

Request for Proposals
Planning Grants for Community Benefits Funding
Deadline: Friday, February 15, 2019 – 12:00pm

I. BACKGROUND & CONTEXT

A. OVERVIEW

The City of Cambridge’s Community Benefits Advisory Committee (CBAC) is hosting a competitive grant process to disseminate the first round of Community Benefits funds, in the form of Planning Grants. **Please note that this process is not subject to M.G.L. c. 30B.** Acting on the *Guiding Principles for Community Benefits Funding* (see **Appendix A**) and the following plan for implementing the Community Benefits process outlined by the City (see **Appendix B** for Background), this process is designed to bring nonprofit organizations together in partnerships that can address all three Top Tier Needs identified in the 2017 [Community Needs Assessment](#) (see **Appendix C** for all Tiered Needs) and will benefit families with children that are low-income or in poverty, particularly those headed by a single woman (the “Target Population”). The three Top Tier Needs are:

- Affordable Housing & Homelessness
- Financial Security
- Behavioral Health: Mental Health & Substance Abuse

CBAC is prioritizing innovative approaches for the Target Population that have the capacity to address *all* three Top Tier Needs in ways that respond to the unique needs of families, with the recognition that families may be impacted by one or more of the Top Tier Needs in different ways. Partnerships should address all three Top Tier Needs but are not required to give each Need equal weight.

CBAC will review submitted proposals, interview prospective grantees, and select up to five (5) partnerships to receive a 6-month Planning grant from the City. These 6-month Planning grants will provide selected partnerships with up to \$30,000 to formulate and hone their partnership and proposed approach, culminating in the development of a Plan for Implementation. At the completion of the Planning period, CBAC will review submitted Plans for Implementation and select up to five (5) partnerships to receive a grant for up to \$750,000 per partnership to be distributed over a 3-year Implementation period. **Grantees must participate in the Planning Phase in order to be eligible for the Implementation Phase, and receipt of a Planning grant does not guarantee receipt of an Implementation grant.**

B. GOALS

Through this process, CBAC aims to identify and support promising and innovative models for partnership that can address all three Top Tier Needs in the shorter-term and on an on-going basis. The focus on the Top Tier Needs does not preclude partnerships from addressing other needs identified in the Community Needs Assessment or including services that respond to other pressing needs among families that are part of the Target Population. Short-term goals (~3 years) for families include:

- enhanced housing stability, including enhanced connections to appropriate services that provide housing support
- enhanced economic stability, including enhanced connections to appropriate services

that provide financial support

- enhanced family well-being, including improved access to provision of mental and behavioral health supports and counseling services

Longer-term goals include:

- increased family housing stability and increased family economic stability
- enhanced child and adult resiliency
- ultimately, systems-level changes that a) increase capacity to support families around Top Tier Needs and b) advance coordination and integration among nonprofits, service providers, and other partners to deliver services

This process is also designed to inform future rounds of Community Benefits funding.

THE DEADLINE FOR APPLICATIONS IS FRIDAY, FEBRUARY 15, 2019 – 12:00pm

C. PLANNING PHASE OVERVIEW

Structure

The Community Benefits competitive grant process will occur in two phases, a 6-month Planning Phase, and a 3-year Implementation Phase. **Grantees must participate in the Planning Phase in order to be eligible for the Implementation Phase.**

Planning Grant Phase (6 months)

- Partnerships will complete and submit an application to be reviewed by CBAC members, and potentially external reviewers.
- No more than five (5) 6-month planning grants of up to \$30,000 will be awarded to eligible partnerships.
- Partnerships that receive a Planning Grant will use funds to further develop the partnership and develop a detailed Plan for Implementation that will be submitted for review at end of Planning Phase.
- Planning Grant recipients will be required to maintain ongoing communication with CBAC, including attending a kick-off meeting with other grantees. Additional meetings and/or trainings may also be required.
- Planning Grant recipients will work with CBAC Project Evaluator to refine a logic model and appropriate data collection system.
- Planning Grant recipients will meet with CBAC prior to completion of Planning Phase to review project status and overall project elements.

