



Community Information Session

Tuesday, January 15th, 6:00pm-8:00pm

Saturday, January 26th, 10:00am-12:00pm





Today's Objectives

- Introduce the BCYF team
- Share an overview and update on the work of the Fund
- Share key applicant trends from the 2018 grant cycle
- Provide tips and information to help prospective applicants prepare for grant opportunities in 2019





Our Agenda

- Welcome
- Youth Fund Work Overview & Update
 - Year 1 Grantmaking Process Overview
 - Year 1 Applicant Trends
 - Tips & Feedback for Year 1 Applicants
- Discussion and Q&A
- Networking



BCYF Work Overview & Update





Baltimore Children & Youth Fund Background

What: The Fund is a \$12 million non-lapsing fund dedicated to supporting Baltimore's children, youth, and young adults.

Why: The Fund was launched in 2015 by Baltimore City Council President Bernard C. "Jack" Young and approved by voters in November 2016 with over 80 percent support.



What is the Youth Fund all about?



Investing in community-based initiatives that will help to improve outcomes for Baltimore City children and youth.

Testing and demonstrating promising strategies for promoting a more equitable distribution of public capital among Baltimore's children and youth-serving programs and initiatives.

What are the Fund's driving values & concepts?

- Elevating authentic youth and community leadership
- Increasing investment in historically under-resourced children and youth populations and communities
- Increasing investment in grassroots leadership and leaders of color
- Promoting Racial, Ethnic & Intersectional Equity and Inclusion in practice
- Promoting greater transparency and accountability of process





Who designated the authority of the current team?

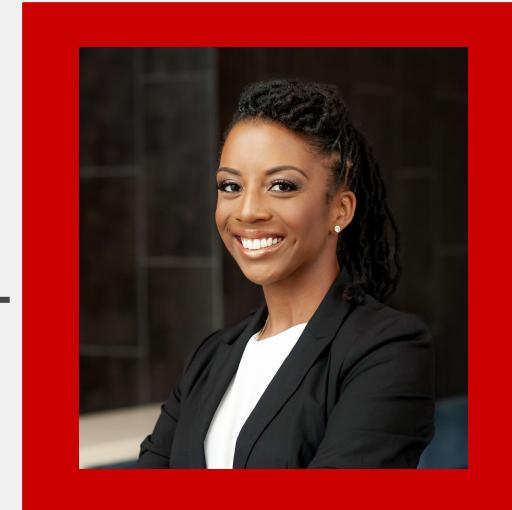
- The Baltimore City Council President convened a task force to create a framework for the development of the Baltimore City Children & Youth Fund in February of 2017.
- The task force designated Associated Black Charities as the entity that would serve as the interim fiscal agent that is temporarily responsible for the management of the BCYF, while building the institution that would serve as its permanent home. ABC was designated to serve in this role given the fact that it is one of the only local public foundations with an extensive expertise on issues of racial equity. This was then codified into law by the Mayor and Baltimore City Council in December of 2017 and further enumerated in an MOU with the City of Baltimore that was signed by the Mayor in February of 2018.
- The team that leads the work of the BCYF has been assigned by Associated Black Charities.



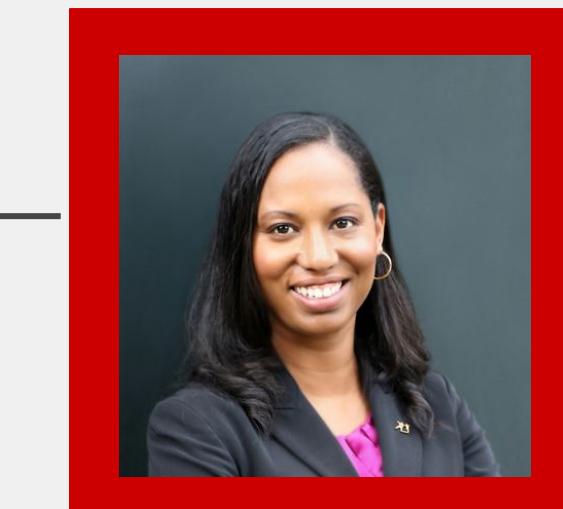
Who is on the BCYF team?



Associated Black
Charities



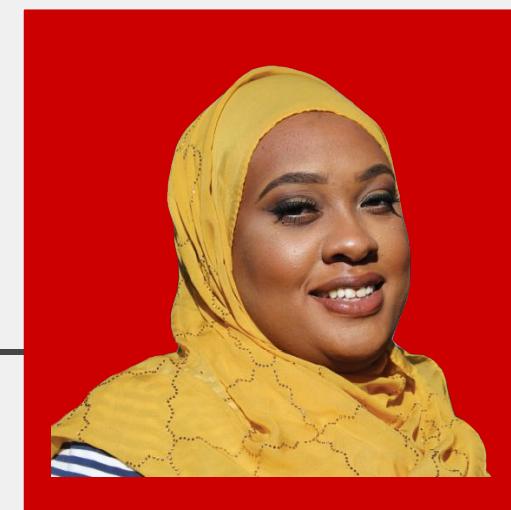
Danielle Torain
Interim Director
Grantmaking & Technical Assistance



Kera Ritter
Interim Director
Admin & Operations



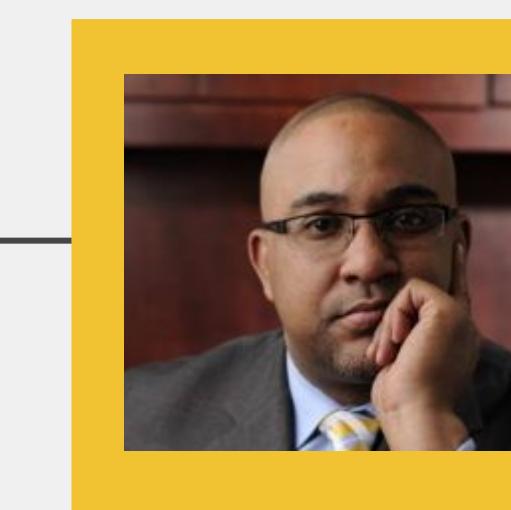
Jonalyn Denlinger
Interim Manager
Grantmaking & Technical Assistance



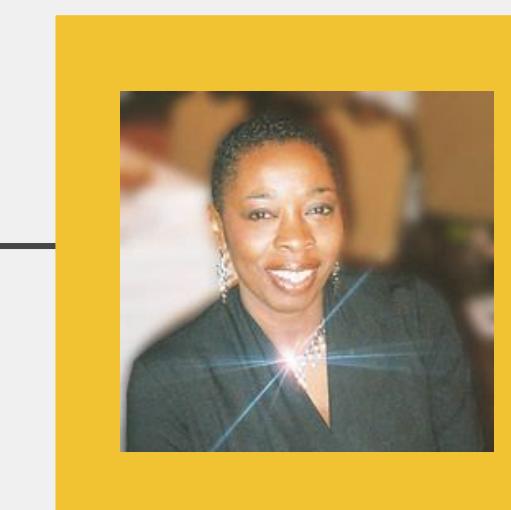
Kieta Iriarte-Admin
Interim Manager
Financial Administration



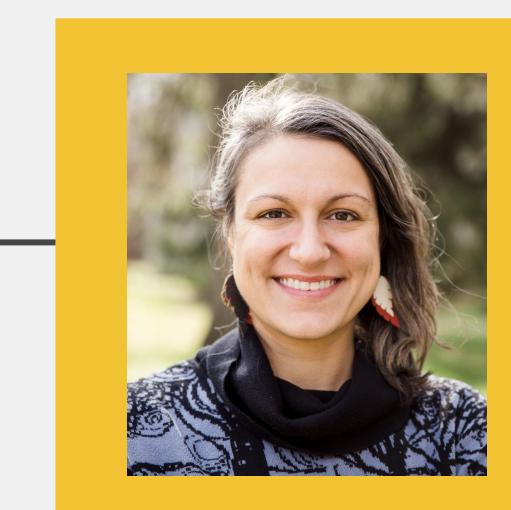
Page Hinerman
Interim Manager
Grants & Contracts
Administration



