



"Our Neighborhood. Our Choice."

BMHA Perry Choice Neighborhood

The Neighborhood-Based

Supportive Service Network Funding Strategy

A Preliminary Assessment

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I. Overview

A sound financial plan is necessary for the Supportive Service Network in order to ensure that the initiatives established by the Network are both sustainable for the long-term and can operate effectively to meet the positive outcomes for residents outlined in the Performance Indicators and the People Outcomes sections of the Transformation Plan.

The Network strategy acknowledges that financial resources are finite, and seeks to establish sustainable financial structures to support the Network and ensure its long-term capacity to benefit the residents of the Perry Choice Neighborhood. A sustainable strategy will require that new programs and staffing positions essential to making the Network function cannot rely on temporary funding streams to perform core tasks (such as case management). In addition, new programs of the Network should enhance, rather than duplicate any of the services already sufficiently provided by supportive service agencies in the Collaborative. This means that the Network should not pursue sources of funding that would jeopardize the financial resources of project partners.

The following principles describe the Network's approach at achieving financial sustainability:

- Leverage resources and investments within the neighborhood's existing supportive service infrastructure
- Pursue new commitments from partners for core aspects of all programming to ensure long-term sustainability
- Avoid tapping into the funding streams of established partners in the neighborhood except where additional resources can be gained through collaboration/partnerships
- Collaborate with providers to pursue new funding sources that will bolster existing programs or help create new ones where unmet needs exist
- Apply for funding to support increased numbers of clients at PCN supportive service agencies as a result of a proactive and aggressive case management system in the PCN.
- Pursue grant funding for program expansion and/or program enhancement

The Network attempts to re-align existing investments of providers where possible to avoid duplicative new services that serve to weaken the neighborhood's existing supportive service system rather than strengthen it. Instead, the Network seeks to use existing infrastructure and investment to connect providers together to more effectively and comprehensively meet the needs of neighborhood residents through effective communication and outreach, system-wide planning and evaluation, thorough and regular needs assessments, and effective service coordination and case management.

Primary Funding Streams

In order to achieve this objective, the Supportive Service Network strategy (and staff positions to manage the process) will be added to the neighborhood's existing supportive service infrastructure in order to achieve maximum impact. The People Management System, a central staff division of the PCN Planning Initiative, will oversee the operations of the Collaborative, the

Case Management Support Unit, and the Life Chances Center and ensure that all aspects of the system have the support necessary to achieve positive outcomes for residents. This non-profit organization and the necessary positions that must be added to the Network will be funded through a combination of sources, which include:

- Leverage existing investments.
- Seek Additional investment committed by partners.
- Pursuit of support through private foundations, grant opportunities, and through the HUD Choice Neighborhood Implementation Grant during the early development of the Network. Additional funding opportunities that will further ensure the long-term sustainability of these activities and staffing positions have also been identified and prioritized.
- On-going research into new grant opportunities on the local, state, and federal level.
- Partnering with New York State through its Department of Health – Community, Opportunity, and Reinvestment Initiative.

This report attempts to provide a preliminary analysis of funding needs and an initial funding plan for the Supportive Service Network, new staff and program activities necessary to make the neighborhood's supportive service infrastructure work more effectively for neighborhood residents.

II. Identifying Priorities

There are a number of key approaches that were used in order to prioritize both the components of the Network that are essential to initiate early on in the implementation process, and the funding opportunities that are most critical to pursue in order to ensure program sustainability and effective operation.

Prioritizing Programs

Priority One: Needs Assessment Priorities and Greatest Impact

The most important priorities for early implementation will be programs and activities that directly respond to the critical needs and concerns identified by residents and stakeholders during the Needs Assessment process of the Transformation Plan. Residents expressed a lack of knowledge and awareness about the broad spectrum of supportive services available to them, how these services will result in positive outcomes for their quality of life and self-sufficiency, and about how to apply for these services. As such, improving "information literacy" is a critical first step to improving the effectiveness of the supportive service system and the top priority for early implementation for the Supportive Service Network.

