

A Framework for Community Benefits Funding

COMMUNITY BENEFITS ADVISORY COMMITTEE – MAY 15, 2018

Welcome!

- INTRODUCTION
- WHO'S IN THE ROOM?

Introduction

Who's In The Room?

Overview

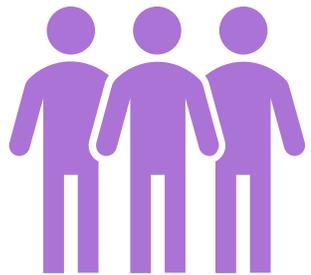
- WHAT IS THE PURPOSE OF THIS LISTENING SESSION?
- WHAT ARE THE OUTCOMES WE WOULD LIKE TO ACCOMPLISH?
- WHAT STEPS WILL WE TAKE TO ACHIEVE THESE OUTCOMES AND FULFILL THE PURPOSE?



The Purpose



The Outcome

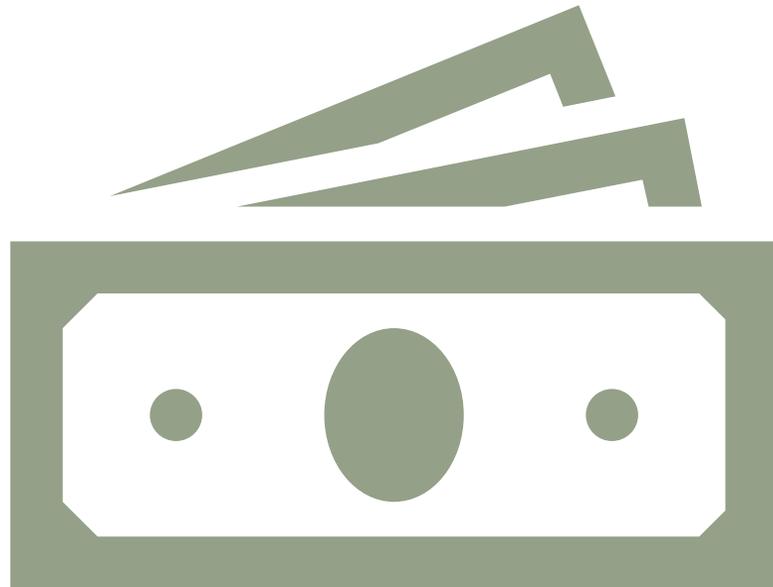


The Process



Background

- COMMUNITY BENEFITS FUNDS
- COMMUNITY NEEDS ASSESSMENT
- COMMUNITY BENEFITS ADVISORY COMMITTEE



Community Benefits Funds

- funds received by the City from developers in connection with the enactment of a zoning amendment or agreements
- funds are held by the City to be expended for community benefits purposes
- from 2010-present
 - \$23 million has been pledged, mostly from MIT
 - \$7.5 million has been received by the City
 - \$7 million MIT, \$500,000 from Alexandria
- additional monies will be upon completion of various stages of development

Community Needs Assessment

- an in-depth understanding of the most pressing needs and service gaps
- assist and enable the City to make informed decisions on the investment of Community Benefits Funds
- Needs Assessment Advisory Committee expanded the Guiding Principles for Community Benefits Funding
- report completed in January '17, adopted by City Council in May '17

Guiding Principles for Community Benefits Funding

Frame Needs Thoughtfully

- Fund programs or services that directly benefit Cambridge residents.
- Emphasize funding priorities, established by the City Council, informed by the outcomes of the Needs Assessment.
- Prioritize support for vulnerable and under-served populations.
- Consider neighborhood(s) impacted by development projects.

Build on Existing Assets and Programs

- Consider other public resources allocated to a neighborhood in order to better understand unmet needs.
- Promote awareness of and connection to existing programs and services.
- Prioritize approaches that leverage other private and public resources.
- Encourage an asset-based approach that recognizes and builds on the resilience of Cambridge residents and communities.

Guiding Principles for Community Benefits Funding

Promote Holistic Approaches, Innovation, and Collaboration

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

Simplify the Application Process

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

The Tiered Needs *(from the Community Needs Assessment)*

Top Tier Needs

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

Middle Tier Needs

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

Lower Tier Needs

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

Community Benefits Advisory Committee

- solicit and evaluate applications from local nonprofit organizations for the provision of services to Cambridge residents
- establish “rules, regulations, and guidelines” for the proper administration of Community Benefits Funds
- submit recommendations to the City Manager for the award of Community Benefits Grants
- recommendations are informed by the Guiding Principles for Community Benefits Funding
- includes the diverse perspective of residents, representatives from the local nonprofit community, businesses, and universities, and City staff

Committee Members

City Staff Appointed by the City Manager

- Lisa Peterson, *Deputy City Manager (Committee Chair)*
- Ellen Semonoff, *Assistant City Manager for Department Human Services Programs*
- Sandra Clarke, *Deputy Director, Community Development Department*

