



**Edna McConnell Clark Foundation**  
2007 Annual Report

THE  
**Edna McConnell  
Clark** FOUNDATION

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## A Letter From the President Looking at Performance

**W**e are pleased to report on the Edna McConnell Clark Foundation's progress over the past year. This year's annual report builds on last year's, which was our first attempt to report publicly on performance. We promised that performance reporting would be a major component of future annual reports, and this report continues that "tradition." Our goal is to provide a clear picture (with bottom-line numbers) of what our grantees have accomplished in their efforts to help more economically disadvantaged young people become productive, successful adults. The many probing questions last year's report elicited helped us improve how we measure and report on performance. We look forward to more comments, and we hope that your insights will also become a regular part of this "tradition."

While we are heartened by our grantees' performance in 2007, many challenges remain—including collecting reliable and useful data and reporting it accurately and consistently. The report that follows uses several quantitative indicators to gauge performance, but these snapshots alone do not tell the whole story of what our grantees are achieving and learning. Recognizing the need for additional, qualitative accounts of performance, we will begin to produce later this year a series of issue reports that document our experience in carrying out the Foundation's philanthropic strategy. Some of the issues we expect to cover are technical (i.e., collecting data and reporting on outcomes), some are organizational (i.e., managing grantee relationships), and others concern the practice of philanthropy. Our aim will be to share with philanthropists, practitioners and policymakers the promise and the lessons of our grantmaking approach, and to help put our grantee performance reports in a broader social policy context.

One important lesson from our work so far has been the need to segment our fund and structure our grantmaking practices to better support the different kinds of nonprofit organizations serving youth. Our investment approach—how we select, fund and support grantees—was originally devised for organizations that offer one primary service and are attempting to grow regionally or nationally. But in reality large, locally based nonprofits that provide an array of programs

serve greater numbers of youth across the country. Although the organizational structure of single-service nonprofits makes them more amenable to expanding to other locations—a key goal of initial our strategy—it is unlikely, at least in the short term, that they will be able to serve as many young people as community-based, multi-service nonprofits.

Therefore we have formally divided our grantee portfolio to make working with community-based multi-service organizations an integral part of our grantmaking approach. The ultimate objectives of the multi-service nonprofits in our portfolio differ from those of the single-service nonprofits. Though growing locally is an important priority, they are less likely to expand to other jurisdictions. Ensuring quality programming, effectively managing services, establishing clear outcome goals, and instituting useful performance reporting systems are generally more complex for multi-service than for single-service organizations.

It is critical, because of the number of youth involved, that our investment strategy be better aligned to support these multi-service nonprofits. Therefore our investments to date in such organizations have focused less on growth (since most of them already serve considerable numbers of youth in their home communities) and more on helping them build effective evaluation systems and institute change management strategies to improve quality and measure outcomes. Six of our current grantees are of this type, and information about the performance of three of them is included in this report.

Across the rest of our portfolio, our primary grantmaking approach continues to be supporting a dramatic increase in the numbers of youth reached by single-service organizations with programs of proven or demonstrated effectiveness. These organizations are more likely than community-based multi-service nonprofits to have evidence of positive outcomes because the impact of a single program is easier to isolate and measure. The possibility of operating in many more communities makes them a source of growth and innovation, with the potential to become bellwethers for the larger field of youth development.

But providing capital to support this kind of growth and widespread replication is not an established funding practice in either the public or philanthropic sector. “Going it alone” is financially feasible for few, if any, foundations and does not create the accountability that comes with multiple investors and partners. That’s why we launched a concerted effort in 2007 to test how we, along with other foundations and individual investors, can more effectively support the expansion of three of the strongest single-service organizations in our portfolio. The performance and leadership of Nurse-Family Partnership, Youth Villages, and Citizen Schools, the three organizations involved in what we call the Growth Capital Aggregation Pilot, have been consistently outstanding. Seeking to help

them secure more quickly and up-front the funds they need to implement their expansion plans, we set an overall goal of raising \$120 million by June 2008 (\$50 million for Nurse-Family Partnership, \$40 million for Youth Villages, and \$30 million for Citizen Schools). Our Foundation committed \$39 million.

We are gratified to report that the ambitious growth fund goals of all three organizations have been met on schedule, with 22 co-investors joining us in this effort. (A complete list of co-investors can be found on our website at [emcf.org](http://emcf.org).) We hope the working relationships established among our partners in these joint ventures will not only increase young people’s access to much-needed services but also demonstrate a highly effective collaborative investment model for all funding participants. In addition to more efficient fundraising, grantees and co-investors will now benefit from a common set of investment terms, a unified quarterly performance reporting structure, and a mutually agreed-upon exit strategy at the onset of the funding relationship.

We believe the creation of these consortia of philanthropic investors will enable these three grantee organizations to expand significantly, increase their capacity, and attract new public and private funds in the future. If they can become financially sustainable at a greater scale over the longer term, they will transform the life trajectories of substantially more young people for years to come.

The strategic choices we and our philanthropic and nonprofit partners have made raise many issues, such as how to determine the most effective expansion strategy for a particular nonprofit, how to create useful interim performance measures, how to establish a credible calculation of an investment’s social return, and how to support the talent and leadership development of grantees’ CEOs and management teams. We will address these and other matters in forthcoming issue reports. And we will launch an ongoing third-party evaluation to assess and report on the effectiveness of our capital aggregation pilot.

Our annual reports, however, will continue to concentrate on documenting bottom-line performance, because we recognize that only by measuring the impact of our investments can we determine how to maximize their return, adding more value for our grantees and the youth they serve. These performance reports remain a work in progress, which we will refine as we learn more from our work. We welcome your suggestions for improving them.



Nancy Roob, *President*  
June 2008

## 2007 Performance Report

# The Foundation and Its Grantees



**F**or the past nine years, the Edna McConnell Clark Foundation (EMCF) has been investing in a select group of youth-serving organizations to increase the numbers of low-income youth (ages 9–24) served by programs with persuasive evidence that they help youth lead healthy, productive lives.

The Foundation's relationship with its grantees 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 EMCF's goals and priorities, the Foundation makes an unrestricted, multi-million-dollar, long-term investment to build organizational capacity, improve program quality, and develop strategies aimed at growth and long-term financial sustainability. The Foundation also complements these grants with support to increase capacity regarding evaluation, theory of change development, talent recruitment and retention, board development, and communications.

This report continues the approach of the Foundation's 2006 annual report, in which the Foundation publicly reported on the performance of its grantees against their established goals. The Foundation classifies each of its grantees into one of two organizational types—single-service organizations (SSOs) and multi-service organizations (MSOs)—and this report follows that classification.

### Single-Service Organizations

Single-service organizations focus on providing one particular service or program, frequently in several communities. The SSOs funded by EMCF either have proven programs and are expanding nationally or regionally to broaden their impact, or are pursuing growth on a limited scale as they solidify the evidence base demonstrating their effectiveness. There were twelve SSOs in the Foundation's grantee portfolio in 2007.

The Foundation puts a premium on investing in organizations with scientifically proven outcomes, such as Nurse-Family Partnership, Youth Villages, BELL, and the Carrera Adolescent Pregnancy Prevention Program at the

Children's Aid Society. These organizations have undergone rigorous, randomized control studies proving their effectiveness in improving the life trajectories of the young people they serve. For organizations that have such evidence and the capacity to grow, the Foundation makes a sizable investment to support significant expansion so that increased numbers of youth can benefit from effective programs.

8 For SSOs with persuasive but less scientific evidence of effectiveness (such as externally conducted comparative evaluations), the Foundation provides assistance in implementing strong performance tracking systems, and in working with independent evaluators to conduct scientifically rigorous evaluations. For example, since the Foundation's first investment in 2003, the Center for Employment Opportunities (CEO) implemented an organization-wide performance tracking system, and is now participating in an independent, third-party evaluation. Preliminary results have shown that CEO's services produce statistically significant reductions in felony reincarcerations and new convictions.

### Reporting on Performance for SSOs

For SSOs, most of the metrics presented in this report focus on measuring the increase in numbers of youth served, yearly revenue, and numbers of youth reaching target outcomes.

As in last year's report, the data reported on the following pages for each organization's performance start from the year of the Foundation's first investment. Also included are future projections for youth served and total revenues developed by each organization as part of their business plan. Total revenue refers to all funds raised during an organization's fiscal year, as stated in their audited financial statements.

We are generally pleased with the progress our SSO grantees have made in reaching the goals outlined in their business plans. These reports indicate that our investment and extra-financial assistance strategies have had a positive role in facilitating this progress. We will soon be sharing a paper documenting useful lessons for other funders with an investment-oriented approach.

In addition, an in-depth discussion about one metric first mentioned in the Foundation's 2006 report—active service slots—can be found on page 76. Beyond the traditional measure of tracking overall numbers of youth served, the Foundation has been refining a new tool to measure the number of youth participants in proven programs that are participating at “optimum” levels that

lead to the best outcomes for youth. While we and our grantees are not yet ready to report data on this metric in this report, we plan to do so over the next year.

### Multi-Service Organizations

Multi-service organizations (MSOs), in contrast to SSOs, have a number of discrete services and programs, and typically serve several age groups with different needs.

9 MSOs are typically rooted in a single community, and any expansion takes place within that community. In aggregate, MSOs serve more youth in the United States than SSOs. Assisting these organizations in improving the quality of services delivered is an important aspect of the Foundation's goal of increasing the number of young people served by effective services or programming.

Given their complex organizational structure, deep roots in their home communities, and funding models that are highly reliant on public funding streams, the priorities and needs of MSOs differ significantly from those of SSOs. These challenges magnify the difficulty MSOs face in implementing strong and robust performance tracking systems.

At present, the emphasis of the Foundation's investments in MSOs is focused on improving the quality of services for youth, and on developing the internal reporting and assessment systems to sustain and build on those improvements. Successful implementation of such systems will put these MSOs ahead of most in their sophistication and readiness to undertake external evaluations at a later date.

## Aggregate Performance Single-Service Organizations

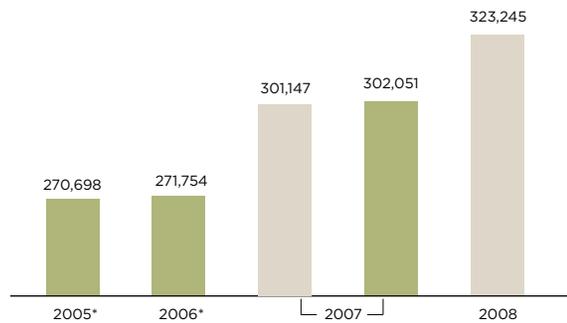
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As noted previously, the Foundation makes large, long-term investments in organizations and assesses its investments by analyzing their performance against the annual goals set forth in their plans. Aggregating their performance provides a broad perspective on the Foundation's and its partners' approach to setting goals and implementing strategies to meet them.

For the twelve SSOs in the Foundation's grantee portfolio, total numbers of youth served were slightly above the projected total. Accurate comparison between 2006 and 2007 is not possible, because five new organizations joined the Foundation's portfolio in 2007.

### Aggregate Performance: Total Served

■ Actual Totals  
■ Projected Totals



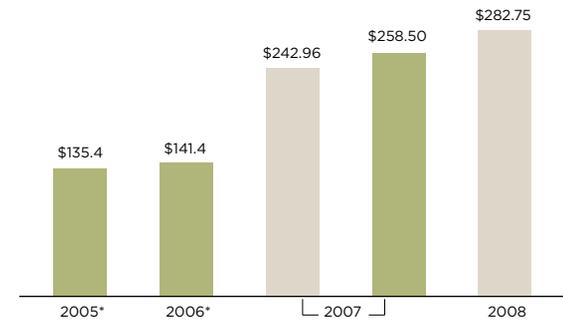
\*The 2005 and 2006 totals include only the seven organizations in the fund at the time. The later years' data include all 12 organizations.

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Total revenue for the twelve organizations in 2007 was \$282.75 million, exceeding the year's target by \$24.25 million. Again, comparisons between 2006 and 2007 are difficult because of the large influx of new organizations into the Foundation's portfolio during the year. (Note: For national organizations with local affiliates, like 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.)

### Aggregate Performance: Total Revenue (in millions)

■ Actual Totals  
■ Projected Totals



\*The 2005 and 2006 totals include only the seven organizations in the fund at the time. The later years' data include all 12 organizations.

As noted previously, the Foundation's grants are focused on building organizational strength and capacity, and do not support direct services. Thus increases in youth served are not a direct result of Foundation funding, but rather a product of increased capacity and efficiency.



Performance Report  
**Single-Service  
Organizations**

**Growth Capital Aggregation Pilot Grantees**

This section presents a descriptive and a performance summary for the three single-service organizations participating in the Foundation's Growth Capital Aggregation Pilot, and includes detailed information about goals for future years.

