

10 YEARS 96 GRANTS \$29 MILLION LEVERAGED 30 COMMUNITIES 11 STATE & LOCAL GOVERNMENTS 20 PUBLICATIONS

SMALL INVESTMENTS, BIG CHANGES

A 10-Year Review of the
Casey Fellows' Mini-Grants Program

The Annie E. Casey Foundation

Written for the Casey Foundation Fellows' Network by Wendy Jacobson, Fellowship Class of 1997.

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The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for disadvantaged children in the United States. The primary mission of the Foundation is to foster public policies, human-service reforms, and community supports that more effectively meet the needs of today's vulnerable children and families. In pursuit of this goal, the Foundation makes grants that help states, cities, and neighborhoods fashion more innovative, cost-effective responses to these needs. For more information, visit the Foundation's website at www.aecf.org.

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executive summary

In 1998, the Annie E. Casey Foundation launched a small grants program for graduates of its Children and Family Fellowship. The “Mini-Grants” were designed to support alumni Fellows’ ongoing leadership efforts and enable innovation and risk-taking through quick-turn-around resources difficult to secure elsewhere. The program was conceptualized to be—and remains to this day—a self-governing committee of the Fellows’ alumni network charged with making funding recommendations to the Foundation.

The Mini-Grants Program made its first awards in 1999. Over the next 10 years, 96 grants—totaling just over \$2.2 million—were made. Of these 96 grants, 44 went to Fellows working in government, 42 went to Fellows working in nonprofit organizations, and 11 went to Fellows working as independent consultants.

The Mini-Grants Program has reached broadly into the children and families field. Roughly half of the grants have supported direct service and service development work in the areas of family financial security, (including housing), family well-being and support, early childhood/school readiness, youth development, immigrant and ESL support, mental health, education, health care, community building, and child welfare.

The other half of the grants that were made supported indirect activities such as staff or leadership development, organizational capacity-building, strategic planning, research, communications, or Results-Based Accountability (RBA) work.

IMPACT OF THE PROGRAM

This review of Mini-Grant-funded efforts finds some impressive returns on the Casey Foundation’s \$2.2 million direct investment, including:

- Approximately \$29.3 million in additional funds leveraged;
- Critical changes to government systems and operations in 11 states or municipalities;
- Growth and development of programs and resources in more than 30 communities around the country; and
- A bibliography of over 20 original publications including research, program toolkits, training curricula, and videos.



A quantitative analysis of the Mini-Grants Program is not possible—the diversity of funded activities, issue areas, and locations prohibits direct comparisons and/or aggregation of results across grants. However, a review of grant reports and interviews with individual Fellows does yield the span of on-the-ground results these funds have either enabled or directly produced.

This report begins with an overview of the evolution of the Mini-Grants Program as a funding mechanism and concludes with a glimpse into the future. With a regularly expanding alumni network eligible for Mini-Grants, the need to carefully target resources and ensure mission consistency has resulted in a new programmatic emphasis on innovation and risk-taking. The next decade of the Mini-Grants Program will reveal the impact of these changes.

WITH THE MINI-GRANTS
PROGRAM, THE FOUNDATION AND THE NETWORK
JOINTLY TOOK A
calculated risk
TO SUPPORT THE
LEADERSHIP AND
INNOVATION OF
FELLOWS.

KIM MCGAUGHEY
FIRST GRANTS
COMMITTEE CHAIR
1999–2003

With the Mini-Grants Program, the Foundation and the Network jointly took a calculated risk to support the leadership and innovation of Fellows. The story that emerged (and is documented here) shows how 40 people used complex, power-shifting, and relational strategies to catalyze energies in their respective spheres of influence, and markedly improve the lives of children and families, consistent with the original vision. The results of the program over the years are testament to the Foundation and the Network's ongoing desire to push Fellows toward more risk and innovation—to draw lessons from their failures, and truly stretch their capacity for greater impact. Thanks to the vision, actions, and commitment of the Fellows and the Foundation, this program continues to be enormously powerful.

Kim McGaughey, First Grants Committee Chair, 1999–2003

introduction

In 1998, at the request of the 29 alumni from its Children and Family Fellowship, the Annie E. Casey Foundation committed \$20,000 to launch a small grants program for Fellowship graduates. Conceptualized as a self-governing enterprise, the Mini-Grants Program was designed to support Fellows' ongoing leadership efforts and enable innovation and risk-taking by providing quick-turn-around resources and leverage that might be difficult to secure elsewhere.

The Mini-Grants Program made its first awards in 1999 and, over the succeeding 10 years, has grown substantially while remaining a committee-run activity of the Fellows' alumni group (called the "Network"), which itself has grown to include 75 alumni and 18 current Fellows. Nearly 100 grants, totaling more than \$2.2 million have been made through the Mini-Grants Program. The current annual Mini-Grants budget from the Foundation is approximately \$200,000.

This report is the Foundation's first attempt at a retrospective assessment of the program's accomplishments and overall functioning over the years. While the diverse set of activities and issue areas that have been funded makes a quantitative analysis impossible, a review of grant reports and interviews with many of the recipient Fellows provide a window onto both the immediate and longer-term impact of the individual grants. From this, a larger picture of program impact emerges—one that demonstrates significant value-added to the communities in which the funds were used, to the leadership and work of the individual Fellows, and to the various fields in which this work has been undertaken.

This report also provides an opportunity to study, in some detail, the evolution of this self-managing grant-making program, including the conceptual and managerial issues it has tackled over the years. This programmatic story holds relevance for emerging and developing Fellowship programs in the field at large.

history and development of the program

The Mini-Grants Program was created by the Annie E. Casey Foundation Children and Family Fellowship's Alumni Network, and is therefore best understood in the context of these two larger initiatives.

THE CASEY CHILDREN AND FAMILY FELLOWSHIP PROGRAM

The Annie E. Casey Foundation's Children and Family Fellowship is an intensive executive leadership program for accomplished professionals. The Fellowship explicitly strives to increase the country's pool of diverse, visionary leaders with the confidence and competence to create supports and systems that help families make positive choices, and to lead and sustain major system reforms and community change initiatives that benefit large numbers of children and families. The Fellowship seeks to help participants: broaden their vision; expand their knowledge; enhance their leadership capacity; enlarge their networks; and increase their confidence. Now in its 17th year, 93 people have participated (or are currently participating) in this program.

THE FELLOWS' ALUMNI NETWORK¹

In 1993, during the Fellowship program's first year, the inaugural class began envisioning how to build a sustained network of Fellows that could catalyze major changes across the country. By 1996, after two classes had completed the program, alumni Fellows were strongly articulating a desire to work collectively to improve outcomes for children and families. Recognizing that up to that point connections among Fellows had been largely *ad hoc* and not particularly strategic or maximally impactful, the group envisioned the institutionalization of a "Network" that would communicate regularly and convene at least annually to share experiences in the field and continue leadership development both for individuals and for the group as an entity unto itself.

In 1997, Fellows from the first three classes secured a commitment from Casey Foundation Executive Vice President Ralph Smith for a two-year pilot investment in a Fellows' Network. Through a self-selected committee of Fellows reporting to the alumni group at large, the emergent Network settled on four strategies to structure its work and achieve its goals:

- Convene annual gatherings of all Fellows to provide a strong support and education network for leaders taking risks as they challenge and transform systems;

¹ Information for this section has been drawn from: Kim McGaughey (April 2000). "A Report on the History, Accomplishments and Challenges for the Casey Fellows Network." Baltimore, MD: Annie E. Casey Foundation.



FROM ITS INCEPTION,
THE MINI-GRANTS
PROCESS HAS BEEN A
stepping stone
FOR MOVING THEORY
INTO PRACTICE. IT HAS
ALLOWED THE FELLOWS
TO “GIVE BACK” IN THE
CURRENCY MOST PRIZED
BY THE FOUNDATION.

MIKE SUNTAG
GRANTS COMMITTEE
PEER TECHNICAL ADVISOR
1999–PRESENT

- Provide at least one professional development activity annually to build the knowledge base and leadership capacity of Fellows;
- Establish a small grants program to provide concrete support to Fellows as leaders in transforming systems and impacting the field; and
- Pursue collaboration with alumni of other leadership development programs to broaden and strengthen Fellows’ networks.

When the Network was launched, the Foundation’s Management Committee expressed concerns about whether Fellows would assume its leadership and fully participate in it. These doubts proved unfounded. Over the next 13 years, the Fellows’ Network has convened 25 times: 13 “Leadership Development Workshops” have offered opportunities for learning in specific topic areas and 12 “Annual Gatherings” have been aimed at building relationships and fostering professional connections among Fellows. The Network has also launched and supported five collaborative leadership efforts among Fellows, published 12 papers, and distributed more than \$2.2 million in grants to its members. The Network is currently comprised of 93 people and grows every few years with the addition of new graduating Fellowship classes. The 18 Fellows in the 2010 class will become eligible for Mini-Grants when they complete their Fellowship term in 2011. Fellows participate in the selection of new Fellowship classes, influence the Foundation’s thinking and investments, and extend the reach of Casey’s grant making and relationships.

DEVELOPMENT OF THE MINI-GRANTS PROGRAM

As noted, the Mini-Grants Program was part of the original conceptualization of supports for the emerging Fellowship Network. These specific purposes were established:

- To support Fellows as leaders in transforming systems and impacting the field;
- To add value and practical solutions to the major challenges in the Foundation’s work;
- To create opportunities for Fellows to tackle challenges through innovative, creative, and cutting-edge approaches; and
- To allow Fellows to share their expertise and learnings with each other, thereby catalyzing new ways of tackling tough challenges and solving problems through co-consulting.

To support these goals, the Foundation provided just under \$32,000 in grant funds for the first year of the program (\$12,000 more than originally offered), and agreed to raise this to \$50,000 in 2000. The augmentation enabled an increase in the maximum individual grant size from \$10,000 to \$25,000, where it has since remained. The current annual grant-making budget from the Foundation for the program is approximately \$200,000. Over the years, depending on the availability of Foundation resources, the program has received additional funds to grant. In some years, total funding reached \$300,000.

