



MONUMENTAL BUILDING CAPACITY

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Executive Summary: Build Capacity at Monumental Baptist CDC

Opportunity for Monumental Baptist

Amidst deeply felt community trauma and intensifying real estate pressures, Monumental Baptist Church (MBC) faces a generational opportunity to affirm its commitment to West Philadelphia through a Community Development Corporation (CDC). Launching a CDC will require considerable time, money, and effort for Monumental Baptist over the coming months and years. However, expanding its mission to serve its congregation and the broader West Philadelphia community in body, mind, and spirit presents a unique opportunity for Monumental Baptist to cement its legacy as a community anchor in West Philadelphia for generations to come as it approaches its bicentennial in 2026.

Recommendation

As Monumental Baptist looks to more formally launch its CDC programming, there are four strategies that it should consider pursuing. These strategies will both build organizational capacity within the CDC organization and extend its reach by leveraging its experience and network across Philadelphia. The strategies are meant to:

1. Build upon one another, prioritizing internal strategic planning efforts that will set a vision for the organization and unlock the capacities for future strategies;
2. Complement one another, equipping Monumental Baptist to develop a well-rounded and robust portfolio of projects and programs and maximize its reach and impact;
3. Lay out an ambitious yet achievable action plan to launch and grow the Monumental Baptist CDC

Undergoing a strategic planning process over the next year will help Monumental Baptist develop a unifying and actionable mission statement, articulate a common vision for its community development work, and refine the specific goals and strategies it would like to pursue through the CDC structure it has already established. This process will not only establish the CDC as a separate entity from the Church capable of fundraising and managing projects and programs, but it will also bring life to the CDC and build capacity and momentum for Monumental Baptist's community work for years to come.

Building Capacity: Core Strategies

1. Build internal capacity and core competencies to set organizational goals and strategies;
2. Explore outside funding opportunities to support operations and programming;
3. Convene faith-based coalition and foster community partnerships across Philadelphia;
4. Grow development expertise to support affordable housing in West Philadelphia

Strategy 1: Build Internal Capacity + Core Competencies

What

The first strategy that Monumental Baptist should pursue as it more formally launches its CDC is completing a strategic planning process. A strategic planning process will help Monumental Baptist's leadership, staff, and congregants:

- Develop a mission statement for the CDC;
- Determine the strategic goals, core programs, and where the organization can be most effective;
- Assess finances and identify opportunities to fundraise for desired programs;
- Build internal leadership and expertise that will serve the organization long after the planning process wraps up; and
- Map out an action plan to build out the organization in the short-term and long-term

Opportunity for Monumental Baptist

Completing a strategic plan over the coming year offers several timely opportunities for Monumental Baptist, including:

- A common vision to rally community and financial support around programming;
- A foundation to develop goals, strategies, and outcomes for its work moving forward;
- An opportunity to celebrate its storied history and articulate its vision and role in West Philadelphia for the coming decades

Recommendations

- Monumental Baptist should sign up for the Philadelphia Foundation's Key Skills Hub in early 2020 to access pro bono support for strategic planning, board organization, and other components critical to launching its CDC.

This platform will help Monumental Baptist develop a strategic direction for the CDC, save money and time, and build capacity and momentum for future fundraising and programming.

- After signing up for the Key Skills Hub, Monumental Baptist should use consultation calls with pro bono volunteers in Spring 2020 to determine the most appropriate sequence of services.
- Depending on its readiness, Monumental Baptist should start the Key Skills Hub's Strategic Planning bundle in Summer 2020 and complete a strategic planning process by the end of 2020

A Vision of the Future

"Monumental Baptist expands its mission to community development work, as church nears 200 years in West Philly."

December 2020

By completing the strategic planning process, Monumental Baptist can affirm its commitment to serving the West Philadelphia community in body, mind, and spirit and begin rallying support for community development work rooted in its faith tradition.

Case Study: Philadelphia Foundation's Key Skills Hub

To build capacity during the initial stages of developing the core goals and programming of its CDC, Monumental Baptist should use the Key Skills Hub to access free consulting services. The Key Skills Hub is a free online platform for virtual, skills-based volunteering sponsored by the Philadelphia Foundation and Catchafire. The platform allows nonprofits to connect with volunteers with skills and expertise matching their needs and receive pro bono support from these professionals, rather than take on tasks alone or contract with consultants.

The Key Skills Hub includes a menu of 120+ pre-scoped projects, with specific deliverables and project steps, and allows nonprofits to also post new projects tailored to their specific needs. After a nonprofit adds a project to the platform, volunteers bid on the project, allowing the nonprofit to interview and choose which professional best meets their needs. The platform works well for nonprofits at all stages of development, from those just getting started to those looking to strengthen existing programming, marketing, or strategy.

Getting Started

1. Register the Monumental Baptist CDC on the Key Skills Hub platform
<https://philafound.catchafire.org/account/register/>
2. Visit the Project Menu to browse through over 120 detailed project types
3. Post first project (e.g., Strategic Planning Bundle) on the platform
4. Review applications from interested volunteers and interview potential partners, if necessary
5. Select pro bono partner to work with on a bundle or for a single project
6. Start with a consultation call to get on the phone with an industry expert and get a preliminary assessment of what types of projects best meet the needs of the CDC at this stage

1. Explore Available Projects
Browse through over 120 pre-scoped projects and post your own.

2. Find Your Pro Bono Professional
Review applications from interested professionals and choose who you want to work with.

3. Get The Help You Need
Kick off your project and start making progress.

Two ways to connect!

Consultation Calls
Get on the phone with an industry expert to get answers to burning questions, brainstorm organizational challenges, or get feedback.

Projects
Work with a skilled professional to complete critical projects such as graphic design, website development, copywriting, database customization, and more!

The Key Skills Hub provides access to two types of services: consultation calls and projects.