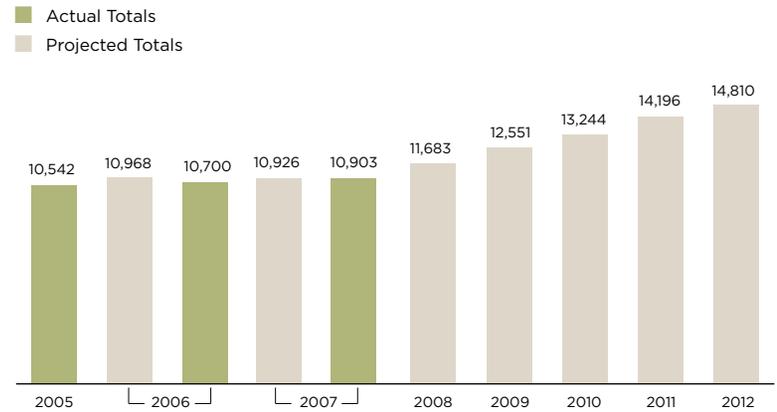
## Youth Villages

[www.youthvillages.org](http://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.

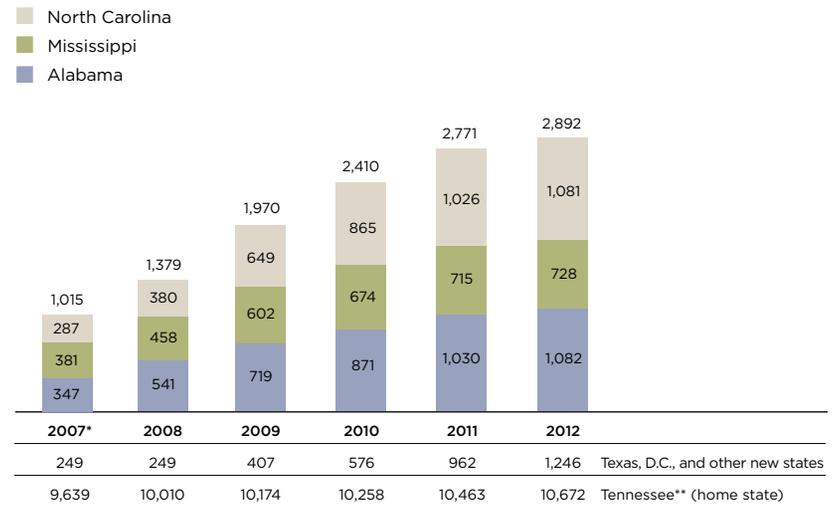
Youth Villages utilizes research-based programs, including intensive in-home services to youth and families that are designed to teach young people how to function successfully in school, at home, and with peers. These programs are far less costly and much more effective than traditional services to 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, D.C., North Carolina, and Texas.) Since 1994, Youth Villages has served more than 12,000 high-risk youth and their families with its intensive in-home program, and 82% of those youth have remained home successfully two years after discharge. A remarkable 83% have had no trouble with the law, and 82% are either still in school, have graduated, or are getting their GED at 24 months post discharge. Just 13% 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% lower average monthly cost, a 71% shorter average length of stay, and a long-term success rate twice the national average (80% vs. 40%).

## 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



\*Actual numbers served (2008 and beyond are projected targets)

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

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



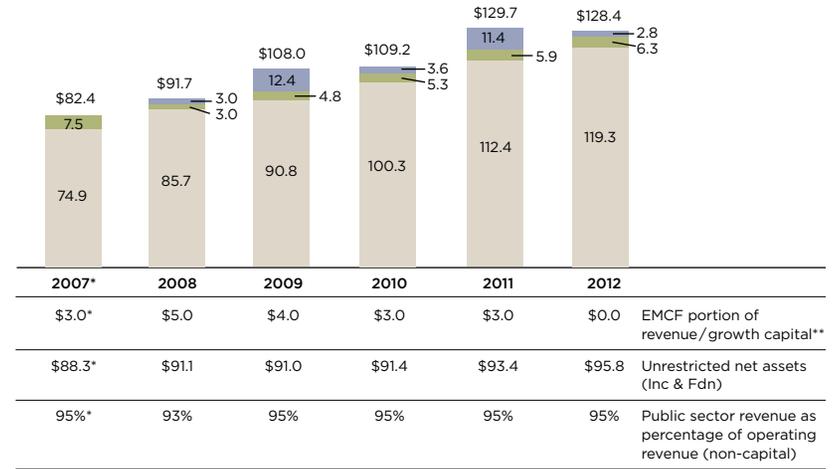
Note: Revenue figures are GAAP.

**Youth Villages: Expenditure Coverage by Funding Source**

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.

(In millions)

- Growth Capital
- Foundations
- Public Sector Grants/Contracts



\*Actual figures (2008 and beyond are projected targets)

\*\*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

Growth capital refers to funds raised specifically upfront 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 their growth capital campaign in 2007.

(In millions)

- Growth Capital Committed for Future Use
- Cumulative Capital Used



\*Actual figures (2008 and beyond are projected targets)

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

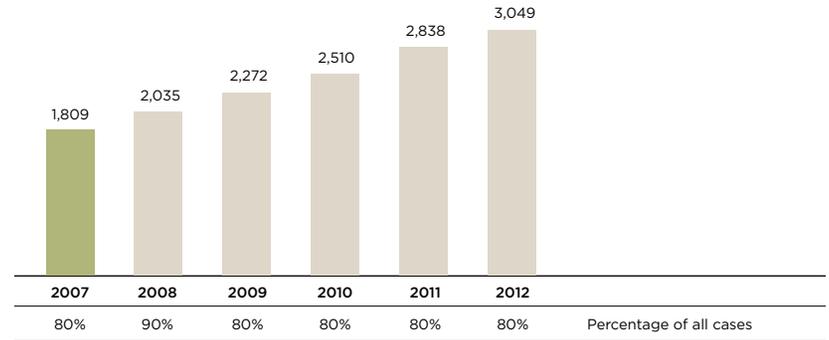
\*\*\*A list of co-investors will be available on EMCF's website, [www.emcf.org](http://www.emcf.org), in late June 2008.

### Performance

#### Youth Villages: Successful Discharges

Youth successfully leaving Youth Villages' programs with a minimum of 60 days of service

- Actual Totals
- Projected Totals



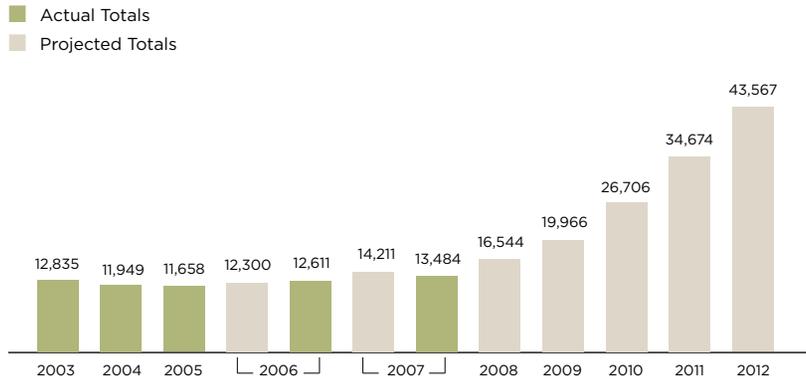
**Geographic Reach:** Headquartered in Memphis, Youth Villages serves youth in six states (Alabama, Massachusetts, Mississippi, North Carolina, Tennessee, and Texas) and Washington, D.C. Youth Villages plans to expand into two or three more states by 2012.

**Nurse-Family Partnership**  
[www.nursefamilypartnership.org](http://www.nursefamilypartnership.org)

Developed by Dr. David Olds and with 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 during 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.

**Nurse-Family Partnership: Families Enrolled**



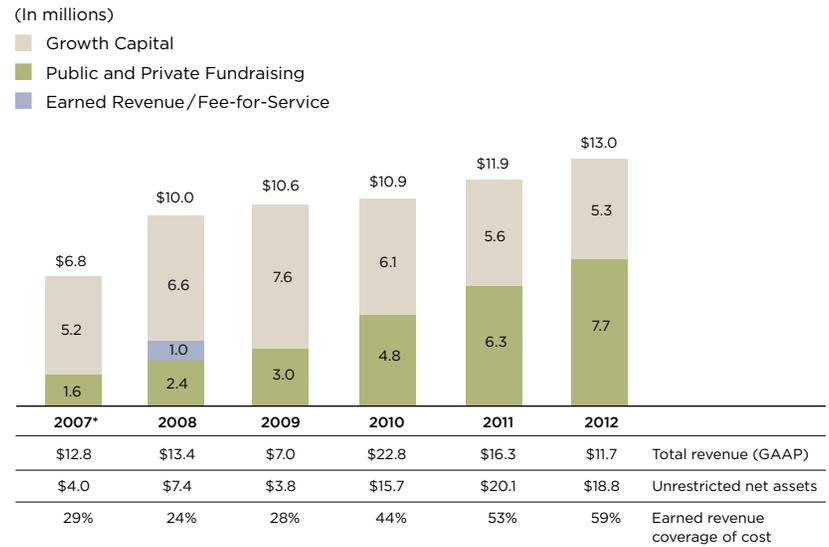
**Nurse-Family Partnership: Historical Revenue Performance, 2003-07**



\*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**

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 grow its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.



\*Actual figures (2008 and beyond are projected targets)

### Nurse-Family Partnership: Projected Growth Capital Raised and Expended

Growth capital refers to funds raised specifically upfront 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.

(In millions)

■ Growth Capital Committed for Future Use  
■ Cumulative Capital Used



\*Actual totals (2008 and beyond are projected targets)

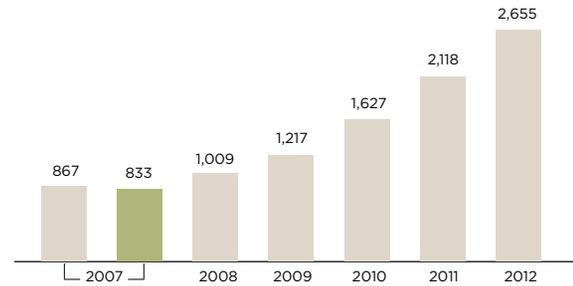
\*\*Assumes Nurse-Family Partnership meets all performance milestones as outlined in the investment agreement.

\*\*\*A list of co-investors will be available on EMCF's website, [www.emcf.org](http://www.emcf.org), in late June 2008.

**Geographic Reach:** Provides support to implementing agencies in 23 states: Arizona, California, Colorado, Illinois, Kentucky, Louisiana, Maryland, Michigan, Minnesota, Missouri, New Jersey, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, South Dakota, Texas, Washington, Wisconsin, and Wyoming. Nurse-Family Partnership plans to operate 441 sites by 2012.

### Nurse-Family Partnership: Number of Nurse Home Visitors

■ Actual Numbers  
■ Projected Numbers

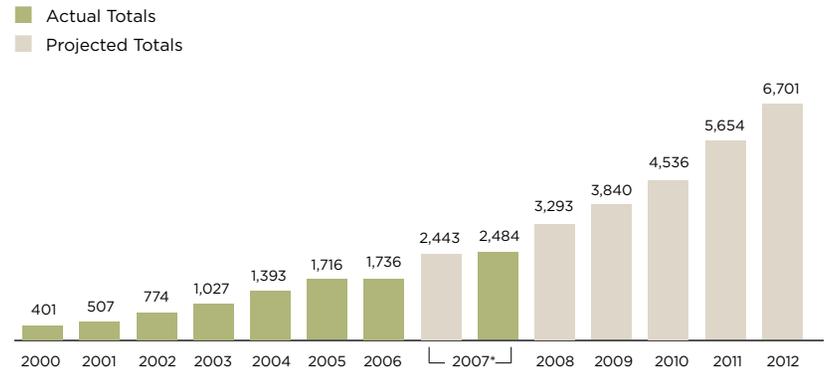


**Citizen Schools**  
[www.citizenschools.org](http://www.citizenschools.org)

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.

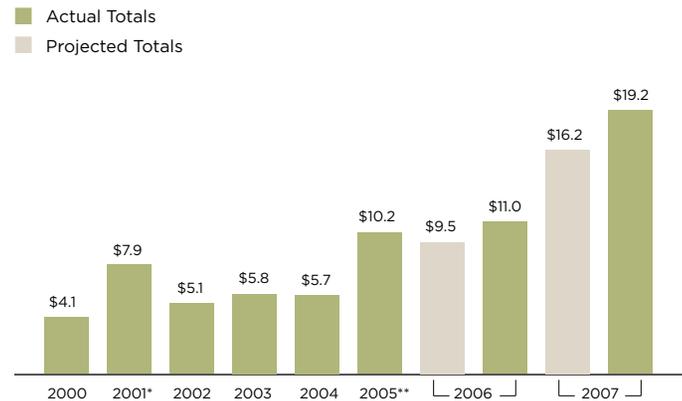
Results from a 2005 comparison evaluation, conducted by Policy Studies Associates, found that regular participants outperformed peers on six of seven academic measures, including school attendance, number of suspensions, and academic achievement. Additionally, its participants go on to “college-track”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

**Citizen Schools: Youth Served**



\*Note: Citizen Schools is now using a revised methodology for calculating the number of youth served. Numbers reported here may differ from previous reports.

