

# GreenLight Fund

IMPACT REPORT



INVESTING IN COMMUNITY-DRIVEN CHANGE

2021-22



# INVESTING IN COMMUNITY-DRIVEN CHANGE

GREENLIGHT FUND IMPACT REPORT 2021-22  
*Investing in Community-Driven Change*

We are proud to share GreenLight Fund's 2021-22 Impact Report, highlighting the work, results and meaningful stories of change of GreenLight's 44 portfolio organizations across our 11 sites. This past year alone (July 2021 - June 2022) our portfolio organizations reached more than 560,000 children, youth and families, the vast majority of whom are Black and Brown residents experiencing poverty.

Seven new organizations were selected this past year as we deepen our engagement with communities and prioritize centering equity, particularly racial equity, in each of our sites. Responding to barriers to economic prosperity elevated locally, these organizations address a diverse set of focus areas including workforce development, financial security, family childcare, housing, youth mental health and community safety, opening opportunities for those most impacted.

Emerging from the pandemic, the data show that many of the organizations in our portfolio are stronger, learning from the shifts that were necessary in the early days of COVID. Some of the changes have become integral to their models resulting in expanded and deepened impact.

GreenLight too has been learning. With our measurement systems evolving, we are capturing and learning from more outcome, output, demographic and trend data. This year we established a formal Learning function, strengthening our ability to surface and share critical learnings from across our growing network. The goals of this strategic, intentional approach are to deepen and expand impact in all of our communities and share what we're learning more broadly, including with you who have invested in our work in a variety of essential ways.

This work would not be possible without so many who have joined us to help make sustained economic prosperity a reality for all, particularly those who face systemic barriers to opportunity.

Deepest thanks to you, our partners, investors, Selection Advisory Councils and community members who make it possible to work towards community-driven change.



