



Smart Organizations, Strong Neighborhoods

MEASURABLE, SCALABLE IMPACT



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CCF CURRENT GRANTEES



CHANGE CAPITAL

Change Capital Fund (CCF), a collaborative of 17 funders, invests in community development organizations to increase economic mobility in persistently low-income New York City communities.

For decades, community development corporations have improved the physical environment and created programming to increase access to education and jobs in their communities. Their combination of real estate savvy, community empowerment skills and direct services makes community development organizations uniquely capable as neighborhood anchor institutions. Coordinating a constellation of resources and services, they engage both residents and policymakers to develop and implement impactful, place-based solutions to address poverty.

In the current four-year funding cycle, CCF invested in strengthening four organizations, particularly to increase their ability to use data to improve and demonstrate the benefits of their strategies. Grantees used CCF flexible funds to pilot new programming, build out data and performance management systems, and hire evaluation and other staff. Technical assistance helped the grantees refine their outcomes, supported their ability to ensure their programs were meeting their goals, and boosted their ability to make the case for sustained and scaled investment.

Through this effort, CCF donors became increasingly aware of the need for more systematic efforts to better measure impact and to scale up proven strategies. This report describes the efforts and outcomes of grantees and shares some ideas about how to move the field in that direction.

STUDENT SUCCESS CENTER

Object: Learn It - Know It - Sk



"Everything negative - pressure, challenges - is all an opportunity for me to rise."
- Mike Bryant

"Set your sights high, the higher the better. Expect the most wonderful things to happen. Not in the future but right now."
- Dwayne Wade

THINGS TO DO FOR YOUR LIFE.
LIFE IS AND SHARE SHORT. YOUR PASSION

Stories To Do List

YOUR SEARCH IS OVER

"You missed more than games shots in my career. I've lost almost 100 games. 20 times, I've been treated to take the game-winning shot and missed it. I've shot over and over again in my life."

CCF STRATEGY

For over twenty years, the donor collaborative behind Change Capital Fund has invested some \$30 million in New York City's community development organizations. CCF funders, representatives of corporate and foundation philanthropy, intermediaries, and government share their knowledge and pool their resources to strengthen the community development field.

CCF provides relatively large, flexible, four-year grants and technical assistance that enable grantees to effectively plan and implement multi-year projects. During CCF's current grant cycle (2014-2018), CCF provided \$1 million and individualized technical assistance to each grantee over four years.

Rather than requiring groups to develop attention-grabbing new programming, CCF aimed to provide a combination of substantial, long-term funding and technical assistance in order to strengthen neighborhood anchor institutions while enabling them to better measure and increase their impact.

CCF technical assistance helped grantees to:

- Establish the most critical individual and common outcomes (Public Works Partners worked with the grantee cohort on metrics);
- Develop internal, cross-program database systems and increase internal capacity to use data to improve programming (each grantee selected their own technical assistance provider to work on their individual data system);
- Create public benefit rationales which analyze the costs and benefits of selected programs (this work was supported by consultant Lili-An Elkins Management Consulting).

MDRC is conducting a formative evaluation of the initiative. They have written five briefs over the course of four years (available on CCF's website) and they will publish a final report in summer 2018. MDRC's briefs and their input to grantees and funders over the four years has helped support mid-course corrections and refine CCF's strategy for the next cycle.



WHY COMMUNITY DEVELOPMENT?

CDCs emerged in the 1970s as a grassroots response to dramatic neighborhood decline and disinvestment. In partnership with city, state, and federal government as well as national intermediaries, CDCs physically revitalized their communities through redevelopment of affordable housing, providing stable and healthy homes to a generation of neighborhood families.

To a great extent, CDCs laid the groundwork for private sector investment that made possible the revitalization and rebirth of communities that had been in decline for decades. But today, physically renewed neighborhoods often remain low-income, or increasingly, harbor pockets of poverty alongside wealthier new arrivals. Reinvestment has brought new neighborhood services, but it has also

increased economic pressures; risks of displacement; and in some cases isolation of low-income residents in public housing and other remaining affordable housing, and in poorly-performing schools.

Therefore, even as CDCs continue to produce affordable housing, they are expanding next-wave strategies to enable low-income residents to benefit from New York City's growing prosperity by building on-ramps to living-wage employment opportunities, quality schools, and higher education.

CDCs are innovating new tools and using evidence-based strategies. With some help from CCF, they are better able to determine what is working, what to discontinue, and what to scale up.

MEASURE BETTER, SCALE WHAT WORKS

CCF's four grantees, like many CDCs, have partnered with New York City government for decades.

Initially focused on reversing disinvestment, CCF grantees have responded to changing neighborhood conditions through a range of initiatives that improve the lives of low-income residents in their communities; they:

- Prevent homelessness through organizing advocacy and counseling;
- Improve public schools and help students succeed;
- Support young people who are out of work and school to gain jobs and education;
- Encourage high school students to graduate, enroll in college, and succeed there; and,
- Help unemployed and underemployed adults gain work.

At the same time, CCF grantees empower residents, organize their communities, and work in coalition to advocate for policies and practices that increase opportunities for their communities.

Measuring impact: To create the constellation of services that residents want and need, CCF grantees rely on scores of government contracts and philanthropic grants. Program-specific funding and reporting systems require front-line staff to input and report data in 12 to 20 different

funder-mandated data systems. Even though staff spend countless hours inputting data to send to their funders; without their own cross-program data system or internal capacity to analyze their results, it is very difficult for organizations to track their participants across programs or over time. Grantees need more support for program coordination and internal evaluation, more data sharing among funders and with grantees, and better access to public data. Progress in this area would help support integrated, participant-centered programming and enable funders and grantees alike to better use outcome data to analyze progress and improve programming.

Scaling results: Increasing an organization's ability to use their data increases their ability to continuously improve their programming and results. Demonstrated results in priority areas—like improving education, reducing homelessness, and attaching disconnected young people to school and work—should be scaled up to meet the needs of every potential beneficiary.

