

POOLED FOUNDATION OPERATING SUPPORT FOR DETROIT CDOs
BECDD Steering Committee Initial Feedback
October 18, 2019

A variety of private foundations provide operating and project support for community development groups in Detroit. Program staff from the Kresge and Ford Foundations have raised the possibility of creating pooled operating support for community development groups in order to provide greater predictability for groups who are doing the work on the ground and greater coordination and alignment for the funders. Earlier this year, Bryan Hogle of the Kresge Foundation on behalf of a group of funders asked the Steering Committee to make recommendations for the design and implementation of the pooled operating support concept.

In the 1990's an effort called the Detroit Community Development Funders' Collaborative was launched to coordinate private foundation funding for community development work in Detroit neighborhoods. The DCDFC was operated by Detroit LISC and, this year, the BECDD staff interviewed a variety of stakeholders and created a retrospective report that captured the lessons learned from this previous effort. While not the same as the concept that has been proposed this year, the retrospective report provides helpful context and lessons. It is available on the Google Drive for Steering Committee members to review.

The initial feedback below was collected through a series of six in-person interviews with members of the BECDD Steering Committee. Two of the participants were from intermediaries and four were from community development organizations. A set of common questions were used to guide the individual conversations and summaries of the responses appear below.

WHICH ORGANIZATIONS SHOULD RECEIVE OPERATING SUPPORT FROM THE POOLED OPERATING FUNDING?

FROM INTERMEDIARIES

- ❖ Support CDOs, smaller grassroots organizations and intermediaries.
- ❖ Support CDOs, grassroots organizations and intermediaries from separate pools of funding.

FROM CDO'S

- ❖ Use the BECDD definition of CDOs to identify those who would be eligible. (3)
- ❖ Do not include funding for intermediaries in this fund. If included, should be a separate pool of funding. (4)
- ❖ Smaller and newer groups should receive support through the Resident's First fund. (2)
- ❖ Prioritize groups with a track record or impact and results based on evaluation.

FOR WHAT PURPOSES SHOULD ORGANIZATIONS BE ABLE TO USE THE FUNDING?

FROM INTERMEDIARIES

- ❖ Support community organizing and resident engagement.
- ❖ Allow CDOs to use the funding to fill strategic gaps and needs.
- ❖ Provide multiyear funding for a 3 to 5 year period.
- ❖ Use funding to support both technical assistance and unrestricted support.

FROM CDO'S

- ❖ Support both unrestricted operating and projects through a competitive process. (2)
- ❖ Unrestricted operating support

HOW SHOULD THE POOLED FUNDING BE ADMINISTERED AND DISTRIBUTED?

FROM INTERMEDIARIES

- ❖ Create a competitive process for groups across the City.
- ❖ Consider a donor advised fund at the Community Foundation. (2)
- ❖ An advisory board of community development stakeholders (funders, CDOs, intermediaries and government) should be used to allocate the dollars using a prescribed funding rubric. Membership on the advisory board could rotate.
- ❖ Consider using Wayne Metro as a re-granting organization.
- ❖ Create a process that uses an equity lens to allocate resources.
- ❖ Consider whether all 33 CDOs would get some level of support.
- ❖ Don't link the amount of funding allocated to the number of housing units created.
- ❖ Prioritize funding that supports organizational health and viability.

FROM CDO'S

- ❖ Use a competitive process for awarding grants that is tied to demonstrated capacity and results. (3)
- ❖ Consider using LISC as a regranting organization. Community Connections is also good at mini-grant administration
- ❖ Set up a donor advised fund at the Community Foundation to hold the funding. (3)
- ❖ An advisory board of community development stakeholders (funders, CDOs, intermediaries and government) should be used to allocate the dollars using a prescribed funding rubric. Membership on the advisory board could rotate. (2)
- ❖ Partner with the Kresge 21 when setting this up.
- ❖ Give larger grants to organizations with fewer resources and smaller grants to large organizations who already receive significant support from other sources.

WHAT MISTAKES SHOULD WE AVOID MAKING?

