

	FAIRFAX COUNTY, VA	LONG BEACH, CA	LAS VEGAS, NV	PHILADELPHIA, PA	NEW YORK, NY	LOS ANGELES, CA
Name	Consolidated Community Funding Pool	Mayor's Fund for Education	The Mayor's Fund for Las Vegas LIFE	Mayor's Fund for Philadelphia	Mayor's fund for the Advancement of New York City	Mayor's Fund for Los Angeles
Leadership	Run by reps from 9 county human services boards/commissions	<ul style="list-style-type: none"> Five-person staff Ten-person board of directors Brought on ED after one year in 2016 	<ul style="list-style-type: none"> 1 Executive Director 1 part-time staff member Other city staff members are involved in supporting the funds operations (this seems to change periodically) Board – 21 seats (hope to reduce to 15) Advisory committee (the board) – helping with identifying funding and strategy 	<ul style="list-style-type: none"> 3 person staff 1 part-time accountant Board – mix of city employees (4 designated directors' seats from mayor's office, managing director's office, finance, and city council, and 5 independent non-city seats) – 9 total. 	<ul style="list-style-type: none"> Ties close to city operations and priorities Founded 26 years ago Base operations in the Mayor's Office with City leadership of 9 on Board of 501c3 Develop a large external advisory group of 49 member to help set Fund priorities 10 staff Fund managers/staff hired and employed by the 501c3. 	<ul style="list-style-type: none"> Mayor did outreach to corporate sponsors to get started for initial donations and governance Launched as an "experiment" in 2014 Board of 7 members is separate from the Mayor's office with clear independence from the City Administration Mayor's office can suggest priorities, but Fund Board makes all decisions Mayor is a cheerleader for the Fund and helps raise funds periodically
Structure	Not a nonprofit; but a competitive bidding process within the city	Not a 501c3 themselves but has a fiscal sponsor (who takes 9% of private grants & 12-15% of public grants—because of increased grant maintenance); they are a stand-alone entity and do not live in the Mayor's Office.	<ul style="list-style-type: none"> Governed by city employees Nevada Community Foundation, a 501(c)(3) serves as fiscal agent 	Independent 501c3	Quasi-independent 501 c3 working in the Mayors office governed by city employees	Independent 501c3
Year Started	1997	2015	2018	1982	1994	2014
Annual Budget	\$13m/a year	Would not say	<ul style="list-style-type: none"> \$5-\$7 million No COVID-19 data available 	<ul style="list-style-type: none"> Serving as a fiscal agent for the City of Philadelphia - manages between \$12 and \$15 million annually Operating budget of \$650,000 (covered by the 5% fee) No COVID-19 involvement 	<ul style="list-style-type: none"> Typically, \$20 million annually 2020 COVID-19 budget \$77 million 	<ul style="list-style-type: none"> Typically, \$5 million annually With COVID- \$72 million

<p>Funding Priority</p>	<ul style="list-style-type: none"> Changes from time to time and varies depending on the needs of the marketplace; but funding priority is listed as eligible programs and services offered by Community-Based Organizations (CBOs) to provide health, housing, and human services to residents They now focus on two lanes—housing assistance & basic needs: and everything else—including gangs, financial literacy, and immigrant & refugee issues. 	<p>Specifically, for education; with heavy emphasis on preschool. But generally speaking, they have three focus areas:</p> <ol style="list-style-type: none"> Early childhood education/universal pre-k Internship opportunities Successful college completion, and a bonus area: COVID Recovery—providing direct service of childcare items using rec centers, the school district, and nonprofits to distribute directly to daycare and childcare providers 	<ul style="list-style-type: none"> Priorities aligned with what the city’s priorities are (city driven) Makes any priority fit within the four categories of Livability, Innovation, Future, Education (LIFE) 	<ul style="list-style-type: none"> Areas of priorities are evolving – more liability strategy, rather than topical. They want to make sure they are able to manage any risks and not put themselves in sticky situations with the public (ex: no longer house staff on behalf of the city) If they were to pick priorities, they would pick something different than what was given to them by the Mayor. (there are no topical areas they would say no to). Their last grant cycle priorities were suggested to them by the mayor. The grant committee on the board asked what topical areas of giving they wanted, and this was agreed by the board (the mayor is more of an ask or guidance, rather than giving directions). 	<ul style="list-style-type: none"> 57 programs under 15 initiatives and 2 major COVID Initiatives Highlight and pilot innovative strategies like Universal Basic Income Most initiatives are partnerships with NPOs and philanthropy and individual donors Source of projects include Advisory Board, Board of Directors, philanthropy, and community partners 	<ul style="list-style-type: none"> Four Fund priorities: Economic Prosperity; Community Resilience, Quality of Life Government Efficiency Source of projects is board, community partners, city/mayor, philanthropy Improving government effectiveness and efficiency innovation pilots The fund selects programs...” on their ability to engage public and private resources, demonstrate collaboration, seek innovative solutions and yield measurable transformational impact.”
