

**BUILDING CAPACITY COMMITTEE UPDATE: INITIATIVES AND OTHER STRATEGIC INVESTMENTS**

March 2022

**SUMMARY**

<b>Current Initiatives and Strategic Investments</b>	<b>Status</b>	<b>Staff Leads</b>	<b>Strategic Priorities Fit</b>	<b>Proposed Funding</b>
SAIL	Active	Zhaundra	Thriving Communities	
Microtransit	Active	Chris/Gus	Thriving Communities	Possible funding for service during World Games TBD
Inclusive Economic Opportunity – Small Business Impact Grant	Active	Zhaundra/Gus/Chris	Econ. Opportunity for All	
Regional Cooperation – Mayors Association and Councilors Roundtable	Active	Chris/Quang/Gus	Regional Cooperation	
Mental Health – Mental Health in Schools, Collaborative Care in Clinics, School-Based Health Center, Crisis Diversion Center	Active	Robin/Gus	Thriving Communities	

<b>Emerging/Potential Initiatives</b>	<b>Status</b>	<b>Staff Leads</b>	<b>Strategic Priorities Fit</b>	<b>Proposed Funding</b>
Racial Equity and Justice - Advancing Equity RFP and Engaging Diverse Communities RFPs	Piloted RFPs in Grant Cycle 1 2021	Zhaundra/ Quang	Equity and Inclusion	
Greater Birmingham Communities of Hope – Casey Family Programs Partnership	Emerging	Kim/Gus/Zhaundra	Persistent Poverty	

<b>Potential Strategic Investments</b>	<b>Status</b>	<b>Staff Lead</b>	<b>Strategic Priorities Fit</b>	<b>Proposed Funding</b>
None this round				

**CURRENT INITIATIVES AND STRATEGIC INVESTMENTS – Detailed Updates**

CURRENT INITIATIVES	Status	CFGB Funding	Updates / Analysis	Staff Lead	Strategic Priority and Metrics
SAIL	Active	<p><u>Most Recent</u></p> <p>- 2021 SAIL \$30K Proactive (coupled with \$30K Competitive)</p> <p><u>CFGB since 2013</u></p> <p><b>\$972,018</b> (combination of Proactive, Competitive, and other funds)</p>	<p><u>What does success look like?</u></p> <p>- Programs consistently show math and reading gains <i>or at least</i> during COVID, stem summer learning loss</p> <p>- Programs address holistic needs of children and families, <i>especially in context of pandemic</i></p> <p>- Learning / best practices of successful programs shared</p> <p><u>Progress?</u></p> <p><b>3/2022 update:</b> SAIL grantees Birmingham Summer Institute, Breakthrough Birmingham, Greater Shiloh, and Impact Family Counseling all funded for 2021 summer programs. Tarrant has holdover 2020 funding. <b>Summer 2021 reports WILL BE ADDED BY BC COMMITTEE MEETING.</b> 2022 SAIL funding approved by CFGB Board: Tarrant City Schools (\$35,000); Birmingham Summer Institute (\$10,000); Breakthrough Birmingham (\$10,000); Genius Map (\$5,000); Camp Faith Level Up Summer – Adamsville (\$5,000)</p>	Zhaundra	<p>Thriving Communities</p> <p>Relevant metric:</p> <p># add'l people accessing high-quality education opportunities (K-12, post-2ndary, adult ed and lifelong learning)</p>
CURRENT INITIATIVES	Status by end of 2020	CFGB Funding	Updates / Analysis	Staff Lead	Strategic Priority and Metrics
Microtransit	Active	<p><u>Most Recent</u></p> <p>- 2019 Bham on Demand pilot \$127K Proactive</p>	<p><u>What does success look like?</u></p> <p>Transportation services are affordable and effective at meeting people's needs / filling gaps</p> <p>Transportation services effectively serve those with greatest needs/barriers</p>	Chris/ Gus	<p>Thriving Communities</p> <p>Relevant metric:</p>