**Citizen Schools: Historical Revenue Performance, 2000–07 (in millions)**



\*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 their fiscal year end. The number presented here is an annualized figure.

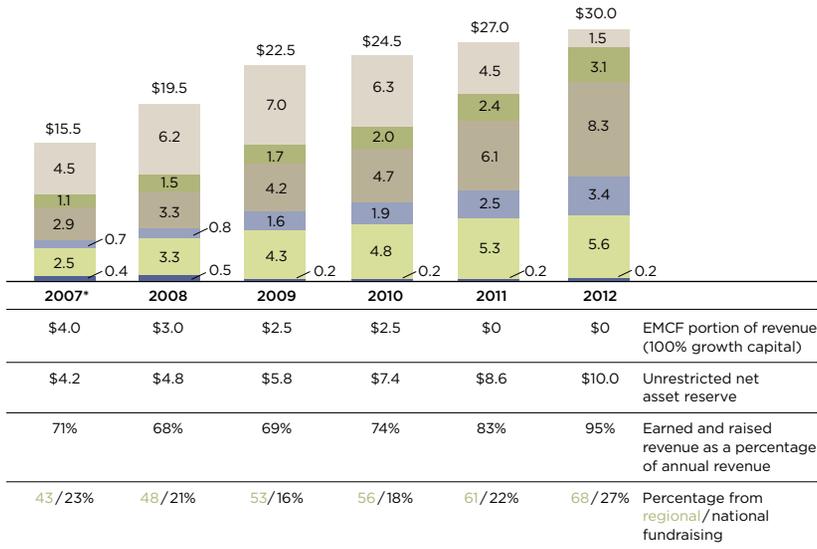
Note: Consistent with GAAP, revenue figures include certain grants received for use in future years. Growth capital commitments, for which revenue is contingent on future organizational performance, are not reflected in these figures.

### Citizen Schools: Annual Operating Revenue

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 grow its revenues from reliable, renewable sources, and, if it were to stop growing, become sustainable at its new, larger scale.

(In millions)

- Growth Capital
- Corporations
- Public Sector Grants
- Individuals
- Foundations
- Earned Income/Fee-for-Service/Other



\*Actual figures (2008 and beyond are projected targets)

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

### Citizen Schools: Projected Growth Capital Raised and Expended

Growth capital refers to funds raised specifically upfront 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.

(In millions)

- Growth Capital Committed for Future Use
- Cumulative Capital Used



\*Actual figures (2008 and beyond are projected targets)

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

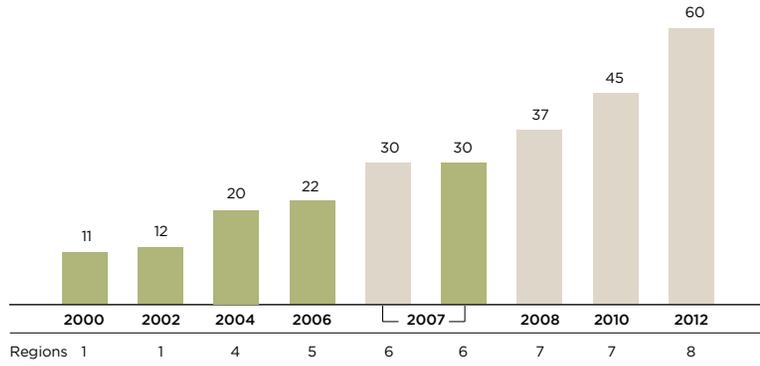
\*\*\*A list of co-investors will be available on EMCF's website, [www.emcf.org](http://www.emcf.org), in late June 2008.

**Geographic Reach:** Headquartered in Boston, Massachusetts, Citizen Schools operates campuses in six states around the country: California, Massachusetts, New Jersey, New Mexico, North Carolina, and Texas. Citizen Schools plans to have established sites in two to four additional regions by 2012—including New York, where it will open in fall 2008.

## 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.

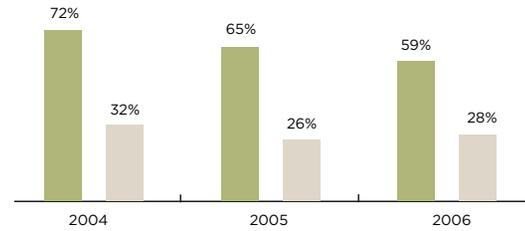
■ Actual Totals  
■ Projected Totals



## Outcomes

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

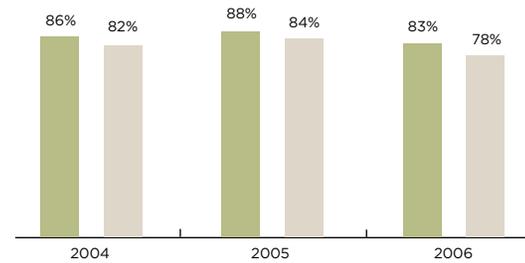
■ Citizen Schools Participants  
■ Matched Non-Participants



Note: Results are from the 2007 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 with On-Time Promotion to 10th Grade

■ Citizen Schools Participants  
■ Matched Non-Participants

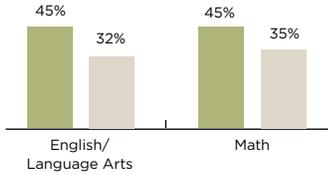


Note: Results are from the 2005, 2006, and 2007 Policy Studies Associates evaluations of students who participated in Citizen Schools' program in Boston in 8th grade. Samples are overlapping and include students from multiple program years. Matched non-participants may have participated in other after-school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

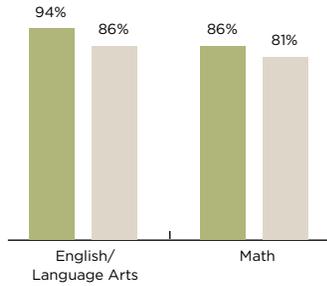
### Citizen Schools: 10th Grade Achievement on the Massachusetts Standardized Test (MCAS)

- Citizen Schools Participants\*
- Matched Non-Participants

Percentage of 10th Grade Students Achieving Proficiency on MCAS



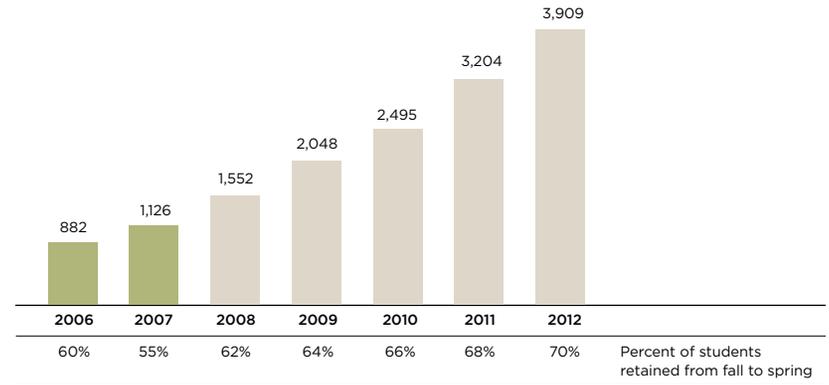
Percentage of 10th Grade Students Passing MCAS



### Performance

#### Citizen Schools: Full Year Retention

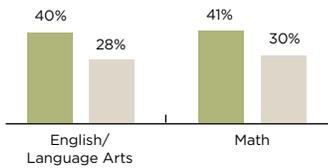
- Actual Totals
- Projected Totals



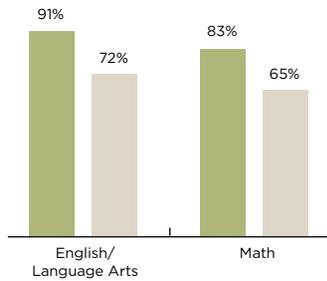
### Citizen Schools: 10th Grade Achievement on the Massachusetts Standardized Test (MCAS)\*\*

- Citizen Schools Participants\*
- Boston Public School Students

Percentage of 10th Grade Students Achieving Proficiency on MCAS



Percentage of 10th Grade Students Passing MCAS



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

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

Performance Report  
**Single-Service  
Organizations**

This section presents a descriptive and a performance summary for nine single-service organizations in the fund in 2007, and includes information about goals for future years.



**Big Brothers Big Sisters**  
[www.BigBrothersBigSisters.org](http://www.BigBrothersBigSisters.org)

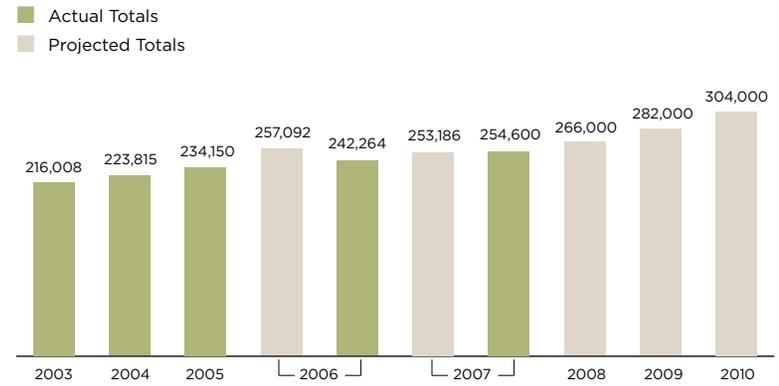
Big Brothers Big Sisters is the parent organization for a network of more than 400 local agencies across the nation that matches adult volunteers with at-risk youth (ages 6–18) to form one-on-one mentoring relationships. In recent years, the organization has developed and rolled out a second mentoring 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% less likely to skip school,
- 46% 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.

**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.

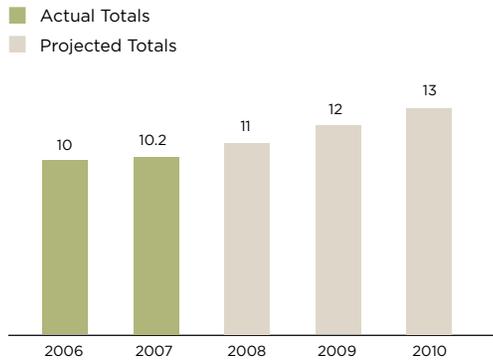
\*\*In 2005, BBBS successfully secured several large, multi-year grants from private funders, leading to a spike in revenue.

\*\*\*BBBS did not meet revenue projections in 2007 due to a decrease in key government contracts. Financial projections from 2008 on have been 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

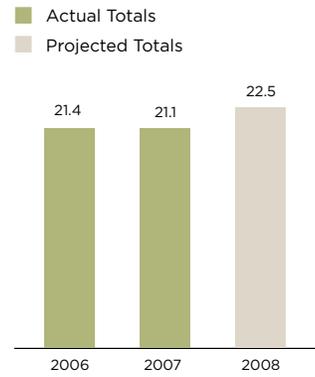
### Big Brothers Big Sisters: Average Match Length (in months)



36

## Performance: Community-Based Mentoring

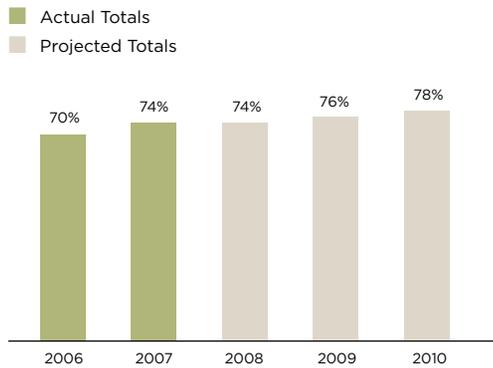
### Big Brothers Big Sisters: Average Match Length (in months)



37

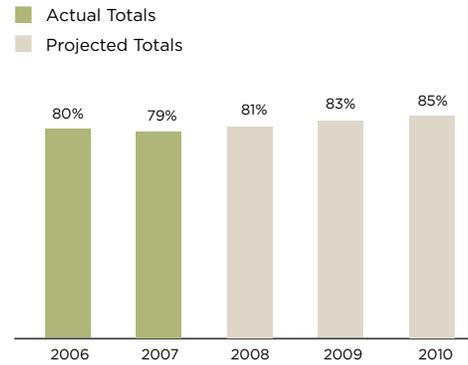
### Big Brothers Big Sisters: Match Retention

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



### Big Brothers Big Sisters: Match Retention

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



**Geographic Reach:** Big Brothers Big Sisters has more than 400 local agencies in all 50 states across the United States, the District of Columbia, Puerto Rico, and Guam.

