

## **RESILIENT COMMUNITIES/RESILIENT FAMILIES**

### **INTRODUCTION**

Modeled after successful comprehensive community initiatives sponsored by LISC affiliates in other cities, and developed in collaboration with local philanthropic partners; the Resilient Communities/Resilient Families (RC/RF) initiative employs a strategic place-and-people-based approach to community development. The program will initially fund collaborative efforts in two selected neighborhoods that will bring together advocates and practitioners from across sectors and disciplines together with community residents to discuss community problems and potential solutions. The initiative will place a significant emphasis on community building and organizing strategies believing that a resident's network is an important asset that facilitates greater community and household efficacy.

The 3.5 year program budget totals \$2.2M. Boston LISC has identified sufficient resources that are either committed or pending to cover \$2.0M of the required total. Boston LISC will manage a competitive RFP process, inviting a select number of community based organizations to apply, with the goal of selecting two neighborhoods for funding. Initial project funding will support a lead agency to direct a community-driven planning process that produces a revitalization plan, or community contract, that outlines concrete action steps for many parties to manage: residents, municipal leaders, funders, community developers, public health advocates, educators, environmental stewards and public safety advocates. In addition to funding organizers and planning consultants to manage coalition-building and the participatory planning process, the program's sponsors will provide funding for early action of implementation steps, and will leverage public and private sector support to implement components of the multi-year action plan. We estimate based on past experience that every dollar invested in the RC/RF program will eventually leverage community-level investments valued at \$5-10 so that a \$1 million investment in a neighborhood will result in \$5 to \$10 million in additional investments or resources.

### **PROGRAM CONTEXT**

Decades of community development work and social science research along with the common sense experience of citizens tell us that the challenges facing families and communities are embedded in whole systems. For example, the ability of a child to succeed in school and life is not only a function of the quality of their school and its teachers but also of the ability to get to and from school safely, of the ability of their family to stay in a safe home and not be forced to relocate frequently disrupting the child's schooling, the availability of nutritious food and appropriate health care, jobs for the child's parents, and a community that supports positive cultural and recreational opportunities outside of school. Increasingly, we also understand that social networks that provide informal support to the child and the child's family are equally critical to our individual and collective well-being.

LISC affiliates in 15 cities have employed comprehensive community development strategies that look at community development through a lens of whole communities. These Sustainable Communities Initiatives stretch beyond LISC's core affordable housing development lending and grant making activities. In this program model, investments in physical infrastructure (creating new or improved homes, commercial space and community resources) are supplemented with investments that increase family economic prosperity, improve educational outcomes of children, and that make distressed neighborhoods great places to live, work and to raise a family. With the launch of the Resilient Communities/ Resilient Families program, Boston

LISC is bringing this program model to Boston. We are tapping into a robust body of knowledge and best practices developed within the LISC network and we are well supported by our national colleagues and resources. We have also sought to absorb the lessons of past initiatives particularly the work of the Annie E. Casey Foundation and the Aspen Institute which the Hyams Foundation staff have brought to our attention.

Boston LISC is undertaking the RC/RF initiative as a joint venture with our philanthropic partners the Barr Foundation, the Boston Foundation, and the Hyams Foundation. The Boston Foundation is providing program development, evaluation and funding resources and will contribute significantly to leveraging funds for implementation projects that emerge through the planning processes.

## **A DUAL STRATEGY: PEOPLE AND PLACE**

The goal of Resilient Communities/ Resilient Families initiative is to address both people and place and to echo the words the Boston Foundation's strategic plan, encourage and support "thriving people" and "vibrant places."

Five basic principles under-gird the theory of change embedded in the program's proposed framework:

- **Juxtaposition and alignment of People & Place** investing in high need people and places.
- **Community connections and capacity** that enables residents to have control over their outcomes.
- **Community-led, Funder-supported Partnerships** where accountability and responsibility is held by the community and strategies and resources are generated in partnership with the Funders.
- **A Generational Investment** that focuses on specific outcomes for families to break the cycle of poverty to achieve economic progress.
- **Coordination of family focused services and quality of life investments** at the community level and across funder interest areas.

