



# BALTIMORE YOUTH FUND

November 21, 2017  
Frederick Douglas High School



# YOUTH FUND: HOW IT BEGAN

Lester Davis, Deputy Chief of Staff,  
Council President Jack Young's Office



## HISTORY OF THE YOUTH FUND

- Launched in 2015 by City Council President Bernard “Jack” C. Young
- Ballot Question E approved by voters November 2016 with more than 80 percent support
- \$12 Million set aside annually from property tax revenue specifically to aid Baltimore’s Youth





## YOUTH FUND TASK FORCE

- ✓ The Task Force began its work February 21, 2017
- ✓ The group met regularly between February and mid-May
- ✓ The Task Force was established by Council President Young to make recommendations on the Fund's governance, and was facilitated by the Council President's Office.
- ✓ The Task Force includes community leaders, youth program services providers, and City government representatives.
- ✓ Co-Chaired by Adam Jackson, Chief Executive Officer of Leaders of a Beautiful Struggle, and Dr. John Brothers, President of the Program for Charitable Giving at the T. Rowe Price Foundation





## YOUTH FUND PROCESS

- ✓ High involvement from community members
- ✓ Hundreds of attendees participated in more than half-a-dozen meetings held throughout Baltimore.
- ✓ Autonomy for Task Force to make recommendations to Council
- ✓ Work culminated in mid-May with a set of recommendations to the City Council on how the Children and Youth Fund should operate





## YOUTH FUND TASK FORCE VALUES

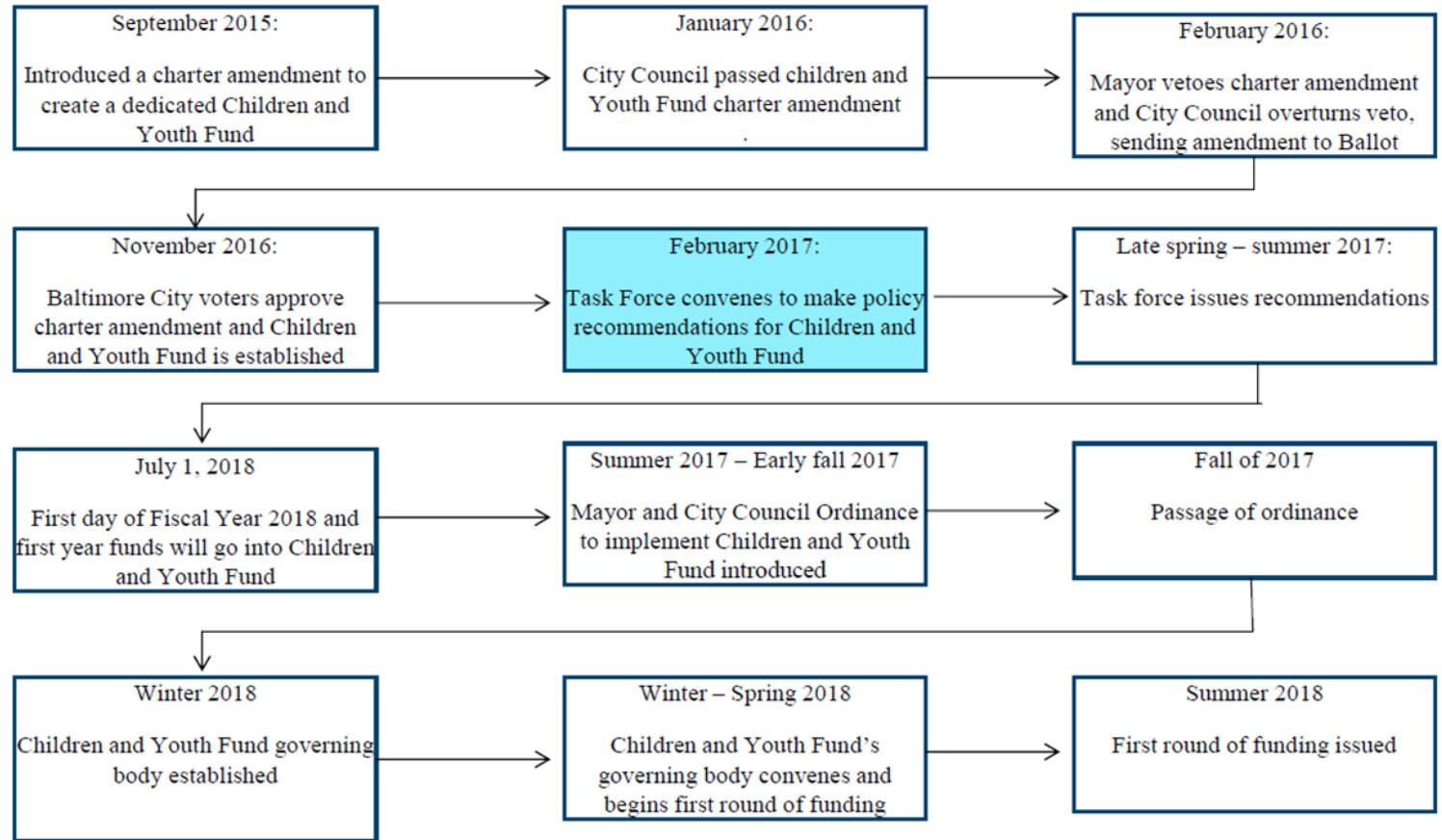
The Youth Fund Task Force developed a set of values that would guide the Task Force during the process. Those values are as follows:

- ✓ Our work is informed, driven and led by youth voices, and
- ✓ Our work both advances equity and is welcoming and supporting of all races, classes and gender identities, and
- ✓ Our work is accountable and has impact to local communities, neighborhoods and places where young people connect, and
- ✓ Our work is not politically-driven and promotes confidence from the caring networks of Baltimore's Young people, and
- ✓ Our work inspires new partnerships and new approaches to philanthropy to advance Baltimore's young people, and
- ✓ Our work is focused, expedient, and conducted with urgency.





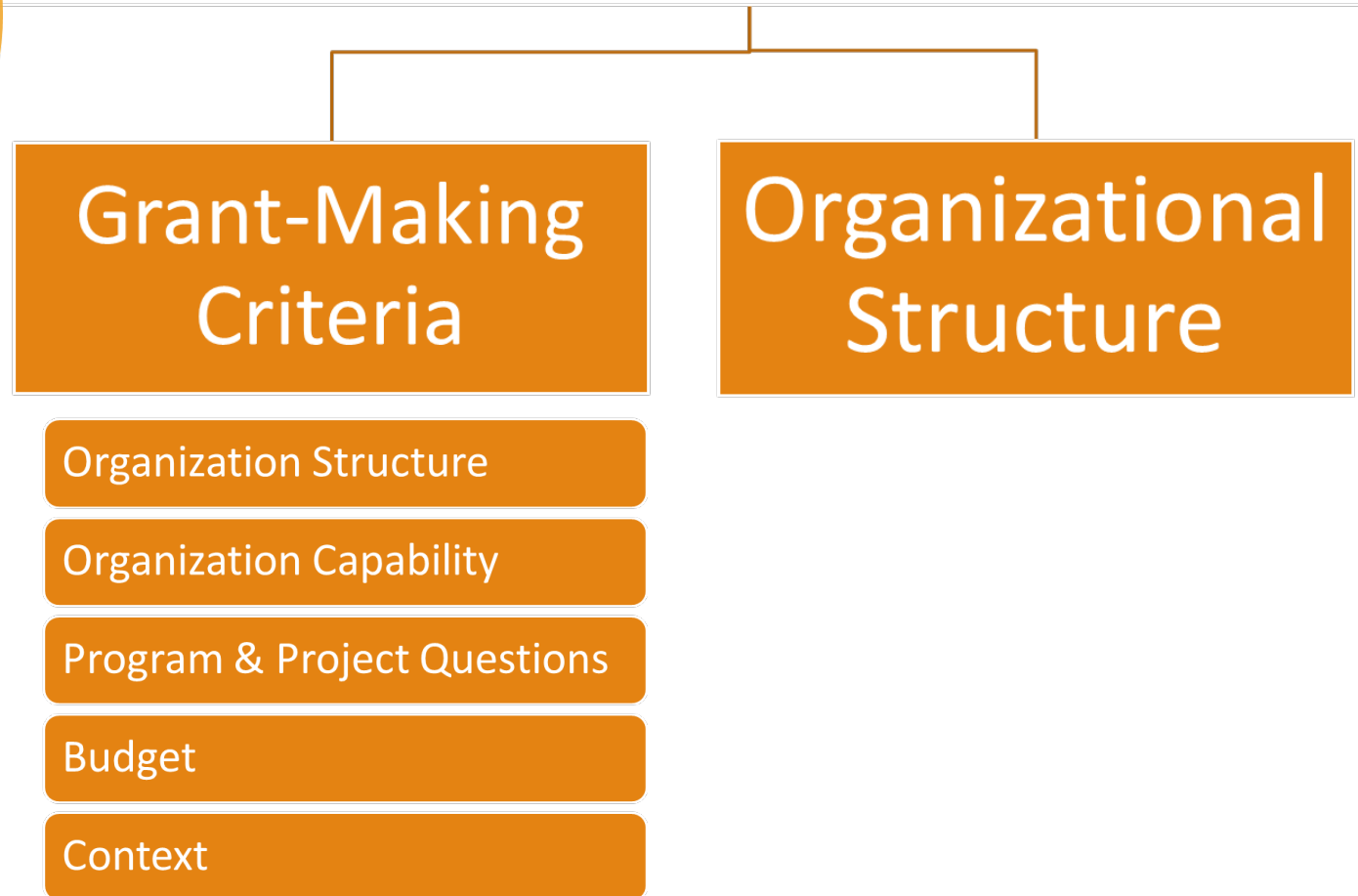
# YOUTH FUND TIMELINE





# RECS. TO THE CITY COUNCIL

Recommendations to the City Council are split into two sections:







# YOUTH FUND: GRANTMAKING CRITERIA

John Brothers, President, T. Rowe Price Foundation



# GRANTMAKING CRITERIA

*Organizational Structure*

- ✓ The organization does not need to be a 501 (c)3 but if it is not, will need a fiscal agent who is a 501 (c)3 and has agreed to serve as the financial fiduciary for the organization
- ✓ The organization does not need to be an organization that only provides youth-focused services
- ✓ The organizations do not have to be a local organization but efforts that show a history and focus locally are significantly preferred. If national organizations are to be considered, they must have an accountability mechanism to local residents to receive funding. Local organizations would be heavily preferred
- ✓ It does not matter if the organization has a history of funding from the City of Baltimore. If the organization has or is receiving funding from the City, the amount or percentage should have no bearing on whether they receive assistance from the Youth Fund. If the organization has been negatively cited by the City for mismanagement of a previous City contract, this should have bearing on whether they receive assistance from the Youth Fund





# GRANTMAKING CRITERIA

*Organizational Capability*

- ✓ The organization can have one project and /or program or a number of projects and/or programs that focus on serving young people
- ✓ The organization can have a project and/or program focus on a single youth area or age or a multitude of areas and ages
