

W. K. KELLOGG FOUNDATION New Options Initiative

CBO Analysis

TEAM MEMBERS:

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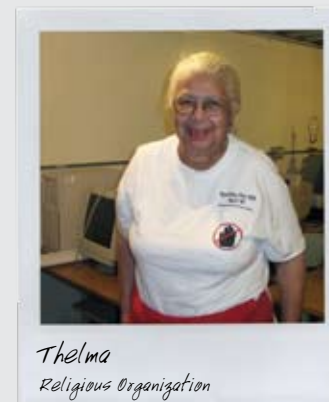
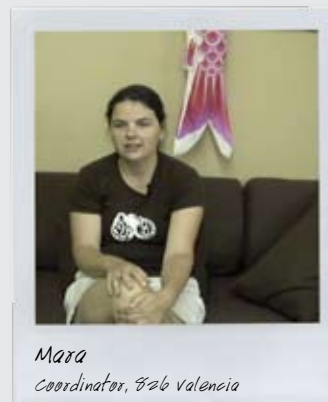
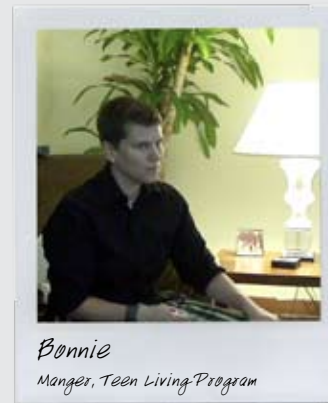
PROJECT DIRECTORS:

Chris Conley & Vijay Kumar
IIT/Institute of Design

Primary Research – Community Based Organizations (CBOs)

Protocol Summary

grand tour
unique programs
people served
challenges
operations (scale/
budget/locations)



Bonnie (CBO Services Manager)

[video to come ...]

Exemplary Community Based Organizations (CBO)

Studied Organizations & Their Key Goals

826 Valencia

Help kids succeed by becoming better writers

Manchester Bidwell Corporation

Provides organizational stability and a model for community education centers; admin support and exec. Mgmt

MBC Craftman's Guild

Educate and inspire urban youth through the arts and mentored training in life skills

Bidwell Training Center

Provide job training in medical, culinary, and high tech

MBC National Center for Arts & Technology

Replicate Strickland's MB community learning centers nationally

Teen Living Program

Help homeless youth become self-sufficient

Pegasus Players

Increase access to high-quality theater arts for the disenfranchised

Sweat Equity Enterprises

Provide transferable skills through design education

New Moms

Break cycle of poverty among at risk adolescent mothers and their children

Bright Endeavors

Provide a transitional work experience for at risk women to avoid poverty and homelessness

Jobs for Youth

Help low income young people become part of the economic mainstream

Youth Radio

Promote young people's intellectual, creative and professional growth through training and access to media

Living Classrooms

Provides at risk youth hands-on education and job skills training

Las Artes

Help at risk youth transition to a marketable job through community arts programs

Oakland Green Jobs

Provide a job training pathway for a green collar career to youth with employment barriers

Harlem's Children Zone

Helping the children/families in Central Harlem through a holistic education, social-service and community-building programs

Strive

Provide job readiness programs through a network of affiliates

Teach for America

End educational inequity by enlisting promising future leaders in the effort

Public Allies

Identifies talented young adults from diverse backgrounds and prepares them for careers in community and social change (non-profit organizations)

Alternative Schools Network

Impact and shape public and private policy in the areas of education, employment, social services and other areas as they relate to and affect inner-city youth and families

Year Up

Close the opportunity divide by providing urban young adults with the skills, experience, and support that will empower them to reach their potential through professional careers and higher education.

Outward Bound

Inspire character development and self-discovery in people through challenge and adventure

