

YouthBuild USA Growth Plan:
Open the Doors to Every Youth Knocking
December 31, 2010 Update



I. Overview

In the fall of 2008, just before the economic crisis hit, YouthBuild USA completed preparation of its growth plan—Open the Doors to Every Youth Knocking—to raise \$85.0 million of private growth capital from 2007 to 2013 to support the expansion and increase the impact of the national YouthBuild program. This private growth capital was anticipated to leverage \$755.0 million of additional public funding to double the number of low-income youth engaged annually by local YouthBuild programs by 2013. YouthBuild USA also established a ten-year target to reach full scale by engaging 50,000 low-income youth annually in 800 low-income urban and rural communities by 2018. This ten-year target had been embraced by Presidential candidate Barack Obama and Senate champion John Kerry. The growth plan included various measures of increased quality and impact.

II. Growth Plan Goals as Presented in 2008

The YouthBuild USA growth plan includes the following four goals:

- **Growth:** Increase the annual number of youth enrolled in local YouthBuild programs from 8,000 in 2008 to 16,000 in 2013; increase the number of local YouthBuild programs from 226 to 320.
- **Social Impact:** Improve program quality as measured by academic and employment outcomes for youth, generate increasing numbers of trained young leaders, and contribute to local community development by producing affordable green housing.
- **Policy Influence:** Increase public commitment to reconnecting all youth and diminishing poverty.
- **Organizational Capacity Building:** Strengthen YouthBuild USA to create, manage, and sustain growth.

These goals will be achieved through the following key strategies.

1. **Growth:** YouthBuild USA will invest in infrastructure and initiatives necessary to foster the expansion and financial sustainability of local YouthBuild programs, including:
 - Advocacy to increase the federal appropriation and other federal and state funding
 - Additional resources to increase private funds raised for local YouthBuild programs
 - Fundraising for pass-through grant funds to support growth, quality, and innovation at local YouthBuild programs
2. **Social Impact**
 - **Graduate Success and Impact:** YouthBuild USA plans to improve the lifelong prospects of YouthBuild graduates by significantly expanding support of their long-term education and career success:
 - a. Expand the YouthBuild USA Postsecondary Education Initiative and share its best practices
 - b. Develop an effective mentoring program for YouthBuild students and graduates
 - c. Create a web-based support system for YouthBuild graduates

- d. Intensify focus on leadership development for outstanding YouthBuild graduates
- **Program Quality:** YouthBuild USA will implement a number of quality initiatives including:
 - a. Increase training and technical assistance for local YouthBuild programs
 - b. Improve ability to track and analyze data mined from local YouthBuild programs
 - c. Add career tracks for YouthBuild students, including green building and healthcare careers
 - d. Increase the number of diploma-granting schools
 - e. Provide research on impact and best practices
 - f. Develop a more robust youth counseling program
- 3. **Public Policy:** YouthBuild USA seeks to influence national and state policy toward embracing the goal of reconnecting all 2.0 million disconnected, low-income and incarcerated youth to education, careers, service, and leadership. Five-year policy goals include
 - Tripling the number of full-time publicly-funded opportunities for reconnecting youth from 200,000 to 600,000 annually
 - Support efforts to build effective reentry programs at the state level for incarcerated youth
 - Support policies and coalitions designed to diminish poverty
- 4. **Organizational Capacity Building:** YouthBuild USA will significantly expand its national office capacity to manage and deliver support services to a larger network of local YouthBuild programs:
 - Invest in additional private and public fundraising capacity
 - Implement a marketing and communications plan to strengthen public awareness
 - Expand the YouthBuild USA senior management team
 - Expand international operations

III. Impact of Growth Plan

The \$85.0 million private capital investment in the YouthBuild USA growth plan will enable YouthBuild USA to advocate for increases needed in the annual DOL YouthBuild federal appropriation to \$284.0 million to engage 16,000 youth annually in 2013. If YouthBuild USA secures the necessary private and public funds needed for expansion, the following approximate results are projected over the period covered by this plan, 2008 through 2013.

<u>Impact</u>	<u>2008-2013 Projections</u>
• Individuals enrolled (domestic)	71,000
• Individuals completing program	42,000
• Individuals who stop using drugs	33,000
• Individuals placed in college or jobs	31,000
• Individuals receiving GEDs or high school diplomas	22,000

- Individuals who stop committing crimes 21,000
- Units of affordable housing built 6,000

Based on achieving these impact goals, YouthBuild programs will generate approximately \$25 billion of savings to society over this six-year period.

IV. 2008-2010 Growth Plan Results

Goal #1: Expansion

With the assistance of the Obama Administration and congressional champions led by Senators John Kerry and Olympia Snowe, YouthBuild USA’s advocacy resulted in a 2009 DOL YouthBuild appropriation of \$70.0 million, which was supplemented by \$50.0 million in two-year funding from the American Recovery and Reinvestment Act of 2009, and a 2010 DOL YouthBuild appropriation of \$102.5 million. For the two-year period, this additional funding represented an 87 % increase in the 2008 DOL YouthBuild appropriation of \$59.0 million, which resulted in 46 additional local YouthBuild programs and 2,000 additional youth enrolling annually in YouthBuild. The following table illustrates the actual results and original growth plan goals for YouthBuild programs and funding:

<u>Growth Measure</u>	<u>Actual</u> <u>2008</u>	<u>Actual</u> <u>2009</u>	<u>Actual</u> <u>2010</u>	<u>Goal</u> <u>2011</u>	<u>Goal</u> <u>2012</u>	<u>Goal</u> <u>2013</u>
New Programs	N/A	47	-1	35	20	20
Total Programs	226	273	272	280	300	320
DOL Funded	175	228	228	N/A	N/A	N/A
Programs						
Total Youth/Year	8,000	10,000	10,000	13,000	15,000	16,000
DOL Cost/Youth	\$8,085	\$11,712	\$11,712	\$17,250	\$18,000	\$18,000
DOL YouthBuild						
Program Funds	\$56.0 MM	\$104.7 MM	\$104.7 MM	\$193.4 MM	\$241.1 MM	\$270.0 MM
Local Non-DOL						
Program Funds	\$104.0 MM	\$95.3 MM	\$95.3 MM	\$113.9 MM	\$116.1 MM	\$114.0 MM
Total Cost	\$160.0 MM	\$200.0 MM	\$200.0 MM	\$307.3 MM	\$357.1 MM	\$384.0 MM
Total DOL						
Appropriation*	\$59.0 MM	\$120.0 MM	\$102.5 MM	\$204.0 MM	\$253.0 MM	\$283.5 MM

*2009 includes \$50.0 million of two-year American Recovery and Reinvestment Act funds.

While the 2009-2010 results were on target with growth plan goals, the uncertainty caused by the current budget crisis and the new congress make it unlikely that YouthBuild USA will be successful in obtaining the additional increases in DOL YouthBuild appropriations needed to reach original growth plan objectives. Additionally, DOL is changing its methodology for awarding DOL YouthBuild grants in 2011, which is likely to result in many local YouthBuild programs being seriously underfunded and may lead to several local program closures and declines in overall YouthBuild enrollments.