As society faces the likelihood of increasingly constrained budgets, CCF believes that it is becoming more urgent that we learn how to systematically maximize the impact of investment dollars. This is critical to focus precious resources where they matter most—to invest in and scale up what works.



I AM COLLEGE BOUND

PROGRESS THROUGH INVESTMENT IN LEARNING

CCF investments offer some insight about how to help community development organizations better evaluate and make the case for their programs.

- CCF’s four grantees have made progress establishing their own cross-program data systems to better track their participants and use data to describe the impact of their work. CCF did not impose a data system, rather each of the grantees expanded their use of the systems they had—either Efforts to Outcomes (ETO) or Salesforce. According to MDRC’s evaluation brief, “a centralized system can decrease time spent on data entry; bridges can be built between databases to make data transfers possible and sometimes seamless...[and provide] a more holistic view of efforts...” One grantee estimates that their new system freed a front-line staffer for a full day each week to interface with clients. Organizations that hired an internal evaluation director made the most progress in using their data organization-wide.
- Boards, organization teams, and project management teams review data dashboards, enabling them to incorporate mid-course corrections.
- Increasing performance management capacity has increased grantees’ ability to win data-centric funding. CCF’s four grantees have collectively raised more than \$20 million in new grants over four years; 73 percent of new grant dollars are coming from federal, state, and city government funders.

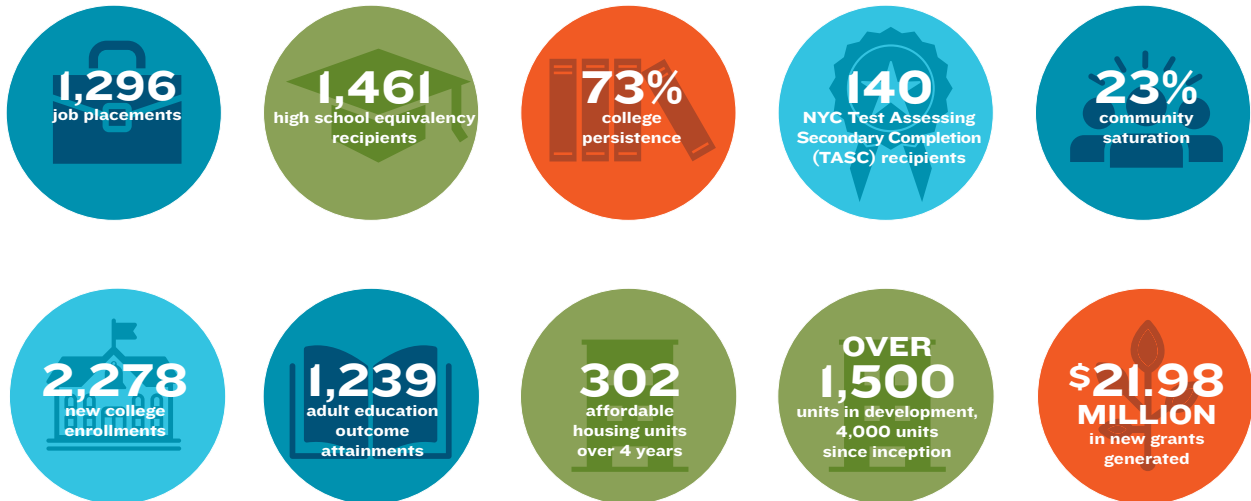
Fifth Avenue Committee’s new Salesforce Hub uploads data from all four Stronger Together partner organizations. Data sharing facilitates effective referrals while freeing staff time to work with participants.

INCREASED PROGRAM RESULTS

CCF grantees have increased the number of their participants, the quality of program outcomes, and the quantity of program outcomes over the four-year initiative.

- Increased program scale and quality. Grantees across programs have been able to maintain or increase the size of their programs, reporting on nearly 10,000 people per year during Year 3 (up from 5,413 in Year 1) even while increasing the impact of their services. Job placements increased while increasing wages, hours worked, and benefits. Young people increased graduation rates, college access, and college persistence.
- Each of the grantees tracked programs which demonstrated promising results, suggesting that additional investments for successive program iterations and increased scale are warranted for the programs analyzed. CCF technical assistance helped grantees use their data to analyze progress through the exercise of creating public benefit arguments which compare grantees' program outcomes and costs to counterfactuals and similar programs. These also provide a tool to make the case to funders to sustain and scale their programs.
- Though not tracked through the data reports that CCF collected, some of CCF's grantees' most impactful accomplishments are in the realm of organizing. Grantee directors have expressed that their connection to residents through direct services and their overall organizational capacity support their ability to engage residents in community planning and organizing.

Three grantees (CHLDC, New Settlement Apartments, and St. Nicks Alliance) were awarded new or increased 21st Century Learning grants to sustain and scale their education programming. New Settlement won a \$1.1 million YouthBuild contract from the U.S. Department of Labor in September 2016. According to MDRC's evaluation brief, New Settlement "staff members who worked on the applications said that they generated reports in Salesforce that demonstrated their program success in working with young people... which staff believe was essential to their winning the grant."



SCALABLE, MEASURABLE IMPACT

While CCF invested in organizational capacity, it required grantees to demonstrate their increased capacity to use data by reporting on specific programs. Following are descriptions of each organization, activities supported by CCF funding, and a single example from each organization of a program worthy of continued investigation and expansion.