Boostup.org

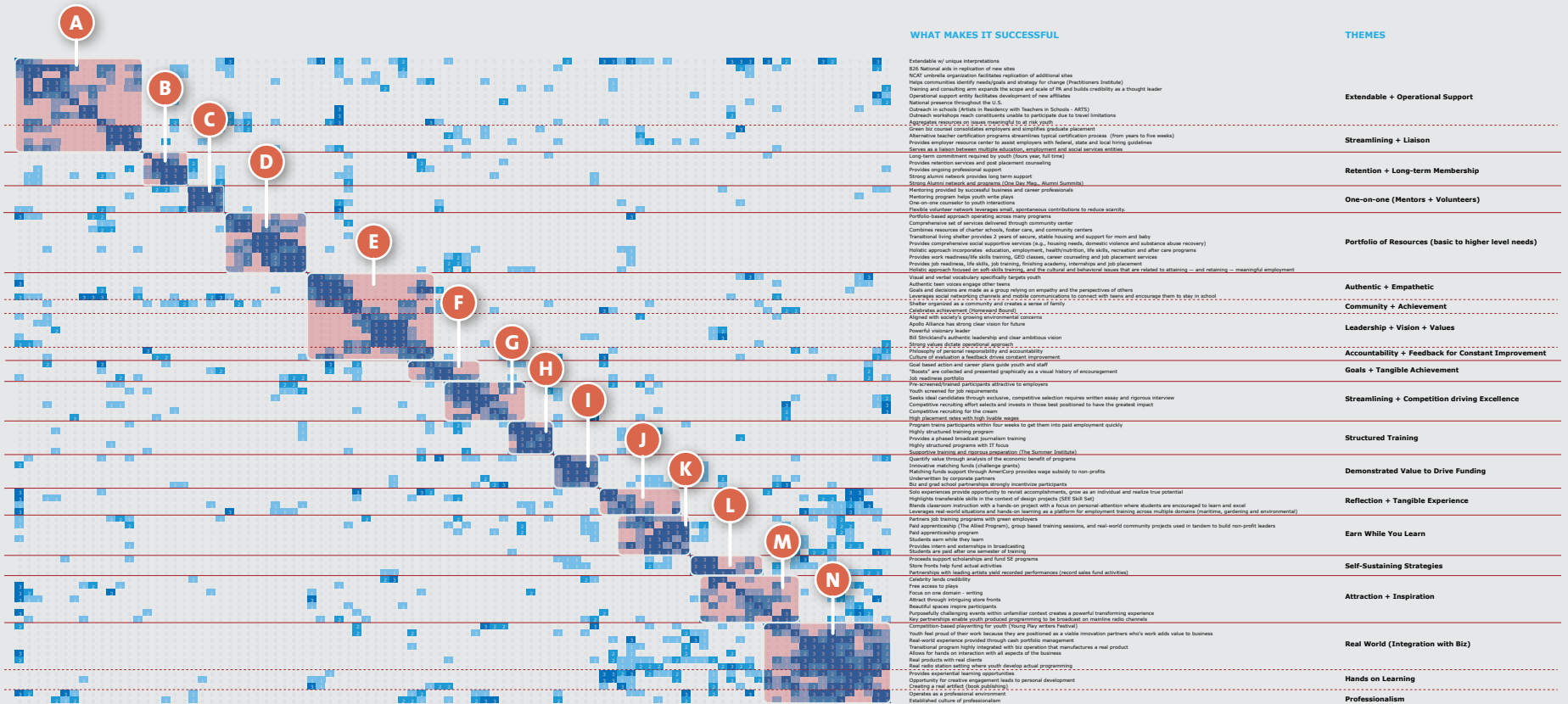
Diminish dropout problem through encouragement through a social networking model

Economic Mentoring Chicago

Creating an educational and financial success for "system involved youth" through mentorship

CBO Competencies

Scored and clustered with Insight Matrix



- A. OPERATIONS
- B. NETWORKS
- C. PARTICIPANTS
- D. SOCIAL SERVICES

- E. EXPERIENCE
- F. MEASUREMENT
- G. RECRUITMENT
- H. PROGRAMS

- I. FUNDING
- J. EVALUATION
- K. COMPENSATION
- L. SELF-SUSTAINABLE

- M. MARKETING + BRANDING
- N. BUSINESS INTEGRATION

CBO Competency Framework

Key Competencies Organized by Category

Category >	Funding	Operations	Performance	Offerings	People	Experience
Competencies >	Investment Self Sustainable	Platforms	Measurement Evaluation	Business Integration Structured Programs Active Networks Support Services	Adaptive Recruitment Compensation	Foster Culture Marketing + Branding

CBO Competency Framework

Funding

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Investment

Successful CBO's demonstrate value to drive funding.

KEY ELEMENTS

- Corporate underwriters
- Federal funds (i.e., Americorp)
- Matching funds (challenge grants)
- Quantifiable results

EXAMPLAR



WHY?

Public Allies receives matching funds support through AmeriCorp, providing a wage subsidy to non-profits that hire PA's participants during their training.

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Self Sustainable

Successful CBO's blend for-profit activities with core operations to help fund the organization.

KEY ELEMENTS

- Support scholarships
- Innovative storefronts
- Products generate revenue

EXAMPLAR



WHY?

MBC forms partnerships with leading music artists donating live performances that are recorded and sold with proceeds benefiting the organization.

CBO Competency Framework

Operations

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Platforms

Successful CBO's scale by leveraging extendable platforms and providing operational support to new sites.

KEY ELEMENTS

- Specific group dedicated to expansion
- Aggregate resources
- Outreach efforts
- Act as a liaison
- Unique interpretations

EXAMPLAR



WHY?

MCB provides organizational stability to newly established sites through dedicated administrative support and executive management team.

CBO Competency Framework

Performance

FUNDING OPERATIONS **PERFORMANCE** OFFERINGS PEOPLE EXPERIENCE

Measurement

Successful CBO's work with participants to establish actionable goals and measure progress.

KEY ELEMENTS

- Goal-based career plans
- Job readiness portfolio

EXAMPLAR

teenLIVING programs



WHY?