YouthBuild USA will re-evaluate these goals after the 2011 DOL YouthBuild appropriation is determined, the President’s 2012 budget request is announced, and the impact of the new DOL YouthBuild grant process is understood. In response, YouthBuild USA is increasing its efforts to

advocate for additional state funding of YouthBuild programs through average daily attendance education funds available to diploma-granting schools and criminal justice funding for reentry and diversion programs.

From the beginning of YouthBuild USA’s efforts in 2007 through 2010, YouthBuild USA has raised \$30.6 million of private funding towards its overall growth plan capital investment of \$85.3 million—36% of its goal. This private investment has led to over \$159.4 million in additional public funding for local YouthBuild programs and YouthBuild USA, including \$102.0 million increased DOL YouthBuild funding for the two-year period. Details of private and public funds raised by growth plan goals and YouthBuild USA initiatives are attached as Appendices 1 and 2.

Highlights of capital raised include:

1. Major Private Funders:

Walmart Foundation	\$8.5 million	Pass-Through Grants, Green Initiative, Revenue-Generating, Healthcare, 30 th Anniversary
Bill & Melinda Gates Foundation	\$6.0 million	Postsecondary Education Initiative, Pass-Through Grants
Open Society Foundations	\$6.0 million	PSE Initiative, Pass-Through Grants, Development, Leadership Development, Operating Reserve
MasterCard Foundation	\$4.0 million	YouthBuild Haiti
Skoll Foundation	\$1.9 million	Growth, Public Awareness, Development
Clinton Bush Haiti Fund	\$1.5 million	YouthBuild Haiti
Bank of America Foundation	\$640,000	Green Initiative, Unrestricted, Pass-Through Grants, 30 th Anniversary
Saint-Gobain Corporation Found.	\$550,000	Green Initiative, Pass-Through Grants
Charles Stewart Mott Foundation	\$250,000	Growth and Unrestricted
Annie E. Casey Foundation	\$225,000	Healthy Relationships
Prudential Foundation	\$200,000	YouthBuild Brazil
Other Grants (less than \$200,000)	<u>\$768,000</u>	Various
Total Private Funders		\$30.6 million

2. Major Public Funders (including increases in both pass-through funding and direct grants to local programs):

U.S. Dept. of Labor	\$110.0 million	DOL YouthBuild, Recovery Act, YouthBuild USA DOL TA, YouthBuild Gulf Coast and Hollandale, Green Jobs Capacity Building
Corp. for National and Community Service	\$14.4 million	YouthBuild AmeriCorps, Pass-Through Grants Recovery Act, VISTA
California Dept. of Education	\$13.6 million	California YouthBuild Charter School
U.S. Dept. of Justice, OJJDP	\$8.8 million	Mentoring, Pass-Through Grants
New Jersey, Attorney General	\$6.3 million	New Jersey Criminal Justice Youth Reentry
U.S. Dept. of Energy	\$1.4 million	Weatherization, Pass-Through Grants
USAID	\$1.1 million	South Africa
Total Public Funders		\$159.4 million

3. *State Funding:* While YouthBuild USA did not raise the funds needed to hire state coalition directors to work with local YouthBuild programs, YouthBuild USA successfully worked with YouthBuild State Coalitions to raise state funding.

- a. In response to the requests of several California YouthBuild programs to have YouthBuild USA form a charter management organization to effectively enable YouthBuild programs to obtain diploma-granting status and be funded by state education funds, YouthBuild USA worked with the California YouthBuild Coalition to establish an independent nonprofit charter management organization—California YouthBuild Charter School, which began operations in 2008. The California YouthBuild Charter School now supports 11 local YouthBuild programs, which has resulted in \$13.6 million of increased state funding.
 - b. YouthBuild USA successfully worked with YouthBuild Newark and the New Jersey YouthBuild Coalition to persuade the New Jersey Attorney General and Governor to allocate \$6.3 million of New Jersey criminal justice crime prevention funds to be awarded to four existing and three new New Jersey YouthBuild programs to engage youth reentering from the criminal justice system. The New Jersey state government selected YouthBuild as its signature crime prevention program and this status was retained in the transition from a Democratic to a Republican governor.
 - c. The California YouthBuild Coalition succeeded in getting legislation passed to create a reentry program for California youth that was funded with \$2.0 million for which local YouthBuild programs applied competitively. These proposals are pending.
 - d. YouthBuild USA and the Iowa YouthBuild Coalition worked together with the State Commission on National Service to obtain a \$200,000 line item to provide staff and technical assistance support the development of four Iowa YouthBuild programs in 2010.
 - e. YouthBuild USA worked with the Massachusetts YouthBuild Coalition and the Governor of Massachusetts to preserve the \$2.0 million line item for 11 Massachusetts YouthBuild programs.
4. *Entrepreneurial Enterprises:*
- a. In 2009, the Walmart Foundation awarded YouthBuild USA a \$799,601 grant to assist sponsors of local YouthBuild programs to expand entrepreneurial enterprises to achieve additional funding for their YouthBuild programs. Five local YouthBuild programs were selected to receive funding for green entrepreneurial enterprises, including weatherization.
 - b. In October 2010, YouthBuild USA was awarded \$1.4 million U.S Dept. of Energy grant to pilot a national coordinated system for six local YouthBuild programs in Hartford, Connecticut; Baltimore, Maryland; Redby, Minnesota; Deer Park, New York; Petersburg, Virginia; and Kincaid, West Virginia, to weatherize low-income homes and demonstrate a model where YouthBuild programs transition weatherization services into fee-for-service divisions
 - c. The YouthBuild USA Rural Initiative, with USDA funding, worked with five rural YouthBuild programs to complete the first phase of a pilot project to develop revenue-generating enterprises and implement an entrepreneurship curriculum for their students. Four of these rural programs completed business

plans to create revenue-generating green businesses for their programs, which are expected to be implemented in 2011.

Goal #2: Social Impact

Highlights of YouthBuild USA social impact strategies include:

A. Graduate Success and Impact

1. College Completion:

In December 2008, with a \$6.0 million three-year grant from the Bill & Melinda Gates Foundation, YouthBuild USA began its Postsecondary Education Initiative by providing training, technical assistance, and pass-through grants to seven local YouthBuild programs to demonstrate a set of innovations that would enable more low-income young adults who have previously dropped out of high school to enter and complete postsecondary education after earning GEDS or high school diplomas. In 2010, YouthBuild USA received funding from Open Society Foundations to support five additional YouthBuild PSE innovation sites, and YouthBuild USA has submitted grant proposals to New Profit, Inc. and the Edna McConnell Clark Foundation to further increase the number of YouthBuild PSE innovation sites.