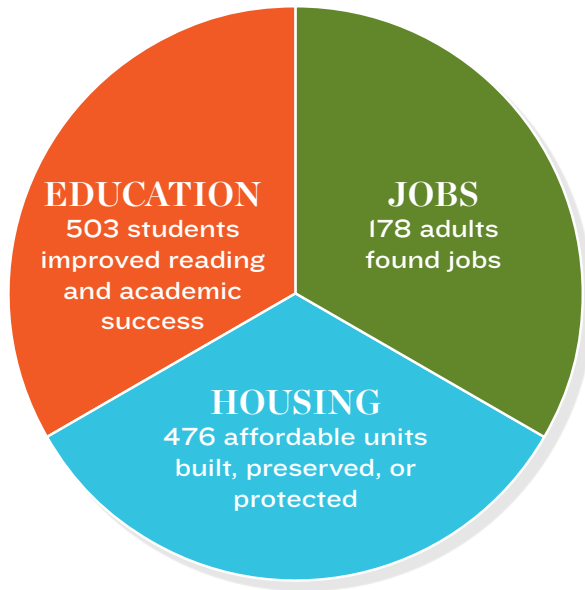
ST NICKS ALLIANCE

ORGANIZATIONAL ACCOMPLISHMENTS

St. Nicks Alliance is an outcomes-driven nonprofit community development organization serving North Brooklyn for 42 years. St. Nicks Alliance transforms the lives of low- and moderate-income children, working-age adults, and elderly people through employment, education, housing, and health care. Since its inception, St. Nicks Alliance has developed 2,000 units of affordable housing and manages more than 1,700 units for low- and moderate- income families and special needs population while preventing displacement of hundreds of families each year through individual counseling. St. Nicks Alliance

meets the health and housing needs of North Brooklyn seniors through its senior housing, assisted living, home care, and senior center services. Their well-developed adult education and employment programs support over 1,000 young adults and adults to earn high school degrees, certifications, and jobs with living wages through education, sectoral programs, and job placement and retention. St. Nicks Alliance works with 2,500 children annually in a network of more than 20 after-school and summer camp sites to increase the number of neighborhood children who succeed in school.



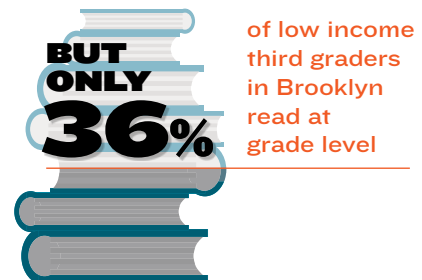
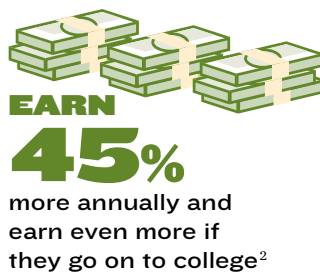
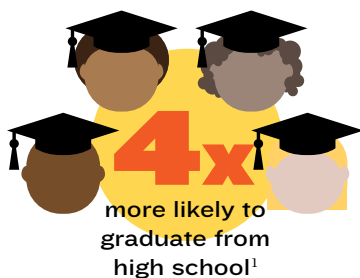


CCF FUNDING

St. Nicks Alliance launched its NABE 3.0 initiative with CCF funding. By leveraging existing public and private investments and adding relatively low-cost transformational coaching, NABE 3.0 seeks to better integrate housing, workforce, and education strategies for people falling through the safety net. The initiative focuses on a geographic area that is home to about 20,000 people. Over 30 percent of area residents have incomes below the poverty line and only 38 percent have achieved a high school diploma. Dominated by public housing and other supported housing, it includes 1,100 units of St. Nicks Alliance’s affordable housing. The area lies within the boundaries of Community School District 14 and includes some of the lowest performing schools in the district. Further, large numbers of residents are at risk of homelessness due to pressures of market rate land valuations. NABE 3.0 seeks to increase employment amongst adults, improve student success in elementary school, ready students to successfully complete middle and high school, and reduce the number of families who are homeless.

LITERACY IMMERSION AFTERSCHOOL PILOT

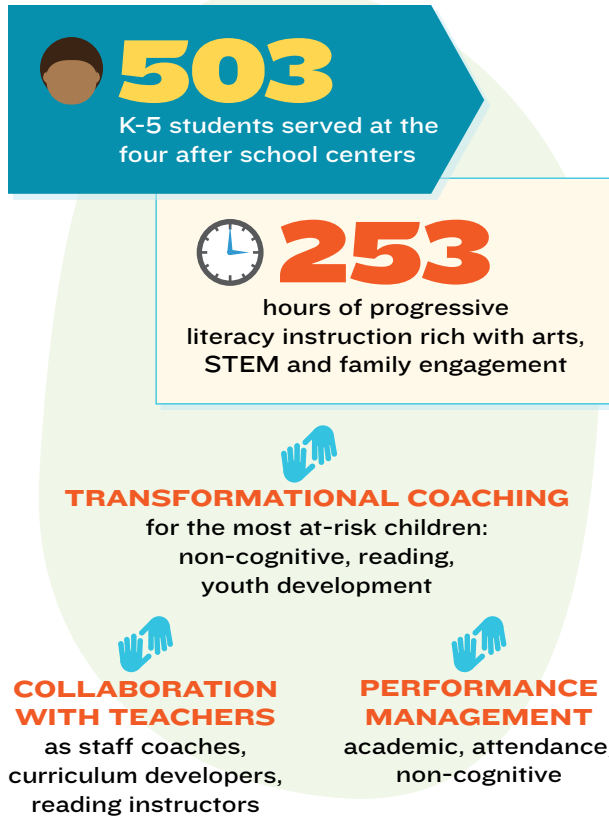
As part of the NABE 3.0 initiative, St. Nicks Alliance worked with principals and teachers to reinvent the afterschool program in four District 14 schools. A one-year pilot project focused on increasing reading levels among third and fourth graders through literacy immersion. Reading level among third and fourth graders was chosen as an outcome for this pilot because children reading at grade-level at the end of third grade are four times more likely to graduate high school and achieve higher earnings throughout their lives. Only 36 percent of third graders in Brooklyn read at grade level.



