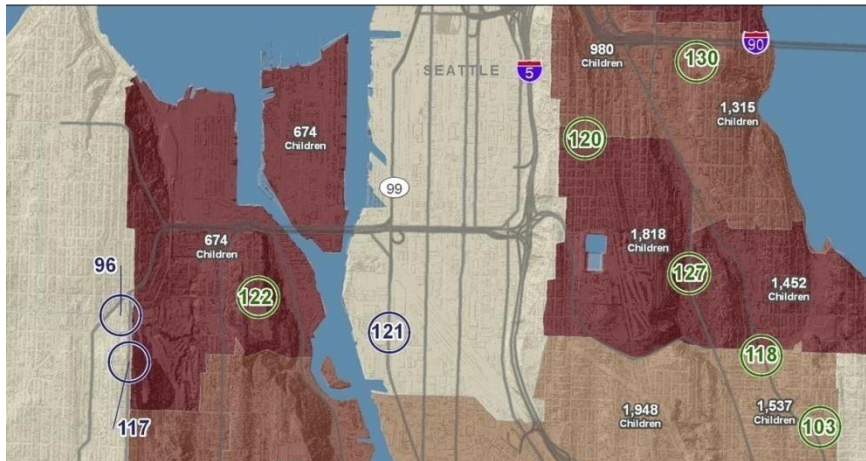


Project Snapshots:

Project A: Children Susceptible to Developmental Risk Factors in Washington State
 Services: Strategic Planning, Demographic Profiles & Segmentation

Census Tract At-Risk Children Scores

Map ID	Center Name	Low Income	No Parent(s) in Labor Force	Single Parent Household	Limited English Proficiency	Total Risk Score	Total Children in Community	Acceptance Children on Subsidy
96	West Seattle Family YMCA Child Care	1	1	1	4	7	753	Not in high a risk area
97	Fauntleroy Children's Center	1	2	1	1	5	1,052	Not in high a risk area
98	YWCA @ Dunlap Child Care	3	5	5	5	18	1,930	Yes
103	Primm ABC Child Care Primm Tabernacle	4	4	3	5	16	1,444	Yes
107	Tiny Tots Development Center	3	5	5	5	18	1,930	Yes
117	Providence Mount St. Vincent Intergenerational Learning Ctr	1	1	1	4	7	753	Not in high a risk area
118	Seed of Life Center for Early Learning and Preschool LLC	4	4	3	5	16	1,444	Yes
120	El Centro de la Raza Jose Marti CDC	5	5	5	5	20	1,768	Yes
121	Easter Seals Growing Years	1	4	4	4	13	232	Not in high a risk area
122	West Seattle YMCA @ Cooper Elementary	5	5	5	5	20	674	Yes
127	Refugee Women's Alliance	5	5	5	5	20	1,768	Yes
135	YMCA @ Concord Elementary	5	4	5	4	18	944	Yes



Multi-Factor Risk Assessment

US Census Tracts, 2000

- 19 - 20, Extreme Risk Factors
- 17 - 18, Very High Risk Factors
- 14 - 16, High Risk Factors
- 4 - 13, Low Risk Factors

Accredited Early Childhood Center, 2007

Acceptance of Subsidized Children

- Yes
- No
- Not determined
- Not in a high risk area



Situation:

Demographic and trend information was needed on at-risk children in Washington State to help determine strategic goals and measures of success for a philanthropic early learning initiative.

Project Scope:

Analyze the potential need of at-risk children using census data and GIS, then compare this need to the location and capacity of existing early learning centers.

Results:

Improved client's understanding of where to direct funding and how many children to strategically target. A total of 58 (35%) accredited early childhood centers are located in census tracts with high childhood-risk scores. These centers are in close proximity to 53,785 youth, or 10% of all youth who live in census tracts with high concentrations of childhood-risk factors (536,349 children).

