



**2022 S.L. Gimbel Foundation
Fund
Grant Application**

Internal Use Only: Grant _____

Organization / Agency Information

1) Organization/Agency Name: Cara Collective		
2) Physical Address: 237 S Desplaines St		City/State/Zip Chicago, IL 60661
3) Mailing Address: 237 S Desplaines St		City/State/Zip Chicago, IL 60661
4) CEO or Director: Kathleen S. Caliento		Title: President & CEO
5) Phone: (312) 798-3319	6) Fax:	7) Email: kcaliento@carachicago.org
8) Contact Person: Efty Trebicka		Title: Institutional Giving Lead
9) Phone: (312) 798-3343	10) Fax:	11) Email: etrebicka@carachicago.org
12) Web Site Address: https://caracollective.org/		13) Tax ID: 36-4268095

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

14) Program/Project Name: Cara Classic & Workshops			15) Amount of Grant Requested: \$35,000
16) Total Organization Budget: \$11,100,000	17) Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 76%	18) Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 15%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 24%
20) Purpose of Grant Request (one sentence): Cara respectfully requests a \$35,000 investment from the S.L. Gimbel Foundation to support Cara Classic and Workshops. Your support will open pathways to employment for our participants, providing hope, jobs, and opportunity for individuals affected by poverty and homelessness in Chicago, and beyond.			
21) Program Start Date (Month and Year): 7/1/2021		22) Program End Date (Month and Year): 6/30/2022	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) 2021, \$25,000			

Signatures

24) Board President / Chair: (Print name and Title) Andrea O'Leary, Interim Chair	Signature: 	Date: 2/7/22
25) Executive Director/President: (Print name and Title) Kathleen Caliento, President & CEO	Signature: 	Date: 2/7/22

2022 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins, Times New Roman**. Use the format below (I to IV). **Type the question**. Type your complete answers to the question directly below the question. Please be thorough, clear, specific, and concise.

I. Organization Background

A) What are the history, mission and purpose of your organization?

Cara Collective's mission is to unlock the power and purpose within our communities and ourselves to achieve real and lasting success. Our vision is to fuel a courageous national movement to eradicate relational and financial poverty.

Since 1991, Cara has placed over 7,300 people into more than 11,500 jobs at one-year, same-company retention rates of 70% for permanent placements, catalyzing families to stop the transfer of poverty from one generation to the next. In addition, Cara owns two social enterprises: Cleanslate, an exterior maintenance company, and Cara Connects, a mission-driven staffing firm, which, combined, create 600+ transitional jobs per year. We also run Cara Plus, which engages leaders around the world to build and deploy their own workforce solutions based on lessons and practices steeped within our own methodology. Through our personal and professional development coaching and access to quality employment opportunities, Cara serves as a leader in poverty alleviation in Chicago and beyond.

B) How long has the organization been providing programs and services to the community?

Cara Collective was founded in 1991 by entrepreneur and philanthropist Tom Owens. After conducting service work abroad inspired by Mother Teresa, Tom dedicated himself to empowering adults affected by homelessness and poverty to find quality employment in his home town of Chicago. Today, Cara has evolved into a best-in-class job training and placement provider for people experiencing homelessness and poverty, and a vehicle for true life transformation.

In the beginning, Cara exclusively provided job training and placement opportunities – we introduced supportive services to ensure long-term employment retention in 2000. In 2007, Cara opened a second campus in Chicago's south side Bronzeville community to broaden our reach. We have been providing transitional jobs for many years through our social enterprises, starting with our flagship exterior maintenance business Cleanslate, launched in 2005, as well as Cara Connects, our mission-driven staffing firm, launched in 2013.

C) What are some of your past organizational accomplishments (last three years)?

In 2019, we set our sights on a vision to fuel a courageous national movement to eradicate relational and financial poverty. That may seem a bit bold given our size – but the words were chosen intentionally to give us a field in which to dream, and to be a part of something much bigger than what any one city and any one operator could achieve on their own. That is why we have begun to frame ourselves as Cara Collective – not just to give an umbrella to the unique parts of our organization – in Cara, Cleanslate, Cara Connects, and Cara Plus – but to signal that we see our role in a much larger collective of jobseekers, employers, and organizations seeking to build a more inclusive economy.

We also developed a national expansion platform, called Cara Plus. Cara Plus partners with organizations that ready talent for the workforce, and employers interested in attracting, hiring, and cultivating exceptional overlooked talent. We launched Cara Plus initially in response to partners in new markets who were deeply engaged with the same target population but saw jobs programming as their missing link. We imagined what could be possible if we took the essence of the Cara Method and integrated it into their larger, trusted service delivery model that the community had so deeply valued. And it worked! Now in two markets, with Lutheran Social Services in Fort Wayne, IN and Atlanta Mission in Atlanta, GA, Cara Plus has evolved its product offerings to include a greater learning community within what we call Workforce Development Solutions Lab, where organizations from across the country come together and use the sandbox of Cara's best practices and best failures to workshop ideas of their own as they build greater onramps to employment for the communities they serve. Over time, we realized that peer organizations were not the only vehicle through which we could open more doors for jobseekers, but employers, as well. We created the Inclusion Action Lab to reach employers beyond our network and help them to shift their perspectives on talent, too. We could give employers what many consultancies in this space cannot: not just theory but action – actionable tools to help them attract, hire, and cultivate talent to strengthen their businesses and the communities around them.

Over the last three years, Cara is honored to have been highlighted at local speaking engagements for the University of Chicago Booth School of Business, Loyola University Chicago, Chicago Ideas Week, Innovating Chicago Style, and more. In February 2019, Cara reached 10,000 jobs created since 1991, and the following month, we were designated as a Great Place to Work-Certified™ company. In 2019, Cara was also recognized as one of the top ten Chicago Bears100 Community All-Pros award recipients in 2020, a \$1M grant initiative recognizing local nonprofits in celebration of the NFL team's centennial season. Charity Navigator, the largest charity evaluator in America, also recently awarded Cara a four-star rating – their highest – earlier this month.

