Baltimore Children & Youth Fund - Planning, Design & Year 1 Launch
Monthly Report to the Mayor & Baltimore City Council
(Submitted May 23, 2018)

Planning Team Structure

The work of the Baltimore Children and Youth Fund's (BCYF) Year 1 Planning & Design Process is being conducted through two external consultant groups as identified in the MOU with the City of Baltimore. The two consultant groups are Frontline Solutions Inc and UPD.

Frontline Solutions is responsible for much of the process oversight and management, including initial community design, community engagement, best practice research, grant review process and public assembly design, development of initial technical assistance and capacity building plans for prospective applicants and grantees, design of the Year 1 RFP and planning for future infrastructure and operational elements. UPD Consulting is responsible for the release of and management of the RFP, along with grant metric/outcome framing. Both organizations are coordinating their work to ensure full integration of this phase.

ABC is responsible for the overall management of the work, finalizing the grantees' grant agreements, grant management and technical assistance management for grantees and fiscal oversight.

The work has been framed and coordinated through five workgroups, each managed under the auspices of Frontline Solutions and coordinated in close alignment with ABC implementation partner UPD Consulting. Each workgroup is structured to focus on a specific BCYF design element.

The workgroup structure is as follows:

- Workgroup 1 - Process Oversight & Management
- Workgroup 2 - Community Engagement
- Workgroup 3 - Technical Assistance & Grantmaking Strategy
- Workgroup 4 - Proposal Review Panel
- Workgroup 5 - Organizational Design & Institution-Building

Collectively members of these workgroups comprise what is referred to below as the BCYF "Planning Team." The Planning Team is anchored and managed by Frontline staff consultants.

The content of the following report is organized by work task and workgroup.

Process Oversight & Management (Workgroup 1)

The charge is to monitor the overall progress of the planning process, and ensure team alignment with the articulated goals, objectives and values of the BCYF Design Process. This workgroup is comprised of all Frontline Staff Consultants, ABC representatives, and the co-chairs of each sub-team/workgroup.

In addition to hosting weekly progress calls, this workgroup hosts bi-monthly team retreats to facilitate ongoing information sharing, alignment and coordination across sub-teams.

Retreat 1 - All-Team Process Kickoff

The BCYF planning and design process began with an All-Team Kickoff Retreat, hosted on Monday, March 5th from 10:00am-5:00pm at the Center for Urban Families. The objectives of the Kickoff Retreat were as follows:

1. Introduce and begin building relationships among Planning Team members;
2. Orient members of the Planning Team to the context, goals, objectives, scope, timeline and organization of the design effort;
3. Define values and working agreements to guide project management and execution; and,
4. Organize the team for next steps/task execution.

Following the kickoff retreat, the Planning Team broke into sub-teams (or workgroups) – each focused on managing and developing recommendations for a specific BCYF structural or programmatic component.

Retreat 2 - All-Team Year 1 Implementation Planning Check-In

Workgroup 1 hosted a second all-team retreat in April. Hosted at Frontline Solutions' Baltimore office, the objectives of this retreat were as follows:

● Review and digest key themes, learnings and takeaways from the BCYF Community Design process and Data Analysis Retreat (further referenced below).
● Share progress updates on the following design components and proposed implementation plans for Year 1. Ensure coordination and alignment across sub-teams/workgroups.
   ○ Technical Assistance
   ○ RFP Design
   ○ RFP Release/Communication (UPD)
   ○ Grant Review
   ○ Infrastructure Building
● Review and update/refine the Planning Team's collective timeline (May-July).

Community Engagement (Workgroup 2)

The charge is to lead the design, execution and oversight of the process' community engagement and community-based needs assessment components. Workgroup 2 works in close coordination and alignment with Workgroup 4, which leads design and planning for the Fund's proposal review team/public assembly, and Workgroup 3, which leads design and planning for the Fund's technical assistance and grant deployment strategies.