		<p>- 2019 B'ham On Demand pilot \$425K Catalyst</p> <p><u>CFGB since 2019</u></p> <p><b>\$552,000</b></p>	<p>Effective transportation services can be sustained and expanded</p> <p>Transportation services are strategically aligned for efficiency, regional cooperation, and regional expansion</p> <p>Process is reflective, informs emergent strategy</p> <p><u>Progress?</u> -</p> <p><b>3/2022 Update:</b> City of Birmingham extended Via contract through end of FY22 with funding to add a seventh vehicle to meet growing need. Strong regional interest in microtransit expansion from municipalities, and microtransit is in BJCTA strategic plan. New BJCTA Director is supportive of microtransit plans and has strong relationship with City of Birmingham given prior role there. BJCTA hopes to take over management of Birmingham On-Demand by next fiscal year and expand. Still some issues of trust and slow movement toward change.</p> <p>- B'ham On Demand has shown strong use and high ratings, meets needs of most vulnerable:</p> <ul style="list-style-type: none"> <li>• Over 80,000 rides from Dec 2020 – March 2022</li> <li>• 4.9 average ride rating</li> <li>• 10 min average wait, 90% on time pickups</li> <li>• 79% improved their access to jobs or hospital</li> <li>• 85% improved their access to school</li> <li>• 54% use for essential errands</li> <li>• 17% of riders have a disability that make fixed route use difficult</li> <li>• 70% of riders have annual HH income &lt;\$50K</li> <li>• 50% of riders use to commute to work</li> <li>• 1 in 3 trips are for health care or groceries</li> <li>• 90% of riders are returning</li> <li>• 60% of riders take 9+ rides/week</li> </ul>		<p># people accessing effective, affordable transportation</p>
--	--	---	---	--	--

			<p><u>Challenges/setbacks?</u></p> <ul style="list-style-type: none"> <li>- Alignment with BJCTA (this is becoming more of an opportunity as relationship and regional strategy develops, but issues of trust and funding remain)</li> <li>- Logistics and funding of microtransit expansion within Birmingham and beyond.</li> <li>- Inefficient systems and politics has made the Birmingham region one of the more challenging for Via to work in.</li> </ul>		
CURRENT INITIATIVES	Status by end of 2020	CFGB Funding	Updates / Analysis	Staff Lead	Strategic Priority and Metrics
Inclusive Economic Opportunity	Active	<p><u>Most Recent</u></p> <ul style="list-style-type: none"> <li>- 2019 BBJ Filling the Gap \$20K Proactive</li> <li>- 2020 Prosper \$100K Proactive</li> <li>- 2020 RPA/Small Biz Impact Fund \$50K Catalyst</li> <li>- 2020 Small Business Impact Fund \$1.5M Catalyst</li> </ul> <p><u>CFGB since 2017</u></p> <p><b>\$1,960,000</b></p>	<p><u>What does success look like?</u></p> <p>Increased access to credit for Black-owned businesses and other DBEs, more continuous and high-quality technical assistance for same, business revenue and job growth for same, leveraging of other funding to grow pool</p> <p>Process is reflective, informs emergent strategy</p> <p><u>Progress?</u></p> <p><b>3/2022 update:</b> Grants to six CDFIs or other community-based lenders totaling \$1,155,000 from Catalyst funds awarded August 2022. Grants support innovative strategies to meet capital and technical assistance needs of small, underserved business, with a focus on Black-owned businesses. Initial progress report attached (Catalyst newsletter). Initial data reports due April 2022.</p> <p><u>Some early successes:</u></p> <ul style="list-style-type: none"> <li>- Overall capacity of CDFIs and community lenders has really increased in recent years, bolstered by this program</li> </ul>	Zhaundra/ Chris /Gus	<p>Economic Opportunity for All</p> <p>Relevant metrics:</p> <ul style="list-style-type: none"> <li># receiving small biz training or TA</li> <li>\$ invested in small businesses</li> <li># small businesses established / profitable</li> <li># completing job readiness or retention skills training</li> <li># earning high quality credentials, certificates,</li> </ul>

		(\$160K Proactive, \$1.8M Catalyst)	<ul style="list-style-type: none"> <li>- Urban Impact launched new loan program and made first six loans totaling \$77,000 to small business owners</li> <li>- Sabre Finance is leveraging \$2.5M in new SBA loan capital thanks to matching capital from CFGB; has made 20 new loans totaling over \$1M</li> <li>- HICA made six small business loans through its expanded Camino Loan Fund and hired a new financial coach and loan officer</li> </ul> <p><u>Challenges/setbacks?</u></p> <ul style="list-style-type: none"> <li>- Ensuring that fund is structured to address gaps in small business support ecosystem and has a lasting impact. Work closely with partners on follow-through and impact evaluation.</li> <li>- Scale of challenge: \$1.5M is both a lot of funding and not much at all in this arena.</li> </ul>		<p>or post- secondary degrees</p> <p># obtaining quality jobs after training</p>
CURRENT INITIATIVES	Status by end of 2020	CFGB Funding	Updates / Analysis	Staff Lead	Strategic Priority and Metrics
Regional Cooperation	Active	<p><u>Most Recent</u></p> <ul style="list-style-type: none"> <li>- 2020 jails study \$15K Proactive</li> </ul> <p><u>CFGB since 2017</u></p> <p><b>\$401,000</b> (\$15K from Proactive, \$386K from Catalyst)</p>	<p><u>What does success look like?</u></p> <ul style="list-style-type: none"> <li>- Building trust through small but significant steps forward</li> <li>- Building meaningful, lasting cooperation that yields real benefits to individual partners and the region</li> <li>- Process is reflective, informs emergent strategy</li> </ul> <p><u>Progress?</u></p> <p><b>3/2022 update:</b> Jefferson Co. Mayors Association (JCMA) completed 2021 Deep Dive in May; selected improving ambulance services, consolidating trash/recycling services, and disaster funding. Also continuing work on 911 systems and jails consolidation. JCMA also unanimously approved adopting the Good Neighbor Pledge (no-poaching pledge) as a body.</p>	Chris/ Gus / Quang	<p>Regional Cooperation</p> <p>Relevant metrics:</p> <ul style="list-style-type: none"> <li>- # regional collaborative agreements or projects</li> <li>- \$ cost savings through collaborative projects</li> </ul>