Anticipated Timeline

Planning Phase	
November 9, 2018	Release of Planning Grant Request for Proposals (RFP)
November 28, 2018	Convening (in-person) for potential applicants (this will include a brief overview of the RFP, a presentation on project background including demographics and issue-related data, Q & A, and networking)
January 16, 2019	Convening (webinar) for potential applicants
February 15, 2019	Planning grant proposals due to CBAC
March & April 2019	Planning grant proposals reviewed and finalists interviewed

Mid-April, 2019	Announce award(s) of no more than five (5) Planning grants of up to \$30,000 each
May – November 2019	Planning grant awardees develop Plan for Implementation

Selection Criteria

Proposals for the Planning Phase will be evaluated on:

- Clarity of vision for and overall approach of the proposed program model
- Ability to address all three Top Tier Needs in ways that respond to the unique needs of families
- Approach to equity and inclusion
- Demonstrated commitment to partnership/ collaboration
- Knowledge and experience with Target Population
- Engagement of Target Population in planning and implementation
- Capacity of Lead organization
- Initial articulation of anticipated outcomes and plan for service delivery; CBAC expects each partnership to further develop outcomes and plan for service delivery during the Planning Phase

D. IMPLEMENTATION PHASE OVERVIEW

Structure

Implementation Grant Phase (3 years)

- At the completion of the 6-month Planning Phase, grantee partnerships will submit a final Plan for Implementation to be reviewed by Community Benefits Advisory Committee members, and potentially project Evaluator and/or external reviewers.
- Partnerships that submit Plans for Implementation will be interviewed by CBAC. For partnership grantee(s) that substantially meet the criteria for Plans for Implementation yet have element(s) that may not completely fulfill CBAC’s criteria, CBAC reserves the right to provide feedback and/or supports to enable grantee(s) to revise and resubmit said element(s).
- CBAC anticipates awarding up to five (5) 3-year Implementation grants of up to \$750,000 total per grant. **Receipt of a Planning grant does not guarantee receipt of an Implementation grant.**
- Partnerships that receive an Implementation Grant will have 3 years to implement their project. Grant recipients will be required to maintain ongoing communication with CBAC, engage with the CBAC-funded project Evaluator, participate in ongoing data collection, and participate in other activities as designated by CBAC, including periodic meetings with CBAC to discuss project status.
- Year-to-year funding is contingent upon demonstration of sufficient progress toward project goals.

Anticipated Timeline

Implementation Phase (<i>tentative dates</i>)	
November 30, 2019	Planning grants expire, and Plans for Implementation submitted to CBAC
December 2019 – January 2020	Plans for Implementation reviewed, and partnerships interviewed by CBAC, evaluation team & external review committee
February 2020	Announce award(s) of up to five (5) Implementation grants
February 2020 – January 2023	Plan implementation and ongoing Evaluation work
January 2023 – December 2023	Evaluation completion

Selection Criteria

Plans for Implementation will be evaluated on:

- Articulation of learnings from Planning Phase
- Innovative approach with shared vision and potential for systems change
- Logic model, service delivery plan, and proposed outcomes and metrics
- Approach to equity and inclusion
- Community engagement and involvement of families
- Capacity and efficacy of Lead organization
- Roles and responsibilities of Lead organization and each partner, including governance
- Number of families to be served
- Implementation budget and timeline

E. FUNDING PRIORITIES

Target Population

The Target Population of this funding is families with children that are low-income or in poverty, particularly those headed by a single woman. Additionally, projects should address the following:

- Service provision to families that reflect the disproportionate representation among low-income families or individuals who identify as Black, Latinx, Asian, or are born outside the United States
- Consideration of disparate neighborhood realities, including:
 - Vulnerability related to real estate development
 - Localized high levels of poverty
 - Building on assets that are unique to each neighborhood, including the enhancement of families' relationships and social networks

CBAC defines low-income based on 2018 HUD guidelines for 50% of Annual Median Income. This table reflects the *maximum* annual earnings for families in the Target Population; families in the Target Population may earn less than the amount listed:

Household Size	Household Earnings
1	\$37,750
2	\$43,150

3	\$48,550
4	\$53,900
5	\$58,250
6	\$62,550
7	\$66,850
8	\$71,150

Geography

Eligible projects shall serve families living in Cambridge. Lead organizations shall be based in Cambridge, and partners shall deliver services in Cambridge.