The consultation calls allow nonprofits an opportunity to get quick advice and feedback on an organizational challenge.

Projects involve more in-depth engagement, in which volunteers work closely with clients on a discreet task or series of projects.

Source: Philadelphia Foundation; Catchafire

Key Skills Hub: Strategic Planning Bundle

Phase	Description	Project	Time (wks)	\$\$\$ Saved
Planning + Initial Assessment	Get initial feedback on your organizational strategy and create a project timeline for how you'll get your strategic planning done	Business Plan Review	2 – 3	\$3,808
		Project Management Plan	2	\$4,760
Align Your Team	Bring your leadership or whole team together and realign on your organization's mission, vision, and values to help guide your strategic planning process	Team Off-Site or Retreat Planning	2 – 8	\$8,686
		Mission, Vision, + Values	2 – 3	\$7,248
		Financial Planning	5 – 8	\$14,747
		Online Survey	2 – 3	\$4,828
Data Deep Dive	Dig into your financial and programmatic data to gain a deep understanding of your organization's current state	Data Collection Plan	2 – 5	\$6,868
		Survey Results Analytics	2 – 4	\$4,828
		Data Crunching + Analysis	4 – 9	\$6,154
Establish Your Goals	With all of your data in place, now you can decide on the most impactful goals to focus on that will help you achieve your mission	SWOT Analysis	4 – 6	\$7,888
		Organization Goal Setting	4 – 6	\$5,620
		Presentation Creation	2 -3	\$3,002
		Press Release	1	\$1,348
			3 – 4 months	\$80,070

In addition to the more than 120 pre-scoped projects on its volunteer portal, the Key Skills Hub also offers a series of twenty bundles. These bundles are groups of projects and calls organized around a common theme, such as marketing, hiring, or developing a nonprofit business plan, and are designed to help organizations address more complex streams of work. The Strategic Planning bundle seems particularly relevant for MBC as it looks to build capacity and bring its CDC to life. The Strategic Planning bundle includes thirteen pre-scoped projects meant to assess an organization's current state and help set a strategic direction. The bundle covers essential topics like mission and values, financial

planning, SWOT analysis, and organizational goal setting. The Key Skills Hub estimates that the entire bundle would take three to four months to complete and that leveraging the pre-scope bundle could save MBC around \$80,000.

Below is a detailed breakdown of the pre-scoped projects packaged in the Strategic Planning bundle, including time frame, why MBC might use a given project, required resources and preparation, project deliverables, and estimated time and money saved. Additional information can be found on the Key Skills Hub website: <https://www.philafound.org/key-skills-hub/>.

Phase 1: Planning + Initial Assessment

This phase would allow MBC to get initial feedback on its organizational strategy and to work with its consultant to create a project timeline for completing the strategic planning process.

1. Business Plan Review

Finalize draft business plan into a concise and compelling roadmap that describes Organization's work to team members, advisors, and potential donors

- a. *Time frame:* 2 to 3 weeks
- b. *MBC should use this if it wants to:*
 - i. Perfect its business plan draft into a document it can use to garner funds and advisors;
 - ii. Update its existing business plan to reflect recent changes;
 - iii. Create a business plan that serves as a guide for its CDC so it doesn't get off track
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **3 to 5 hours** managing this project
 - ii. MBC should expect to prepare:
 1. A working draft of business plan with clear mission, goals and strategies;
(Note: the business plan's documents should cover mission and vision, financial health, operating budget, organization structure, beneficiary market, programming overview, etc.)
 2. Staff member responsible for Organization's strategic planning and/or financials, able to assist with gathering and sharing of key business plan documents to ensure timely and successful completion
- d. *Project deliverable:*
 - i. A document with detailed feedback and edits that ensures an Organization's business plan clearly defines its mission and approach, finance and operating structure, and tracks to key performance indicators
- e. *Time saved:* 15 hours
- f. *Money saved:* \$3,808

2. Project Management Plan

Creation of a detailed project management plan to help manage project execution and share with key stakeholders an understanding of the project

- a. *Time frame:* 2 weeks

- b. *MBC should use this if it wants to:*
 - i. Create a clear and detailed project management plan to serve as a guide for its team on an upcoming project;
 - ii. Develop a project management plan to share with key stakeholders;
 - iii. Update an existing project management plan
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **3 to 5 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. A thorough understanding of the project
 - 2. A dedicated staff member committed to this project
- d. *Project deliverable:*
 - i. A project management plan that contains a project overview, objectives, scope, key deliverables, management process, team roles and assignments, constraints, assumptions, timeline/deadlines, and costs
- e. *Time saved:* 15 hours
- f. *Money saved:* \$4,760

Phase 2: Align Your Team

This phase would allow MBC to bring leadership together and realign on the CDC's mission, vision, and values to help guide the strategic planning process.

1. Team Off-Site or Retreat Planning

Plan an offsite retreat for staff or clients including content programming, logistics and best practices to make retreat focused, engaging, and wildly successful.

- a. *Time frame:* 2 to 8 weeks
- b. *MBC should use this if it wants to:*
 - i. Plan an off-site team meeting or staff retreat;
 - ii. Ensure that team off-site content is focused and engaging;
 - iii. Think through logistics and preparation for a team retreat
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **4 to 7 hours** managing this project

- ii. MBC should expect to prepare:
 - 1. Identified goals, themes, and content for the staff offsite/retreat or team-building event
 - 2. A final or estimated total available budget
 - 3. A staff member who is coordinating the team event and can dedicate time to this project
- d. *Project deliverables:*
 - i. A detailed agenda for the team event, including a rundown of content and activities;
 - ii. A project plan that itemizes the key steps and timelines for preparation and logistical considerations, such as travel and accommodations, catering needs, guest speakers, session content development, and materials;
 - iii. A communication plan to attendees including themes, goals, logistics and any preparation participants should consider before the event;
 - iv. A draft budget showing any known costs associated with the team event
- e. *Time saved:* 40 hours
- f. *Money saved:* \$8,686