MARGARET HALL  
CEO and Co-founder



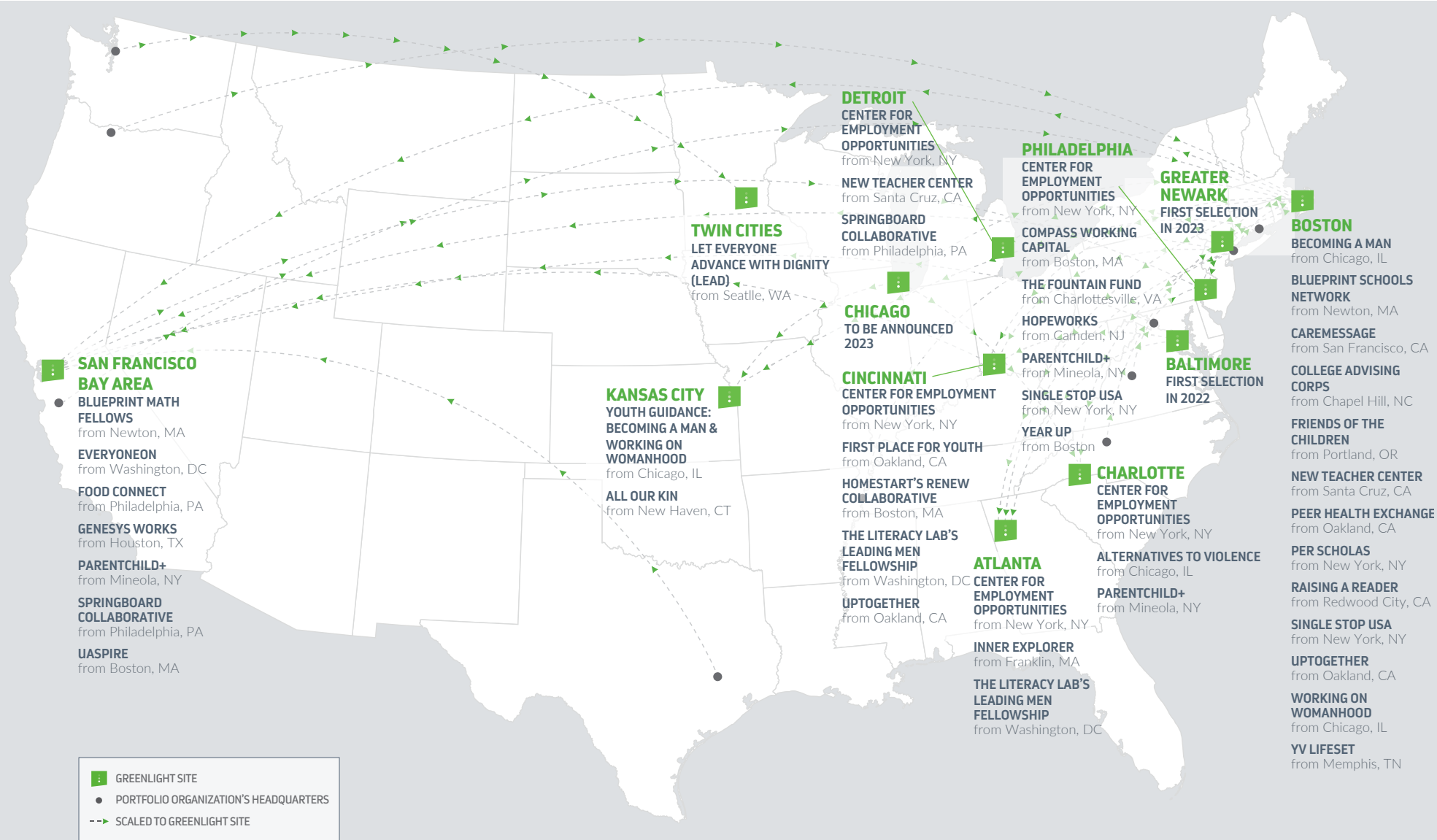
JOHN SIMON  
Board Chair and Co-founder



*Emerging from the pandemic, the organizations in our portfolio are stronger, learning from the shifts that were necessary in the early days of COVID.*

# GREENLIGHT FUND NATIONAL NETWORK

Programs addressing social challenges in innovative and effective ways exist, but they may not be found close to home. GreenLight searches the country for proven programs to address local unmet needs and invests in their expansion in partnership with our communities.



# OUR APPROACH

The GreenLight Method is our community-focused approach to identify proven social innovations that address the needs that matter most to residents facing systemic barriers to economic opportunity. In each of our sites throughout the process, we engage deeply across all sectors of the local community, partnering with a diverse Selection Advisory Council (SAC) and listening directly to those with lived experiences and community knowledge proximate to the priority needs we look to address.



## DISCOVER

Through conversations across multiple sectors, local data reports and listening to many voices, the local site team and the SAC look deeply at focus areas driven by racial and economic disparities in the region and identify community needs not yet being fully addressed where an innovative program could make a significant difference.

## SCOUT

The team searches the country and deeply vets proven, effective programs best suited to tackle those needs locally.

## SELECT

In partnership with the SAC, an innovative program with significant, measurable results and the best local fit is selected.

## INVEST

GreenLight helps the selected organization reach and sustain impact locally with multi-year unrestricted funding, on-the-ground support and strategic partnership development.

## MEASURE

At the outset with each portfolio organization, GreenLight identifies and sets annual targets for the programmatic and financial indicators to be measured. Each year, portfolio organizations report on those measures, a sampling of which you will find in this report.



# DEEPENING COMMUNITY ENGAGEMENT

As GreenLight implements the GreenLight Method in partnership with Selection Advisory Councils (SAC), site teams regularly engage a broad cross section of the community throughout the process. Community members, particularly people who have personal experience with the challenges GreenLight is working to address, play a critical role in helping us understand local unmet needs and meaningfully inform the proven programs we select for investment in that community.



## DISCOVER

During the Discovery phase, interviews and focus groups help to surface priority focus areas.

*"I see the psychological effects of social distancing, my kids miss their friends and are losing their enthusiasm for school."*

– ATLANTA PARENT

*"I made \$336 a week, that is nothing. My rent it's \$1,100, that took my entire checks."*

– BALTIMORE RESIDENT



*"Transitioning off public benefits should be a gradual 'ramp' towards economic stability, not a drastic cliff."*

– CINCINNATI RESIDENT



## SCOUT

Community members advise on selecting the model with the best local fit during Scout and Select phases.

