

Growing Solutions to Local Problems

**360 Degree Problem-Solving
By Working Together**

**The Center for Employment Opportunities
The Edna McConnell Clark Foundation and REDF**



REDF

Investing in Employment and Hope

Role of the Social Innovation Fund

The Social Innovation Fund is a **bold effort** to **advance the vision** of widely-accessible, high-impact community solutions.

A program of the CNCS, it is one of the Administration's six **“tiered-evidence initiatives”** based on the principles of social innovation.

It's essential purpose is:

- To **improve the lives** of people in low-income communities
- By **mobilizing public and private resources** to grow **innovative community solutions** with compelling **evidence of impact** in three areas of priority need: economic opportunity; youth development; and healthy futures.

SIF strengths and challenges

The SIF's efforts to drive impact center on **reducing barriers** to the efficient scaling of the best solutions by:

Evidence

- Increasing **evidence** of what community solutions actually work

Impact/Growth Funding

- Enhancing the willingness and **ability of public and private funders to support growth** of high-impact community solutions

Scaling Knowledge

- Capturing and disseminating **knowledge of how to scale** effective solutions

Support Infrastructure

- Building **infrastructure** to support growth of high-impact community innovations

SIF Progress

- Selected 11 then another 5 intermediaries
- Built the operational infrastructure at the CNCS and grantee levels
- Executed 11 open, competitive selection processes that engaged over 500 organizations and picked 150 subgrantees to date
- Designed, implemented a rigorous subgrant evaluation process
- Designed and launched the first phase of the SIF Knowledge Network

SIF Progress (continued)

\$250M

\$250MM of additional **private dollars** have been committed to leverage the \$95 million in federal grants awarded

>150

Over 150 **philanthropic funders** have partnered with the SIF, including private foundations, community foundations, United Ways, corporations and individual donors

>200

More than 200 SIF-funded **nonprofit organization sites** are serving low-income communities across the country.

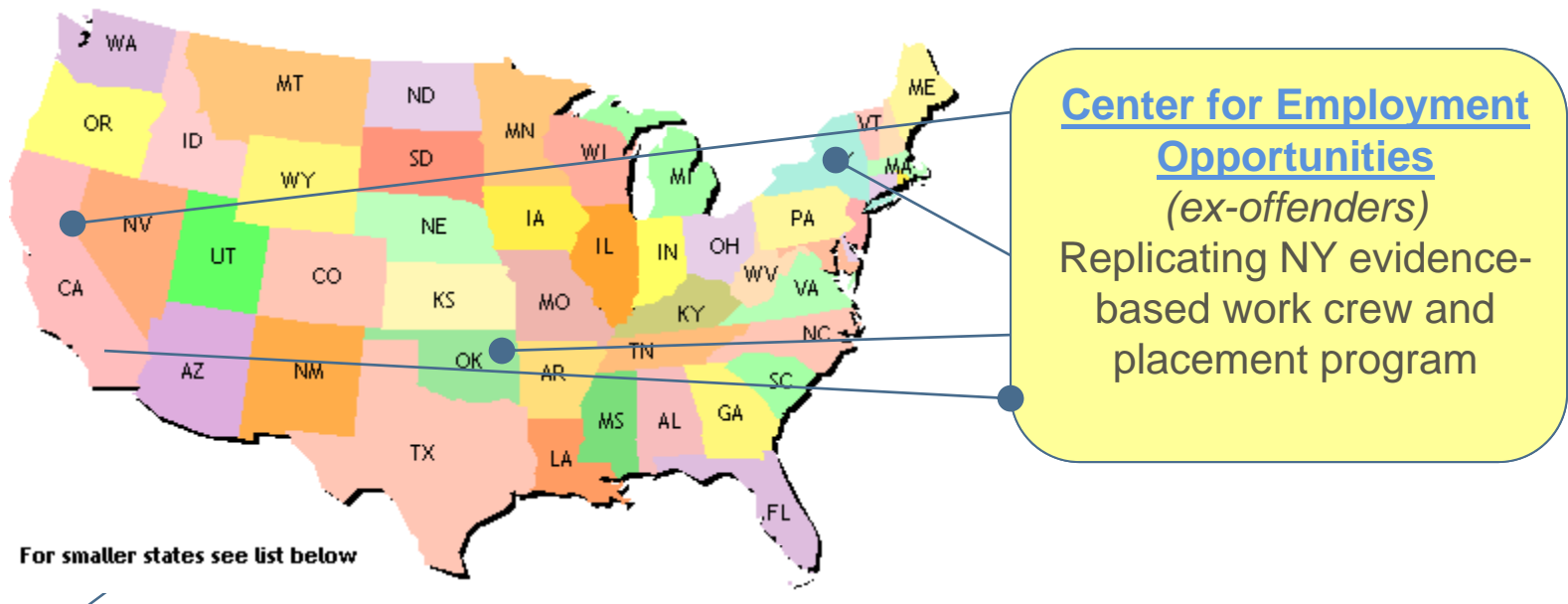
100/31

More than 100 cities in 31 **different states and DC** are directly being impacted by the SIF

>70K

More than 70,000 **low-income people** across the country will be **directly served** the SIF's first full year

Where CEO operates now: NY, Oklahoma, California



Role of CEO

- Strengths
 - Highly replicable, scalable model
 - Versatile, performance-oriented, (and battle-tested!), leadership team
 - Strong platform for growth built over several years of executing business plans in partnership with experienced foundation
- Challenges
 - No experience or strong relationships outside New York
 - Clearly differentiating roles and responsibilities of multiple SIF partners
 - Necessity to enter California through local affiliates rather than wholly owned and operated model.
- Progress
 - Launched two California sites – one through local affiliates; one wholly owned and operated
 - Built significant state and county support and relationships
 - Identified and pursued procurement vehicles that, if successful, will garner substantial financial support and build sustainable revenue stream(s)

Role of CEO

- Lessons

- The importance of local expertise – hiring locally, engaging with partners with strong political and community ties, etc. – especially when physical distance is significant
- Need for strong communication systems between multiple partners
- Huge benefits of multiple partners financially, politically and operationally far outweigh “cost”

- Aspiration

- “[The destination] is over there. It’s only a matter of going”.
Lawrence of Arabia

Role of Edna McConnell Clark Foundation

- Strengths
 - Historic funding relationship
 - Financial resources, including national network of co-investors
 - Experience with growth capital funding and other supports for scale
 - Evaluation partnership with MDRC
- Challenges
 - Restricted nature of federal and private match funds
 - Target population – fundraising challenge, though sweet spot for EMCF
- Progress
 - Funds secured for required match
 - Successful launch in Tulsa and San Diego

Role of Edna McConnell Clark Foundation

- Lessons

- Importance of strong regional funding partners
- Utility of portfolio-level support in capital aggregation

- Aspiration

- Successfully address this issue at scale
- Solution to “realignment” and recidivism challenges

Role of REDF

- Strengths
 - Knowledge of California environment
 - Relationships and reputation
 - Financial resources
- Challenges
 - Differentiating purpose of the two SIF grantees; and how to work together
 - Helping facilitate CEO entry into California communities
 - Affiliate model
- Progress
 - Successfully expanded ‘strategic sourcing’
 - Started up in California

Role of REDF

- Lessons
 - Compatibility matters – culture and mission
 - Multiple investors = greater potential for replication and success
 - Replication requires core operational strength
- Aspiration
 - “You miss 100% of the shots you don't take”.

Wayne Gretzky

Other partnership examples

- Strengths
- Challenges
- Progress
- Lessons
- Aspirations