2. Mission, Vision, + Values

Capture the guiding principles of the CDC in a compelling and concise way with new or updated key messaging

- a. *Time frame:* 2 to 3 weeks
- b. *MBC should use this if it wants to:*
 - i. Create compelling, concise messaging for the foundational principles of your organization
 - ii. Update its existing mission, vision, and/or values statements so your messaging is aligned across all your marketing materials, online presence(s) and grant materials
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **4 to 6 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. A thorough understanding of the project
 - 2. A dedicated staff member committed to this project
- d. *Project deliverables:*
 - i. Review of existing mission, vision and/or values

- ii. Analysis of the existing programs and any future plans
- iii. Strategic consultation surrounding the existing functions and the core need the Organization seeks to address
- iv. Freshly written mission, vision & values statements
- e. *Time saved:* 20 hours
- f. *Money saved:* \$7,248

3. Financial Planning

Improve ability to predict the financial impact of changes in funding and expenses, so that the CDC can effectively plan for the future and avoid surprises

- a. *Time frame:* 5 to 8 weeks
- b. *MBC should use this if it wants to:*
 - i. Understand the CDC's financial future;
 - ii. See the impact on financials when key expenses and cost are changed
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **4 to 6 hours** managing this project
 - ii. MBC should expect to prepare:
 1. Staff member responsible for the CDC's finances committed to this project;
 2. Operating Budget;
 3. Financial statements currently being generated
- d. *Project deliverable:*
 - i. An Excel spreadsheet custom-built specifically for the CDC's finances;
 - ii. Training on how to use the spreadsheet to understand the current financial situation and predict future states (e.g., plan for budget increases or decreases, hiring, and other key drivers)
- e. *Time saved:* 50 hours
- f. *Money saved:* \$14,474

4. Online Survey

Turn insights into action with a professionally designed survey for beneficiaries, supporters, members, or other stakeholders, and use findings to enhance a service or other aspect of the CDC

- a. *Time frame:* 2 to 3 weeks
- b. *MBC should use this if it wants to:*
 - i. Know what its members, supporters, or beneficiaries are thinking about an aspect of the CDC;
 - ii. Use an anonymous survey to assess employee engagement and satisfaction;
 - iii. Understand how a program is working
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **3 to 4 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. A thorough understanding of the project
 - 2. A dedicated staff member committed to this project
- d. *Project deliverables:*
 - i. A professionally designed online survey ready to use (set up with Google Forms, SurveyMonkey, Typeform, SurveyLegend, or other tool)
 - ii. Training to equip staff to execute and manage survey
- e. *Time saved:* 20 hours
- f. *Money saved:* \$4,828

Phase 3: Data Deep Dive

This phase would allow MBC to dig into its financial and programmatic data to gain a deep understanding of the CDC's current state.

1. Data Collection Plan

Identify the CDC's success metrics and learn how to collect and analyze data to regularly measure the effectiveness and impact of its programs.

- a. *Time frame:* 2 to 5 weeks
- b. *MBC should use this if it wants to:*
 - i. Structured its data collection for its programs;
 - ii. Accurately measure the performance of its programs;
 - iii. Do an impact measurement project
- c. *Required resources and preparation:*

- i. MBC should expect to spend approximately **4 to 6 hours** managing this project
- ii. MBC should expect to prepare:
 1. Identified goals, themes, and content for the staff offsite/retreat or team-building event
 2. A final or estimated total available budget
 3. A staff member who is coordinating the team event and can dedicate time to this project
- d. *Project deliverables:*
 - i. A set of key metrics to regularly track
 - ii. Spreadsheet tool to collect data on key metrics with accompanying tables and graphs for analysis
 - iii. Training for best practices on data collection
 - iv. Training on how to use the spreadsheet and analyze key metrics
- e. *Time saved:* 30 hours
- f. *Money saved:* \$6,868

2. Survey Results Analysis

Interpret responses from an already distributed survey to identify important insights from the data gathered and learn from the results.

- a. *Time frame:* 2 to 4 weeks
- b. *MBC should use this if it wants to:*
 - i. Distribute a survey to stakeholders;
 - ii. Identify important insights and findings from the survey data
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **1 to 3 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1.
 2. Identified goals, themes, and content for the staff offsite/retreat or team-building event
 3. A final or estimated total available budget
 4. A staff member who is coordinating the team event and can dedicate time to this project
- d. *Project deliverables:*

- i. Analysis of 1 set of survey data that is already at hand;
- ii. Summary of key findings from survey data
- e. *Time saved:* 20 hours
- f. *Money saved:* \$4,828

3. Data Crunching & Analysis

Discover powerful insights and trends in the data to make the most out of the CDC's information.

- a. *Time frame:* 4 to 9 weeks
- b. *MBC should use this if it wants to:*
 - i. Pull insights from or discover patterns in a dataset and use it to tell a story
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **4 to 7 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. Electronic data set ready for analysis (i.e., in Excel, Google Sheets, CSV, etc.)
- d. *Project deliverables:*
 - i. Analysis of one dataset
 - ii. Document articulating discoveries from analysis
- e. *Time saved:* 30 hours
- f. *Money saved:* \$6,154

Phase 4: Establish Your Goals

This phase would allow MBC to decide on the most impactful goals to focus on that will help its CDC achieve its mission.

1. SWOT Analysis

Approach any organizational challenge or strategy session armed with an analysis of the current strengths, weaknesses, opportunities, and threats related to the CDC in order to make informed decisions.

