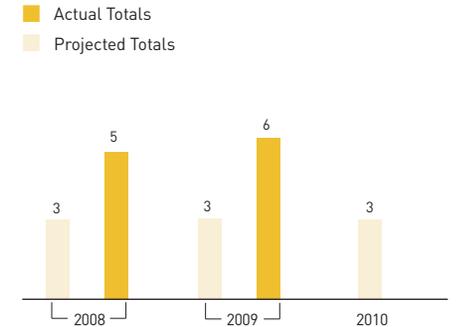
BELL: After-School Programs

Percent of students completing program who outpace national norms in acquiring new academic skills, as measured by a positive Normal Curve Equivalent score



BELL: Summer Programs

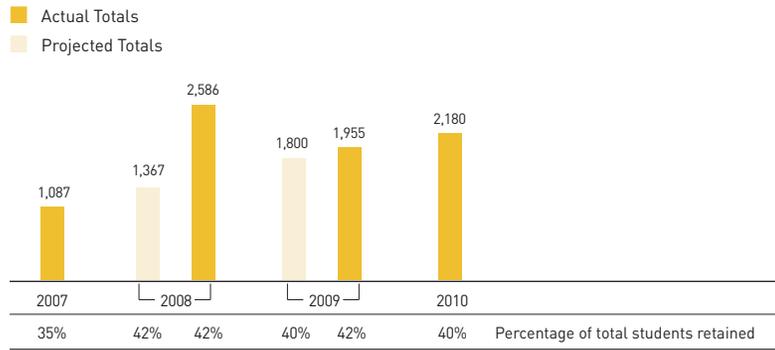
Months of academic skills gained, as measured by pre- and post-tests, by summer program participants



Performance

BELL: Retention

Number of participants retained year-to-year



CAS–Carrera Adolescent Pregnancy Prevention Program

www.stopteenpregnancy.com

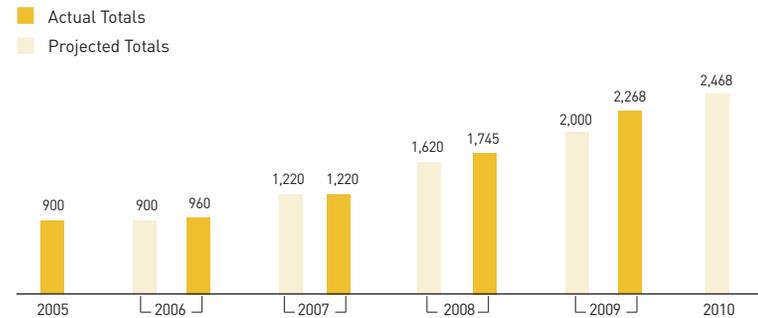
Evaluated by Philliber Research Associates, the Children’s Aid Society–Carrera Adolescent Pregnancy Prevention Program (CAS–Carrera) is the only national teenage pregnancy prevention program whose effectiveness has been scientifically proven. A longitudinal study conducted over three years showed a 50 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. In 2009, the Coalition for Evidence-Based Policy identified CAS–Carrera as having “top tier” evidence of effectiveness, one of the few pregnancy prevention programs in the United States to receive this distinction.

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.

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; and Baltimore, Maryland; and after-school programs in Toledo, Ohio; Flint/Beecher, Michigan; New Britain and Waterbury, Connecticut; and Newark, New Jersey.

CAS–Carrera Program: Youth Served



CAS-Carrera Program: Total Net Revenue—Network Wide (in millions)

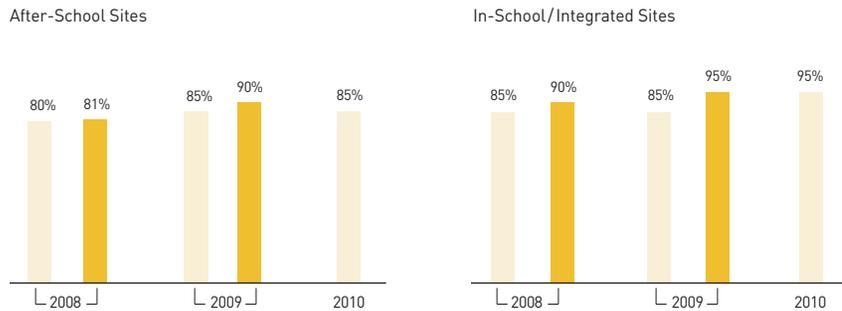


2010 revenue includes only CAS-Carrera's national office operations. Prior years (2005-2009) reflect total revenue across the network.

Performance

CAS-Carrera Program: Average Daily Attendance Rate

Legend: Actual Totals (dark yellow), Projected Totals (light yellow)



Center for Employment Opportunities

www.ceoworks.org

The 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 offers participants job readiness coaching, transitional employment, job placement assistance, and retention services.

CEO participated in a \$25 million, six-organization impact evaluation conducted by MDRC and sponsored by the U.S. Dept. of Health and Human Services that tracked participants for three years starting in 2005. The randomized controlled trial found that CEO's model had statistically significant impacts on the criminal justice outcomes of participants recently released from prison—they were 22 percent less likely to be convicted and 26 percent less likely to be -re-incarcerated for a new crime.

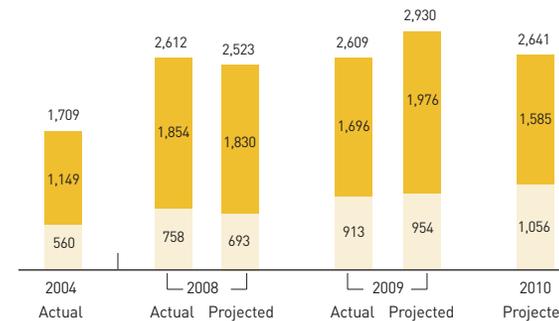
In 2009, CEO served 2,930 formerly incarcerated individuals in New York City, a third of them ages 18 to 25.

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. In 2009, the organization established its first programs outside New York City, with new sites in Albany, Erie and Westchester counties. CEO expects that these upstate locations will grow to serve 2,000 individuals annually in the next three to four years. The organization is in the planning stages of beginning operations in California, at the behest of several government agencies and local funders.