The seven current YouthBuild USA PSE sites—Metro Atlanta YouthBuild (GA), YouthBuild McLean County (IL), YouthBuild Brockton (MA), YouthBuild Columbus (OH), Portland YouthBuilders (OR), YouthBuild Philadelphia Charter School (PA), and Operation Fresh Start (WI)—and their key postsecondary partners are engaging in a comprehensive set of strategies and interventions to assist students on their path toward postsecondary success. The PSE Initiative builds on the core YouthBuild principles and program design, but codifies an innovative set of practices that qualitatively improve the impact of YouthBuild programs.

The key elements of the YouthBuild USA PSE Initiative are:

- a. *Meaningful Partnerships:* Each site has established at least one formalized agreement structure (memorandum of understanding, data sharing agreement, articulation agreement) with their respective postsecondary partner. Formal agreements have included a broad range of respective roles and responsibilities related to data sharing, dual credit opportunities, transition and student support services, access to facilities and resources, and shared staffing models. Several sites have also negotiated formal agreements for various cohort based services to support groups of YouthBuild graduates transitioning to and through degree/credential programs.
- b. *Improved Academic Rigor and Alignment:* YouthBuild programs have also undertaken extensive work to further align student learning outcomes with the expectations of postsecondary institutions. Programs have worked to develop more comprehensive assessment systems, expanded academic schedules/calendars, revised curriculum, and improved instructional practices. Based on consistent dialogue between postsecondary and secondary educators, YouthBuild programs are changing and improving instructional approaches.

- c. *Proactive Student Support:* All seven sites have dramatically expanded staffing capacity for meeting the transition and support needs of students in postsecondary settings. Programs are also working to determine the most efficacious balance for YouthBuild staff and postsecondary institution staff to collaboratively provide academic advising, ongoing counseling, and financial aid guidance. Instead of referring graduates to departments of postsecondary institutions, YouthBuild transition staff members now refer students to individuals and personal contacts who deeply understand YouthBuild. Through these relationships, intimidating postsecondary systems and processes are becoming much less burdensome and much more easily navigated.
- d. *Scaling the Work:* YouthBuild USA and participating PSE programs are working diligently to identify the best opportunities to transfer knowledge and promote the adoption of promising practices to improve postsecondary pathways across the broader network of YouthBuild programs across the country. The lessons learned are being disseminated through conferences, training events, webinars and technical assistance platforms; integrated into existing grant structures for funded YBUSA initiatives supporting related scopes of work at participating local programs; and codified into tools and products to inform the work of the DOL-funded YouthBuild programs, as well as other members of the YouthBuild network.

Highlights of YouthBuild USA college completion strategies include:

a. *Student Outcomes*

During Years One and Two of the PSE Initiative (2008-2010), the seven PSE programs reported the following actual outcomes, which are compared with 2009-2011 goals.

<u>Outcomes</u>	2009	2009	2010	2010	2011
	<u>Proposed</u>	<u>Actual</u>	<u>Proposed</u>	<u>Actual</u>	<u>Proposed</u>
Enrollees	450	520	450	576	450
% Earned Diploma or GED	50%	57%	60%	71%	70%
% Entering Postsecondary	30%	29%	40%	38%	50%
% Retention in Postsecondary	N/A	N/A	70%	59%	N/A
% Completed PSE Credential by Year 3	N/A	N/A	N/A	N/A	50%

The following table compares the education outcomes of the seven PSE programs during Years One and Two of the PSE Initiative (2008-2010) to their outcomes prior to joining the PSE Initiative.

<u>Outcomes</u>	2008	2009	2010	2011
	Prior to PSE	PSE Year 1	PSE Year 2	PSE Year 3
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>TBD</u>
% Earned Diploma or GED	51%	57%	71%	TBD
% Entering Postsecondary	20%	29%	38%	TBD

- b. *Expansion of YouthBuild USA PSE Initiative:* Because of the early success of the YouthBuild USA PSE Initiative, YouthBuild USA received a grant from the Open

Society Foundations to expand the PSE Initiative from seven local YouthBuild programs to 12 in 2011. In November 2010, YouthBuild USA received 43 letters of intent from YouthBuild programs interested in participating in the PSE Initiative, from which YouthBuild USA asked 26 programs to submit full applications for funding. YouthBuild USA has applied for two additional grants from Edna McConnell Clark Foundation and New Profit, Inc. to expand the PSE Initiative to include 19 local YouthBuild programs in different targeted geographical areas in 2011.

- c. *YouthBuild USA Postsecondary Education Initiative VOICES (Views on Improving Credentials and Education Success) Advisory Council*—The VOICES student advisory council consists of 12 postsecondary students who represent the YouthBuild PSE programs. These student leaders are nominated by their local programs to inform YouthBuild USA about the resources students need to successfully transition from a YouthBuild program to and through postsecondary education. VOICES members provide input on academics, financial aid, and student services, as well as serve as public speakers and advocates.

2. *Mentoring:*

In 2009, YouthBuild USA received an \$8.8 million 3-year grant from OJJDP to implement the YouthBuild USA Mentoring Program, which will match adult mentors with 1,500 16-18 year-old YouthBuild participants for 15 months during their enrollment and following graduation.

YouthBuild mentees are matched with mentors from pools of prospective mentors organized by local YouthBuild programs and are also nominated by students. These mentoring relationships are a key link to increasing YouthBuild graduate success through “Life Plans” that include pursuing postsecondary education, building well-paying and satisfying careers, creating personal support networks, engaging in community service, caring for emotional and physical health, and building financial assets.

Key elements of the YouthBuild USA Mentoring Model are:

- a. Youth driven and elective
- b. Mentees ages 16-18
- c. Mentors ages 21+
- d. 15-month commitment to mentoring relationship, including six months after graduation
- e. One-one community-based matches supplemented by service projects and group activities
- f. Matches meet four hours per month
- g. Match activities are centered around youth Life Plans
- h. Mentees are exposed to mentor-rich environment and learn how to build and maintain positive social networks
- i. Evidence based practices inform the mentoring logic model—recruiting, screening, pre-match training, and monitoring the mentoring relationship

- j. A third-party assessment of the mentoring program will be conducted by Dr. Jeffrey Butts, Executive Director of the Results and Evaluation Center, John Jay College, City University of New York

In 2010, the YouthBuild USA National Mentoring Alliance awarded \$2.2 million in pass-through grants to 46 local YouthBuild programs that will result in over 700 mentoring matches. A second round of funding for 56 programs will take place in 2011.

3. *AmeriCorps Education Awards:*

In May 2010, YouthBuild USA received a new 3-year \$26.9 million YouthBuild AmeriCorps grant to support 65 local YouthBuild programs that will engage 8,700 YouthBuild AmeriCorps members during the three-year period. AmeriCorps members have the opportunity to earn AmeriCorps Education Awards of up to \$5,350 which can be used to assist with college expenses. Most YouthBuild students will earn education awards valued at \$2,038, as they perform their community service 50% of their time while in their YouthBuild program.