Partnerships

CBAC recognizes that the Top Tier Needs represent complex and often interrelated issues and is looking for innovative approaches to the provision of services that prioritize partnership and coordination, an integration of services, and a commitment to broader engagement of the community and available resources. CBAC is seeking to fund partnerships that will use the funds to develop creative and innovative approaches that could be new and/or that enhance and add value to what partnering organizations are already doing.

Program Models

In response to the *Guiding Principles for Community Benefits Funding* (see Appendix A), CBAC is prioritizing innovative approaches for the Target Population that:

- Have the capacity to address *all* three Top Tier Needs in ways that respond to the unique needs of families, with the recognition that families may be impacted by one or more of the Top Tier Needs in different ways; partnerships may address one or two needs more strongly, while still accounting for all Top Tier need(s)
- Ensure that services and supports are sensitive and responsive to differences in race, religion, national origin, gender, gender expression, sexual orientation, physical ability, socioeconomic status, geography, language, immigration status, or other characteristics
- Tap into the expertise and experience of nonprofit providers
- Lead to change at the child, adult, and family level, and in the broader systems and structures that impact individuals and families
- Encourage creative and collaborative approaches from grantees
- Engage the community and leverage other community-based resources

It is important that partnerships expand the number of families served and/or enhance services to families already being served by partnering organizations.

Program models should aspire to ultimately address:

- Providing individualized services in accordance with the unique potentials and needs of each family, guided by a strengths-based approach and an individualized plan developed in true partnership with the family
- Ensuring that services and supports include evidence-informed and promising practices, as well as interventions supported by practice-based evidence, to ensure the effectiveness of services and improve outcomes for families and children
- Incorporating continuous accountability and quality improvement mechanisms

CBAC envisions that there will be a great deal of diversity in the *types* of partnerships and programs, the *ways* that partnerships address the three Top Tier Needs, and the *roles* that partner organizations play. CBAC has identified some examples of partnerships in other communities and contexts that may provide useful insights. **Please note: These examples may not address all Top Tier Needs that are required as part of this process, and the Committee is *not* suggesting that if applicants adopt a similar model that they will be considered more favorably.** Examples include:

- [Chelsea CONNECT](#)
 - (follow this link for media coverage of the initial launch)
<http://www.chelsearecord.com/2012/01/26/connect-program-launched-in-chelsea/>
- The Boston Foundation's [Health Starts at Home](#)

Desired Outcomes

Building on the data in the *Community Needs Assessment*, CBAC will target specific measurable goal outcomes that address the development of effective service systems and have a positive impact on the lives of children and families.

Short-Term Outcomes:

- Enhanced housing stability, including enhanced connections to appropriate services that provide housing support. (Possible outcomes include: Increase in housing stabilization for families that fall behind on rent or at risk of eviction; Increase in permanent housing for families in non-permanent housing)
- Enhanced economic stability, including enhanced connections to appropriate services that provide financial support. (Possible outcomes include: Increase in family assets and/or decrease in family debt; Increase in parent/ caregiver employment)
- Enhanced family well-being, including improved access to provision of mental and behavioral health supports and counseling services. (Possible outcomes include: Increase in early identification and treatment of children and youth for whom there is concern about possible mental health disorders or behavioral health needs; Reduction in unmet needs of families and/or children participating in the mental health service system)

Long-Term Outcomes:

- Increased housing and economic stability. (Possible examples include: Increase in annual household earnings; Decrease in percentage of income spent on housing; More families access permanent housing; More families stay in housing longer)
- Enhanced child and adult resiliency. (Possible example includes: Increase in size of social networks; Improved sense of well-being; Strengthened parenting practices and caregiver-child relationships)
- Systems-level changes. (Possible examples include: Increased capacity in the service system to support families around Top Tier Needs; Greater coordination and integration among nonprofit and public service providers; Effective local use of outcomes measurement data to inform operations and changes in the system, including sharing data between service provider systems)
- Increased community engagement. (Possible example includes: Increased individual and private funding for local nonprofits and partnerships to address Top Tier Needs)

F. APPROACH TO PROJECT EVALUATION

The Community Benefits grant process aims to elevate models that address the interconnection between all Top Tier Needs. Given that this is somewhat uncharted territory, evaluation will play an important role in the process. CBAC will engage a Project Evaluator to help partnerships refine logic models and data collection systems and carry out the evaluation process during the Implementation phase. With the support of the Evaluator, other experts, and the partnership of grantees, CBAC will refine the indicators and outcomes by which to measure success. As this is a pilot project and the long-term outcomes can take many years to surface, intermediate measurements are also critical.

Applicants will need to communicate the role of evaluation in their proposals and, should they become a grantee, actively participate in the evaluation process. CBAC may expect grantees to work with the Evaluator to get consent for the release of family and child-level data. This will include both baseline data and ongoing data throughout the course of the project.

II. PROPOSAL SUBMISSION FOR PLANNING GRANTS

A. ELIGIBILITY FOR COMMUNITY BENEFITS FUNDING

To be eligible for consideration, partnerships shall meet the following criteria:

- Have a shared vision and approach, though partner organizations may play different roles
- Make sure each partner's voice is heard and equally respected
- Be able to address all three Top Tier Needs in ways that respond to the needs of families
- Include a minimum of two partner organizations
- Share and pursue resources, with a shared commitment to achieving project goals and long-term sustainability
- Be committed to engaging families to be served in developing the Planning grant proposal and throughout Implementation; this includes a commitment to continuous feedback and facilitating and integrating family (and, as appropriate, youth) voice in: identifying and providing feedback on the types and mix of services and support that would be most helpful; program quality; and program improvement
- Partners and the services they provide should reflect and respond to the cultures, races, ethnicities, and languages of the families to be served

Lead Organizations

Each partnership must identify a Lead Organization that submits the application on behalf of the partnership. For partnerships that are funded, the Lead Organization will need to enter into a grant agreement with the City and manage sub-agreements with – including distribution of funding to – partner organizations. Additionally, Lead Organizations should:

- Be a 501(c)(3) nonprofit organization based in Cambridge and benefit/serve Cambridge families
- Have prior experience participating in partnerships
- Have administrative capacity to manage grant and partnership requirements (fiscal, staff, reporting)
- Demonstrate fiscal responsibility (submit audited financials or Form 990 and operating budgets)
- Have data collection experience and capacity or willingness to engage a data coordinator or similar requirement of grant

- Be willing to support required evaluation activities
- Be willing and able to develop equitable and inclusive partnerships
- Have capacity/ ability to act as facilitator and convener of partnering organizations (or, potentially, identify effective facilitator)
- Reflect the families or community they serve – as evidenced by demographic information about board and staff that is provided
- Provide references relevant to role as Lead Organization
- Have the ability to draft Memorandum of Understanding (MOUs) or similar with partnering organizations

NOTE: Lead Organizations may serve as the Lead on only one proposal, but may serve as Partners Organizations on more than one proposal. And organizations that are not a designated Lead may be Partner Organizations on more than one proposal.

Project Elements Eligible for Funding

During the Planning Phase, Community Benefits funds may be used for expenses related to partnership development and the development of the Plan for Implementation. These could include and are not limited to: compensation for staff time; stipends for engagement of families and/or other stakeholders; consultant/ facilitator fees; meetings; supplies.