Center for Employment Opportunities: Numbers Served

Legend: Adults (dark yellow), Young Adults (18 to 25 years old) (light yellow)



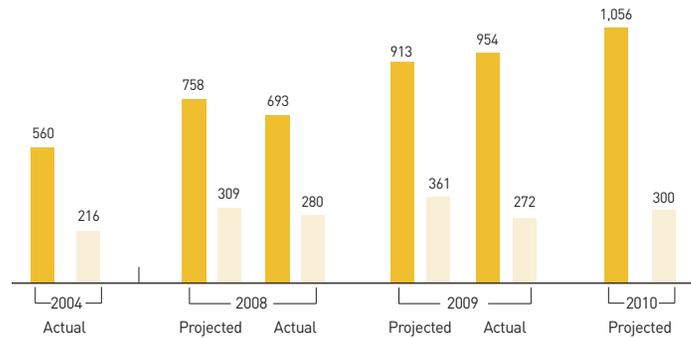
Center for Employment Opportunities: Total Revenue (in millions)



Outcomes

Center for Employment Opportunities: Enrollment and Placement

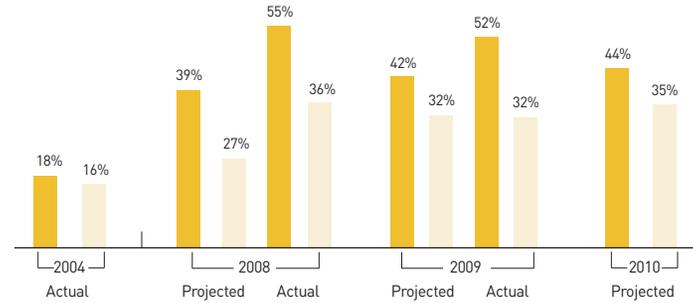
- Number of Youth Who Completed a Minimum Requirement of a Life Skills Course
- Number of Youth Placed in Employment or Post-Secondary Education



Performance

Center for Employment Opportunities: Youth Retention Rate

- 6-Month Retention Among Those Placed
- 12-Month Retention Among Those Placed



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.

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.

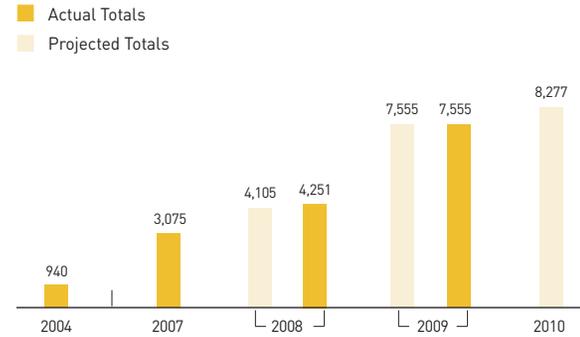
Geographic Reach

Green Dot Public Schools operates 19 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 marked the first time that an outside organization had been granted permission by the Los Angeles School Board to run a traditional public high school.

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 union contract that provides for higher pay, professional development, and accountability.

Green Dot Public Schools: Youth Served

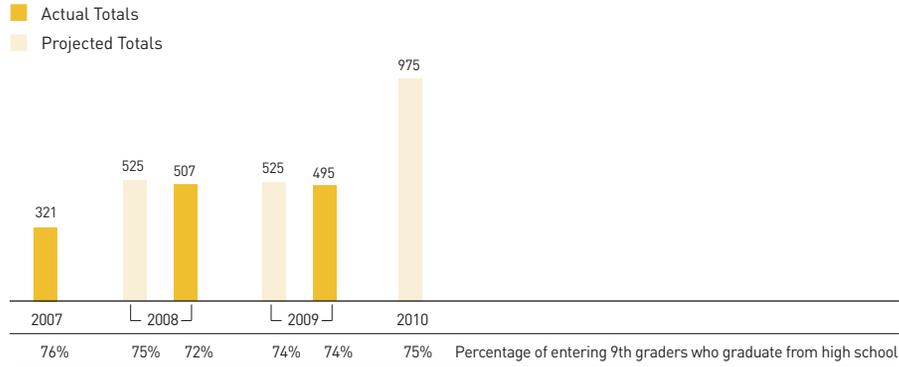


Green Dot Public Schools: Total Revenue (in millions)

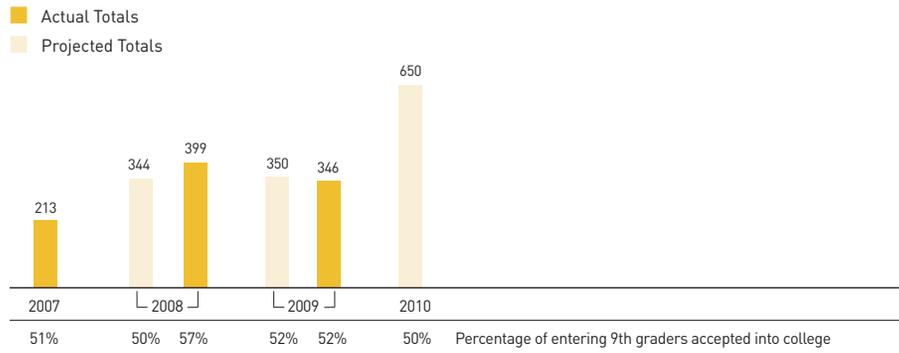


Outcomes

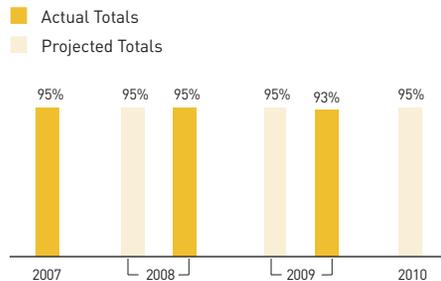
Green Dot Public Schools: Students Graduating High School



Green Dot Public Schools: College Acceptance



Green Dot Public Schools: Daily Program Attendance



Hillside Work-Scholarship Connection

www.hillside.com

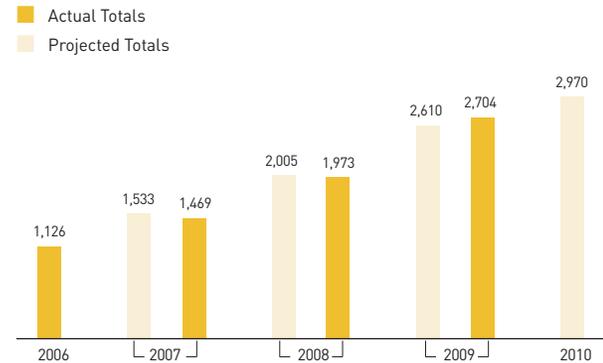
Hillside Work-Scholarship Connection, through a unique partnership with Wegmans Food Markets and other private employers, seeks to increase the graduation rates of youth (grades 7–12) residing in Rochester and Syracuse, New York, and Prince George’s County, Maryland, by providing in-school support staff, 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.

An external comparison group evaluation conducted by the Center for Government 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.

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.