MINI-GRANT SNAPSHOTS: 2000–2003

- **Building an array of key services.** In 2000, Edward Chisolm, as Executive Director of the Neighborhood Improvement Association in Savannah Georgia, launched a range of new asset-building services that, over the course of the grant period, had a direct impact on more than 600 people.
- **Bringing residents and government workers together.** In 2001, Larry Murray, as Director of Youth Programs at the National Center on Addiction and Substance Abuse at Columbia University, built capacity for effective collaborations between residents and service providers in eight Philadelphia communities. Funds helped bring a range of stakeholders to the table and, nine years later, the groups are running strong under the direction of the Philadelphia Department of Human Services.
- **Investigating critical policy questions.** In 2002, Ken Patterson, as Director of the Utah Division of Child and Family Services, used funds to spearhead original research about whether rates of out-of-home placement for children would increase if witnessing domestic violence became a reportable child protective services offense. Data review and focus groups with child welfare and domestic violence professionals in Utah demonstrated that establishing links between these two fields did not increase out-of-home placement but instead had a positive impact on the child protection system.
- **Diversifying the county workforce.** In 2004, Chet Hewitt, as Director of the Alameda County Social Services Agency, used funds to assess the service needs of Spanish-speaking families. The work resulted in a reconfiguration of eligibility criteria for child welfare social workers that led to a much-needed cultural and linguistic diversification of the workforce.

Governance Structure

The “Mini-Grants Committee,” with a chair elected by the Network at large, is responsible for soliciting, reviewing, and rating funding proposals, as well as for updating and improving the program’s funding guidelines, application, and rating system (grant guidance, application, and rating criteria are available at www.aecf.org). The committee is comprised of representatives from each Fellowship class, and from the Network at large. Foundation staff’s support of, and participation on, the committee has been critical to its management as well as to ensuring that decision-making aligns with the Foundation’s larger grant-making policies and work.

The committee has a total of approximately \$200,000 to grant annually, and a two-cycle review structure ensures availability of some funds throughout the year. During the first round of grant reviews, the committee generally grants up to \$125,000; in the second round, the committee can grant the remainder, or a third round can be called.

Grant assessment is based on the following process: committee members independently review and score applications and then come together to discuss the results; during the discussion, there is an opportunity to modify scores. The committee’s funding recommendations are based on the final scores and the dollars available in each funding round.

The Mini-Grants application process has these unique features:

- *Quick turn-around.* Applicants are informed of the decision on their proposal within 3–5 weeks of submission.
- *Grant development support.* Fellows serve as technical assistance resources to each other in the development of proposals—answering questions, reviewing early drafts, and providing input.
- *Peer feedback.* The committee reports the results of the recommendation in person (or over the phone) to each applicant, and provides a written summary of the committee’s discussion about the proposal’s strengths and weaknesses.

Evolution of Key Program Components

Over the life of the Mini-Grants Program a number of substantive changes to its structure and operations have been made. In addition to addressing issues that have arisen naturally in the course of running a program, the Mini-Grants Committee has, periodically, proactively sought feedback from recipient and non-recipient Fellows to spur program improvements. In instances where changes are deemed necessary, the Mini-Grants Committee makes recommendations to the Network Steering Committee, which is charged with review and approval.



THE MINI-GRANTS
COMMITTEE HAS
consistently
BEEN A PLACE WHERE
DIFFICULT ISSUES COULD
BE OPENLY DISCUSSED
AND PROBLEM-SOLVING
EMBRACED.

WENDY JACOBSON
GRANTS COMMITTEE CHAIR
2005–2009

In some instances, proposed changes to the program were largely mechanical in nature (e.g., the policy on deadline extensions, level of flexibility on budget reprogramming, nature of committee membership). In other instances, the issues under discussion were more conceptual and, at times, controversial. Examples of policy issues that have arisen over the years are described below; some have yet to be fully resolved.

Use of Performance Measures

About midway through the program's life-span—and in keeping with the Foundation's emerging emphasis on use of performance measures—Mini-Grant applicants were newly required to provide measures for their projects and lay-out specific strategies for tracking them. An additional \$1,000 (on top of the \$25,000 grant limit) was made available to assist in data-gathering and analysis on performance measures.

Over the ensuing years, committee members often observed that the performance measures in Fellows' grant applications were poorly crafted. In response, enhanced guidance was added to the application and Fellows with experience in this area were identified to provide technical assistance if desired by the applicant.

The additional \$1,000 has remained an issue of concern for the program. While its importance under certain circumstances—especially for small organizations—is not questioned, committee members believe it has become something of an uncontested bonus: routinely requested and granted with insufficient attention to its use. Efforts to strengthen the criteria for use of the performance measures bonus have been made but remain difficult to effectively enforce.

Subjectivity in the Review Process

In its review of proposals, the Mini-Grants Committee has, periodically, found itself shifting into a discussion of the overall desirability of a grant concept and/or whether the proposed outcomes seem likely. Over the years, questions about this practice have been raised on two fronts: First, does the committee always (or consistently) have the resident expertise necessary to make a substantive assessment? And second, if a proposal meets all other objective criteria for funding, is it appropriate to deny funds based on a lack of conceptual endorsement?

The committee has repeatedly rejected the notion of bringing in substantive experts to assist in the review process, preferring to rely on committee members' capacity to draw what they need from the information provided in proposals. And, with its 10–12 Fellows, the committee tends to have a fairly broad and deep knowledge base. The second issue has been addressed on a case-by-case basis, with the understanding that operating from a values base is part of grant-making responsibility, and that funded proposals should, above all, be consistent with the values and

goals of the Foundation. That said, maintaining objectivity in a peer-review process is an ongoing concern.

Funding Consultants & Salaries

In response to concerns about possible conflicts of interest in the context of a peer-based process, in 2006–7, the Mini-Grants Committee sought to determine fair practice on using Mini-Grant funds to pay Fellows working as consultants, and on covering salaries in general. After much discussion and debate, the Network established a compromise position: While Mini-Grant funds, in their entirety, could be used to support salaries (and consultant status would be immaterial), payments to a single person could not exceed 50% of the total funds requested.



THE MINI-GRANTS
COMMITTEE REVIEWED SO
MANY INNOVATIVE IDEAS
—THERE WAS NEVER
enough money
TO FUND THEM ALL.
AS A FREQUENT APPLICANT,
I APPRECIATED THAT THE
PROGRAM COULD SUPPORT
WORK THAT WAS SOME-
TIMES HARD TO FUND.

TRINE BECH
GRANTS COMMITTEE
CHAIR, 2003–2005

MINI-GRANT SNAPSHOTS: 2004–2008

- **Creating a critical new program area.** In 2004, Jorge Salazar, as Administrator of Community Services for Centro de Salud Familiar La Fe in El Paso, Texas, used funds to create what has become an independent Community Development Corporation, with an annual budget of \$2.2 million. La Fe CDC has since opened two YouthBuild projects under a new HUD funding stream, and will soon initiate construction of 160 affordable housing units—the largest housing project in the history of South El Paso.
- **Implementing performance measurement systems.** In 2005, Trine Bech, as Program Director of System Reform in the Philadelphia Department of Social Services, used funds to help secure implementation of a performance measurement system on integrated service delivery in that agency. After DSS launched the new system, Mini-Grant funds were used to evaluate a pilot test in three agencies among 88 caseworkers and managers.
- **Expanding programming to a new state.** In 2008, Sandra Barnhill, as National President of Foreverfamily, used funds to support the start-up phase of an expansion of this Atlanta-based organization, which supports children of incarcerated parents. In its first year, the new Louisville, Kentucky office graduated 50 incarcerated fathers from an intensive, 10-week course on developing emotional bonds with children, and reconnected over 100 children with their fathers. After two years, the new office has three staff and local support from government, and the corporate and philanthropic communities. For more information, visit www.foreverfam.org.

A Shift in Focus: Repositioning of the Mini-Grants Program

Stimulated by a Foundation-wide strategic program review and planning process, in July 2008, the Fellows' Network held a free-ranging discussion about the Mini-Grants Program in the context of three convergent realities:

1. *Effectively diminished resources.* With the regular addition of new Fellowship classes to the Network, flat budgets for the Mini-Grants Program would mean increasingly stiff competition for grants and, consequently, less access and participation for all Fellows.
2. *Noticeable mission drift.* While the original mission of the Mini-Grants Program was to support innovative, cutting-edge leadership efforts, Fellows had begun to detect a number of concerns about the program:
 - Proposals had moved away from the original intent and funds were increasingly being sought for worthwhile, but more “operational” projects (e.g., staff capacity-building, upgrades to existing programs).
 - The program guidelines and application seemed to subtly seek and reward “familiar” areas of work, such that projects falling outside the Foundation’s main programs—or for which “answers” were not readily available—were less likely to be funded.
 - It was becoming increasingly difficult, as Fellows ascended to positions of greater authority, to discern their direct leadership role and vision in the projects.
3. *Lack of formal reflection to date.* Although, as noted above, periodic program adjustments had been made, nearing the 10-year mark, the Mini-Grants Program had never been through a comprehensive review.

In response to these concerns, Fellows embarked on a series of conversations over the next eight months about the Mini-Grants Program. The dialogue sought consensus on some critical questions: How do you define key ideas like “leadership,” “risk,” and “innovation”? How would a shift in the Mini-Grants Program’s operations affect different age cohorts within the Network—i.e., how does someone in a mid-level/non-final-decision-making position within an organization demonstrate risk-taking leadership? By narrowing the purpose of the program would a new “priority” group of recipients be created, and would this simply perpetuate equity concerns?

From these discussions, a new framework and operating materials were established (grant guidance, application, and rating criteria are available at www.aecf.org). Because the framing work concluded that the concept of “innovation” did not lend itself to a precise or static definition, Fellows decided the program would not operate from a list of specific eligibility criteria, but rather would use a series of priority concepts as guidance, including:



THE TRANSITION
OF THE MINI-GRANTS
PROGRAM TO THE
innovation grants

PROGRAM IS NOT
JUST COSMETIC.

LARRY MURRAY
GRANTS COMMITTEE
CHAIR, 2009–PRESENT

- Attempts unique and risk-taking approaches to a problem (i.e., not simply replicating best practices).
- May reflect the replication of an idea employed elsewhere, however, the innovation of the replication must be clear, with an analysis of what the challenges to the replication are, the uniqueness of the replication in the site, and why it has not been employed or worked up to now.
- Tests an assumption or hypothesis.
- May be initially small in scale but, if successful, could have impact on a larger scale.
- Stretches a Fellow's leadership and includes the Fellow in the work: doing the work him/herself, playing a key role in the implementation, and/or germinating the idea and then influencing others to take up the work.
- Contributes to the learning of Fellows, the Foundation, and/or the field.
- Allows for the risk of failure, while demonstrating that learning will come from that failure.
- May test several approaches in order to compare results and identify the most promising.