Community Engagement Objectives

1. Engage a diverse cross-section of city residents (youth and adults), practitioners and other community-based stakeholders to understand: 1.) the needs, interests and priorities of city youth, and youth-serving entities/institutions; 2.) perspectives on the potential investment priorities of the Fund; and, 3.) the context and landscape in which the Youth Fund will be designed, launched, and managed;

2. Collect and analyze preliminary data to understand the potential composition, profile and needs of the Fund's prospective applicant pool(s);
3. Identify and profile prospective candidates for the Fund's proposal review panel/general assembly (in coordination with Workgroup 4);
4. Build community awareness of the Fund's design process, timeline, and ways to get involved;
5. Reengage a set of citywide community and youth representatives to shape and refine plans for the Fund's design, launch and deployment/implementation.

Community Design Sessions

In March, members of Workgroup 2 developed a plan and framework for the initial community engagement component of the BCYF Design Process. The Community Engagement Plan guides the design and execution of the community-based needs assessment, as well as other broader community engagement efforts and includes:

- Goals and objectives for community engagement;
- Targeted youth and resident populations and Baltimore City neighborhood geographies;
- Strategies for resident outreach and engagement;
- Plan for data analysis and information sharing.

A series of six community design sessions was hosted in March and April 2018.

Chart: List of Year 1 Community Design Sessions

	Date	Venue/Location	Region	Est. # Attendees
Session 1	Saturday, March 17, 2018	Liberty Rec & Tech Center, 3901 Maine Ave. (21207)	NW	75
Session 2	Friday, March 23, 2018	Langston Hughes Elementary School, 5011 Arbutus Ave. (21215)	NW	35
Session 3	Saturday, March 24, 2018	No Boundaries Coalition 1808 Pennsylvania Ave. (21217)	W	15
Session 4	Friday, March 30, 2018	Community Mediation Center, 3333 Greenmount Ave. (21218)	E	15
Session 5	Monday, April 2, 2018	Lakeland Elementary/Middle School, 2921 Stranden Rd. (21230)	SW	60
Session 6	Tuesday, April 3, 2018	Patterson High School, 100 Kane St. (21224)	SE	30
			Total Est. # Attendees	215

Community design sessions were events in which Baltimore City residents - young people, youth-serving mentors and practitioners, youth and community advocates, and concerned adults - were invited to get involved in the process of determining what children and youth-oriented needs and issues the Fund should prioritize in its first year.

In the sessions, community members were invited to share what needs are most prevalent for children and young people in their neighborhoods, and then brainstorm recommendations for how the resources of the Fund might be best utilized to address those needs. Sessions were open to community members of all ages, and attracted a diverse representation of community practitioners, concerned adults, young people and youth leaders.

Session participants were invited to offer their recommendations through three different engagement options/data collection methods:

1. Community Survey - a brief survey was made available via hard copy and online formats. The survey captured basic demographic information and invited responses to the following questions:

   a. What are the greatest needs and desires of children and young people in your community?
   b. Drawing from your experience, what would be the best way to use the resources of the Baltimore Children & Youth Fund to address the needs and desires of children and young people in your community? (Please feel free to answer with as many different thoughts as you like. We encourage a diversity of ideas.)
   c. What people, groups or organizations are currently doing good work with young people in your community? Please consider as many different groups you can think of who are currently doing good work with young people. (Please share their names and/or the names of their organizations)
   d. What types of supports or resources do you think that people, groups or organizations doing good work with young people in your community need instructions to help them in their roles as youth mentors and practitioners?
   e. Are there any other thoughts, ideas or questions that you'd like to share with the Baltimore Children & Youth Fund's Planning Team?