Teen Living Program leverages goal based action and career plans to guide youth and staff as teens work progress through the program.

FUNDING OPERATIONS **PERFORMANCE** OFFERINGS PEOPLE EXPERIENCE

Evaluation

Successful CBO's discover value through reflecting on tangible experiences.

KEY ELEMENTS

- Transferable skills
- Hands on projects
- Real-world situations
- Solo experiences

EXAMPLAR



WHY?

Living Classrooms leverages real-world situations and hands-on learning as a platform for employment training across multiple domains (maritime, gardening and environmental).

CBO Competency Framework

Offerings

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Business Integration

Successful CBO's partner with business to create realistic learning environments.

KEY ELEMENTS

- Culture of professionalism
- Create a real product
- Hands-on interaction with all aspects of the business

EXAMPLAR	WHY?
 	<p>SEE matches kids who like designing things with companies looking for design work. Kids design real products in a professional environment and companies get fresh designs and perspective from an important demographic.</p>

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Structured Programs

Successful CBO's systematize their offerings for organizational efficiency.

KEY ELEMENTS

- Phased training
- Structured programs

EXAMPLAR	WHY?
 	<p>Year Up's rigorous and structured training programs in Information Technology create successful professionals with high placement rates and high wages.</p>



FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE

Active Networks

Successful CBO's build networks and create long-term relationships by offering support services post enrollment.

KEY ELEMENTS

- Alumni networks
- Ongoing professional support
- Communication and summits

EXAMPLAR	WHY?
 	<p>TFA leverages summits, communications and ongoing professional support to create a tightly knit network of tomorrow's educational leaders.</p>

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE EXPERIENCE



Support Services

Successful CBO's provide a range of social services relative to the needs of their participants.

(Participants with more basic needs require a broader range of services, with basic needs superseding higher-level needs).

KEY ELEMENTS

- Portfolio-based approach
- Comprehensive social support services
- Transitional living support

EXAMPLAR	WHY?
 	<p>TLP offers a broad range of services focusing on health, housing, counseling, education and employment. The shelter is organized as a community and strives to create a sense of family.</p>

CBO Competency Framework

People



FUNDING OPERATIONS PERFORMANCE OFFERINGS **PEOPLE** EXPERIENCE

Adaptive

Successful CBO's leverage mentors and volunteer networks to provide tailored, one-on-one interactions with stakeholders.

KEY ELEMENTS

- Flexible volunteer networks
- Professionals as mentors

EXAMPLAR	WHY?
 	<p>826 Valencia makes use of large flexible volunteer networks to accommodate "drop-in tutoring" in any increment of time and at any frequency.</p>

FUNDING OPERATIONS PERFORMANCE OFFERINGS **PEOPLE** EXPERIENCE

Recruitment

Successful CBO's seek participants capable of success relative to the goals of the organization.

(TFA seeks future education leaders and thus is highly selective, Jobs for Youth seeks to bring low income youth into the economic mainstream and is less selective).

KEY ELEMENTS

- Pre-screening
- Competitive selection (essay, interview, experience)
- Maintains high placement rates

EXAMPLAR	WHY?
<p>TEACHFORAMERICA</p> 	<p>TFA adheres to multi-dimensional competitive recruiting practices that screen candidates for those most likely to achieve high levels of performance.</p>



FUNDING OPERATIONS PERFORMANCE OFFERINGS **PEOPLE** EXPERIENCE

Compensation

Successful CBO's provide the opportunity to earn while you learn.

KEY ELEMENTS

- Apprenticeships
- Intern/Externships
- Paid training

EXAMPLAR	WHY?
 	<p>SEE requires a four-year, full time commitment from youth to participate in their program, but in exchange puts them on the payroll after one semester of training.</p>

CBO Competency Framework

Experience



FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE **EXPERIENCE**

Foster Culture

Successful CBO's foster culture as a tool for evaluation, alignment, and decision-making.

KEY ELEMENTS

- Encourage authentic experiences
- Leaders vision and values
- Evaluate and improve
- Decisions made as a group
- Accountability and responsibility (self-direction)

EXAMPLAR	WHY?
 <p>MANCHESTER BIDWELL CORPORATION</p> 	<p>MBC provides beautiful spaces for experiential learning opportunities and creative engagement with the arts to inspire and drive personal development.</p>

FUNDING OPERATIONS PERFORMANCE OFFERINGS PEOPLE **EXPERIENCE**

Marketing + Branding

Successful CBO's attract and inspire participants through multiple interactions and points of contact.

KEY ELEMENTS

- Celebrity endorsements
- Special access
- Aesthetics
- Transforming experience
- Promotion tactics (i.e., competitions)

EXAMPLAR	WHY?
 	<p>826 Valencia attracts interest through themed store-front concepts selling novel, kid-appropriate, products. For example, Piate Supplies, Spy Store, Super Hero Supply Store, & Robot Repair Store.</p>