Newly added to the list of *non-eligible* activity under the re-conceptualized program were: replication or expansion of existing programs, approaches, or initiatives; and routine organizational capacity-building (e.g., staff training, strategic planning), unless it could clearly be identified as innovative.

The repositioned program, renamed “Innovation Grants,” was launched in June 2009 with the understanding that it was still evolving conceptually, that guidance would continue to be refined, and that Fellows applying for a grant in the first few rounds of funding would be seen as partners with the Grants Committee in this endeavor. Since June 2009, 11 Innovation Grants have been awarded.

The transition of the Mini-Grants Program to the Innovation Grants Program is not just cosmetic. It demonstrates the evolution of the program over the years and points us to the future at the same time. In 2008, I was part of the work group that created the new framework, and I assumed the chairmanship of the committee to work with my colleagues to make our new vision real. It's a work in progress: each grant cycle presents as many questions of our assumptions as it does answers. But the challenge is worthwhile, and makes us part of a larger group of thinkers and practitioners seeking new ways to go about old business—or create entirely new business—all aimed at improving results for people in need in an ever more complex and interconnected world.

Larry Murray, Grants Committee Chair, 2009–present

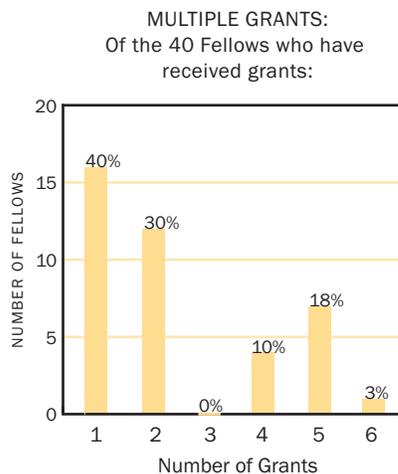
grant making

From 1999–2009, the Mini-Grants (now Innovation Grants) Program made 96 grants² to 40 Fellows, totaling just over \$2.2 million.

The Mini-Grants Program has had fairly deep penetration in the Network. From 1999–2008, 63% of the 59 eligible Fellows had received a grant. In 2009, 16 new Fellowship alumni became eligible to utilize the program, bringing the overall penetration rate to 53%. Network Fellows come from 25 states and grants have been made in all but three of these states. Over the years, five of the 45 Fellows who have sought to use the program (11%) have never received a grant.

Many Fellows have used the program on multiple occasions, with nearly half of recipients getting two or more grants; eight Fellows have received five or six grants each. With multiple grants, Fellows have:

- Built and sustained a single project as it evolved through different phases, some anticipated and some not;
- Sought to impact a range of substantive areas under their purview; and
- Worked their “passion” from different angles or based on emerging opportunities.



² Among the 96 grants, two were returned by the grantee to the Foundation because programmatic shifts or other unforeseen circumstances made it impossible to complete the promised work. These grants remain in the total count of 96 because they were fully reviewed and awarded.



The Mini-Grants have enabled me to play a catalytic role in improving policy and service delivery for immigrant families. It has been gratifying to see individuals and institutions carry the work forward after the grants ended.

Azi Khalili, Fellowship Class of 2003

Building a Body of Work on Immigrant Education & Empowerment in New York City. Between 2005 and 2009, Azi Khalili, working as an independent consultant and as staff to the Mayor of New York, received five Mini-Grants (totaling \$127,000). With these funds, Khalili:

- Built an interagency Task Force on Language Access that was a driving force behind a requirement that all New York

City agencies make essential information and services available in a minimum of five languages.

- Developed a health literacy toolkit for ESOL and adult literacy teachers, which led 1,000 students to receive preventive screenings and 57 to register, for the first time, at a public health clinic. Driven by users of this toolkit, New York City now has

four health literacy collaboratives actively advocating.

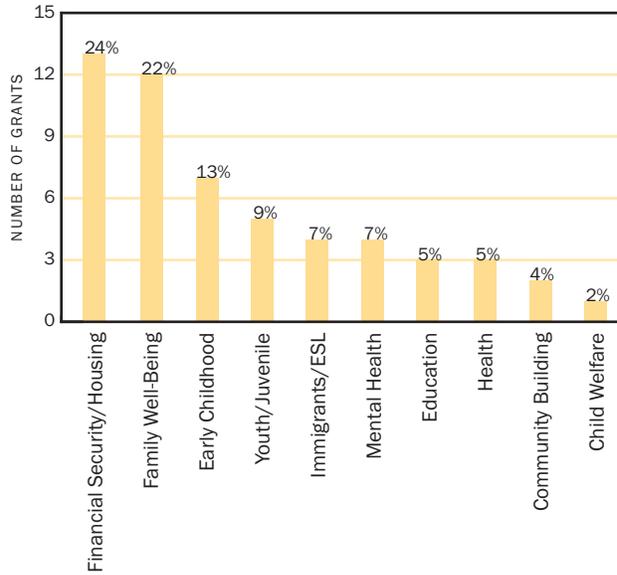
- Launched adult education leadership development work that helped shape the Mayor's priorities, restructure the City Council's ESL funding, and build a network of newly trained immigrant leaders whose alumni are launching leadership activities in their own communities.

NATURE AND SCOPE OF THE WORK

Network Fellows work on a diversity of issues in a range of capacities within the greater children and families field. Nearly half of the program's 96 grants (46%) went to Fellows working in government agencies, 44% went to Fellows working in nonprofit organizations, and 11% went to Fellows working as independent consultants.

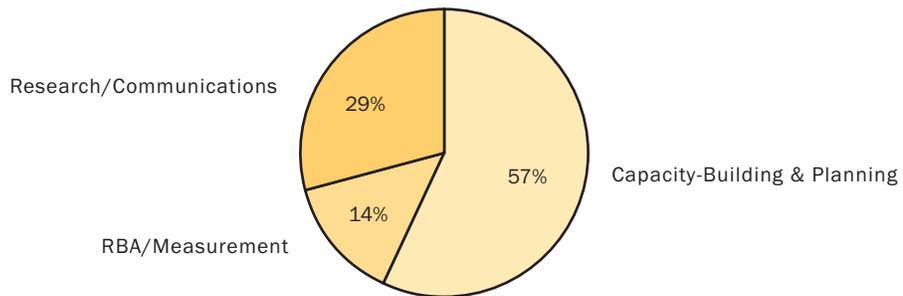
Over the life of the program, roughly half of the grants have supported direct service and/or service development work (i.e., planning, piloting, or fully implementing a new program) and covered these issues: family financial security (including housing), family well-being and support, early childhood/school readiness, youth and/or juvenile justice, immigrant and/or ESL support, mental health, education, health, community building, and child welfare.

AREAS OF WORK:
Of the 54 direct service grants:



The other half of the grants supported indirect activities such as staff or leadership development, organizational capacity-building, strategic planning, research, communications, or Results-Based Accountability (RBA) work.

NATURE OF INDIRECT SERVICE GRANTS



impact

A quantitative analysis of the Mini-Grants Program is not possible—the diversity of funded activities, issue areas, and locations prohibits direct comparisons and/or aggregation of results across grants. However, a review of the available grant reports and follow-up communication with 32 Fellows (including more extensive interviews with 13 of these Fellows) provide a wealth of information about the on-the-ground results the funds have either enabled or directly produced. Specifically, the Casey Foundation’s \$2.2 million direct investment in Mini-Grants has yielded:

- Approximately \$29.3 million in additional funds leveraged;
- Critical changes to government systems and operations in 11 states or municipalities;
- Growth and development of programs and resources in more than 30 communities around the country; and
- A bibliography of over 20 original publications including research, program toolkits, training curricula, and videos.

Although the Foundation’s total investment has not been insubstantial, these results are particularly notable given that the individual expenditures have been relatively small. For example, while the maximum grant amount is capped at \$26,000, about 1/3 of the grants (36%) were for less than \$25,000, and some were for as little as \$6,000.

Each of the 96 Mini-Grants is unique, and many have had an impact in multiple practice arenas. Clustering them by their area of greatest impact creates a framework from which to gather an impression of overall program results. Six dimensions of impact will be illustrated here:

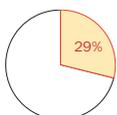
- *Financial leverage*: the ability of the grants to bring in additional funding.
- *Individual impact*: the ways in which community members and program staff have directly benefitted from grant-funded activities.
- *Program and community development*: the extent to which grant funds supported expansions of an existing program, brought something new to a community or organization, enabled programmatic problem-solving, or allowed for an exploration of new areas in the field.
- *Public sector impact*: the extent to which grant funds helped create new governance mechanisms or policies, or established different ways of conducting business in the public sector.

- *Leadership development*: the ways in which grant funds were used to build leadership capacity for Fellows themselves or for other community members.
- *Publications and tools*: publication of data, research, best practices, system analyses, toolkits, and training curricula.

Within these general categories, a close review of the Mini-Grants reveals that, on occasion, Fellows tackled very similar issues but from different institutional vantage points—i.e., from within government or the nonprofit sector. These “Inside/Outside” perspectives are offered in special pull-out sections on the following pages.

Not all of the 96 Mini-Grants are described in the body of this report. Those that are highlighted were selected largely based on the availability of detailed information about them. For a complete list of grants, see Appendix A.

FINANCIAL LEVERAGE



Among the 96 Mini-Grants, 28 (29%)³ leveraged additional funding for the grantee organization, community, or state. The approximately \$29.3 million⁴ that was leveraged came from a range of sources—from small local foundation grants for a few thousand dollars each, to city, state, or federal government allocations in the millions.