Hillside: Youth Served

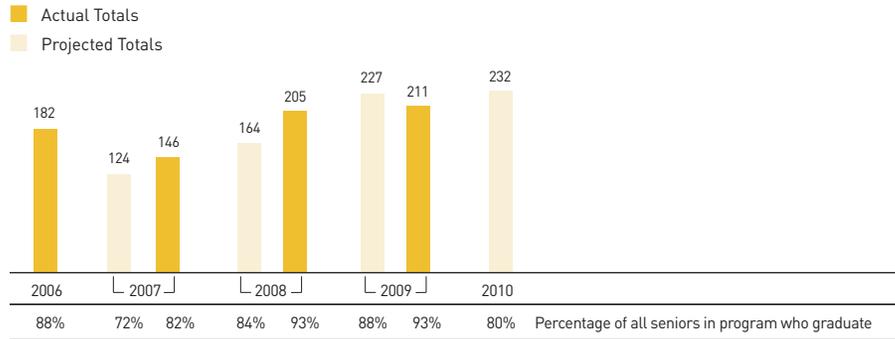


Hillside: Total Revenue (in millions)



Outcomes

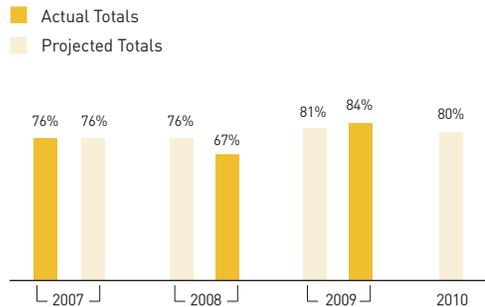
Hillside: Number of Students Graduating High School



Performance

Hillside: Program Participation

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



MY TURN

www.my-turn.org

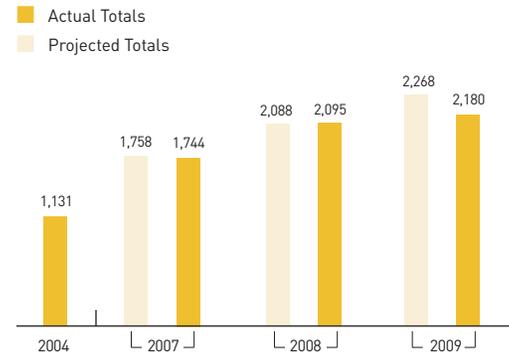
MY TURN is a dropout prevention and intervention program active in small, high-poverty cities. The organization works with in-school and out-of-school youth, ranging in age from 14 to 21, as they make gateway decisions in their lives. The objective is to equip all MY TURN youth with the life plans and 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 Massachusetts, New Hampshire and Rhode Island.

Note: EMCF's engagement with MY TURN ends in 2010; 2009 is the final full year its performance will be reported.

Geographic Reach

MY TURN currently operates 22 program sites in 14 cities throughout Massachusetts, New Hampshire and Rhode Island.

MY TURN: Youth Served

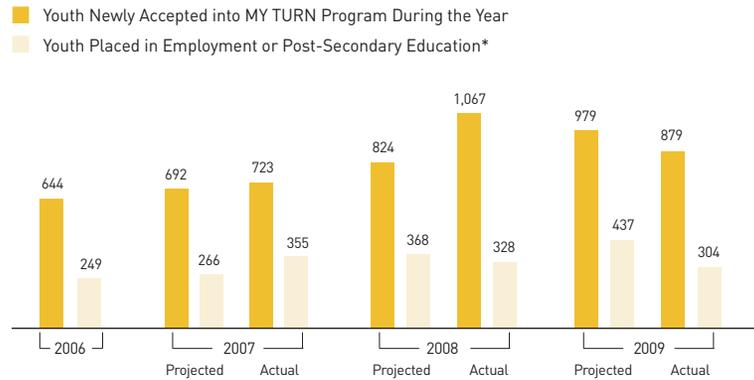


MY TURN: Total Revenue (in millions)



Outcomes

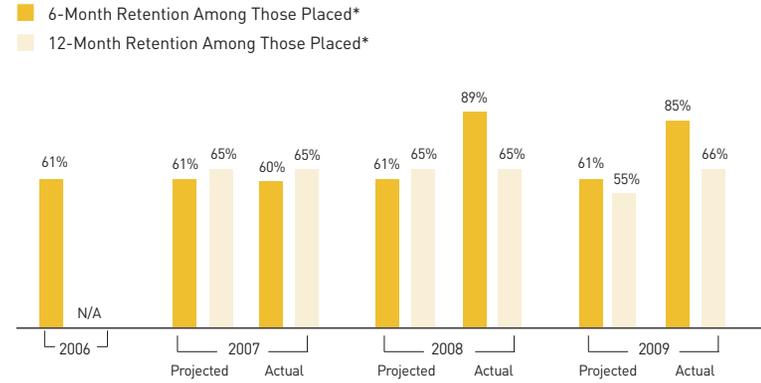
MY TURN: Youth Employment and Education



*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.

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 and serve 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.

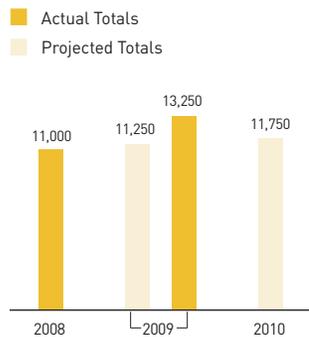
A 15-year randomized controlled evaluation by MDRC of the career academy model found long-term positive employment outcomes for participants. (NAF is one of the foremost organizations implementing the career academy model.) Career academy students were much more likely to stay in school through 12th 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.

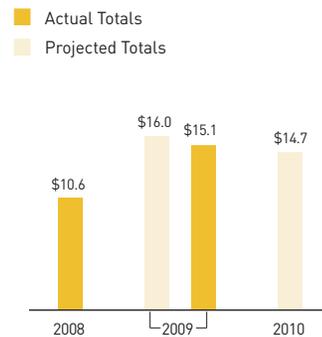
Geographic Reach

NAF supports career academies in forty states and Washington, DC.

**National Academy Foundation:
Youth Served** (those estimated most at risk)



**National Academy Foundation:
Total Revenue** (in millions)



Our Piece of the Pie

www.opp.org

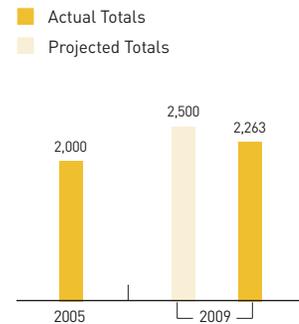
Our Piece of the Pie, based in Hartford, Connecticut, provides intensive, long-term case management services to urban youth ages 14–24. In the agency’s cornerstone program, Pathways to Success, youth development specialists help each young person develop an individualized service plan for making a successful 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 2008–09, 981 youth were enrolled in the Pathways to Success program, of which 61 participants earned a post-secondary degree or vocational certification, 203 maintained employment for one year or more, 220 were enrolled in a post-secondary program, 107 were placed in internships or full-time employment, and 63 earned their high school diploma or GED. OPP also serves Hartford youth in several non-core programs.

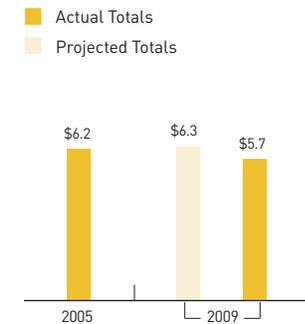
In the fall of 2009, OPP, in partnership with Hartford Public Schools, opened Opportunity High School. The school combines the public school curriculum with OPP’s youth development strategy, enabling over-age and under-credited youth to earn their diplomas. Each student is enrolled in Pathways to Success and works with a youth development specialist to identify and reach his or her goals. In its inaugural year, 90 students enrolled. Ultimately, the school will enroll 200 students.