2. Brainstorm Wall - session participants were invited to share their recommendations and ideas with each other by posting them on a wall located inside the session venue. Posted ideas were color coded to allow participants to visibly distinguish comments made by children and young people, youth leaders, adult practitioners and other concerned populations. The following was the key for the Brainstorm Wall:

   a. Orange - Use this color if you consider yourself a child or young person
   b. Green - Use this color if you consider yourself a young person that leads a group, organization or cause on behalf of your community.
   c. Pink - Use this color if you consider yourself a concerned adult or parent.
   d. Yellow - Use this color if you consider yourself an adult that leads a youth-serving group, cause or organization.
   e. Blue - Use this color if you don't identify with any of these categories.

3. Small Group Discussions - session participants were invited to join open small group discussions, to exchange with others and develop collective recommendations. Notes from small group discussions were posted at the end of the session and made open for a gallery walk before closing.

Survey responses were recorded at the sessions real-time by a team of volunteers led by partner Geri Peak (see below for more information).

Data Analysis of the Information from the Community Design Sessions & Determination of Year 1 Strategic Investment Priorities

Analysis of data and insights gathered from the six community design sessions was conducted by a team of 26 young leaders and allied adults in a one-day retreat managed by Frontline Solutions in partnership with Two Gems Consulting Services (https://www.twogemsconsulting.com/). Led by local/national evaluator Geri Peak, Two Gems Consulting Services is a Baltimore-based evaluation practice that designs custom information tools that suit the situation of unique communities of stakeholders.

Youth and adult community representatives reviewed hundreds of insights and recommendations. Their charge was twofold:

1. to analyze and distill insights gathered from the community design sessions; and,
2. to collectively translate those findings into an interpretation of the Fund's potential investment priorities in Year 1.

Community representatives were recruited to serve in this capacity based upon the following criteria:

● Desire for intersectional representation - i.e., diversity of represented local geographies, gender identities, and, racial and ethnic identities;
● Direct representation of, close proximity to and/or track-record of service to the intended beneficiaries of the Fund (Baltimore City children, youth and young adults);
● Desire for balanced youth and adult representation

Given the compressed timeline of the Year 1 Planning & Design Process, community representatives were largely recruited through word of mouth, and outreach through existing youth leadership groups. A number of representatives were also Community Design Session participants that expressed an interest in getting more involved with the planning process. Data Retreat participants will be invited to serve as a part of the Fund's Year 1 Community Advisory Panel, which will launch with its first meeting in late-May.

Recommendations from the Data Retreat were submitted to members of the Planning Team, who then used the recommendations to structure the Fund's Year 1 Request for Proposals (RFP).

Public Brief (Community Design Session Learnings)

In April/May, members of Workgroup 2 began drafting a short informational overview and brief about the Community Design Process (objectives, structure and key takeaways). The brief will be released for public dissemination in June with the release of the Year 1 RFP.

Broader Community Outreach

In late-April/May, the focus of Workgroup 2 shifted to developing a strategy for supporting the recruitment of members for the Year 1 Proposal Review Panel; and, supporting the dissemination of information regarding available technical assistance and grant opportunities.

Grantmaking & Technical Assistance Strategy Development (Workgroup 3)

The charge is to lead the design, execution and assessment of the Fund's capacity building, training and technical assistance and grant deployment components. Workgroup 3 works in close coordination and alignment with Workgroup 4, which leads design and planning for the Fund's proposal review panel/public assembly, and Workgroup 2, which leads the community engagement and community-based needs assessment of the planning engagement.

Grantmaking and Technical Assistance Objectives

1. Conduct local and national research, and distill information from the Fund's community engagement/needs assessment process to inform the design of:
   a. Year 1 capacity building and T/A strategies for prospective applicants;
   b. Year 1 capacity building and T/A strategies for grantees; and,
   c. Year 1 grantmaking approach.
2. Select and onboard partners/subcontractors to support Year 1 capacity building and technical assistance process implementation;
3. Oversee/manage the design, build-out and execution of policies, protocols, systems, staffing configurations (etc.) to support Year 1 process implementation.