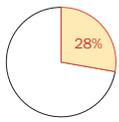
- **Leveraging significant dollars for school readiness work in Virginia.** In 2001, as Director of Square One, a business-supported school readiness initiative in southeastern Virginia, Keith Sykes used a \$25,000 Mini-Grant to leverage an additional \$75,000 from local foundations for small planning grants to six local school readiness initiatives. In two communities in particular—the cities of Norfolk and Portsmouth—efforts resulted in new partnerships with local public schools, shifting their focus to investment before enrollment. This work positioned Square One to receive an \$800,000 federal Early Learning Opportunities Act grant the following fall which, in turn, supported the development of more extensive neighborhood-based early literacy programs.

³ The percent of grants in each of the six categories of impact exceeds 100% because some grants are counted in more than one category.

⁴ Leveraged funds are described as “approximate” to accommodate for the sometimes subjective nature of causality. For example, in some instances it is certain that the Mini-Grant funds themselves leveraged additional dollars. In others, while the inflow of dollars to a community can be documented, the direct or exclusive link to the original Mini-Grant may be less clear. The \$29.3 million figure is a conservative estimate.

- Refocusing the city budget in San Francisco.** In 2007, as Director of the Southeast Sector Services Expansion Initiative, Mitchell Salazar used Mini-Grant funds to support the Street Intervention Coalition, a new collaborative of more than 35 frontline groups working to reduce street violence, that had evolved from an earlier Mini-Grant-funded project. The Street Intervention Coalition built relationships across three city agencies, coordinated an educational effort with nine of eleven San Francisco County Supervisors and, as a result, successfully advocated for the City to reinstate \$500,000 in service cuts and allocate \$2 million in new funds to the community.

INDIVIDUAL IMPACT



Of the 96 Mini-Grants, 27 (28%) were specifically aimed at involving community members and/or organizational staff in grant-funded activities. In some instances, this meant training employees or community volunteers in a new field (such as charter school conversion) or in a new practice methodology (such as positive youth engagement). In other instances, it meant making a specific service or resource (such as tax preparation assistance or Individual Development Accounts) available. Over multiple grants, some individual Fellows had an impact on more than 1,000 people.

Building Individual, Family, and System Capacity in San Antonio. From 2001–2006, while he was Director of Community Initiatives for the City of San Antonio, Dennis Campa used four Mini-Grants to directly impact the lives of many citizens while also institutionalizing new services in the City’s portfolio. For example, funds were used to:

- Train 30 seniors to serve as family strengthening agents. This work evolved into a second

Mini-Grant that was used to train more than 100 community members to become child care providers. The work had a direct impact on nearly 800 children.

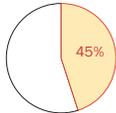
- Provide financial literacy training and the opportunity for matched educational savings for 15 high school students, the majority of whom have since graduated from college.
- Provide, in partnership with the Ford Motor Company, financial matches to enable 13 vulnerable

families to save for, and purchase, a much-needed vehicle. Since the initial grant year, the program has continued via approximately \$350,000 in private and public dollars leveraged. More than 100 people have benefitted.

- Bring 209 families into a pilot mortgage foreclosure intervention program that, in conjunction with efforts by lenders, helped them retain their personal residence.



PROGRAM AND COMMUNITY DEVELOPMENT



Of the 96 Mini-Grants, 43 (45%) were aimed at program and/or community development. These grants built or expanded programming, sought to solve specific problems in service delivery, or explored new areas of the field.

Expanding Vital Services for Community Members in Los Angeles. From 2002–2008, John Ho Song, Executive Director of the Koreatown Youth and Community Center (KYCC), received five Mini-Grants to initiate or expand key direct service programs in his agency. With Mini-Grant funds as the catalyst, KYCC has achieved these results, among others:

- 155 individuals were enrolled in an IDA program, as a result of which: more than \$140,000 was saved over a six-year span, making \$420,000 available for

purchases of business and education assets; 21 existing businesses purchased assets and 18 new businesses were started, creating more than 35 new jobs in the community; well over \$200,000 has been spent by these small business owners over the past six years.

- About 90 parents each year attend workshops on family literacy and school readiness and have access to a lending library. Following the grant year, these efforts have been sustained, in part, by a

\$200,000 grant leveraged from a local foundation.

- Based on direct consultation with 215 community members, mental health services were reconfigured, aided by the leveraging of a 33% increase in KYCC's contract with the County of Los Angeles Department of Mental Health.
- More than 200 staff (of KYCC and other nonprofits) received technical assistance on the use of technology.

The Mini-Grants enabled me to address critical service gaps in my community and city, to educate people, and to increase culturally competent service delivery.

John Ho Song, Fellowship Class of 1995

General Program and Community Development

- **Building infrastructure.** Dolores Briones, as El Paso County Judge, used funds to more than double the number of Volunteer Income Tax Assistance (VITA) sites in El Paso, and hire staff to provide technical assistance to a county-wide Earned Income Credit campaign collaborative on building family economic self-sufficiency. The Mini-Grant-supported infrastructure remains in place and active today.



Building a Certification Program for “Natural Helpers” in Miami and Beyond. From 2003–2006, Myriam Monsalve-Serna used Mini-Grant funds to make real her vision for establishing “natural helpers” as certified service personnel in the community. Her goals were to both increase the availability of high-quality services with an authentic community

orientation, and to boost employment, economic well-being, and homeownership for these individuals.

Monsalve-Serna developed and published a “Core of Knowledge,” certification standards, and a program model and curricula that have since been used in universities, nonprofits, and

government systems to train more than 1,000 people in five cities (Miami, Tampa, Indianapolis, Seattle, and Philadelphia). In Miami, at least 50 individuals have received credits for their training through community colleges and have subsequently been paid for part-time work they were previously doing on a voluntary basis.

Feedback on the Natural Helper curriculum that was supported by the Mini-Grants has been excellent—people are really using it and recruiting more and more community members to participate.

Myriam Monsalve-Serna, Fellowship Class of 2001

- **Launching a key website.** Tara Mulhauser, as a Deputy Director in the North Dakota Department of Human Services, developed the North Dakota Youth Website by and for foster youth aging out of care (www.nd.gov/ndyouth). Aimed at helping transitioning foster youth build leadership skills and create community, the website has substantially more resources, content, and connections than many of the other state websites linked to the National Resource Center for Youth Development.
- **Increasing awareness about a critical issue.** Grant Jones, as Founder and Executive Director of the Center for African American Health in Denver, built awareness about an issue neither well-understood nor acknowledged: depression in the African-American community. The initiative worked principally with church leaders and congregants, holding informational meetings, conducting organizational training and capacity-building efforts, developing a brochure and distributing 10,000 copies, and publishing a white paper on the topic. For more information, visit www.caahealth.org.



Problem-Solving

- **Bridging a capacity gap.** In 2005, Molly McGrath, as Deputy Budget Director for the City of Chicago, was overseeing the City’s “Plan for Transforming Public Housing.” In one of her target neighborhoods, a key partner, the West Englewood United Organization (WEUO), did not have the capacity to operate at the level needed to support the City’s ramped-up efforts. Mini-Grant funds were used to hire an intermediary organization to provide technical assistance to WEUO, including mentoring, technical training, and fiscal management services.

With support and training, WEUO was able—over the grant period and in ensuing years—to manage a budget that increased from \$250,000 to \$2 million, and to manage a caseload that doubled from 487 to 820 families. WEUO was also subsequently awarded a grant as part of a new, HUD-funded, \$25 million housing development project in the community.

In modernizing a “mom & pop” operation that was turning in vouchers on torn pieces of paper... one fear was that we would seek to change the intention of their work. But in the end they began to think in new ways without sacrificing their “way of doing business.”

Molly McGrath, Fellowship Class of 2001

- **Resolving tensions over organizational mission.** Linda Asato, as Executive Director of Wu Yee Children’s Services in San Francisco, faced a consistent and at times debilitating tension in her organization between the need to claim, and focus on, the community’s Asian heritage, and the desire to play a broader, city-wide role in service and advocacy.

Mini-Grant-supported strategic planning activities resulted in a revised mission statement and renewed clarity of purpose for Wu Yee. Since the grant period, the composition of the Board has changed such that it is now majority Asian and the strategic planning work has continued to inform programming decisions. The work also resulted in personal leadership reflection and growth for Asato, who gained insight into her own “pulls” on these issues relative to the work of her organization.

Exploring New Areas of Practice

- **Converting service agencies into sites of social change.** As Director of the Building Movement Project, Francis Kunreuther explored how service agencies can be sites of social change and citizen engagement. The project convened a practitioner network, published and disseminated a guide, and has offered further consultation and technical assistance on this new stream of work. Since the grant period, several additional reports have been published



INSIDE/OUTSIDE:

TACKLING SIMILAR PROBLEMS FROM DIFFERENT PERSPECTIVES

Chet Hewitt & Ann Woodward: The Importance of “Buying Lunch”

In 2002, as Director of the Alameda County Social Services Agency, Chet Hewitt used Mini-Grant funds for a first-ever off-site departmental retreat for 25 senior child welfare staff. Faced with state takeover and a child welfare department in crisis, the leadership team and vision development that took place were transformational. The work laid the foundation for subsequent reforms to the agency that not only resulted in a 40% reduction in the number of youth coming into the child welfare system, but also made Alameda County a national model for child welfare reform. For more information, visit www.casey.org/Resources/Publications/AlamedaChildrenFamiliesFirst.htm.

In the private and nonprofit sectors we do retreats all the time—give people the opportunity to think outside of their official roles, interact in a more personal way, and build relationships and mutual commitments that allow important work to move forward. So it’s amazing in public systems, where money is not (or cannot be) allocated for this purpose, how enormously appreciated and impactful it can be...I went to a number of foundations and no one would fund it. The Mini-Grant allowed me to do it, and look what has been achieved.

Chet Hewitt, Fellowship Class of 1995

In 2005, Ann Woodward, as Chief Operating Officer for Chicago’s Lakefront Supportive Housing, was leading efforts to merge the organization with Mercy Housing and, in the process, create a national-level supportive housing initiative. Critical to this work, she determined, was finding a way to build authentic working relationships across programs in diverse geographic areas. Woodward used a Mini-Grant to fund the travel and meeting amenities that would help these relationships to get off the ground.

The Mini-Grant enabled me to jump-start the process. By simply bringing people together we created a lot of the working relationships that have since been sustained over time. People are now going back and forth on their own dime because they experienced firsthand the benefits of this collaborative work.

Ann Woodward, Fellowship Class of 2001

on the topic, and the guide has been used extensively in Detroit, Toronto, New York City, and California, among other places. For more information, visit www.buildingmovement.org.