During the Implementation Phase, Community Benefits funds may be used for activities that advance the goals identified in the Plan for Implementation and could include: salaries and benefits; stipends for engagement of families and/or other stakeholders; consultant/ facilitator fees; data collection and/or analysis; meetings; supplies; project-related travel, education and training; marketing and communication materials.

Grant funds may be used for indirect costs, however, CBAC reserves the right to place a cap on the amount or percentage of funding used for indirect costs.

NOTE: Community Benefits Funds shall not be used for:

- **Capital or infrastructure projects**
- **General organizational operating expenses**
- **Partisan, political, or religious programs**
- **Attempts to influence legislation**

B. APPLICATION PROCESS

Planning Grant Proposal Submission and Deadline

To apply, please electronically submit complete responses to this Request for Proposals no later than **12:00pm on Friday, February 15, 2019**, with the subject “**CBAC Planning Grant Proposal**”, to: communitybenefits@cambridgema.gov.

Responses should be in 12-point font, single-spaced, and not exceed 10 double-sided pages (not including Additional Documents outlined below).

Applications will be reviewed, and finalists will be interviewed by CBAC members between March 1 and April 15, 2019.

Partnerships will be notified if they have received a Planning grant in mid-April 2019. A Partnership's application for the Planning Grant must include the following to be considered complete and eligible for review:

i. Title Page

- Project title
- 250 (maximum) word abstract summarizing the proposed project
- Grant amount requested
- The partnership's Lead Organization, as well as the contact information for the person within the Lead Organization authorized to sign off on a grant agreement (Executive Director/ CEO or President) and the primary contact person for the Community Benefits project.

ii. Approach to Target Population, Partnership, Partnering Organizations, & Lead Organization. (5 Page Maximum)

For the Target Population:

- Identify and discuss the common needs, challenges, strengths, gaps and opportunities in the neighborhood(s) and among the families you intend to serve
- Describe the demographics of the families you intend to serve in terms of race/ethnicity, neighborhood, employment status, housing status, school, and/or other defining characteristics

For the Overall Partnership:

- Describe the common vision, shared values, and guiding principles of this partnership
- Describe what this partnership thinks it means to make a measurable impact on the three Top Tier Needs, and how this partnership will influence/ impact all Top Tier Needs and add value to the community
- Describe the nature of the partnership and how decisions will be made among partnering organizations
- Describe how many families each partner organization currently reaches, and how many families the partnership anticipates it could reach if funded for the Implementation Phase

For Each Partner:

- Provide the name, address, tax ID number, website and non-profit/for-profit status of each partner organization that will be involved in the Planning Phase
- Identify organizational leaders and how leadership of each partner organization will be involved in the partnership
- Describe each partner organization's past experience with partnerships
- Describe how each partner organization currently engages families it serves and how it will engage new families as part of this project
- Describe how each partner organization addresses equity and inclusion within their organization

For Lead Organizations:

- Describe past experiences in managing and/or participating in partnerships
- Describe capacity to manage, and history of managing, grants and partnership requirements (fiscal, staff, reporting)

- Describe how the organization currently maintains fiscal discipline/ internal financial controls
- Describe experience with and capacity for data collection
- Describe how organization addresses equity and inclusion within the organization
- Describe how organization represents and engages the community

NOTE: CBAC recognizes that the formation and execution of effective partnerships is a complex process. For applicants selected to receive funding for the Planning and Implementation Phases, additional partners may be added, and the composition of partnerships may change. The Plan for Implementation should identify any change in partnership composition during the Planning Phase, and provide information identified above for each new partner.

iii. Initial Plan for Program Model (2 Page Maximum)

Briefly describe the initial plan to develop and implement a program model that is consistent with CBAC's priorities of taking an innovative approach to coordination and integration of services to address all three Top Tier Needs for the Target Population that will:

- Respond to the unique needs of families
- Ensure that services and supports are sensitive and responsive to differences in race, religion, national origin, gender, gender expression, sexual orientation, physical ability, socioeconomic status, geography, language, immigration status, or other characteristics
- Tap into the expertise and experience of nonprofit providers
- Have the potential to respond to the interconnections among the Top Tier Needs
- Lead to change at the child, adult, and family level, and in the broader systems and structures that impact individuals and families
- Encourage creative and collaborative approaches from partnering organizations
- Engage/ organize/ listen to the voices of families to be served
- Engage the community and leverage other community-based resources

iv. Additional Documents (Does not count against word/ page limit). Only the information that is identified in each of the sections below may be provided as attachments.