Local/National Research

This workgroup's activity began with the development of a framework and work plan for conducting a national review of models and best practices in capacity building and technical assistance for prospective applicants (particularly grassroots entities); and, grantees.

The review also includes a scan of best practices in community-investment and grantmaking - particularly approaches targeting grassroots entities and resident leaders.

Research objectives include:

1. Understanding successful grantmaking models serving grassroots organizations and youth-led/driven groups.
   a. Understanding grantmaking strategy, grant size, grant use, length of grant
   b. Understanding grant size vs. organizational size
2. Understanding capacity building needs of grassroots/ 1st time grant applicants
   a. Needs during the application stage and needs once selected applicants become grantees
   b. Fiscal sponsors working from a racial/equity lens

Research is being conducted via literature review, web-based research, and targeted interviews. Workgroup 3 will distill key takeaways and lessons learned from the local and national scan to inform the design and content of BCYF's Year 1 capacity-building, technical assistance and grantmaking strategies.

Technical Assistance Survey

Members of Workgroup 3 designed a survey to be issued to:

● Consultants or solo practitioners serving youth-led and/or children and youth-serving organizations in Baltimore City; and/or,
● Representatives of a fiscal intermediaries, organizations or firms that provide fiscal sponsorship and/or technical assistance and capacity building services to youth-led and/or children and youth-serving organizations in Baltimore City.

The survey was released on April 24th and will remain active until the end of May.

The survey's purpose is to aid members of the Baltimore Children & Youth Fund's Planning and Design Team in collecting data and information about the local landscape of technical assistance and capacity

building services and resources that are accessible to youth-led, and children and youth-serving organizations in Baltimore City.

Information gathered through the survey will be used to inform: 1. the selection of partner providers to support the delivery of capacity building and technical assistance services to prospective applicants and awarded recipients of the Fund in its first year of operation; and 2. broader planning efforts focused on strengthening the capacity and infrastructure of local youth-led and children and youth-serving organizations.

The survey consists of:

- a glossary of key terms;
- questions re: general vendor info, vendor demographics, core competencies to gauge the firms experience supporting community organizations, experience supporting core organizational strengths (leadership development, data collection, legal expertise, etc.).

Year 1 Community Capacity Building Series

In April, Workgroup 3 initiated planning for the BCYF's Year 1 Community Capacity Building Series, which will be hosted in June. The purpose of the series will be to minimize/mitigate potential barriers to application submission for prospective applicants of the BCYF (particularly grassroots applicants and applicants with limited or no grant writing experience/capacity) by delivering quality technical support and advisement to assist prospective applicants in assembling competitive grant proposals.

Three events will be hosted across the city over the course of a one-month period. Sessions will be designed to provide training and hand-on support to prospective applicants, with organized supports tailored to the content and structure of the Fund's Year 1 RFP. Sessions will be staffed by FS staff consultants and advisors, T/TA sub-contractors and volunteers.

Staff and volunteers will be on-hand to provide one-to-one and group-based counsel and support to prospective applicants. In addition, recurring workshops will be hosted on the following topics:

- Strategies/Guidelines for Developing your Project Narrative (Description of Project Activities); Cross-Organizational Partnerships + Collaborations
- Strategies/Guidelines for Developing your Project Timeline
- Strategies/Guidelines for Developing/Selecting your Performance Measures
- Strategies/Guidelines for Selecting the Best Funding Level + Developing your Budget

As possible, other on-site support services will be made accessible as well, including:

- Resources to assist applicants with selecting a fiscal sponsor (if needed)
- On-site computer assistance (entry of online application)
- Peer-to-peer idea exchange (open tables organized by investment priority/category)

Selection of Partners to Support Year 1 Community Capacity Building Series

Selection of partner consultants and organizations to support the execution of the Year 1 Community Capacity Building Series will take place at work session to be hosted on Wednesday, May 23, 2018. As possible, partners will be selected from the pool of Technical Assistance Survey respondents, with the team being supplemented as needed by Frontline staff.