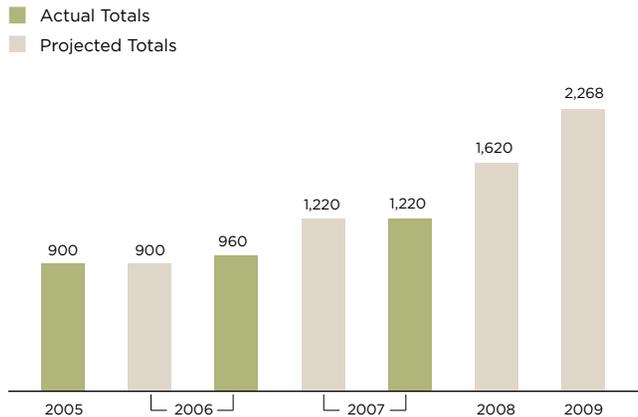
## Carrera Adolescent Pregnancy Prevention Program

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

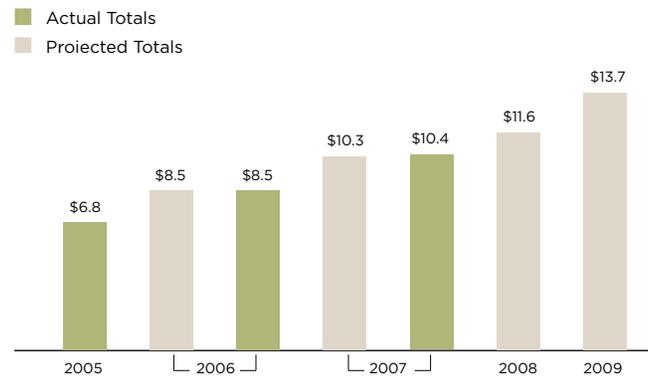
The Children's Aid Society (CAS)–Carrera Adolescent Pregnancy Prevention Program helps young people (from 5th grade through high school graduation) to avoid pregnancy and other risky sexual behavior.

An evaluation by Philliber Research Associates found that the CAS–Carrera Program yielded a 50% reduction in birth rates for participants living in the communities it served, along with other positive outcomes, including increased likelihood of high-school graduation and college admission, increased employment experience, higher fiscal responsibility among youth, and increased adoption of healthy living practices. The program is the only fully evaluated teenage pregnancy prevention program with statistically proven effectiveness in the country.

### CAS–Carrera Program: Youth Served\*

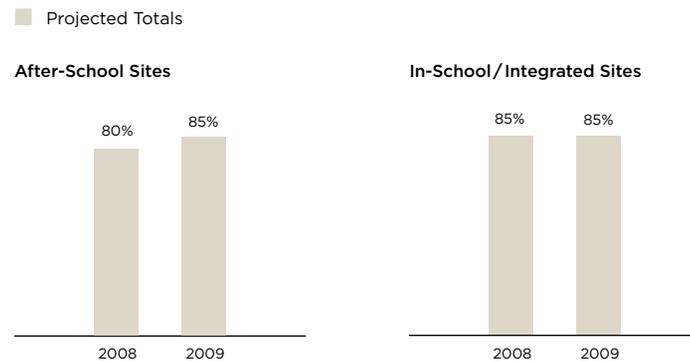


### CAS–Carrera Program: Total Revenue (in millions)



## Performance

### CAS–Carrera Program: Average Daily Attendance Rate



**Geographic Reach:** The organization currently operates programs in New York City; Washington, D.C.; Baltimore, Maryland; Flint, Michigan; Atlanta and Milledgeville, Georgia; Houston, Texas; and Crystal Lakes, Florida—where rates of teen pregnancy are higher than the national average. By 2010, in addition to deepening its reach in existing communities, it plans to establish operations in four additional locations, including Detroit, Michigan. To support the continued expansion of the program model, CAS–Carrera created Regional Implementation Centers (RICs) to provide the local infrastructure to manage the quality of local replications and ensure fidelity to the program model.

## Center for Employment Opportunities

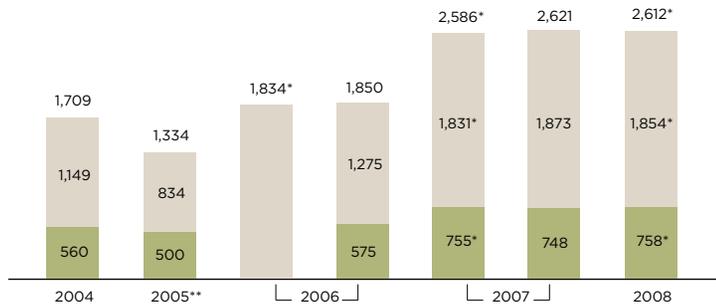
www.ceoworks.org

Center for Employment Opportunities (CEO) helps prepare young people and adults returning home from prison to find and keep permanent employment. It works with more than 2,500 parolees in New York State annually, over 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 2007 show that participants who have recently been released from prison have significantly lower recidivism rates.

### Center for Employment Opportunities: Numbers Served

■ Young Adults (18 to 25 years old)  
■ Adults

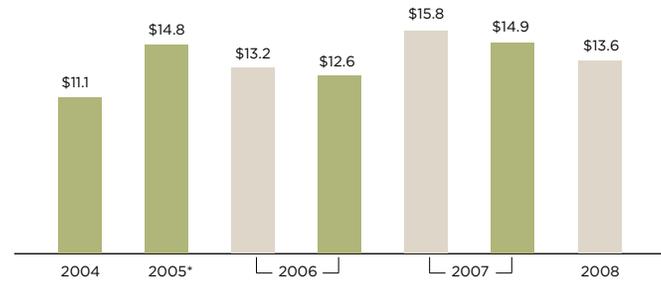


\*Projected totals

\*\*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)

■ Actual Totals  
■ Projected Totals



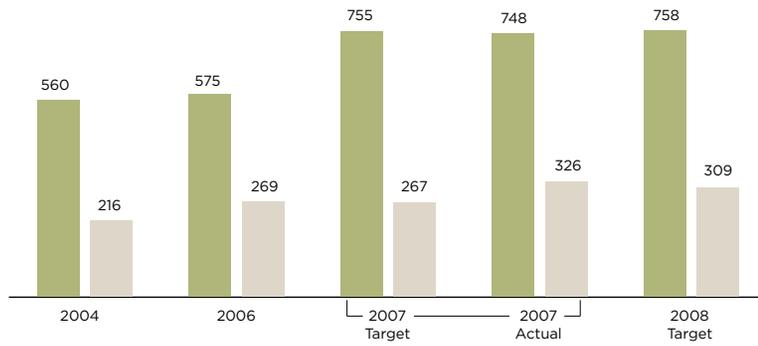
\*In 2005, CEO recorded large grants from private funders, leading to spikes in revenue. These grant dollars were spent down in the years following receipt of the funds.

**Geographic Reach:** Center for Employment Opportunities is located in New York City and works with ex-prisoners from the New York metropolitan area. The organization's current growth plan calls for targeted expansion within New York only.

## Outcomes

### Center for Employment Opportunities: Enrollment and Placement

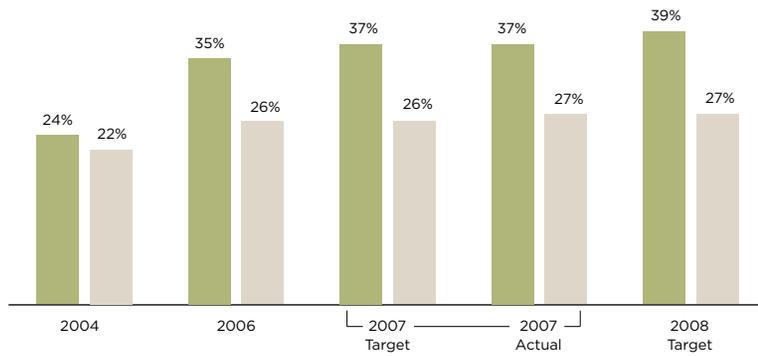
- Number of Youth Who Completed a Minimum Requirement of a Life Skills Course
- Number of Youth Placed in Employment or Post-Secondary Education



## Performance

### Center for Employment Opportunities: Youth Retention Rate

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



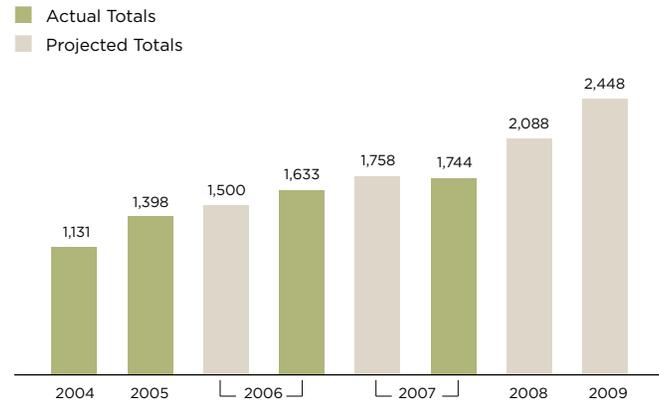
## MY TURN

[www.my-turn.org](http://www.my-turn.org)

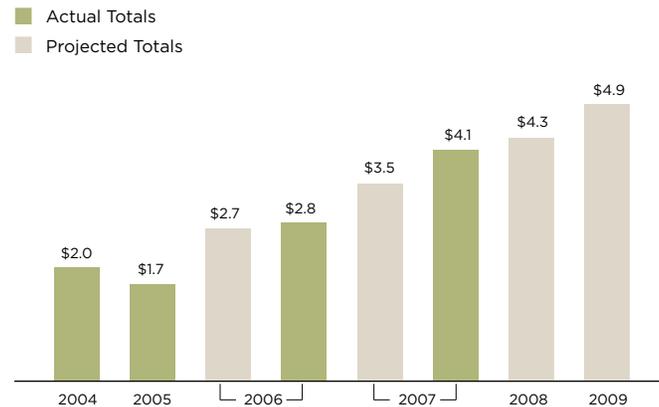
MY TURN (America's Youth Teenage Unemployment Reduction Network) helps low-income youth (ages 14–21) in several northeast states, many of whom have already left high school without a diploma, to prepare for the workforce or continue their education. Case managers from MY TURN assist young adults in completing high school, enrolling in post-secondary education, or entering the workforce, and provide follow-up services for up to one year.

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)

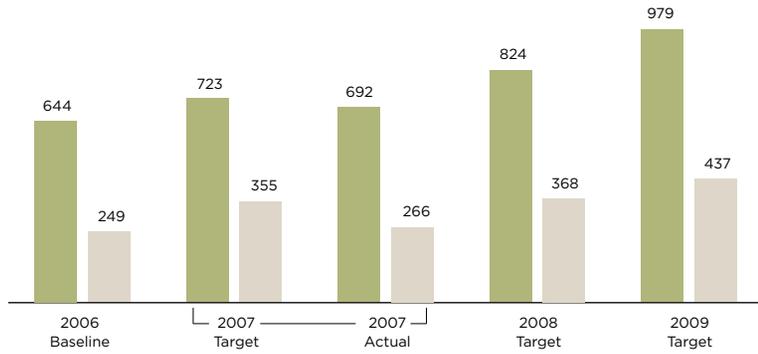


**Geographic Reach:** MY TURN currently operates 22 sites in Massachusetts, New Hampshire, and Rhode Island. It plans to add seven in-school and out-of-school sites by 2009.

## Outcomes

### MY TURN: Youth Employment and Education

- Youth Newly Accepted into MY TURN Program During the Year
- Youth Placed in Employment or Post-Secondary Education\*

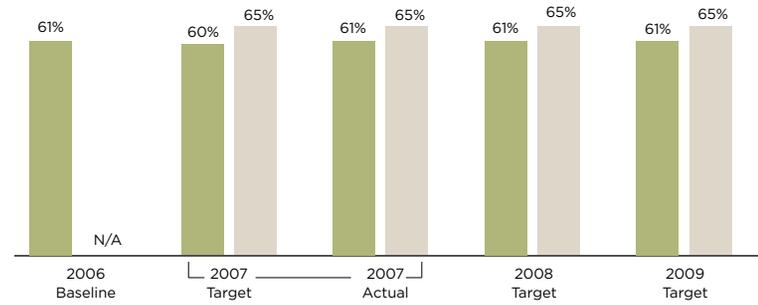


\*Youth placements do not necessarily occur in the same year as enrollment.