*"When you talk about minority business owners... they didn't get the same opportunities ... they don't have that generational experience of wealth they can lean on."*

– BALTIMORE RESIDENT

*"I feel this is a great opportunity for me to give back to the community and make a meaningful impact in my own little way."*

– BOSTON FAMILY PARTNER AND PER SCHOLAS GRADUATE



*"We used to not be in the room when decisions were made. To be there was an epic moment – to know that people really care what we have to say."*

– KANSAS CITY COMMUNITY CONSULTANT



## CENTERING COMMUNITY VOICE

GreenLight learns from community members and from each other as we improve our approach and center racial equity throughout the GreenLight Method.

*"Hearing community members' aspirations helped inform our focus areas and gave us a deeper understanding about what didn't work and the opportunities for change."*

SIMONE HARDEMAN-JONES

GreenLight Twin Cities  
Executive Director

*"[Community members] helped us narrow down the key local issues and put into words their experiences."*

TISH JOHNSON-JONES, JD

GreenLight Greater Newark  
Executive Director

*"Community members have existing power. Our community engagement work is about helping to activate it."*

MELISSA LUNA

GreenLight Boston  
Senior Executive Director



# NATIONALLY BY THE NUMBERS

Since 2004, GreenLight has grown to **11 sites**, on pace to add a site each year, and this year alone reached more than **half a million individuals and families**. The tremendous impact of 44 portfolio organizations is bolstered by the more than **\$206M of additional non-GreenLight funding** they've received to date.

We are grateful to community residents, leaders and experts who make our work possible and the more than **550 individuals** who, as Selection Advisory Council and local board members, devote time, energy and expertise to help embed portfolio organizations in our communities and make them stronger.