- ✓ The organization can serve an area as small as one block, a census tract or any neighborhood or community that they can outline
- ✓ The organization, or its fiscal agent, does not need to have fund or income diversity and should have enough financial strength to successfully implement the programs that they have outlined in their proposal





## GRANTMAKING CRITERIA

*Organizational Capability,  
v2*

- ✓ The organization does not have to be solely youth-focused in their programming or have a history in serving young people although approaches to serving and having impact on behalf of young people would be more beneficial, especially young people living in Baltimore's disenfranchised neighborhoods and communities
- ✓ It should be noted that experience and history of serving young people can come in a number of forms, including program leaders history of living amongst and working with the young people in their defined neighborhoods and communities being as or more valuable as an organization's history in serving young people as a whole
- ✓ Funding from the Youth Fund can be general operating support and for specific project and/or program-related efforts





# GRANTMAKING CRITERIA

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*Program & Project  
Questions*

- ✓ The organization will need to have a plan for how it will improve outcomes for the youth they plan on working with. They will not need to know exactly the population or young people that will be using or benefitting from their services
- ✓ The organization will need to have a plan on how they will execute services to the betterment of the young people they aim to serve and knowing exact program impacts they aim to achieve can be helpful, but not a requirement for receiving Youth Fund funding
- ✓ As part of the organization's application, organizations will need to be able to identify a plan, which should include specific projects and/or programs that will be used to implement the plan
- ✓ The organization will need to identify the neighborhoods and neighborhoods and communities that they will serve young people but do not need to know the exact locations of where the services will be delivered at the time of their application