## Performance

### MY TURN: Youth Retention Rate

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



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

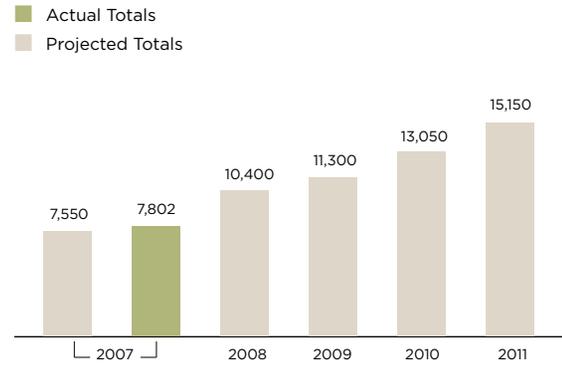
## Building Educated Leaders for Life (BELL)

[www.bellnational.org](http://www.bellnational.org)

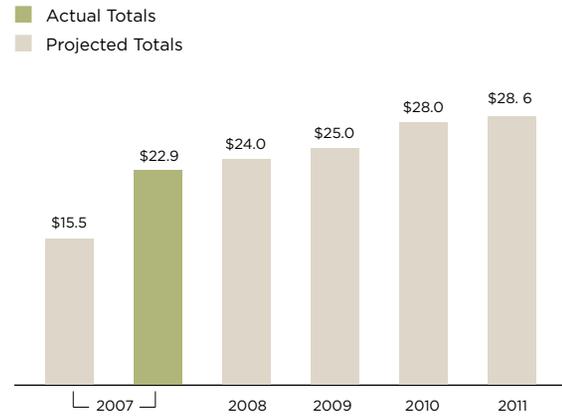
Building Educated Leaders for Life (BELL) provides intensive educational programming and academic support to students (grades K–8) most at risk of failing early in their academic careers, in elementary or middle school. Its after-school and summer programs are structured to provide each young person 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.

## BELL: Youth Served



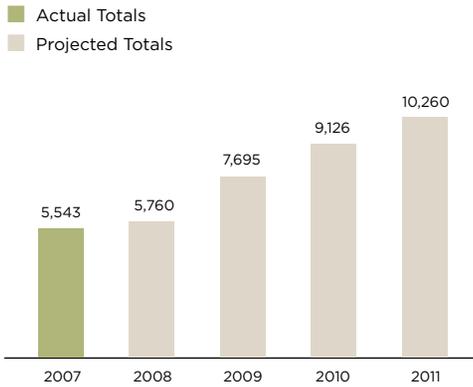
## BELL: Total Revenue (in millions)



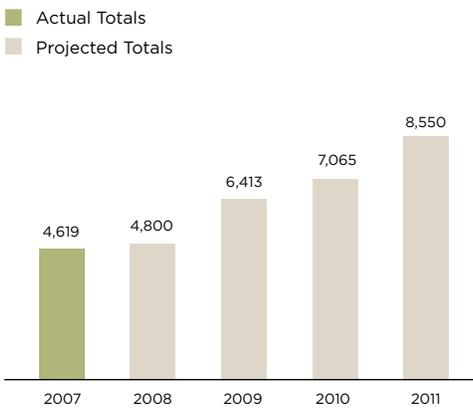
## Outcomes

### 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



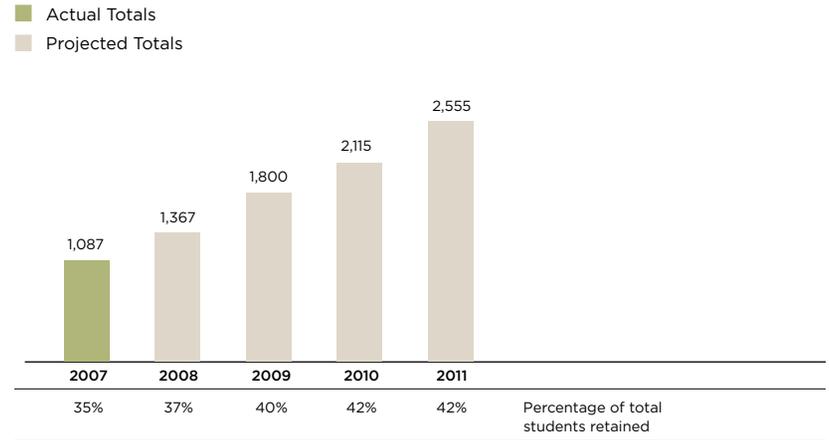
Number of students advancing to proficient or advanced performance levels (on a standardized academic proficiency scale), with 75% of all students advancing



## Performance

### BELL: Retention

Number of participants retained year-to-year



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

## Hillside Work-Scholarship Connection

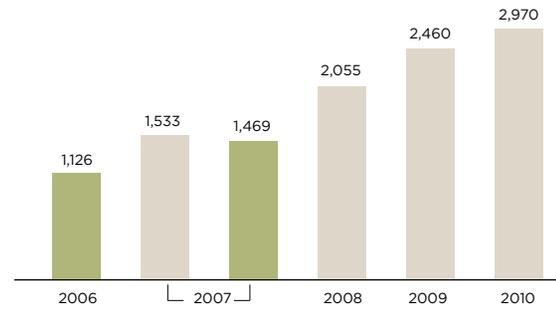
[www.hillside.com](http://www.hillside.com)

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, 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 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%, compared with 31%). 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

■ Actual Totals  
■ Projected Totals



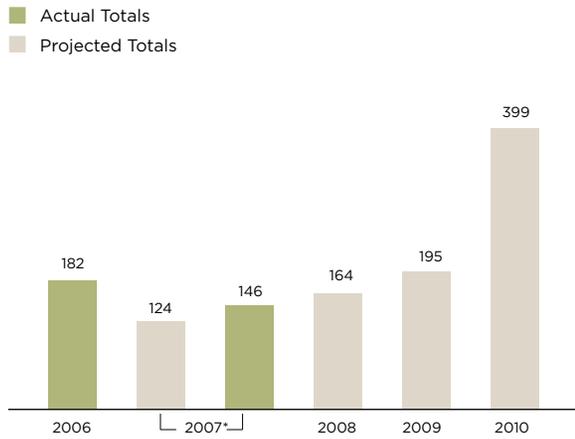
## Hillside: Total Revenue (in millions)

■ Actual Totals  
■ Projected Totals



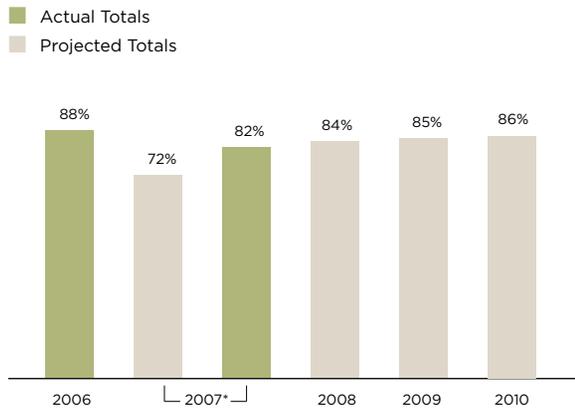
## Outcomes

### Hillside: Number of Students Graduating High School



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

### Hillside: Percentage of All Seniors in the Program Who Graduate

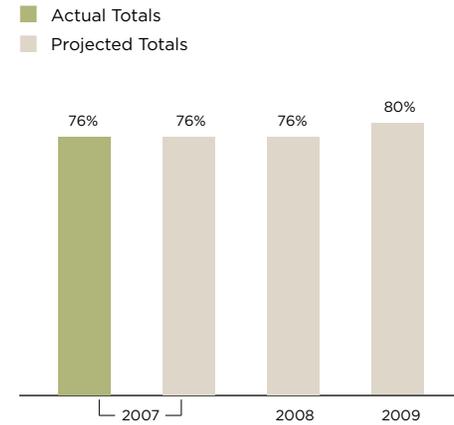


\*Variance in number and percentage due to smaller cohort (overall class size in 2007 was smaller than previous years)

## Performance

### Hillside: Program Participation

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



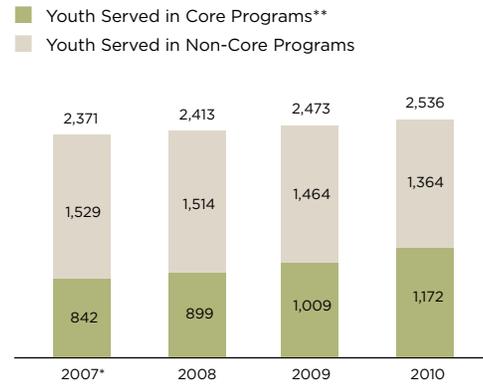
**Geographic Reach:** Hillside Work-Scholarship Connection serves at-risk youth in Rochester and Syracuse, New York, and recently established a site in Prince George's County, Maryland.

**Self Enhancement Inc.**  
[www.selfenhancement.org](http://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 2nd 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% go on to post-secondary education. Self Enhancement, Inc. is currently undergoing a quasi-experimental comparison group evaluation, conducted by the University of Oregon, to demonstrate the core program’s effectiveness.

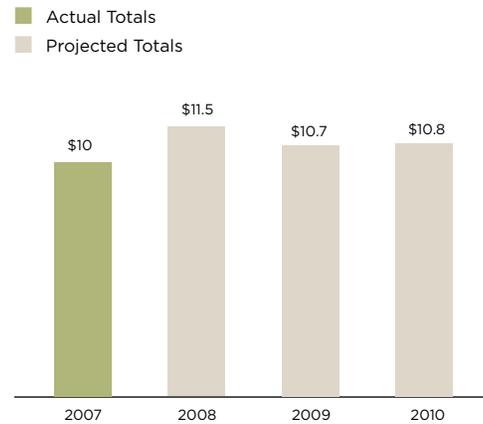
**Self Enhancement: Youth Served**



\*Actual figures (2008 and beyond are projected targets)

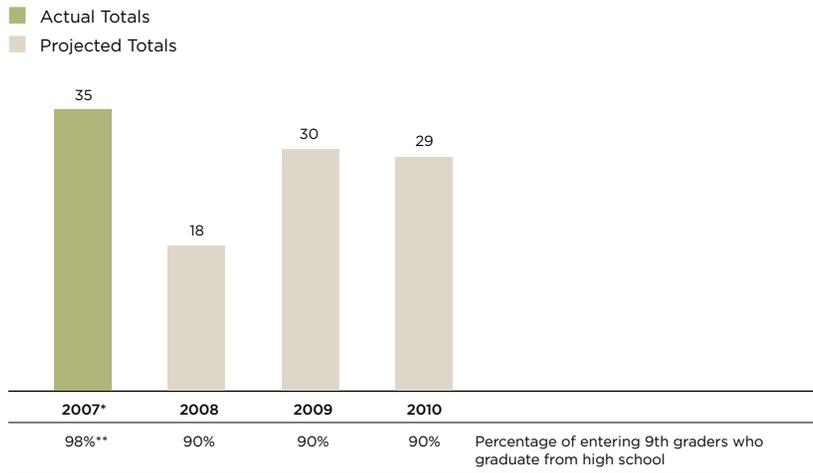
\*\*SEI’s core program engages youth in long-term, high-engagement interventions from age eight through age 25. Youth in non-core programs participate in shorter-term programming and do not receive the full complement of services available in SEI’s core program model.

**Self Enhancement: Total Revenue** (in millions)



## Outcomes

### Self Enhancement: Number of Students Graduating High School

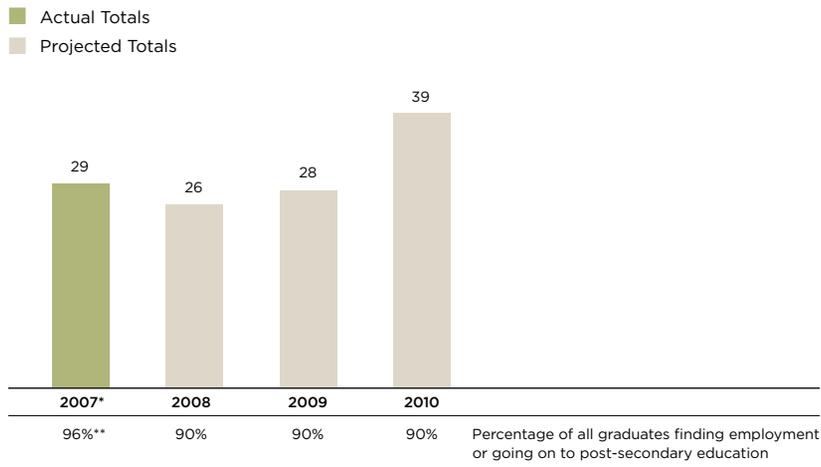


\*Actual figure (2008 and beyond are projected targets)

\*\*2007 target was 90%; SEI exceeded projections.