- Planning Phase Budget:** Each proposal must be accompanied by summary expense budget for the Planning Phase. Please describe the distribution of Planning grant funding between partner organizations, if applicable
- Lead Organization Information:** Board of Directors – Names and Demographics
- Lead Organization Information:** Organizational/ Staff Chart – Names, Roles, and Demographics
- Lead Organization Information:** IRS Exemption Letter
- Lead Organization Information:** Most recent Form 990 or most recent audited financial statements and operating budgets
- Letter of Affirmation:** Each partner should sign to indicate their involvement in the development of and support for the Application

v. Supports for Potential Applicants

- Clarifying questions regarding the RFP may be addressed to Elizabeth Unger, Purchasing Agent, City of Cambridge (email: purchasing@cambridgema.gov) or submitted at scheduled Informational Sessions. (see below)
- CBAC will publish all questions it receives and a response to each on a rolling basis on our webpage (<https://www.cambridgema.gov/communitybenefits>), **until 8:00pm on Monday, February 11, 2019**. Applicants are responsible for maintaining up to date knowledge of these responses
- CBAC will host an in-person Informational Session on **Wednesday, November 28, 2018**. This will include a brief overview of the RFP, a presentation on project background including demographics and issue-related data, Q & A, and networking.

III. OTHER PROGRAM REQUIREMENTS

In order to receive a Planning Grant and Implementation Grant, Lead Organizations must adhere to the following requirements. These requirements will be set out in a grant agreement between the City and the Lead Organization (below referred to as “The Agency”).

- 1. Program Participation:** The Agency shall not, on the grounds of race, color, national origin, familial status, handicap, sex, or belief exclude any person from participation in the program, subject any person to discrimination through this program or deny any person the benefits of this program.
- 2. Employment:** The Agency shall not discriminate against any person on the basis of race, color, national origin, familial status, handicap, sex or belief in any phase of employment during the performance of any activities related to the administration and implementation of this contract.
- 3. Americans with Disabilities Act, Tax Compliance, and Anti-Collusion:** The Agency certifies to the City that it understands and will comply with all applicable provisions of the Americans with Disabilities Act of 1990 (ADA) and Section 504 of the Rehabilitation Act of 1973 (Sec. 504), and with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support. (M.G.L. c. 62C, §49A). **Attachment A: Americans with Disabilities, Tax Compliance/Anti-Collusion Statement.**
- 4. Conflict of Interest:** The Agency certifies that neither it nor any member of its governing body presently has nor shall acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services under this contract. The Agency also agrees that in the performance of this contract, no person with such an interest shall be employed, shall become a contractor, nor shall be appointed as a member of its governing body. The Agency further covenants that no member of its governing body, staff, or subcontractors shall possess any interest in or use their position for a purpose that is, or gives the appearance of being motivated by, desire for private gain for themselves or those with whom they have family, business or other ties.