11

GREENLIGHT SITES

44

PORTFOLIO ORGANIZATIONS

216

ACTIVE LOCAL PORTFOLIO  
ORGANIZATION BOARD MEMBERS

565,744

INDIVIDUALS AND FAMILIES  
REACHED THIS YEAR

\$30,558,618

INVESTED IN GREENLIGHT PORTFOLIO  
ORGANIZATIONS TO DATE

\$206,169,265

ADDITIONAL NON-GREENLIGHT FUNDS RAISED BY  
PORTFOLIO ORGANIZATIONS TO DATE

349

SELECTION ADVISORY COUNCIL  
MEMBERS ACROSS SITES

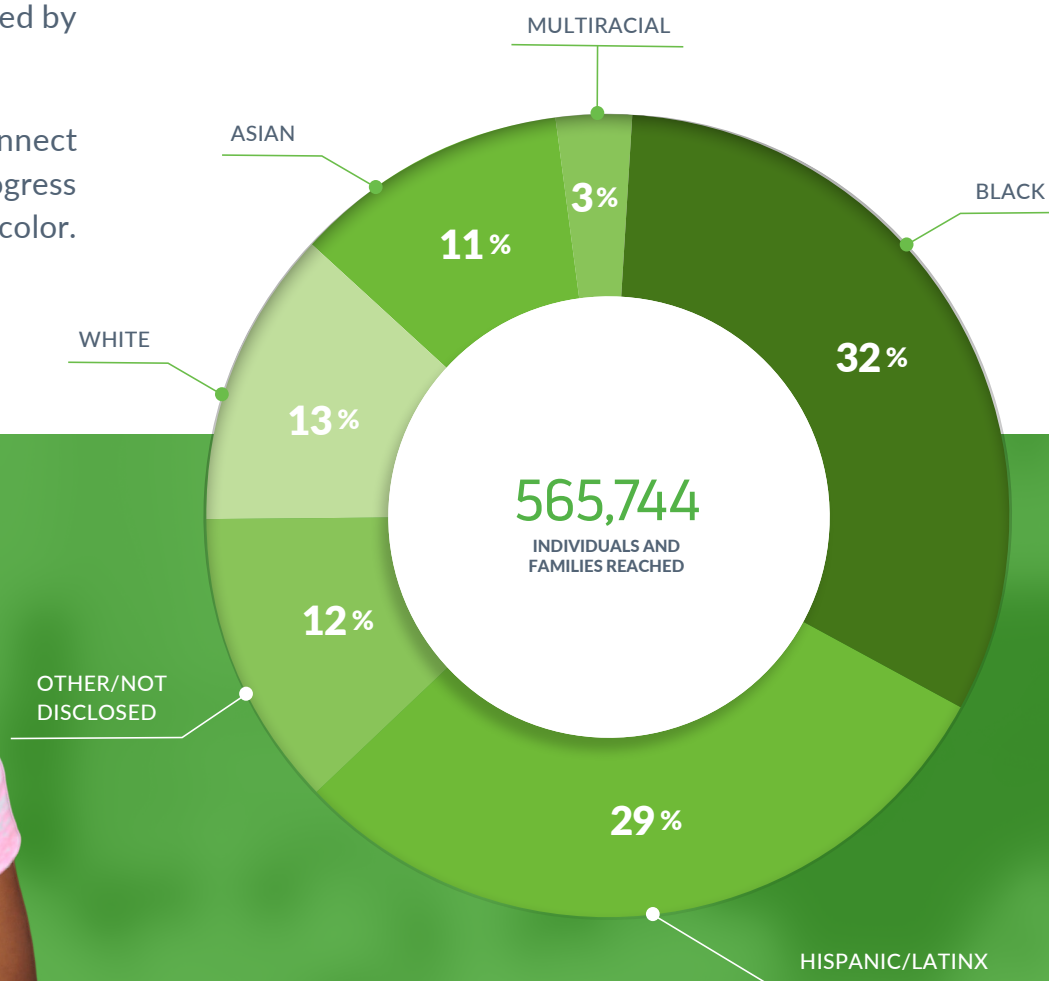




# REACHING PARTICIPANTS MOST IMPACTED

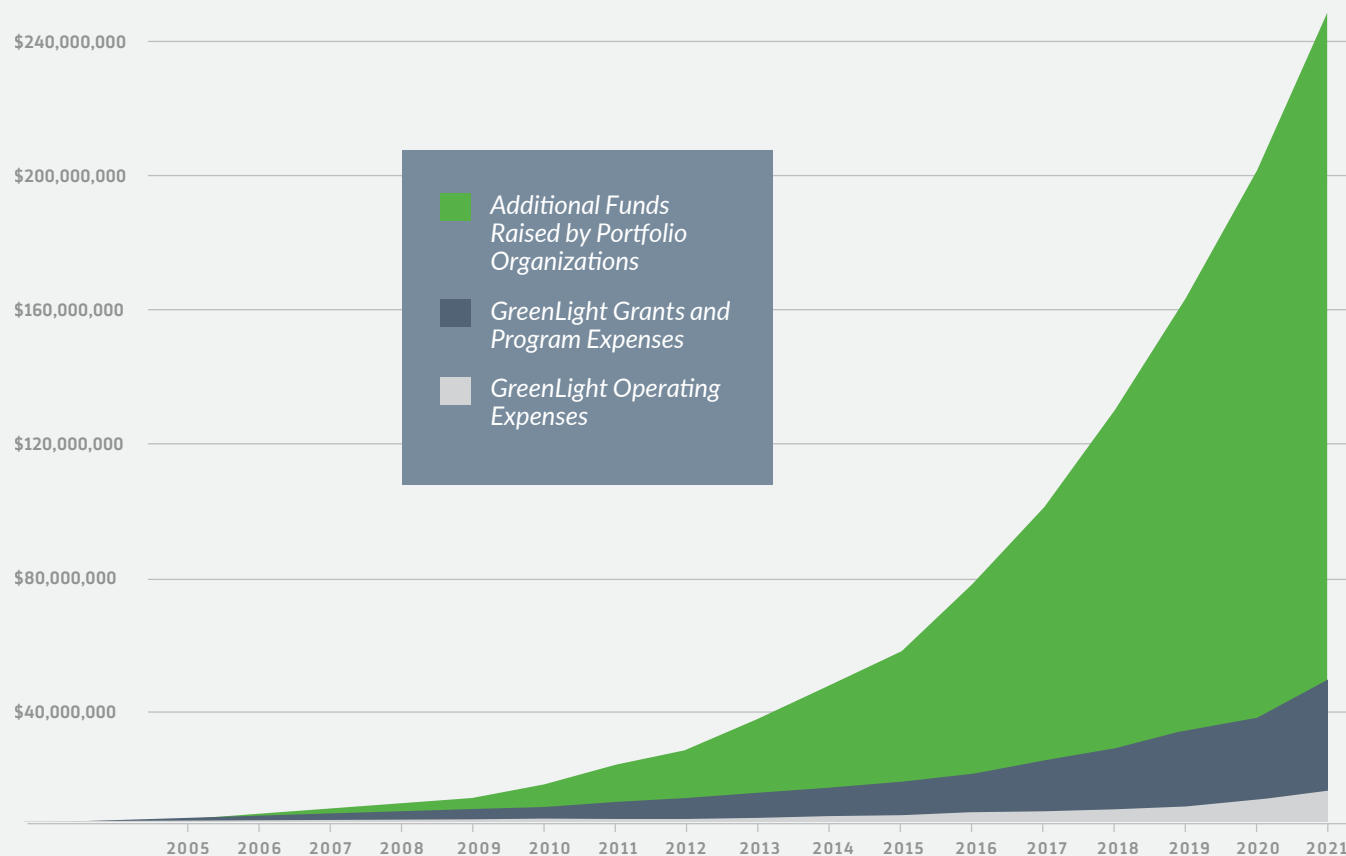
Participants reflect the demographics of individuals facing barriers to prosperity in our communities, with **75%** identifying as Black, Hispanic/LatinX, indigenous, or people of color, aligning with each city's poverty demographic as published by the American Community Survey.