Note: EMCF’s engagement with Our Piece of the Pie ends in 2010; 2009 is the final full year its performance will be reported.

Our Piece of the Pie: Youth Served



Our Piece of the Pie: Total Revenue (in millions)



Note: The data above represent youth served in OPP’s Pathways program and non-core programs.

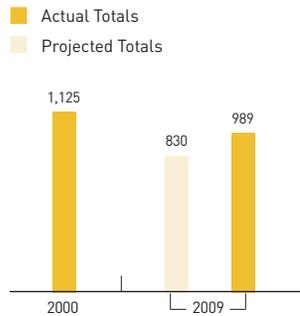
Roca, Inc.
www.rocainc.org

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:

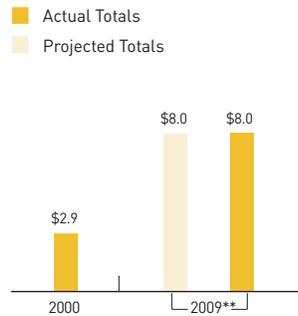
- transformational relationships (Roca's intensive case management model);
- relentless outreach and follow-up;
- life skills, educational and pre-vocational, and employment programming; and
- work with institutional partners.

Note: EMCF's engagement with Roca ends in 2010; 2009 is the final full year its performance will be reported.

Roca: Youth Served*



Roca: Total Revenue (in millions)



*In 2005, Roca undertook a rigorous examination of its programs, which resulted focusing more sharply on serving its target population through its case management model of transformational relationships. Because Roca honed its program to serve high-risk youth through a more intensive model, the number of youth served decreased slightly as compared to before 2005.

**In 2009, Roca earned \$9.1 million; the \$8.0 million reflects \$1.1 million in investment losses incurred that year.

**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 the Maya Angelou Academy (formerly 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 the New Beginnings Youth Development Center (formerly Oak Hill) during their transition back into the community.

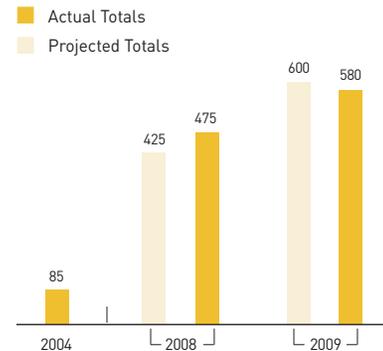
SFF/MAPCS integrates all of the support services a traditionally challenged student needs into one seamless, intensive school program. It provides students with small classes, individualized instruction, and a wide range of wraparound services, including tutoring, mentoring, career preparatory training, internships, enrichment classes, mental health services, residential opportunities, transition support, and "real-world" learning experiences. Internal evaluations have shown that SFF/MAPCS graduates over 80 percent of all seniors, and its graduates are entering college or other post-secondary education programs at a rate that exceeds the national average. The organization continues to enhance its internal performance management capacity, eventually enabling SFF/MAPCS to undertake further evaluations of its program model.

Note: EMCF's engagement with SFF/MAPCS ends in 2010; 2009 is the final full year its performance will be reported.

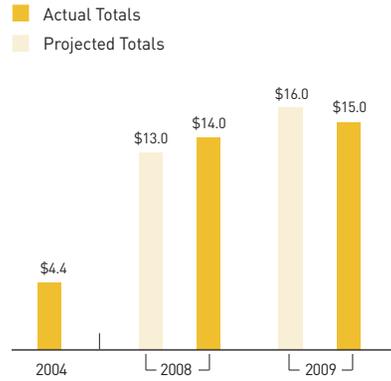
Geographic Reach

SFF/MAPCS targets youth in Washington, DC, who have been poorly served by (or have failed to succeed in) the District's larger public schools.

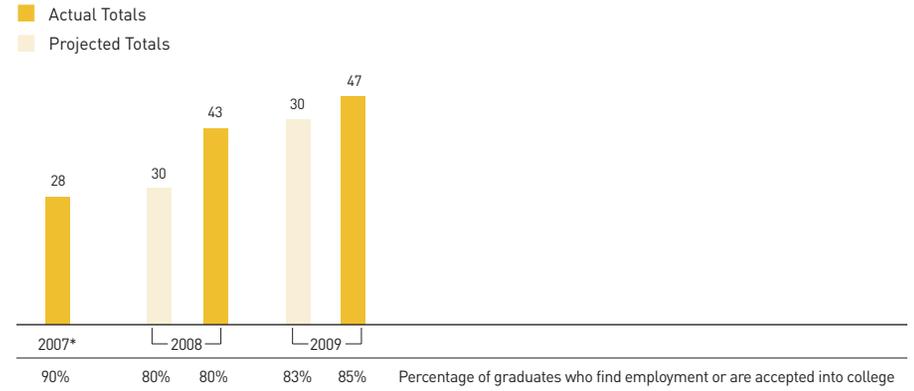
SFF/MAPCS: Youth Served



SFF/MAPCS: Total Revenue (in millions)



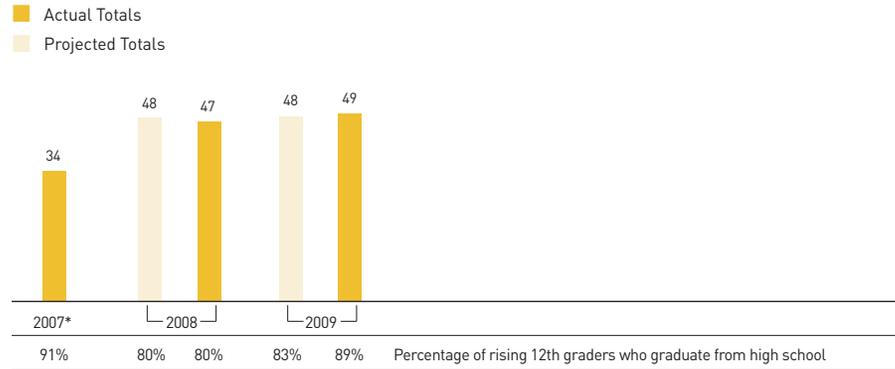
SFF/MAPCS: College Acceptance or Employment



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

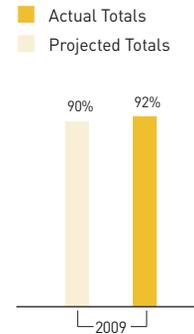
Outcomes

SFF/MAPCS: Number of Students Graduating High School



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

SFF/MAPCS: Daily Attendance



Self Enhancement, Inc.
www.selfenhancement.org

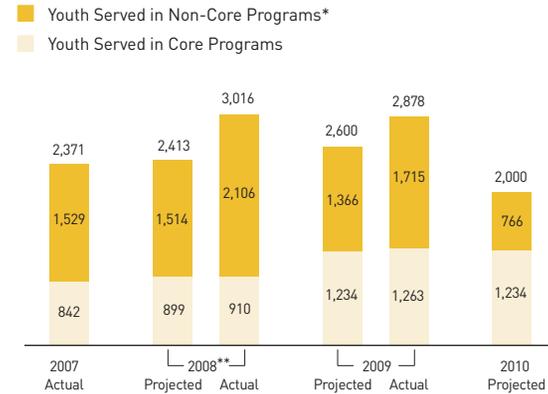
Self Enhancement, Inc. (SEI) serves primarily African-American youth (ages 8–25) and their families in Portland, Oregon, with in-school, after-school, summer and post-secondary programs to help them reach their full potential. SEI’s program model, centered on staff becoming a “parent, mentor and instructor” 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 post-secondary 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 explore possible next steps for additional evaluation.