# GRANTMAKING CRITERIA

Program and Project  
Questions v2

- ✓ As part of the organization's application, organizations will need to be able to identify a plan, which should include specific programs that will be used to implement the plan but will not at the time of application need to know the exact impact or difference the programs will make
- ✓ They should identify the impact or difference their efforts hope to make in the neighborhoods and communities they serve, especially in Baltimore's disenfranchised neighborhoods and communities. As part of the Youth Fund efforts, capacity building and technical assistance will be provided to assist organizations in areas, including areas outlined in this section like program evaluation and development
- ✓ The Youth Fund can be used for once-off, pilot or seed project and/or programs that can test a new idea that may be able to be brought to scale at a later date. Additionally, the Youth Fund will be able to make multi-year funding engagements based on the organizations project and/or programed plan for serving and obtaining impact for young people in the neighborhoods and communities it aims to serve, especially in Baltimore's disenfranchised neighborhoods and communities





# GRANTMAKING CRITERIA

*Budget*

- ✓ As part of the organization's plan for improving the lives of young people in the neighborhoods and communities it aims to serve, especially in Baltimore's disenfranchised neighborhoods and communities, the organization should have as part of that plan an understanding of where the proposed funding will be spent. There is not a specific limit to how much the Youth Fund should be of the total project and/or program or organizational budget
- ✓ While having this information might be an important part of the organization's plan and program or project and/or program sustainability is important, it should not be a requirement of obtaining Youth Fund dollars
- ✓ If the project and/or program is not a once-off, pilot or seed project and/or program, then program or project sustainability is an important criterion for the Youth Fund in considering whether a program or project should receive Youth Fund dollars
- ✓ To this end, both Task Force and the community discussions have highlighted capacity building as an important aspect of the Youth Fund dollars and focus. The Youth Fund should dedicate a meaningful and significant part of its outlay to building the capacity of community and neighborhood-based efforts, especially in Baltimore's disenfranchised neighborhoods and communities





# GRANTMAKING CRITERIA

*Budget v2*

- ✓ The Youth Fund can assist early-stage organizations and programs or does NOT need to have a history and budget position to be considered for the Youth Fund
- ✓ For consideration for the Youth Fund, the organization applying will need to have a plan outlined on how it will obtain impact for young people in the neighborhoods and communities it aims to serve, especially in Baltimore's disenfranchised neighborhoods and communities. This plan can include a realistic timetable, plan and overall budget







# GRANTMAKING CRITERIA

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*Context*

- ✓ While both Task Force and community members cited the importance of partnership and collaboration in helping to achieve impact young people in the neighborhoods and communities, especially in Baltimore's disenfranchised neighborhoods and communities, for applying to the Youth Fund, multiple organizations, projects and/or programs that serve the exact same geographic area are still eligible for Youth Fund consideration
- ✓ While showing a specific need relating to young people in a specific community could be an important part of the organization's plan, it should not be a requirement of obtaining Youth Fund dollars. Community members cited that qualitative data is as important as quantitative data in both showing need and potential impacts to be reached for young people in neighborhoods and communities, especially in Baltimore's disenfranchised neighborhoods and communities





# YOUTH FUND: ORGANIZATIONAL STRUCTURE

Adam Jackson, CEO, Leaders for a Beautiful Struggle



## ORGANIZATIONAL STRUCTURE

*Key Considerations*

- ✓ The Youth Fund Task Force has decided that an intermediary is the best structure to administer the future Youth Fund.
- ✓ The future intermediary must have three qualities: 1) Experience working in disenfranchised communities in Baltimore, 2) Experience in racial equity, and 3) Experience with building the capacity of organizations serving disenfranchised communities in Baltimore.
- ✓ The Youth Fund Task Force is aiming to find a Intermediary selection that serves three capacities: 1) Lead a process to establish an independent organization with an independent governing body that will oversee the Youth Fund over the long term, 2) Establish the structure for the long-term Youth Fund by summer of 2018, and 3) If this timeline is not met, the intermediary would serve in other capacities as to ensure that grantmaking begins during the summer of 2018





## ORGANIZATIONAL STRUCTURE

*Key Considerations*

- ✓ The Youth Fund Task Force recommends that the Associated Black Charities (ABC) be named as short-term Intermediary. Of the intermediaries in Baltimore, ABC is the only one who fulfills the three qualities named by the Task Force.
- ✓ The primary responsibility of ABC will be establish an independent organization with an independent governing body that will oversee the Youth Fund over the long term. The goal is to establish this structure by summer of 2018.
- ✓ The board of the future independent organization will be appointed via the Executive Nominations process of the City Council
- ✓ If ABC is not able to establish the structure for the long-term Youth Fund by summer of 2018, the intermediary would serve in the other capacities as to ensure that grantmaking and other intermediary activities begin during the summer of 2018.