### Self Enhancement: Employment and Education

Number of graduates going on to post-secondary education or employment



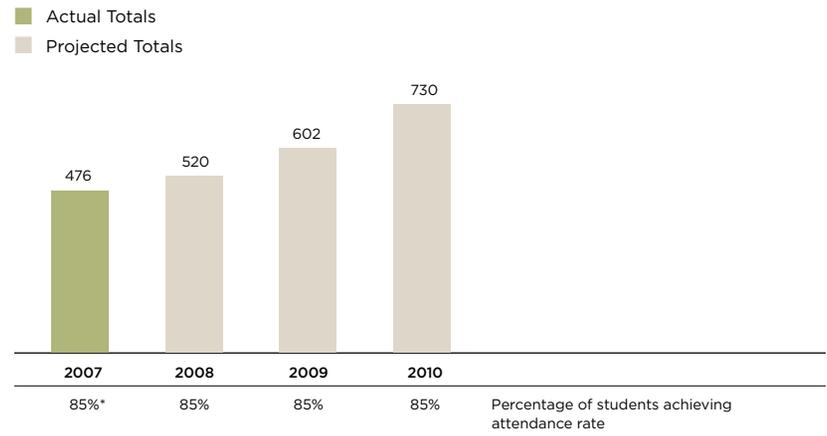
\*Actual figure (2008 and beyond are projected targets)

\*\*2007 target was 90%; SEI proceeded projections.

## Performance

### Self Enhancement: School Attendance

Number of students with at least 90% attendance rate



\*Actual figure (2008 and beyond are projected targets)

**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, including from local professional athletes such as Alonzo Mourning.

## Green Dot Public Schools

[www.greendot.org](http://www.greendot.org)

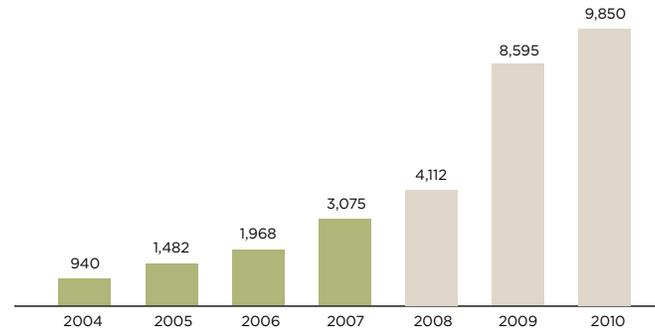
Green Dot Public Schools (Green Dot) operates charter high schools in economically disadvantaged neighborhoods in Los Angeles. By creating a small school environment more conducive to learning (numbering no more than 560 students per school, compared with over 3,500 in a typical public high school in Los Angeles), it maintains attendance rates close to 97%, and its students achieve higher test scores than their counterparts with similar backgrounds in traditional public schools. Currently serving approximately 4,100 students, Green Dot plans to open 20 more schools by 2010, to serve 16,000 students at full scale.

Green Dot's model, with a strong commitment to quality, produces very positive results: 78% of students who enter in the 9th grade graduate high school, and over 67% of these graduates go on to four-year colleges and universities, compared with the Los Angeles Unified School District's graduation rate of just 46% of its 9th graders and a college attendance rate of only 24%.

*Note: The Foundation's first investment in Green Dot was part of a pilot program to test the Foundation's grantmaking approach with alternative schools. Based on the success the two organizations achieved during the pilot, both Green Dot and the See Forever Foundation/Maya Angelou Public Charter School became part of the Foundation's Youth Development Fund portfolio in 2007.*

## Green Dot Public Schools: Youth Served

■ Actual Totals  
■ Projected Totals



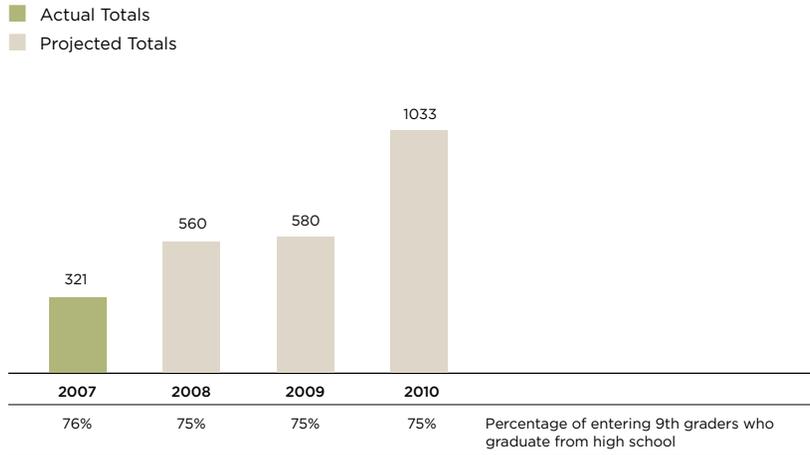
## Green Dot Public Schools: Total Revenue (in millions)

■ Actual Totals  
■ Projected Totals

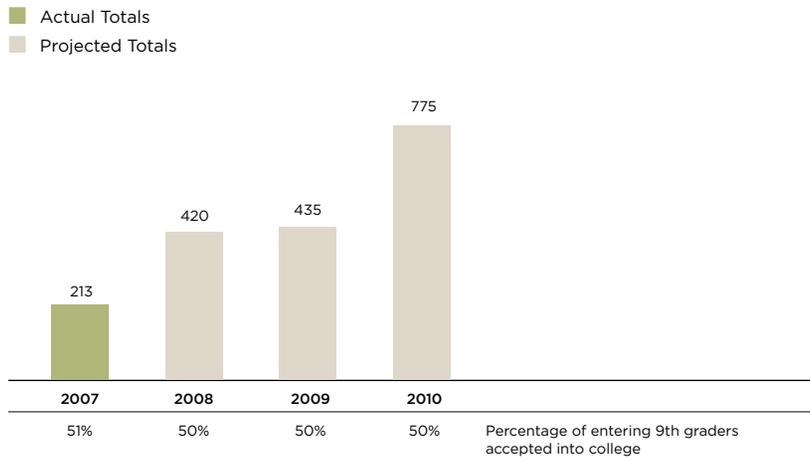


## Outcomes

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



### Green Dot Public Schools: College Acceptance



**Geographic Reach:** Green Dot Public Schools operates 12 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 mostly be concentrated in these economically disadvantaged areas. Of note, Green Dot received approval to restructure Locke High School in Watts, California, 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.

In addition, in fall 2008, Green Dot will open a charter school in the South Bronx in New York City as part of a joint venture with the New York City teachers union.

**See Forever Foundation/  
Maya Angelou Public Charter School**  
[www.seeforever.org](http://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, D.C. In addition, SFF also operates Oak Hill Academy, a school located in Washington, D.C.'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.

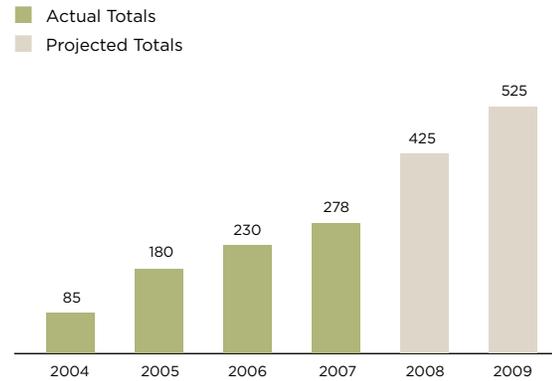
SFF/MAPCS, with its core expertise in integrating all of the support services a traditionally challenged student needs into one seamless, intensive school program, provides students with small classes, individualized instruction, and a wide range of wraparound services, including tutoring, mentoring,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

Internal evaluations have shown that See Forever Foundation / Maya Angelou Public Charter School graduates over 80% of all seniors, and its graduates are 2.5 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.

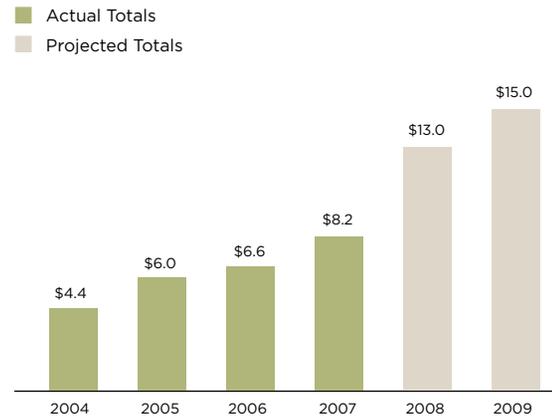
Since 2004, the Foundation has invested \$3 million in See Forever Foundation / Maya Angelou Public Charter School to implement its business plan.

*Note: The Foundation's first investment was part of a pilot program (which also included Green Dot Public Schools) to test the Foundation's grantmaking approach with alternative schools. Based on the success the two organizations achieved during the pilot, both Green Dot and SFF/MAPCS became part of the Foundation's full Youth Development Fund portfolio in 2007.*

**SFF /MAPCS: Youth Served**



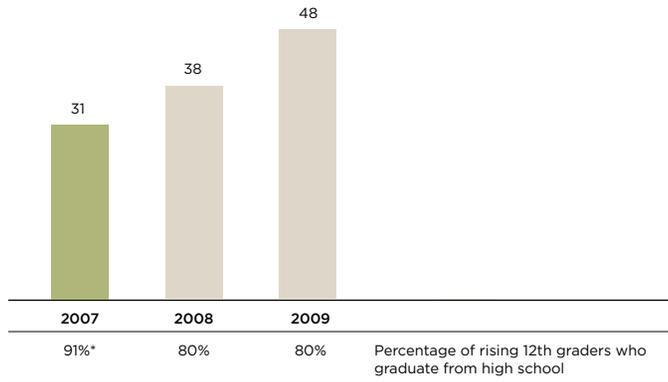
**SFF /MAPCS: Total Revenue (in millions)**



## Outcomes

### SFF/MAPCS: Number of Students Graduating High School

■ Actual Totals  
■ Projected Totals

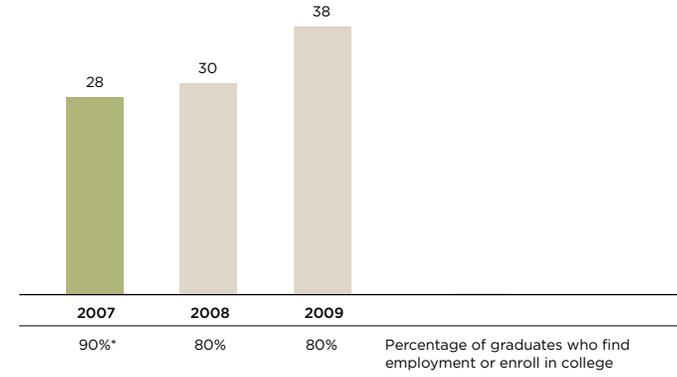


\*Target in 2007 was 80%; SFF/MAPCS exceeded projections.

### SFF/MAPCS: College Acceptance or Employment

Number of students going on to college or finding jobs

■ Actual Totals  
■ Projected Totals



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

**Geographic Reach:** See Forever Foundation / Maya Angelou Public Charter School targets youth residing in Washington, D.C., who have been poorly served by (or have failed to succeed in) the District's larger public schools. SFF/MAPCS currently operates two alternative high schools, one alternative middle school, Oak Hill Academy (located in the long-term secure facility for D.C. youth who have been adjudicated delinquent), and a Transition Center to support students released from Oak Hill as they transition back into the community.

## Single-Service Organizations in Business Planning in 2008

The Foundation made investments in the following organization to help defray the costs associated with developing a business plan as well as to support efforts to implement performance management systems and address other infrastructure needs.

### 68 **First Place for Youth** [www.firstplaceforyouth.org](http://www.firstplaceforyouth.org)

First Place for Youth works with youth who are moving out of foster care to help them 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.

## Multi-Service Organizations

69 **T**here are currently six multi-service organizations in the Foundation's portfolio. As explained on page 9, multi-service organizations (MSOs), in contrast to single-service nonprofits, tend to focus geographically in one community, providing a range of programs for multiple populations of youth. To make the whole greater than the sum of the parts, these organizations' theories of change often integrate various services across each agency in order to improve overall quality and drive positive outcomes for youth. Each organization is implementing rigorous performance tracking systems that generate data used to make improvements and prepare for external evaluation. The Foundation's primary tool for assessing multi-service organizations' performance centers on implementation of such a system.