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 there. The Florida site has strong local community support, including local professional athletes like Alonzo Mourning.

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.

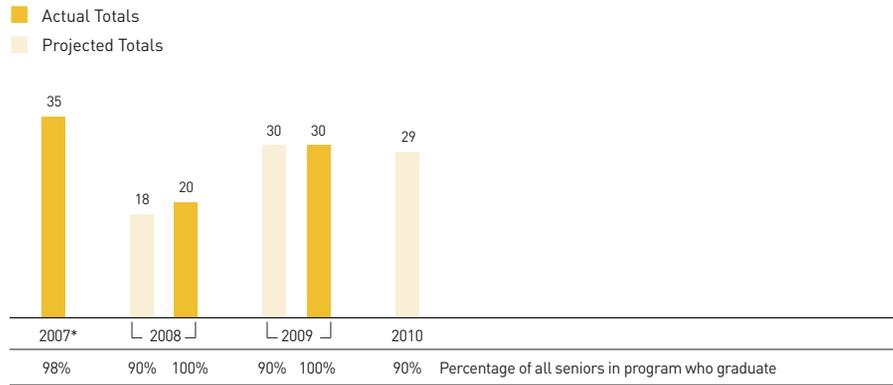
Self Enhancement, Inc.: Total Revenue (in millions)



Note: The difference in revenue in 2008 and 2009 was made up by unrestricted funds raised in previous years that were held in the endowment and were used as planned.

Outcomes

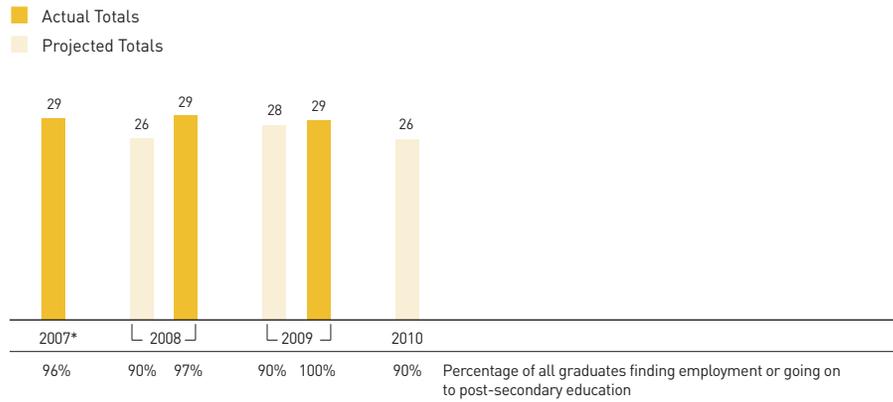
Self Enhancement, Inc.: Number of Students Graduating High School



*2007 target was 90%; SEI exceeded projections.

Self Enhancement, Inc.: Employment and Education

Number of graduates

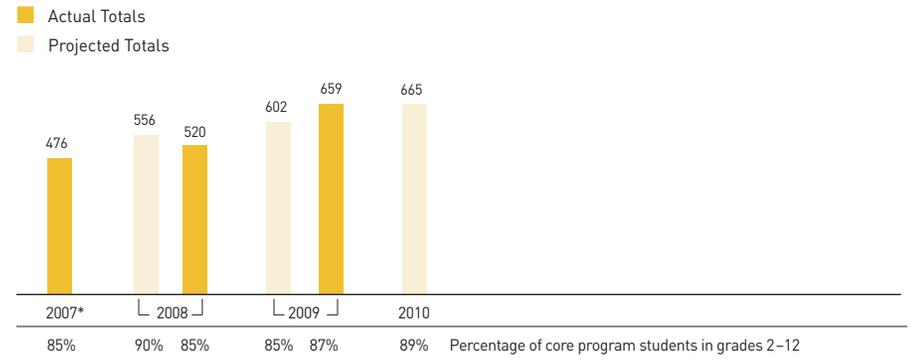


*2007 target was 90%; SEI exceeded projections.

Performance

Self Enhancement, Inc.: School Attendance

Number of students with at least 90% attendance rate



*2007 target was 90%; SEI exceeded projections.



PERFORMANCE REPORT

Multi-Service Organizations

Multi-service organizations (MSOs), in contrast to single-service nonprofits, typically concentrate on a single community or geographic area and provide a range of programs to a variety of age groups. These organizations often integrate various services in order to improve overall quality and greater participant outcomes.

Like our assessments of the performance of single-service organizations, the Foundation's framework for assessing the performance of MSOs is continually refined as we apply lessons from our work. In past annual reports, the Foundation assessed MSOs primarily on the progress they were making in implementing robust, organization-wide performance tracking and data management systems. These systems are useful in making program improvements, and in preparing for external evaluations that can demonstrate program effectiveness.

Although such work is critically important, the Foundation has refined how it assesses performance of MSOs to better reflect our goal of building stronger organizations able to serve more youth with effective programs. This year, we have begun reporting on youth served and revenue, like we have done with our single-service organizations. In coming years, we will introduce program quality and outcome metrics to measure how youth are benefiting from our grantees' programs.

For Good Shepherd Services and Congreso, which are still working on improving their ability to use data to improve performance and eventually increase the evidence of their effectiveness, the Foundation will document in future reports on their improved ability to collect information on participants and track their progress.

The section also includes Boys & Girls Clubs of America, a national network, among MSOs, because its affiliated local clubs offer a variety of programs in their communities, much in the manner of MSOs.

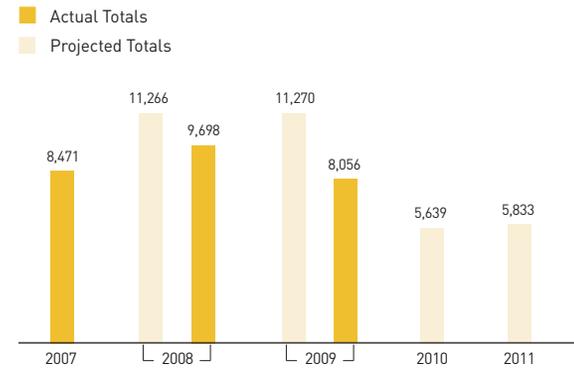
Congreso de Latinos Unidos

www.congreso.net

Congreso primarily serves neighborhoods in Eastern North Philadelphia, where the majority of the city's Latino population resides. Congreso's goal is to alleviate poverty and promote economic self-sufficiency to ensure that our most vulnerable populations have the educational credentials and workforce skills to compete in a global economy. Congreso is a nationally recognized leader in providing education, workforce and health services in the Latino community, and removing barriers to access such services. Central to Congreso's approach is placing the client at the center of all decisions, measuring participant outcomes and creating strategic partnerships.

