The Children and Youth Fund

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

Children and 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

A Unique 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

Recommendations to the City Council

Recommendations to the City Council are split into two sections:

- Grant-Making Criteria
- Organizational Structure

Grant-Making Criteria

- Organization Structure
- Organization Capability
- Program & Project Questions
- Budget
- Context

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

Organization 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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

Organization Structure, Continued:

- Both the Task Force and community discussions have stated that organizations that have governance, leadership and project and/or program staff that reflect the neighborhoods and communities in which the services are provided are preferred over organizations with structures that do not
- A staff structure with paid staff does not have any preferred position to an organization that has an all-volunteer staff. Both Task Force and community members cited the importance of project and/or program impact over the make-up and structure of the organization. Additionally, both organizations with staff and non-staff structures would be eligible to receive the capacity building supports provided by the Youth Fund

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

Organization 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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

Organization Capability, Continued:

- 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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback
Voted and Approved by the Task Force in April 2017

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

Grant-making Criteria

Criteria Based on Task Force and Community Feedback
Voted and Approved by the Task Force in April 2017

Program & Project Questions, Continued:

- 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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback
Voted and Approved by the Task Force in April 2017

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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

Budget, Continued:

- 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

Grant-Making Criteria

Criteria Based on Task Force and Community Feedback

Voted and Approved by the Task Force in April 2017

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

Organizational Structure

Task Force & Community Responses and Recommendations

- The future Youth Fund should use a capable nonprofit intermediary, like Associated Black Charities, that is based in or having significant experience in Baltimore that would be chosen through an RFP process. The intermediary should have experience working in disenfranchised communities in Baltimore, experience in racial equity and experience with building the capacity of organizations serving disenfranchised communities in Baltimore. The intermediary could be an existing intermediary, a service-oriented nonprofit or a partnership of nonprofit organizations that can meet the above three criteria.
- The intermediary's staff and governing body would solely focus on the fiscal management and fiduciary-responsibility (compliance), 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

Task Force & Community Responses and Recommendations

- The consensus of the Task Force was that the Youth Fund would start with selecting an existing intermediary who would temporarily manage the Youth Fund while also leading a process to establishing an independent organization with an independent governing body that will oversee the Youth Fund over the long term. The interim intermediary can also use Youth Fund dollars to hire external efforts to help provide counsel on establishing the independent organization, like the Forum for Youth Investment or another consultant or support organization.
- Task Force members highlighted that both the selected intermediary and the governing structure of the Youth Fund should be transparent and accountable to the local community. The current Task Force will create a spin-off sub-committee to work on drafting the RFP and selecting the intermediary, including helping to determine the transparency and community accountability requirements for the future intermediary within the RFP. In addition, this sub-committee will work on selecting the members and leadership of the first Assembly, which will be the grant-making body that is independent of but is supported by the intermediary.

Organizational Structure

Task Force & Community Responses and Recommendations

Board of Directors, including leadership roles

- 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 40% 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

Task Force & Community Responses and Recommendations

Board of Directors, including leadership roles, continued:

- "Assembly" 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
- Leadership roles should be chosen through a selection process led by the Task Force sub-committee

Note: The Task Force did not finalize decisions on committee structure, meeting processes, charters and/or by-laws. For the short-term, this will be decided by the Assembly, in consultation with the intermediary, and potentially parts or all of this structure will be adopted by the eventual independent organization who will ultimately decide on these areas.

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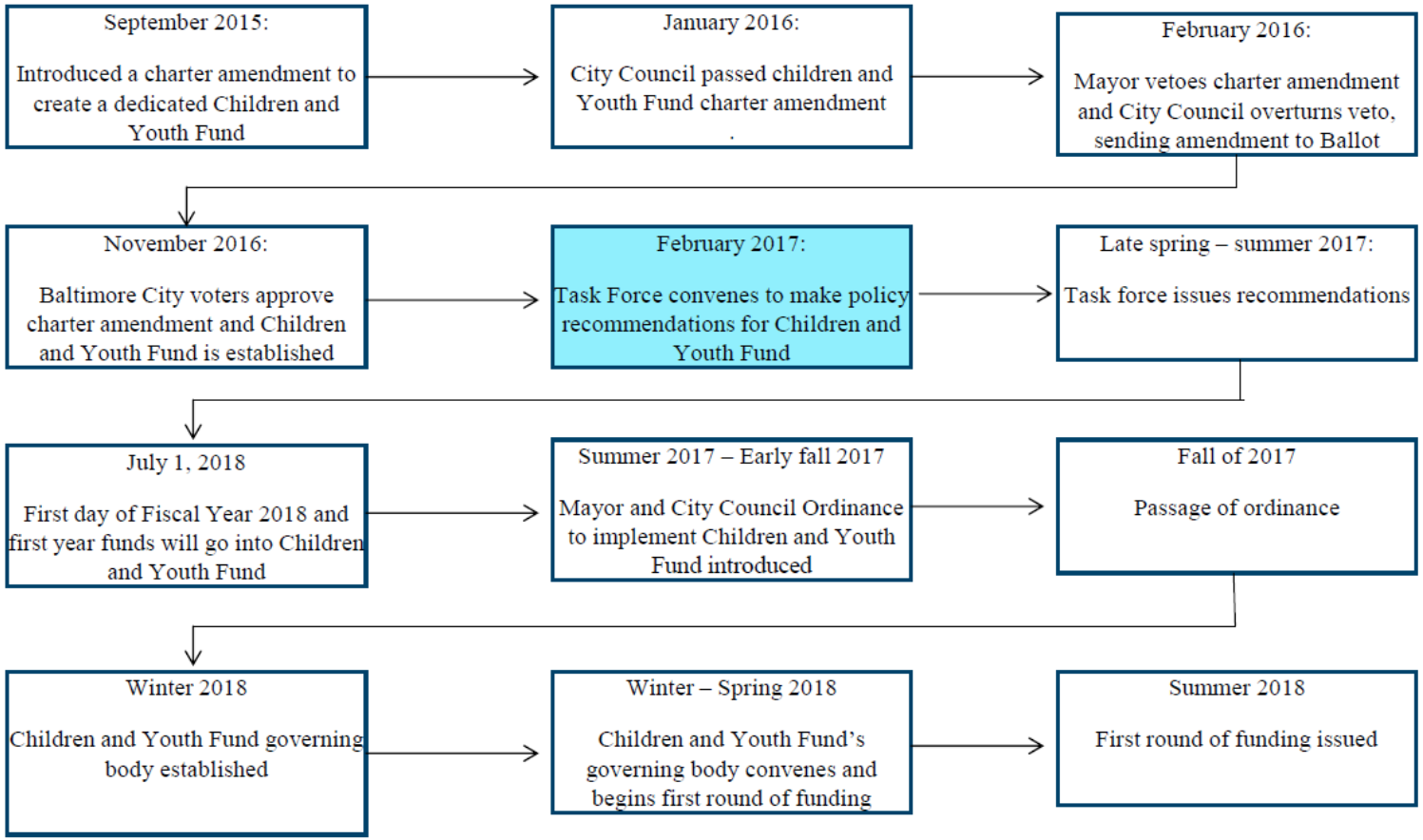
Children and Youth Fund: Project Overview