**Commitment to People Begins with Community Engagement:** At the core of our theory of change is that public participation in decisions that effect communities is essential for achieving better communities. Community engagement is fundamental to and is the starting point for the development of a comprehensive vision for neighborhoods as vibrant places. The community engagement and organizing work should culminate in an event and a document that incorporates the communities' priorities in a "community compact/contract". This contract would feature not only the community's identification of the importance of an issue or a strategy but also the willingness of a community partner to take responsibility for action or implementation of the strategy. Our premise is that by creating a new or reinvigorated platform at the neighborhood level, the community can both maximize the impact of existing work and develop a contract or plan that clearly articulates neighborhood priorities and helps make a more effective case for investment from the public and private sectors.

A frequent question about this kind of effort is "how do you engage people who have been through a number of planning efforts already?" When asked this question Chicago CDC director Jim Capraro, who was an early practitioner of the LISC Sustainable Communities Initiative and who now champions this program model, responds that most land-use planning efforts are not designed or resourced to effectively listen to community residents. When people are genuinely listened to, they respond positively. Therefore a key to a successful community process is well-supported community organizing and coalition building, and for the organizers and leaders who undertake this work to be well trained in the techniques of one-on-one/relational organizing. Boston LISC expects that lead agencies will build off of existing local efforts and bring new residents and coalition partners into the planning and implementation process.

**Broad Scope of Quality of Life Investments:** We intend for the scope of the planning process to encompass multiple disciplines that share a commitment to people- and place-based redevelopment of neighborhoods and that align with LISC Sustainable Communities efforts. Lead agencies will work with planning consultants to design a community-based participatory planning process that will determine strategies, programs and activities to improve neighborhoods focusing on these areas:

- ✓ improving the physical infrastructure of neighborhoods,
- ✓ building family income and wealth,
- ✓ stimulating local economic activity,
- ✓ improving access to quality education, and
- ✓ encouraging the development of healthy environment and lifestyles.

Our rationale for selecting these areas is informed by the work of LISC affiliates managing Sustainable Communities initiatives, by research, and by community development initiatives that are in place or in development in Greater Boston. Details follow:

### **1. Poverty Alleviation Through Income and Asset Building**

Research has shown that helping families develop assets – savings, a house or car, education and vocational skills – is one of the most effective ways of helping low-to-moderate income families get and stay out of poverty, and achieve economic stability. A June 2009, *Massachusetts Asset Development Commission Report* found that low-to-moderate income families in MA often face substantial barriers to building these assets, and asset restrictions on state programs make it harder for families to develop assets, and often create disincentives to save or find a higher-paying job. *We will seek to improve the economic stability of families by increasing the resources available for proven strategies and exploring the development of new strategies in the target areas. Community-based strategies to increase incomes and assets are among the program’s intended impacts.*

A June 2009 Pew Charitable Trusts study, *Neighborhoods and the Black-White Mobility Gaps*, by researcher Patrick Sharkey uses data from 1955 to 1970 and finds that poor neighborhoods strongly increase the risk of falling down the income ladder for children of middle-income black families. By simply living in a distressed neighborhood, individuals and families are cut off from networks and support systems that increase income and assets. “Thriving people” need strong personal relationships and networks that contribute to the quality of neighborhood life and generate pathways to opportunity. Families who become engaged in one “open door” activity such a community planning process or a home-buying class, develop relationships with others in their community and with the sponsoring agencies through that activity. These new relationships provide learning opportunities and can be a bridge to opportunity for others in their personal networks. *We are seeking to increase the density of those open door activities and the number of people engaged.*

### **2. Transit Oriented Community Development, The Health/Place Connection and Climate Change**

As we have looked at implementing a comprehensive community development initiative, it has become increasingly clear that any comprehensive approach to community well being and to improving individuals economic opportunity must focus on access to transit, on how health, environment and place are linked, and on how vibrant urban communities are part of the solution to climate change.

**Transit oriented neighborhood development:** Access to affordable safe and reliable transportation is vital to economically vibrant neighborhoods. Boston LISC, the Boston Foundation, the Hyams Foundation and the Barr Foundation and other potential funding partners have made substantial commitments of resources to community development linked to transit nodes. Much of our thinking

and discussion during the development of RC/RF as been predicated on the idea that planned transit improvements and the physical investment in development around the transit centers, could anchor a broader comprehensive initiative. Preliminary conversations with the City of Boston and the MA Department of Housing and Community Development indicate support of comprehensive transit-oriented work.

