

FOURTH SUMMIT

# Cambridge Nonprofit Coalition

# WELCOME

Thursday, October 8, 2015  
Royal Sonesta Boston, Cambridge, MA

# FOURTH SUMMIT

## Cambridge Nonprofit Coalition

*“Cambridge nonprofit leadership is ready to build strong partnerships—with each other and with other sectors—in order to meet changing needs, close the opportunity gap, and improve the quality of life for the community.”*

– Cambridge Nonprofit Coalition Summit, June 11, 2013

# CAMBRIDGE NONPROFIT COALITION

## Steering Committee

**Eva Martin Blythe** *YWCA Cambridge*

**Ben Clark** *Cambridge Community Services*

**Elizabeth Cohen** *Families First*

**Michael Delia** *East End House*

**Elaine DeRosa** *Cambridge Economic Opportunity Committee*

**Corinne Espinoza** *Cambridge Community Center*

**Kathryn Fenneman** *Tutoring Plus of Cambridge, Inc.*

**John Froio** *Community Legal Services and Counseling Center*

**David Gibbs** *Community Action Agency of Somerville*

**Eryn Johnson** *Community Art Center, Inc.*

**Barbara Kibler** *Margaret Fuller Neighborhood House*

**Maria LaPage** *Agassiz Baldwin Community*

**Risa Mednick** *Transition House*

**Maria Mossaides** *Cambridge Family and Children's Services*

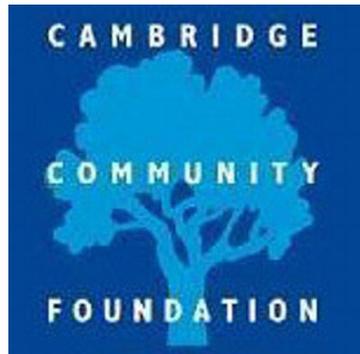
**Elissa Spelman** *Breakthrough Greater Boston*

**Gail Sudore** *Solutions at Work*

# THANK YOU



**John Kania and FSG** [www.fsg.org](http://www.fsg.org)



**Cambridge Community  
Foundation**



**Royal Sonesta Boston**

# Overview of the Cambridge Nonprofit Coalition

- Beginning in 2013, senior leadership from a wide spectrum of nonprofit organizations in Cambridge have been meeting regularly to discuss issues of mutual concern in providing services to residents of Cambridge
- Out of these initial meetings the Cambridge Nonprofit Coalition was created.

# Overview of the Cambridge Nonprofit Coalition

- Over the past two years, the Cambridge Nonprofit Coalition has held four community-wide summits and a planning meeting.
- A Steering Committee of approximately sixteen nonprofit leaders has been meeting on a monthly basis, with sub-committees meeting at other times, to create a common agenda and strategies for moving forward. Over 55 Cambridge nonprofit organizations participated in one or more of these activities.

# MAJOR THEMES

1. Nonprofits are concerned about the quality of life in Cambridge.
2. Cambridge is rich in resources but poor in access.
3. Nonprofit collaboration can help meet unfilled needs.
4. Cross-sector partnerships can also be central to serving Cambridge residents.

# Research and Best Practices: Nonprofit Coalitions and Partnerships

Great examples in other communities: Pittsburg, Minneapolis, New Haven, South Carolina, Chicago – to name just a few. Best examples of non-profit and cross-sector collaborations in other communities.

- Clearly stated mission, vision and goals
- Partners from all sectors (public, private, individuals)
- Established structure that includes:
  - Effective leadership
  - Transparent decision making process
  - Ongoing plan and planning process
  - Consistent communication
- Doable strategies and outcomes (i.e. quick wins to build momentum)
- Acknowledge work is short and long term

# MISSION AND VISION

The Cambridge Nonprofit Coalition strengthens the Cambridge nonprofit sector by building collective voice and promoting collaboration in order to meet changing needs and improve the quality of life for the community.

The Cambridge nonprofit sector will have the community support, resources, information, and influence to enact positive change for Cambridge residents.

# GUIDING PRINCIPLES

1. **Collaboration:** We advance inter- and intra- sector partnerships that benefit the community.
2. **Inclusion:** We take an asset-based approach to connecting people and organizations.
3. **Transparency:** We are open and honest, and we seek similar accountability from our partners.
4. **Strategy:** We strive for efficient effectiveness, and base our essential work on in-depth research.
5. **Leadership:** We strengthen the sector with knowledge sharing, network building, advocacy and innovation.