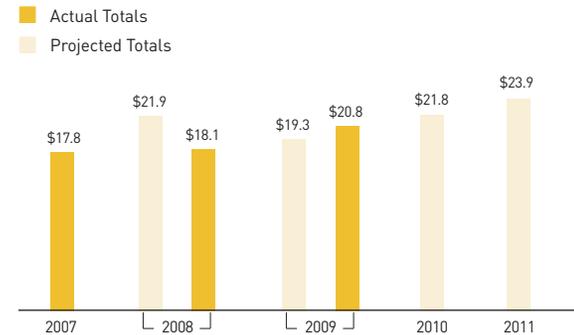
Recently Congreso has invested significantly in developing intensive service models within a K-14 educational pipeline (from kindergarten through two years of post-secondary education). During Congreso's last fiscal year, it served approximately 16,000 youth and adults.

Congreso: Youth Served



Over the past two years, Congreso has developed and implemented an intensive service model that provides more comprehensive and integrated services to young people. As a result, Congreso will serve fewer youth than in the past, but the youth it serves will benefit from more intensive and focused involvement in Congreso's programs.

Congreso: Total Revenue (in millions)



Good Shepherd Services

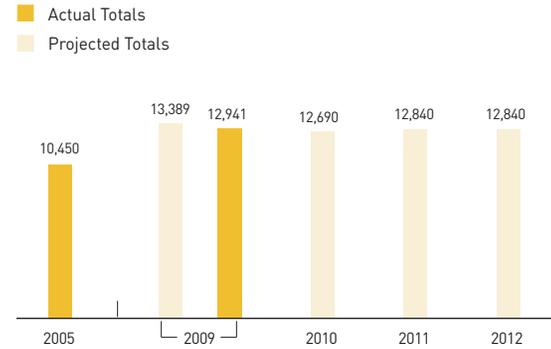
www.goodshepherds.org

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 more than 20,000 participants through programs that provide school-based support, differentiated educational options that re-engage older youth in completing high school, after-school programming, family counseling and support, and foster care and adoption services.

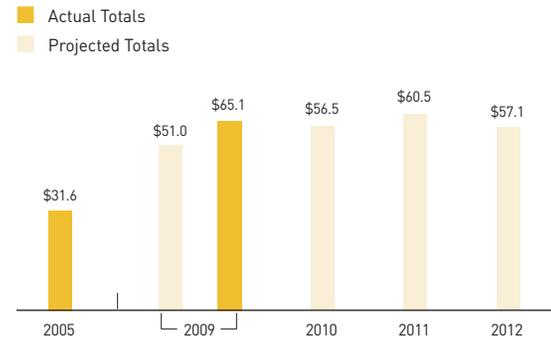
In partnership with the NYC Department of Education (DOE) and with support from the Bill & Melinda Gates Foundation, GSS has replicated its highly regarded transfer high school model for older youth (ages 16–21) who have fallen off track in traditional schools. Through its collaboration with the DOE, 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 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.

Good Shepherd Services: Youth Served



Good Shepherd Services: Total Revenue (in millions)



Harlem Children's Zone

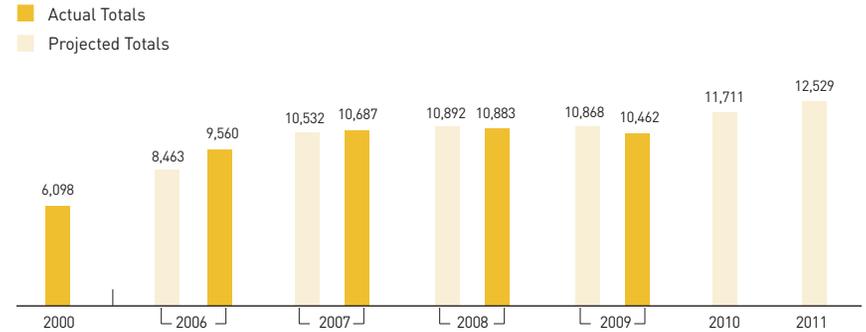
www.hcz.org

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.

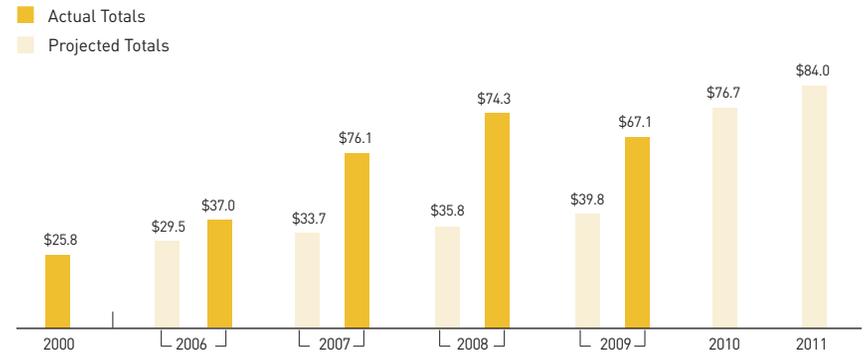
One of the Foundation's first partners in youth development, HCZ has grown from 24 blocks to 100 blocks in Central Harlem. Today, it serves more than 10,000 youth annually.

An independent evaluation by 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.

Harlem Children's Zone: Youth Served



Harlem Children's Zone: Total Revenue (in millions)



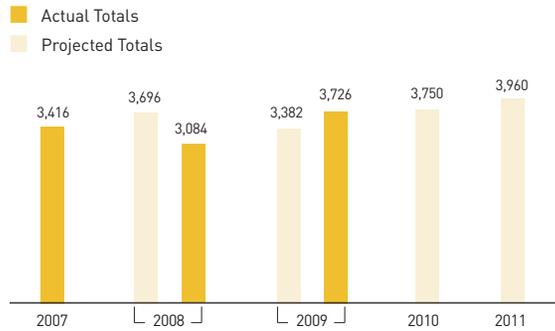
Harlem Children's Zone audited revenue numbers also reflect endowment fundraising and Promise Academy Charter Schools not included in annual projections for 2006-2009.