<p>How Funded?</p>	<p>By the city to tune of about \$13m/a year; funding breakdown is: 88%--general fund; 12%--Federal & State CBDG.</p>	<ul style="list-style-type: none"> Nothing from city Private funds raised by staff and supporters When they started in 2015, they began with base funding that was raised or contributed by the board; now 100% of funding is from grant writing and fundraising. 	<ul style="list-style-type: none"> Initial seed money from the city to get started Donations (corporations, philanthropy, foundations) Some money coming from the general fund Donations – the mayors fund took off 15% from each donation to help with operations of the fund - now 100% of donations go right to projects 	<ul style="list-style-type: none"> Largest income – fiscal sponsor and manager for the Philadelphia Marathon 5% admin fee Foundations Corporations Individual donors No \$ from city budget 	<ul style="list-style-type: none"> Foundations Corporations Individual donors Very little City Funds or Federal Funds 	<ul style="list-style-type: none"> Foundations Corporations Individual donors Very little City funds

<p>Major grants, projects, & programs and how they are selected</p>	<p>None</p>	<ul style="list-style-type: none"> • Ready Rosie—early childhood learning/a self-directed, digital platform for parents/families to access activities, best practices, and curated content to help engage their children in developmentally-appropriate learning. • Internship Challenge—an initiative to match high school & college students with corporate internships. • STEM Learning—an initiative to improve STEM learning for children. 	<ul style="list-style-type: none"> • Driven by the city; filtered through city priorities, and then filtered through the fund • No projects outside of the city • No funding directly to nonprofits or outside organizations • Funds only go to city offices/departments/agencies • The directors must give quarterly reports to the mayor’s fund) – this helps with the impact report and newsletter to reflect on how the funds being used 	<ul style="list-style-type: none"> • 226 active programs • Always changing – open to new ideas and focus areas • Mayor’s Office provides suggestions and guidance for priorities (the board and staff then approve) • Small grant making arms – and day to day is the management and consultation with city departments for private dollars • Fiscal sponsorship function – exclusively reserved for city agencies and departments • They give some of their own operation \$ to Office of Innovation and Tech (innovation fund – small grants to city departments to try innovated ideas to help the city government run more efficiently and effectively) -they fund this initiative with their own funds • The board engages more in the bigger projects. They are most active in grant making and fiscal overview and duty – they approve all grant making activities 	<ul style="list-style-type: none"> • Immigrant services to fill gaps in public funding [\$20 million] • COVID Health care Heroes \$19.8 million 	<ul style="list-style-type: none"> • Allocated their 2020 non COVID funds with over \$2 million to quality of life, 1.1 million to economic prosperity, \$100,000 to community resiliency, and \$94,000 to Government efficiency. • Dispensed COVID funds of \$72 million to support 255,000 residents from 12,500 donations.
<p>Comments/Learnings</p>	<p>Why This Model:</p> <ul style="list-style-type: none"> • City was barraged with requests from nonprofits and various sectors of the city. 	<p>Why Education:</p> <ul style="list-style-type: none"> • Was based on need in the city at the time, but they are now exploring other policy areas to focus on 	<ul style="list-style-type: none"> • Be careful with donations and if they are requesting something that could cause issues • Be prepared for all donations and how we will manage these or decline if needed 	<ul style="list-style-type: none"> • Set up our systems and checks and balances are A MUST • Don’t rely the mayor’s face to be the main piece 	<ul style="list-style-type: none"> • What has worked well is for the Fund to move money quickly to those residents who need cash to survive and avoid terrible 	<ul style="list-style-type: none"> • Keeping separate functions and operations from the City has kept independence for the Mayor’s Fund.