Project B: Projected Total Cost of Program Ownership for Foreign Government [X]
Services: Program Financing & Sustainability Planning, Impact Modeling and Cost Effectiveness, Program Design & Implementation

Situation: A philanthropic organization planned to launch an international public access computing program in libraries, but needed to be able to answer a grantee’s question: “How much will this ‘free’ computer cost me?” Specifically:

- The funder and its grantees needed to know how much it would cost to implement and sustain the program over time.
- Grantees needed to be well equipped to demonstrate program costs and benefits to financing partners.
- Without proactive planning, the funder knew it would have challenges exiting its grants, in part because cost sharing by government funding partners was inadequate.
- The lack of a consistent methodology, framework and language to capture all activities, costs and funding sources would handicap project management and hamper funder-grantee communication.

Project Scope: Create an activity-based cost framework, supported by a financial model, to capture the true cost of program ownership; help grantees finance, manage and sustain the investment in public access computing over time; and provide them with a means to communicate costs and benefits to funding partners.

Results: The total cost of ownership framework and model was successfully launched in seven countries over five years and continues to be deployed in additional countries. Partners have committed over \$150 million to date to implement the program. The framework was well received and enabled grantee teams to mobilize additional financing from foreign governments, manage the project, and more effectively communicate with the funder.

Example of a summary designed to help grantees present to foreign governments:

Country X Key Program Facts		Currency: XYZ	
PROGRAM IMPACT			
	Before	% of Country Lib.	After
Libraries with high speed connectivity	4150	49%	5,490
Libraries with adequate computer equipment	3930	46%	5,840
Workstations connected to high speed	11,000		13,050
Population impacted	5,400,000		13,000,000
PROGRAM TARGETS			
	Number	% of Country Lib.	
Libraries to receive computer equipment	1,910	22%	
Libraries to receive broadband access	1,340	16%	
Librarians trained	2,674		
IMPLEMENTATION (Inflation rate = 5%)			
Country X	23,688,690		
Primary Funder	82,445,158		
Financing Partners	3,405,805		
Total Program Cost	109,539,654		
Additional Financing	6,000,000		
Total Implementation Cost	115,539,654		
SUSTAINABILITY (Average Annual Cost)			
First Year (2013)	15,678,078		

Total Program Cost

Category	Percentage
Primary Funder	75%
Country X	22%
Financing Partners	3%

Project C: Foundation Grant Risk Assessment

Services: Organizational Assessment, Operational Planning & Analysis, Program Risk Analysis

Situation:

A philanthropic organization needed a methodology to assess grant portfolio risk and to determine the number of staff to hire to manage that risk.

Project Scope:

Construct a model to analyze the risk profile of the organization's grant portfolio. Assign grants risk levels of low, medium or high based on certain factors. Project how many additional staff are necessary to manage this risk.

Results:

This analysis enabled the client to justify hiring four additional employees. In addition, it clarified where these new employees should focus their time, and what criteria the organization should use to trigger an internal review.

The factors that contribute to a grant's risk profile. For example, a larger grant is often more complicated for a grantee to implement and therefore represents a higher risk to the funder than a smaller grant.



#	Factor	Weight	Rationale
1	Grant dollar amount: 50% of program's annual grant commitments average a dollar amount between:	One of four:	Increased dollar amount is highly correlated with increased complexity and risk
	\$0 - \$1,000,000	1	
	\$1,000,000- \$5,000,000	2	
	\$5,000,000 - \$10,000,000	3	
	More than \$10,000,000	4	
2	Annual grant payout: estimated as a percentage of total foundation payout		Self-explanatory; triple weighted
	10% or less	3	
	11% to 25%	6	
	26%+	9	
3	Grant portfolio volatility. Estimated potential fluctuation in annual payout:	One of three:	Internal estimate based on strategies and payout trends
	<less than 10%	1	
	<>11%-25%	2	
	>25%+	3	
4	Diversification: 80% of program payout is accounted for by:	One of three:	Small concentration of grants means less diversification and increases portfolio risk
	<less than 10 grants	3	
	<>11-25 grants	2	
	>26+ grants	1	
5	Portfolio grant type: 50%+ of the program's grants are:	Add each:	
	A. Government (1 if state/regional; 2 if national)	1 or 2	Project opportunity cost; higher visibility
	B. Foreign	1	Increases complexity (currency, inflation, etc.)
	C. Start-up (planning grant)	1	Capacity build necessary
	D. Cost sharing (partner pays for more than 25% of total cost)	1	Less certainty regarding revenue streams
	E. Multiple payments to a single grant	1	Increases portfolio complexity.