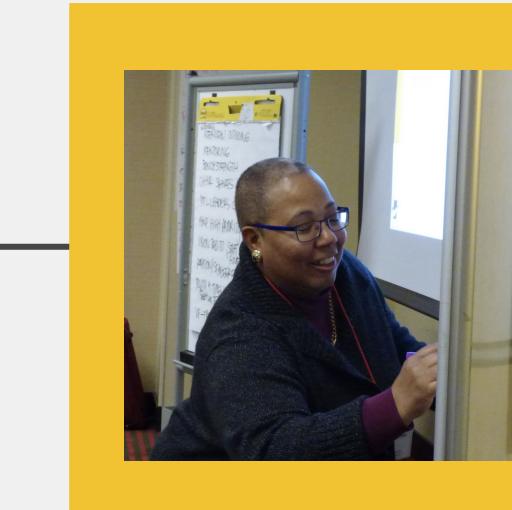
David Miller
Consultant



Cheryl Goodman
Consultant



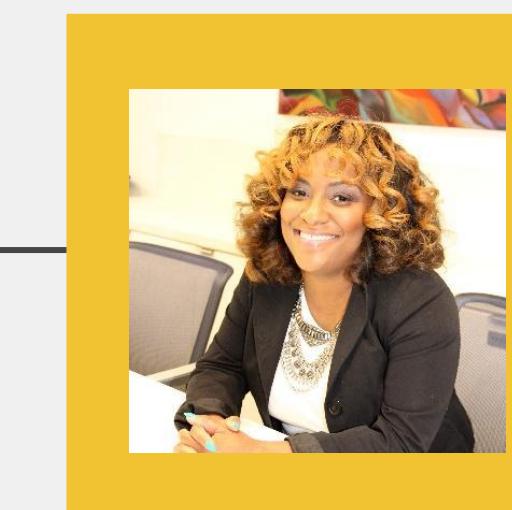
Julie Brooks
Consultant



Mary Warren
Consultant



Richard Rowe
Consultant



Regina Salliey
Consultant

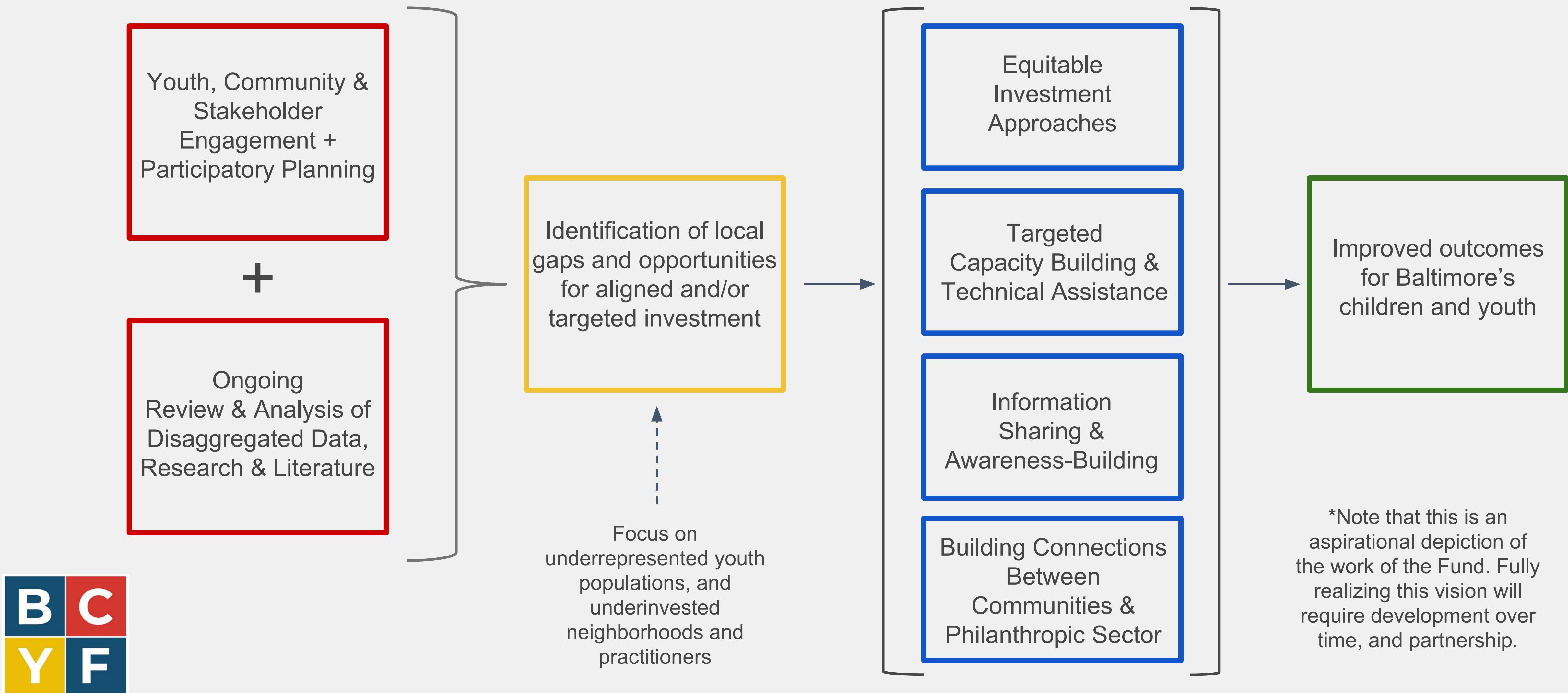
Other Partners

- Anderson & Company - Financial Management (T/A)
- Baltimore's Promise - Strategic Coordination & Data Support
- Fusion Partners - Fiscal Sponsorship
- Kinetics Strategies (Jamye Wooten + Jennifer Farmer) - Digital Strategy; Strategic Communications
- Kingslow & Associates (Marcia Kingslow) - Process Evaluation
- Mirror Group, LLC (Mindelyn Anderson) - Evaluation (T/A)
- Pulse Forward (Gayle Carney) - Info. Management (T/A)
- Strategic Resources Group - Facilitation
- Strong City Baltimore - Fiscal Sponsorship
- The Fund for Educational Excellence - Administrative Support (T/A)

Initiative Advisors:

- Kirsten Allen - Meraki Community Uplift
- John Brothers - T. Rowe Price Foundation
- Erica Seth-Davies - At Large
- Adam Jackson - Leaders of a Beautiful Struggle
- Dayvon Love - Leaders of a Beautiful Struggle
- Samantha Mellerson - W. Haywood Burns Institute for Justice, Fairness & Equity
- Gena O'Keefe - Annie E. Casey Foundation
- Geri Peak - Two Gems Consulting
- Sabrina Thornton - T. Rowe Price Foundation

What's the work and focus of the Fund? (revisited)*



*Note that this is an aspirational depiction of the work of the Fund. Fully realizing this vision will require development over time, and partnership.



What types of capacities are needed to fully operationalize a participatory/equitable approach to grantmaking?

Disaggregated
Data

Participatory Planning
+ Decision-Making
Practices

Trust +
Relationships

Supportive
Infrastructure

Values-Aligned +
Culturally Responsive
Technical Support

Strategic
Communications

Financial Capital

Human Capital

*Note that **UPD Consulting** and **Frontline Solutions** were two core consultative partners that supported this work in Year 1.

What work was done this year?

February

March → April

May → August

September → December

Community Design Sessions

Grant Review Panel Selection & Onboarding

Grantee Onboarding

Year 1 Project Team Kickoff (Planning)

Data Analysis Retreat

Release of RFP & Year 1 Grant Deliberations

T/A Partner Onboarding (Cohort 1)

Determination of Year 1 Investment Priorities

Release of T/A Partnership Application

Planning for Year 2



Process Evaluation

Goals of Year 1:

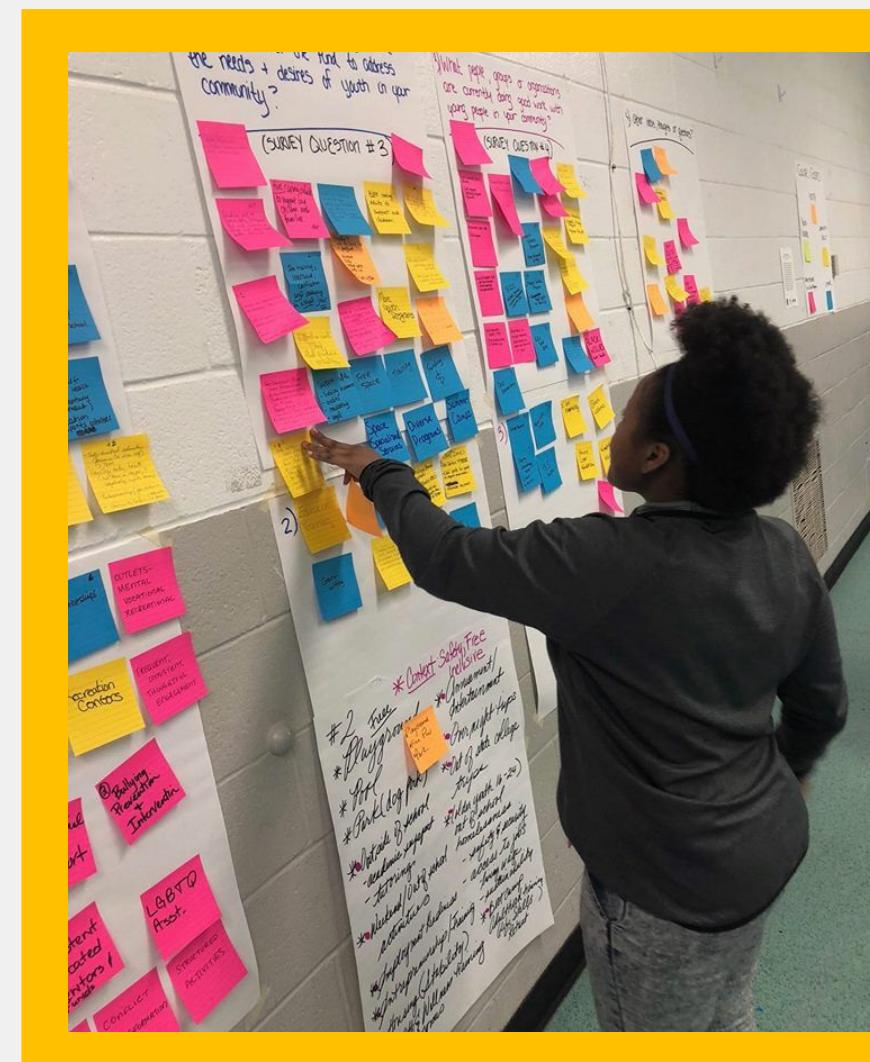
- Work within available time and capacity to “launch” the early/foundational structures of the Fund
- Conduct local and national research to inform the long-term focus and structure of the Fund.
- Pilot a community-participatory approach to grantmaking.
- Learn, and collect data to inform Year 2.
- Begin the formation of the Fund’s Technical Assistance Team.

Highlights:

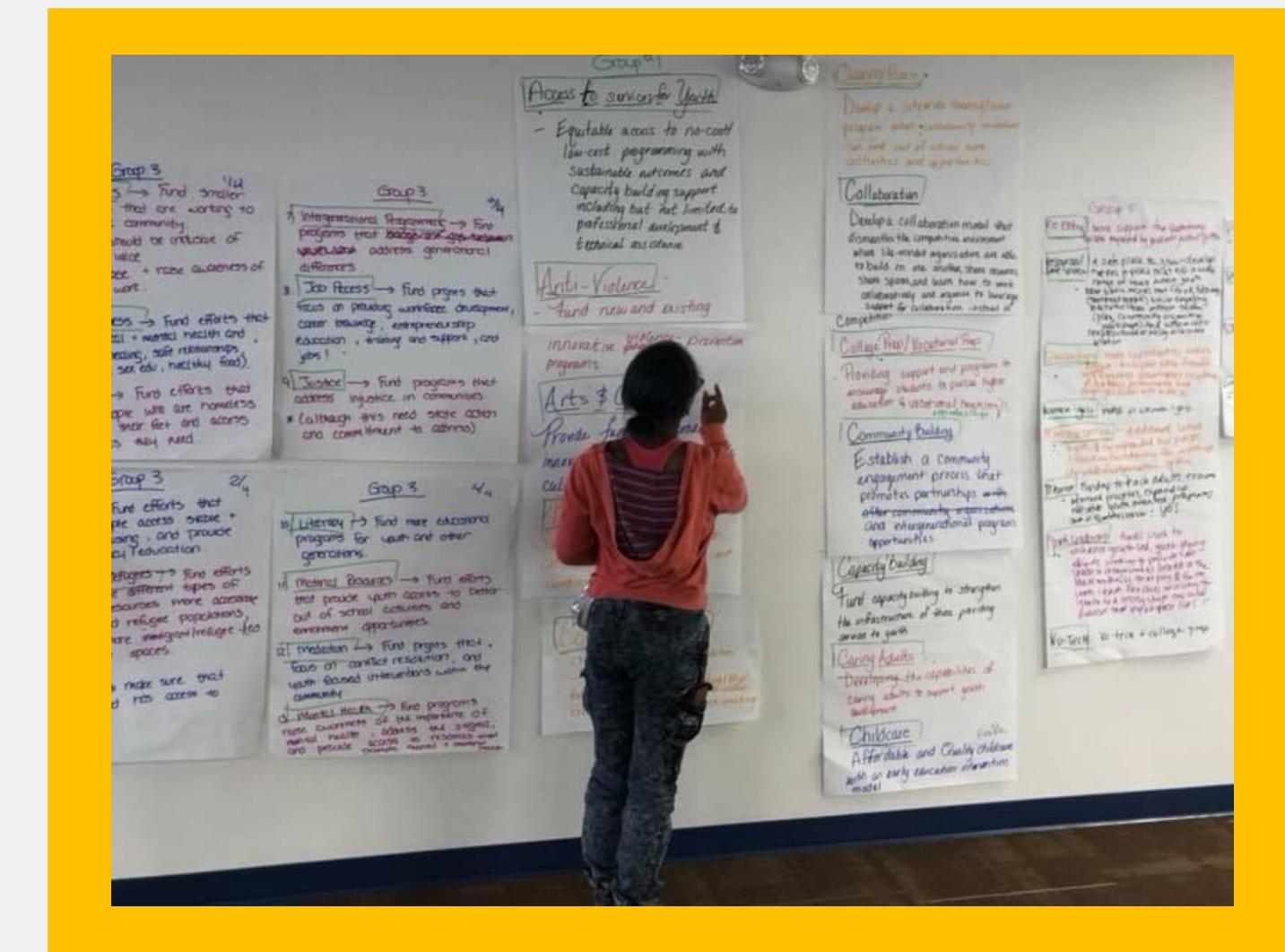
- 4 community design sessions hosted in high-need neighborhoods
- Participatory analysis retreat: 35 youth and allied adults distill data into 52 unique investment recommendations
- 3 applicant support sessions hosted in anticipation of RFP release
- Intergenerational panel of 24 grant reviewers selects 84 grantees from 487 applicants
- Year 1 survey of children and youth serving technical assistance landscape yields key themes and learnings
- Release of Year 1 Technical Assistance Partnership RFP → 67 potential partners
- Launch of the Fund’s 1-1 Technical Assistance Team

What work was done this year?