FROM INTERMEDIARIES

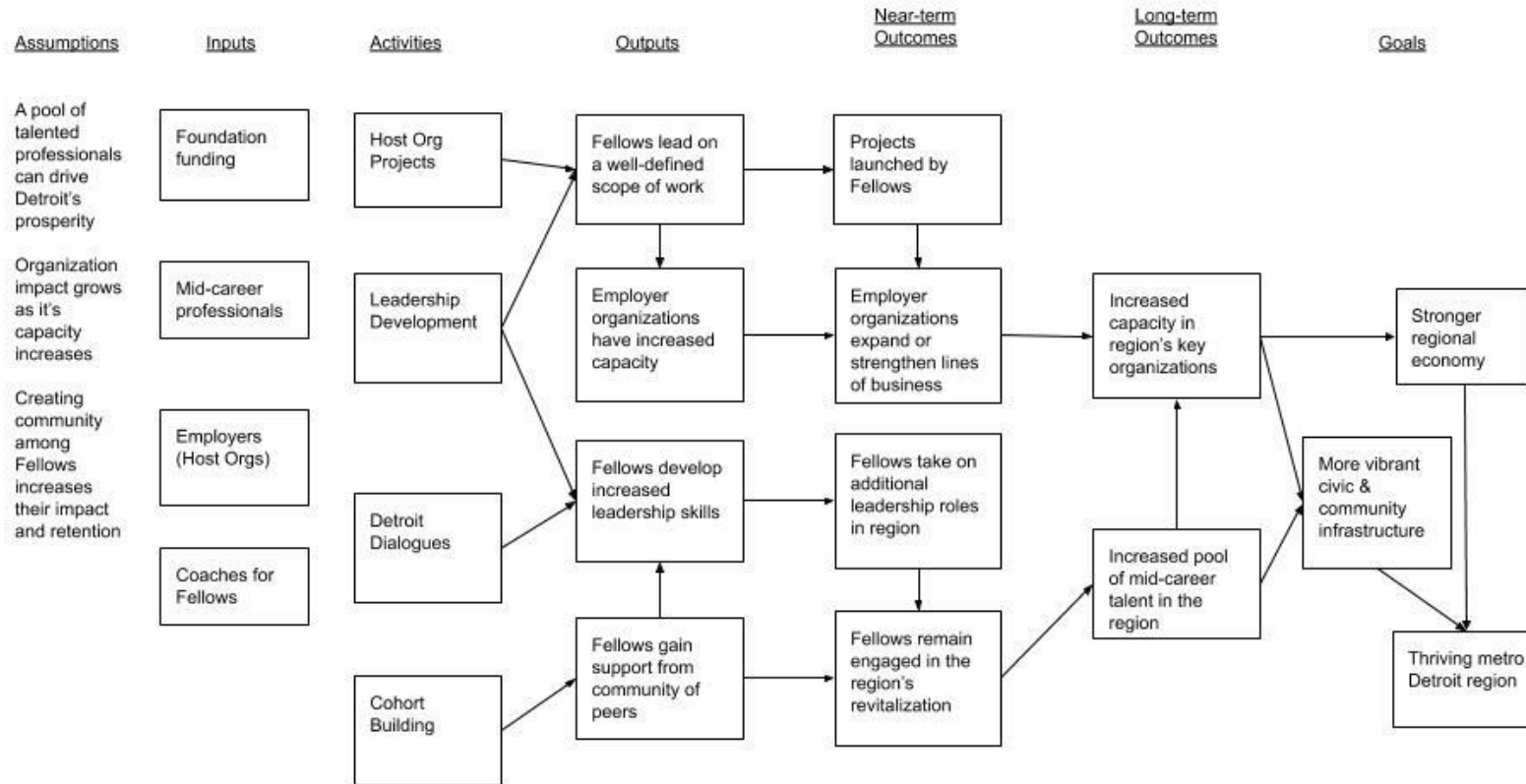
- ❖ Seek input beyond the BECDD Steering Committee when designing this.
- ❖ Don't supplant other funding from the City of Detroit or other sources.
- ❖ Don't use these dollars as matching funding for other grants.
- ❖ Create clear expectations for grant recipients.

FROM CDO'S

- ❖ Picking favorites or giving in to political pressure to fund the "usual suspects." (3)
- ❖ Avoid a process that does not manage the inevitable conflicts of interest openly.
- ❖ Don't create a new organization to administer or distribute funding or an application process that is too complicated. (2)
- ❖ Avoid a funding process that discourages partnership.
- ❖ Avoid providing funding without significant flexibility in how the funding is used.
- ❖ Don't award grants based on the size of the organization
- ❖ Don't create process with a high cost per grant and too much overhead.
- ❖ Don't substitute funder for neighborhood wisdom when setting priorities and creating strategies.

Detroit Revitalization Fellows Logic Model

Updated 6/15/15



Commonwealth Consulting, LLC

COTS Passport to Self-Sufficiency Pilot - Learning and Evaluation Plan Overview						updated 2/4/15	
Program Strategy			Evaluation Plan				
Goals	Long-term	Near-term	Outputs	Evaluation Questions	Measures	Data Source	
Healthy Families	Families Utilize Health Care	Families Achieve Goals that Improve Health, Financial Fitness & Employability	Clients Have Self-sufficiency Plans with Goals & Action Steps	- What are the characteristics of families in the program?	- Age of Parent(s) - Number & age of children - Family Demographics - Baseline scores	Client case files & Ongoing Assessment Reports	
Adults with a Career Pathway	Adults Trained & Educated for Career Pathway			- Do PTS families fully participate in the program?	- Does participation in mobility mentoring enable families to achieve action steps & goals?		- Number of goals set - Number of action steps set - Client led - Coach led score - Number of goals achieved - Number of action steps completed
Adults with Stable & Progressing Employment	Adults Employed in Career Pathway		Clients Access Services & Support from Partners	- Does participation in affinity groups enable families to achieve action steps & goals?	- Number and strength of positive peer relationships		Client case files & Ongoing Assessment Reports
Financially Stable Families	Improved Family Net-Income			- Does participation in incentives enable families to achieve action steps & goals?	Incentives earned		
Families with Sustainable Housing	Families with Sustainable Housing			- Do services and supports from partners enable families to achieve action steps & goals?	- Partner referrals arranged - Partner referrals completed		
Resilient & Financially Stable Families	Clients Avoid Future Destabilizing Crises		Clients Demonstrate Success in Achieving Action Steps	- Do families who achieve goals make progress in the key areas?	- Health issues treated and managed		Ongoing Assessment Reports
		- How long does it take for families to achieve stability?		- Education/ Training targeted to career pathway			
		Families Can Solve Problems & Achieve Goals	- What program components are most important to achieving stability?	- Employed in a career track job			
			- What program components are most important to achieving self-sufficiency?	- Improved net income - Improved credit score - Increased savings / reduced debt - Stable and affordable housing			
			- Do clients gain skills and confidence that they can set and achieve goals and solve problems?	- Number of problems solved and obstacles overcome	Client case files & Ongoing Assessment Reports		