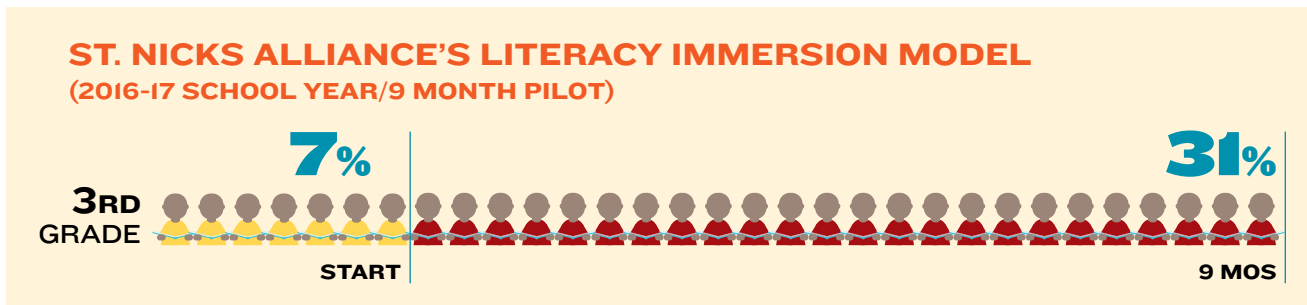
1. Annie E. Casey Foundation. “Students Who Don’t Read Well in Third Grade Are More Likely to Drop Out or Fail to Finish High School. April 8, 2011. Found at: <http://www.aecf.org/blog/poverty-puts-struggling-readers-in-double-jeopardy-minorities-most-at-risk/>

2. Median Earnings in the Past 12 Months (In 2015 Inflation Adjusted Dollars) By Sex By Educational Attainment for the Population 25 Years and Older. 2011-2015 American Community Survey.

In collaboration with the New York City Department of Education (DOE) and Department for Youth and Community Development (DYCD), St. Nicks Alliance designed a curriculum for their afterschool centers that incorporated: 253 hours of literacy immersion; transformational coaching for the most at-risk children; non-cognitive skills (e.g., attitude, social skills), reading, youth development; and collaboration with teachers as staff coaches, curriculum developers, and reading instructors. St. Nicks Alliance tracked attendance, academic advancement, and non-cognitive skills using Department of Education data to determine their results.



Their data showed that in only one school year (9 months), the number of children participating in the afterschool program who could read at grade level jumped by over 20 percent.



\$3,696
average cost per student

The average cost per child to participate in St. Nicks Alliance's afterschool center was \$3,696, only \$696 more than the DYCD allocation for afterschool.

ONLY \$696 MORE than the typical NYC Department of Youth and Community Development allocation per after school student.

The dramatic increase in the number of students reading at grade level, the incidental additional cost to enrich the afterschool program, and the critical nature of this milestone strongly suggest that the St. Nicks Alliance pilot should be sustained and expanded to more students.

CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION

ORGANIZATIONAL ACCOMPLISHMENTS

With community residents leading the way, the mission of Cypress Hills Local Development Corporation (CHLDC) is to build a strong, sustainable Cypress Hills and East New York where youth and adults achieve educational and economic success, secure healthy and affordable housing, and develop leadership skills to transform their lives and community. Over 10,000 residents per year benefit from a range of programming. The organization, which recently completed the City's last 202-funded senior housing development, has developed 400 units of housing for 662 people. CHLDC and their partners were recently awarded several City-owned parcels where they will develop an additional 371 units of deeply affordable housing in three additional housing development projects along with a community center and neighborhood retail outlets. CHLDC

developed and built Cypress Hills Community School, Brooklyn's first green school building. Nearly 1,700 young people participate in afterschool programs in ten public schools, increasing participants' engagement, self-efficacy, and social skills. CHLDC runs three sectoral jobs programs that enable disconnected young adults to gain jobs that offer career advancement. As a leader of the Coalition for Community Advancement, CHLDC enabled residents, businesses, civic organizations, and other community institutions to influence the City's rezoning of the neighborhood. This effort has increased protections for tenants and homeowners from the pressures of increasing real estate values; preserved manufacturing and small business sites; and won new resources for the community.



CCF FUNDING

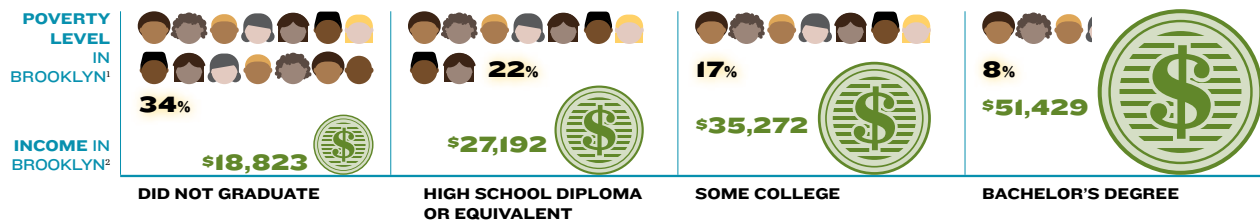
Cypress Hills used CCF funds to support innovation, expansion, and integration in employment, education, and housing. For example, a new full-time High School Transition Coordinator prepares eighth graders for successful transition to high school and maintains contact throughout high school using social media and alumni events so they are aware of and utilizing CHLDC's college access services. The Cypress Hills Business Partners, an association of 51 active merchants who are strengthening neighborhood commerce, was launched with CCF funds and now has public support from the NYC Department of Small Business Services through the Neighborhood 360 program. CHLDC hired a Director of Evaluation for the first time, enabling the organization to more effectively document and analyze efforts, continuously improve strategies, and attract new sources of funding in an outcomes-driven environment.



STUDENT SUCCESS CENTERS AND COLLEGE STEPS

One of CHLDC's core building blocks is its support for an educational pipeline that moves children from pre-K to college graduation. CHLDC has developed college access programming through their Student Success Centers (SSCs) and College STEPS program. CHLDC supports young people through Student Success Centers at two high school campuses and continues to work with graduates to help them enroll and succeed in college, with the ultimate goal of helping students achieve two- and/or four-year degrees. During the four-year CCF cycle, CHLDC met its goal of enabling 35 percent of the students in their college pipeline services to graduate from college. This is critical because education is a stepping stone to escaping poverty.