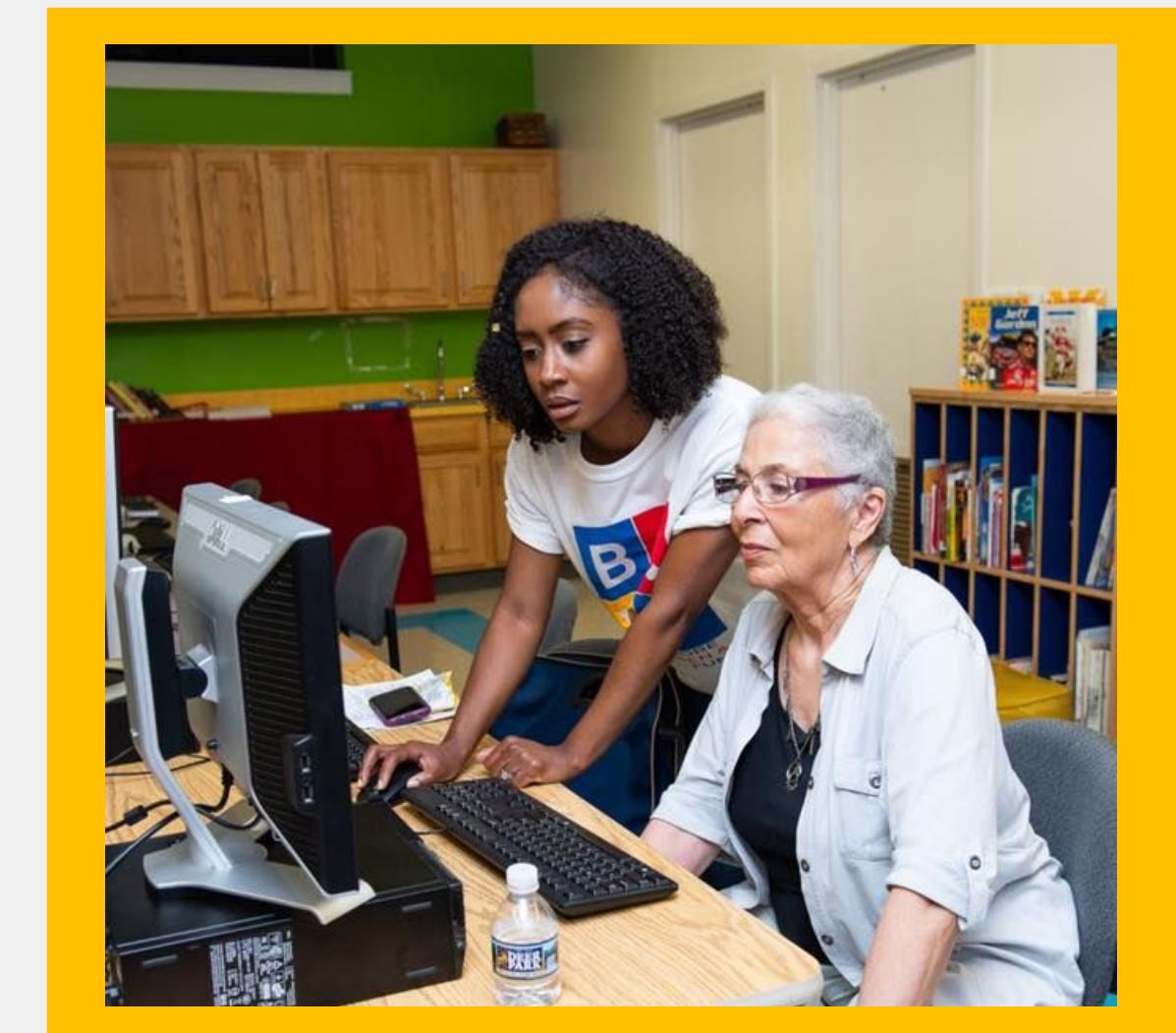
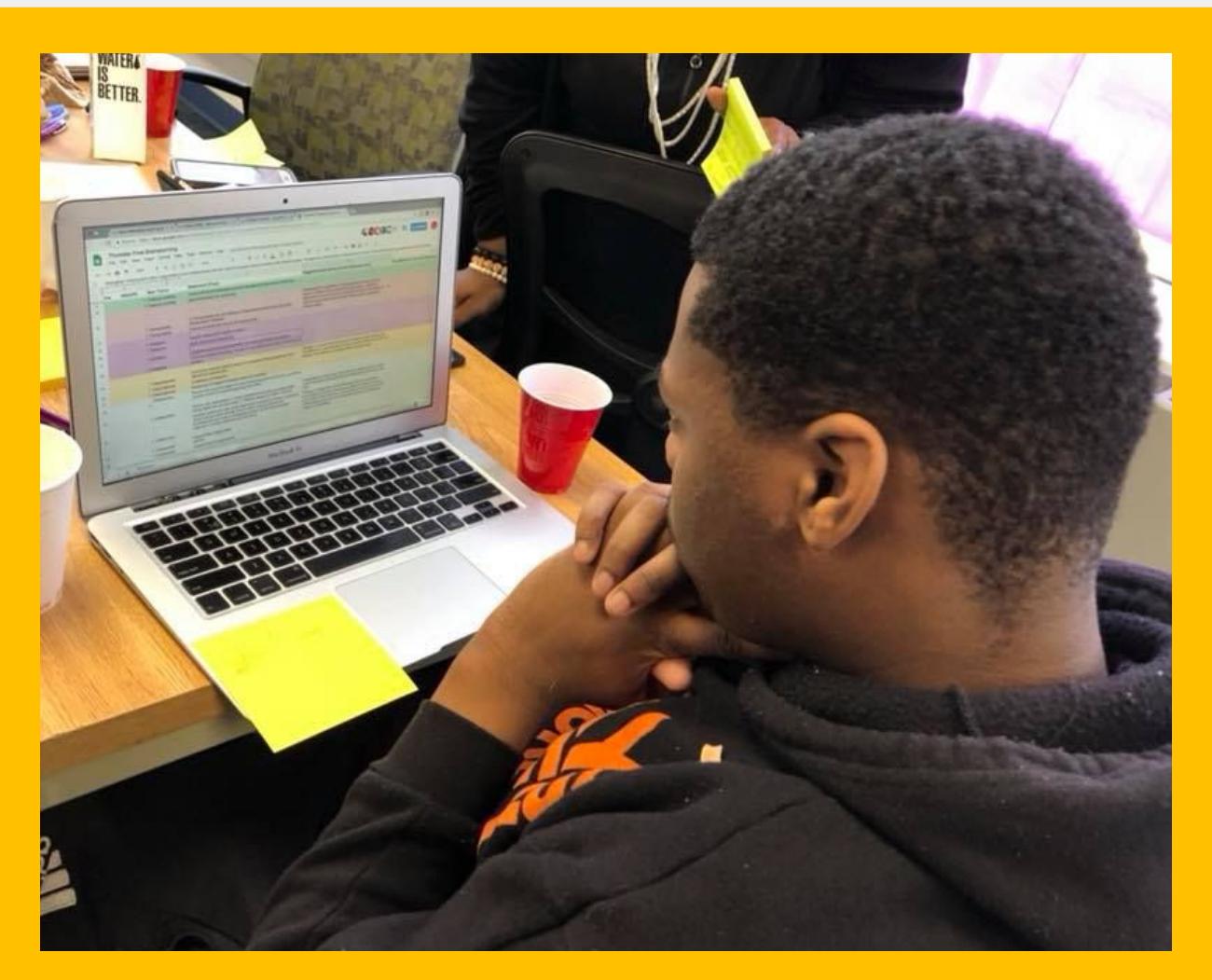
Community Design Sessions



Data Analysis Retreat



Applicant Support Sessions



What work was done this year?

Grantee Onboarding



What are some examples of anticipated differences between Year 1 and Year 2?

	Year 1 (2018)	Year 2 (2019)
Infrastructure + Staffing	<ul style="list-style-type: none"> BCYF is anchored at its temporary home: Associated Black Charities Short-term staffing configuration allows for adjustment as the longer-term scope and structure of the Fund is defined. 	<ul style="list-style-type: none"> BCYF establishes its 501c3 and begins transition into longer-term structure; Gradual transition into longer-term staffing structure and expansion of team capacity; Increased engagement of external partners and volunteers Recruitment of first advisory board
Data	<ul style="list-style-type: none"> Community design sessions are hosted quickly to capture preliminary information to inform 1st RFP. Partnership with Baltimore's Promise to support analysis of Year 1 grantmaking trends. 	<ul style="list-style-type: none"> BCYF explores expanded partnerships and use of technology to complement direct engagement strategies for data collection/needs assessment.
Technical Assistance	<ul style="list-style-type: none"> Applicants → Shorter runway; piloted community-based applicant support sessions Grantees → Focus on core infrastructure and systems supports. Formation of BCYF Technical Assistance Team. 	<ul style="list-style-type: none"> Applicants → Earlier start! More opportunities for support and advanced preparation. Shift to appointment model for 1-1 consultations. Networking events to encourage collaboration. Grantees → Expansion of partnerships to include a broader array of T/A types
Grant Review Team	<ul style="list-style-type: none"> Shorter runway for candidate outreach, recruitment, onboarding and training. Inaugural cohort of 24 grant reviewers 	<ul style="list-style-type: none"> Longer period for candidate outreach, recruitment, onboarding and training; expansion of team size (if feasible) Intentional outreach to neighborhoods and types of stakeholders underrepresented in 1st cycle
Grantmaking	<ul style="list-style-type: none"> Broader RFP - 1st year pilot; focus on themes identified through Community Design Series Data from 1st RFP analyzed to inform Year 2 grantmaking strategy 	<ul style="list-style-type: none"> Shift into a more targeted focus: underrepresented youth populations, neighborhoods and practitioners. Letter of Intent period - list of prospective applicants publicly posted; opportunity for more targeted applicant support. Augmented focus on youth-led, grassroots and developmental initiatives Stronger emphasis on Racial & Intersectional Equity



What activities and process improvements are planned for Year 2?*

- Recruitment and onboarding of the Fund's 1st advisory board
- Recruitment and onboarding of the Fund's 2nd grant review team
- Increased communications
 - Learnings from Year 1 (i.e. Insights from Community Design Session Series)
 - Grantee and partner highlights
 - Opportunities for partnership and volunteer involvement
 - Process updates
- Expanded partnerships
- Applicant support and technical assistance opportunities
- Better streamlined application
- Release of solicitation for letters of intent (Spring)
- Release of Year 2 Request for Proposals (Summer)
- Grant selection (Fall)

*Note: all dates tentative and subject to adjustment as plans are finalized.