Transit oriented neighborhoods offer opportunities for gains in health and for greenhouse gas reduction. New transit investment can spur economic revitalization and in some cases it can spur gentrification. Integrative approaches can help community developers maximize revitalization and ameliorate gentrification pressures. We are seeking to align RC/RF with the Massachusetts Smart Growth Alliance's Great Neighborhoods Initiative (GNI) that will provide planning support to neighborhoods that are working to develop transit oriented nodes. GNI will help to link the neighborhood work to a broader regional strategy for transit-oriented communities. GNI can amplify the voices for policy changes that can support transit oriented development in our target communities. *LISC will employ our affordable housing and economic development capital to support transit-oriented development in the target neighborhoods, and will work to link local efforts to regional smart growth and transit-oriented strategies.*

**The role of health and place:** Increasing attention has focused on the importance of place in the health outcomes of people. The public health community is a resource for improving places that has not yet been fully tapped by those pursuing comprehensive place based strategies. Recently Ron Sims, deputy secretary of HUD and former county executive of King County, Washington said "Your zip code determines your health". The importance of public safety, usable open space, access to fresh and nutritious food as well as the exposure to environmental hazards all play a role in individual and community health as does the access and affordability of health services. *We are seeking to increase community safety and to better align and link community development activities with those of the public health sector.*

**Comprehensive community development and climate change:** The increasing national focus on climate change and the importance of local actions to reduce carbon footprint can and should become part of a comprehensive community strategy. A community strategy that can deliver a measurable outcome in reducing carbon emissions can accomplish several goals. It can reduce the energy bill for families and businesses in a community, it can generate new job opportunities for residents, and it can make a claim on public resources for reducing carbon emissions. Community engagement has increasingly been seen as vital to achieving significant reductions in carbon emissions. For example, if we can improve community safety through community and law enforcement cooperation, then it is more likely that people will walk and use public transportation thus reducing vehicle miles traveled. Home owners that are engaged in one open door activity will be more likely to learn about and utilize energy conservation programs.

*We will make efforts to introduce thinking about neighborhood level approaches to energy efficiency and transportation to this effort.* Environmental writer Kaid Benfield, one of the architects of the new "LEED for Neighborhood Development" standards has recently written about the connection of both community safety and quality urban education to strategies for smart growth that will reduce the growth of greenhouse gas emissions. We propose to use the resources of the EPA, LISC Green Development Center and its director Madeline Fraser Cook and to draw on Benfield and others to think about what strategies would have the most impact on reducing green house gases at a neighborhood level and improve the economic well being of residents. We will also explore methodologies for measuring the impact of those strategies.

## **OTHER COMPREHENSIVE COMMUNITY INITIATIVES UNDERWAY IN BOSTON**

There has been an increasing interest by many Massachusetts community-based organizations in undertaking comprehensive approaches to neighborhood issues. The Massachusetts Community Development Innovation Forum, which LISC and the Massachusetts Association of Community Development Corporations convened, has an active group of community development practitioners that has developed insights and articulated an approach to comprehensive community building that is aligned with this initiative.

“Boston Rising” led by the Eos Foundation has moved forward with an initial focus in the Grove Hall neighborhood and a strong relationship with the community anchored by the Historic Charles Street AME Church and Reverend Gregory Groover. The focus of Boston Rising will include family economic advancement and education. We have met regularly with Eos Foundation staff and there is one important effort, the Family Independence Initiative, being supported by the Boston Foundation, Eos Foundation, and the Barr Foundation that will likely link our work with theirs. A second initiative was begun by retired Boston University Dean of Social Work, Hubie Jones and is called “Higher Ground”. This initiative will focus initially on addressing resident needs comprehensively in one assisted housing development and will also seek to develop and encourage best practice among area human service organizations.

There are at least two initiatives underway to support transit oriented community development strategies. The first is an effort called the “Great Neighborhoods Initiative” led by the Mass Smart Growth Alliance and funded by the Barr Foundation that will provide small grants to support “place making” efforts by community based organizations focused particularly around transit nodes. A second and related initiative is the effort by the Metropolitan Area Planning Council (MAPC) to foster implementation of the MetroFuture regional plan recently completed by MAPC. MAPC will be applying for federal resources that could support community efforts that are focused on transit oriented revitalization strategies.

A new focus on comprehensive initiatives at the federal level also makes this an apt time to focus on this integrated approach. President Obama was part of the community process in Chicago that led to the New Communities program and his administration has already announced a number of comprehensive initiatives such as *Choice Neighborhoods*, *Promise Neighborhoods* and *Sustainable Communities*.