The Foundation has developed a four-part, twelve-point scale to assess an organization's ability to collect information about its participants, track their progress, and then use such data to inform future decision-making. Organizations are rated 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 status in each area (0 for none, 1 for low, 2 for medium, and 3 for high). The total of these scores (out of 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 a 9 or higher is considered **high capacity**. *The goal of each multi-service organization is to reach the high level of capacity.*

Once these organizations have built their capacity for internal performance tracking and evaluation, they will consider options for the external evaluation required to fully demonstrate the effectiveness of their programs.

These organizations are also implementing other initiatives, such as addressing key infrastructure and organizational needs and, when appropriate, undertaking targeted growth. While the Foundation also tracks such progress, the key goal of its investment in these promising multi-service organizations is increasing their evidence of effectiveness, and their use of data to improve performance.

## Our Piece of the Pie

[www.opp.org](http://www.opp.org)

Our Piece of the Pie (OPP) provides intensive and 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 into 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 have access to several educational and job readiness programs that help them reach these goals.

During 2006–07, OPP served more than 3,500 youth—88 OPP youth graduated from a two- or four-year college or university, 260 found unsubsidized employment for six months or more, and 301 were enrolled in college or a vocational program.

### Our Piece of the Pie: Level of Tracking Capacity

	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
<b>Existing Level: Medium (8)</b>				
<b>Original Baseline: Medium (6)</b>				
<b>Target Goal: High</b>				

## Roca, Inc.

[www.rocainc.org](http://www.rocainc.org)

Roca, Inc. enables high-risk young people residing in the Greater Boston communities of Chelsea, Revere, and East Boston to lead healthy, independent lives. Through intensive outreach efforts that engage youth “on the street,” Roca staff form deep “transformational relationships” with youth, and then engage participants with various education, employment, and civic programs that help them develop the skills needed to become productive members of their communities.

In 2002, the organization was hit (along with all other agencies in Massachusetts) with significant funding cuts from the state, adversely impacting operations. Since then, Roca has been able to bounce back and re-establish its funding base, while rigorously aligning all aspects of its widely respected and innovative service model around a strong theory of change. In addition, Roca recently established a promising transitional employment program for youth.

### Roca: Level of Tracking Capacity

	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
<b>Existing Level: High (11)</b>				
<b>Original Baseline: Low (3)</b>				
<b>Target Level: Reached*</b>				

\*Currently working to improve tracking of participant performance.

## Congreso de Latinos Unidos (Congreso)

[www.congreso.net](http://www.congreso.net)

Congreso de Latinos Unidos (Congreso) 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. During that time, the organization has responded to the evolving needs of Philadelphia’s Latino population, growing into a multi-service organization that now provides bilingual assistance to 18,000 people annually.

Congreso’s new strategic vision is built around 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.

### Congreso: Level of Tracking Capacity

	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**

Good Shepherd Services and Harlem Children’s Zone are currently involved in third-party evaluation efforts, and work related to their progress will be reported at a later date.

## Good Shepherd Services

[www.goodshepherds.org](http://www.goodshepherds.org)

Good Shepherd Services (GSS), based in New York City, provides a comprehensive set of services for youth and families in Brooklyn, the Bronx, and Manhattan. The organization aims to assist vulnerable youth and their families in “making a safe passage to self-sufficiency.” The organization reaches 20,000 participants through a range of programs that provide school-based support, differentiated educational options for older youth, after-school programming, and family counseling and support, as well as foster care and adoption services.

Over the past three years, Good Shepherd has essentially doubled its capacity in New York City. First, it successfully assumed all contracts of Pius XII Youth and Family Services’ programs in the Bronx. In addition, the organization is replicating (with support from the Bill and Melinda Gates Foundation) its highly regarded transfer high school model for older youth (ages 16–21) who have fallen off track in traditional schools, and, in partnership with the NYC Department of Education, it has initiated and expanded other educational models that offer multiple pathways to graduation for this population.

## Harlem Children’s Zone

[www.hcz.org](http://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 the 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 offerings of the HCZ include workshops for parents of young children, charter schools, after-school and summer enrichment programming for youth, and help for teens to gain access to college or 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, HCZ serves more than 10,000 youth and, by 2011, will reach 15,000 youth and 7,000 families annually.

## Multi-Service Organizations in Business Planning in 2007

The Foundation made investments in the following organization to help defray the costs associated with developing a business plan as well as to support efforts to implement performance management systems and address other infrastructure needs.

### Latin American Youth Center

[www.layc-dc.org](http://www.layc-dc.org)

Latin American Youth Center (LAYC) serves youth of all ethnic backgrounds in Washington, D.C. LAYC also operates the Maryland Multicultural Center at three sites in Prince George's and Montgomery Counties in Maryland. LAYC offers a comprehensive set of education, social services, work skills, advocacy, and residential programs, and served more than 4,000 young people and their families in 2007.

## National Networks

### Boys & Girls Clubs of America (BGCA)

[www.bgca.org](http://www.bgca.org)

Boys & Girls Clubs of America comprises a national network of more than 4,300 local clubs across the country, annually serving 4.8 million youth through Club membership and community outreach in all 50 states and on U.S. military bases worldwide.

Known as “The Positive Place for Kids,” clubs provide guidance-oriented character development programs on a daily basis for children 6–18 years old, conducted by full-time professional staff. Key Boys & Girls Club programs emphasize leadership development, education and career exploration, financial literacy, health and life skills, the arts, sports, fitness and recreation, and family outreach.

BGCA is currently implementing Project Upward Bound, an organizational capacity-building initiative, across its network, and expanding its Executive Leadership Program/Boys & Girls Club Leadership University to develop world-class leaders in every role within Boys & Girls Clubs, enabling the Boys & Girls Club Movement to fulfill its mission and realize its vision for its second century.



## Defining Active Service Slots

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Over the past years, the Edna McConnell Clark Foundation has developed a new tool to measure the number of youth most likely to reach the positive outcomes a grantee aims to attain. This measure, called an “active service slot,” is a “slot” in a program occupied by a participant who is utilizing the program at the level of intensity and length of time that, according to rigorous evaluation findings, are related to achieving optimal benefit.

Active service slot data present a picture of how many program participants receive a high enough “dosage” of a particular program (over a specific length of time) to ensure that they are receiving the full benefits of the program. This measure provides another analytical tool to examine an organization’s success in maximizing the chances its work has in improving the life prospects of a youth participant.

Active service slots differ from traditional measures of tracking numbers of youth served and organizational capacity. For example, imagine a classroom with 100 desks, where one class is held in the room each semester. Of the 100 students who attend the first semester, 50 stay and attend the same class in the second semester. Thus the total number of unique students over the year is 150. The “capacity” of the class at any one time, however, is 100 students.

Now, imagine that an independent evaluation of this class found that to achieve an “A” in the class, the typical student needed to attend 90% of classes over a semester. Thus the “active service slot” metric here tracks the number of students who have at least a 90% attendance rate, since that’s the level of participation necessary to gain full benefit of the program.

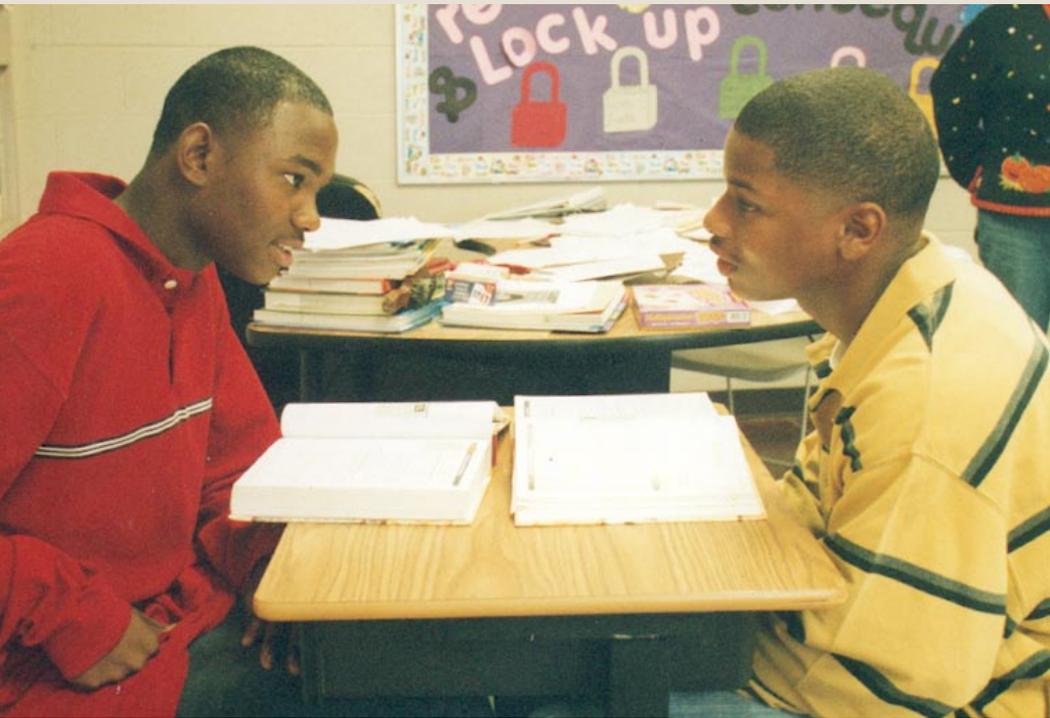
Five organizations — Nurse-Family Partnership, Youth Villages, Citizen Schools, CAS–Carrera Pregnancy Prevention Program, and Big Brothers Big Sisters — have begun to create specialized formulas to calculate “dosage” and “duration” of program participants. These organizations all have rigorous, independent evaluations that prove or demonstrate their effectiveness.

This metric is new to all five organizations and has required adaptation of their data collection and performance tracking systems. The road to developing accurate formulas and collecting this type of data has been challenging and time-consuming, and is compounded by the unique nature of each organization’s programs. (The classroom scenario above is a very simplified example of the metric.) For the original article describing the metric in greater detail, please visit our website at [www.emcf.org](http://www.emcf.org).

In addition, while this type of metric can be very useful in discussing social impact, we want to note its limitations. This tool was developed to track the ability of grantees to reach the maximum possible impact with the youth they serve. However, it is critical to note that youth participating at less than “optimal” dosage are still obtaining benefits and reaching positive outcomes. For example, in the classroom scenario, while only 50% of students attend class 90% of the time, the students who attend less than 90% of the time are still learning and are able to reach positive grades.

Over the past few months, these five grantees have finalized their definitions of active service slots for their programs, and the Foundation has begun to collect this information from each organization. We see this new tool as one of many available to us to assess a grantee’s overall performance. The Foundation plans on working with the rest of our portfolio to apply this metric and will also report active service slot performance over the coming years.

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## 2007 Grants List

	Grants Awarded in 2007	Grants Paid in 2007
<b>Youth Development Fund</b>		
<b>Business Planning</b>		
<b>CONGRESO DE LATINOS UNIDOS</b> PHILADELPHIA, PA For general operating support, including help to defray the costs associated with the time staff will spend on business planning.		\$500,000
<b>LATIN AMERICAN YOUTH CENTER, INC.</b> WASHINGTON, DC For general operating support, including help to defray the costs associated with the time staff will spend on business planning, as well as implementing capacity-building and infrastructure improvements outlined in its current strategic plan.	\$750,000	\$750,000
<b>Growth Capital Aggregation Pilot</b>		
<b>CITIZEN SCHOOLS, INC.</b> BOSTON, MA Support for the organization's \$30 million growth capital campaign and implementation of its growth plan.	\$12,000,000	\$4,000,000
<b>NURSE-FAMILY PARTNERSHIP</b> DENVER, CO Support for the organization's \$50 million growth capital campaign and implementation of its growth plan.	\$12,000,000	
<b>YOUTH VILLAGES INC.</b> MEMPHIS, TN Support for the organization's \$40 million growth capital campaign and implementation of its growth plan.	\$15,000,000	\$5,000,000

	Grants Awarded in 2007	Grants Paid in 2007
<b>Investments</b>		
<b>CENTER FOR EMPLOYMENT OPPORTUNITIES</b> NEW YORK, NY Continued support for implementation of the organization's business plan. (Grant of \$6 million was awarded in 2005.)		\$1,400,000
<b>CHILDREN'S AID SOCIETY</b> NEW YORK, NY Continued support for implementation of Carrera Adolescent Pregnancy Prevention Program's business plan. (Grant of \$4 million was awarded in 2006.)		\$1,000,000
<b>CONGRESO DE LATINOS UNIDOS</b> PHILADELPHIA, PA Support for implementation of the organization's business plan.	\$5,000,000	\$1,750,000
<b>GOOD SHEPHERD SERVICES</b> NEW YORK, NY Continued support for implementation of the organization's business plan. (Grant of \$6 million was awarded in 2006.)		\$2,500,000
<b>HILLSIDE WORK-SCHOLARSHIP CONNECTION</b> ROCHESTER, NY Support for implementation of the organization's business plan.	\$4,000,000	\$1,000,000
<b>OUR PIECE OF THE PIE</b> HARTFORD, CT Continued support for implementation of the organization's business plan. (Grant of \$2.5 million was awarded in 2005.)		\$700,000
<b>SELF ENHANCEMENT</b> PORTLAND, OR Support for implementation of the organization's business plan.	\$3,500,000	\$1,500,000