We believe leadership is most effective when they can connect deeply with program participants. We continue to make progress as **78%** of local portfolio organization leaders are people of color.

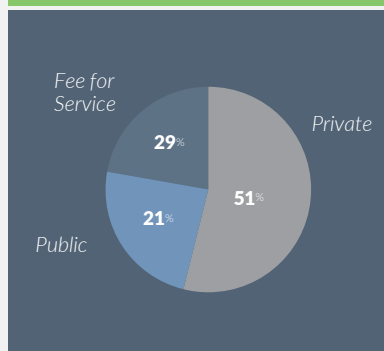


# LEVERAGE ON GREENLIGHT'S INVESTMENT

GreenLight Fund's work in communities and dollars invested locally in portfolio organizations have leveraged an additional \$206M to date, helping portfolio organizations open opportunities for a growing number of children and families.



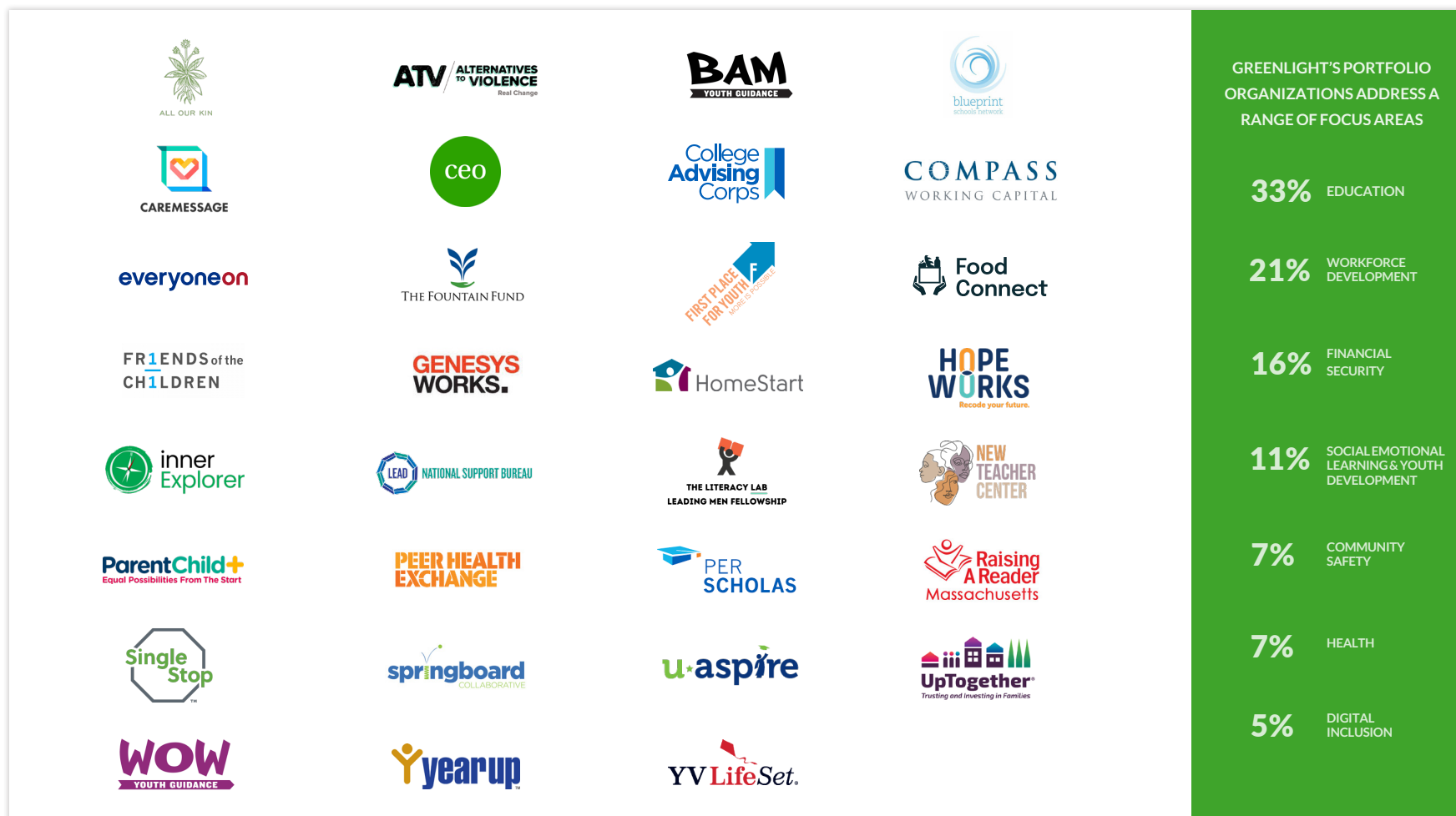
Nearly 50% of 2021 leveraged funding comes from public and fee-for-service revenue sources.





# OUR INVESTMENTS

GreenLight's investments address unmet needs often stemming from longstanding racial inequities identified by each community each year. Our impact increases exponentially as our growing portfolio of innovative programs make measurable progress each year, all across the GreenLight network.



## HOMESTART

### LAUNCH 2022

HomeStart's Renew Collaborative is an economically sustainable program implemented by United Way of Greater Cincinnati that prevents eviction by creating household financial blueprints, providing rental assistance and 12 months of post-crisis stabilization case management.

### NEED IDENTIFIED

High rates of non-payment evictions result in adverse health and financial outcomes for families.

### KEY RESULT

Goal for **90%** of eligible public housing residents facing non-payment rent eviction to **remain housed** after year one and maintain no eviction after three years.

## THE LITERACY LAB'S LEADING MEN FELLOWSHIP

### LAUNCH 2022

The Literacy Lab's Leading Men Fellowship tackles systemic education inequities by closing the literacy gap through high-quality pre-k tutoring, employing young men of color as trained, paid literacy tutors, and diversifying the teacher pipeline by laying the foundation for young men of color to pursue careers as educators.

### NEED IDENTIFIED

Lack of high-quality professional opportunities for young men of color, persistent achievement gap and low reading proficiency in low-wealth communities, lack of diversity in teacher workforce.

### KEY RESULT

After one year, goal for **75%** of students to achieve **measurable literacy growth**.

## FIRST PLACE FOR YOUTH

### LAUNCH 2020

First Place for Youth's My First Place program housed at NewPath uses a youth-centered, trauma-informed approach to help youth aging out of the foster care system develop necessary skills for adulthood. Young people live independently in apartments and receive wraparound support, education and employment services to become self-sufficient.