Secondly, Neighborhood supportive service providers also identified the lack of capacity and/or resources to provide effective case management and service coordination to residents. While providers have generally been effective at providing the services they offer to residents who approach them, they have not been able to effectively direct residents to other providers who

may help them or follow up with residents to ensure that the services provided to them have effectively met the needs or solved the problems they are facing in their lives.

As such, the implementation of the Case Management Support Unit and the Neighborhood Outreach Strategy of the Collaborative will be the top two priorities for the first year of implementation. In order to reach the services residents need to improve their quality of life and self-sufficiency, they must first have knowledge of the services available to them and how to apply and access them. They must also have direct access to case managers who can help them guide through the entire network of services available to them, help them to apply for these services, and follow up with them to make sure provision was effective at meeting needs.

Priority Two: Established Resources/Partnerships and High Impact

The second priority for implementing programs of the Supportive Service Network will be those that are both high impact and have existing resources already committed to operate and sustain them. This will ensure the maximum short-term effectiveness of the Network at achieving quality of life objectives early on, and will help to ensure that providers are highly active early on in the implementation process.

For instance, the Case Management Support Unit has resources committed by the School of Social Work and will have an extremely high impact on the effectiveness of the system as whole. Space has been designated for the Unit to operate within the neighborhood until the new Life Chances Center is constructed. BMHA Resident Services is also committed to assist the Unit through use of both P&I Center Staff and its Service Coordinators for outreach and referrals.

The Collaborative will also be established in a limited capacity early on in Year One because all partners will be identified and because a systems-wide outreach strategy for residents and an open dialogue between providers is essential for maximum effectiveness and impact of the system. While resources to fund the Collaborative Program Coordinator need to be identified, the Collaborative can function as a low-cost but high-impact program of the Network in the interim.

All of the core activities that compose the Healthy Living Initiative will begin in Year One because they will have immediate impacts on the lives of residents will complement existing priorities, and resources/management commitments from all core providers have already been obtained.

Prioritizing Funding Sources

A nation-wide funding search was conducted to determine appropriate grants and funding opportunities at the federal, state, local, and foundation levels that could help bolster and expand the programs and initiatives that will be incorporated into the Supportive Service Network. Both government and private foundation funding sources were examined during the search. The Network will implement all core programming operations without relying on additional grant resources for initial implementation, but will focus on using grants as potential funding sources to promote the long-term sustainability of programming and the expansion of programs to serve additional residents. Funding opportunities have been prioritized in the following manner:

- **High Priority:** High priority grant opportunities are those that most closely relate to the programs that we are implementing through the Transformation Plan and will provide significant financial resources to support such programs. These grants are those which our programs closely connect to what the grant opportunity will fund, ensuring that our programs have a highly competitive chance to be funded. In addition, funding opportunities identified as high priority typically will provide long-term support or will fund component of the Network that is a high priority for early implementation or expansion.
- **Medium Priority:** Medium priority funding opportunities are highly relevant to the programs and initiatives of the Network but may provide more limited resources than high priority opportunities. Medium priority opportunities may also predominantly fund secondary components of the Network Strategy which are not essential to early phases of implementation. Medium priority opportunities may also provide significant resources but provide limited detail about the specifics of what the grant opportunity will fund.
- **Low Priority:** Low priority funding opportunities typically provide limited financial resources and/or offer a vague description of what they will fund, which makes it difficult to determine whether the funding opportunity closely matches Network programs. While relevant to components and programs of the Network, the chances of obtaining these resources are limited and may have a smaller impact than medium or high priority opportunities. Low priority grants may also fund tertiary components of the Network that are to be implemented in later phases of the Perry Choice Neighborhood Initiative.

III. Grant Priorities

General Program Funding

There are a number of local foundations that have a broad spectrum of potential activities in which they fund. Each of these foundations should be a high priority to pursue in order to support various components of the Network.