	Grants Awarded in 2007	Grants Paid in 2007
<b>Renewal Grants</b>		
<b>THE B.E.L.L. FOUNDATION, INC.</b> BOSTON, MA Support for implementation of the organization's business plan.	\$5,000,000	\$1,250,000
<b>BIG BROTHERS BIG SISTERS OF AMERICA</b> PHILADELPHIA, PA Support for implementation of the organization's business plan.	\$9,000,000	\$3,000,000
<b>BOYS &amp; GIRLS CLUBS OF AMERICA</b> ATLANTA, GA Continued support to accelerate and expand the implementation of its quality improvement initiative, Project Upward Bound, throughout its network, and to develop the management and leadership skills of executive directors of local BGCA organizations. (Grant of \$8 million was awarded in 2005.)		\$1,000,000
<b>GREEN DOT PUBLIC SCHOOLS</b> LOS ANGELES, CA Support for implementation of the organization's business plan.	\$4,000,000	\$1,500,000
<b>AMERICA'S YOUTH TEENAGE UNEMPLOYMENT REDUCTION NETWORK, INC.</b> BROCKTON, MA Continued support for implementation of the organization's business plan. (Grant of \$4.5 million was awarded in 2006.)		\$1,500,000
<b>NURSE-FAMILY PARTNERSHIP</b> DENVER, CO Continued support for implementation of the organization's business plan. (Grant of \$6.25 million was awarded in 2005.)	(\$1,750,000)	\$3,000,000
<b>ROCA, INC.</b> CHELSEA, MA Continued support for implementation of the organization's business plan. (Grant of \$3 million was awarded in 2006.)		\$1,000,000

	Grants Awarded in 2007	Grants Paid in 2007
<b>SEE FOREVER FOUNDATION</b> WASHINGTON, DC Support for implementation of the organization's business plan.	\$2,000,000	\$1,000,000
<b>Supporting Grants</b>		
<b>THE BRIDGESPAN GROUP</b> BOSTON, MA Support for implementation of its "Chapter 2" strategic plan.		\$200,000
<b>THE BRIDGESPAN GROUP</b> BOSTON, MA To provide support to grantees in the Foundation's Youth Development Fund in developing comprehensive, long-term strategic business plans, and for ongoing assistance in the implementation of the Foundation's Youth Development Fund strategy.	\$1,974,000	\$1,574,000
<b>CHESWICK CENTER, A MASSACHUSETTS CHARITABLE TRUST</b> CAMBRIDGE, MA To support the work of an ongoing, outside assessment of the Foundation's relationship with its grantees.	\$71,000	\$71,000
<b>CHESWICK CENTER, A MASSACHUSETTS CHARITABLE TRUST</b> CAMBRIDGE, MA To produce an evaluation framework for the Foundation's leadership development investments.	\$19,200	\$19,200
<b>CHESWICK CENTER, A MASSACHUSETTS CHARITABLE TRUST</b> CAMBRIDGE, MA To support the work of an ongoing, outside assessment of the Foundation's relationship with its grantees.	\$250,000	\$250,000
<b>COMMUNICATIONS LEADERSHIP INSTITUTE INC.</b> WASHINGTON, DC To support the participation of an executive director from one of the Foundation's grantees in a year-long communications training program.	\$22,000	\$22,000

	Grants Awarded in 2007	Grants Paid in 2007
<b>THE EDNA MCCONNELL CLARK FOUNDATION</b> NEW YORK, NY To provide organizational development support to grantees in the Foundation's Youth Development Fund.		\$113,409
<b>THE EDNA MCCONNELL CLARK FOUNDATION</b> NEW YORK, NY To provide organizational development support to grantees in the Foundation's Youth Development Fund.	\$200,000	\$162,161
<b>GOOD GEAR</b> WEST ROXBURY, MA To provide ongoing executive coaching and support to grantee executives, and advise grantee organizations on board development efforts.		\$75,000
<b>GOOD GEAR</b> WEST ROXBURY, MA To develop and implement strategies to help three of the Foundation's grantees advance their growth capital fundraising campaigns.	\$75,000	\$75,000
<b>GOODMAN MEDIA INTERNATIONAL, INC.</b> NEW YORK, NY To provide communications and media support for the Foundation's Youth Development Fund grantees.	\$75,000	\$37,500
<b>NEW YORK UNIVERSITY</b> NEW YORK, NY To facilitate peer learning amongst the Foundation's Youth Development Fund grantees, including facilitating a grantee retreat in fall 2006.	\$60,000	\$60,000
<b>NEW YORK UNIVERSITY</b> NEW YORK, NY To facilitate peer learning amongst the Foundation's Youth Development Fund grantees, including facilitating a grantee retreat in fall 2007.	\$320,000	\$320,000
<b>NEW YORK UNIVERSITY</b> NEW YORK, NY To design and implement a Leadership Institute for the Foundation's Youth Development Fund grantees, designed to strengthen talent development initiatives at grantee organizations.	\$485,000	\$320,000

	Grants Awarded in 2007	Grants Paid in 2007
<b>NONPROFIT FINANCE FUND</b>		\$157,558
<b>NEW YORK, NY</b>		
To provide consulting support to several Foundation grantees for growth planning, and support for its Comprehensive Capitalization Initiative.		
84 <b>VERA INSTITUTE OF JUSTICE, INC.</b>	\$120,000	\$90,000
<b>NEW YORK, NY</b>		
To establish the Center for Economic Mobility, which will provide consulting support on outcomes analysis and benchmarking to the Foundation's Youth Development Fund grantees.		
<b>Knowledge Development and Communication</b>		
<b>THE EDNA MCCONNELL CLARK FOUNDATION</b>		\$53,269
<b>NEW YORK, NY</b>		
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.		
<b>TOTAL PROGRAM</b>	\$74,171,200	\$36,950,097

	Grants Awarded in 2007	Grants Paid in 2007
<b>Venture Fund</b>		
<b>BOWDOIN COLLEGE</b>	\$11,000	\$11,000
<b>BRUNSWICK, ME</b>		
For general support.		
<b>BROWN UNIVERSITY</b>	\$11,000	\$11,000
<b>PROVIDENCE, RI</b>		
For general support.		
<b>CENTER FOR EFFECTIVE PHILANTHROPY, INC.</b>	\$500,000	\$125,000
<b>CAMBRIDGE, MA</b>		
For general support and the development of self-assessment tools to improve the effectiveness of foundations.		
<b>THE CHILDREN'S HEALTH FUND</b>	\$636,000	\$636,000
<b>NEW YORK, NY</b>		
Support for an implementation study assessing the relationship between health and the academic achievement of youth the organization serves.		
<b>CHILD TRENDS, INC.</b>	\$250,000	\$250,000
<b>WASHINGTON, DC</b>		
Support to expand the organization's online compendium of effective youth services and evaluation studies, and pursue initiatives to promote greater knowledge and understanding of program effectiveness among funders and practitioners.		
<b>THE COMMUNICATIONS NETWORK, INC.</b>	\$50,000	\$50,000
<b>NAPERVILLE, IL</b>		
For general support and to produce a report documenting best practices in online communications by grantmakers.		
<b>COUNCIL ON FOUNDATIONS, INC.</b>	\$40,000	\$40,000
<b>ARLINGTON, VA</b>		
For membership dues.		
<b>THE FOUNDATION CENTER</b>	\$60,000	\$60,000
<b>NEW YORK, NY</b>		
For membership dues.		
<b>GRANTMAKERS FOR CHILDREN, YOUTH &amp; FAMILIES, INC.</b>	\$15,000	\$15,000
<b>SILVER SPRING, MD</b>		
For general support.		

	Grants Awarded in 2007	Grants Paid in 2007
<b>GRANTMAKERS FOR EDUCATION PORTLAND, OR</b> For general support.	\$8,000	\$8,000
<b>GRANTMAKERS FOR EFFECTIVE ORGANIZATIONS WASHINGTON, DC</b> For general support.	\$50,000	\$50,000
<b>INDEPENDENT SECTOR WASHINGTON, DC</b> For membership dues.	\$12,500	\$12,500
<b>NATIONAL COMMITTEE FOR RESPONSIVE PHILANTHROPY WASHINGTON, DC</b> For general support.	\$30,000	\$30,000
<b>NEW YORK REGIONAL ASSOCIATION OF GRANTMAKERS, INC. NEW YORK, NY</b> For membership dues.	\$16,700	\$16,700
<b>OMG CENTER FOR COLLABORATIVE LEARNING PHILADELPHIA, PA</b> Support for the Learning and Evaluation Action Program (LEAP) sponsored by the Evaluation Roundtable.	\$75,000	\$75,000
<b>PUBLIC/PRIVATE VENTURES PHILADELPHIA, PA</b> Support for the establishment of JobsFirstNYC, an intermediary organization that will bring together and connect various young adult workforce development resources.	\$200,000	\$200,000
<b>VERA INSTITUTE OF JUSTICE, INC. NEW YORK, NY</b> Support for an evaluation (conducted by the Economic Mobility Corporation) to evaluate the implementation of Year Up, a youth employment program.	\$197,000	\$99,000
<b>LESS REFUNDS THE UNIVERSITY OF SOUTH CAROLINA RESEARCH FOUNDATION</b>	(\$734)	
<b>TOTAL PROGRAM</b>	<b>\$2,162,200</b>	<b>\$1,688,466</b>

## Grants Summary

	Unpaid Grants as of 9/3/06	Grants Awarded During Year*	Grants Paid During Year**	Unpaid Grants as of 9/3/07
<b>PROGRAM</b>				
Youth Development Fund	\$ 19,699,804	\$ 74,171,200	\$36,950,096	\$ 56,920,911
Venture Fund		\$ 2,162,200	\$ 1,688,466	\$ 473,000
New York Neighborhoods ***			\$ (9,132)	
<b>GRAND TOTAL</b>	<b>\$ 19,699,804</b>	<b>\$76,333,400</b>	<b>\$38,629,430</b>	<b>\$ 57,393,911</b>

\*Net of refunds and rescissions

\*\*Net of refunds

\*\*\*Returned unspent portion of grant

## Grant Information

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**T**he Edna McConnell Clark Foundation is focused 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 can extend over many years, typically support operating expenses and enable grantees to build their organizational capacity so that they may 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](http://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 that there is a potential match between itself and an organization, a staff member will contact the organization.

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

## Financial Statements

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The Foundation's condensed statements of financial position and activities for the years ended September 30, 2007 and 2006, 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, 2007 and 2006, 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 December 12, 2007, in addition to the reports of the two previous years, may be viewed on our website ([www.emcf.org](http://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, 2007 and 2006

	2007	2006
<b>Assets</b>		
Cash and cash equivalents	\$ 15,179,641	\$ 40,377,316
Investments	912,887,650	803,590,839
Interest, dividends, and other receivables	908,140	967,800
Fixed assets, net	1,415,165	1,520,345
<b>TOTAL ASSETS</b>	<b>\$ 930,390,596</b>	<b>\$ 846,456,297</b>
<b>Liabilities</b>		
Grants payable	\$ 1,338,983	\$ 1,349,804
Deferred federal excise tax	3,668,656	2,519,064
Other liabilities	695,809	553,351
<b>TOTAL LIABILITIES</b>	<b>\$ 5,703,448</b>	<b>\$ 4,422,219</b>
<b>Net Assets</b>		
Unrestricted net assets	924,687,148	842,034,078
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 930,390,596</b>	<b>\$ 846,456,297</b>

## Condensed Statement of Activities

As of September 30, 2007 and 2006

	2007	2006
<b>Revenue</b>		
Investment income, net	\$ 127,115,555	\$ 81,476,647
<b>Expenses</b>		
Grant awards	38,618,603	35,592,159
Program and administrative expenses	5,135,963	5,281,857
Federal excise taxes	707,919	976,457
<b>TOTAL EXPENSES</b>	<b>\$ 44,462,485</b>	<b>\$ 41,850,473</b>
Change in net assets	82,653,070	39,626,174
Unrestricted net assets, beginning of year	842,034,078	802,407,904
Unrestricted net assets, end of year	\$ 924,687,148	\$ 842,034,078

## 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 the past three decades, the Foundation has made grants totaling over \$706 million. As of September 30, 2007, the Foundation's assets were valued at \$846.5 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. James M. Clark, Jr. also serves as board chair.

For additional information about the Foundation's current and past work, visit our website at [www.emcf.org](http://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](mailto:info@emcf.org).

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