During the most recently completed YouthBuild AmeriCorps grant year 2008-2009, 1,801 YouthBuild AmeriCorps members were engaged and 1,174 members earned an education award (66%). During the grant year 2009-2010, 1,856 YouthBuild AmeriCorps members were engaged, 673 members earned an education award, and 1,012 members remain active, still working toward their awards.

4. *Graduate Leadership Development:*

While YouthBuild USA Alumni Xchanges were not held in 2009 or 2010, the 2011 Alumni Xchange will be held in February.

The Young Leaders Council and National Alumni Council have met regularly during this period and their voices play a central role in decision-making and strategic planning for the YouthBuild field. YouthBuild students who serve on the YLC and NAC engage in leadership roles such as policy input to YouthBuild USA, advocacy, support for local programs, activism and action, and self-development.

From 2008 to 2010, the YouthBuild USA Speaker's Bureau attracted over 400 graduates to serve as volunteers, act in key roles at conferences, and speak at media opportunities.

In December 2010, the John S. and James L. Knight Foundation indicated its intent to award YouthBuild USA \$150,000 to design and implement a retrospective study of 500 YouthBuild graduates to evaluate core elements of leadership development for civic engagement. This will be implemented with the assistance of the Center of Information and Research on Civic Learning and Engagement (CIRCLE) at Tufts University.

5. *Asset Development:*

From 2008 to 2010, the YouthBuild Asset Trust made 222 gifts to 182 YouthBuild graduates totaling \$388,932, including 112 gifts of \$2,000 each to provide matching funds for individual development accounts. Forty Asset Trust gifts were made as Helene

D. Stoneman Scholarships to YouthBuild graduate leaders attending college; 28 gifts helped YouthBuild graduates attending college; 10 gifts supported graduate entrepreneurs; and 25 gifts were used for other purposes.

During this three-year period, 290 YouthBuild students and graduates opened IDAs and 80 graduates used their IDAs to go to college, buy homes, or start a business.

6. *Web-Based Support System for YouthBuild Graduates*

While YouthBuild USA has not yet raised the funding necessary to develop a full-fledged web-based support system for YouthBuild graduates, the Graduate Leadership Development Department actively maintains Facebook pages with information on resources available to YouthBuild graduates and supports interaction among graduates on a daily basis.

B. Program Quality

1. *Training and Quality Assurance:*

In 2010, YouthBuild USA was selected by DOL as the sole DOL YouthBuild Training and Technical Assistance Provider. For the previous three years, this role had been shared with another organization. YouthBuild USA is working with DOL in a comprehensive training and technical assistance program to improve outcomes of YouthBuild DOL programs. All YouthBuild USA’s other private and public grants also include a component of quality-focused training and technical assistance appropriate to the particular grant.

The following table compares student outcomes self-reported by DOL-funded YouthBuild programs through YouthBuild USA’s data management systems to student outcomes of all reporting programs, and to the 2013 Growth Plan Goals:

Reported Outcomes	2008 Overall	2008 DOL	2009 Overall	2009 DOL	2013 Goal
# Sites Reporting	112	54	139	113	N/A
Total # Students	3,927	2,317	5,640	4,943	N/A
% Completed Program	65%	63%	69%	68%	65%
% Graduates Earned Diploma or GED	51%	46%	52%	54%	55%
% Graduates Placed in Jobs or Postsecondary	68%	67%	65%	65%	85%
% Graduates Entering Postsecondary	30%	29%	27%	26%	N/A
Average Wage	\$9.21	\$9.26	\$9.20	\$9.21	\$8.90

While completion and GED/Diploma attainment outcomes are on target, placement outcomes are significantly below 2013 growth plan goals. All YouthBuild programs report that the recession has had a negative impact on the availability of jobs for graduates. YouthBuild USA is working with DOL YouthBuild grantees and YouthBuild USA affiliates to improve outcomes by increasing the number of programs focusing on postsecondary education access and completion, and other career strategies focused on expanding sectors, including the green and healthcare industries. YouthBuild USA is also

working to strengthen relationships with unions to access apprenticeships and with public housing authorities to access jobs specifically reserved for disadvantaged populations.

2. *Sustainability and Innovation Grants:*

From 2008 to 2010, YouthBuild USA raised significant funding for grants to YouthBuild USA affiliates to support innovation and sustainability, including \$18.7 million in private grants. During this three-year period, YouthBuild USA made private and public pass-through grants totaling \$33.0 million.

Key private and public funders for pass-through grants during this period were:

<u>Funder</u>	<u>YouthBuild USA Initiative</u>
<i>Private</i>	
Bill & Melinda Gates Foundation	National Schools and Postsecondary Education Initiatives
Open Society Foundations	PSE, Graduate Leadership Development, Growth, Development, Reserves
Walmart Foundation	Green, Sustainability, Healthcare
Charles Stewart Mott Foundation	Career Development
Bank of America Foundation	Green, Rural
Saint-Gobain Corporation Foundation	Green
<i>Public</i>	
Corp. for National and Community Service	YouthBuild AmeriCorps
Office of Juvenile Justice and Delinquency Prevention	Mentoring
U.S. Dept. of Energy	Weatherization and Revenue-Generating Businesses
U.S. Dept. of Agriculture	Rural Economic Development
U.S. Dept. of Labor	Gulf Coast and Hollandale YouthBuild

3. *New Career Tracks:*

- a. **Green Careers**—YouthBuild USA has partnered with the following public and private organizations to assist YouthBuild graduates in receiving green construction training, green credentials, and other resources that will lead to green jobs and careers:

<u>Partner</u>	<u>Resources</u>
U.S. Dept. of Labor	Provides support for development of green instructional materials, online manuals, and resources; hands-on green building training; on-site technical assistance; and grants for green capacity building
Corp. for National and Community Service	Provides 21 local YouthBuild programs with funding for green VISTAs
U.S. Dept. of Agriculture	Provides support for 10 rural and tribal YouthBuild programs to be trained in green building practices, and to assist YouthBuild students in identifying green jobs and entrepreneurship opportunities
Emerald Cities Collaborative	Members of the building trades, community development, and

	training organizations partner to increase funding for green jobs
National Center for Construction Education and Research	YouthBuild USA provides access for local YouthBuild programs to NCCER curricula and certifications
Home Builders Institute	HBI offers certifications for its PACT curriculum at YouthBuild training conferences
Building Performance Institute	As a BPI affiliate, YouthBuild USA trains and certifies trainers to certify YouthBuild staff, students, and graduates