- a. *Time frame:* 4 to 6 weeks
- b. *MBC should use this if it wants to:*

- i. Develop a high-level program or organizational assessment;
 - ii. Engage in strategic planning, grant applications or other high-level initiatives;
 - iii. Learn about the CDC's or a specific program's strategic position to make key decisions
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **6 to 9 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. Staff member ready to prioritize this project;
 - 2. Leadership team commitment to this project;
 - 3. Information regarding operations, program data, financials, staffing plans, marketing materials, etc. ready to be shared with a consultant;
 - 4. Market analysis and any information about general competitive landscape
- d. *Project deliverable:*
 - i. Document outlining CDC or specific program's strengths and weaknesses as well as potential opportunities and threats
- e. *Time saved:* 35 hours
- f. *Money saved:* \$7,888

2. Organization Goal Setting

Set the CDC up to succeed by establishing a list of the most important goals to work towards.

- a. *Time frame:* 4 to 6 weeks
- b. *MBC should use this if it wants to:*
 - i. Set goals that inform the CDC's priorities over a period of time;
 - ii. Think about the CDC's immediate priorities before engaging in long-term strategic planning
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **4 to 7 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. Executive Director and Board committed to the project;
 - 2. Ability to share foundational materials, including mission & vision, business plan, program data, and financial information
- d. *Project deliverables:*

- i. 3-5 clearly articulated organization-wide goals
- ii. Meeting facilitation of leadership team to discuss and agree upon goals
- e. *Time saved:* 20 hours
- f. *Money saved:* \$5,620

3. Presentation Creation

Create a professional-looking presentation that can be used in important internal or external meetings.

- a. *Time frame:* 2 to 3 weeks
- b. *MBC should use this if it wants to:*
 - i. Create a compelling presentation for upcoming internal and external meetings
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **3 to 7 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. Clear understanding of the target audience for the presentation, and the desired goals of the meeting;
 - 2. Access to the organization's mission statement as well as existing presentation template or access to visual branding guidelines;
 - 3. A dedicated staff member ready to provide feedback and guidance
- d. *Project deliverables:*
 - i. A new presentation, or update to an existing presentation in Powerpoint, Keynote, Google Slides, Prezi, or another presentation software
 - ii. Best practices and tactics for structuring an effective presentation
- e. *Time saved:* 20 hours
- f. *Money saved:* \$3,002

4. Press Release

Announce an event, initiative, or partnership to news outlets with a well-written, concise press release.

- a. *Time frame:* 1 week
- b. *MBC should use this if it wants to:*

- i. Attract press to a major upcoming event, initiative, or milestone by issuing a press release
- c. *Required resources and preparation:*
 - i. MBC should expect to spend approximately **1 to 2 hours** managing this project
 - ii. MBC should expect to prepare:
 - 1. Information on event, initiative, or partnership to share with consultant;
 - 2. A list of media contacts to send the press release to and/or online platform for publication
- d. *Project deliverable:*
 - i. 1 to 2-page press release that can be distributed to news outlets
- e. *Time saved:* 6 hours
- f. *Money saved:* \$1,348

Strategy 2: Explore Outside Funding Opportunities

What

With a clear mission statement and strategic direction, Monumental Baptist will then be able to pursue outside funding opportunities to bring its goals and programs to life. This includes applying for grants offered by regional and local foundations, as well as building relationships with mission-aligned organizations and institutions who may become funders or strategic partners in the future.

Opportunity for Monumental Baptist

Exploring outside funding opportunities after the strategic planning process will allow Monumental Baptist to:

- Secure financial support to build out CDC programming and operations;
- Establish long-term partnerships with mission-aligned organizations, e.g., foundations, universities, hospitals, elected officials, and government agencies

Recommendations

- Using its strategic plan as a guide, Monumental Baptist should identify three to five funders in Greater Philadelphia that align with mission and programming priorities in early 2021.

A survey of potential funders, including high priority opportunities for grants under and over \$100,000, is included on the following pages.

- Beginning in Summer 2021, Monumental Baptist should reach out to identified funders to introduce the CDC, learn more about their respective grant opportunities, and assess mission alignment.
- In Fall 2021, Monumental Baptist should apply for its first grant(s) from one or more foundations, prioritizing those that provide general operating support or programmatic support that aligns with Monumental Baptist-defined objectives.