Our work has also been highlighted in the media. About five years ago, Cara began partnering with the award-winning television and documentary production company Siskel/Jacobs Productions in the making of a documentary titled “The Road Up.” The film explores poverty through the lived experiences of five Cara participants, and staff who influenced their journeys. It is an unflinching look at the intersection of homelessness, poverty, and addiction, and we are proud to be central to its narrative. In October of 2020, the film premiered at the Chicago International Film Festival where it won the Audience Award for Best Documentary. We look forward to using the film as a platform to shift perspectives and push the movement for inclusive employment further than ever before in Chicago, and beyond. Additionally, WTTW, Chicago's local PBS station, featured Cara Alumnus Andino Medina in their series Firsthand: Living in Poverty. The series is a powerful exploration of intergenerational poverty from the perspectives of five Chicagoans. In January of 2021, the BMORE program, a workforce development program co-created with BMO Harris Bank, was highlighted by the Chicago Tribune.

D) What are your key programs and activities?

Cara serves motivated jobseekers who live below the Federal Poverty Line, are experiencing chronic or episodic homelessness and/or are unemployed. We recruit through a variety of different sources, including referral partners, community outreach, former participants, our website, and our recruitment hotline. Recently, due to COVID, we transitioned from a cohort-oriented recruitment cycle to a more frequent weekly onboarding. Greater frequency of enrollment helped us to rise to the need of the moment and is a successful practice we will bring into our “post-COVID” world. During the process, prospective participants are interviewed to determine which program best addresses their needs. Doing this determination well requires human connection and the creation

and preservation of trust. The questions we ask can be deeply probative and personal: everything from housing to food insecurity, to various forms of income, to level of education, to involvement with the justice system, to hope. And we know that our odds of securing answers that are both truthful and comprehensive expand in lockstep with our capacity to show up as someone worthy of the gift of that disclosure and someone who recognizes that the person before them is the talent, and our job is to make sure that talent is recognized by the world.

Once onboarded, participants gain traction in their journey through a variety of training, coaching, and transitional job experiences designed to build skills while also building self-awareness around each participant's full potential.

In the classroom – now virtual and in-person – we focus on socio-emotional skills, workplace competencies (professionalism, time management, teamwork, conflict management, and communication), digital literacy, interview preparedness, and employer-credentialed skills in industries like commercial cleaning and food preparation. Through our social enterprises, participants gain on-the-job experience in roles in exterior maintenance, property management, public health, food manufacturing, and beyond.

The classroom concepts are reinforced two-ways: by coaches who help take these concepts and apply them to emergent real-life situations to make the learnings click; and by supervisors (in the transitional jobs) who evaluate participants' work through the lens of the workplace competencies.

Throughout this entire experience, participants have access to a host of resource supports that range from childcare to housing to financial coaching. This is, in effect, an internal safety net. As opposed to referring to these services outside of our organization, we chose to invest in these resources within our service portfolio, to make it easier for our participants to get the support they need through one integrated continuum of care.

As we know, the experience of poverty deprives people of slack. There is often not enough bandwidth to absorb even the most micro of life's disruptions. We want to recognize that fragility by being there the moment a crisis emerges so that we can be a part of the triage. In doing so, our odds of resuming momentum toward gainful employment once that emergent crisis subsides go way up.

Think of Resource Support as our way of ensuring situational stability (measured in extrinsic and intrinsic indicators like housing, childcare, and health) and Leadership Development as our way of developing "workplace competencies" (competencies that our employers have come to associate with the Cara brand). The combination of these two attributes – situational stability and workplace competencies – equates to what we call "send-out eligibility," our internal signal that a candidate is ready to be sent out to employment partners for consideration.

As participants become send-out eligible, we work to find a permanent or long-term placement through our employment partners or self-directed job search. Here we perfect resumes, complete job applications, prepare for interviews, and curate best-fit matches for our employment partners.

When participants secure their placement, instead of letting go, we double down. We stay with employed participants for at least another year, riding the ebb and flow of the seasons, so we can be with individuals in times of crisis (when their recovery or housing or childcare is imminently at risk) and in times of great opportunity (like transitioning from a shelter into their own apartment, with a solid job, solid place to come home to, solid safety in which their kids can learn, play and

thrive). We walk in partnership with our participants in so many ways: we decipher constructive criticism on a performance review and unpack ways forward that move us closer to long-term retention.

During their year of retention coaching, employed participants – and Cara graduates, who have made one year on the job – may opt into additional services, including advancement coaching to take the next step in their career. This can involve pursuing advanced education, navigating vocational training, or even preparing for a promotion negotiation. The message to our participants is once a Cara, always a Cara. As a result, our Alumni Association continues to grow, and we have the joy of staying connected with alum from decades ago and beyond.

E) Describe the communities you serve. Include populations, geographic locations served, and relevant statistics.

Cara serves individuals who live below the Federal Poverty Line, are experiencing chronic or episodic homelessness, and/or are unemployed. Cara’s motivated jobseekers come to us from communities in the south and west sides of Chicago – often those lacking in the equitable resources that enable economic vibrancy, like quality education, childcare, and gainful employment opportunities. Born from a history of racial and economic segregation, residents of these disinvested areas, a majority of whom are people of color, experience unemployment rates over three times higher than that of white workers. The top five community areas served are Austin, North Lawndale, Near West Side, South Shore, and Humboldt Park. Of the people we serve, 26% are survivors of domestic violence, 17% are in substance abuse recovery, 24% do not have a high school diploma/GED, and 52% have a conviction history. These barriers, compounded with a dearth of gainful employment opportunities, present a critical need for Cara’s workforce development and job placement services.

II. Project Information:

A) Statement of Need

1. Specify the community need(s) you want to address and are seeking funds for.

We respectfully request an investment of \$35,000 from S.L. Gimbel Foundation to support our Cara Classic and Workshop programs.