Latin American Youth Center

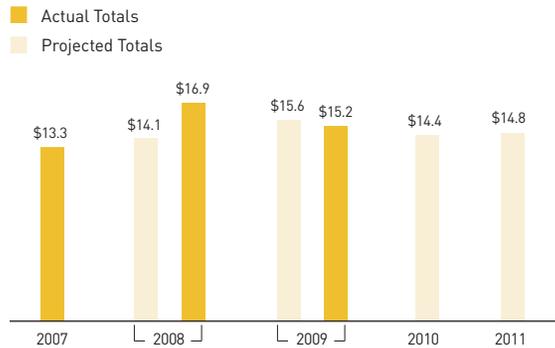
www.layc-dc.org

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 serves more than 4,000 young people and adults annually.

Latin American Youth Center: Youth Served (ages 9–24)



Latin American Youth Center: Total Revenue (in millions)



Boys & Girls Clubs of America

www.bgca.org

For more than 100 years, Boys & Girls Clubs of America has enabled young people, especially those who need Clubs most, to reach their full potential as productive, caring, responsible citizens. Today, some 4,000 Boys & Girls Clubs serve some 4 million young people through Club membership and community outreach. Clubs can be found throughout the country and on U.S. military installations worldwide, providing young people 6–18 years old with guidance-oriented character development programs conducted by trained, professional staff. 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 Harris Survey of alumni, 57 percent said the Club saved their lives.

Boys & Girls Clubs of America is currently expanding its Leadership University to develop the skills of local Club leaders; and supporting a national initiative to implement standardized outcome measures across its network, thus ensuring Boys & Girls Clubs' continued efforts on behalf of young people for generations to come.



2009 Grants

	Grants Awarded During the Year	Grants Paid During the Year
Youth Development Fund		
BUSINESS PLANNING		
National Academy Foundation <i>New York, NY</i> For general operating support, including help to defray the costs associated with the time staff will spend on business planning, and to address organizational infrastructure needs.	\$2,000,000	\$1,000,000
First Place for Youth <i>Oakland, CA</i> To support organizational capacity building efforts, including strengthening financial management and evaluation.	\$400,000	\$400,000
GROWTH CAPITAL AGGREGATION PILOT		
Citizen Schools <i>Boston, CA</i> Continued support of the organization's \$30 million growth capital campaign for implementations of its growth plan.		\$2,500,000
Nurse-Family Partnership <i>Denver, CO</i> Continued support for the organization's \$50 million growth capital campaign for implementation of its growth plan.		\$4,000,000
Youth Villages <i>Memphis, TN</i> Continued support for the organization's \$40 million growth capital campaign for implementation of its growth plan.		\$2,000,000

	Grants Awarded During the Year	Grants Paid During the Year
CONTINUING INVESTMENTS		
BELL <i>Boston, MA</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2007.)		\$2,500,000
Big Brothers Big Sisters of America <i>Philadelphia, PA</i> Continued support for implementation of the organization's business plan. (A grant of \$9 million was awarded in 2007.)		\$750,000
Center for Employment Opportunities <i>New York, NY</i> Continued support for the organization's business plan. (A grant of \$3.5 million was awarded in 2007.)		\$1,750,000
Congreso de Latinos Unidos, Inc. <i>Philadelphia, PA</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2007.)		\$1,000,000
Good Shepherd Services <i>New York, NY</i> Support for implementation of the organization's business plan.	\$3,000,000	\$1,000,000
Harlem Children's Zone <i>New York, NY</i> To engage PolicyLink in sharing lessons from its work with those interested in replicating the HCZ's model in communities across the country.	\$150,000	
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
Latin American Youth Center, Inc. <i>Washington, DC</i> Continued support for implementation of the organization's business plan. (A grant of \$5 million was awarded in 2008.)		\$1,000,000

	Grants Awarded During the Year	Grants Paid During the Year
MY TURN: America's Youth Teenage Unemployment Reduction Network, Inc. <i>Brockton, MA</i> Support for implementation of the organization's business plan.	\$1,250,000	\$1,250,000
Our Piece of the Pie <i>Hartford, CT</i> Support for implementation of the organization's business plan.	\$1,000,000	\$1,000,000
Roca, Inc. <i>Chelsea, MA</i> Support for implementation of the organization's business plan.	\$750,000	\$750,000
See Forever Foundation <i>Washington, DC</i> Support for implementation of the organization's business plan.	\$500,000	\$500,000
Self Enhancement, Inc. <i>Portland, OR</i> Support for improvements in the organization's evaluation and performance management tools.	\$150,000	\$150,000
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
SUPPORTING GRANTS		
America's Promise Alliance <i>Washington, DC</i> To help Foundation grantees identify opportunities to build their programs as a result of emerging federal initiatives.	\$50,000	\$50,000
The Bridgespan Group <i>Boston, MA</i> To help grantees in the Foundation's Youth Development Fund develop comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's youth development strategy.	\$1,740,000	\$800,000

	Grants Awarded During the Year	Grants Paid During the Year
Cheswick Center, A Massachusetts Charitable Trust <i>Arlington, VA</i> To support assessments of the effects of the Foundation's grantmaking approach on its grantees, including those participating in the Growth Capital Aggregation Pilot.	\$384,000	\$192,000
Goodman Media International, Inc. <i>New York, NY</i> To provide communications and media consultation services to the Foundation's Youth Development Fund grantees.	\$50,000	\$50,000
LWP, LLC <i>Boston, MA</i> To conduct a feasibility analysis and, if warranted, to develop a business plan for the launch of an entity that will provide executive coaching to nonprofit leaders in organizational development and change management.		\$152,000
LWP, LLC <i>Boston, MA</i> To provide executive coaching and support to the chief executives of the Foundation's Youth Development Fund grantees.	\$56,000	\$56,000
LWP, LLC <i>Boston, MA</i> To provide executive coaching and support to the chief executives of the Foundation's Youth Development Fund grantees.	\$200,000	
MDRC <i>New York, NY</i> To provide consulting support to Youth Villages on evaluation issues.	\$20,000	\$20,000
MDRC <i>New York, NY</i> To advise Citizen Schools, Youth Villages and YouthBuild on planning related to randomized controlled trials.	\$195,000	\$195,000
MDRC <i>New York, NY</i> To undertake a randomized controlled trial evaluation of Youth Villages' Transitional Living and Intercept programs.	\$2,000,000	

	Grants Awarded During the Year	Grants Paid During the Year
New York University <i>New York, NY</i> To support work by the University's Research Center for Leadership in Action to plan two peer learning sessions for the Foundation's grantees, and organize and conduct the Foundation's 2008 grantees retreat.		\$110,500
New York University <i>New York, NY</i> To support work by the University's Research Center for Leadership in Action to plan a peer learning session for the Foundation's grantees, and organize and conduct the Foundation's 2009 grantees retreat.	\$245,000	\$145,000
University of Massachusetts Boston <i>Boston, MA</i> To provide support to Big Brothers Big Sisters of America to strengthen the organization's school-based mentoring program.	\$66,000	\$66,000
Vera Institute of Justice, Inc. <i>New York, NY</i> To assist Foundation grantees with outcomes analysis and assessment of performance management systems through the organization's Economic Mobility Corporation.	\$100,000	\$100,000
Direct Charitable Activities To undertake grantee convening and peer-learning opportunities, and to purchase technical assistance (evaluation, communications and leadership development) for grantees.	\$282,750	\$282,750
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