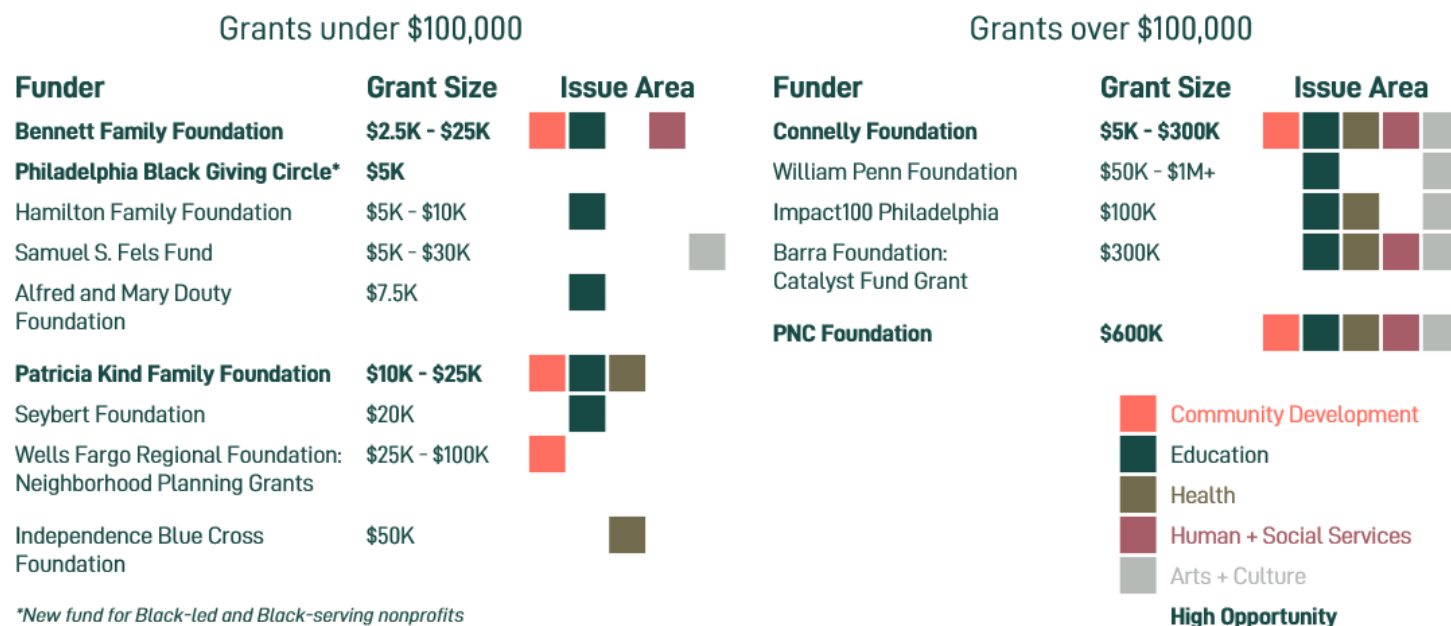
A Vision of the Future

"Monumental Baptist secures grant from local foundation to support low-income homeowners facing tax foreclosure in West Philly."

Fall 2021

After setting a strategic direction in 2020, Monumental Baptist can start exploring and applying for grants from local foundations and other funders. In less than two years, Monumental Baptist can start supporting low-income homeowners facing tax foreclosures, expand an after-school program for neighborhood youth, or host regular community health clinics at the church.

Survey: Potential Funding Opportunities in the Greater Philadelphia Region



High Priority Funding Opportunities – Grants under \$100,000

1. Bennett Family Foundation

The Bennett Family Foundation focuses its grantmaking primarily on smaller, local organizations that address a broad range of facing underserved populations, from primary healthcare to community nutrition programs.

Opportunity for MBC to seed initial programming.

- Grant Sizes: \$2,500 to \$25,000
- Funding Priorities: **Community Development**; **Education**; **Human + Social Services**

2. Philadelphia Black Giving Circle

The Philadelphia Black Giving Circle launched in February 2018 with a mission to build the capacity and financial sustainability of Philadelphia's Black-led/Black serving nonprofits while also promoting a culture of charitable giving and philanthropy within the Black community.

Opportunity for MBC to seed initial programming and build network with other mission-aligned nonprofits.

- Grant Sizes: \$5,000
- Funding Priorities: Black-led and Black-serving

3. Patricia Kind Family Foundation

The Foundation supports organizations that help those struggling daily with the effects of poverty, specifically in Philadelphia County. This includes helping individuals and families obtain physical and mental health care and related human services, such as food, shelter, clothing and education.

Opportunity to seed initial programming with flexible funding priorities.

- a. *Grant Sizes:* \$10,000 to \$25,000
- b. *Funding Priorities:* **Community Development; Education; Health**

High Priority Funding Opportunities – Grants over \$100,000

1. Connelly Foundation

The Connelly Foundation provides grants toward costs associated with programs, direct services, general operations, and capital projects to Philadelphia-based nonprofit organizations and institutions working in education, health and human services, and civic and culture.

Flexible funder offering small and large grants covering a range of activities.

- a. *Grant Sizes:* \$5,000 to \$300,000
- b. *Funding Priorities:* **Community Development; Education; Health; Human + Social Services; Arts + Culture**

2. PNC Foundation

The PNC Foundation supports a variety of nonprofit organizations with a special emphasis on those that work to achieve sustainability, touch a diverse population, and support early childhood education and/or economic development.

Opportunity for long-term funding, especially related to community development-related activities.

- a. *Grant Sizes:* \$600,000
- b. *Funding Priorities:* **Community Development; Education; Health; Human + Social Services; Arts + Culture**

Other Funding Opportunities – Grants under \$100,000

1. Hamilton Family Foundation

The Foundation helps to create vibrant communities that offer effective, equitable, and well-rounded education for all young people in Greater Philadelphia. It supports programs that lead to students' academic excellence in high school and college, and to job readiness.

- a. *Grant Sizes:* \$5,000 to \$10,000
- b. *Funding Priorities:* **Education**

2. Samuel S. Fels Fund

The Fels Fund invests in organizations that ground their work in solidarity with and improving conditions and opportunities for marginalized communities within the City of Philadelphia

- a. *Grant Sizes:* \$5,000 to \$30,000
- b. *Funding Priorities:* **Arts + Culture**

3. Alfred and Mary Douty Foundation

The Douty Foundation is committed to advancing Diversity, Equity and Inclusion through its philanthropy. It provides funding to organizations working to foster equitable opportunities for children and youth in Montgomery and Philadelphia Counties.

- a. *Grant Sizes:* Up to \$7,500
- b. *Funding Priorities:* **Education**

4. Seybert Foundation

The foundation provides support to nonprofit organizations serving disadvantaged youth in Philadelphia.

- a. *Grant Sizes:* \$20,000
- b. *Funding Priorities:* **Education**

5. Wells Fargo Regional Foundation Neighborhood Planning Grants

The WF Regional Foundation prioritizes comprehensive, neighborhood-based economic and community development initiatives supporting children and families living in low-income communities in Eastern Pennsylvania, New Jersey, and Delaware. It awards Neighborhood Planning Grants and Neighborhood Implementation Grants to support long-term, resident-driven neighborhood revitalization.

- a. *Grant Sizes:* \$25,000 to \$100,000
- b. *Funding Priorities:* **Community Development**

6. Independence Blue Cross Foundation

Community innovation grants support pilot projects that pursue innovative approaches to health-focused challenges in the community. Projects must approach an existing community need in a new way.