We often say a Cara participant may find us by way of misfortune, an unfortunate event or setback that took them off (or never put them on) a path to gainful employment (e.g. becoming a caregiver for an ailing parent, enduring domestic violence), or misstep, a detrimental choice that could be attributed to a lack of support or broader systemic inequities (e.g. living in addiction, experience with the criminal justice system). The challenge with this binary is that it doesn’t account for the societal conditions that place people at different starting blocks, nor the centuries-old inequities that keep them there. Indeed, the truer answer to how people find Cara is: they find us by way of injustice, misfortune, or misstep. And here’s the big picture. Out of the 2.7 million people in Chicago, one out of every five residents lives in poverty. With this stark number in mind, an increasing concern is Chicago’s unemployment rate, which has ballooned to 17% at the height of the pandemic and is represented most heavily in Chicago’s south and west side communities.

Despite the city’s improvement in unemployment, some neighborhoods have one in five residents without a job – often those lacking in the equitable resources that enable economic vibrancy, like quality education, childcare, and gainful employment opportunities. Born from a history of racial and economic segregation, residents of these disinvested areas, a majority of

whom are people of color, experience unemployment at rates three times higher than that of white workers.

Jobs drive income, but they also drive purpose. Imagine the generational shift that happens when a parent models the grit it takes to navigate work. Achievements are attained, aspirations are kindled, and dreams are realized. By providing communities in need with access to quality employment, Cara opens the door to economic progress, igniting a sense of possibility for whole families, often for the first time.

To this end, Cara serves motivated jobseekers who live below the Federal Poverty Line, are experiencing chronic or episodic homelessness, and/or are unemployed. The barriers they face, such as a criminal background, substance abuse, low levels of education, etc., stem from conditions that perpetuate inconsistent access to opportunity – limiting their agency – and leaving them underrepresented and underutilized in the workforce. Beyond the numbers outlined in the section above, these participants can be parents, caretakers, and former gang members. They can be professionals who experienced an unexpected layoff, international refugees, and visionaries. They come from all walks of life, with different needs and strengths. Their common thread is that they come to Cara seeking opportunity.

B) Project Description

1. Describe your project. How does your project meet the community need?

2. What is unique and innovative about this project?

We carry out our mission through an integrated educational and experiential platform running from recruitment of talent all the way through job placement. Our coaching concepts focus on socio-emotional health, workplace competencies, and are delivered through Cara Classic and Workshops (currently being offered in a hybrid setting with both virtual and in-person programming available). We also use our social enterprises, Cleanslate and Cara Connects, as platforms to prepare participants for the workforce, and provide transitional or temporary jobs, laying the groundwork for a future of self-sufficiency and stability. Upon completing one or more of these programs and demonstrating Cara's core workplace competencies, participants are placed in a permanent or long-term job. We stay in partnership for at least another year, so we may be with them in times of crisis and opportunity. In short, Cara provides a series of shared and interlocking services that help people sustainably re-enter the workforce, and in some cases, to enter for the first time.

In addition to providing a wide range of entry points to Cara's Pathways to Employment, what makes our service delivery model unique is the full year of intensive retention support we provide after an individual becomes employed. Once a participant is employed in a permanent or long-term job, they are assigned to an Individual Development Specialist (IDS), who they meet with regularly to ensure their basic needs are still being met, such as childcare and housing. They also work together to track progress toward goals the participant may have set, like purchasing a car, enrolling in a vocational program, or renting an apartment. IDS' also stay in close contact with employers to ensure any conflicts that may arise on the job do not derail participants' success.

More broadly, the challenge of poverty alleviation and unemployment is left unmet because of a lack of deep private sector engagement. To address this, Cara takes a customer service approach in building our employment partner network. This involves identifying job opportunities that are likely to fulfill participants' potential for lasting success while also

centering our employers' needs, affirming the value of inclusive employment, not only as a gesture of goodwill, but good business strategy, as well.

C) Project Goal, Objective, Activities and Expected Outcome

1. **Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, "number served, or acres improved"). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

2. **State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.**
3. **State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization's activities toward achieving the goal. **Specify the activities** you will undertake to meet the objective and number of participants for each activity.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?

Provide specific information on how many individuals will be evaluated (should be the same number as in the objective), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

WRITE YOUR RESPONSES HERE AND Use the following format for your goal, objective, respective activities and expected outcome:

GOAL:

Connect individuals experiencing poverty and homelessness to gainful employment, which Cara defines as a work situation where relative stability and predictability is possible, and the net pay, at the very minimum, meets basic-living needs; employment where an individual can derive a sense of purpose, pride, and growth; and fuel momentum towards a career.

OBJECTIVE:

Generate 915 jobs in FY22, including 260 permanent placements and 655 temporary/transitional jobs through our social enterprises.

ACTIVITIES:

- 1,015 individuals will meet "Engagement," indicating the point at which, after having reviewed some basic information together, the individual and the enterprise both agree to work together.
- 630 individuals will reach "Traction," which indicates that meaningful intervention has occurred, and program outcomes can begin to be considered.
- 495 participants will secure "First Job," which is the first instance of employment generated through Cara, in line with the individual person's success strategy.

OUTCOME:

In FY22 (7/1/2021 – 6/30/2022), we hope to generate a total of 915 jobs - including 655 jobs created through our social enterprises, and 260 placements – and achieve a 70% one-year, same firm retention rate for permanent placements.

EVALUATION:

To collect data, we leverage a customized database solution built through Salesforce. From the time a participant contacts the Recruitment & Admissions team, we keep their profile active and collect exhaustive information, including demographics, referral source, and employment status. We will track this information for 1,015 individuals who are accepted to Cara’s Pathways to Employment, as well as all individuals placed in the total 915 jobs generated, which will include 260 permanent placements and 655 temporary/transitional jobs through our social enterprises.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page.

The program start date is: 7/1/2021

The program end date is: 6/30/2022

Include timeframes for specific activities, as appropriate.

Cara provides programming on an ongoing basis, year-round. A grant from the S.L. Gimbel Foundation would be utilized in FY22. On average, our participants are placed into permanent jobs or long-term employment within three to four months, but some individuals engage in our Pathways to Employment for longer periods. As mentioned above, we are recruiting new participants to our virtual offerings on a weekly basis. Once engaged, Cara is committed to working with individuals until they are placed in a permanent job, if they stay motivated and comply with our Code of Conduct. Alumni are encouraged to engage with our Alumni Association and Career Advancement services as needed.