			<p><b>Progress highlights:</b></p> <ul style="list-style-type: none"> <li>- Ambulance service – bill passed in legislature to increase Medicaid reimbursement for ambulance service from \$135/trip to \$600/trip (reimbursement rate is a major barrier). Revising protocols with ADPH and Hospital Association to reduce hospital wait time and allow delivery to alternate medical facilities. BUT consultant says Jefferson Co. currently has perhaps worst crisis in the country.</li> <li>- 911 systems – largest 911 call centers are making progress on ‘virtual consolidation’ – i.e. linking of computer-aided dispatch. Birmingham and Jefferson County are consolidated, Hoover coming soon, Homewood exploring it. Goal to consolidate by World Games.</li> <li>- Jail consolidation – it may take some time, but there are finally some key barriers lifted and momentum on building a new countywide jail to consolidate.</li> </ul> <p>With CFGB’s support, Jefferson Co. Councilors Roundtable completed Deep Dive and selected Transportation and Trails Expansion as two priority focus areas for 2022 collaboration. Now have 13 municipalities represented from all areas of county.</p> <p>Overall, increased spirit of trust and cooperation in region compared to five years ago, spreading beyond collaborative efforts noted above. Recent Birmingham Times and Comeback Town articles highlight this.</p> <p><u>Challenges/setbacks?</u></p> <ul style="list-style-type: none"> <li>- Change can be slow; building trust and meaningful cooperation takes time and persistence</li> <li>- Historic mistrust and the inertia of a fragmented system take time to break down</li> </ul>		
--	--	--	--	--	--

CURRENT INITIATIVES	Status by end of 2020	CFGB Funding	Updates	Staff Lead	Strategic Priority and Metrics
Mental Health	Active	<p><u>Most Recent</u></p> <p>2021 Jasper School-Based Health grant to Capstone - \$100K Proactive</p> <p>2021 crisis diversion center match grant to JBS Mental Health Authority (contingent on state award) - \$50K Proactive</p> <p><u>CFGB since 2015</u></p> <p><b>\$541,470</b></p> <p>(\$441,470 Proactive plus \$100K competitive for M. Health RFP)</p>	<p><u>What does success look like?</u></p> <ul style="list-style-type: none"> <li>- Making enduring changes to mental health systems in ways that improve services and outcomes for people</li> <li>- Expanding and/or reallocating mental health funding in ways that improve services and outcomes</li> <li>- Testing innovative ideas – process is reflective, informs emergent strategy</li> </ul> <p>For Crisis Diversion Center, stated goals are:</p> <ul style="list-style-type: none"> <li>Increased access to mental health evaluation and treatment</li> <li>Reduced arrests and incarceration for people with mental health crisis</li> <li>Reduced ER usage for mental health crisis</li> </ul> <p>For School-Based Health Center (Jasper), stated goals are:</p> <ul style="list-style-type: none"> <li>Expanded access and utilization of mental health services</li> <li>Increased depression/anxiety screening. Not clear if depression/anxiety scores of students in counseling can be reported in aggregate, but will use to assess supports needed and follow up</li> <li>Decreased absenteeism</li> </ul> <p><u>Progress?</u></p> <p><b>3/2022 update:</b> Robin Sparks hired as Mental Health Initiative Director (part-time) in June 2021. Robin facilitated meeting with</p>	Gus	<p>Thriving Communities</p> <p>Relevant Metric: # add'l people with access to quality health services</p>