EDUCATION IS A STEPPING STONE OUT OF POVERTY.



1. Poverty status in the past 12 months. 2012-2016 American Community Survey Five Year Estimate.

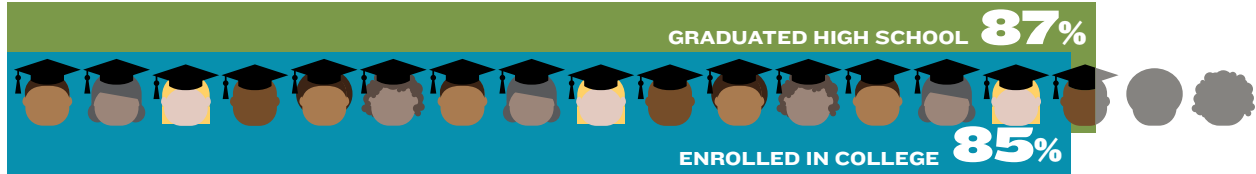
2. 2011-2015 American Community Survey. "Median Earnings in the Past 12 Months (In 2015 Inflation Adjusted Dollars) By Sex By Educational Attainment for the Population 25 Years and Older."

CHLDC's Student Success Centers and College STEPS Program improve high school graduation rates, college enrollment, and success dramatically.

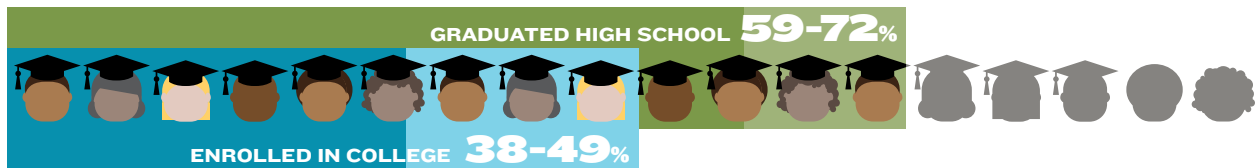
CHLDC HIGH SCHOOL GRADUATION AND COLLEGE ENROLLMENT RATES

CHLDC participants have higher high school graduation, college enrollment, and college persistence rates than a comparable group of similar students.