E) Target Population

1. Who will this grant serve?

2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors, Animals.

Cara seeks to accept 1,015 working-age adults into our Pathways to Employment this year. Last fiscal year, Cara accepted 996 individuals and 624 participants reached the “Point of Traction” (described above in the “Goals” section). Of these individuals, 37% identified as Female, 63% Male, <1% Transgender and <1% Other. The average age at program start was 37 years old. In terms of racial demographics, 82% of these participants identified as Black/African American, 11% identified as Hispanic/Latinx, 4% identified as white, and 3% identified as other. Of those we serve, 52% have a conviction history and 24% do not have a high school diploma or GED. The top five community areas served are Austin, North Lawndale, Near West Side, South Shore, and Humboldt Park.

F) Projects in the Community

1. How does this program relate to other existing programs in the community?

2. Who are your community partners (if any)?

3. Who else in the community is providing this service or has a similar project?

4. How are you utilizing volunteers?

Cara partners with several existing initiatives throughout Chicago to extend our geographic reach and deepen the impact of our mission. Locally, we have expanded in both demography

and geography: deepening our work with opportunity youth through a partnership first with Chicago CRED – the local Emerson Collective initiative led by Arne Duncan and focused on a discrete population of young men at the epicenter of gun violence in our city, and later with Covenant House – a street homeless youth shelter with a national footprint that launched in Chicago a few years ago. In the past we have also partnered with Chicago Rebuild, the cross-sector initiative funded by the City of Chicago to acquire and rehab vacant homes in disinvested neighborhoods, and place at-risk youth and returning citizens into gainful jobs, leveraging our experiences from working with Chicago CRED and Covenant House.

Cara Connects also co-located its services with Northwest Center deepening our work with the Latinx population and expanding our reach to new communities. And Cleanslate partnered with Hesed House, the second largest homeless shelter in Illinois, to launch in suburban Aurora – our first outpost for Cleanslate outside the city’s limits. Such growth – and the learnings we had as a result – allowed us to also launch in Oak Park as well as Gary, IN in 2020.

Cara relies on 100+ community organizations to identify and enroll individuals who will benefit the most from our services including Pacific Garden Mission, Haymarket Center, and Sister House. To address our participants’ needs beyond employment, we work with service agencies such as Heartland Alliance, St. Martin de Porres/House of Hope, Mercy Housing Lakefront, Cabrini Green Legal Aid, Metropolitan Family Services, All Chicago, and many more. Through each of these partnerships, we have engaged hundreds of new individuals on their pathway to gainful employment. And the best part of it all? No matter the point of entry for the participant, they still plug into the larger framework we shared earlier – giving us the capacity to reach new populations while leveraging our larger infrastructure to effectively and efficiently connect people to opportunities.

Cara also works with a network of over 50 employment partners representing industries including, but not limited to healthcare, commercial cleaning, and manufacturing. Our top Employment Partners in FY21 included BMO Harris Bank, Chicago Transit Authority, Erie Family Health Centers, Guardian Glass, The Habitat Company, JP Morgan Chase, Northwest Center, and Schulze & Burch Biscuit Co.

There are a number of workforce development agencies and social enterprises in Chicago, some of which Cara partners with to source participants and leverage resources. They include, but are not limited to: The Safer Foundation, North Lawndale Employment Network, Chicago House, Growing Home, and Rebuilding Exchange. While each of these agencies provides one or more of similar services offered by Cara, they may not provide the full breadth of comprehensive services that are included in Cara’s service delivery model or may narrow their services to the needs of specific populations (LGBTQ people, veterans, people with intellectual or developmental disabilities, etc.) whereas Cara’s scope is more general.

Cara benefits from having community leaders provide advisory insight as we carry out our mission by joining our affinity groups (including our Associate Board and Executive Council) in addition to helping grow our network of employment partners and stakeholders.

Due to the COVID-19 Pandemic, we transitioned to virtual programming, and volunteers have been providing one on one career coaching and virtual workshops. As we transition back to our Downtown and South Side Campuses, we are beginning to re-integrate small group volunteer opportunities, such as sorting and organizing our Clothing Room, where we collect donations of professional attire to distribute to participants free of cost.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

Funds generously provided by the S.L. Gimbel Foundation would be used to support resources needed to deliver our high-quality workforce development programming and prepare our participants for success as they conduct their job search. This includes support for specific personnel, as well as materials that facilitate learning, including printouts and some technology equipment. Further detail is provided in the Budget Narrative portion of this application.

III. Project Future

A) Sustainability

Explain how you will support this program after the grant performance period. Include plans for fundraising or increasing financial support designated for the program.

Cara's diverse revenue streams are composed of private philanthropy (48% of total revenue), social enterprise revenue (36%), and government funding, capped at no more than 25% of our budget (currently at 15%). This limitation is intentional, as private support allows for more flexibility and agility in services design. In addition to the fundraising activity of our Development team and CEO, we work with our Board of Directors and community members, who help us identify and cultivate new revenue sources for sustainable funding.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.

2. What committees exist within your board of directors?

3. How does the board of directors make decisions?

Cara's Board of Directors includes leaders from the technology, finance, real estate, supply-chain, and philanthropy sectors. Utilizing their expertise in areas such as (but not limited to) human resources, finance management, and business development, members participate in at least one of the following committees:

1. Executive Committee – sets the overall direction for the board and reviews CEO performance, gathering feedback from other board members.
2. Nominating Committee – oversees board diversity, new membership, and board succession planning.
3. Finance Committee – provides budgetary and financial oversight across the collective.
4. Revenue Development Committee – performs long-term income forecasting and fundraising strategies to support each revenue stream while maintaining a diversified, sustainable revenue stream
5. Jobs Committee – supports Cara's ability to secure new employment partners with ample entry-level positions (particularly companies which are conviction-friendly and which fit into our key position verticals).
6. Cleanslate Advisory Committee – supports Cleanslate's enterprise activity including developing more commercial business to move from current special service area focus, refine pricing strategy.
7. Expansion Strategy Committee – supports Cara Plus as we enter new markets to provide workforce development services in tandem with a current operating organization.