## ORGANIZATIONAL STRUCTURE

*Intermediary Functions*

If ABC or other Intermediary is unable to establish the long-term governing structure by summer of 2018, the Intermediary's staff and governing body would have to agree to continue to establish the long-term structure while also focusing the following short-term obligations:

- ✓ Fiscal management and fiduciary responsibility
- ✓ Implementing a city-wide capacity-building program to serve community-based organizations in disenfranchised communities,
- ✓ Conducting a community-needs assessment to help the Youth Fund governing structure determine grant-making areas,
- ✓ Produce an annual report on the activities and impact of the Youth Fund,
- ✓ Potentially manage and execute a participatory-budgeting process and other external communication efforts to show the impact and efforts of the Youth Fund grantees.

The selected intermediary would not be involved in the grant selection process.





## ORGANIZATIONAL STRUCTURE

*Intermediary Supports*

The Intermediary may need supports and assistance to help them perform their duties and meet their obligations. The Intermediary can use Youth Fund dollars to:

- ✓ Hire external efforts to help provide counsel on establishing an independent organization, like the Forum for Youth Investment or another consultant or support organization.
- ✓ If an independent organization is not established by summer of 2018, the Intermediary may sub-contract with other entities to serve the additional Intermediary functions outlined earlier like capacity building, needs assessment and grant making.





## ORGANIZATIONAL STRUCTURE

*Grant-Making Under  
Intermediary*

If the Intermediary does not set up the long-term governing structure by summer of 2018, the Intermediary would be responsible for the grantmaking process to ensure that Youth Fund dollars get into the community as soon as possible. To this end, the Intermediary would need to establish an “Assembly” to serve as the selection body for the funding. An “Assembly” would be selected through a public process led by the Task Force sub-committee. The following characteristics have been highlighted as important by the Task Force for the future “Assembly”:

- ✓ Clear representation of members representing the neediest communities in the city
- ✓ Must include youth members – no less than 50% of the Assembly should consist of members less than 30 years old, with majority of these being less than 24 years old. Composition of youth members should be mix of both in-school and out-of-school youth. Youth should be considered for leadership positions
- ✓ “Assembly” members should include individuals representing the diversity of Baltimore including geographic diversity and include members from the LGBT communities, members from the faith and community-based organizations, which can include organizations working on-behalf of the homeless, mental health, education, workforce development, recreation, juvenile delinquency, re-entry, immigrant youth, mentorship and anti-violence efforts.





## ORGANIZATIONAL STRUCTURE

*Additional Assembly  
Functions*

Assembly and its members will serve in the additional areas:

- ✓ Will be the ongoing evaluator of the intermediary and will make on-going decisions on the evaluation and potential re-selection of the intermediary organization
- ✓ Members should be grounded in racial equity, have experience and a moral compass that is based in equality and has prioritized needs of disenfranchised communities







# YOUTH FUND: MOVING FORWARD

Valencia King, Chief of Operations, Associated Black Charities  
Danielle Torain, Senior Consultant, Frontline Solutions



## 2018 PLANNING

Who is leading/  
supporting the  
coordination of this  
effort?

### Who is the Associated Black Charities?

Associated Black Charities is a public foundation that advocates and facilitates the creation of measurably healthier and more prosperous communities through responsible leadership and philanthropic investment throughout the State of Maryland.

Through its More in the Middle Initiative and its health disparities work, ABC acts as a convener, advocate and grantmaker to address issues impacting Maryland communities.

Website: <http://www.abc-md.org/>.





## 2018 PLANNING

Who is leading/  
supporting the  
coordination of this  
effort?

### Who is Frontline Solutions?

Frontline Solutions is a black owned, national consulting firm that delivers a full range of strategic and business planning, program design and implementation, research and evaluation, technical assistance, and community engagement services.