5. **Living Wage:** Any agency receiving a contract with the City of \$10,000 or more is subject to the Living Wage Ordinance. In accordance with the Cambridge Living Wage Ordinance, the Agency certifies that any person employed by the Agency (or by an independent contractor doing business with the Agency) who would directly expend any of his or her time on the activities funded by this contract shall be paid a “living wage” that shall be no less than **\$15.64** per hour, subject to annual upward adjustment to account for inflation. The Agency shall review the Living Wage Ordinance (Chapter 2.121 of the Cambridge Municipal Code) to assure that it is in compliance with the Ordinance. The Agency shall provide each covered employee with a fact sheet about the Living Wage Ordinance and shall post a notice about the ordinance in a conspicuous location visible to all employees. Please refer to **Attachment B: Living Wage Ordinance** for more information.
6. **Wage Theft Prevention:** Pursuant to Executive Order 2016-1, the City of Cambridge established requirements for City contracts to prevent wage theft. Prospective vendors must provide certifications or disclosures with their bids/proposals. Failure to provide the following shall result in rejection of the bid/proposal. Please refer to **Attachment C: Wage Theft Prevention** for more information.
7. **Criminal Offender Record Information (CORI) Screening Practices:** The Agency hereby agrees to be bound by all applicable provisions of City Ordinance Number 1312, Sections 2.112.061 through 2.112.065, intended to ensure that the persons and businesses supplying goods and/or services to the City of Cambridge deploy fair policies relating to the screening and identification of persons with criminal backgrounds through the CORI system. The Agency agrees to complete the CORI Compliance Form attached hereto as **Attachment D: CORI Compliance Form** and made a part hereof.
8. **Certificate of Authority – Partnership:** The Lead Organization must submit **Attachment E: Certificate of Authority – Partnership** to ensure that the individual signing this contract is authorized enter into a contract with the City of Cambridge, on behalf of the Partnership.
9. **Attachment F: General Terms & Conditions**

IV. APPENDICES

Appendix A.

Guiding Principles for Community Benefits Funding

Frame Needs Thoughtfully

1. Fund programs or services that directly benefit Cambridge residents.
2. Emphasize funding priorities established by the City Council informed by the outcomes of the needs assessment.
3. Prioritize support for vulnerable and underserved populations.
4. Consider neighborhood(s) impacted by development projects.
5. Consider other public resources allocated to a neighborhood in order to better understand unmet needs.

Build on Existing Assets and Programs

6. Promote awareness of and connection to existing programs and services.
7. Prioritize approaches that leverage other private and public resources.
8. Encourage an asset-based approach that recognizes and builds on the resilience of Cambridge residents and communities.

Promote Holistic Approaches, Innovation and Collaboration

9. Recognize the inter-connectedness among community needs.
10. Emphasize holistic and creative ideas that promote prevention and coordination across systems and organizations.
11. Remain open to bold and innovative approaches to challenging issues.
12. Recognize that addressing community challenges takes time and provide the latitude for longer term interventions.
13. Prioritize funding for nonprofit applicants that promote collaboration, partnership and collective impact.
14. Encourage and incorporate program evaluation to identify which strategies work best.

Simplify the Application Process

15. Establish a transparent, inclusive, and collaborative process.
16. Provide support and technical assistance to nonprofits in the application process to ensure equal opportunity and access.
17. Provide opportunities for renewable grants to returning nonprofit providers that have an excellent performance evaluation record and programmatic success.

Appendix B.

Background

Since 2010, over \$20 million in mitigation funds designated for community benefits purposes have been pledged to the City of Cambridge (the “City”) through zoning amendments and agreements, of which \$7.4 million has been received by the City to date. Upon completion of various stages of development, additional monies will be deposited into the *Community Benefits Fund* to further assist in the expansion of services to better address the unmet needs of Cambridge residents. A timeframe for these additional funds is not known at this time.

Prior to the formation of the Community Benefits Advisory Committee (CBAC), the City conducted a comprehensive needs assessment for an in-depth understanding of the City’s most pressing needs and service gaps, and to enable the City to make informed decisions on the investment of *Community Benefits Funds*. The [Community Needs Assessment](#) was completed in January 2017 and adopted by City Council in May 2017.

CBAC is charged with soliciting and evaluating proposals from local nonprofit partnerships for the provision of services to Cambridge residents, and with establishing the rules, regulations, and guidelines for the proper administration of community benefits funds. The CBAC’s recommendations are informed by Cambridge City Council’s *Guiding Principles for Community Benefits Funding*, which were originally established by the Ordinance, then adopted and expanded in the *Community Needs Assessment*, as well as relevant demographic data, pertinent research, subject-matter experts, and the collective expertise of the Committee. CBAC includes the diverse perspective of residents, representatives from the local nonprofit community, businesses, and universities, and works with City staff to make recommendations to the City Manager for the award of Community Benefits Grants.