## **GEOGRAPHIC TARGET AREA**

The Resilient Communities initiative will initially locate in two high-need neighborhoods located in Greater Boston and that are the focus of major transit improvements. The two neighborhoods will be selected through a competitive RFP process. We envision that the funders who support RC/RF will collectively make a commitment to pursue a comprehensive strategy in specific neighborhoods or communities. That commitment would be to the neighborhood and if a lead agency falters in its ability to provide the leadership for a comprehensive initiative the funding partners would seek another community based organization capable of providing leadership to the initiative in that community.

The geographic areas under consideration are high-need neighborhoods based on incidence of poverty, crime, educational attainment and other quality-of-life factors. Recent research on the neighborhoods of Boston with the most challenges has consistently shown Dorchester, Roxbury and Mattapan to be high on a series of indicators of stress like foreclosures, youth violence, and school drop out rates. One report in early 2009 conducted on behalf of the Barr Foundation by Professor James Jennings was

particularly striking in its mapping of the geography of opportunity in Boston. His report shows that contiguous set of census tracts running through the neighborhoods of Roxbury, Dorchester and Mattapan as experiencing a neighborhood distress index score of between 70 and 88 – the highest in the city of Boston.

## **PROGRAM ORGANIZATIONAL STRUCTURE**

A comprehensive initiative is of necessity a complex organizational form that includes a lead agency at the civic or city/regional level (in this case, Boston LISC) and neighborhood lead agencies (to be determined) that will manage the community planning process. Boston LISC is joined by other managing partners (the Working Group). A Civic Partnership (managed by LISC and the Boston Foundation) and local Community Coalitions (managed by the local lead agencies) will support program implementation at the regional and local levels.

**Role of Boston LISC:** As the primary program manager, Boston LISC is responsible for program management, fundraising, administration and evaluation. In partnership with The Boston Foundation, we will play the convening role of the civic partnership. We will provide technical assistance to the neighborhood lead agency and to the community coalition. We anticipate that implementation of this initiative will require the addition of one full time LISC program officer who will focus primarily on RC/RF work.

**Working Group:** This group is actively involved in program design, design of metrics, selection of communities and lead agencies and includes LISC staff, TBF staff, and staff from the UMass Center on Social Policy. Additional members may be asked to join as we seek to implement specific strategies.

**Neighborhood Lead Agencies:** The neighborhood lead agency plays a critical role in the effort. That organization must function as a neighborhood level intermediary organization. The lead agency must be credible as a convener of the neighborhood but it cannot and should not expect to undertake activities in all of the areas deemed as priorities by the community. It needs to act more as the conductor of a neighborhood orchestra than as a one-man band. The neighborhood lead agency will recruit community grassroots leaders, coordinate local activities and services, and will be the lead advocate for alignment of resources to the community contract. The funding partners will make a multi-year commitment to support at least one senior staff position at the lead agency but that multi-year commitment will be performance based.

**Community Coalition:** Each neighborhood lead agency will assemble an initial planning group of community leaders to begin the community organizing/ relational organizing work of the initiative. Lead agencies are encouraged to work with and respect existing coalitions to build off of pre-established work. The organizing process will generate new community leaders and the end result of the process will likely be a community coalition that oversees the development of a community contract and becomes the key institutions for collective accountability for the community. The lead agency will provide staff support to the community coalition.

The coalition will include leaders of community based agencies and organizations, local elected officials, key local public sector officials like Boston Police Department leaders, and resident leaders who emerge from the community organizing process. This community coalition may resemble the neighborhood “Healthy Boston Coalitions” that were developed in the 1990s by the City of Boston. A key difference from the Healthy Boston model is that staff support will be provided by an existing community based organization

instead of a quasi governmental coalition. We anticipate that these community coalitions will meet on a monthly basis and will be key venue for local comprehensive thinking.

**Civic Partnership:** In order undertake a comprehensive approach to the challenges facing communities and families in a specific community, it is important to enlist the support and cooperation of key decision makers and institutions that are not community based but have an impact on the community.

One goal of this effort is to engage them in thinking about how one organization's resources can be used to complement the resources of other institutions and increase the effectiveness of their collective efforts to improve the quality of life in a specific neighborhood. For example if the Boston Public Health Commission or Health Resources in Action is hiring resident leaders to do outreach and health education on the hazards of lead paint, can those resident leaders also connect residents to energy retrofit resources or to financial education opportunities? If the city's Department of Neighborhood Development is committing resources to redevelopment of retail space in a neighborhood, how can access to fresh food be part of the framework that drives that development process?