Representatives of the Local Nonprofit Community

- Kathryn Fenneman, *Executive Director, Tutoring Plus*
- Risa Mednick, *Executive Director, Transition House*
- Elizabeth Aguilo, *Executive Director, Paine Senior Services*

Cambridge Community Foundation Representative

- Geeta Pradhan, *President & CEO, Cambridge Community Foundation*

Business/Property Development Representative

- Susan Lapierre, *Senior Vice President at Cambridge Savings Bank*

University Representative

- Paul Parravano, *Co-Director, MIT Office of Government and Community Relations*

Cambridge Residents

- Cibele Goncalves
- Daniel Liss
- Rowan Murphy
- Amy Salomon

The Framework

- STRATEGIC PRIORITIES
- RESILIENCY
- THE TARGET POPULATION
- RACIAL AND ECONOMIC EQUITY
- THE APPROACH TO FUNDING



Strategic Priorities

- partnership, coordination, integration of services
- Short-Term Goals
 - enhanced housing stability
 - enhanced economic stability
 - enhanced family well-being, including improved access to enhanced provision of behavioral health support and counseling services
- Long-Term Goals
 - housing and economic stability
 - enhanced child and adult resiliency

Resiliency

*the **capacity** of individuals and families to respond to or cope with adversities and barriers caused by social, economic, political, and environmental factors*

- “Encourage a strengths-based approach that recognizes and builds on the resilience of Cambridge residents and communities.” – *Guiding Principle #8*
 - a strengths-based approach recognizes and builds on the capital that already exists in the Cambridge ecosystem
 - an opportunity to build future capacity through a unique point of intervention that focuses on the target population
 - Short-Term
 - the coping measures that families use to overcome immediate threats through resources that are directly available
 - enhancing housing and economic stability, family well-being, and connecting individuals with supporting services unique to their needs
 - Long-Term
 - the adaptive measures that families employ to learn from past experiences, anticipate future risks, and adjust their livelihoods accordingly
 - a more permanent, self-sustaining level of housing and economic stability, so that families can better build on their own welfare and resiliency, and that of their community

Target Population

families with children that are low-income or living at or below the poverty threshold, particularly those headed by a single woman

income limits for individuals living at or below the poverty threshold

Household Size	Household Earnings*
1 Person	\$12,060
2 Persons	\$16,240
3 Persons	\$20,420
4 Persons	\$24,600
5 Persons	\$28,780

* 2017 Poverty Guidelines

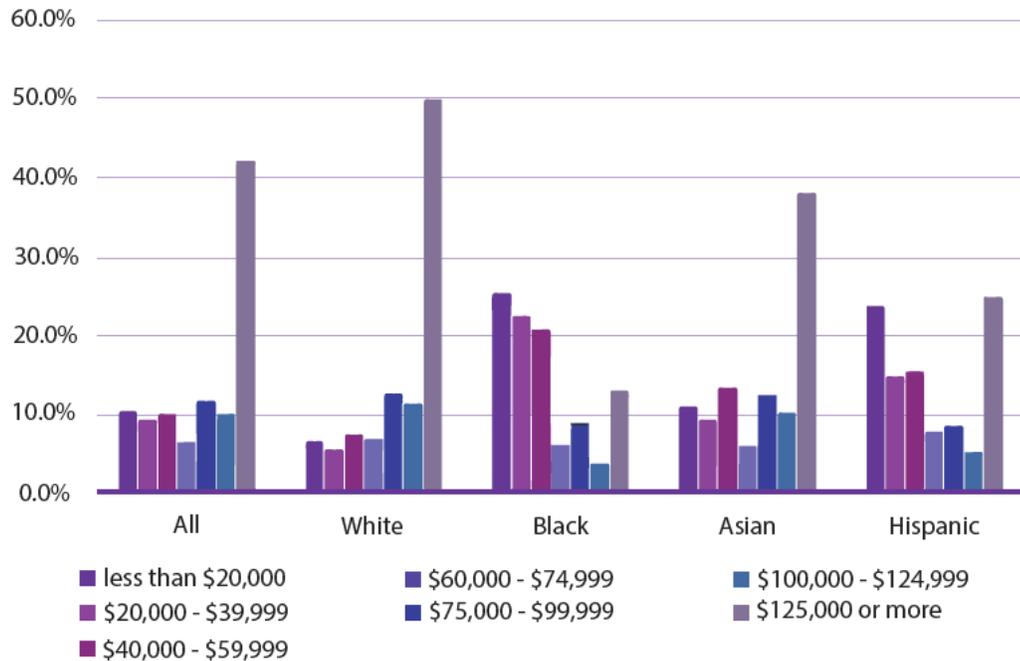
income limits for individuals living at or below the low-income threshold

Household Size	Household Earnings**
1 Person	\$37,750
2 Persons	\$43,150
3 Persons	\$48,550
4 Persons	\$53,900
5 Persons	\$58,250