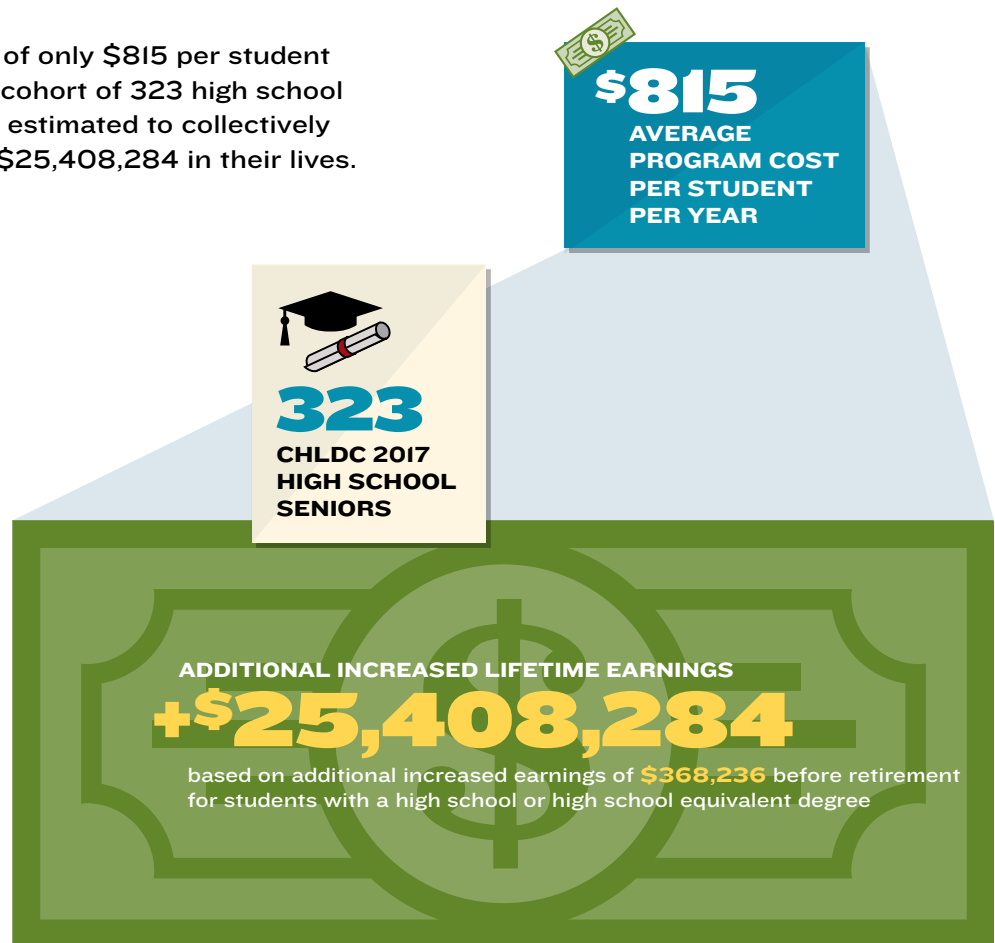
CHLDC PARTICIPANTS



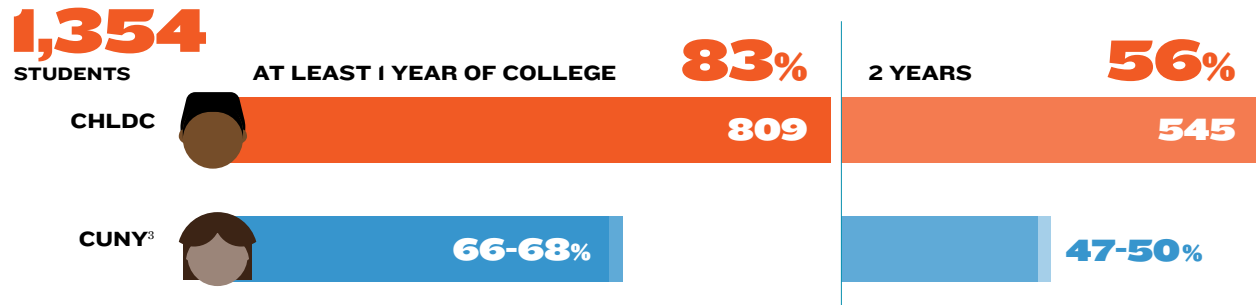
COMPARABLE STUDENTS*



At an average cost of only \$815 per student per year, CHLDC's cohort of 323 high school seniors in 2017 are estimated to collectively earn an additional \$25,408,284 in their lives.



CHLDC continues to work with students after college enrollment enabling their students to persist in college, exceeding the time in school for the typical CUNY college student (CUNY is where most of CHLDC participants attend college). Some 83% of CHLDC’s participants finish at least one year, compared to CUNY rates of 68% or less; and over 56% of CHLDC participants finish at least two years, compared to CUNY students of 50% or less.



Even some college improves earning potential. A cohort of 978 students supported in college between 2012-2015 are projected to earn over \$50 million more with a year of college than they would have otherwise been expected to earn for a total CHLDC programmatic cost of about \$7.5 million.



CHLDC’s strong results make a strong case for continued investigation and expansion of their model of support for high school and college students.

3. CUNY 1 and 2 Year College Persistence Rates Average 2006-2015.” CUNY Office of Institutional Research.

NEW SETTLEMENT APARTMENTS

ORGANIZATIONAL ACCOMPLISHMENTS

In the nearly 30 years since it was created, New Settlement Apartments (New Settlement) has undeniably transformed the quality of life in the Mt. Eden neighborhood of the Bronx, a neighborhood of primarily low-income Blacks and Latinos, including many new immigrants. The redevelopment of 18 buildings, home to 1,082 families (including 30 percent formerly homeless families), altered the physical fabric of a neighborhood that experienced abandonment and disinvestment. Recognizing from the outset that a community is not made only of bricks and mortar, New Settlement provides a growing set of community-based services that benefits and empowers some 15,000 youth and adults each year. Its organizing arm, CASA, recently spearheaded the City’s new Right to Counsel Act, ensuring that low-income New Yorkers can receive legal guidance when landlords seek to evict them or conduct other violations. At the

same time, CASA supported a robust community response to City rezoning plans, enabling tenants, businesses, and labor to participate in planning their neighborhood’s future.

The New Settlement Community Campus, which opened on Jerome Avenue in 2012, includes three new public schools and a 28,000 square foot community center, offering opportunities for education, wellness and community for Mt. Eden residents. New Settlement Apartments is the lead community partner with the NYC Department of Education in operating the three schools serving 1,100 students, pre-K-12. The students benefit from New Settlements partnership and the building’s indoor gyms, pool, library, health clinic, and outdoor playgrounds. Academic results for all grades from were outstanding, especially compared to the notoriously low-performing schools of Community School District 9.



CCF FUNDING

With support from CCF, New Settlement has strengthened its internal infrastructure, hiring some needed middle-management positions while also supporting its programs for young people. During the four years of the CCF initiative, New Settlement has leveraged government support to expand its afterschool programming by nearly 460 slots, now serving some 700 students. New Settlement's Young Adult Opportunity Initiative (YAOI) supports disconnected youth in gaining educational attainment and jobs. A new U.S. Department of Labor-funded Youth Build Program beginning this spring will create opportunities for 35 opportunity youth per year to train in the construction trade industry and to attain their high school equivalency diplomas.



COLLEGE ACCESS AND SUCCESS

New Settlement's College Access counseling is an essential component of a spectrum of interventions to enable Bronx residents to improve their life chances. Recognizing that high school and college education are significant predictors of lifetime income, New Settlement support provides students in high school and college with individualized and group college advising, financial aid guidance, SAT preparation, college visits, parent workshops, and ongoing support once students enter college.

As a result of these interventions, New Settlement's College Access Program participants are far exceeding City and State college persistence and graduation rates.

NEW SETTLEMENT APARTMENTS STUDENTS EXCEED CITY AND STATE PERSISTENCE AND GRADUATION RATES

2,534

students served from 2006-2015



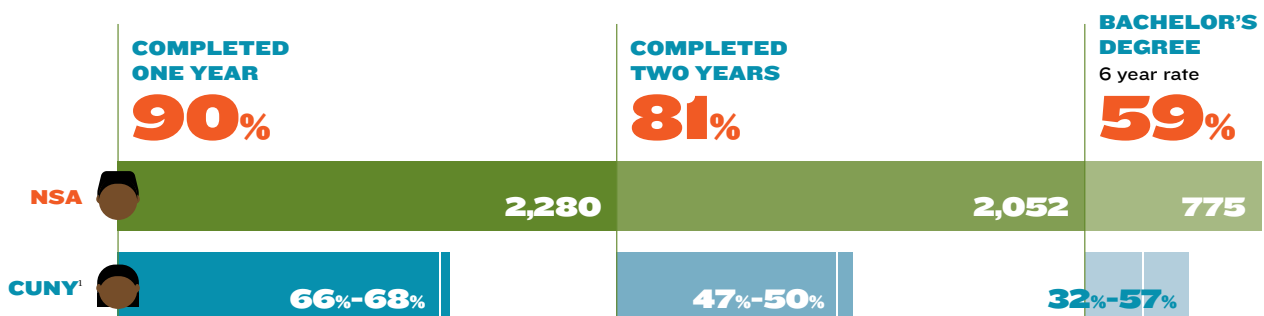
88%
are the first to attend college



91%
are low income



99%
are from the Bronx



1. "CUNY 1 and 2 Year College Persistence Rates Average 2006-2015." CUNY Office of Institutional Research.