- a. *Grant Sizes:* Up to \$50,000
- b. *Funding Priorities:* **Health**

Other Funding Opportunities – Grants over \$100,000

7. William Penn Foundation

Longstanding foundation whose mission is to help improve education for low-income children, ensure a sustainable environment, foster creative communities that enhance civic life and advance philanthropy in the Greater Philadelphia region.

- a. *Grant Sizes:* \$50,000 to \$1,000,000+
- b. *Funding Priorities:* **Education; Arts + Culture**

8. Impact100 Philadelphia

Impact100 Philadelphia engages women in philanthropy and collectively funds high-impact grants to nonprofits in the Philadelphia region. Its goal is to reach under-served populations, raise the profile of lesser-known nonprofits and highlight unmet needs in the communities it funds.

- a. *Grant Sizes:* \$100,000
- b. *Funding Priorities:* **Education; Health; Arts + Culture**

9. Barra Foundation: Catalyst Fund Grant

The Catalyst Fund provides early-stage funding to new or existing organizations aiming to test or launch something new or seeking to creatively adapt an existing program, process or organizational model. Whatever the idea, it should be new, different, better and significant. Ideas and initiatives should have the potential to spur change beyond an individual project or organization.

- a. *Grant Sizes:* \$300,000
- b. *Funding Priorities:* **Education; Health; Human + Social Services; Arts + Culture**

Strategy 3: Foster Faith-Based Coalition + Community Partnerships

What

Once it solidifies its mission statement and strategic direction, Monumental Baptist will be uniquely positioned to stake out a leadership role within the community and activate its network to support its community-based work. Leveraging its strong relationships in West Philadelphia and across the city, Monumental Baptist should convene a coalition of faith communities around community development work. Similarly, it should also seek partnerships with anchor institutions and other CDCs in West Philadelphia to explore opportunities to collaborate and provide collective impact for community members.

Opportunity for Monumental Baptist

Pursuing a collective approach within the next two years would allow Monumental Baptist to:

- Leverage longstanding commitment to West Philly and rich relationships with congregations across Philadelphia to expand the reach of CDC efforts
- Share resources, promote coordinated strategies, produce collective impact, and strengthen relationships with its West Philadelphia neighbors;
- Stake out leadership role as a convener and build power among faith communities

Recommendations

- Monumental Baptist should use its vast network to convene a coalition of faith leaders to share resources and mobilize congregations around affordable housing, education, and other CDC activities;
- Monumental Baptist should work with its faith-based coalition to launch a campaign to advance its community-based mission and priorities within the next two years;
- Monumental Baptists should also partner with local institutions (e.g., UPenn) and other CDCs to coordinate programming, develop joint efforts, and secure funding

A Vision of the Future

"Faith communities at the frontlines in fight to keep longtime Philly residents in their homes."

"Monumental Baptist and Penn Medicine announce partnership to support affordable housing in West Philly."

Spring 2022

Monumental Baptist can convene and lead a coalition of faith communities in West Philadelphia fighting to protect low-income homeowners from tax foreclosures. Moreover, as Carl proposes, Monumental Baptist could not only strengthen its relationship with Penn Medicine but also develop a partnership to keep low-income homeowners in their homes and development new affordable housing to support renters in West Philadelphia.

Case Study: POWER (Philadelphia, Southeastern, + Central PA)

POWER, an interfaith organization committed to building communities of opportunity that work for all throughout Southeastern and Central Pennsylvania, offers a compelling precedent for MBC and others to emulate. Launched in 2011 to confront systemic injustices and build broad-based power for policy change, POWER brings together Philadelphians across lines of race, class, neighborhood, and faith tradition, and its coalition now includes fifty congregations across the city representing more than 30,000 Philadelphians.

POWER's Mission

*"POWER uses our belief in God's goodness and compassion for the suffering to organize and empower the people of Philadelphia, Southeastern, and Central Pennsylvania to live and work together so **that God's presence is known on every block, that people work together to transform the conditions of their neighborhood, and that life flourishes for all.**"*

Faith-Based Community Organizing (FBCO)¹

POWER uses "Faith-Based Community Organizing" (FBCO), also known as "congregation-based" or "broad-based" community organizing, a model associated with the national Faith in Action Network and rooted in key principles and stories from major faith traditions. FBCO also draws inspiration from the spirit and lesson learned from historical popular movements for justice and progress, including the American Revolution and the Civil Rights Movement. This method emphasizes the importance of people's experiences and stories and equips community leaders with skills needed to reach out into their neighborhoods, identify common concerns, research possible solutions, and work with public officials and private businesses to implement solutions.

POWER's Policy Platform

- **Justice Reform** to end gun violence, mass incarceration, and the criminalization of Black and brown bodies
- **Education** to fully and fairly fund public education across the state
- **Economic Dignity** to promote living wage policies and promote workers' rights to unionize
- **Moral Health Care** to promote full funding of an affordable, quality health care system for all
- **Climate Justice** to promote a just transition to a sustainable economy



Source: POWER Philadelphia

¹ POWER: <https://powerinterfaith.org/community-organizing-model/>

Strategy 4: Grow Development Expertise

What

After establishing its community development work through its CDC programming and leadership convening the faith-based coalition, Monumental Baptist should evaluate its interest in affordable housing development and assess the feasibility of expanding its portfolio to include new development. Monumental Baptist should participate in a faith-based development training to receive technical assistance and learn about the opportunities and challenges faith-based groups face in developing affordable housing.