How are the resources of the Fund being utilized?

Direct Grants (10MM)

- Direct Grants
- Grantee Insurance Fees & Background Checks

Admin & Operations (1.2MM)

- Staffing
- Community Design Sessions
- Year 1 Data Analysis Retreat
- Local & National Benchmarking Research
- Applicant Support Sessions
- Grant Review Team Onboarding
- Grant Selection Process
- Grantee Onboarding

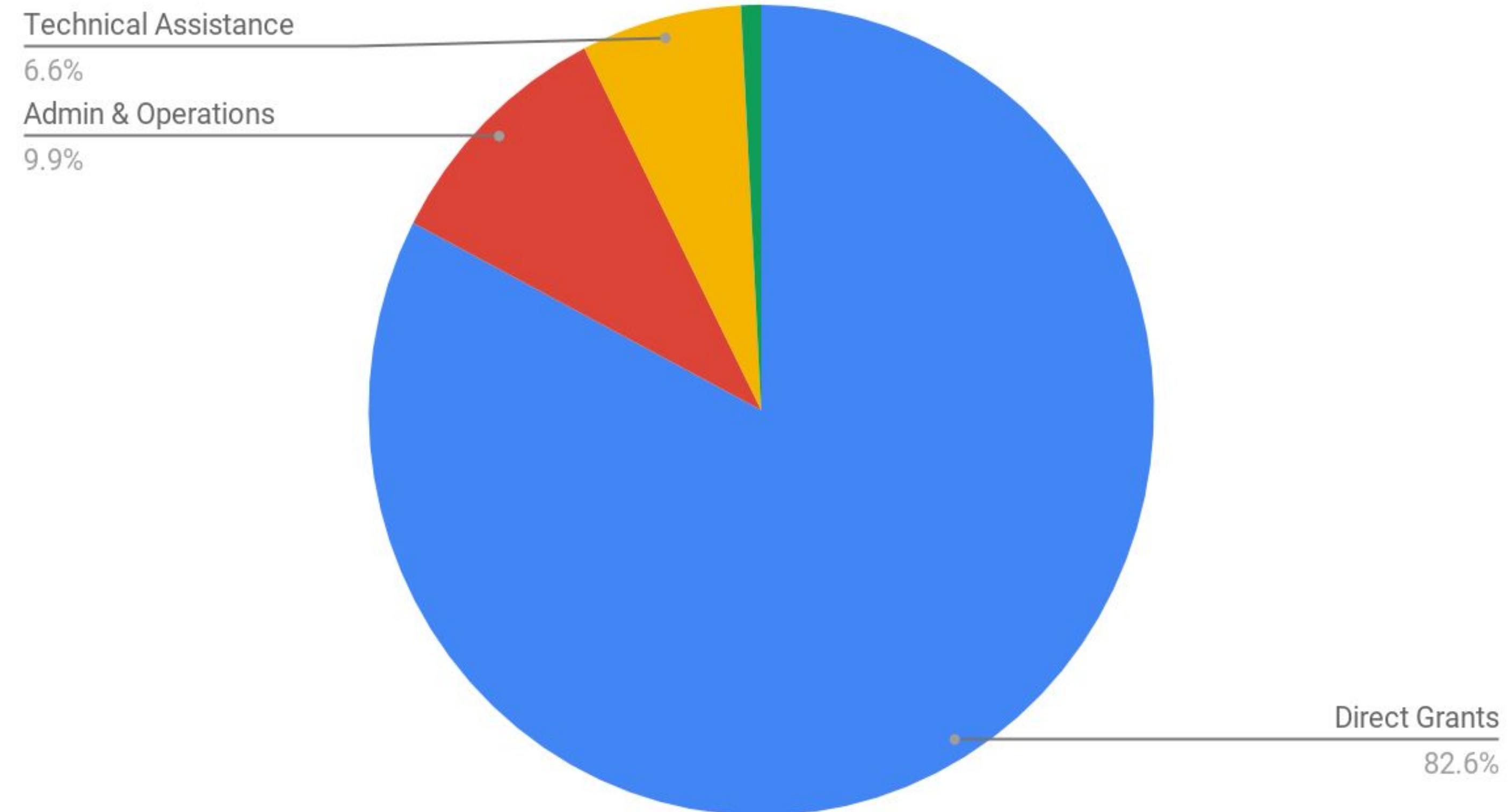
Technical Assistance (800K)

- T/A Partner Selection & Onboarding
- Baseline Training & Certification Opportunities for Grantees
- Skill-Building Workshops for Grantees & Prospective Applicants

Other Aligned Contributions(100K)

- Year 1 Process Evaluation (Annie E. Casey Foundation - 50K)
- Strategic Communications Support (Baltimore Community Foundation - 50K)
- Plain Language Review (Annie E. Casey Foundation - In-Kind)

BCYF Year 1 Budget Allocations



Year 1 Grantmaking Process Overview





The 2018 BCYF Grant Review Team & Support Staff

Who were this year's grant reviewers and how were they chosen?

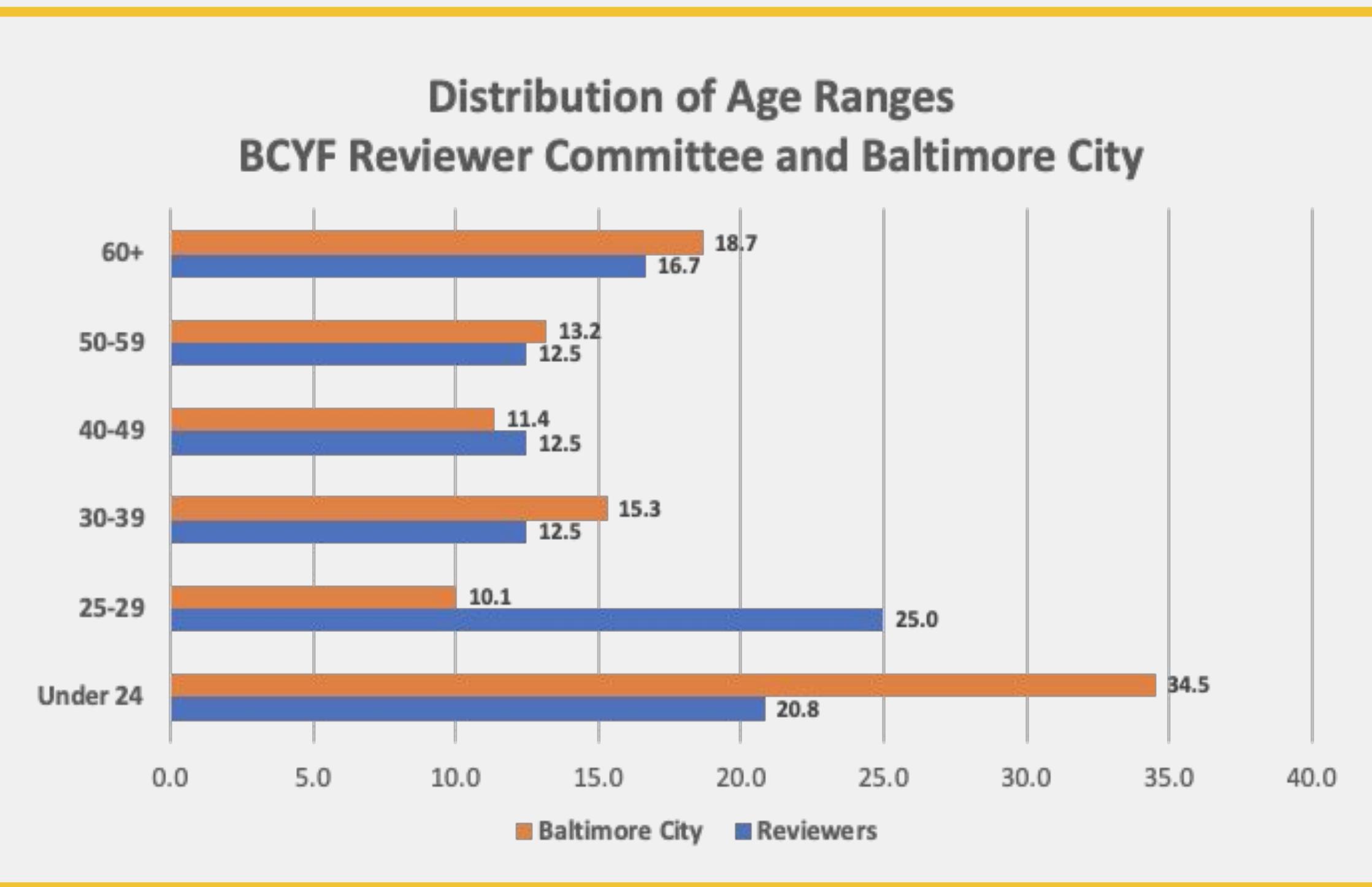
A team of 24 Baltimore city community members with diverse backgrounds, ages, and grant review experience were invited to participate in the year one grant review panel. The panel had an emphasis on youth involvement and voice through intergenerational team building.

The panelists were chosen based on diverse representation of geography, age, race, and gender, as well as life, work, and youth programming experiences in Baltimore. They were chosen from a publicly held application process.