New Settlement Apartments starts working with kids during high school and continues to provide support through college. Still, the average cost of working with a student over seven years is only \$5,346.

Each dollar invested generates \$66 in benefits. Each student who attends even one year of college is projected to increase lifetime earnings by \$331,100 compared to high school graduates who do not attend college. And, each student who graduates college is projected to increase lifetime earnings by \$731,500.

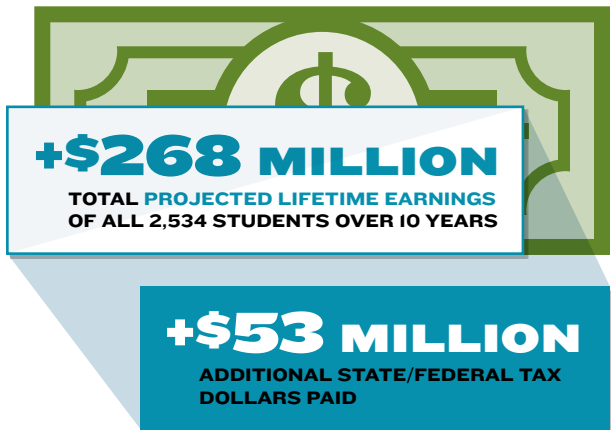
The 2,534 students who participated in New Settlement’s program during the period from 2006 to 2015 are likely to increase their earnings by \$268 million over their life time and to contribute approximately \$53 million in state and federal taxes.

AVERAGE PROGRAM COST

\$855.31
PER STUDENT PER YEAR
FROM 2006-2015

\$5,346
PER STUDENT PER YEAR
FOR 7 YEARS

\$10.7 MILLION
9-YEAR TOTAL
PROGRAM COST



The enormous benefits generated for the relatively low cost of New Settlement’s college access and persistence program suggest that these services should continue to be investigated and expanded to enable more low-income NYC public school students to attend and succeed in college.

FIFTH AVENUE COMMITTEE

ORGANIZATIONAL ACCOMPLISHMENTS

Fifth Avenue Committee, Inc. (FAC) is a comprehensive community development corporation and NeighborWorks America member in South Brooklyn that advances economic and social justice by building vibrant, diverse communities where residents have genuine opportunities to achieve their goals, as well as the power to shape the community's future. Formed in 1978, FAC directly serves over 5,500 low- and moderate-income residents annually.

To achieve its mission FAC develops and manages affordable housing and community facilities; creates economic opportunities and ensures access to economic stability; organizes residents and workers; offers student-centered adult education; and combats displacement caused by gentrification. FAC has built or preserved over 900 units of affordable housing for low- and moderate-income residents since 1978; the organization currently has 1,400 units in development in South Brooklyn and Queens - more than any point in the organization's history. Through its adult education and literacy program nearly 1,000 individuals from more than 30 countries are served annually. Each

year, FAC's Neighborhood Employment Services program, provides direct job placement and counseling to nearly 250 participants and its Community Services program provides benefits and entitlements access, financial coaching, credit and legal counseling to over 1,000 low income New Yorkers.

FAC combines grassroots organizing, popular education, leadership development and policy advocacy to engage and serve thousands of low and moderate income residents to combat displacement and so we can all live with dignity and respect. Families United for Racial and Economic Equality (FUREE) is a member led, Brooklyn based, multiracial grassroots organizing program at FAC led primarily by women of color which works to ensure that those directly impacted by policies have a say in making them. Following the announcement in 2016 that Gowanus was going to be rezoned, FAC launched the Gowanus Neighborhood Coalition for Justice (GNCJ) with more than a dozen local stakeholders to advance racial, economic and climate justice as part of the multiple public and private land use actions that will impact the community.



CCF FUNDING

FAC used CCF funding to support the Stronger Together partnership with Red Hook Initiative, Brooklyn Workforce Innovations (BWI), and Southwest Brooklyn Industrial Development Corporation. Stronger Together streamlines and integrates services provided by the four partner organizations to prepare working age, adult, public housing residents living in poverty in Red Hook and Gowanus to succeed in their education and gain and sustain employment. Stronger Together participants receive at least two program touches after recruitment that may include soft skills training, adult education, sector-based job training, job placement, or other related services.

The four Stronger Together partners work together to increase channels of opportunity to

meet residents' needs. For example, BWI launched a new Solar Panel Installation Pilot Training Program and FAC launched the Gowanus Wi-Fi Mesh and Digital Steward Training program, both both with public support from Post-Sandy resources. FAC created a Salesforce Data HUB to integrate participant data among its Stronger Together partners, making referrals easier and more effective, thus enabling partners to be more responsive to participants. FAC recently extended this database to its organizing and advocacy unit, adding activities by FUREE and FAC-affiliate Neighbors Helping Neighbors, enhancing tracking and evaluation for these activities and laying the foundation for FAC's organization-wide, centralized database.

STRONGER TOGETHER EMPLOYMENT TRAINING BRIDGE PILOT

The Stronger Together Partnership has achieved its goal of reaching one in three working age adults living in poverty in public housing in Red Hook and Gowanus over the last three and a half years. Of those, 289 have secured employment, 216 have achieved educational outcomes including HSE, High School Diploma, or advanced a grade level. However, the Stronger Together Partners have found that too many people who apply for job training are unable to meet even minimal requirements of job training programs, limiting their access to living wage jobs. For example, in reviewing more than 1,700 applicants for sector-based training programs offered by Stronger Together Partner, Brooklyn Workforce Innovations, an estimated 25-30% of applicants were not able to participate in programming because they were one to two grade levels below training programs' already very low entry requirements for reading or math.