- **Developing family-centered legal representation in child welfare cases.** Working as an independent consultant, Trine Bech used funds to support a 2½-day working session in Vermont for local and national judicial leaders, on creating a progressive model of legal representation for parents in child protection cases. Bech subsequently published an influential article on the subject through the American Bar Association (www.abanet.org/child/parentrepresentation/Family_centered_model.pdf).
- **Establishing a new model of early care.** Leann Ayers, as Director for School Readiness, Foundations, Inc., and Trine Bech, as an independent Results-Based Accountability Consultant, used funds to develop Therapeutic Interagency Preschool (TIP) classrooms in Northwest Philadelphia. This work, funded through a series of Fellowship grants, substantially contributed to the development of “Multiplying Connections,” a cross-systems training institute that supports positive development and trauma-informed care in the public and private child-serving systems in Philadelphia. Four years later Philadelphia had four TIP classrooms. In addition, more than \$1 million in public and private investments were leveraged. For more information, visit www.multiplyingconnections.org.

PUBLIC SECTOR IMPACT



Of the 96 Mini-Grants, 22 (23%) enabled Fellows working in government—or outside—to create new state-, city-, or county-level policies, practices, and governance mechanisms. For example:

- **Using new statewide data to impact policy.** Kim McGaughey, as Child Health Director at the Virginia Health Care Foundation, used funds to survey 1,600 parents about their children’s access to health care. The information was used to establish a permanent database in the Virginia Department of Medical Assistance Services on trends and participation patterns that would inform state policy decisions over time. The information also resulted in five significant improvements in state policy and a number of programmatic changes at the local level. As a result, more children retained their health insurance coverage and workloads for local eligibility workers were reduced.
- **Reforming juvenile justice policy and practice.** Craig Levine, as Senior Counsel and Policy Director of the New Jersey Institute for Social Justice, used funds to research and publish an original paper on reducing the use of “juvenile waiver” in the state (transferring juvenile offenders to the adult penal system). The report, which reached more than 100 interested groups, played a major role in the pending passage of a bill to create a new commission to advise the legislature on reform of juvenile waiver.



INSIDE/OUTSIDE:

TACKLING SIMILAR PROBLEMS FROM DIFFERENT PERSPECTIVES

Joe Lam & Mitchell Salazar: Responding to Demographic Shifts in the Bay Area

In 2001, as Director of the Public Services Division in the San Francisco Mayor's Office, Joe Lam observed one result of demographic shifts in the Bay Area: large Asian communities were emerging in formerly African-American-majority neighborhoods and few, if any, had culturally or linguistically aligned services on which to rely. Joe used Mini-Grant funds to seed new organizations and to bring in satellite services to work within existing agencies. A follow-up Mini-Grant in 2004 enabled him to continue relationship-building across demographic groups. Today, the once-new organizations are still in place, and almost all of the African-American-led service organizations have hired and maintained bilingual staff.

I think relationship-building through the rage and anger that was so strong in the community during that time of great change ultimately made the transition to a different service delivery mode easier. The Mini-Grant—because of its unique and open structure—enabled me to successfully facilitate this work.

Joe Lam, Fellowship Class of 1995

In 2006, in a different part of the Bay Area, Mitchell Salazar, then Director of the Southeast Sector Services Expansion Initiative, saw similar issues in new Latino-majority communities. His organization used Mini-Grant funds to conduct 500 face-to-face surveys with Latino residents on quality of life and family concerns, as well as phone surveys with 65 service providers on capacity and interest in change. The work resulted in the formation of the Southeast Families United (SEFAU) collaborative, the reallocation of Head Start slots to the community, and the reassignment of a part-time Youth Services Case Manager for a Home Detention program.

You never know what's going to happen when you dig deep into a community. We were focusing on realigning service delivery for Latinos and, without planning it, our outreach ultimately helped get \$500,000 in city funds reinstated for that community. Was that the intention of the Mini-Grant? No. Did it happen because of the original work under the Mini-Grant? You bet.

Mitchell Salazar, Fellowship Class of 2000

- **Increasing cross-departmental collaboration.** Yolie Flores, as Executive Director of the Los Angeles Children’s Planning Council, used Mini-Grant funds to increase collaboration across systems serving children and families by helping to facilitate the creation of a Service Integration Branch and to strengthen the work of an Interagency Operation Group comprised of senior government managers.
- **Revamping government’s approach to troubled youth.** Jane Tewksbury, as Commissioner of the Massachusetts Department of Youth Services, used funds to review and incorporate new and best practices into the state’s Community Reentry Centers, in policy and programming, data gathering, and ongoing review and development.

Increasing Language Access in Four Jurisdictions. Between 2002 and 2005, four Fellows working in government sought to ensure that residents with limited English Proficiency had equal access to services and information.

- In Alameda County, CA, Chet Hewitt, as Director of the Alameda County Social Services Agency, used funds to bring together county public service agencies from across the state who were working to eliminate barriers to services for people with limited English proficiency. The conference created an ongoing exchange that has allowed agencies to get what they need (e.g., translations) without having to use scarce resources.
- In New York City, Azi Khalili, as Deputy Commissioner for the

Mayor’s Office of Immigrant Affairs, used funds to advance the work of an interagency Task Force on Language Access she originally created. Five years later, the Task Force operates out of the Mayor’s Office of Operations and has been a driving force behind a Mayoral order requiring all New York City agencies to make essential information and services available in a minimum of five languages. The Task Force also oversaw the design and implementation of an interpreter certification program for bilingual city employees.

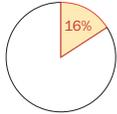
- In San Francisco, Joe Lam, as Director of the Public Services Division in the San Francisco Mayor’s Office, used funds to work on the issue of equal access. The work ultimately resulted in an ordinance

requiring that all city departments have the capacity to respond to non-English speakers. An extension of the work, through a 2003 Mini-Grant, resulted in the City bringing in a new, automatic translation system.

- In Washington, DC, Monica Villalta, as Deputy Director in the DC Mayor’s Office on Latino Affairs, led development of a comprehensive guide to city services, in Spanish, for the Latino community. In August 2005, 3,000 copies of “Guía de Servicios: Washington a Su Alcance” were distributed. Three years later, the Office on Latino Affairs updated the guide and re-posted it on the Agency’s website. <http://ola.dc.gov/ola/cwp/view,a,3,q,602850,olaNav,32535|.asp>



LEADERSHIP DEVELOPMENT



Of the 96 Mini-Grants, 15 (16%) were devoted to leadership development, either by advancing or solidifying Fellows’ own leadership or by developing the leadership capacity of others.

Laying the Necessary Groundwork for a New Leadership Role

Several Fellows, new to elected or appointed offices, used Mini-Grant funds to lay the groundwork for their leadership. These Fellows convened leadership teams and, through this effort, were able to become oriented to their new work, begin to build key relationships, publicly establish an agenda, and/or create the beginnings of an accountability framework.

- **In 1999, Dolores Briones, newly elected as County Judge in El Paso, Texas,** used Mini-Grant funds to convene a retreat with the Commissioners’ Court. During the retreat, she established a children and families mission and agenda for that body that she was then able to pursue for two consecutive four-year terms. The retreat also enabled her to see how the group operated and to secure commitments. By inviting other county-elected leaders to participate, she was able to leverage additional support, and funds, for mutual goals.

I can’t overstate how important this was—to see how they operated, expose them to my leadership, and nail down some things we would take-on together. We set-out some specific language that enabled me to remind them of what we had agreed to in later years; we captured the attention of the media around our Strong Families, Strong Future focus. I pursued that vision for the next eight years.

Dolores Briones, Fellowship Class of 1993

- **In 2006, Jane Tewksbury, newly appointed as Commissioner of the Massachusetts Department of Youth Services** used Mini-Grant funds to bring together a leadership team of 22 staff in a series of workshops aimed at solidifying a new direction for the department, establishing a sense of collective responsibility, and building awareness about convergent thinking and priorities, particularly in the area of workforce development. In post-surveys, 35% of participants said the workshops had a “great deal of influence” on them; 65% said the work had a “fair amount of influence” on them.



- **In 2005, Norman Yee, newly elected to the San Francisco Unified School District School Board,** used a Mini-Grant to fund a group planning process for the Board. The resulting relationship-building, and the opportunity for Norman to demonstrate his leadership, solidified his status and laid the foundation for future progress. The Board was able to amiably remove a superintendent who was losing her effectiveness and lead the installation of a new one. In addition, by establishing a more positive image in the media, the Board was able to secure citizens' support for a \$450 million bond measure for system improvements. Norman is now in his 6th year on the Board, having served a one-year rotation as President.

The planning work helped me build-up enough trust; I was then able to take the lead, and people came with me. Even after the school closing process, which was negative and angry, I easily defeated my opponents in the next election. My leadership had really been established.

Norman Yee, Fellowship Class of 2001

Developing Other Leaders in the Field

A number of Fellows have incorporated leadership training and development in their Mini-Grant-funded efforts. For example:

- **Creating school reform advocates and leaders.** In 2004, Lynn Fallin, as Executive Director of the Ho'okako'o Corporation in Honolulu, was working to build capacity in communities interested in converting schools to charter school status. She used Mini-Grant funds, in part, to train 20 community volunteers as advocates. About half of these individuals are still working with schools to implement reforms; some were even offered jobs in the schools.

Our education system in Hawaii is so centralized, and people are very suspicious of nonprofits and professionals getting into the mix. It was of enormous benefit to be able to use outside funds to create a community of helping people.

Lynn Fallin, Fellowship Class of 1995



INSIDE/OUTSIDE:

TACKLING SIMILAR PROBLEMS FROM DIFFERENT PERSPECTIVES

Janet Carter, Keith Sykes, and Azi Khalili: Building the Next Generation of Leadership in Their Fields

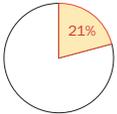
Pursuing an intensive strategy for building the leadership of others, three Fellows used Mini-Grants to develop full-fledged leadership development programs.