A full-time staff of 14 spanning four cities (Philadelphia, PA, Baltimore, MD, Washington, DC and Durham, NC), the Frontline Solutions team is comprised of organizers, scholars, strategists, artists and coaches who are adept at utilizing consulting as a tool for social change.

Frontline's guiding values are: 1. Community-Driven Innovation; 2. Intersectional Equity, 3. Activating a Network for Change.

Website: <http://www.frontlinesol.com/>.





# 2018 PLANNING

What will the BCYF planning process consist of?

**The BCYF's Design process will consist of the following planning elements:**

1. Community Planning Sessions
2. Local & National Modeling & Benchmarking Research
3. Capacity Building for Interested/Prospective Applicants
4. Design of the BYF's Grantmaking Strategy, Capacity Building & Technical Assistance Strategy, and Operational & Programmatic Build-out
5. Ongoing Engagement & Communication with Community Members
6. Buildout & Support of 1<sup>st</sup> Public Assembly Deliberation & Grantmaking Process

**Important Note:** All proposed timelines and process components are TENTATIVE and subject to further adjustment/revision.





# 2018 PLANNING

What key (projected)  
dates and milestones  
should I be aware of?

## Tentative\* Timeline

January	<b>Planning Process officially begins</b> Planning Team Convening 1
February	Community Engagement Sessions begin
March	Capacity Building for Interested/Prospective Community Applicants begins Planning Team Convening 2
May	Planning Team Convening 3
June	<b>First RFP (or set of RFPs) released to public</b> 30-day anticipated turnaround
July	1 <sup>st</sup> deliberation of the BCYF Public Assembly
August	<b>1<sup>st</sup> cohort of BCYF grantees announced to public</b>
September	Onboarding of 1 <sup>st</sup> grantee cohort begins

**\*Important Note:** The timeline for the BCYF Planning Process heavily depends on the timing of approvals from the City Council and the Board of Estimates. Dates subject to change.





# 2018 PLANNING

What will the BCYF planning process consist of?

## Community Planning Sessions

**Objective:** Engage a diverse cross-section of city residents (youth and adults), practitioners and other community-based stakeholders to:

1. Understand the needs, interests and priorities of city youth, and youth-serving entities/institutions;
2. Understand the composition, profile and needs of the Fund's prospective applicants;
3. Identify prospective general assembly members;
4. Build community awareness of the design process and ways to get involved; and,
5. Shape and refine plans for the Fund's design, launch and deployment/implementation.

### Note:

- Planning and engagement sessions to be hosted in neighborhood-based settings across the city.
- Sessions will be hosted from February → April.





# 2018 PLANNING

What will the BCYF planning process consist of?

## Capacity Building & Technical Assistance

**Objective:** Support the capacity of interested/prospective applicants to successfully apply to and be competitive for the Fund's grant opportunities.

### Note:

- The capacity building effort will run parallel to Community Planning Sessions.
- Offerings will include educational and training sessions, i.e. Grant Writing, and Program Design.
- Sessions will be hosted at neighborhood locations throughout the city.
- Capacity building will be open to all interested parties, including prospective applicants with little or no prior experience with grant application processes, or formal grant experience.
- Sessions will be hosted from March → June.





# 2018 PLANNING

What will the BCYF planning process consist of?

## Organizational Design & Strategy Development

**Objective:** Apply learnings from the community engagement effort, data analysis, and local and national research to shape/define:

- Organizational identity and structure
- Grantmaking priorities
- Strategies for fund deployment/applicant selection
- Capacity building and T/A strategies for prospective applicants and funded organizations
- Public assembly design and approach
- BCYF roll-out plan

### Note:

- Interdisciplinary workgroups will manage each planning component
- Workgroups will convene periodically to integrate learnings and make key decisions







# 2018 PLANNING

What will the BCYF planning process consist of?

## **Workgroup 1 - Process Management, Oversight & Coordination**

Monitors planning process and ensures team alignment with the articulated goals, objectives and values of the BCYF. Manages stakeholder outreach and education, and project communications efforts.

## **Workgroup 2 - Community Engagement**

Leads design and execution of the process' community engagement component.

## **Workgroup 3 - Capacity Building, T/TA & Resource Deployment Strategy**

Leads design of capacity building, training and technical assistance and resource deployment components. Executes BCYF's capacity building strategy for prospective applicants.