- b. **Healthcare Careers**—With the assistance of its 2008 Walmart Foundation grant, YouthBuild USA piloted a healthcare career pathways program with six local YouthBuild programs that had or were interested in starting certified nursing assistant, emergency medical technician, and other healthcare career training certifications. In 2009, YouthBuild USA published and distributed the YouthBuild Health-Care Service and Career Training Manual written by YouthBuild Philadelphia Charter School. In 2010, five Walmart YouthBuild sub-grantees were selected to continue to develop best practices that can be replicated at other local YouthBuild programs. Fifteen local YouthBuild programs offer healthcare career tracks and 47 programs have expressed interest in adding healthcare career tracks.
- c. **Housing Authority Partnerships**—YouthBuild USA and several local YouthBuild programs are developing partnerships with public housing authorities to provide trained employees to assist with retrofitting public housing units in accordance with the Obama administration’s emphasis on hiring housing residents and other disadvantaged populations including YouthBuild graduates. The New York City YouthBuild Collaborative is working closely with the New York City Housing Authority in a pilot program. Other local YouthBuild programs offering weatherization services that employ YouthBuild graduates in retrofitting public housing units include YouthBuild Long Island and YouthBuild Louisville.
- d. **Trade Unions**—YouthBuild USA is working with the Emerald Cities Collaborative to partner with the Building Trades Association to provide access for YouthBuild graduates to apprenticeships. YouthBuild USA has helped the Building Trades Association to introduce its new MultiCraft Curriculum to DOL, and will be launching a pilot of this curriculum in the California YouthBuild Charter School, which will provide formal training for YouthBuild students interested in pursuing union apprenticeships.
- e. **Rural Green Career Pathways**—With the assistance of funding by the USDA, the YouthBuild USA Rural Initiative engaged 25 rural YouthBuild programs in assisting rural youth with green career pathways. In June 2010, the Rural Initiative together with USDA Rural Development, USDA Forest Service, the Appalachian Regional Commission, and Hockings College hosted the Appalachian Green Pathways event. This event brought together 100 rural YouthBuild young people to be exposed to a college environment, learn about green career pathways, and hear about green service opportunities.

4. *Green Initiative:*

- a. In 2008, with assistance from its first grant from the Walmart Foundation, YouthBuild USA selected 15 local YouthBuild programs with strong interests in green building as YouthBuild USA Green Fellows. In 2010, with the assistance of

additional funding from the Walmart, Bank of America, and Saint-Gobain Foundations, and its U.S. Dept. of Energy YouthBuild Weatherization Pilot grant, YouthBuild USA has identified 40 local YouthBuild programs as YouthBuild USA Green Affiliates. These 40 Green Affiliates have demonstrated a commitment to building green affordable homes (many of which are ENERGY STAR rated or LEED certified), providing YouthBuild graduates with green career paths, and establishing weatherization or other green revenue-generating businesses.

- b. In 2009, YouthBuild USA became a member of the U.S. Green Building Council. Subsequently, Eva Blake, YouthBuild USA Green Initiative Director, and Chris Cato were certified as Green Associates. In 2010, YouthBuild USA and the Illinois YouthBuild Coalition had a significant presence at Greenbuild Chicago sponsored by the USGBC.
 - c. In March 2009, with the assistance of sponsorships by Bank of America, Walmart, and the U.S. Corporation for National and Community Service, YouthBuild USA held its YouthBuild AmeriCorps Green Homebuilding Service Day and YouthBuild Green Academy on the Washington Mall.
 - d. In 2010, Saint-Gobain Corporation agreed to assist the four current Saint-Gobain YouthBuild sub-grantees, along with a fifth sub-grantee to be selected in 2011, in obtaining LEED certification of their housing by providing in-kind product donations and technical assistance from Saint-Gobain staff and consultants.
5. *Increase the Number of Diploma-Granting Schools*
With the assistance of a five-year \$6.6 million follow-on grant from the Bill & Melinda Gates Foundation received in October 2007, YouthBuild USA has increased the number of diploma-granting schools participating in the YouthBuild USA National Schools Initiative from 12 in 2007 to 40 in 2010.

In 2008, YouthBuild USA assisted in the start-up of an independent charter management organization in California— YouthBuild California Charter School, which through its charter enabled 11 YouthBuild programs to grant high school diplomas to their graduates in 2010. The YouthBuild California Charter School plans to seek an additional charter in 2011 in order to expand its capacity and assist up to 20 California YouthBuild programs.

6. *Youth Counseling:*
With grants from the Annie E. Casey Foundation, YouthBuild USA established a youth counseling program for students to establish and maintain healthy relationships. Sixteen local YouthBuild programs participated in this initiative which used the curriculum “Love Notes: Making Relationships Work for Young Adults and Young Parents” to engage more than 1,000 YouthBuild students.
7. *Improve Ability to Track and Analyze Data:*
In 2010, YouthBuild USA implemented its updated data collection and management system—WebSTA Q, through which local YouthBuild programs report on student, graduate, and housing outcomes. With this new data management system, YouthBuild

USA has increased analytical abilities, as well as the capacity to collect specialized information for the PSE, National Schools, Green and other initiatives.

C. Housing

The following table illustrates the housing outcomes reported to YouthBuild USA by local YouthBuild programs:

Housing	2008	2009	2013
<u>Outcomes</u>	<u>Actual</u>	<u>Actual</u>	<u>Goal</u>
# Affordable Housing Units	1,800	2,200	1,200
# Built with Green Practices	N/A	N/A	N/A
# LEED Certified or ENERGY STAR Rated	204	498	N/A
% Green Housing Units	11%	23%	50%

YouthBuild programs are exceeding overall affordable housing production targets, while their number of green housing units is increasing significantly. Preliminary results for 2010 indicate the percentage of housing units LEED certified or ENERGY STAR rated increased to 28%. In 2010, YouthBuild programs began reporting housing units built with green practices along with their green certified housing production.

Goal #3: Public Policy

While YouthBuild USA has made progress toward increasing federal funding available for youth enrolled in YouthBuild programs, efforts to significantly increase federal spending to increase the number of disconnected low-income and incarcerated youth engaged in education and employment opportunities beyond the increases in the DOL YouthBuild appropriations have not succeeded. YouthBuild USA has worked actively in support of other coalitions and think-tanks with this goal, including America’s Promise, Campaign for Youth, Center for American Progress, and the National Collaborative for Youth. YouthBuild USA serves on the steering committees of each of these entities.

The most successful public policy initiative during this period, for which YouthBuild USA served on the steering committee, was the ServiceNation and Voices for National Service effort to expand National Service through the passage of the Serve America Act, and within this to expand the percentage of members who come from low-income backgrounds. The Corporation for National and Community Service is now putting substantial attention on including disadvantaged populations in service provision, and the overall funding for AmeriCorps has expanded.

YouthBuild USA also participated in America Forward’s effort to create the Social Innovation Fund, and served on the transition team for the White House that addressed national service and social innovation.

The uncertainty caused by the current budget crisis and the new congress make it unlikely that YouthBuild USA will be successful in advocating for significant increases in federal funding needed to reach original growth plan objectives. YouthBuild USA will re-evaluate these goals after the 2011 DOL YouthBuild appropriation is determined and the impact of the new DOL YouthBuild grant process is understood.