<ul style="list-style-type: none"> • But process became tainted and was driven by a “quid-pro-quo” environment. <p>What Need were they trying to meet?</p> <ul style="list-style-type: none"> • They wanted to use a formal contribution process to fund nonprofits. <p>Challenges They Found:</p> <ul style="list-style-type: none"> • Some nonprofits become too dependent on these funds and then in a crisis—like COVID, they struggle when not funded. • Because of COVID, lots of issues were revealed and showed vulnerabilities 	<p>Why Nothing from City:</p> <ul style="list-style-type: none"> • Wanted to avoid appearance that this was a “mayor’s slush fund” or that it was a “pay-to-play” situation. • Separation also allows them opportunity to apply for “some” city grants since they are separate from the city— but noted pursuit of those grants go thru high level of scrutiny. • And over the years, they have received several grants from the city. <p>Mayor’s Fund Group:</p> <ul style="list-style-type: none"> • She mentioned that she had participated in a couple of group chats with Mayor’s Fund leaders from other cities. <p>How They Use the Mayor:</p> <ul style="list-style-type: none"> • He uses his platform to shine light on key education-related issues and encourages folks to work with the fund • Uses his voice to encourage financial support of the fund— but then any donations to the fund are reported to city ethics department for scrutiny (transparency) 	<p>(will it move the needle?) Think about this before taking donations</p> <ul style="list-style-type: none"> • Communications – finding that sweet spot of comms (internal and externally) – relationship with media partners • Staying on top of needs and having all the facts to report out to the community • Boiler plate – tailor everything to how we engage with each different person (spend a lot of time and investment to ensure specific results will be met) • Collaboration – this helps with donors and potential partnerships (big success here) – finding ways to get big donors or players in the city to work together on large projects • Internal marketing (directors, city council, and mayor and their office understands what you are doing) – give reports out to main city entities and twice a year a presentation to city council 	<ul style="list-style-type: none"> • Stay away from city budget as much as possible – if you can charge a fee and stay self-sufficient, that’s ideal - Independence is critical! • Find a balance of independence and have city rep on the board • Get a strong financial systems and checks and balances in order • Establish how to identify priorities – who’s making the ask for what? • If you can align with city priorities, and this can be easier for the pitch to funders (make our roles much simpler) • Avoid the confusion of roles and be clear what your roles are! • Decide what does impact mean to you • Figure out how you want the fund to survive with an ever-changing mayor • Everything you do needs to be crystal clear <p>**Hoping to return to “The Fund for Philadelphia” instead of the Mayor’s Fund</p>	<p>outcomes. NYC call this area of programming “cash transfers”.</p> <ul style="list-style-type: none"> • They are also working with experiments with Universal Basic Income, UBI. • They report new initiatives being developed in this area along with their many other innovative programs that fill gaps in public services. An example was financial empowerment coaching for people with disabilities particularly to manage SSI and SSDI. • Maintaining long term initiatives with starting new programs is the ongoing balancing act for future planning. • The Mayor’s Fund has had long commitments to expanding mental health services and access, youth employment opportunities, and serving the immigrant community. • Priorities for the future is improving racial equity, reaching down into middle schools and high schools to expand mental health, special support for restaurants in the recovery. 	<ul style="list-style-type: none"> • Have the Mayor serve as strong support for the Fund with donors and in helping to identify priorities consistent with the city’s needs. • Don’t compete with nonprofits but make them the beneficiaries of the funding received from philanthropy by forming community partnerships. • Engage nonprofits with convenings that help determine community needs. • Moving quickly to respond to need, like COVID, shows the value of the Mayor’s Fund while also maintaining ongoing programs and initiatives. • LA has had success in forming innovative partnerships between city departments, private business and nonprofits to provide urgently needed services from scratch. Examples include (1) expansion of domestic violence shelters, (2) “safe at home meals” for seniors and (3) “Angeleno Cards”, debit cards to provide cash for those hit hardest by the pandemic. • Some new initiatives moving into the future
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