

# A Framework for Community Benefits Funding

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COMMUNITY BENEFITS ADVISORY COMMITTEE – MAY 15, 2018

# Welcome!

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- INTRODUCTION
- WHO'S IN THE ROOM?

*Introduction*

*Who's In The Room?*

# Overview

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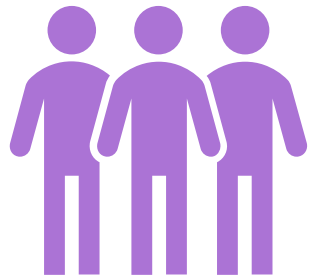
- WHAT IS THE PURPOSE OF THIS LISTENING SESSION?
- WHAT ARE THE OUTCOMES WE WOULD LIKE TO ACCOMPLISH?
- WHAT STEPS WILL WE TAKE TO ACHIEVE THESE OUTCOMES AND FULFILL THE PURPOSE?



The Purpose



The Outcome



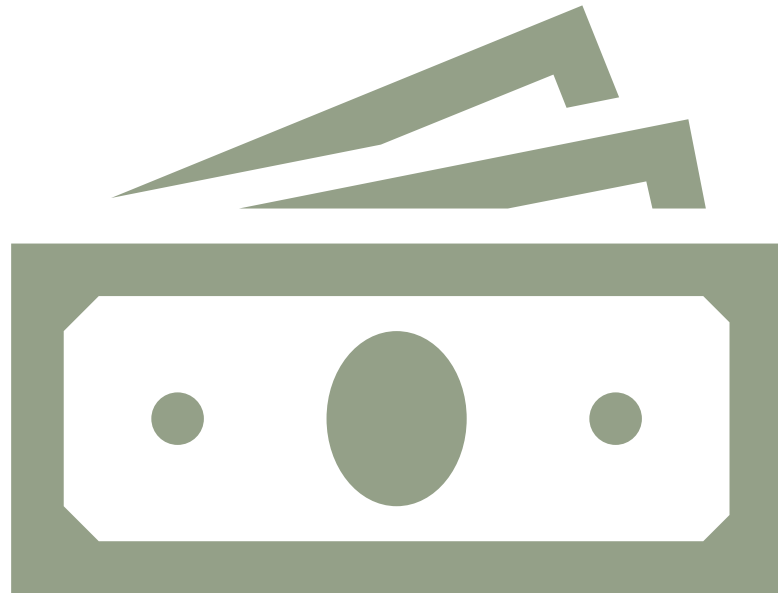
The Process



# Background

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



# Community Benefits Funds

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- 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

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- 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

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## 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

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## **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)*

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## 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

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- 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

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## **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

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



# Strategic Priorities

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- 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

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*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

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*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

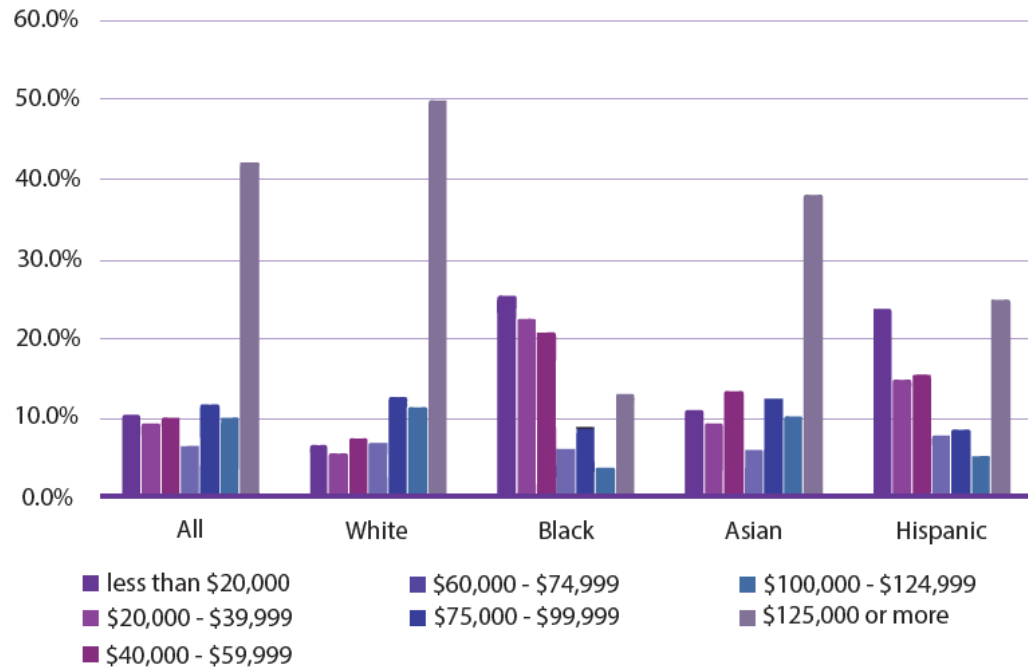
*income limits for individuals living at or below the low-income threshold*

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)

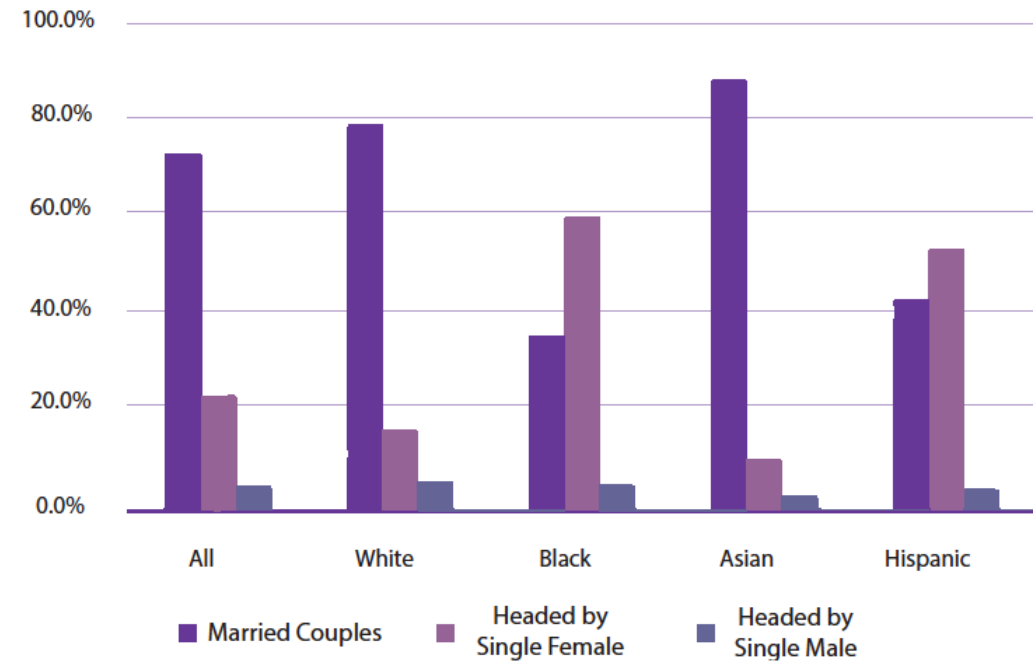
# Target Population Context

## 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

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

## 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

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- 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

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# What's Next?

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- FOLLOW UP

# Follow Up

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- 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 23<sup>rd</sup>.***
- 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