Year 1 partners for the Community Capacity Building Series will be formally onboarded in late May.

RFP Development

Also, during this period, members of Workgroup 3 began drafting the Fund's Year 1 RFP. The RFP will be released on or about Monday, June 4th. As a part of this process, the Workgroup will also explore strategic partnerships and collaborations for Year 1.

Members of Workgroups 3 + 5 are working in close coordination with staff consultants of UPD Consulting to design and manage policies, protocols, systems, staffing/consultative configurations, etc. to support the implementation of the Year 1 grant solicitation and deployment (administrative) processes.

The RFP's investment priorities for Year 1 are shown below (note that language presented here is in draft form and subject to revision before finalization). Applicants will be invited to submit funding requests for programs or initiatives that respond to the following themes and issue areas. Intersectional approaches will be welcomed; as such, applicants will be invited to select all priority areas and sub-priorities that best reflect the scope of their proposed initiative.

Year 1 Investment Priority Areas:

Priority 1: Strengthen the Village

Overview: Baltimore's children and young people demand consistent and equitable access to healthy, safe, supportive and inspiring environments at home and in community to foster their learning, growth, empowerment and fulfillment. This set of investment priorities focuses on community-based initiatives and interventions that help to strengthen and improve the range of community institutions and environments that our children and young people interact with and navigate through day-to-day - the most important of which is the family unit.

Funds requested in response to this category can be used to support:

- **Youth-Centered Family Strengthening + Multi-Generational Initiatives** - Community-based initiatives that work toward the desired ends of: helping whole families achieve greater stability and success; bridging intergenerational ties and relationships between young people and adults; and helping young parents hone critical skills to support healthy co-parenting relationships and child-rearing.

- **Youth-Centered Community + Network-Building** - Community-based initiatives that work toward the desired end of: building healthy and thriving networks among young people - particularly those that foster greater collaboration, mutual support, learning, creativity and collective action.

- **Youth-Centered Violence Reduction Initiatives** - Community-based initiatives that work toward the desired end of: interrupting and/or eliminating children and youth exposure to violence, abuse and oppression. These may include (but not necessarily be limited to) youth-centered community safety initiatives, bully prevention, diversion and alternative programs, community mediation initiatives, healing circles, gang intervention initiatives and initiatives that deliver restorative care and support to young people affected by home and community violence.

- **Youth-Centered Spaces** - Community-based initiatives that work toward the desired end of: fostering safer, better-programmed, and better-staffed settings for youth engagement, learning, play and creation in neighborhoods. Priority will be placed on efforts that partner with existing, youth-patronized community- and recreational-centers to deliver quality youth-centered programming through those existing, trusted community-spaces. Funds may be used for programming, as well as cosmetic space improvements, purchase of tools, materials and equipment for use by children and young people, and staff support and training.

Priority 2: Foster Authentic Youth Leadership, Empowerment + Self Actualization

Overview: Baltimore's children and young people demand greater access to relationships and experiences that foster their physical, mental, emotional and spiritual growth.

Funds requested in response to this category can be used to support:

- **Youth-Centered Life-Skills + Leadership Development** - Community-based initiatives that work toward the desired end of: equipping young people with skills, resources, support and access to support their exercise of leadership, advocacy and self and collective care and empowerment.

- **Youth-Centered Mentorship** - Community-based initiatives that work toward the desired end of: connecting children and young people with peers and caring adults that can help them navigate through critical life transitions. Priority will be placed on initiatives that ensure the cultural competency and capacity of mentors to effectively work with youth populations, and initiatives that prioritize the support and recruitment of mentors already active and engaged in neighborhoods and community-settings.

- **Youth-Centered Health, Wellness + Recreation** - Community-based initiatives that work toward the desired ends of: fostering the mental, spiritual and emotional growth, stability and actualization of young people, and/or facilitating children and youth access to healthier lifestyle choices, and quality play and recreational opportunities.