Domestic Violence. In 2004, Janet Carter, as Vice President of the national nonprofit Family Violence Prevention Fund, used a Mini-Grant to design and implement a fellowship program that would foster new generations of leadership in the movement to stop violence against women and children. Since the “Susan Schechter Leadership Development Fellowship Program” was launched, four Fellows have graduated and the program is now also developing interdisciplinary course curricula for graduate schools of social work. The initial \$25,000 Mini-Grant leveraged more than \$170,000 to sustain and build the program. For more information, visit www.schechterfellowship.org.

Social Services. In 2006, as Social Services Director in Prince William County, Virginia, Keith Sykes used a \$25,000 Mini-Grant to develop the Virginia Social Services Leadership Academy for aspiring local social service directors. The Virginia Department of Social Services invested \$400,000 to put two cohorts (a total of 60 people) through the one-year program. As the second cohort was concluding its program in March 2009, six members of the first cohort had already moved up to local director positions (or higher) in state government.

Immigrant Communities. In 2008, as a consultant to the New School’s Center on Urban Policy, Azi Khalili used Mini-Grant funds to create a 16-week leadership development program for emerging and established immigrant community leaders in New York City. The course was designed to enhance immigrant leaders’ ability to create and sustain effective grassroots organizations serving vulnerable immigrant children and families, and to recognize and effectively eliminate the internalization of the effects of systemic oppression. Twelve participants have completed the course.

PUBLICATIONS AND TOOLS



Of the 96 Mini-Grants, 20 (21%) have resulted in the publication of new research, data, or analysis on key issues in the field, or in the development of toolkits or training curricula. For example:

- **Documenting critical issues in automobile financing.** Carolyn Hayden, as President of One World Consulting Group, used Mini-Grant funds to research and publish a report and recommendations on increasing transparency and disclosure in the automobile financing industry. The Federal Reserve Bank of Richmond’s quarterly Community Affairs publication highlighted the report and Hayden received recognition from the Center for Enterprise Development (CFED) as a 2009 Innovator for her work on the issue. For more information, visit www.opportunitycars.com/documents/documents/DisclosureandTransparencyintheAutomobileFinanceIndustry.pdf.
- **Seeking to advance practice for transitioning foster youth.** A group of 12 Fellows interested in raising the national profile of critical issues in child welfare developed a technical assistance document for the Network on youth transitioning out of foster care. The paper, which includes an issue brief, a state-by-state review of policy gaps, a summary of innovative practices, and consulting resources from within the Network, aimed to encourage Fellows to take-up more targeted work in their organizations or communities. For more information, visit <http://networkfellows.aecf.org/networkfellows/publications/documents/agingoutoffostercarepaper.pdf>.

Bibliography

Following is a partial bibliography of publications funded by the Mini-Grants Program over the past 10 years:

- “Strategies for Outreach to African Americans about Depression” (Grant Jones/Center for African American Health)
- “Social Service and Social Change: A Process Guide” (Frances Kunreuther/Building Movement Project)
- “Recommendations for the Reform of New Jersey’s Juvenile Waiver Laws” (Craig Levine/New Jersey Institute for Social Justice)
- “Learning to Play and Playing to Learn: Organized Sports and Educational Outcomes” (Janet Carter/Team Up for Youth)

- “Social Work Education and Innovative Community Practice: Assessing Possibilities for New Partnerships” (Wendy Jacobson)
- “New Measures, New Models” (Ann Woodward/Mercy Housing)
- “Aging Out of Foster Care: Technical Assistance for Fellows on Youth Transitioning Out of Foster Care” (Wendy Jacobson with Fellows’ child welfare affinity group)
- “Employing Offenders in San Francisco: A Sector Research Methodology” (Mitchell Salazar and Carolyn Hayden/National Economic Development and Law Center)
- “Disclosure and Transparency in the Automobile Finance Industry: A Call for Action” (Carolyn Hayden)
- “Eight-Legged Octopus in Motion,” “In a (S)Pinball Reality,” “Riding the Political Rollercoaster of Change” (Mitchell Salazar/Reports from the San Francisco District Attorney’s Street-to-Work Demonstration)
- “Coaching for Non Profit Leaders” (Theresa Mayberry/Nonprofit Services Consortium)
- “A Family-Centered Model of Legal Representation for Parents in Child Protection Cases” (Trine Bech/American Bar Association)

Tools and Training Curricula

Mini-Grant funds were also used to develop toolkits and/or training curricula in these areas, among others:

- Using Results-Based Accountability in nonprofit organizations
- Developing health literacy in the ESOL population
- Working with new parents to build key community connections
- Hospitality workforce attachment training for immigrants
- Promoting early childhood development in the Asian community (curriculum in English and Chinese)
- Developing leadership in ESL and immigrant-service organizations
- Training and certification of community-based Natural Helpers
- Domestic violence (video)
- Achieving permanency for children in out-of-home placement (video)

lessons learned and a look ahead

When the Mini-Grants Program was launched in 1999, it sought to achieve these four goals:

- To support Fellows as leaders in transforming systems and impacting the field;
- To add value and practical solutions to the major challenges in the Foundation’s work;
- To create opportunities for Fellows to tackle challenges through innovative, creative, and cutting-edge approaches; and
- To allow Fellows to share their expertise and learnings with each other, thereby catalyzing new ways of tackling tough challenges and solving problems through co-consulting.

The work described in this report demonstrates that the program has, in many ways, achieved these goals. It has enabled Fellows from across the country to do transformative and impactful work with individuals in communities, in local organizations, and within larger government systems. Through the 25 Fellowship gatherings that have taken place since the launch of the Network, Fellows have had many informal opportunities (as well as a few formal ones) to share with each other what they have learned through the grants. While the Grants Committee has, over the years, contemplated strategies for institutionalizing—and thereby increasing—these sharing opportunities within the structure of Network activities, this has yet to be achieved.

Individual Fellows report innumerable “lessons learned” from their Mini-Grant-funded work—far too many for the scope of this report. When taken as a whole, however, many of the lessons articulated seem to fall into four general categories:

- *You can do a lot with a little.* Many Fellows noted how much they were able to accomplish with the relatively small amount of money available through the program—that the Mini-Grants leveraged not only additional dollars, but secured firm commitments that eventually bore fruit, and brought in a range of critical, non-financial resources.
- *Small grants and short timeframes can be limiting in a changing environment.* Fellows noted that changes in organizational structure, management, staffing, or political leadership during the grant period tended to completely “up-end” plans given the Mini-Grant Program’s dollar limit (\$26,000) and short timeframe (one year).
- *It is difficult to accurately estimate needs and capacity.* Several Fellows noted that staffing and infrastructure needs are easy to underestimate given the intensity of the work and the entrenched nature of most public systems. Conversely, in the face of these challenges it is also easy to overestimate the capacity of volunteers and trainees to meet stated goals.
- *The work always takes longer than you think it will.* A number of Fellows noted that strategic planning takes longer than anticipated, especially if it is inclusive, and that politics tends to slow progress across the board. In short, many agreed that the work generally takes longer than planned.



SOMETIMES A LOT OF
MONEY IS NOT AS
productive
A CATALYST
FOR CHANGE AND
REFLECTION.

DENNIS CAMPA
FELLOWSHIP CLASS OF 1997

INTO THE FUTURE

As discussed above, in June 2009, a repositioned Mini-Grants Program—renamed Innovation Grants—was launched. With a regularly expanding alumni network eligible for Mini-Grants, the need to carefully target resources and ensure mission consistency was a primary impetus for this change. Since then, 11 Innovation Grants have been awarded. Among a range of funded activities, Fellows will:

- Demonstrate how to use GIS and Tapestry Segmentation Data to improve recruitment of new foster and adoptive parents in Alabama (Chris McInnish, Fellowship Class of 2007).
- Initiate a child welfare reconciliation project in Arkansas to catalyze a social movement that will shift how the state and communities understand and practice child welfare, and improve use of relative care (John Zalenski, Fellowship Class of 2003).
- Develop an alternative way of teaching English to refugee and immigrant mothers and caregivers that focuses on parenting in America and simultaneously trains participants to be parent educators themselves (Vinodh Kutty, Fellowship Class of 2007).
- Document a new model of change-oriented leadership in the public human services sector that is focused on the unique relationship between vision and supervision (BJ Walker, Fellowship Class of 1993).

The timing of this report does not allow for an exploration of the impact of the new Innovation Grants, most of which are still in progress. However, subsequent program analyses can assess whether the new framework for grant selection has, indeed, promoted real innovation and risk-taking in the field and what has resulted.

Twenty-five thousand dollars served as a catalyst, and also an impetus to act out of character. It allowed the city to behave differently for a long enough period to influence our thinking and policy, and from there, make permanent changes to front line practice. Sometimes a lot of money is not as productive a catalyst for change and reflection. A million dollar grant often has an innovative intervention operating as an appendage rather than being conceptually embedded.

Dennis Campa, Fellowship Class of 1997

appendix a:

list of grants 1999–2009

Fellow	Grant Purpose	Date	Amount
LINDA ASATO	To support staff and organizational capacity building, Wu Yee Children’s Services	2008	\$26,000
	To build the groundwork of support for early education experiences for children	2007	\$26,000
	To initiate the Ages and Stages Project	2006	\$25,000
	To support family literacy programming	2005	\$25,000
	To support an organizational planning process	2003	\$20,000
	To support development of the Wu Yee Children’s Services strategic plan	2001	\$ 3,000
LEANN AYERS	To implement a “red state agenda” for real health reform	2009	\$26,000
	To build KZ Net—a block captains’ network	2007	\$26,000
	To develop a therapeutic interagency preschool program for young children and caregivers	2004	\$26,000
	To support the “Neighborhoods Nurturing Children” initiative	2000	\$10,000
SANDRA BARNHILL	To build Foreverfamily’s Louisville office	2008	\$25,000
	To support strategic planning for Aid to Children of Imprisoned Mothers	2001	\$25,000
TRINE BECH	To support program improvement through use of the results accountability framework	2008	\$25,470
	To build DSS’s capacity for identifying and using performance measures	2005	\$26,000
	To create a video on achieving permanency for children in out-of-home placement	2003	\$23,000
	To support Philadelphia’s Children’s Investment Strategy	2001	\$26,000
	To support a consultative session on legal representation for parents in CPS cases	1999	\$16,000