Cara is currently looking for prospective members to round out this dynamic and dedicated 25-member group. When considering an ideal board member candidate, Cara seeks individuals who:

- Represent an industry we currently employ participants in, or could tap into;
- Exhibit talents in fundraising, public relations, and raising community awareness;
- Demonstrate competency in evaluating financial statements, and familiarity with changing regulations that may affect nonprofits, and;
- Leverage a network of community resources to contribute to Cara’s growth. This can be through personal and/or corporate philanthropic support, training partnerships, or employment opportunities.

Cara has a Board term limit of two years that can be renewed up to four times, and members have a give/get requirement of \$15,000. The Board of Directors meets quarterly, and 14 of 22 members must be present for a meeting to take place. To make decisions, the Board Chairman will raise a motion, and another member must second the motion to proceed. The Chairman will then state “all in favor” – if there is dissent, the motion will be debated, and a vote will take place. The majority will determine if the motion is passed. Members who are not present at the meeting do not participate in the voting process, though the result is recorded in meeting minutes and distributed thereafter.

Committees also typically meet once a quarter. Cara’s Finance Committee is the only committee that can make decisions independent of the entire Board of Directors – the Finance Committee pre-approves the annual budget, before submitting to the Board of Directors for a final vote of approval.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.

Kathleen S. Caliento, President & CEO

Kathleen has spent two decades committed to urban education, student success, and dismantling social injustice. As the President & CEO of Cara Collective, she leads a social purpose enterprise with 30 years of experience helping people affected by poverty (and often the interrelated challenges of recovery, domestic violence, episodic homelessness, incarceration, and systemic inequity) to get and keep quality employment. Further, Cara Collective works with employers and organizations across the nation to create more equitable workforce solutions and build a more inclusive economy for all. Through its four entities, Cara Collective produces nearly 1,000 jobs each year, at retention rates more than 20 points higher than national norms.

Before joining Cara Collective, Kathleen was the Chief Learning and Design Officer at the Academy Group, where she worked to help people rise above the effects of poverty, while demonstrating a professional commitment to access and equity. Prior to the Academy Group, she held several leadership positions at Spark, including Executive Director of Spark Chicago. A published author, Kathleen earned her Master of Arts in Secondary Science and her Doctor of Philosophy in Science Education from Columbia University. Kathleen serves on the Boards of Adler University, 826CHI, and Leadership Greater Chicago LFA Board. Additionally, she attended the Civic Leadership Academy at the University of Chicago and is a Fellow of the 2020 class of Leadership Greater Chicago.

Bob White, Chief Program Officer

A graduate of the University of Michigan, Bob served as the owner-operator of an automotive aftermarket business in Michigan prior to joining Cara in 2007. Bob began in a direct-service role at Cara, coaching participants through the challenges of job retention, and was quickly promoted to manager of the department. He draws upon his direct-service experience in his

current role as Chief Program Officer (held for the past three years) with responsibilities for overseeing the effective and sustainable application of our mission through integrated program services, as well as optimizing the program's interface with our social enterprises.

Under Bob's leadership, Cara has expanded its programming across two campuses to meet the needs of a higher volume and a more diverse community of participants while realizing record levels of employment retention, regularly exceeding the national average by 20% or more. Bob proudly serves on the Chicago Committee on Urban Opportunity, an oversight and review board that advises the Chicago Department of Family & Support Services.

Jesse Teverbaugh, Director of Student & Alumni Affairs, Cara

As a 15-year Cara veteran, Jesse is a firm believer in the notion that we transform our lives by transforming others. Jesse oversees the learning experience for all Cara candidates in their journey to employment and in their engagement as alumni as their jobs evolve into careers. Jesse is uniquely qualified for this position, being a graduate of Cara himself, and having worked both as a trainer and as a director in Cara's flagship social enterprise, Cleanslate.

Jesse is frequently called upon by The Chicago School of Professional Psychology and others to share his perspective on the power of transformation, on the role of mental health in our work, and on the trappings of incarceration that extend far beyond any jail cell. Jesse was featured in *The Reader* as a Chicagoan to know and was chosen as the 2011 National Association for Multi-Ethnicity in Communications (NAMIC) Unsung Hero. Jesse's civic engagement includes service as the President of the Greater Roseland Chamber of Commerce and 40+ years as a member of Omega Psi Phi Fraternity. His past professional experience includes 18 years in the private sector at Nabisco.

2. What is the CEO/Executive Director's salary?

The salary for the President & CEO of Cara Collective is \$270,000.

2022 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative (Do not delete these instructions on your completed form and use this form).

A) **Budget Table:** Provide a detailed line-item budget for your entire program by completing the table below. Note that if funded, this is the budget that you will have to refer to in the Evaluation (Final) Report.

A breakdown of specific line item requests and attendant costs should include:

- 1) Line item requests for materials, supplies, equipment and others:
 - a. Identify and list the type of materials, supplies, equipment, etc.
 - b. Specify the unit cost, number of units, and total cost**
 - c. Use a formula/equation as applicable. (i.e. 40 books @ \$100 each = \$4000)
- 2) Line item requests for staff compensation, benefits: **Do not use FTE percentages.**
 - a. Identify the position; for each position request, **specify the hourly rate and the number of hours** (i.e. \$20/hr x 20 hours/week x 20 weeks = \$8,000)
 - b. For benefits, provide the formula and calculation (i.e. \$8,000 x 25% = \$2,000)
- 3) Line items on Salaries/Personnel included in budget (contribution or in-kind) but NOT requested from the Gimbel Foundation must be broken down per number 2) above: Provide rate of pay per hour and number of hours.
- 4) The Gimbel Foundation does not fund indirect costs.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Personnel: Training Specialists	2 Trainers x \$25/hr x 10 hours/wk x 30 wks			\$ 15,000	\$ 15,000
Personnel: Training Mgr	1 Manager x \$30/hr x 5 hours/wk x 30 wks			\$ 4,500	\$ 4,500
Personnel: Individual Development Specialists (IDS)	4 IDS x \$25/hr x 3 hours/wk x 30 wks			\$ 9,000	\$ 9,000
Emp. Benefits for Training Specialists	(\$15,000 x 20%)			\$ 3,000	\$ 3,000
Emp. Benefits for Training Mgr	(\$4,500 x 20%)			\$ 900	\$ 900
Emp. Benefits for IDS's	(\$9,000 x 20%)			\$ 1,800	\$ 1,800
Materials and Supplies	\$40 / wk x 30 wks	\$400		\$ 800	\$ 1,200
TOTALS:				\$35,000.00	\$35,400.00