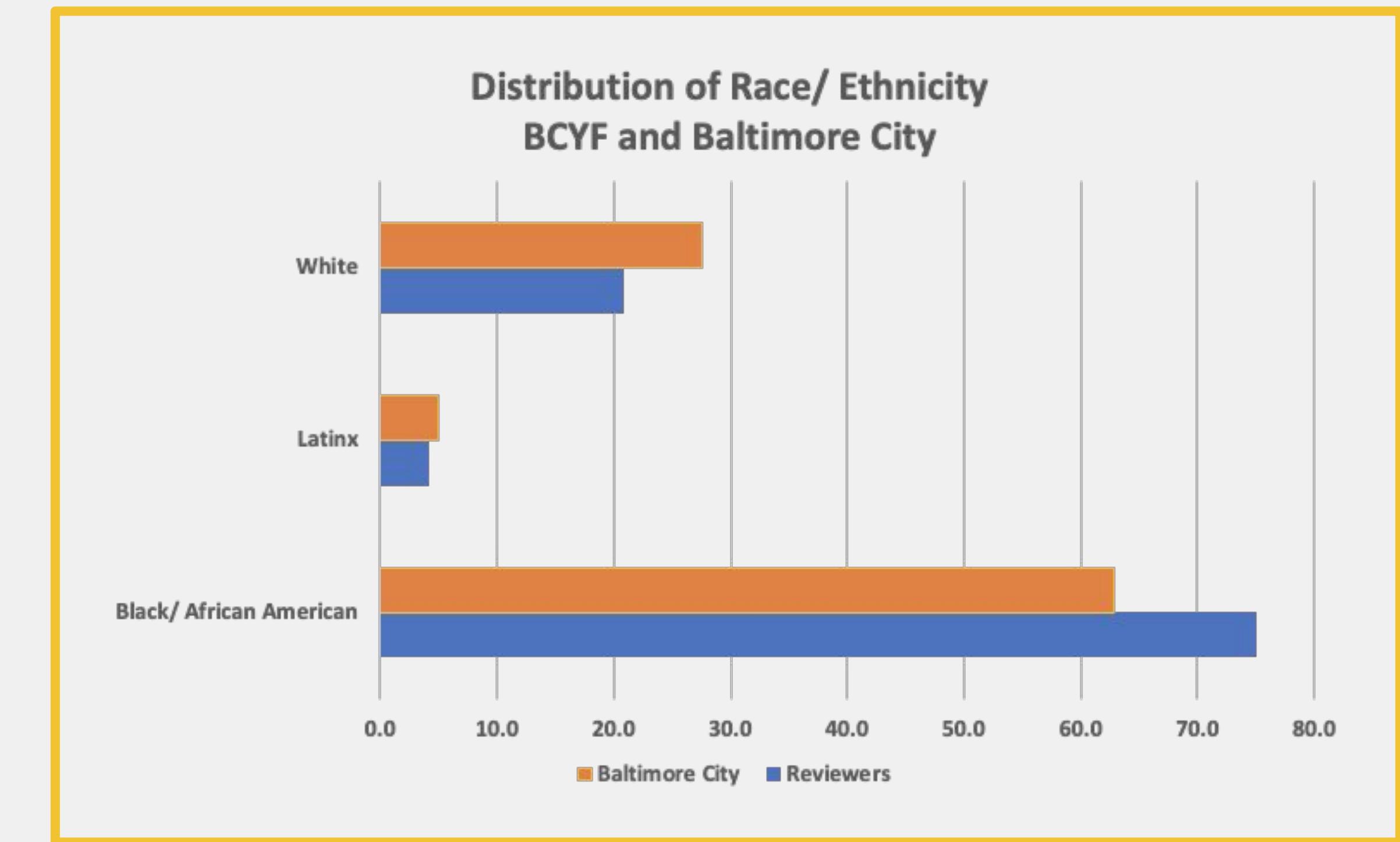
(See BCYF website for published selection criteria
<https://bcyfund.org/proposal-review-panel/>)



What was the grant review team's composition and makeup?

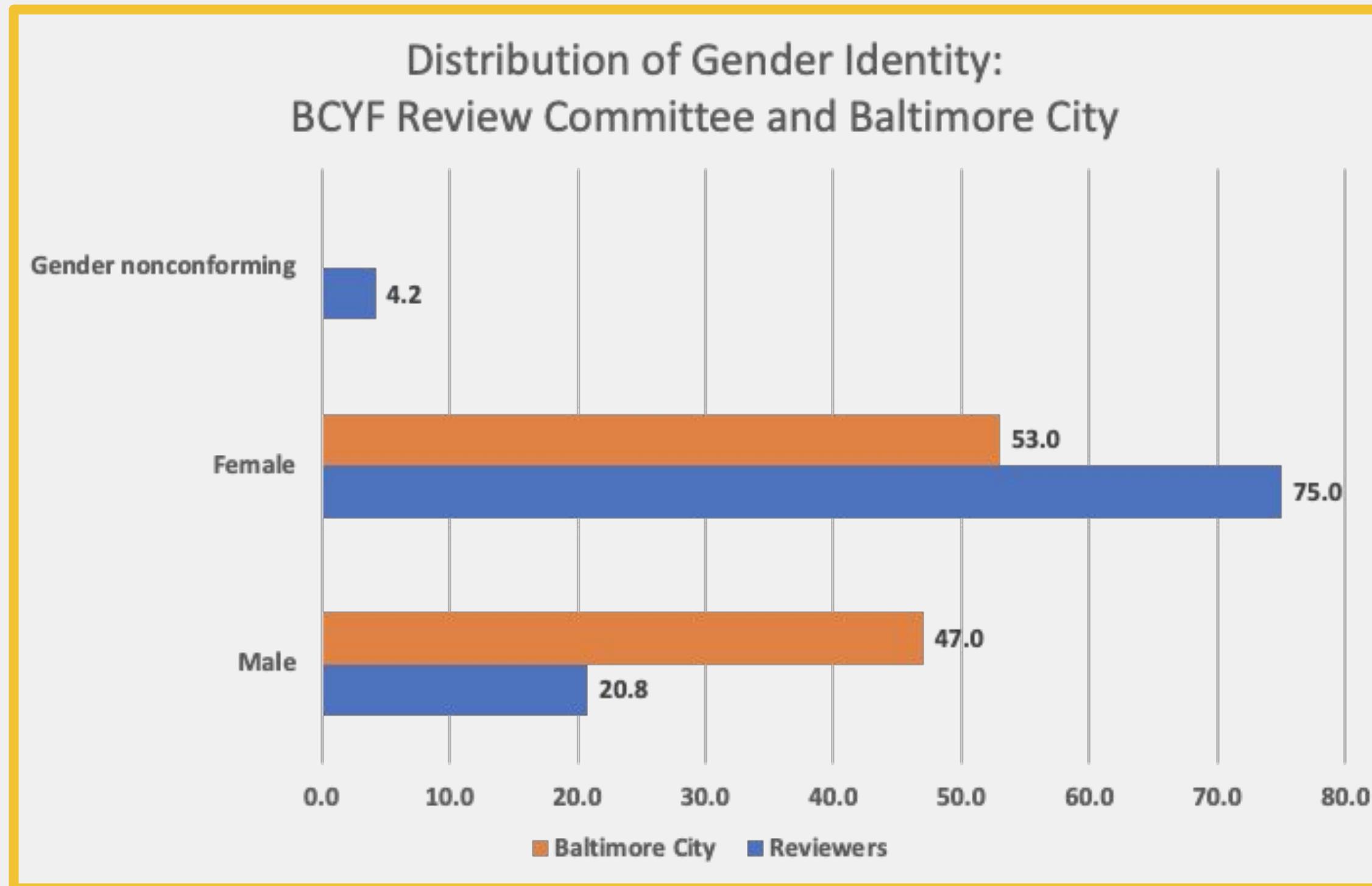


The age composition of the reviewers is relatively comparable to the population of the city. Source: ACS 2017 5-Year, Table S0101.

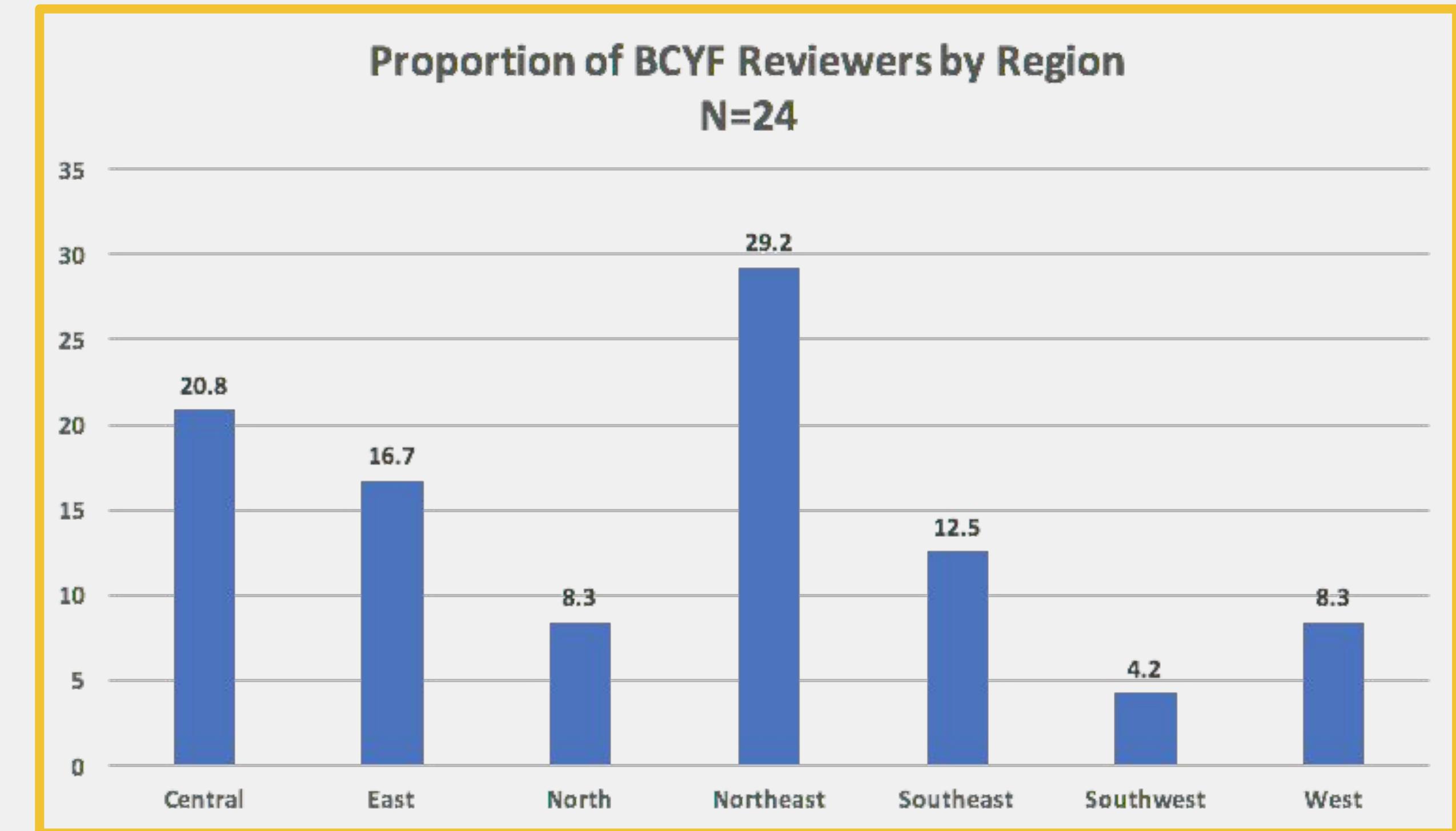


The distribution of race/ ethnicity of the review committee is proportionate to the distribution of race/ ethnicity in Baltimore City.
Source: ACS 2017 5-year Table S0103

What was the team's composition and makeup?



Women are over-represented on the review committee relative to the population in the City (but arguably not relative to the population of service provision staff).



These are % of the reviewers by region. No reviewers were selected from South Baltimore due to very few completed applications from South Baltimore this year.

What were the responsibilities of grant review team members?