The civic partnership is a place where these conversations can happen and where key institutions explicitly agree to focus attention on how their resources may have greater impact. We anticipate that the civic partnership will be comprised of 15 to 20 organizations representing the public sector, larger non-profit partners, and philanthropic partners. Staff support will be provided to the civic partnership by LISC and the Boston Foundation. Initially meetings will be held once a month.

## **PROGRAM METHODOLOGY**

**Lead Agency Selection Process:** Boston LISC will select a group of community based organizations to submit a letter of interest. Conversations will be held with Board and executive leaders at four to five organizations after a review of the LOIs. Decisions will be based upon the following funding criteria:

- ✓ The target neighborhood is high-need and is the focus of proposed transit improvements.
- ✓ The organization demonstrates that leadership development and constituent engagement are a core part of the organization's mission, vision and strategic plan.
- ✓ The organization demonstrates experience managing community organizing and participatory planning.
- ✓ Staff and Board leaders can demonstrate interest in or a commitment to a comprehensive community development approach.
- ✓ The organization demonstrates capacity to build a multi-sector coalition to join the planning process.
- ✓ The organization has systems in place to conduct evaluations.

**Lead Agency Grant Commitments & Workplan:** Selected agencies will develop a workplan that outlines a process to plan for and implement a participatory planning process. We anticipate that it will take each lead agency some amount of time to complete groundwork for the planning process, and that the planning itself will last for approximately nine months to a year. Evidence of success will be a planning process that is well attended by a mix of community residents and representatives of local public and private neighborhood institutions. The final product of the planning process is a community contract/compact that identifies broadly-shared priorities for community revitalization, and a corresponding community workplan that identifies action items, responsible parties and a timeline for targeted completion. In years two and three, the lead agency will coordinate with the funders and civic partners to encourage implementation of action items.

Each lead agency will benefit from a total funding commitment of \$600,000 over a three-year period. The bulk of the funding made available through the program to lead agencies will support community organizing, coalition building and planning activities. Funding for implementation is designed to be somewhat flexible and to support short-term action, additional feasibility analysis or program planning. The bulk of funding for implementation of new initiatives identified through the planning process will be off-budget leveraged funding. Each lead agency will benefit from the following awards:

- ◆ \$100,000 per year in grants plus one Americorps member will support community organizing and coalition building efforts.
- ◆ \$80,000 over the three-year period will fund consultants to lead and/or support the planning process and for “scribes” to record the process and communicate the results locally and regionally. The selection of the consulting team will be co-managed by LISC and the lead agency. This funding is flexible, and can be used for a short-term consultancy in one particular area, if needed.
- ◆ \$65,000 awarded for early action implementation grants. LISC affiliates have found that providing support for discrete community projects during the planning process goes a long way to reinforce and encourage community engagement in the planning process. These are small grants, typically \$3,000 to \$15,000 in size. The lead agency will have the discretion to make grant awards to best support the overall goals of their projects. Examples from other LISC cities include purchasing books for an after school program, and a parking study for a new commercial strip.
- ◆ \$62,5000 awarded for feasibility analysis or seed funding of larger implementation projects that fall outside of the program’s budget. This flexible funding is available to the lead agency to hire consultants to assist with new program development, for example.

**Leveraging Implementation Resources & The Process vs Product Dynamic:** While the majority of the program’s budget is earmarked for the community planning process, we fully understand that product is critical to the success of the Resilient Communities program. Tangible outcomes at the community level are perceived by LISC as being critical to positively reinforce the engagement efforts of newly developed or reinvigorated resident leaders. In addition to funding implementation through early action and feasibility funding, the program’s funders are committed to aggregating and leveraging resources through the program’s civic partnership to align resources with community priorities. This is at the heart of our program: community-led, funder-supported partnerships will result in greater coordination and alignment of resources resulting in systems change at the neighborhood level. *If the model is successful, we anticipate that every dollar invested in Resilient Communities planning will leverage \$5 to \$10 in additional resources to support community action priorities.*

The funding partners are already working to leverage funding to support implementation activities as follows:

- ◆ Boston LISC will provide recoverable grants and loans to support the development of affordable housing and commercial projects in the target neighborhoods.
- ◆ Boston LISC will bring the resources of the LISC MetroEdge consulting group to help develop a corridor economic development strategy.
- ◆ Boston LISC is assessing the feasibility of a \$25M capital fund to support development linked to transit centers. If successful, this will significantly increase resources to support acquisition and redevelopment of transit-oriented properties.
- ◆ The Boston Foundation is making a grant commitment to Metropolitan Boston Housing Partnership to support an effort by MBHP to increase the number of families participating in the HUD Family Self

Sufficiency program in the Fairmount corridor from the current level of 93 served to a total of 343 served over a four-year period.