B) **Narrative:** The budget narrative is the justification of “how” and/or “why” a line item helps to meet the program deliverables. Provide a description for each line item. Each line item must have a narrative. Explain how the line item relates to the program. If you are requesting funds to pay for staff, list the specific duties of each position. See attached SAMPLE Program Budget and Budget Narrative

1. Personnel: Training Specialists

Creates, delivers, and manages training that prepares Cara participants for career opportunities; by delivering both personal (social, emotional, and professional) training while collaborating with external training sources to increase student learning and interviewing skills. In response to the COVID-19 global pandemic, this training increasingly hinges on virtual components, such as recorded or live-feed video, or social media group interactions. These Training Specialists are full-time employees of Cara. For purposes of this budget, we are excluding the majority of their annual costs (and time), and simply reflecting 10 hours of weekly contribution to this program for a 30-week period. Our budget submission above also (and distinctly) includes the cost of Employer-provided fringe and benefits for these team members, including Employer Payroll tax (Social Security + Medicare), and average employer-funded portions of our Medical, Dental, Vision, Life and Long-term Disability insurance premiums.

2. Personnel: Training Manager

As a ‘player/coach’ participates in the activities listed above while also managing the creation and delivery of training content in furtherance of preparing Cara and Cleanslate participants for career opportunities and employment. This Training Manager is a full-time employee of Cara. For purposes of this budget, we are excluding the majority of the employee’s annual costs (and time), and simply reflecting 5 hours of weekly contribution to this program for a 30-week period. Our budget submission above also (and distinctly) includes the cost of Employer-provided fringe and benefits for this team member, including Employer Payroll tax (Social Security + Medicare), and average employer-funded portions of our Medical, Dental, Vision, Life and Long-term Disability insurance premiums.

3. Personnel: Individual Development Specialist

Individual Development Specialists (IDS’s) work directly with Cara participants to prepare for employment or retain employment. They provide one-on-one coaching to address participants’ needs at home, on the job, and within the individual to ensure job retention and personal growth. In response to the COVID-19 global pandemic, this coaching increasingly hinges on virtual components, such as phone-based or video-based interactions, or tech-based communications. These IDS’s are full-time employees of Cara. For purposes of this budget, we are excluding the majority of their annual costs (and time), and simply reflecting 3 hours of weekly contribution to this program for a 30-week period. Our budget submission above also (and distinctly) includes the cost of Employer-provided fringe and benefits for these team members, including Employer Payroll tax (Social Security + Medicare), and average employer-funded portions of our Medical, Dental, Vision, Life and Long-term Disability insurance premiums.

4. Materials and Supplies

This budget includes a request from Gimbel for \$800 in program-related supplies. We have listed a modest \$40/week in supplies, which includes documents/handouts, Personal Protective Equipment (masks, hand sanitizer, etc), minor computer equipment, and other items. We have requested \$800 of that funding from Gimbel.

2022 S.L. Gimbel Foundation APPLICATION

VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Name of Funder: Foundation, Corporation, Government, Individual Donors, Other (specify)	Amount
The Allstate Foundation	\$1,000,000
JPMorgan Chase & Co.	\$250,000
Stand Together	\$250,000
Lloyd A. Fry Foundation (multi-year grant; \$60,000 per year in FY22 & FY23)	\$120,000
The Owens Foundation	\$84,000
The Christopher Family Foundation	\$60,000
Jewish United Fund	\$50,000
The Roche Family Foundation	\$50,000

Pending

Name of Funder: Foundation, Corporation, Government, Individual Donors, Other (specify)	Amount	Decision Date
LISC Chicago (Combination of two \$150,000 grants)	\$300,000	Various
Anonymous Family Foundation	\$80,000	March 2022
BMO Harris Bank	\$75,000	July 2022
Alvin H. Baum Family Fund	\$50,000	July 2022
Crown Family Philanthropies	\$40,000	May 2022
The Judy Family Foundation	\$30,000	June 2022

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Contributions	\$1,772,559	14%	Social Enterprise Revenue	\$4,254,000	33%
Fundraising/Special Events	\$620,635	5%	PPP (See note)	\$1,406,000	10%
Corp/Foundation Grants	\$2,747,664	21%	Other Revenue	\$204,000	2%
Government Grants	\$2,042,000	15%			

Notes: In April of 2020, Cara received funds from the Payroll Protection Program. In early May of 2021, we were informed that we will receive full reimbursement for our PPP loan. Thankfully, we have not had to make any reductions in force due to the pandemic, and we do not currently foresee any in the year ahead.

S.L. Gimbel Foundation APPLICATION

Agency Name: The Cara Program dba Cara Collective
 Most Current Fiscal Year (Dates): From Jul 2019 To: Jun 2020

This section presents an overview of an applicant organization’s financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

Form 990, Part IX: Statement of Functional Expenses

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$ 11,014,918	\$8,417,817	\$1,613,339	\$983,762

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	76.42%	14.65%	8.93%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

Percentage of Organization’s <u>Current</u> Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
14.6%	14.6%	0

If the differential is above (+) or below (-) **10%**, provide an explanation:

S.L. Gimbel Foundation APPLICATION

Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$6,822,613	\$1,999,422	\$2,087,742	= 4.2

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
\$2.1m (FY21)	\$0.4m (FY20)

Notes:

990 information is pulled from our latest filed 990, which reflects our FY20. Our FY21 990 is forthcoming, but not yet final. Data in the Quick Ratio section above are taken from Dec'21 (most current); please advise if you would prefer those be pulled from the same 990 period.