- **Youth-Centered Arts Initiatives** - Community-based initiatives that work towards the desired end of: facilitating children and youth access to opportunities for their creative expression and exploration. Creative medium may include (but not necessarily be limited to) the visual arts; poetry, debate and spoken-word; dance; and, music.

Priority 3: Build Sustainable Bridges to Educational and Economic Advancement Opportunities, and Pathways to Enterprise Ownership

Overview: Baltimore's young people demand equitable access to training, educational and supportive work opportunities that help young people make necessary short-term income while building connections to viable college, vocational and career pathways, and opportunities for ownership of community-rooted enterprises.

Funds requested in response to this category can be used to support:

- **Youth-Centered Workforce Development** - Community-based initiatives that work towards the desired end of: connecting young people to supportive work environments and career pathways. This category may include (but not necessarily be limited to) job readiness and placement initiatives, subsidized/supported employment initiatives, career-focused mentorship, financial literacy and education, and Adult Basic Education for young jobseekers that may be displaced from or out of traditional school settings.

- **Youth-Centered Enterprise** - Community-based initiatives that work towards the desired end of: supporting young people in entrepreneurial efforts such as business idea generation, creation of startups, or coalition building. This category may include (but is not limited to) teaching key skills in business and enterprise ownership and operation, preparing for and managing initial investments in startup ideas, and longer term business planning and resource generation.

- **Youth-Centered College Readiness + Vocational Prep** - Community-based initiatives that work towards the desired end of: bridging youth access to college and higher educational opportunities, connecting youth to meaningful vocational opportunities, and supporting Baltimore's young people's retention through their first year of matriculation.

Public Assembly + Year 1 Proposal Review Team (Workgroup 4)

The charge is to lead the design, oversight and assessment of the Fund's grant review/public assembly process on behalf of the Planning Team. Workgroup 4 works in close coordination and alignment with Workgroup 3, which leads design and planning for the Fund's technical assistance and grant deployment strategies, and Workgroup 2, which leads the community engagement and community-based needs assessment portions of the planning engagement.

Workgroup 4 Objectives:

- Conduct local and national research and distill information from the BCYF community engagement/needs assessment process to inform the design of the BCYF public assembly (identify and vet promising models and prototypes for local application/adaptation).
- Oversee/manage the build-out of policies, protocols, systems, staffing configurations, etc. to support Year 1 grant deliberations and deployment.
- Identify potential candidates for the Year 1 proposal review panel in close collaboration with Workgroups 2.
- Design and oversee a process for training, onboarding, and orienting members of the Year 1 proposal review panel in close coordination with Workgroup 3.

Local and National Research

Workgroup 4's activity began with the development of a framework and work plan for conducting a national review of models and best practices in proposal review panel design and formation - particularly review processes that are anchored by publicly-appointed bodies and bodies comprised of and/or led by community residents.

Through targeted interviews of national and local leaders, Workgroup 4 is collecting data on collective decision-making processes, examples of public assemblies in other contexts, and shared decision-making models to help inform the creation of a public assembly. This data collection is informing the Year 1 proposal review panel and process, as well as the recommendations for the long term public assembly.

The following are Workgroup 4's research objectives and desired learnings from interviews and local/national benchmarking efforts:

- *The Decision-Making Body:*
  - What is the most effective size for a decision-making body? And how does the size affect decisionmaking?
  - What are effective strategies for ensuring representation across geography, race, age, gender, etc. to mirror a community's lived experience?
  - How does one manage for over-representation or under-representation?
  - What are effective strategies for choosing the membership of the decision-making body?
  - What are the range of practices for tenure of service?
  - What supports are offered to ensure the decision-making body is prepared to implement the process?