- ◆ The Boston Foundation has made a grant commitment to the Family Independence Initiative which will enable FII to undertake a cohort of participants focused in the Resilient Communities geography and will facilitate learning from the FII strategies for improving family outcomes.

## **PROGRAM EVALUATION**

The Boston Foundation has recruited the Center for Social Policy at UMass Boston to develop evaluation metrics for the RC/RF initiative. The national LISC evaluation team is collaborating with UMass/Boston by sharing outcomes measurements from other LISC Sustainable Communities efforts. Metrics will be developed in the following areas: poverty, income, housing, jobs, economic activity, education, health, safety, environmental justice, climate change, use of public transportation, social capital, arts and culture. We plan to develop measurements of community efficacy, to determine the community's level of social capital and its ability to utilize community relationships to act on its own priorities.

## **Community Engagement and Transit Oriented Development**

The Resilient Communities program aligns with community engagement and transit oriented affordable housing development priorities as follows:

- ✓ The core of the program is direct support for community organizing and civic engagement within low-income communities of color with the goal of increasing the capacity of leaders within these communities to set and direct community revitalization strategies. We will invite six to 10 organizations to reply with a letter of interest; these organizations are all located in high need, minority-majority neighborhoods of Greater Boston.
- ✓ We anticipate that at some point during the three-year funding period, leadership development of low-income and minority leaders will be sponsored by lead agencies to support the program's planning and implementation goals.
- ✓ Boston LISC and its key staff have a long history of working with community based organizations in Greater Boston and are deeply aware of the underlying issues related to race, class, and power that can sometimes make collaboration between organizations and people challenging. We believe that a respectful and honest approach to community leaders and institutions is necessary for success. We know that unexpected issues will arise and we are prepared to spend the time and energy to resolve issues and build a true partnership.
- ✓ As Boston LISC has developed the program much of our thinking and discussion has been predicated on the idea that planned transit improvements and physical investment in development around the transit centers could anchor a broader comprehensive community development initiative. Therefore, our RFP for lead agencies requires that the target community is the focus of major transit improvements such as those at Jackson Square or along the Fairmount Commuter Line. We anticipate that some level of housing and infrastructure improvements will be the focus of the community's action plan, thus aligning with affordable housing production and preservation goal of the Hyams Foundation.

## **LISC's PROGRAM MANAGEMENT CAPACITY**

Boston LISC brings significant capacity to this work.

- ✓ Our organization and our current leadership fully understand and appreciate the value and complexities of community organizing and power dynamics. Along with MACDC, LISC was the co-sponsor of the Ricanne Hadrian Initiative for Community Organizing (RHICO) that provided multi-year grants to CDCs engaged in community organizing around place-based development issues. Bob Van Meter, LISC's Executive Director has a thirty-year history of community organizing and community development.
- ✓ National LISC is already providing extensive technical assistance to Boston LISC's program, and we will continue to draw on the comprehensive community development capacity available through the LISC network. The national LISC evaluation team is already working with UMass Boston to establish an evaluation protocol for the program. National LISC also provides funding that Boston LISC is employing for the program, starting with a \$150,000 commitment per year of HUD funding and \$30,000 per year to support community safety.
- ✓ Boston LISC is managing an Americorps program that will be employed to support RC/RF, by assigning one Americorps member to each lead agency.
- ✓ Boston LISC has the capacity to manage a grant-making program of this magnitude. We managed the RFP and grant making for RHICO, and more recently in 2009, we secured a \$1M grant from the Barr Foundation that is now funding activities at 11 CDCs. We completed a competitive RFP process, and are managing grant disbursement.
- ✓ Boston LISC has developed the program in close collaboration with the Boston Foundation, and this has added significantly to the program's design, evaluation and fundraising capacities. The Boston Foundation is paying for the evaluation consulting provided by UMass Boston. The Boston Foundation is expected to be one of the first foundation funders of the program (an application is in process).
- ✓ Increasingly, Boston LISC is utilizing its experience and connection to advocate for systems change as demonstrated by the work that Boston LISC has done as a convener of the Community Development Innovation Forum.