			<p>Mental Health Priority Group and Mental Health Roundtable to discuss mental health needs and priorities in Sept 2021. Excellent input that will inform future collaborative plans. Through grant to Capstone Rural Health Center, school mental health counselor position launched in Jasper City Schools (Walker Co.) in summer 2021. Rest of school-based health center in Jasper delayed to resolve private insurance reimbursement needed for sustainability. In early October, JBS Mental Health Authority's won competition for over \$6M in state funding to put Region 2 crisis diversion center in Birmingham (CFGF provided \$50K match contingent on award and helped advocate). Robin is completing plan for mental health initiative action by end of March 2022.</p> <p><b>Recent success:</b></p> <p>Addition of mental health crisis diversion center in Birmingham is a huge step toward our goal of providing more people with access to quality mental health services. Better services for those in need, less strain on ERs and jails where people don't get appropriate support</p> <p><u>Challenges/Setbacks?</u></p> <ul style="list-style-type: none"> <li>- COVID has disrupted mental health systems generally; mental health needs have expanded, while funding and logistics for mental health programs are more challenging</li> <li>- Alabama's system of insurance reimbursement for mental health services is one of most restrictive in nation. Reimbursement issues have impacted both the collaborative care and school-based health center models.</li> <li>- Telehealth expansion and insurance reimbursement for same during COVID has been a boon, but there is risk of it going away.</li> </ul>		
--	--	--	--	--	--



**EMERGING/POTENTIAL INITIATIVES AND STRATEGIC INVESTMENTS**

EMERGING/ POTENTIAL INITIATIVES	Emerging or Proposed Plans	Analysis	Staff Lead	Strategic Priorities Fit
Racial Equity and Justice	Piloted Advancing Equity RFP and Engaging Diverse Communities RFP in conjunction with Cycle 1 2021	<p><u>What does success look like?</u></p> <ul style="list-style-type: none"> <li>- Increased capacity and stability of Black-led orgs</li> <li>- Increased self-efficacy for Black communities (solutions from within the community)</li> <li>- Coalition building and narrative change across divides</li> <li>- More diverse, under-represented community members involved in grant review processes</li> </ul> <p>Opportunity to advance CFGB approved equity and inclusion goals: a. increased focus on equity and inclusion in grantmaking, with focus on racial equity b. more diverse, under-represented community members in grant review process</p> <p><b>3/2022 update:</b> 2021 grants awarded for both RFPs in partnership with Birmingham Change Fund and Unity Fund. 18 grants from Advancing Equity and 3 grants from Engaging Diverse Communities totaling \$421,000, 28% of funding granted that cycle. Positive feedback from applicants re: focus on Black-led organizations and having Black-led review process. Quang met with grantees this fall for dialogue about impact. One year report coming in June 2022. Exploring possible future collaboration with Birmingham Change Fund.</p> <p><u>Challenges?</u></p> <ul style="list-style-type: none"> <li>- The balance of moving forward boldly and bringing people along</li> <li>- Keeping momentum and building sustained E&amp;I elements into foundation</li> </ul>	Zhaundra/ Quang	Equity & Inclusion

<p>Greater Birmingham Community of Hope (Casey Family Programs Partnership)</p>	<p>Partnering with Casey Family Programs, national funder and leader in strengthening families and keeping children out of foster care. Serving as fiscal sponsor and strategic partner for Greater Birmingham Community of Hope project, a multifaceted initiative that involves partner convening and planning, aligned funding to strengthen effective programs and partnerships, and a targeted project focused on leadership in early learning. \$120K for 2021 funding; plans to expand in 2022.</p> <p>Some benefits of this partnership:</p> <ul style="list-style-type: none"> <li>- Casey brings expertise, data capacity, national connections, and funding to undergird local collaborative work</li> <li>- Casey partnership is aligned with CFGB’s Persistent Poverty priority and proposed impacts and can strengthen our efforts; not tangential</li> <li>- Chance to build multi-year partnership with major national funder and leader</li> </ul>	<p><u>What does success look like?</u></p> <p>Data-driven approach to identifying effective prevention programs</p> <p>Stronger collaboration on systems of support for families and foster care prevention</p> <p>Scaling and expansion of effective programs</p> <p>Decreased number of children entering foster care</p> <p><u>Progress?</u></p> <p><b>3/2022 update:</b></p> <ul style="list-style-type: none"> <li>- Diverse advisory group of organizations, governmental leaders, and community members (people with lived experience)</li> <li>- Planning for focus of Greater Birmingham Community of Hope strategy has commenced – CFGB has facilitated two meetings.</li> <li>- Already leveraging Casey funding for greater impact – granted an <i>additional</i> \$65,640 from Casey to eight Fall 2021 competitive grantees to further support their work strengthening families</li> </ul> <p><u>Challenges</u></p> <ul style="list-style-type: none"> <li>- Goals are ambitious and aim for systemic change; progress toward collective plan is slow</li> <li>- Initial funding is modest but slated to grow; not clear how much</li> </ul>	<p>Kim/Gus/Zhaundra</p>	<p>Persistent Poverty</p>
---	---	---	-------------------------	---------------------------