- Commitment to role as stewards of public dollars
- Commitment to equity and values of the BCYF
- Commitment to youth voice and youth leadership through an intergenerational decision making process
- Full participation in the Grant Review Team Onboarding
 - Two days of onboarding were hosted for the grant review team. Team members reviewed the history and values of the Fund, learnings from the community design process, the RFP design, and the parameters of the grant review process, (including assignments, conflict of interest policies, suggested review practices and approaches to scoring).
- Full participation in the Grant Review & Scoring Process

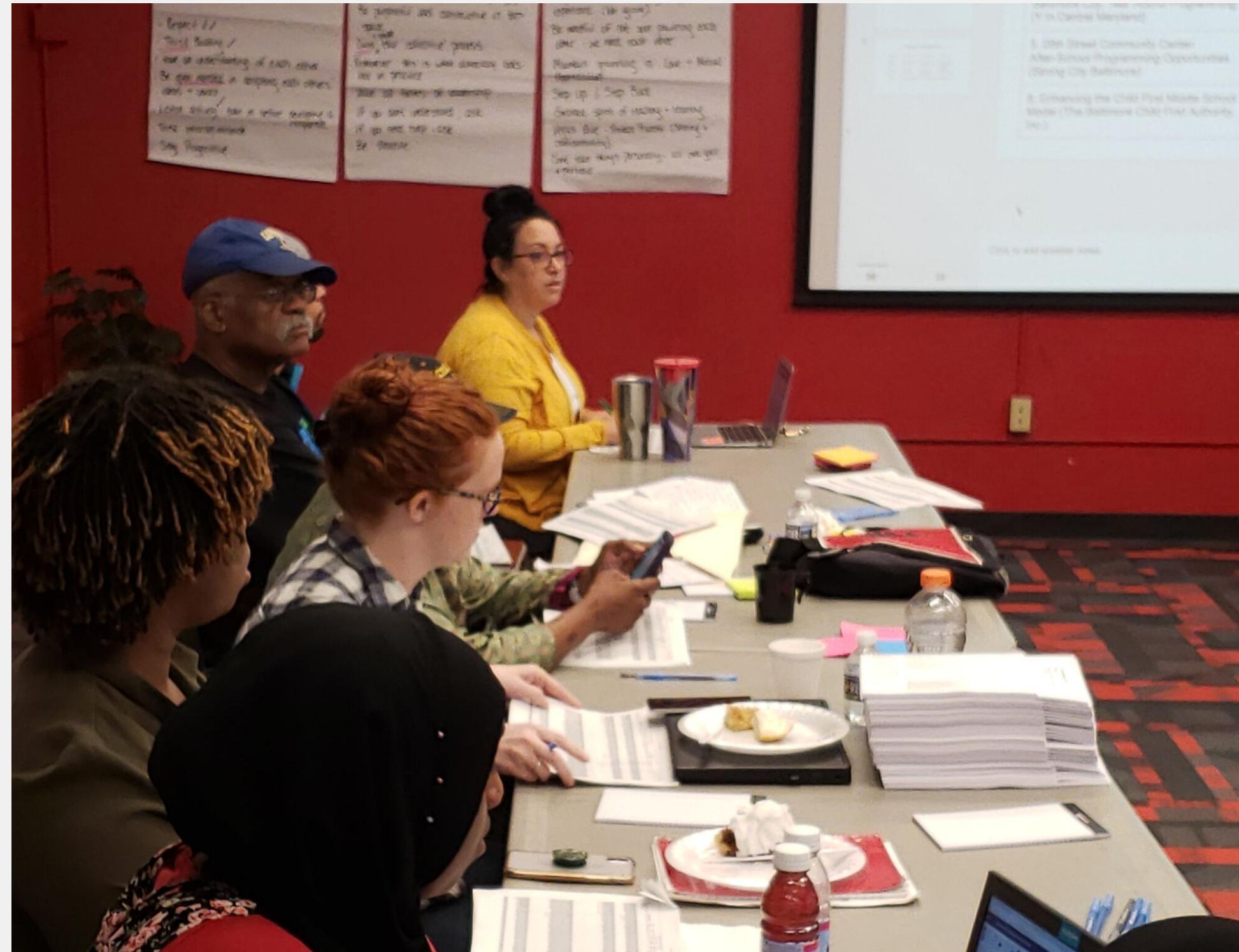


How were grant decisions made in year 1?

- **On-Site Proposal Review & Support Process**
 - Two days of on-site review were held to help reviewers get acclimated to the review and scoring process. Staff were on-site to deliver 1-1 and group-based support, coaching and technical assistance.
- **Independent Review and Scoring of Eligible Proposals**
 - Each reviewer then had a few weeks to review proposals independently.
 - Grant reviewers read each assigned proposal and scored them using a 30 point scale.
 - Open office hours and support calls were hosted to provide reviewers with 1-1 coaching and technical assistance.
- **Participation in Group-Based Grant Deliberations**
 - Two days of in person deliberations were held to provide review team members an opportunity to discuss proposals and determine recommendations for ABC.
 - The initial deliberations were held by funding level, with reviewers discussing specific applications in levels 1, 2, and 3.
 - A second phase of deliberations reviewed proposals across all funding levels to determine equitable distribution across geography, populations served, and priority areas for the BCYF.
- **Final Recommendations Submitted to Associated Black Charities.**



What process improvements are planned for Year 2?



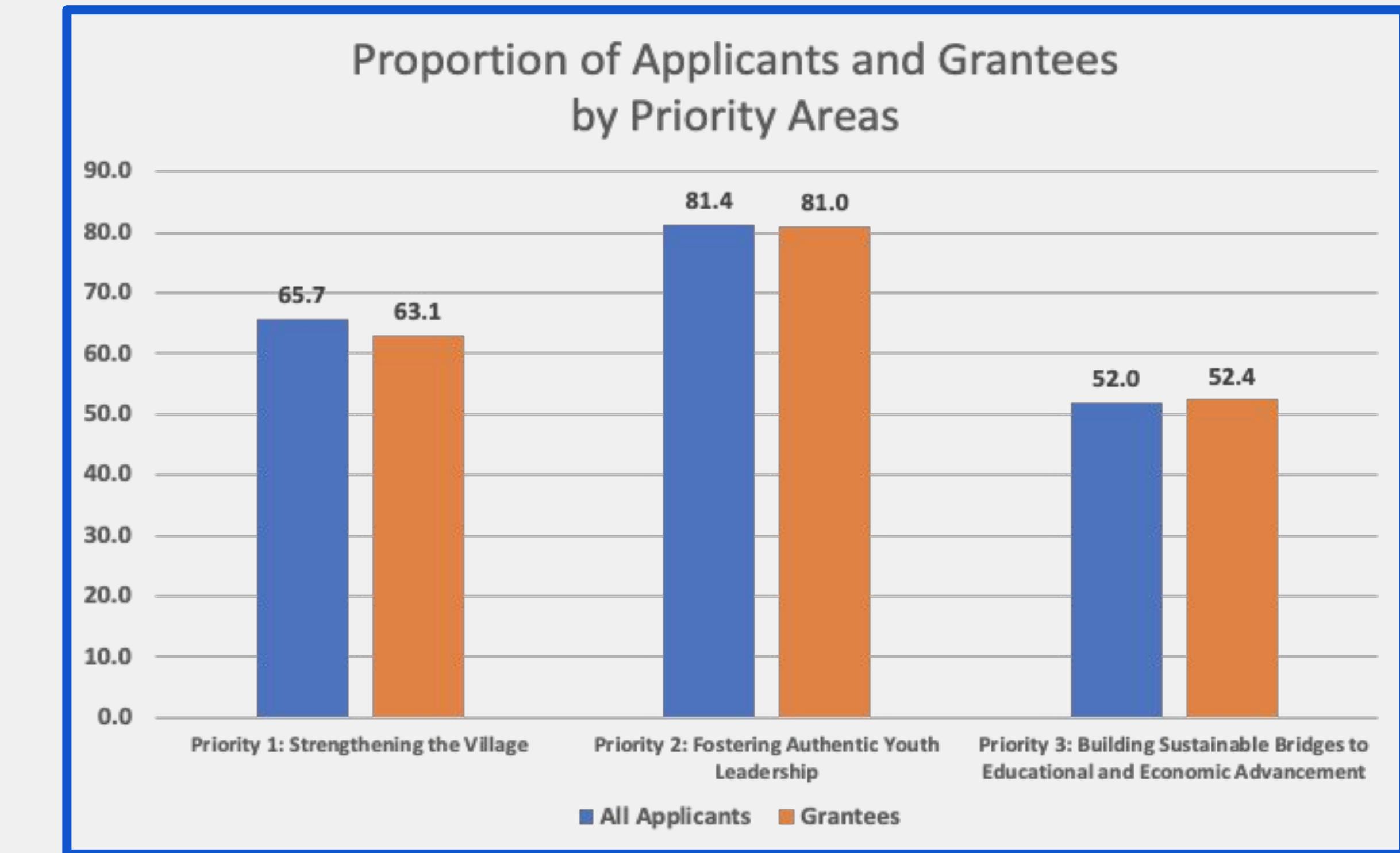
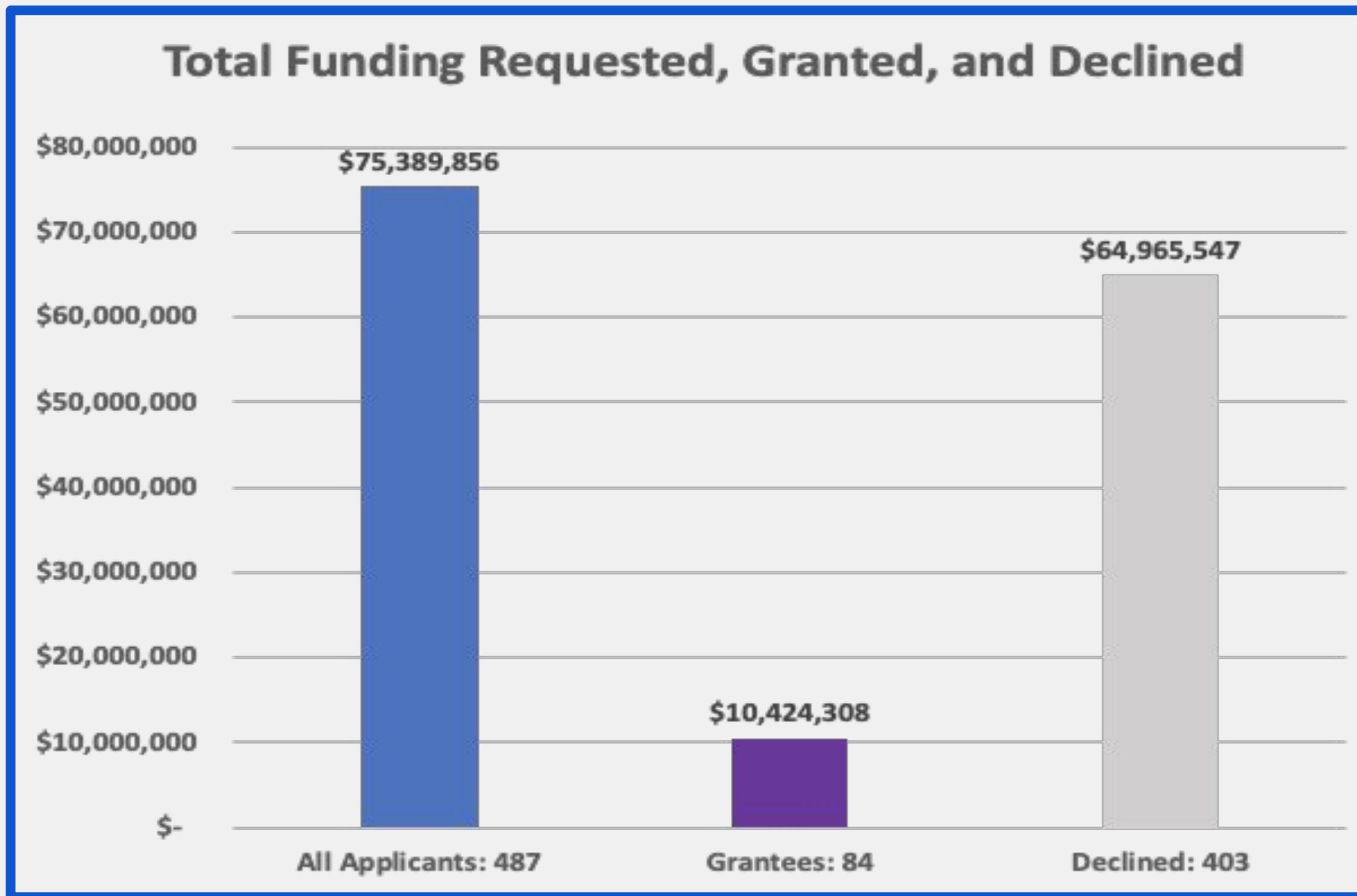
- Extended application process for potential grant review team members.
- Strategic focus on recruitment of young people to participate in the panel, as well as continued representation of racial, gender, and geographic diversity.
- Larger grant review team or potentially teams of grant reviewers depending on the scope of the RFP process.
- More intensive onboarding and team building process for the grant review panel, including more information on the landscape of youth programming in Baltimore, philanthropy in Baltimore, and training on intersectional equity.
- Lengthened review process for the grant review team to review grants.
- Increased opportunities for deliberation of scored proposals and decision making for grant review team.