STRONGER TOGETHER RESULTS



1 IN 3

working age adults living in public housing



289

have secured employment



216

have achieved a high school diploma, equivalent or advanced a grade level



\$13.91

average starting wage




28%


245 of 874 applicants for sector-based training at BWI in 2017 did not meet minimal math and/or reading requirements

To help residents of Gowanus and Red Hook who were unable to meet job training program threshold requirements, FAC created two small Pilot Bridge Programs that provides 20 to 25 hours of math and/or English tutoring. In one pilot, participants of BWI's Brooklyn Woods sectoral program for carpenters included 18 individuals who did not initially meet the required math skills for the program. Through the provision of math support addressing both TABE skills and math, 17 of those participants (94.4%) advanced a grade level and 15 (83.3%) were able to achieve the required level for the majority of sector-based training programs. Using a similar premise, FAC's Adult Education program tutored individuals who did not qualify for sector-based training, 82% of whom were able to successfully enroll in sector-based training as a result of the educational remediation.

This short remedial training has expanded the pool of potential job training participants for Stronger Together. By offering resources for participants who may not be ready for job placement, the organization is building a pathway for residents so that they become fully ready to enter job training and ultimately obtain employment.


The nominal costs of the program—\$144 per person—and short time frame are predicted to have outsize results. Participants were able to complete the job training programs at the same rate as other BWI participant. Therefore, access to the training program as a result of the bridge program predicts increased earnings of \$56,448 for a participant who enters the bridge program with a high school diploma and \$340,994 for a participant who enters the bridge program without a high school diploma or high school equivalency diploma.

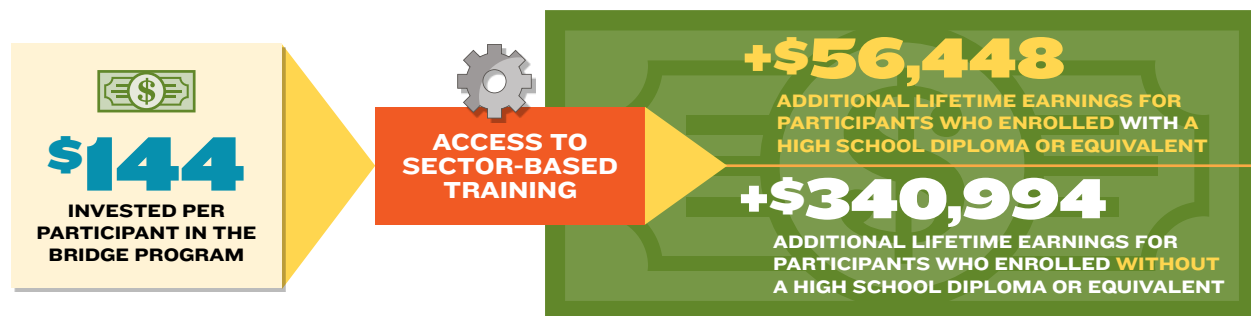
 **20-25 HOURS**
individual and group tutoring in math and English

 **29** participants

INDIVIDUAL TUTORING AT BROOKLYN WOODS SECTORAL TRAINING
83% advanced enough to meet program requirements



EDUCATIONAL REMEDIATION 
82% advanced enough to enroll in sector-based training



The dramatic difference that the sectoral training programs can make in starting salary, job security, and advancement for a very small investment of \$144 per person in remedial training clearly merits continued investigation and investment to create an on-ramp to effective job training.

CONCLUSIONS: CCF LESSONS

CCF's grantees used flexible funds to both test and enhance strategies and to measure the impact of their work, demonstrably improving the lives of students, disconnected youth, and adults through their programs in elementary education, high-school graduation, sectoral employment, and college success. CCF has reaffirmed that CDCs bring their unusual combination of skills—real estate development, community organizing, neighborhood connections—to develop responsive and effective solutions to the City's problems of inequity and economic polarization. The programs included in this report are just a few among a number of strategies that the organizations have demonstrated merit continued investment and investigation.

CCF's grantees are eager to scale these and other initiatives to reduce homelessness and increase affordable housing, educational attainment, and access to quality jobs. They are eager to share outcomes among their colleagues to learn best practices and to increase the efficacy of the field. They need additional resources which can leverage their expertise and existing initiatives.

The funding model for community development and human services organizations does not systematically assess the impact of strategies to reduce poverty; nor does it systematically identify and scale strategies that are demonstrated to have impact. To help move the field in this direction, CCF funders will continue to:

- Invest in organizational capacity building as well as programming, recognizing that research, development and overhead costs, as well as capacity to integrate, and coordinate programming, are essential for organizations addressing poverty;
- Invest in organizations' capacity to employ evidence-based strategies and tools to track and analyze internal, organizational data using their own cross-program data systems;
- Share results and help grantees learn to better make the case for their work with data—that is, ask them to compare the outcomes of their participants with similar demographic cohorts and use the information to improve their programming; and
- Encourage government partners to make administrative data more available to improve programs and accountability.

CCF donors will continue to incrementally improve community development organizations' ability to measure impact and to explore how to more systematically scale up proven strategies. We look forward to collaborating with a wider circle of philanthropy and government to do so.





The donor collaborative that comprises Change Capital Fund (CCF) has worked together for 20 years, first from 1996 to 2000 as the Neighborhood 2000 Fund and subsequently from 2000 to 2013 as the Neighborhood Opportunities Fund (NOF), to provide support to community development corporations (CDCs).

In partnership with three intermediary organizations—Association for Neighborhood and Housing Development, Enterprise Community Partners, and the Local Initiatives Support Corporation—donors helped build the capacity of over 30 community development corporations to rebuild blighted neighborhoods and increase the supply of much-needed affordable housing. CCF grantees developed over 5,500 affordable and often environmentally and health-friendly apartments for the neediest New Yorkers. And, through the Initiative for Neighborhood and Citywide Organizing (INCO), community-based grantees succeeded in winning critical policy campaigns, generating over \$1 billion to preserve affordable housing.

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