	Grants Awarded During the Year	Grants Paid During the Year
YOUTH DEVELOPMENT		
Big Brothers Big Sisters of Southeast Louisiana <i>New Orleans, LA</i> To support continued rebuilding efforts to re-establish mentoring services to youth living in regions affected by Hurricanes Katrina and Rita.		\$75,000
Child Trends <i>Washington, DC</i> To support continued research on ways to reach and help America's "disconnected youth," expand the organization's online database of evaluation for youth programs, and promote greater understanding of program effectiveness among funders and youth practitioners.	\$400,000	\$200,000
Community Foundation for the National Capital Region <i>Washington, DC</i> To support the activities of the Youth Transition Funders Group.	\$25,000	\$25,000
Vera Institute of Justice, Inc. <i>New York, NY</i> To support evaluation of Washington, DC's juvenile justice reform and its effect on youth outcomes.	\$200,000	\$120,000
FIELD OF PHILANTHROPY		
Center for Effective Philanthropy <i>Cambridge, MA</i> For general operating support.		\$125,000
Coalition for Evidence-Based Policy <i>Washington, DC</i> To support efforts to promote concentration of public funds on interventions that meet the highest criteria for evidence of benefits to participants and society.		\$100,000
The Communications Network <i>Naperville, IL</i> For general operating support.	\$25,000	\$25,000
Council on Foundations <i>Arlington, VA</i> For general operating support.	\$40,000	\$40,000

	Grants Awarded During the Year	Grants Paid During the Year
Council on Foundations <i>Arlington, VA</i> To support a research and planning project on social innovation and effective social programs around the country.	\$70,000	\$70,000
Foundation Center <i>New York, NY</i> For general operating support.	\$60,000	\$60,000
Grantmakers for Children, Youth and Families <i>Silver Spring, MD</i> For general operating support.	\$22,500	\$22,500
Grantmakers for Education <i>Portland, OR</i> For general operating support.	\$8,000	\$8,000
Grantmakers for Effective Organizations <i>Washington, DC</i> For general operating support.		\$50,000
Grantmakers for Effective Organizations <i>Washington, DC</i> For general operating support.	\$50,000	\$50,000
Independent Sector <i>Washington, DC</i> For general operating support.	\$12,500	\$12,500
Nonprofit Information Networking Association <i>Boston, MA</i> For general operating support for the publication of <i>The Nonprofit Quarterly</i> .	\$100,000	\$50,000
Philanthropy New York <i>New York, NY</i> For general operating support.	\$19,450	\$19,450

Grants Summary

Program	Unpaid Grants as of 10/30/08*	Grants Awarded During Year*	Grants Paid During Year**	Unpaid Grants as of 10/30/09
Youth Development Fund	\$ 35,262,500	\$ 14,588,750	\$ 25,769,250	\$ 24,082,000
Venture Fund	\$ 475,000	\$ 1,054,450	\$ 1,074,450	\$ 45,5000
Grand Total	\$ 35,737,500	\$ 15,643,200	\$ 26,843,700	\$ 24,537,000

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 provide planning, operating, and evaluation support and enable grantees to build their organizational capacity and evidence base 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 uses a highly competitive process to select its grantees. This process includes inviting organizations to submit a Youth Organizations Survey, posted on the Foundation's website, that screens promising candidates; canvassing the country through a national referral network of expert informants and funders; rigorously assessing candidates' evidence; conducting intensive due diligence; and consulting extensively with stakeholders and experts in youth development, education and other fields.

The Foundation does not consider unsolicited proposals or 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, 2009 and 2008 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, 2009 and 2008, 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 15, 2010, 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 Activities

As of September 30, 2009 and 2008

	2009	2008
Assets		
Cash and cash equivalents	\$ 116,683,240	\$ 5,990,831
Investments	647,702,843	789,262,714
Interest, dividends, and other receivables	138,690	496,812
Fixed assets, net	1,102,802	1,221,490
Total Assets	\$ 765,627,575	\$ 796,971,847
Liabilities		
Grants payable	\$ 4,037,000	\$ 716,700
Deferred federal excise tax	1,049,742	408,746
Other liabilities	1,603,912	671,968
Total Liabilities	\$ 6,690,654	\$ 1,797,414
Net Assets		
Unrestricted Net Assets	758,936,921	95,174,433
Total Liabilities & Net Assets	\$ 765,627,575	\$ 796,971,847

Condensed Statement of Activities

Years Ended September 30, 2009 and 2008

	2009	2008
Revenue		
Investment income, net	\$ (111,232)	\$ (84,657,258)
Expenses		
Grant awards	30,164,004	38,367,979
Program and administrative expenses	5,412,511	5,722,272
Federal excise taxes	549,765	765,206
Total expenses	\$ 36,126,280	\$ 44,855,457
Change in net assets	(36,237,512)	(129,512,715)
Unrestricted net assets, beginning of year	795,174,433	924,687,148
Unrestricted net assets, end of year	\$ 758,936,921	\$ 795,174,433

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 \$774 million. As of September 30, 2009, the Foundation's assets were valued at approximately \$765 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.

EMCF Trustees

Patricia C. Barron
(through 12/09)

H. Lawrence Clark

James McConnell Clark
Trustee Emeritus

James McConnell Clark, Jr.

Alice F. Emerson

Janice C. Creamer

Theodore E. Martin
Chair

James E. Moltz

Joyce Shields
(joined 3/10)

D. Ellen Shuman
(joined 3/10)

Nancy Roob
President,
The Edna McConnell
Clark Foundation

EMCF Staff

Office of the President

Nancy Roob
President

Mary Hall
Assistant to the President

Youth Development Fund

Kelly Fitzsimmons
Director of Corporate
Initiatives

Woodrow C. McCutchen
Portfolio Manager

John Kalafatas
Portfolio Manager

Jamie McAuliffe
Portfolio Manager
(through 10/09)

Danielle Scaturro
Senior Portfolio Associate

Gabriel Rhoads
Senior Associate,
Evaluation and Learning

Aaron Jacobs
Senior Associate,
External Relations

Liz Bender
Portfolio Associate

Christine Luu
Portfolio Associate

Liza Custodio
Portfolio Assistant

Denice Dorchak-Ochola
Portfolio Assistant
(joined 12/09)

Office of Communications

Harvey Robins
Director of Strategic
Planning and Operations

Albert Chung
Director of Communications
Operations

Ken Emerson
Communications Advisor

Kim Baglieri
Communications Assistant
(joined 3/10)

Ocynthia Williams
Administrative Assistant
(through 9/09)

Finance and Administration

Ralph Stefano
Vice President,
Chief Financial and
Administrative Officer

Mark Bankston
Information Technology
Director

Siu Chu
Accountant

Susan Pichardo
Office and Grants Manager