### NEED IDENTIFIED

Most youth aging out of foster care are woefully unprepared for independent adult life.

### KEY RESULT

**100%** of youth have either obtained their High School Diploma/GED or are actively progressing in school.

### INDIVIDUALS REACHED IN 2021-22

**28**



## FURTHERING EDUCATION: FIRST PLACE FOR YOUTH

Jason, a high school senior, wasn't motivated to finish school sharing that school was too much, that he didn't want to work, and preferred to stay home. The Education and Employment Specialist worked with Jason explaining that if he had no intention of working, school should be a priority. The school team along with his support system ensured that all barriers to Jason's education were cleared.

The Youth Advocate addressed Jason's mindset that prevented him from completing school work. With support in place, Jason was motivated to get school work done. Jason graduated in May 2022 and is working with his Specialist to find employment.



BY THE NUMBERS

*Cincinnati*

**5**

PORTFOLIO ORGANIZATIONS

**1,587**

INDIVIDUALS AND FAMILIES REACHED

**34**

SAC MEMBERS

**\$3 M**

INVESTED IN PORTFOLIO ORGS TO DATE

**\$12.5 M**

ADDITIONAL LEVERAGED DOLLARS

**12**

STAFF MEMBERS WORKING FOR PORTFOLIO



## UPTOGETHER

### LAUNCH 2017

UpTogether is a community, a movement and a platform to highlight, invest in and accelerate the initiatives people in historically undervalued communities are taking to improve their lives and collectively achieve prosperity. The UpTogether platform helps families build connections, discover each other's expertise, find support and access dollars.

### NEED IDENTIFIED

Working families seeking greater economic self-sufficiency.

### KEY RESULT

**66%** of Cincinnati members used UpTogether dollars to cover basic needs and expenses.

### INDIVIDUALS REACHED IN 2021-22

**1,417**

## CENTER FOR EMPLOYMENT OPPORTUNITIES

### LAUNCH 2016

Center for Employment Opportunities (CEO) provides effective, comprehensive employment services exclusively to people recently released from incarceration. The program incorporates life skills education, immediate paid transitional employment and full-time job placement and retention services required to successfully build career capital and financial stability.

### NEED IDENTIFIED

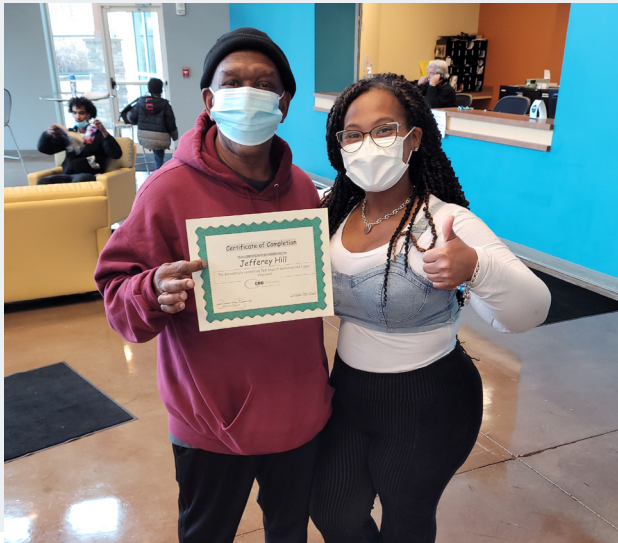
High rates of recidivism and unemployment for individuals reentering Cincinnati after incarceration.

### KEY RESULT

Average job placement wage of **\$14.99**, a **17% increase** from last year.

### INDIVIDUALS REACHED IN 2021-22

**142**



## SETTING UP FOR SUCCESS: CEO

*I like how the staff communicates with me, it makes me want to succeed.* ”

*“CEO has helped me become a better person. I like how the staff communicates with me, it makes me want to succeed. I have never held a real job before working at CEO. The CEO staff helped me want to work and be on time.*

*Now I am in a place where I can get a full-time job and be ready for that job. I really don't want to leave CEO, because of how the staff treats everyone. CEO is a safe space.”*

TERENCE WHITE, CEO participant

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