On the other hand, the success of YouthBuild USA's effort in New Jersey to get the state government to divert criminal justice funds to crime prevention implemented through New Jersey YouthBuild programs has strengthened the foundation for expanding this effort in other states. YouthBuild USA has chosen California, Massachusetts, New York, Ohio, and Texas for this effort, which will be launched in January 2011.

YouthBuild USA Rural Initiative advocates for policies that improve the lives of rural youth and their low-income communities, and engages rural youth in leadership opportunities. YouthBuild USA created and co-chairs the National Rural Transportation Working Group, served as the lead organization for the National Rural Youth Assembly, and designed the National Rural Youth Policy Working Group. Additionally, YouthBuild USA serves on the National Rural Assembly Steering Committee, the Network United for Rural Voices, the Kellogg Rural People Rural Policy Evaluation Learning Team, and the Rural Voices for Conservation Coalition.

Goal #4: National Office Capacity

Highlights of YouthBuild USA's expansion of National Office Capacity

- *Quality Assurance and Support Services:*
During 2008-2010, YouthBuild USA has staffed the following new departments to provide additional technical assistance and pass-through grants to deliver quality assurance and support services to local YouthBuild programs: Postsecondary Education Initiative, Mentoring Initiative, and Green Initiative. Additionally, after being selected as the sole provider of 2010-2015 DOL YouthBuild Technical Assistance and Training services, YouthBuild USA has hired a new DOL Contract Director along with two other DOL YouthBuild staff located in Washington, DC, and will be hiring a DOL YouthBuild Green Lead Coordinator.
- *Fundraising, Communications, Advocacy, Policy Influence, Data Management, and Financial Management:*
In 2009, YouthBuild USA laid off seven people and significantly reduced its budget to adjust to the impact of the recession. Nonetheless, in 2010 YouthBuild USA's success in fundraising enabled the expansion of its capacity in each of these key areas.
 - a. During 2009, the only full-time advocacy position at YouthBuild USA had been eliminated due to the recession. In 2010, YouthBuild USA hired Charlotte Golar Richie, in a newly created position of Senior Vice President for Public Policy, Advocacy, and Government Relations. YouthBuild USA also engaged a consultant located in Washington DC to assist with advocacy and government relations. A legislative director will be hired in 2011. These changes mark major additional resources on the policy front.
 - b. In 2010, YouthBuild USA and YouthBuild International both created advisory boards consisting of leaders from the academic, corporate, foundation, and nonprofit communities.
 - c. In 2010, YouthBuild USA implemented its updated data collection and management system—WebSTA-Q, through which local YouthBuild programs report on student, graduate, and housing outcomes.

- d. From 2008 to 2010 YouthBuild USA’s total staff increased from 58 to 79 people (76 FTEs), and 23 additional staff (22 FTEs) are expected to be hired in 2011.
 - e. YouthBuild USA hired a new Assistant Controller, who will start in January 2011.
- *Management:*
The following management changes have been accomplished in the three-year period 2008-2010:
 - a. YouthBuild International and YouthBuild USA now operate as distinct but coordinated divisions. The human resources, fiscal, development, communications, and IT departments serve both divisions. YouthBuild USA, Inc. has not yet changed its name to YouthBuild, Inc. due to some technical obstacles.
 - b. Dorothy Stoneman acts as CEO of both divisions, as well as president of YouthBuild USA. Tim Cross is president of YouthBuild International. A new president of YouthBuild USA is anticipated to be hired in 2011
 - c. Sangeeta Tyagi was promoted to Chief Program Officer in 2010.
 - d. Charlotte Golar Ritchie was hired as Senior Vice President for Public Policy, Advocacy, and Government Relations and became a member of the Senior Management Team in 2010.
 - e. SMT members received modest increases in 2010. In 2011, YouthBuild USA will conduct a survey of comparable salaries for its employees—senior managers, managers, and staff.
 - f. YouthBuild USA is in the process of implementing its succession plan in collaboration with the Board of Directors.
 - *Marketing and Communications:*
 - a. While YouthBuild USA has not hired a Communications Director or developed a formal marketing and communications plan, the Hatcher Group continues to be YouthBuild USA’s communications firm and has assisted with the following events to increase visibility for YouthBuild USA—
 - 1. YouthBuild AmeriCorps Green Homebuilding on the Washington Mall, which featured an appearance by the First Lady, Michelle Obama, and received the most media coverage in YouthBuild USA’s history
 - 2. Waiting for Superman: YouthBuild students attended pre-screenings of the documentary on charter schools entitled “Waiting for Superman”, which led to local and national media coverage, including Time magazine and other venues.
 - b. 400 YouthBuild graduates have been engaged through the YouthBuild USA Speakers’ Bureau.
 - c. YouthBuild USA is assisting with a documentary on YouthBuild that has been supported by the Sundance Institute and Skoll Foundation.
 - d. Dorothy Stoneman has not yet written a book on YouthBuild; a full-time communications director has not been hired yet; and YouthBuild USA has not yet recruited national celebrity champions.

- e. A biography of one YouthBuild graduate has been written and is ready for publication.
- *Private Fund Development:*

In 2009, YouthBuild USA engaged two VISTA volunteers to assist with individual and foundation/corporate fundraising. These positions were extended in 2010. A new associate director of development was hired in 2010 and a fundraising consultant was engaged to assist with private foundation and corporate fundraising.

Fundraising responsibilities are efficiently integrated throughout the organization's senior management team, such that an analysis shows that 2.7% of YouthBuild USA's budget is spent on fundraising, but just 0.05% is spent on full-time development staff. YouthBuild USA is currently determining what additional staff are needed to support continued growth.

YouthBuild USA's annual revenues increased from \$19.7 million in 2009 to \$30.1 million in 2010 and are budget to be \$33.1 million in 2011.
- *Research Agenda:*

Beginning in 2011, YouthBuild programs will be evaluated through a random assignment experiment for their overall impact, including college access and retention, by MDRC in a study for the U.S. Department of Labor of 60 randomly selected DOL YouthBuild grantees.

The Center for Youth and Communities at Brandeis University's Heller School for Social Policy and Management is currently evaluating the YouthBuild Postsecondary Education Initiative as part of the Gates Foundation Postsecondary Success Initiative evaluation, which also includes the National Youth Employment Coalition and Jobs for the Future. The evaluation includes extensive logic models along with a mix of data collection methods, including site visits, use of the cross-site meetings for focus groups and site-by-site discussions, and the use of an annual online survey.

An assessment survey of YouthBuild USA's Mentoring Program is being conducted by Dr. Jeffrey Butts, Executive Director, Results and Evaluation Center, John Jay College, City University of New York. This survey will compare mentored YouthBuild students and graduates with non-mentored students.