## **Workgroup 4 - Public Assembly**

Leads design of the BCYF's public assembly component. Conducts national research on promising models and prototypes, and applies local feedback into inform design. Identifies potential assembly candidates and designs process for member training, onboarding and management.

## **Workgroup 5 - Staffing, Operations & Infrastructure**

Reviews operational and infrastructure-related considerations tied to each design element. Leads staff recruitment and selection, as well as organizational incorporation and core infrastructure design.





# 2018 PLANNING

What will the BCYF planning process consist of?

## **Planning Team Members**

### **Local Advisors**

Bring a range of technical, programmatic, contextual and operational expertise to the planning process.

### **Youth Advisors**

Anchor the planning process in the voices of diverse populations of young people across the city.

### **Communications Staff**

Shape and manage project communications strategy/implementation efforts.

### **ABC Staff**

Ensure that the work of the Planning Team is executed in alignment with the charge to which ABC will be accountable, and achieves the overarching goals and objectives of the design process. Official voice and public representative of the planning effort.

### **Frontline Staff Consultants**

Provide facilitative support to members of the Planning Team, and support work plan execution through coordination, research and logistical support. Advise as needed.

### **Baltimore Residents & Youth/Community Stakeholders**

Shape the priorities and design of the BCYF by actively participating in community design/planning sessions, and by sharing feedback along the way.





# 2018 PLANNING

What will the BCYF planning  
process consist of?

## What will the Planning Team do in Convening 1 (Jan\*)?

### Milestones:

1. Process kickoff
2. Development of foundational plans/frameworks to guide the following workgroups:
  - Community Engagement
  - Capacity Building, T/TA & Resource Deployment
  - Public Assembly
  - Staffing, Operations & Infrastructure

### Objectives:

1. Onboard members of the Planning Team.
2. Orient members of the Planning Team to the context, goals, objectives, scope, and timeline of the BCYF Design effort.
3. Affirm values and working agreements to guide project management and execution.
4. Develop plans/frameworks to guide the focus of each workgroup.





# 2018 PLANNING

What will the BCYF planning process consist of?

## What will the Planning Team do in Convening 2 (March\*)?

### Milestones:

1. Key organizational elements – mission, values, etc. defined
2. Year 1 BCYF investment priorities defined
3. Year 1 BCYF resource deployment strategies developed

### Objectives:

1. Review and analyze data and insights from Phase 1 of the BYF Community Engagement process.
2. Distill learnings to determine/identify:
  - Core elements of the Fund's organizational identity
  - Grantmaking priorities and core strategies for fund deployment/applicant selection
  - Capacity building and T/A strategies for prospective applicants and funded organizations





# 2018 PLANNING

What will the BCYF planning  
process consist of?

## What will the Planning Team do in Convening 3 (May\*)?

### Milestones:

1. Public assembly design and roll-out strategy finalized
2. BCYF Year 1 staffing and operational recommendations finalized

### Objectives:

1. Review and analyze data and insights from Phase 2 of the BYF Community Engagement process.
2. Distill learnings to refine the investment priorities and resource deployment strategies of the BCYF.
3. Review plans and recommendations for:
  - the design and roll-out of the Public Assembly; and,
  - Year 1 staffing, operations, and infrastructure development.





## GETTING INVOLVED

How do I stay informed?

### **How do I stay informed about BCYF developments and/or get more involved?**

There will be many opportunities to get involved! Stay tuned for more information about Community Design & Planning Sessions, and opportunities to volunteer.

After the planning process is formally launched, information about the process will be available online and communicated through email distribution and other forms of outreach.

In the interim, you can contact the Baltimore City Council via Lester Davis for more information:

#### **Lester Davis**

Deputy Chief of Staff

Office of City Council President Bernard C. “Jack” Young

[lester.davis@baltimorecity.gov](mailto:lester.davis@baltimorecity.gov)

(O) [410-396-4804](tel:410-396-4804) (C) [443-835-0784](tel:443-835-0784)



A photograph of a dense urban neighborhood at sunset. The sky is a warm, golden-orange color, and the sun is visible on the left side. The buildings are multi-story, with various architectural styles, including brick and concrete. There are many trees and balconies visible. The word "QUESTIONS?" is overlaid in large, white, sans-serif capital letters in the center of the image.

QUESTIONS?