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|---|-----------|-----------------|----------|
| - | John R. Oishei Foundation | Open | Ongoing | High |
| Programming Grants for Quality of Life and Civic Initiatives in Multiple States | The M&T Charitable Foundation | Open | Ongoing | High |
| Community Foundation Competitive Grants | Community Foundation of Greater Buffalo | Open | Annual | High |
| 21st Century Fund | Community Foundation of Greater Buffalo | \$100,000 | Every Two Years | High |
| - | The Ford | Open | Ongoing | Medium |

| | | | | |
|--|-----------------------------------|----------------------|--------------------|--------|
| - | Foundation JP Morgan Chase Co. | Open | Ongoing | Medium |
| Grants to Nonprofits for Health, Culture, Education, and Social Services | The Hearst Foundations | \$30,000 - \$250,000 | Ongoing | Medium |
| Grants to U.S. Non-Profits/Gov't Entities for Individual and Community Health Initiatives | Kresge Foundation | Not Listed | Ongoing | Medium |
| | Walgreens Foundation | Not Listed | Ongoing | Medium |
| Planning Program and Local Technical Assistance Program | Economic Development Association | \$100,000 | August 3, 2012 - ? | Low |

The Supportive Service Collaborative

The Supportive Service Collaborative has a number of components that would benefit from bolstering through additional financial resources. The Collaborative members have already become established and committed to the Initiative and it is important to build momentum quickly to begin undertaking planning and Network-wide neighborhood outreach and marketing activities. The following tables identify funding opportunities that should be pursued, sorted by priority for each program or activity.

Communications and Outreach

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|-------------------------|--|---|----------|
| Grants for Non-Profit Publicity and Advertising | Google Foundation | Up to \$10,000 in advertising services | Open | Medium |
| Internet Publicity Services for Non-Profits in the U.S. | YouTube Foundation | In-Kind Services | Open | Medium |
| Understanding Health Literacy | National Inst of Health | Variable | Dependent upon discretionary budgeting. | Medium |

Events and Activities

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|-------------------------|--------------|----------------|----------|
| Behavioral and Social Science Research on Understanding and Reducing Health Disparities (R01) | National Inst of Health | Not Reported | Open | High |
| Basic Social and Behavioral Research on Culture, Health, and Well Being (R24) | National Inst of Health | \$1,425,000 | Annual | High |
| Research Conference | National Inst of Health | Not Reported | Dependent upon | Medium |

| | | | | |
|--|---|------|--------------------------|--------|
| Grant (R13) | Health | | discretionary budgeting. | |
| Grants for U.S. Nonprofits for Projects and Programs that Provide Basic Human Needs | Bank of America Charitable Foundation | Open | Open | Medium |
| Grants to New York State For/Non-Profits and Others to Provide Broadband Service to Underserved Areas | NYS Empire State Development Broadband Program Office (NYS ESD BPO) | Open | Not Reported | Medium |

Back Office Support/Technical Assistance

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|--------------------|---------------------------|---------------|----------|
| Taproot Foundation Service Grants | Taproot Foundation | \$45,000 in-kind services | Not Reported | Medium |
| The WNY Foundation | The WNY Foundation | \$30,000 | Open | Medium |

The Case Management Support Unit

The Case Management Support Unit, scheduled for immediate implementation, would benefit from additional financial resources to expand initial capacity by 2014. As one of the most important components of the Supportive Service Network Strategy, the Unit is the top priority for the pursuit of additional funding sources during Year One of implementation to ensure that expansion to serve more residents takes place according to schedule by Year 5. The addition of a BMHA-focused service coordinator and supports to help maintain as many as 8 case management interns and a highly efficient multi-stakeholder case management database could enable to system to serve as many as 450 households annually by Year 5.

