

Growing Solutions to Local Problems

360 Degree Problem-Solving By Working Together

**The Center for Employment Opportunities
(Mindy Tarlow)**

The Edna McConnell Clark Foundation (Chuck Harris)

REDF (Carla Javits)

The Social Innovation Fund (special guest Paul Carttar)



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.

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 (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

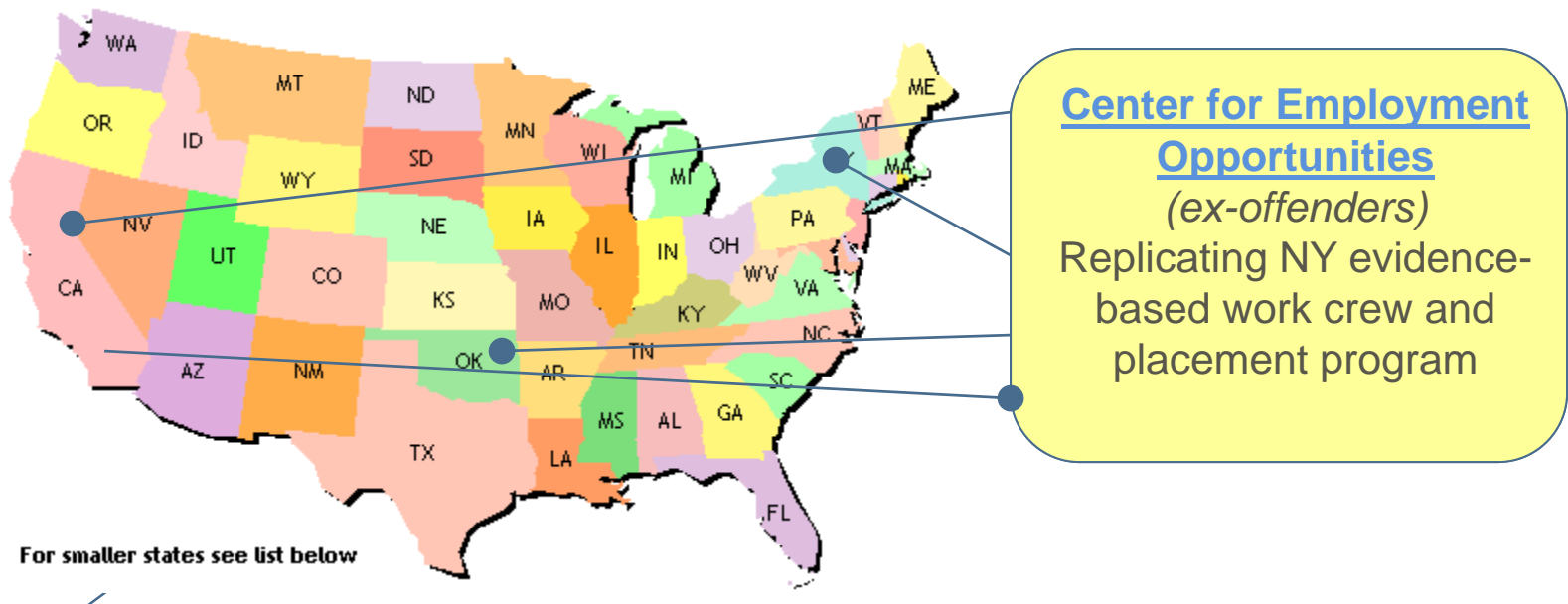
>70K

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



- **Mission.** The Center for Employment Opportunities (CEO) is dedicated to providing immediate, effective and comprehensive employment services to men and women with recent criminal convictions in New York City.
- **Vision.** CEO's vision is that anyone returning from prison who wants to work has the preparation and support needed in order to find a job and stay attached to the labor force.
- **Outcomes.** In the past decade, CEO has made 10,000 job placements for former prisoners returning to New York City
- **Replication.** CEO seeks to replicate its highly successful model in other jurisdictions on its own or in partnership with local nonprofits

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