# NEXT STEPS

- For the CNC to grow and fulfill its mission and vision it must strengthen its organizational capacity
- Create and solidify organizational infrastructure and operating practices;
- Develop and implement a strategic and tactical plans, with short and long term goals
- Secure funding to hire staff leadership

# SELECT UPDATES

**Community Benefits and  
Needs Assessment Process**

**CNC Coordinator Position**

# Community Benefits and Needs Assessment

- Between 2010-2013, mitigation funds for community benefits were pledged to the City through zoning amendments and agreements with developers
- Approximately \$3.5 million is currently in hand
- Over the past two year's CNC has been working with the City to develop a fair reasonable process for the distribution of these funds.
- City is interested in using these funds to contract with nonprofit organizations in order to:
  - Expand services for Cambridge residents
  - Better meet residents' unmet needs

# Update on Ordinance Process

- A Community Benefits Ordinance will be sent to the City Council as part of the City Manager's agenda on Monday, October 19<sup>th</sup>
- Ordinance will include a recommendation to the establish a fund for distributing Community Benefits funding to organizations along with a proposed framework for distribution of the funds.
- Cambridge Nonprofit Coalition worked in collaboration with the city to develop the recommended ordinance and framework.

# Overview of Framework for Distribution

- Establish a fund from which funds will be appropriated to support Community Benefit expenditures
- Support the creation of a committee appointed by the City Manager to oversee the development of a funding plan based on the broad goals set by the City Council
- Conduct a needs assessment to enable the City Council to set broad funding goals

# Needs Assessment

- First step in developing the City's Community Benefit allocation plan is a comprehensive needs assessment
- Needs assessment will provide an understanding of Cambridge's most pressing needs and service gaps
- City is working with the Cambridge Community Foundation and the Cambridge Nonprofit Coalition on this effort and has contracted TDC to conduct the needs assessment
- Help the City Council to set broad funding goals and make informed decisions about future funding priorities

# TDC Work Plan

## **PHASE 1: Define goals and understand existing data**

(Sept – Dec 2015)

- Form Advisory Group
- Identify existing data sources
- Develop framework for assessment
- Interview key stakeholders and assess quantitative data
- Develop emerging hypothesis

## **PHASE 2: Conduct needs assessment**

(Oct – March 2016)

- Synthesize data sources
- Survey service providers
- Analyze funding streams for service providers
- Conduct focus groups with residents and service providers
- Explore opportunities for broader public feedback

## **PHASE 3: Complete final report**

(March – May 2016)

- Define implications of needs assessment (investment priorities)
- Present findings and implications to Advisory Group
- Draft written report, test with Advisory Group, and refine as needed
- Codify report methodology

# CNC Coordinator

- The CNC seeks its first ever Coordinator to play an essential role advancing the work of the coalition
- Coordinator will work 20 hours weekly with a flexible schedule
- Reports directly to the CNC Steering Committee

## **Duties & Responsibilities**

- Organizational Development
- Advocacy & Collaboration
- Administrative Support

# CNC Coordinator

## Competencies & Qualifications

- Independent and flexible self-starter with ability to manage own workload autonomously
- Excellent relationship management and interpersonal skills
- Experience with advocacy, organizing and building effective collaboration
- *To apply, please send resume and cover letter to the Cambridge Nonprofit Coalition at: [cambridgenonprofitcoalition@gmail.com](mailto:cambridgenonprofitcoalition@gmail.com)*
- *Application Deadline: November 13, 2015*
- *Full Job Description available at back table*

# Presentation and Facilitated Discussion



## System Leadership

Presented by

**John Kania**

Managing Director, FSG



John has over 25 years of experience advising senior management of foundations, nonprofits, public and private organizations, on issues of strategy, leadership, assessment, and organizational development, John oversees FSG's consulting practice. His recent work has focused on the power of collective impact and system leadership in promoting cross sector partnerships and large-scale social change to accelerate progress against society's most intractable problems.

# Small Group Discussions

- **Where do you see the relevance for the Cambridge community?**
- **What are the implications\* for Cambridge? For the Coalition?**

*\*An implication is a likely consequence, ramification, and repercussion of something.*

# KEY ACTIONS

**What are some key actions that will move us forward with collaboration?**

THANK YOU

**Contact the Cambridge  
Nonprofit Coalition at:**

[cambridgenonprofitcoalition@gmail.com](mailto:cambridgenonprofitcoalition@gmail.com)