Year 1 Applicant & Grantee Trends



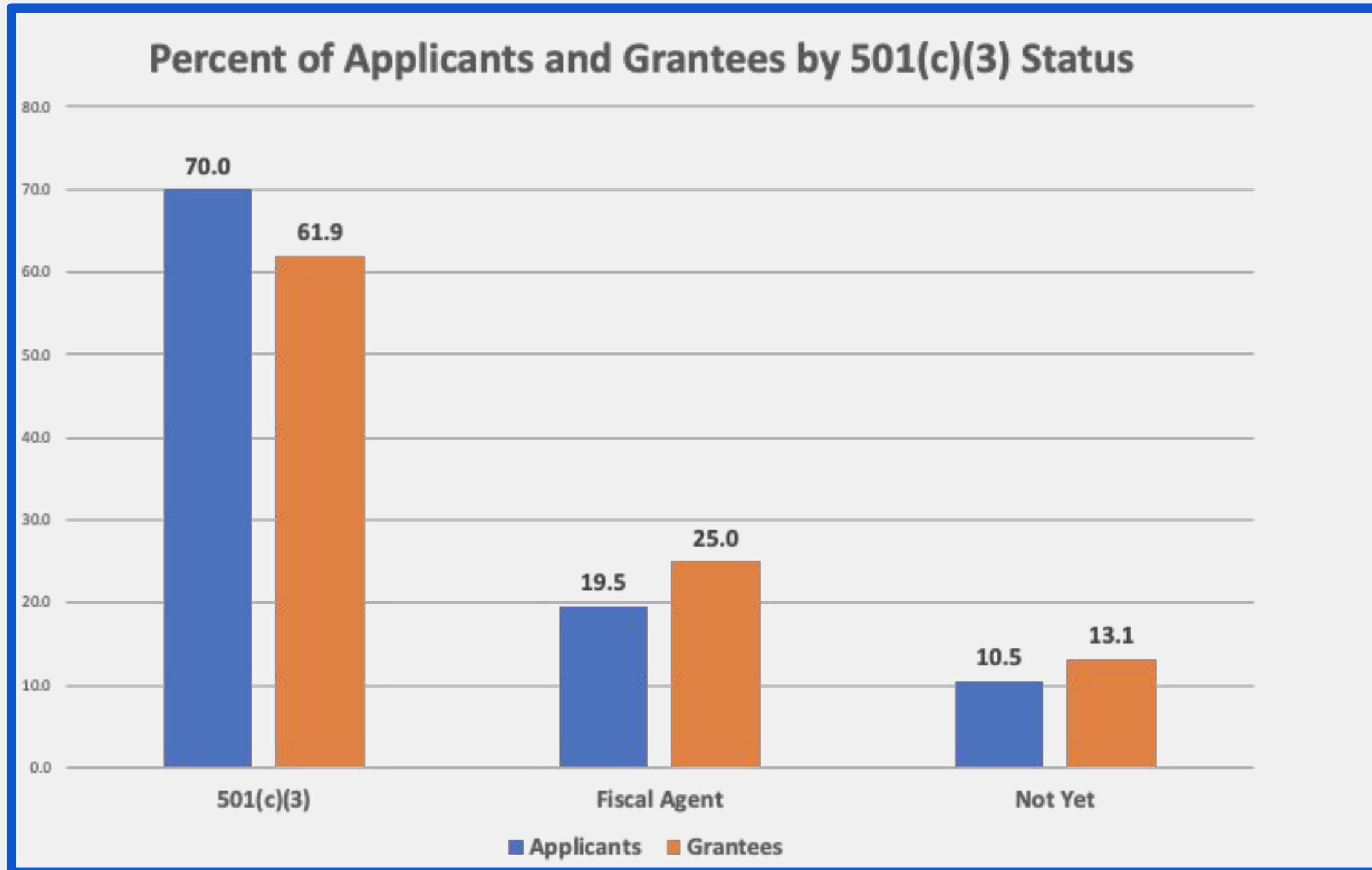
Applicant and Grantee Trends



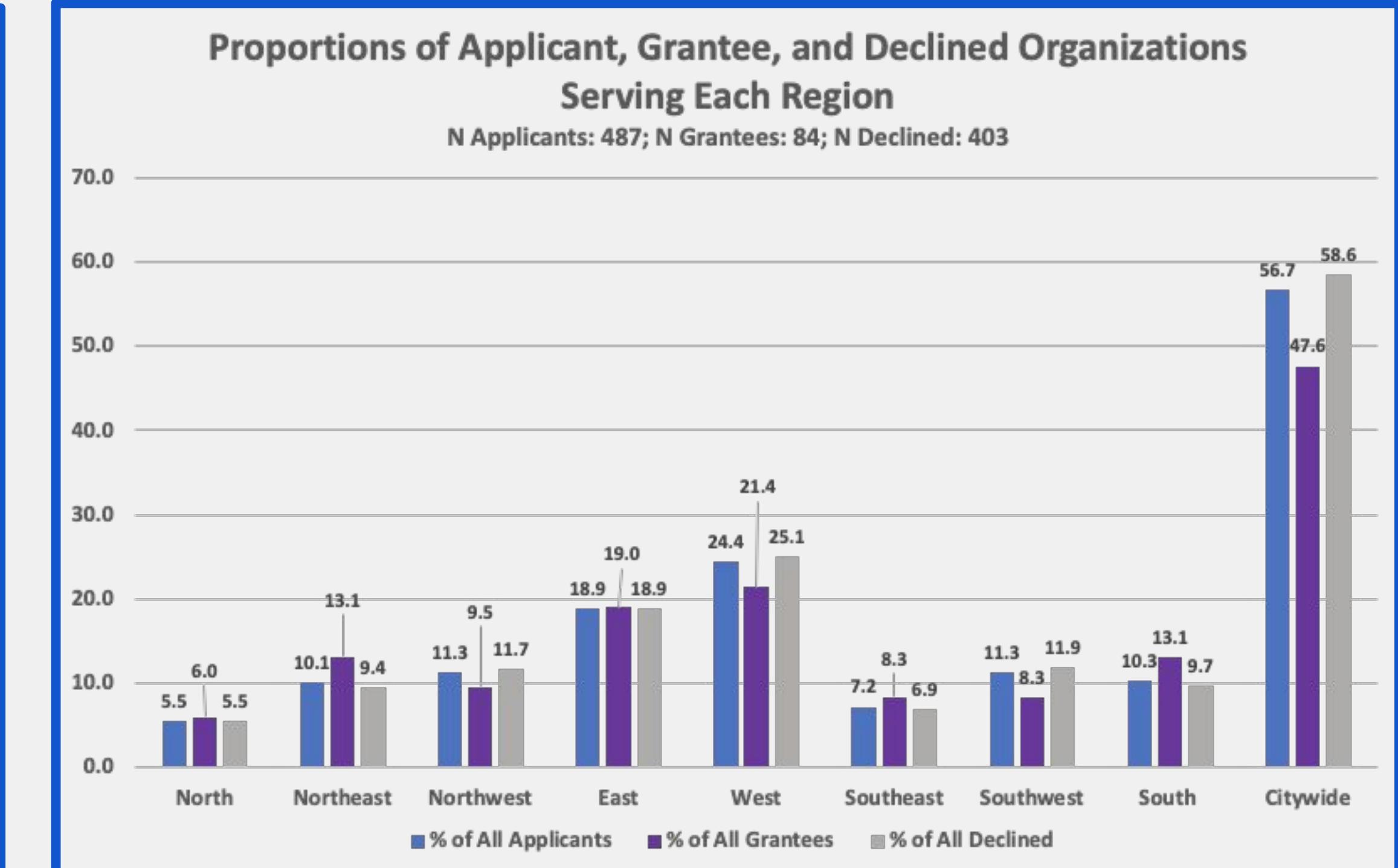
The proportion of organizations receiving grants within each priority area is reflective of the respective proportions of all applicant organizations contributing in each priority area.



Applicant and Grantee Trends



While the largest proportions of applicants and grantees are established 501(c)(3) organizations, a larger proportion of organizations using fiscal agents or not yet having 501(c)(3) status was awarded grants relative to the proportion of applicants and the opposite is true for established nonprofits.



By far, the most frequent “region” identified was “citywide”. Regions least represented among the applicant pool include north and southeast Baltimore. East and West have relatively high proportions of applications. The regions served by grantee organizations are proportionate to the composition regions served by the applicant pool as a whole.



Preliminary Grantee Trends (Workforce Composition)

The BCYF team is presently in the process of collecting full workforce composition surveys from each grantee. Once completed, the results of the survey will provide a more detailed profile of grantees' workforce composition (i.e. disaggregated by race, preferred gender and level of position).