Fellow	Grant Purpose	Date	Amount
DOLORES BRIONES	To launch a neighborhood asset-building campaign	2005	\$25,000
	To support development of a system of care for children's mental health services	2005	\$25,000
	To strengthen and expand El Paso's Earned Income Credit Campaign (EIC)	2003	\$23,000
	To support the Border Children's Mental Health Collaborative	2002	\$25,000
	To support a retreat for the Commissioners' Court	1999	\$ 5,904
ROBIN BRULE	To initiate new programming in Eagle Behavioral Health	2009	\$26,000
DENNIS CAMPA	To launch a foreclosure intervention program	2007	\$26,000
	To support the Vehicles for Working Families program	2006	\$26,000
	To improve the quality of informal child care and services in the community	2004	\$25,000
	To support the Saving for School program	2003	\$25,000
	To support intergenerational family strengthening work	2001	\$25,000
JANET CARTER	To create a national research agenda for sports-based youth development	2008	\$25,000
	To create the <i>Susan Schechter Leadership Development Fellowship</i>	2004	\$25,000
EDWARD CHISOLM	To build the Volunteer Income Tax Assistance (VITA) Program	2002	\$16,500
	To support wealth-building activities in distressed neighborhoods	2000	\$25,000
LYNN FALLIN	To develop and implement a leadership framework for high-poverty schools	2009	\$26,000
	To build volunteer capacity for school reform	2006	\$24,600

Fellow	Grant Purpose	Date	Amount
YOLIE FLORES	To support a strategic planning process for the Children's Planning Council	2005	\$26,000
	To provide small grants to residents, parents, and youth to promote school readiness and success	2004	\$26,000
	To build a county-wide commitment to outcomes	2002	\$13,000
	To support youth engagement planning	2002	\$25,000
	To support the work of the LA Children's Planning Council	2000	\$15,000
CAROLYN HAYDEN	To research and publish a paper on the crisis in auto financing	2008	\$26,000
	To conduct a sector analysis on opportunities for ex-offenders in the Bay area	2002	\$25,000
JO-ANNE HENRY/ VALERIE RUSSO	To establish a national voice for Fellows in child welfare	2005	\$10,200
CHET HEWITT	To support interpretation for limited English proficiency	2005	\$13,000
	To support a statewide conference to eliminate barriers to services for people with limited English proficiency	2004	\$23,000
	To support assessment of needs of Spanish-speaking families served by DCFS	2003	\$25,000
	To strengthen the foundation for child welfare system reform	2002	\$19,450
WENDY JACOBSON	To research and develop a paper on social work education and human services delivery	1999	\$10,000
GRANT JONES	To support the Depression Awareness Project	2006	\$26,000
AZADEH KHALILI	To advance policy solutions for women and children through a strategic network	2009	\$25,000
	To establish a leadership development program for immigrant leaders	2008	\$25,000

Fellow	Grant Purpose	Date	Amount
	To improve education and training outcomes for immigrant families	2007	\$26,000
	To develop health literacy toolkits for ESOL and adult literacy teachers	2006	\$26,000
	To improve accessibility of services to immigrants with limited English proficiency	2005	\$25,000
FRANCES KUNREUTHER	To build the capacity of social service agencies to engage in social change work	2005	\$25,049
VINODH KUTTY	To build new programming at the East African Women's Center	2009	\$26,000
JOE LAM	To support efforts toward securing a living wage for illiterate African and Asian immigrants	2008	\$26,000
	To support frontline utilization of RBA	2006	\$26,000
	To convene key leaders to build relationships and design better neighborhood services	2004	\$25,000
	To build a consortium for bilingual access	2002	\$25,000
	To support realignment of local service delivery	2001	\$25,000
CRAIG LEVINE	To develop a paper on reducing juvenile waiver in New Jersey and beyond	2008	\$25,000
THERESA MAYBERRY	To provide editorial support for development of the paper "Triumph over Adversity"	2007	\$10,000
	To support programming to improve the financial well-being of residents in three neighborhoods	2005	\$24,336
KIM MCGAUGHEY	To support family engagement efforts under the Comprehensive Services Act	2005	\$26,000
	To undertake a comprehensive study of health care retention in Virginia	2004	\$25,000
MOLLY MCGRATH	To support capacity-building for the West Englewood United Organization	2005	\$25,000

Fellow	Grant Purpose	Date	Amount
CHRIS MCINNISH	To support tapestry segmentation of foster care data	2009	\$25,000
MYRIAM	To measure skills of community health workers	2006	\$25,000
MONSALVE-SERNA	To build capacity of local community leaders through an innovative tracking tool	2005	\$26,000
	To pilot training and evaluation of Natural Helpers/Community Health Workers	2005	\$25,750
	To create a set of standards in a Natural Helper curriculum	2003	\$21,258
TARA MULHAUSER	To support development of a foster care youth website	2007	\$26,000
LARRY MURRAY	To support capacity-building for resident-service professional collaborations	2001	\$10,000
KEN PATTERSON	To study issues surrounding child protective services' involvement in domestic violence	2002	\$23,052
JORGE SALAZAR	To conduct strategic planning to integrate principles of Family Economic Success into La Fe's service delivery system	2004	\$25,000
MITCHELL SALAZAR	To support San Francisco's Street Intervention Coalition (SIC)	2006	\$25,000
	To support a multicultural services initiative in the Southeast sector of San Francisco	2005	\$25,000
	To implement the <i>Street-to-Work</i> demonstration	2004	\$25,000
	To support the District Attorney's <i>Street-to-Work</i> collaborative	2001	\$25,000
JOHNG HO SONG	To increase access to mental health services in the Koreatown Youth and Community Center	2008	\$26,000
	To establish the Reading to Learn: Learning to Read program	2007	\$25,000

Fellow	Grant Purpose	Date	Amount
	To support post-secondary individual development accounts	2006	\$25,000
	To provide individualized asset training and technical assistance for low-income entrepreneurs	2004	\$25,000
	To launch an IT technical assistance program	2002	\$15,000
KEITH SYKES	To plan for a leadership development program for local social services directors in Virginia	2005	\$25,000
	To support the Hampton Roads Partnership for school readiness	2001	\$25,000
JANE TEWKSBURY	To undertake strategic planning and review of community reentry centers	2007	\$26,000
	To build a leadership team in the Massachusetts Department of Youth Services	2006	\$15,918
MONICA VILLALTA	To develop a public information campaign to help Latinos access government services	2004	\$25,000
BJ WALKER	To research and publish a paper extracting, articulating, and disseminating a new model of leadership	2009	\$26,000
	To design and deliver a math literacy leadership apprenticeship program	2003	\$25,000
ANN WOODWARD	To support a national permanent supportive housing initiative	2006	\$25,904
	To support strategic planning for permanent housing	2005	\$26,000
NORMAN YEE	To support a planning process for the San Francisco Unified School Board	2005	\$ 8,400
JOHN ZALENSKI	To support a reconciliation in child welfare project in Arkansas	2009	\$26,000
PATRICIA ZULUAGA	To train and support parents as Peer Educators for the <i>Common Sense Parenting</i> Program	2004	\$25,058

appendix b:

program utilization data 1999–2009

Total numbers: 96 grants awarded to 40 Fellows

Distribution of grants by gender of recipient Fellow. Among the 96 grants:

63% went to female Fellows (61% of grant-eligible Fellows were women)

37% went to male Fellows (39% of grant-eligible Fellows were men)

Distribution of grants by race of recipient Fellow. Among the 96 grants:

29% went to white Fellows (37% of grant-eligible Fellows were white)

27% went to Latino/a Fellows (20% of grant-eligible Fellows were Latino/a)

20% went to Asian-American Fellows (9% of grant-eligible Fellows were Asian American)

18% went to African-American Fellows (31% of grant-eligible Fellows were African American)

5% went to Fellows who classified themselves as “other” (3% of grant-eligible Fellows classified themselves as “other”)

Grant locations. Of the 25 states in which grant-eligible Fellows lived:

22 states (88%) were represented in the program: AR, AL, CA, CO, CT, DC, FL, GA, HI, IL, MA, MN, MO, ND, NJ, NM, NY, PA, TX, UT, VA, VT

3 states (1%) were not represented: MD, KY, WA

Multiple grants. Of the 40 Fellows who have received grants:

16 (40%) received 1 grant

12 (30%) received 2 grants

0 (0%) received 3 grants

4 (10%) received 4 grants

7 (18%) received 5 grants

1 (3%) received 6 grants

Sectors receiving grants. Of the 96 grants:

44 (46%) went to Fellows working in government

42 (44%) went to Fellows working in a nonprofit organization

11 (11%) went to Fellows working as independent consultants

Nature of the work. Of the 96 grants:*

54 (56%) were used for direct service work

44 (46%) were used for indirect practice work. Among these:

25 (57%) were used for staff or leadership development, capacity-building, or planning
 13 (29%) were used for research or communications
 6 (14%) were used for Results-Based Accountability

Issue areas. Of the 54 direct service grants:

24% (13 grants) addressed family financial security (including housing)
 22% (12 grants) addressed family well-being and support
 13% (7 grants) addressed early childhood/school readiness
 9% (5 grants) addressed youth and/or juvenile justice issues
 7% (4 grants) addressed the needs of immigrants and/or the ESL population
 7% (4 grants) focused on mental health issues or service delivery
 5% (3 grants) focused on education issues
 5% (3 grants) focused on children's health
 4% (2 grants) focused on community building
 2% (1 grant) focused on child welfare service delivery

Areas of impact. Of the 96 grants:*

43 (45%) contributed to program or community development
 28 (29%) leveraged additional funds
 27 (28%) registered a direct impact on individuals in the community
 22 (23%) had a systemic impact on government
 20 (21%) resulted in a publication or development of a tool
 15 (16%) resulted in leadership development
 4 (4%) produced a strategic plan

Grant amounts. Among the 96 grants:

44 (46%) were for between \$25,000 and \$26,000
 28 (29%) were for \$26,000 each
 14 (15%) were for between \$15,000 and \$25,000
 10 (10%) were for less than \$15,000

*Number and percent of grants listed exceeds 96/100% because where appropriate, some grants are counted in more than one category.