Licensed Social Worker/BMHA Service Coordinator

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|---|----------------|---|---------------|----------|
| Service Coordinators in Multifamily Housing | HUD | \$15 million available for new service coordinator programs | Annual | High |
| Multifamily Housing Service Coordinators Grant Program | HUD | Not Reported | Annual | High |

Operating Support, Child Specialist

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|--|--------------------------|---|----------|
| Partnerships to Demonstrate the Effectiveness of Supportive Housing for Families in the Child | Administration for Children and Families | \$500,000 to \$1 million | Annual, July 30 th , for 5-Year Grant Period | High |

Welfare System

Data Sharing Software

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|---|-------------------------------|--------------|---------------------------|----------|
| mHealth Tools to Promote Effective Patient Provider Communication, Adherence to Treatment and Self Management of Chronic Diseases In Underserved Populations | National Institutes of Health | Not Reported | Open until Sept. 17, 2014 | Medium |

Communications and Outreach*

*Communication and Outreach Grants identified in the Collaborative will be pursued in conjunction for the SSCU.

The Lanigan Life Chances Center

The Lanigan Life Chances Center is a major facility with number core programs that will require additional resources to support over the long term. The following tables identify funding opportunities that should be pursued, sorted by priority for each program or activity.

Senior Center

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|---|---|--|---------------|----------|
| Grants to U.S. Non-Profits, Public/Private Agencies, and Others to Promote Senior Volunteerism | Corporation for National and Community Service Senior Education Classes | \$16 million available, roughly \$60,000 per grant | Not Reported | High |
| Self-Development of People Grant | Presbyterian Mission Agency | Open | Not Reported | Low |

Fitness Center

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|-------------------------------|------------------|-------------------------|----------|
| Finish Line Youth Foundation Grants | Finish Line Youth Foundation | \$1000 to \$5000 | Annual | Medium |
| Improving Diet and Physical Activity Assessment | National Institutes of Health | \$200,000 | Open until Sept 7, 2015 | Medium |
| Healthy Habits: Timing for Developing Sustainable Behaviors in Children and Adolescents | National Institutes of Health | Not Reported | Not Reported | Medium |

Computer Lab

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|---------------------|----------------|--------|---------------|----------|
|---------------------|----------------|--------|---------------|----------|

| | | | | |
|--|----------------|--|--------------|--------|
| RDK Foundation Community Grant | RDK Foundation | Up to \$25,000 | Not Reported | Medium |
| Technology Grants for Non-Profits | Mobilebeacon | Discount on Internet Services for \$120 per year per modem | Open | Low |

The Healthy Living Initiative

The Healthy Living Initiative largely takes advantage of existing resources and programs leveraged and operated by partners in the Network and expand these existing programs to cover residents in the Perry Choice Neighborhood.

MAP Buffalo Grown Mobile Market

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|---|----------------|---------------|----------|
| Improving Diet and Physical Activity Assessment (R01) | National Institute of Health | Open | Annual | Low |
| National Grassroots Grant Program | Ben & Jerry's Foundation | Up to \$15,000 | Not Reported | Medium |
| Local Sustainability Matching Fund | Urban Sustainability Directors Network Foundation | UP to \$75,000 | Annual | Medium |

Health and Supportive Service Resource Events

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|--|---------------------------------------|----------------------|---------------|----------|
| The National Giving Program: Health and Wellness | The Walmart Foundation | \$250,000 or Greater | Not Reported | High |
| The Hearst Foundations Health Grants | The Hearst Foundations | \$250,000 | Ongoing | High |
| Grants to U.S. Non-Profits for Projects and Programs that Provide Basic Human Needs | Bank of America Charitable Foundation | Open | Not Reported | Medium |
| Educational Grants for the Healthcare Community | Ethicon Foundation | Open | Ongoing | Medium |

Family Self Sufficiency

By expanding the existing Family Self-Sufficiency program and aggressively marketing it to residents of public housing in the PCN, BMHA can help bolster the wealth of residents and build an effective model that can later be applied across all BMHA developments and housing choice voucher recipients.

Additional FSS Coordinator

| Name of Opportunity | Funding Source | Amount | Funding Cycle | Priority |
|---|-------------------------------|-----------------------------|---------------|----------|
| Housing Choice Voucher Family Self-Sufficiency | Housing and Urban Development | Up to \$69,000 per position | Annual | High |