- *The Decision-Making Process:*
  - How much information do people actually need in order to make effective decisions? What's the quality of that information? What are the critical points of info? Are there specific categories that are most helpful?
  - How do decisions get made? (Ranking system? Majority voting? Consensus voting?)
  - Are there templates used to facilitate the decision-making process?
  - What staff supports are necessary to implement the decision-making process?
  - What are the characteristics of the different assembly forms?
    - An assembly as an event
    - An assembly as a process
    - An assembly as an institution

- *Best Practices in Collective Decision Making:*
  - Are there best practices in collective decision making that should be taken into consideration for the public assembly?
  - Are there examples that mirror the mission and intent of BCYF in other contexts?

Development of Guiding Values and Principles

(Year 1 proposal review panel, Onboarding Process, and Grant Review Process)

Workgroup 4 has identified four key values and principles for the grant review process, aligned with the mission and vision of the BCYF and named through the community design sessions. These will be integrated into the onboarding and grant review process and have informed the design of the proposal review panel. These are: racial equity, intergenerational leadership, community ownership and collective decision-making.

Development of Year 1 proposal review panel Qualifications

In April, Workgroup 4 developed criteria for the selection of Year 1 Grant Review Panel members. These criteria will be used as the basis of an application to be released to the general public in May.

The criteria will identify:

- Requirements and guidelines for Proposal Review Panel membership;
- Desired characteristics, capabilities and experience/qualifications of Proposal Review Panel members; and,
- Terms of engagement.

The proposal review panel will represent the diversity of skills, talents, and demographics of residents in Baltimore City. The BCYF planning team will intentionally seeking proposal review panel members who are young people or adults with experience in working with youth, whether formally or informally. The team will be intergenerational with a significant representation of youth as decision makers.

Below are the general criteria to recruit interested applicants to be a part of the year 1 proposal review panel.

- The proposal review panel will be comprised of up to 30 members for the pilot year of grantmaking
- The proposal review panel will be intergenerational with significant representation of youth.
- The proposal review panel members will live in the city of Baltimore
- The proposal review panel members will be representative of racial demographics of the city.
- The proposal review panel members will represent geographic diversity for the city of Baltimore:

- The proposal review panel members will represent caring adults with diverse experiences, both formal and informal, in working with young people. The proposal review panel will represent a diversity of professional experience. This does not just include formal credentials but it also includes having diverse sets of professional training that is reflective of training that is based in racial equity and community empowerment.

Institution Building + Infrastructure Support (Workgroup 5)

The charge is to lead the review of operational and infrastructure-related considerations tied to each determined BCYF program component. Workgroup 5 works in close coordination and alignment with Workgroup 4, which will lead design and planning for the Fund's proposal review panel/public assembly, and Workgroup 3, which leads design and planning for the Fund's technical assistance and grant deployment strategies.

Workgroup 5 Objectives:

1. Conduct local and national research, and leverage information from the design of the Fund's grantmaking, and capacity building and technical assistance strategies to assess what elements of supporting infrastructure and choice of institutional anchoring and incorporation will best support the Fund long-term. Develop plans for the Fund's operational, financial and administrative structures.
2. Support the build-out of supporting infrastructure for Year 1.

Interim Systems Design

During this period, Workgroup 5 launched an interim website and email system (to be used as a short-term solution until the onboarding of a strategic communications partner).

Workgroup 5 also created an interim systems plan for Year 1. The plan covers the following systems components:

- Knowledge management & document storage
- Email / calendar
- Grant application & review management
- Online community of practice
- Website
- Mailing list
- Social media platforms
- Fiscal sponsorship infrastructure
- Conference calling/ webinars
- Forum Software

Workgroup 5 began researching and conducting demos with grants management system tools in partnership with UPD Consulting.

Benchmarking Research

In this period, Workgroup 5 began conducting a review of local and national initiatives, structures, and organizations that may pose relevance for the design of the BCYF. Workgroup 5 developed research questions and an asset map framework, began interviews with key stakeholders, and created sample case studies to inform the year 2 operational planning and design process.