Opportunity for Monumental Baptist

Transitioning from a portfolio of supportive services like counseling for homeowners toward a long-term role as an affordable housing developer would allow Monumental Baptist to:

- Join and learn from a community of faith communities in Philadelphia and other cities leveraging their real estate assets to develop affordable housing;
- Preserve and rehabilitate affordable single-family homes in West Philadelphia and develop new affordable multi-family housing and community facilities

Recommendations

- If interested in development, Monumental Baptist should begin outreach to the Faith-Based Development Initiative (FBDI) team at Enterprise Community Partners two to three years after rolling out its programming to learn about FBDI;

- Monumental Baptist should also connect with faith-based CDCs in Philadelphia, Baltimore, and other neighboring cities to learn about other available resources and get insights into the process and practice of affordable housing development;
- Depending on eligibility, Monumental Baptist should apply to participate in the Faith-Based Development Certificate program at the University of Baltimore within the next five years; or
- Establish a formal relationship with Enterprise Community Partners or another technical assistance provider to build its development expertise

A Vision of the Future

"West Philly Forever: Monumental Baptist marks 200 years in West Philly by announcing new affordable homeownership program to support its neighbors."

Fall 2026

Celebrating its bicentennial, Monumental Baptist doubles down on its commitment to West Philadelphia, rolling out an affordable homeownership program to help residents hold ground in a community hit hard by tax foreclosures, tangled deeds, and displacement pressures. In the face of community trauma and a changing neighborhood, Monumental Baptist cements its legacy as a community anchor and guiding light in West Philadelphia for generations to come.

Case Study: Faith-Based Development Initiative (Baltimore)

Should Monumental Baptist look to move into affordable housing development, the Faith-Based Development Initiative (FBDI) run by Enterprise Community Partners offers a valuable resource to build the skills and competencies necessary to implement development projects. Since 2006, the initiative, led by Enterprise in strategic partnership with East of the River Clergy-Police-Community Partnership, a retired Wesley Theological Seminary leader, and Georgetown University, has supported faith-based communities in developing of over 1,200 units of affordable housing and one community-based health clinic. More recently, Enterprise has launched a targeted certificate program to build capacity among Baltimore-based faith communities. While its efforts have been limited to Maryland, Northern Virginia, and the District of Columbia, FBDI presents a proven model for Monumental Baptist and other faith communities in Philadelphia, and if Monumental Baptist decides to pursue affordable housing development, it should consult with program administrators at Enterprise and in Baltimore to grow its development expertise.

Faith-Based Development Initiative Components²

- **Capital**, via predevelopment grants, community loan products, multifamily mortgage finance, and tax credits
- **Training** to introduce real estate development, e.g., "Nuts and Bolts of Development" and "Public and Private Resources for Financing Your Project"
- **Technical Assistance**, e.g., property analysis, organizational assessment, capacity building
- **Pro Bono Legal Services**

Impact To-Date

- Invested more than \$154.8M in grants, loans, and tax credit equity
- 1,261 affordable housing units and one community-based health clinic

²Enterprise Community Partners. 2018. "The Faith-Based Development Initiative Fact Sheet." <https://www.enterprisecommunity.org/sites/default/files/media-library/where-we-work/mid-atlantic/fbdi-fact-sheet-enterprise-mid-atlantic-10-2018.pdf>

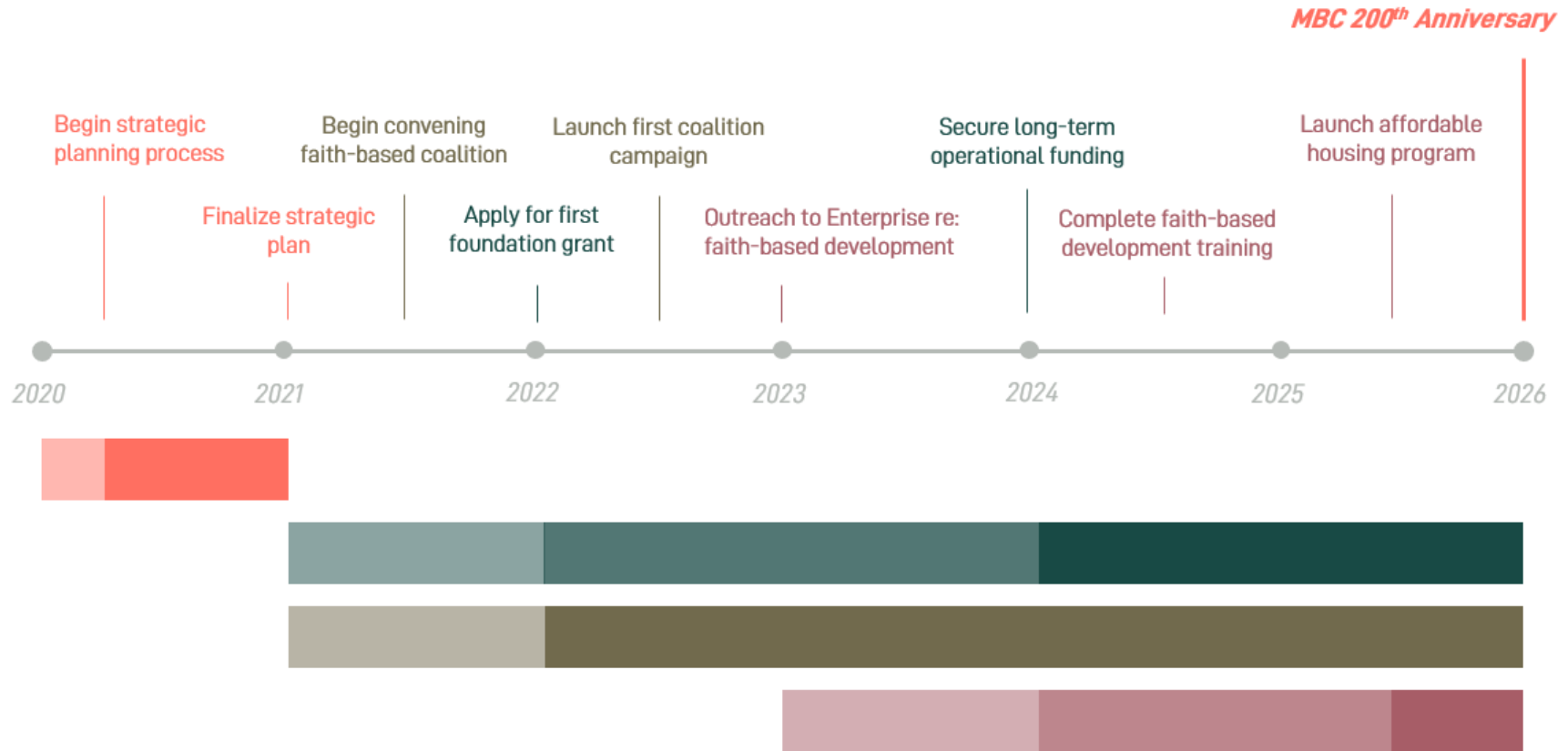
Baltimore Faith-Based Development Certificate Program³