The full list of members and additional information and resources are available at: <https://www.cambridgema.gov/communitybenefits>.

Appendix C.

Tiered Needs

The full Community Needs Assessment is available [here](#).

Top Tier Needs

- Affordable Housing and Homelessness
- Financial Security
- Mental Health: Behavioral Health and Substance Abuse

Middle Tier Needs

- Food
- Civic Engagement and Social Capital
- Education
- Employment

Lower Tier Needs

- Safety
- Transportation
- Arts, Culture, and Recreation
- Health
- Built and Natural Environment

Appendix D.

Glossary of Terms

Family Well-Being

Family well-being occurs when all family members are safe, healthy, and have chances for educational advancement and economic mobility. Support services such as early care and education, housing and food assistance, and physical and mental health care positively contribute to the well-being of families and their children. When families face challenges that cause stress, including poverty and homelessness, their health and wellness can be negatively impacted. Engaging families as active participants in problem-solving and goal-setting can help them identify and use their own strengths to address the challenges they face. When families are healthy, safe, and economically stable, their children's health and well-being can thrive.

Source: <https://eclkc.ohs.acf.hhs.gov/family-support-well-being>

Innovation

At the Rockefeller Foundation, we define innovation as a break from previous practice, occurring when different points of view or existing practices are framed, imagined, or combined in new ways. Innovation succeeds when it creates new pathways for solving entrenched social problems, resulting in lasting transformation of the systems that most affect vulnerable populations and leave stronger social relationships in their wake.

Source: https://ssir.org/articles/entry/innovation_for_the_next_100_years

Social innovations are new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions) and lead to new or improved capabilities and relationships and better use of assets and resources. In other words, social innovations are both good for society and enhance society's capacity to act.

Source: <https://youngfoundation.org/wp-content/uploads/2012/12/TEPSIE.D1.1.Report.DefiningSocialInnovation.Part-1-defining-social-innovation.pdf>

Resiliency

The concept of resiliency – which the Committee defines as the capacity of individuals and families to respond to or cope with adversities and barriers caused by social, economic, political, and environmental factors – has been integrated into this proposed framework for community benefits funding. As recommended in the Community Needs Assessment, by addressing unmet needs and service gaps through a strengths-based approach, one that recognizes and builds on the capital that already exists in the Cambridge ecosystem, we can better assist in strengthening the resilience of Cambridge residents and communities. This approach provides an opportunity to build future capacity through a unique point of intervention that targets families with children whose immediate capacity to respond to and cope with adversities and barriers are primarily impacted by affordable housing and homelessness, behavioral health (mental health and substance abuse), and financial insecurity.

The Committee's proposed framework includes short- and long-term goals that respond to two critical levels of capacity needed to build and sustain resiliency. The first level of capacity addresses the coping measures that families use to overcome immediate threats through resources that are directly available. This aligns the with Committee's expressed short-term goal of enhancing housing and economic stability, family well-being, and connecting individuals with supporting services unique to their needs. The second level of capacity refers to the adaptive measures that families employ to learn from past experiences, anticipate future risks, and adjust their livelihoods accordingly. By realizing a more permanent, self-sustaining level of housing and economic stability, families can be in a better position to build on their own welfare and resiliency, and that of their community.

Vulnerable

Social vulnerability is the result of social factors that create a lack of capacity or capability to prepare for, response to, and recover from emergencies. Social vulnerability includes people who are more likely to suffer disproportionately because of their existing social circumstances such as those associated with age, gender, race, medical illness, ability, literacy, and English proficiency, and social isolation. Their circumstances increase the likelihood of social isolation, which is a lack of engagement in social ties, institutional connections, or community participation.

Source: <https://www.sciencedirect.com/science/article/pii/S2212420914001198#bib49>