appendix c:

casey children and family fellows

Fellow	Class	Title/Organization	Location
DOUGLAS AMMAR	2007	Executive Director Georgia Justice Project	Atlanta, GA
TANYA R. ANDERSON	2010*	Chief, Clinical Services System Illinois Dept. of Human Services Division of Mental Health	Chicago, IL
LINDA ASATO	2000	Executive Director Wu Yee Children's Services	San Francisco, CA
LEANN AYERS	2000	Consultant on Public Policies Supporting Families	Frisco, TX
SANDRA BARNHILL	1997	National President Foreverfamily, Inc.	Atlanta, GA
KAREN BAYNES-DUNNING	2007	Associate Professor University of Alabama	Tuscaloosa, AL
TRINE BECH	1995	Executive Director Vermont Parent Representation Center, Inc.	Burlington, VT
ELIZABETH BLACK	2010*	Executive Director Office of Child Permanency Tennessee Dept. of Children's Services	Nashville, TN
FRED BLACKWELL	2007	Director San Francisco Redevelopment Agency	San Francisco, CA
DOLORES BRIONES	1993	Vice President for Advocacy and Government Relations Texas Health Institute	Austin, TX
ROBIN BRULE	2007	Director of Philanthropic Outreach Albuquerque Community Foundation	Albuquerque, NM
DENNIS CAMPA	1997	Consultant	San Antonio, TX
DANIEL CARDINALI	2007	President Communities in Schools	Arlington, VA
JANET CARTER	2003	Executive Director Team Up for Youth	Oakland, CA

Fellow	Class	Title/Organization	Location
CHRISTOPHER CARUSO	2010*	Assistant Commissioner New York City Department of Youth and Community Development Out of School Time Unit	New York, NY
RYAN CHAO	2010*	Executive Director Satellite Housing	Berkley, CA
EDWARD CHISOLM	1997	Executive Director Chatham-Savannah Youth Futures Authority	Savannah, GA
SAM COBBS	2010*	Chief Executive Officer First Place for Youth	Oakland, CA
SORAYA COLEY	1993	Provost and Vice President for Academic Affairs California State University, Bakersfield	Bakersfield, CA
CARLA DARTIS	2000	Senior Vice President, Managing Director Tides Center	San Francisco, CA
DANIEL DODD	2010*	Executive Director Step Up Savannah	Savannah, GA
BRENDA DONALD	1995	Secretary Maryland Department of Human Resources	Baltimore, MD
JEFF EDMONDSON	2010*	Executive Director Strive	Cincinnati, OH
LYNN FALLIN	1995	Executive Director Ho'okako'o Corporation	Honolulu, HI
CHARLES FISHMAN	1995	Clinical Director Youth Link Family Trust	Tuakau, New Zealand
YOLIE FLORES	1993	Vice President LAUSD Board of Education	Los Angeles, CA
SANDRA GASCA-GONZALEZ	2010*	President KVC Behavioral HealthCare Nebraska, Inc.	Omaha, NE

Fellow	Class	Title/Organization	Location
NORMA HATOT	2000	Senior Nurse Consultant U.S. Public Health Service Health Resources and Services Administration	Rockville, MD
CAROLYN HAYDEN	2000	President One World Consulting Group, LLC	Springdale, MD
JO-ANNE HENRY	2003	Statewide CPPC Coordinator Family Connection Partnership	Atlanta, GA
CHET HEWITT	1995	President Sierra Health Foundation	Sacramento, CA
GARY IVORY	1997	Southwest President/National Director of Program Development Youth Advocate Programs, Inc.	Dallas, TX
DANA JACKSON	2007	<i>Making Connections</i> Site Coordinator Kentucky Youth Advocates	Louisville, KY
DAVID A. JACKSON	2010*	President & CEO The Center for Working Families, Inc.	Atlanta, GA
RON JACKSON	2010*	Director Metro United Way	Louisville, KY
HYEOK KIM	2010*	Executive Director InterIm Community Development Association	Seattle, WA
WENDY JACOBSON	1997	Consultant	Washington, DC
GRANT JONES	2000	Executive Director The Center for African American Health	Denver, CO
AZADEH KHALILI	2003	Consultant	Brooklyn, NY
FRANCES KUNREUTHER	1997	Director Building Movement Project Demos	New York, NY
VINODH KUTTY	2007	Administrative Manager/Coordinator Hennepin County Office of Multicultural Services	Minneapolis, MN

Fellow	Class	Title/Organization	Location
JOE LAM	1995	Consultant	San Francisco, CA
MICHAEL LARACY	1993	Director, Policy Reform and Advocacy The Annie E. Casey Foundation	Baltimore, MD
CRAIG LEVINE	2000	Senior Counsel and Policy Director New Jersey Institute for Social Justice	Newark, NJ
RAFAEL LOPEZ	2007	Executive Director Family League of Baltimore City, Inc.	Baltimore, MD
PEGGY MAINOR	2000	Director of Program Development and Special Assistant to the State's Attorney	Baltimore, MD
TERESA MARKOWITZ	2001	Special Assistant to President The Annie E. Casey Foundation	Baltimore, MD
THERESA MAYBERRY	2001	Senior Vice President National Partnerships and Strategy Wyman Center	Eureka, MO
MICHAEL MCAFEE	2010*	Senior, Community Planning and Development Representative Department of Housing and Urban Development	Chicago, IL
STEVEN MCCULLOUGH	2007	President & CEO Bethel New Life, Inc.	Chicago, IL
KIM MCGAUGHEY	1993	Special Projects, Policy Office Division of Family Services Virginia Department of Social Services	Richmond, VA
MOLLY MCGRATH	2001	Director Baltimore City Department of Social Services	Baltimore, MD
CHRIS MCINNISH	2007	Statistician Alabama Medicaid Agency	Montgomery, AL
HEIDI MCINTOSH	2010*	Deputy Commissioner Connecticut Department of Children and Families	Hartford, CT

Fellow	Class	Title/Organization	Location
CHRISTINE MCPHERSON	1995	Managing Director Indian Child Welfare Programs Casey Family Programs	Seattle, WA
TYRONDA MINTER	2007	Director of Regional Impact The Community Foundation for Greater Atlanta	Atlanta, GA
MYRIAM MONSALVE-SERNA	2001	President/Consultant Center for Community Learning	Miami, FL
TARA L. MULHAUSER	2003	Director CFS Administrator CFS Division-North Dakota Department of Human Services	Bismarck, ND
HELEN MUÑOZ	1997	Vice President of Operations and Development Management Sciences for Development, Inc.	Washington, DC
HENRIETTA MUÑOZ	2010*	Senior Management Analyst/ Site Manager City of San Antonio Department of Community Initiatives <i>Making Connections</i> —San Antonio	San Antonio, TX
LARRY MURRAY	1993	Vice President and Director of Youth Programs National Center on Addiction and Substance Abuse at Columbia University	New York, NY
THANH XUAN NGUYEN	1997	Country Director, VIET 2010 Asian Americans/Pacific Islanders in Philanthropy	San Francisco, CA
GUITELE NICOLEAU	2001	Academy for Educational Development Chief of Party, USAID: Education de Base	Dakar, Senegal
GLORIA O'NEILL	2010*	President/CEO Cook Inlet Tribal Council	Anchorage, AK

Fellow	Class	Title/Organization	Location
ABEL ORTIZ	2000	Director/Manager Evidence Based Practice Team Center for Effective Family Services and Systems The Annie E. Casey Foundation	Baltimore, MD
KEN PATTERSON	1995	Managing Director Casey Family Programs	Seattle, WA
ELENA PELL	1993	Founder Equilibria	Sarasota, FL
AZIM RAMELIZE	2003	Deputy Commissioner for City of Chicago's Department of Children and Youth Services	Chicago, IL
ENID REY	2010*	Director City of Hartford, Office for Youth Services	Hartford, CT
VALERIE RUSSO	2003	Deputy Commissioner, Division of Quality Assurance Administration for Children's Services	New York, NY
JORGE SALAZAR	2003	Associate Director of Resource and Community Development Centro de Salud Familiar La Fe	El Paso, TX
MITCHELL SALAZAR	2000	Director Southeast Sector Services Expansion Initiative Mission Neighborhood Center	San Francisco, CA
ALICE SHOBE	2007	Deputy Director Building Changes	Seattle, WA
MELORRA SOCHET	2003	Consultant Self-Employed	New York, NY
JOHNG HO SONG	1995	Executive Director Koreatown Youth and Community Center	Los Angeles, CA

Fellow	Class	Title/Organization	Location
TRENNY STOVALL	2010*	Director DeKalb County Child Advocacy Center Gregory A. Adams Juvenile Justice Center	Decatur, GA
MICHAEL SUNTAG	1993	Consultant – Breakthrough Education Strategies, LLC	Stratford, CT
KEITH SYKES	1997	Project Director JBS International, Inc.	N. Bethesda, MD
JANE TEWKSBURY	1993	Commissioner Department of Youth Services, State of Massachusetts	Boston, MA
JEAN THOMASES	1997	Senior Consultant Fund for New Visions	New York, NY
TONY THURMOND	2007	School Board Member West Contra Costa Unified School District	Richmond, CA
MARIAN URQUILLA	2007	Director of Human Development Living Cities	Washington, DC
JUANITA VALDEZ-COX	2007	LUPE State Director – Texas La Union del Pueblo Entero	San Juan, TX
ROBERT VELASCO	2001	Director, Program Operations Office of Medicare Hearings and Appeals Office of the Secretary U.S. Department of Health and Human Services	Arlington, VA
MONICA VILLALTA	2003	Director, Diversity Programs Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	Rockville, MD
BEVERLY JO (BJ) WALKER	1993	Commissioner Georgia Department of Human Resources	Atlanta, GA

Fellow	Class	Title/Organization	Location
CARNITRA D. WHITE	2010*	Executive Director/Social Services Administration Maryland Department of Human Resources	Baltimore, MD
SANDRA WILKIE	2001	Consultant Self-Employed	St. Louis, MO
ANNE WILLIAMS-ISOM	2007	Chief Operating Officer Harlem Children's Zone	New York, NY
ANN WOODWARD	2001	Chief Operating Officer Melville Charitable Trust	Boston, MA
NORMAN YEE	2001	Vice President San Francisco School Board	San Francisco, CA
JOHN ZALENSKI	2003	District Director Vermont Family Services	Rutland, VT
PATRICIA ZULUAGA	2001	Program Director, Institute for Successful Parenting Village For Families and Children	Hartford, CT

*Member of the 2010 class; not eligible for Mini-Grants until the Fellowship term ends in November 2011.



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