'Excess or Deficit' section reflects Change in Net Assets in each fiscal year, as noted. FY21 Excess includes \$1.4m in PPP Loan Forgiveness, recorded as Revenue.

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited if available)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX <u>only</u> of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

Cara Enterprise FY22 Budget and FY21 Actual (unaudited)

All figures in USD \$,000's	FY22 Budget (12 months)	FY21 Actual (12 months)
Operating Revenue		
Private Revenue (Net of Event Costs)	5,297	5,106
Public Grants	1,695	2,042
PPP Loan Forgiveness	-	1,406
Social Enterprise Invoiced Revenue	3,954	4,254
Other Revenue ¹	150	204
Total Revenue	11,095	13,012
Operating Expense		
Salaries & Benefits	6,790	6,305
General & Admin	1,865	1,580
Transitional Worker Expense	2,324	2,483
Participant Expense	255	196
Other Expense ¹	58	52
Total Operating Expense	11,292	10,616
Depreciation & Amortization	430	425
Total Expense	11,722	11,042
Unrealized Income & Other	6	130
Change in Net Assets	(621)	2,100

¹ Other Revenue and Other Expense both include donated dumpsters at Cleanslate, at \$4k per month.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	201,706.	201,706.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	234,875.	58,249.	125,376.	51,250.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	7,093,254.	5,672,499.	842,052.	578,703.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	95,338.	60,424.	18,297.	16,617.
9 Other employee benefits	644,644.	505,107.	70,468.	69,069.
10 Payroll taxes	565,530.	449,853.	69,456.	46,221.
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	28,215.		28,215.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	148,705.	125,272.	18,909.	4,524.
12 Advertising and promotion	22,228.	10,871.	1,734.	9,623.
13 Office expenses	252,770.	136,881.	61,863.	54,026.
14 Information technology				
15 Royalties				
16 Occupancy	417,022.	336,047.	46,350.	34,625.
17 Travel	81,638.	65,610.	3,998.	12,030.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings				
20 Interest	100,741.	65,909.	20,126.	14,706.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	436,843.	182,441.	213,905.	40,497.
23 Insurance	110,762.	96,050.	8,402.	6,310.
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <u>Direct materials</u>	159,942.	159,942.		
b <u>Fees</u>	111,094.	72,702.	9,159.	29,233.
c <u>Program supplies</u>	101,221.	101,221.		
d <u>Staff Training</u>	72,723.	58,273.	9,401.	5,049.
e All other expenses	135,667.	58,760.	65,628.	11,279.
25 Total functional expenses. Add lines 1 through 24e	11,014,918.	8,417,817.	1,613,339.	983,762.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				
Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

INLAND EMPIRE COMMUNITY FOUNDATION
S. L. GIMBEL FOUNDATION FUND

Please complete the form and type your answers directly underneath the questions. Leave one space between numbered questions.

ORGANIZATION INFORMATION

1. Name of your Organization

Cara Collective

2. Grant #

20201609

3. Grant Amount:

\$25,000

4. Date Awarded (date on award letter)

11/24/20

5. Grant Period (Indicate start date and end date per Grant Agreement)

November 15, 2020 - November 15, 2021

6. Location of your Organization (City, State)

Chicago, IL

7. Name and Title of person completing evaluation

Efty Trebicka, Institutional Giving Lead

8. Phone Number

312-798-3343

9. Email Address

etrebicka@carachicago.org

KEY OUTCOMES AND RESULTS

10. Total number of clients served through this grant funding:

A) Per original grant application, what is the estimate number served:

In FY21 Cara's goal was to accept 1,230 individuals into our Pathways to Employment.

B) Actual number served:

995 individuals were accepted in FY21.

11. Describe the project's key outcomes and results based on the goals and objectives. (Include the program accomplishments as a result of the Gimbel grant AND for the entire program. Please make the distinction between the Gimbel funded program accomplishments and the total organizational program, as a whole).

Goal:

Connect individuals experiencing poverty and homelessness to gainful employment, which Cara defines as a work situation where relative stability and predictability is possible, and the net pay, at the very minimum, meets basic-living needs; employment where an individual can derive a sense of purpose, pride, and growth; and fuel momentum towards a career.

Activities:

1. 995 individuals (against a goal of 1,230) were accepted into our Pathways to Employment.
2. 625 participants (against an initial goal of 805) reached "Point of Traction"— a metric indicating that an individual has been exposed to enough of Cara's services and mission that meaningful intervention has occurred, and program outcomes can begin to be considered – defined as attending at least two Workshops, or onboarding to Cleanslate or Cara Connects.
3. Placed 509 participants (against a goal of 424) in a "First Job"— a metric that recognizes the first, unduplicated job generated for a person through Cara, whether a permanent placement or first transitional/temporary job.

Objective: In terms of specific quantifiable criteria:

A) Per original grant application:

Generate 765 jobs in FY21, including 200 permanent placements and 565 temporary/transitional jobs through our social enterprises.

B) Actual grant outcome, results, accomplishments:

We are proud to report that in FY21 we generated 953 jobs (255 permanent placements, 698 transitional jobs).

12. Describe any challenges/obstacles the organization encountered (if any) in attaining goals and objectives.

COVID-19 presented an enormous challenge to Cara's operations and service delivery, as such we have had to adjust to a new and ever changing normal. The psychosocial impacts and economic ramifications of the COVID-19 pandemic have been especially bleak. At the height of the pandemic the national unemployment rate neared 17%. Here at Cara we saw the highest rates of

layoffs and furloughs of participants and alumni in our 30-year history. Some of our employment partners in the entertainment, food service and hospitality industries were hit especially hard. The pandemic also shined a light on the added challenges and burdens of living in poverty. We saw a disproportionate impact of the virus on the populations we serve and the communities in which our participants live. As we move forward the realities of these challenges will inform any changes we make to our operations and service delivery.