The following is a *preliminary* (non-final) capture of grantees' leadership composition:

- 53 of 84 granted organizations (63%) is led by an Black/African-American program-lead or Executive Director
- 2 of 84 granted organizations (2%) is led by a Hispanic or Latino program-lead or Executive Director
- 29 of 84 granted organizations (35%) led by a White/Non-Hispanic or Latino program-lead or Executive Director
- 45 of 84 granted organizations (54%) is woman-led



Tips & Feedback for Year 1 Applicants



Tips & Feedback for Year 1 Applicants (and Prospective Applicants of Year 2)

Where were the most common challenge areas for applicants?

- Budget and amount of grant request
- Program narrative and program design (project plan)
- Partnerships and collaborations
- Final checks and due diligence



Budget & Amount of Request

Guiding Questions	Tips for 2019
<ul style="list-style-type: none">• How much did I request?• Was the amount of my request well-justified?• Did I request what was <i>truly</i> needed?• Was my budget well-assembled and fully consistent with the content of my proposal?	<ul style="list-style-type: none">• Many great initiatives lost valuable points due to challenges with their budget - be sure to pay careful attention to this in the next round!• Carefully consider how much you ask for. Consider starting with a more modest grant request (amount) if you are a new initiative, an initiative in a startup/developmental phase, or an initiative for which this is your first grant or first grant of a large size.• Remember, because these are public funds (taxpayer dollars), larger grants trigger a greater responsibility on the part of the funder to ensure that the grantee has sufficient systems in place to administer, account for and steward the grant funds (or) that the funder can supplement or help to build any needed systems or controls.• Try to avoid really large, short-term grants that attribute (nearly) 100% of initiative costs to one funder without a sustainability plan. These trigger reviewers to ask things like “What happens to engaged young people and communities if the initiative isn’t supported again next year? Do we have the capacity (as a funder) to help minimize or mitigate the possible impact of funding discontinuation over time?”• Make sure that the content of your budget matches the content of your proposal, that calculations add up, and that your budget is well-justified - meaning, that each line item is explained in such a way that the reviewer understands how you came up with your estimate/calculation. Reviewers try their best to fill the gaps for you while in process but often will not have sufficient time to do so. Reviewers also have to be careful not to make new assumptions on your behalf.



Program Narrative & Design

Guiding Questions	Tips for 2019
<ul style="list-style-type: none">• Does my narrative tell my story in such a way that someone who <i>doesn't know me personally</i> will easily understand who I am, my experience and my approach to working with young people?• Does my narrative walk through my proposed approach in a way that is easy to follow and easy to understand?• As a new initiative, or an initiative in a start-up/developmental phase, is it wise to move immediately into implementation, or would a planning phase be useful?• Have I taken seriously equity considerations in my approach to programming, staffing, resource distribution or even my description of served youth populations?	<ul style="list-style-type: none">• Tell your story! For many, thinking about how to best communicate what you do can be a little intimidating or an understandable challenge. But, describing your background is important because your proposal is being reviewed alongside many others that may read very similarly “on paper”. Share your background to help convey who you are, why you are uniquely qualified, and how your experience serves as an asset to your approach.• Enlist the support of a few colleagues (preferably a mixture of those that know your initiative and those that don’t) to provide an objective review before submission.• Be wary of quickly assembled program plans or plans that propose to launch or scale up too quickly. If you are a new initiative, or an initiative in a start-up/developmental phase, consider applying for planning and/or capacity building funds, or proposing a “pilot” first to buy more time to plan carefully and move from concept to implementation.• Make sure that your proposed goals are realistic and achievable within the grant year.• Consider the ways in which the language you use, your choice of programmatic approach or even your approach to staffing and resource distribution may reflect implicit biases or unintentionally promote inequities among served populations or program staff/volunteer.• Remember that the review panel’s job is to think about equitable distribution of opportunity (i.e., in terms of targeted geography, population, service area, etc.) - consider areas of high concentration of activity and gaps as you develop your plan.



Partnerships & Collaborations

Guiding Questions	Tips for 2019
<ul style="list-style-type: none">• If the proposed partnership/collaboration was newly formed, did I factor in the time and resources needed to build necessary working relationships and systems between partners?• Have I balanced resources equitably among all partnered organizations and entities?• [For Level 3 Applicants] Was the partnership truly reflective of the RFP's intent (of supporting collaborating entities held in equal standing)?• Did I notify all partnered entities of their inclusion in the proposal, provide an opportunity for their input, and transparently share budget documents and program plans?	<ul style="list-style-type: none">• If you are a new partnership, coalition or collaborative (or one in an early stage of development), propose a “planning” or “developmental” period to allow time for:<ul style="list-style-type: none">◦ Relationship building◦ Setting mutual expectations and working agreements◦ Developing MOUs or partnership agreements◦ Developing systems of information sharing and accountability between partners◦ Etc.• If you are proposing a complex partnership or coalition structure, consider allocating resources for dedicated staffing (partnership coordination)• Review your budget carefully to make sure that all partners are compensated fairly for the role that they will play in the implementation of your initiative.• As the proposal is drafted, make sure that:<ul style="list-style-type: none">◦ All partners are fully aware of and approve of the ways in which they've been factored into the project plan◦ All partners have had meaningful input into the work of shaping the proposed approach and project plan◦ All partners are aware of and approve of resource allocations between partners• Make sure that all partners have a copy of the final proposal and budget prior to final submission to the funder.



Final Checks & Due Diligence

Guiding Questions	Tips for 2019
<ul style="list-style-type: none">• Have I taken full advantage of available technical assistance resources and offerings?• Did I have at least one person (not closely affiliated with my initiative) review my proposal and share feedback prior to proposal submission?• If, after this presentation, I have additional questions specific to my initiative or application, what do I do?	<ul style="list-style-type: none">• With more time available this year, there will be more opportunities offered for applicant support over a longer period - be sure to take advantage of these!<ul style="list-style-type: none">◦ Skill-building workshops → i.e. grant writing, program design, budget development◦ Networking events for prospective applicants and organizations in search of potential partners◦ 1-1 technical assistance → we'll shift to an appointment based system this year to better manage volume, but still be available for 1-1 consultation.• Be sure to enlist the support of 1-1 technical assistance consultants and staff to help think through your approach and strategy for application.• Again, enlist the support of a few colleagues (preferably a mixture of those that know your initiative and those that don't) to provide an objective review before submission.• If you do not have a 501(c)3, start early in researching options for fiscal sponsorship. Don't know what fiscal sponsorship is? Reach out to the team for help!• Email info@bcyfund.org if you have any additional questions regarding your FY2018 application or how to prepare for next year.• Access the BCYF Facebook page, Twitter, website or e-distribution list for updates on upcoming events and technical assistance opportunities.



Closing

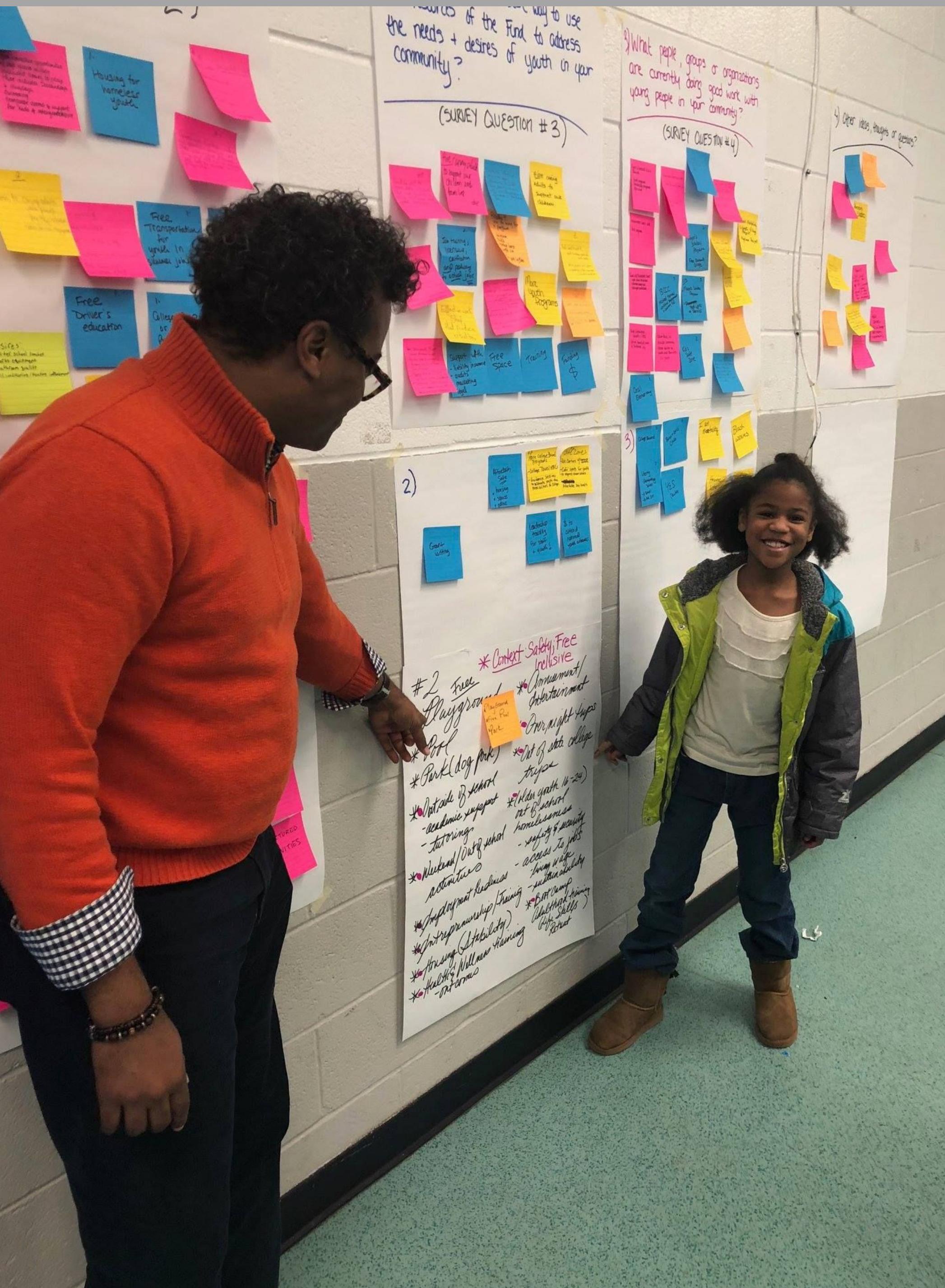


What it means to be a part of a pilot year...

- **We are building.** Some capacities already exist locally, but many are being built and will require an investment of time and effort to fully actualize.
- **We are learning together.** We are exploring and testing new ideas and different ways of working while learning from each other along the way.
- **We are re-envisioning systems and re-shaping relationships.** This work requires re-imagining what systems and relationships among community-based initiatives and Baltimore's philanthropic sector can look like. This requires trust, mutual support and a willingness to share your best ideas, solutions and honest feedback!
- **We are all important champions, ambassadors and thought partners.** Your leadership will be critical to shaping what this will become over time.



Thanks to all of the
community members,
volunteers and partners
that made this year
possible!





BALTIMORE
CHILDREN &
YOUTH FUND

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Website: <https://bcyfund.org/>



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