In 2011, with a grant from the John S. and James L. Knight Foundation, YouthBuild USA will work with the CIRCLE group at Tufts University on a retrospective study of 500 YouthBuild graduates to evaluate core elements of leadership development for civic engagement.
- *General Capacity Building:*

From 2008 to 2010, YouthBuild USA's staff showed a net increase of 21 people, despite a layoff of 7 people in 2009 due to the recession. In 2011, 23 additional staff are expected to be hired. While most of these new staff are being hired to perform program work

required under grants, some new additions will be management and support staff, including a new Assistant Controller who will start in January 2011.

In 2010, YouthBuild USA decided to replace its Kintera-based website and contact relationship management system with a Drupal platform, including a CiviCRM contact relationship management system. These new systems increase the flexibility of YouthBuild USA's overall online communications and improves its ability to track the progress of YouthBuild programs, as these systems will be integrated with the new WebSTA-Q data management system. All of these systems will be fully operational by mid-2011.

- *Endowment and Reserve:*

The Open Society Foundations grant included \$600,000 for cash operating reserves. In addition, YouthBuild USA's management will set aside 15% of all unexpected indirect or unrestricted funds to enhance the operating reserve until it grows to at least the equivalent of three months operating costs. YouthBuild USA has not sought any additional grants to fund its endowment.

- *YouthBuild International:*

During the three-year period 2008-2010, YouthBuild was replicated by international NGOs in Canada, Mexico, El Salvador, Guatemala, Honduras, Nicaragua, Haiti, Israel, South Africa, and the U.K.

In 2010, YouthBuild International received a \$4.0 million grant from the MasterCard Foundation and a \$1.5 million grant from the Clinton Bush Haiti Fund to assist the Haitian NGO IDEJEN to expand YouthBuild/IDEJEN to include 12 locations serving 9,000 Haitian youth. Additionally, YouthBuild International received a \$200,000 grant from the Prudential Foundation to fund the start-up of YouthBuild Brazil. Grants from USAID, the World Bank, and USDOL will enable expansion of YouthBuild to Jamaica, Jordan, Bosnia, and Iraq.

Appendix 2.								
YOUTHBUILD USA PRIVATE and PUBLIC BREAKTHROUGH FUNDS RAISED BY INITIATIVE 2007-2013								
5/15/2011								
	2007	2008	2009	2010	2011	2012	2013	Total
Open Society Foundations 2010-2013--Administration				48,000	-	-	-	48,000
		-	-	-	-	-	-	0
Subtotal Goal 4 Committed	1,165,000	570,000	300,000	7,427,918	3,253,248	-	-	12,716,166
Goal 4: Excess/(Shortfall)								(10,183,834)
Total Private Breakthrough Goal								85,300,000
Total Private Breakthrough Funds Committed								34,185,994
Private Breakthrough Funds Excess/(Shortfall)								(51,114,006)
% Private Breakthrough Funds Raised								40%
								-
								-
Public Breakthrough Funds								
1: Projected Additional YouthBuild USA Federal and State Revenue								
								33,600,000
2009 DOL YouthBuild TA (increase above 2008)	-	-	420,000	-	-	-	-	420,000
2009 DOL YouthBuild TA Recovery Act (increase above 2008)	-	-	1,598,000	-	-	-	-	1,598,000
2009 DOL YouthBuild TA (non-YouthBuild USA increase above 2008)	-	-	1,182,000	-	-	-	-	1,182,000
2009 AmeriCorps Recovery Act Grant Administration (15%)	-	-	234,300	-	-	-	-	234,300
2009 VISTA Recovery Act Grant Administration	-	-	240,000	-	-	-	-	240,000
2009 OJJDP Grant Administration	-	-	2,840,914	-	-	-	-	2,840,914
2009-2011 USAID South Africa	-	-	435,000	-	-	-	-	435,000
2010-2013 AmeriCorps National Direct Grant Administration (increase above 2008 at15%)	-	-	-	1,890,000	-	-	-	1,890,000
2010 DOL YouthBuild TA (increase above 2008 at 5%)	-	-	-	2,175,000	-	-	-	2,175,000
2010-2012 U.S. Dept. of Energy Grant Administration	-	-	-	390,268	-	-	-	390,268
2010-2012 USAID South Africa	-	-	-	678,142	-	-	-	678,142
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
Subtotal Additional YouthBuild USA Public Funds Committed	-	-	6,950,214	5,133,410	-	-	-	12,083,624
Excess/(Shortfall)								(21,516,376)
2: Projected Additional Local Program Federal, State, and Private Revenue, Including								
YouthBuild USA Public Pass-Through Grants								
								721,100,000
2009 DOL YouthBuild Appropriation (increase above 2008, less 5% TA)	-	-	13,300,000	-	-	-	-	13,300,000
2009 DOL YouthBuild Recovery Act (increase above 2008, less 5% TA)	-	-	47,500,000	-	-	-	-	47,500,000
2009 DOL YouthBuild Mississippi Gulf Coast and Hollandale	-	-	687,500	687,500	-	-	-	1,375,000
2009 AmeriCorps Recovery Act (less 15% grant administration)	-	-	1,327,700	-	-	-	-	1,327,700
2009 OJJDP Mentoring (grants to sites)	-	-	6,000,000	-	-	-	-	6,000,000
2009 DOL Green Jobs Capacity Building	-	-	4,460,761	-	-	-	-	4,460,761
2009-2010 Corporation for National and Community Service VISTAs	-	-	120,000	120,000	-	-	-	240,000
2009-2010 California YouthBuild Charter School (increase above 2008)	-	-	6,800,000	6,800,000	-	-	-	13,600,000
2009-2012 New Jersey Criminal Justice	-	-	6,250,000	-	-	-	-	6,250,000
2010-2013 AmeriCorps National Direct (increase above 2008 grants to sites)	-	-	-	10,710,000	-	-	-	10,710,000
2010 DOL YouthBuild Appropriation (increase above 2008, less 5% TA)	-	-	-	41,325,000	-	-	-	41,325,000
2010-2012 U.S. Dept. of Energy (grants to sites)	-	-	-	983,752	-	-	-	983,752
2010 Iowa Line Item	-	-	-	200,000	-	-	-	200,000
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
Subtotal Additional Local Program Public Funds Committed	-	-	86,445,961	60,826,252	-	-	-	147,272,213
Excess/(Shortfall)								(573,827,787)
Total Additional Public Breakthrough Goal								754,700,000
Total Additional Public Breakthrough Funds Committed								159,355,837