13. How did you overcome and/or address the challenges and obstacles?

The adjustment and readjustment to the realities of the pandemic took time for our staff and participants to adjust to. Our team of Individual Development Specialists shifted their in-person coaching to telephone communications, text messaging, and/or email to categorize the technology needs and preferences of the participants to ensure we were communicating effectively during these unprecedented times. Many of our Placement Partners in the entertainment, food service and hospitality industries struggled as a result of the pandemic, resulting in layoffs, furloughs, and sadly some businesses closing. This has presented an added challenge to our Business Development team, as they are tasked with acquiring new employment partners. During this time, we have also seen a decline in referrals from our partnering shelters, recovery homes and other referral sources as a result of mandated stay-at-home restrictions and other limitations on their operations. To address this challenge and promote Cara awareness our Recruitment team has participated in community events such as neighborhood food giveaways.

14. Describe any unintended positive outcomes as a result of the efforts supported by this grant.

Thanks in part to the generosity of the S.L. Gimbel Foundation, Cara is a catalyst for true change in the lives of the individuals we serve and for poverty alleviation in Chicago and beyond. In the short term, we provide our participants with the skills and confidence they need to secure and sustain quality jobs, further their education, find permanent housing, and stabilize their finances, while also empowering them to lead lives of personal and professional excellence. In turn, our participants are not only coached to enhance their living conditions but are also strengthened over the long term to be better parents, reunite with their children, mend strained familial ties and friendships, and be examples of hope and change in their communities.

15. Briefly describe the impact this grant has had on the organization and community served.

We thank you, S.L. Gimbel Foundation! Your investment helped to ensure that Cara continues to innovate its service delivery, cultivate gainful employment, and reach more people experiencing homelessness and poverty as they may embark on their new beginning. We also welcomed [our new President & CEO, Kathleen S. Caliento](#) during the grant period, and we look forward to co-creating a long-term vision for the organization with Kathleen at the helm.

Speaking of vision, in 2019, we set our sights on a vision to fuel a courageous national movement to eradicate relational and financial poverty. That may seem a bit bold given our size

– but the words were chosen intentionally to give us a field in which to dream, and to be a part of something much bigger than what any one city and any one operator could achieve on their own. That is why we have begun to frame ourselves as Cara Collective – not just to give an umbrella to the unique parts of our organization – in Cara, Cleanslate, Cara Connects, and Cara Plus – but to signal that we see our role in a much larger collective of jobseekers, employers, and organizations seeking to build a more inclusive economy.

BUDGET

16. Please provide a budget expenditure report. Also, provide a budget narrative that explains how the funds were utilized, what was purchased, what were the expenses items based upon the original budget submitted and approved. Use the form below and expand as needed:

Line Item	Line item description	Approved amount from TCF (per the submitted budget)	Actual Expenditure
Training Specialists	Portion of 2 Trainers’ Full Salary & Fringe	\$13,200	\$13,200
Training Manager	Portion of 1 Training Manager’s Full Salary & Fringe	\$ 3,120	\$ 3,120
Individual Development Specialists	Portion of 4 IDSs’ (Retention Coaches’) Full Salary & Fringe	\$ 8,280	\$ 8,280
Materials & Supplies	Various Supplies	\$ 400	\$ 400
Totals		\$25,000	\$25,000

Budget Narrative:

We have been extremely grateful for these vital funds in helping to support and partially underwrite the work of our Trainers, their Training Manager, four Individual Development Specialists, and some supplies.

SUCCESS STORIES

17. Please tell us ONE success story.

Heidy had to grow up fast and learn how to be a mom at 17. Many doubted her ability to succeed, but Heidy refused to give up. “I’ve always worked hard to be able to provide everything I possibly could for my three daughters and my son on the way. My kids are my motivation, the fuel that keeps my engine moving forward” she tells us.

For a number of years, Heidi worked at a store in her neighborhood to provide for her family, but her schedule, Monday through Saturday from 10 am to 7 pm, made it difficult for her to work and take care of her children. Inspired by her mother, she made the decision to go back to school. Heidi took classes at Instituto del Progreso Latino, got CNA certified, and was hopeful about landing a job at a hospital.

But the COVID-19 Pandemic changed Heidi's plans once again. Concerned about her health and safety and the health and safety of her family, Heidi could not risk taking a job at a hospital. To minimize her risk, she worked as a part-time home care aid in the homes of senior citizens until Instituto del Progreso Latino connected her to Cara.

During her time at Cara, Heidi learned how to come out of her shell. The skills she learned came in handy when she was introduced to BMO Harris Bank and the BMORE program. A workforce development initiative, the BMORE program was co-created by Cara and BMO Harris Bank in September of 2020 and intends to remove barriers to employment and increase access to careers in banking and finance. The program represents a new model for both Cara and BMO in which the organizations collaborated to recruit, train and place individuals into customer service roles at the Chicago-based bank.

Heidi interviewed for the program and was offered a position as a Customer Experience Representative. Reflecting on her journey, Heidi shares that BMORE "changed my entire outlook on what's possible for my career: I never thought I would be able to work full time. My parents are so proud that I work at a bank, and I am so grateful and happy to keep learning and growing in the financial field. My new job helps me pay the bills, be more stable, and buy my kids what they need. I will never stop reminding my kids that they can be whatever they want to be as long as they focus in school and put all of their dedication into it. I hope they will be able to go to college when they grow up."



Department of the Treasury
Internal Revenue Service

P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248364843
Feb. 03, 2011 LTR 4168C E0
36-4268095 000000 00

00014631

BODC: TE

CARA PROGRAM
237 S DES PLAINES
CHICAGO IL 60661



008279

Employer Identification Number: 36-4268095
Person to Contact: Ms. Osborne
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Jan. 25, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in March 1999.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

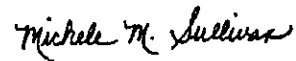
Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248364843
Feb. 03, 2011 LTR 4168C E0
36-4268095 000000 00
00014632

CARA PROGRAM
237 S DES PLAINES
CHICAGO IL 60661

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I