** 2018 HUD Income Limit (50% AMI)

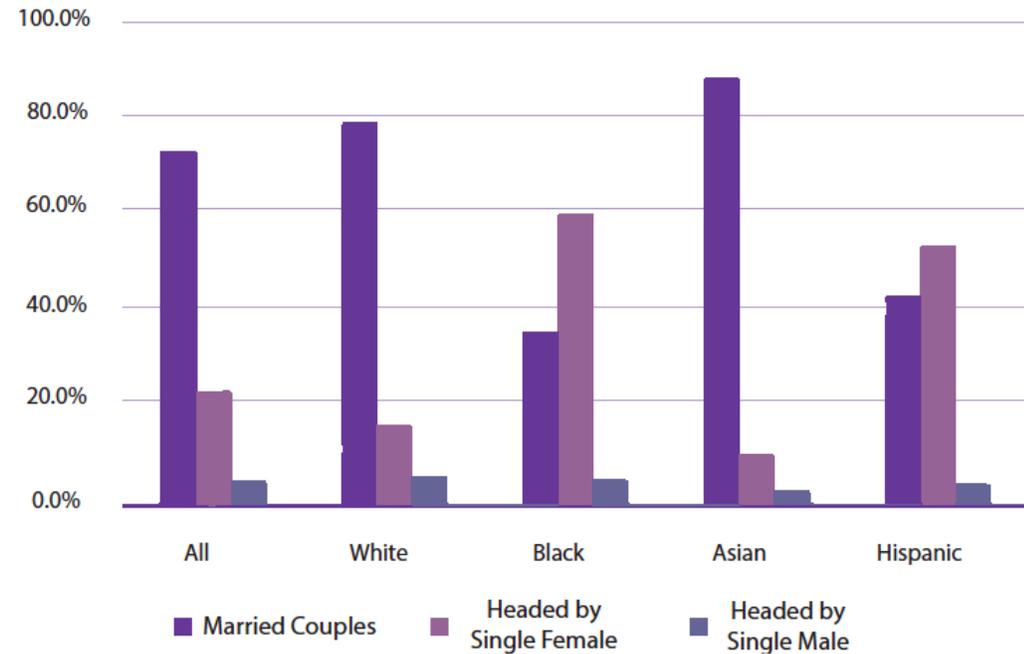
Target Population Context

Family Income by Race: 2011-2015



Source: U.S. Census Bureau, 2000 Decennial Census; 2006-2010, 2011-2015 American Community Survey

Families with Children: 2011-2015



Source: U.S. Census Bureau, American Community Survey, 2011-2015

Racial & Economic Equity

“...a fair and equitable funding program that addresses economic, educational, and racial disparities in a meaningful way...”

- individuals who identify as Black, Latinx, Asian, or are born outside the U.S., are disproportionately represented among low-income families
- proposals should include service provision to families that reflect this disproportionality
- citywide needs vary in impact across neighborhoods:
 - assess vulnerability related to real estate development and of neighborhoods impacted by high levels of poverty
 - buffer families that are vulnerable in some way(s) that limit the ability to build capacity
 - build on assets that are unique to each neighborhood, including relationships among neighbors

The Approach to Funding

2018	2019	2020	2021	2022	2023	
Round I						
<i>Planning Round I</i> <ul style="list-style-type: none"> • up to 5 grants awarded • ~\$30k/partnership • 3-5 months planning 	<i>Implementation Round I</i> <ul style="list-style-type: none"> • up to 5 grants awarded • 3 years of funding • range of funds up to \$750k (over the 3 years) • focus on learning among/across the partnership groups, with and for the community 			<ul style="list-style-type: none"> • <i>continuation of funds (renewal grants) may be available to existing grantees</i> 		

Round II**

<i>Planning Round II</i> TBD	<i>Implementation Round II</i> TBD
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****expected to begin within the next 2-4 years**

The Approach to Funding



- criteria for selection for the Planning Phase may include:
 - How does the partnership (lead and supporting organizations) intend to make an impact? What is the strategy?
 - What past experiences have partners had with partnership/collaboration?
 - What are the intended outcomes and proposed timeline/activities and potential data points to reach goal(s)?
 - Who are the families this partnership is positioned to reach?
 - What relevant prior experiences/successes have partners had in advancing change in the Top Tier Needs with these and/or similar families?
- Planning Phase a prerequisite for Implementation Grant
 - grantees, especially lead organizations, must have successfully completed the planning phase
 - not all proposals will receive planning grants, and not all proposals who receive planning grants may receive implementation grants
- the purpose of the Planning Phase is to develop the ***Plan for Implementation***

Feedback & Discussion

What's Next?

- FOLLOW UP

Follow Up

- the Committee will review and respond to feedback received from both Listening Sessions and additional comment received offline
 - ***The Committee will accept comments through Wednesday, May 23rd.***
- the Committee will develop a Request for Proposal (RFP) that will be released to 501(c)(3) nonprofit organizations currently providing services to families living in Cambridge
 - ***expected release date: Summer/Fall '18***
- proposals will be reviewed by members of the Committee and up to five (5) grantees will be recommended for planning grants