In 2015, Enterprise collaborated with the Schaefer Center for Public Policy at the University of Baltimore to introduce the Baltimore Faith-Based Development Certificate Program. The six-month program provides training and technical assistance for developing affordable housing and community facilities, including five monthly training sessions and up to five hours per month of project-specific technical assistance. The program is open to faith-based groups in the Baltimore area with plans to develop their city-based real estate holdings into affordable housing or community facilities and is designed to help these groups make the best use of their real estate holdings in service to the surrounding communities.



³University of Baltimore. 2019. "Baltimore Faith-Based Development Certificate Program." https://www.ubalt.edu/cpa/centers/schaefer-center/Baltimore%20Faith%20Based%20Development%20Certificate%20Brochure_2020_FINAL.pdf

Potential Timeline for Implementation



Potential Timeline for Implementation: Yearly Milestones

2020

Spring

Convene key stakeholders with MBC; sign up for Key Skills Hub account; schedule preliminary consultation calls; determine scope of strategic planning process

June

Post strategic planning project on Key Skills Hub; select pro bono consultant; begin strategic planning process

December

Complete strategic planning process and finalize strategic plan

2021

Spring (ongoing)

Begin outreach to faith communities in Philadelphia; convene initial faith-based coalition and determine group priorities

Summer

Explore available foundation grants; identify 2 to 3 mission-aligned grants for programming and operations support based on outcome of strategic planning process; begin to build relationships with foundation staff

Fall

Apply for first foundation grants

2022

Spring (ongoing)

Launch first campaign with faith-based coalition (e.g., supporting low-income homeowners facing tax foreclosure)

Fall

Continue to seek foundation support and explore additional funding streams

2023

Spring (ongoing)

Initial outreach to Enterprise Community Partners and University of Baltimore staff re: faith-based development training and support

Fall

Secure long-term operational funding from local foundation

Ongoing

Faith-based coalition campaign (e.g., supporting low-income homeowners facing tax foreclosure)

2024

Spring

Complete Faith-Based Development Initiative certificate program or receive other faith-based development consultation

Ongoing

Faith-based coalition campaign (e.g., supporting low-income homeowners facing tax foreclosure)

2025

Fall

Launch MBC's first affordable housing program or project (e.g., affordable homeownership initiative)

2026

Ongoing

MBC 200th Anniversary celebrations

Conclusion: Putting It All Together

1. Build Internal Capacity + Core Competencies

- Monumental Baptist should sign up for the Philadelphia Foundation's Key Skills Hub in early 2020 to access pro bono support for strategic planning, board organization, and other components critical to launching its CDC.
- After signing up for the Key Skills Hub, Monumental Baptist should use consultation calls with pro bono volunteers in Spring 2020 to determine the most appropriate sequence of services.
- Depending on its readiness, Monumental Baptist should start the Key Skills Hub's Strategic Planning bundle in Summer 2020 and complete a strategic planning process by the end of 2020

3. Foster Faith-Based Coalition + Community Partnerships

- Monumental Baptist should use its vast network to convene a coalition of faith leaders to share resources and mobilize congregations around affordable housing, education, and other CDC activities
- Monumental Baptist should work with its faith-based coalition to launch a campaign to advance its community-based mission and priorities within the next two years
- Monumental Baptists should also partner with local institutions (e.g., UPenn) and other CDCs to coordinate programming, develop joint efforts, and secure funding

2. Explore Outside Funding Opportunities

- Using its strategic plan as a guide, Monumental Baptist should identify three to five funders in Greater Philadelphia that align with mission and programming priorities in early 2021.
- Beginning in Summer 2021, Monumental Baptist should reach out to identified funders to introduce the CDC, learn more about their respective grant opportunities, and assess mission alignment.
- In Fall 2021, Monumental Baptist should apply for its first grant(s) from one or more foundations, prioritizing those that provide general operating support or programmatic support that aligns with Monumental Baptist-defined objectives.

4. Grow Development Expertise

- Monumental Baptist should begin outreach to the Faith-Based Development Initiative (FBDI) team at Enterprise Community Partners two to three years after rolling out its programming to learn about FBDI
- Monumental Baptist should also connect with faith-based CDCs in Philadelphia, Baltimore, and other neighboring cities to learn about other available resources and get insights into the process and practice of affordable housing development
- Depending on eligibility, Monumental Baptist should apply to participate in the Faith-Based Development Certificate program at the University of Baltimore within the next five years; or
- Establish a formal relationship with Enterprise Community Partners or another technical assistance provider to build its development expertise

Conclusion: A Future of Possibility

1

“Monumental Baptist expands its mission to community development work, as church nears 200 years in West Philly.”

Dec 2020

2

“Monumental Baptist secures grant from local foundation to support low-income homeowners facing tax foreclosure in West Philly.”

Fall 2021

4

“West Philly Forever: Monumental Baptist marks 200 years in West Philly by announcing new affordable homeownership program to support its neighbors.”

Fall 2026

3

“Faith communities at the frontlines in fight to keep longtime Philly residents in their homes.”

Spring 2022