Appendix 2.								
YOUTHBUILD USA PRIVATE and PUBLIC BREAKTHROUGH FUNDS RAISED BY INITIATIVE 2007-2013								
5/15/2011								
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Total</u>
Walmart 2008--Local Program Capacity Building	-	4,000,000	-	-	-	-	-	4,000,000
Lyons 2008--YouthBuild Gulfport	-	12,500	-	-	-	-	-	12,500
Bill & Melinda Gates 2008 Postsecondary Education	-	3,600,000	-	-	-	-	-	3,600,000
Bank of America 2009 Green	-	-	200,000	-	-	-	-	200,000
Walmart 2010 Green	-	-	-	2,270,100	-	-	-	2,270,100
Open Society Foundations 2010--Postsecondary, Quality Assurance, Leadership Development, Green	-	-	-	1,500,000	-	-	-	1,500,000
Saint-Gobain 2010-2012 Green	-	-	-	470,000	-	-	-	470,000
		-	-	-	-	-	-	0
		-	-	-	-	-	-	0
		-	-	-	-	-	-	0
Subtotal Goal 2 Committed	150,000	10,792,500	655,000	7,027,727	1,230,000			19,855,227
Goal 2: Excess/(Shortfall)								(34,444,773)
<u>Goal 3: Public Policy</u>								3,300,000
<i>Initiative: Expand Public Funding</i>								3,300,000
	-	-	-	-	-	-	-	0
	-	-	-	-	-	-	-	0
Subtotal Goal 3 Committed	0	0	0	0	0	0	0	0
Goal 3: Excess/(Shortfall)								(3,300,000)
<u>Goal 4: YouthBuild USA Organizational Capacity Building</u>								22,900,000
<i>Initiative: Executive Management</i>								4,000,000
Open Society Foundations 2010--Executive and Administration	-	-	-	912,000	-	-	-	912,000
<i>Initiative: Marketing and Communications</i>								3,600,000
Skoll 2007 Breakthrough	1,015,000	-	-	-	-	-	-	1,015,000
Skoll 2010-2011 Breakthrough	-	-	-	150,000	-	-	-	150,000
Open Society Foundations 2010--Communications	-	-	-	40,000	-	-	-	40,000
Skoll 2011-2014 Breakthrough	-	-	-	-	750,000	-	-	750,000
Skoll 2011 Breakthrough	-	-	-	-	45,000	-	-	45,000
<i>Initiative: Fund Development</i>								3,200,000
Open Society Foundations 2010--Development	-	-	-	130,000	-	-	-	130,000
<i>Initiative: Evaluation Studies</i>								1,600,000
John S. and James L. Knight Foundation 2010-2011 Graduate Leadership Development				-	150,000	-	-	150,000
<i>Initiative: Endowment and Reserves</i>								8,000,000
Open Society Foundation 2010--Operating Reserves	-	-	-	400,000	-	-	-	400,000
<i>Initiative: International</i>								1,500,000
Citi 2007 Central America	150,000	-	-	-	-	-	-	150,000
Plan Asia 2008 Asia	-	195,000	-	-	-	-	-	195,000
Prudential 2010 Brazil	-	-	-	200,000	-	-	-	200,000
MasterCard Foundation 2010-2015 Haiti	-	-	-	4,020,645	-	-	-	4,020,645
Clinton Bush Haiti Fund 2010-2015	-	-	-	1,500,000	-	-	-	1,500,000
Prudential 2011 Brazil-Mexico	-	-	-	-	1,426,000	-	-	1,426,000
Open Society Foundations 2011-2013 El Salvador					367,120	-	-	367,120
Save the Children Federation 2011-2014 Jordan					315,128	-	-	315,128
Charles Stewart Mott 2011-2012 Bosnia and Serbia					200,000	-	-	200,000
<i>YouthBuild USA Administration and Indirect</i>								0
Walmart 2008--Grant Administration, Indirect	-	375,000	-	-	-	-	-	375,000
Bank of America 2009 Unrestricted	-	-	300,000	-	-	-	-	300,000
Walmart 2010--Indirect				27,273	-	-	-	27,273

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YOUTHBUILD USA PRIVATE and PUBLIC BREAKTHROUGH FUNDS RAISED BY INITIATIVE 2007-2013								
5/15/2011								
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>Total</u>
Private Breakthrough Funds								
Goal 1: Expansion								4,800,000
<i>Initiative: Increase Federal Funding (see Public Policy)</i>								
Charles Stewart Mott 2009--Growth	-	-	250,000	-	-	-	-	250,000
<i>Initiative: Increase State Funding</i>								
Open Society Foundations 2010--State Funding	-	-	-	431,000	-	-	-	431,000
<i>Initiative: Entrepreneurial Enterprises</i>								
Walmart 2009--Green Revenue Generating Businesses			799,601	-	-	-	-	799,601
Open Society Foundations 2010--Revenue Generating Businesses	-	-	-	134,000	-	-	-	134,000
<i>Initiative: Sustainability and Innovation Grants (see Social Impact)</i>								
Subtotal Goal 1 Committed								0
Goal 1: Excess/(Shortfall)								(3,185,399)
Goal 2: Social Impact								
								54,300,000
<i>Initiative: Training and Quality Assurance</i>								
								6,700,000
American Express 2009--Directors Fellows			100,000	-	-	-	-	100,000
Open Society Foundations 2010--Quality Assurance	-	-	-	704,000	-	-	-	704,000
<i>Initiative: Green Initiatives</i>								
								1,400,000
Walmart 2008 Green	-	300,000	-	-	-	-	-	300,000
Walmart 2009 YouthBuild AmeriCorps Service Day	-	-	140,000	-	-	-	-	140,000
Bank of America 2009 YouthBuild AmeriCorps Service Day	-	-	140,000	-	-	-	-	140,000
Walmart 2010 Green	-	-	-	272,627	-	-	-	272,627
Open Society Foundations 2010--Green	-	-	-	22,000	-	-	-	22,000
Saint-Gobain 2010-2012 Green				80,000	-	-	-	80,000
<i>Initiative: New Career Tracks</i>								
								700,000
<i>Initiative: College Completion</i>								
								4,100,000
Bill & Melinda Gates 2008 Postsecondary Education		2,400,000	-	-	-	-	-	2,400,000
Open Society Foundations 2010--Postsecondary Education	-	-	-	750,000	-	-	-	750,000
New Profit 2011 PSE					1,100,000			1,100,000
<i>Initiative: Youth Counseling</i>								
								500,000
Annie E. Casey 2008--Healthy Relationships	-	150,000	-	-	-	-	-	150,000
Annie E. Casey 2009--Healthy Relationships	-	-	75,000	-	-	-	-	75,000
<i>Initiative: Mentoring</i>								
								1,400,000
<i>Initiative: Asset Development</i>								
								1,400,000
Walmart 2008 Asset Building	-	325,000	-	-	-	-	-	325,000
Lyons 2007-2010--Asset Building	30,000	5,000	-	-	-	-	-	35,000
Lyons 2011-2012--Asset Building					50,000	-	-	50,000
Walmart 2010 Green	-	-	-	30,000	-	-	-	30,000
<i>Initiative: Graduate Leadership Development</i>								
								1,400,000
Lyons 2007-2010--Leadership Development	120,000	-	-	-	-	-	-	120,000
Lyons 2011-2012--Leadership Development					80,000	-	-	80,000
Open Society Foundations 2010--Leadership Development	-	-	-	929,000	-	-	-	929,000
<i>Initiative: Sustainability and Innovation Grants</i>								
								35,000,000

