2014 Report on the Baltimore Community Foundation’s Civic Leadership Investments in Baltimore

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* Served as board chairman
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This report describes the investments and the results you have made possible with your contributions to the Baltimore Community Foundation through our Civic Leadership Fund and the many gifts we use to make Baltimore better.

Whether you give annually to support our work or have created a permanent fund to benefit Baltimore forever, we thank you for your confidence in BCF’s judgment and leadership.

Baltimore has many needs, and many opportunities. At this time we feel that BCF is best equipped, with your help, to make a difference specifically in the areas of neighborhoods and education, and those areas are the focus of this report.

In our annual report, a companion piece to this publication, we tell the stories of some of the many donors who invest in Baltimore through BCF.

We are grateful for all of you!
Seven out of ten children in Baltimore City are born in poverty. These children start school knowing on average one-third as many words as their more affluent peers, a marker of disadvantage that reverberates through the rest of their lives.

These same children are our future workforce, citizens and taxpayers. With your support, BCF is helping to reshape the circumstances of their education—to reshape their lives.

**SCHOOL READINESS**

We are investing in expanding access to pre-K, and in opening more Judy Centers in Baltimore City—neighborhood hubs that connect children and their families to a broad array of services. Baltimore City’s existing Judy Center sites have proven to be effective in closing the school readiness gap. These centers serve the most needy populations, yet far exceed citywide averages for school readiness, with 91% of Judy Center children ready for Kindergarten at age five. Judy Centers work.

**Goals for BCF education investments**

- **SCHOOL READINESS**: 90% of children ready for school in 2017
- **SCHOOL LEADERSHIP**: 100% of Baltimore City schools led by highly effective principals
- **SCHOOL EFFECTIVENESS**: 100% of Baltimore City schools making progress toward individual benchmarks
Dedicated BCF donors have already committed half of the start-up operating costs for three centers. BCF has negotiated a smart funding mechanism with the Maryland State Department of Education and Baltimore City Schools to ensure ongoing funding for the first three new Judy Centers.

We advocated successfully at the General Assembly for expanded State funding for pre-Kindergarten and other early childhood education services, like Judy Centers, in counties across Maryland.

**School Leadership**

How do we identify talented, energetic educators who have the potential to be leaders? Once they have developed into great principals, how do we retain them?

BCF is the lead local funder of and an active partner in Baltimore City Schools’ “Growing Great Leaders Initiative,” which addresses these very questions.

A pilot effort is now underway in ten schools, where principals encouraged talented teachers and administrators with leadership potential to apply. Participants’ activities vary slightly from school to school, but the overall goals are the same: to take part in activities and assume responsibilities that build the skills needed to be effective principals. Participants are expected to demonstrate increasing leadership and management skills, and to prove an ability to synthesize all these experiences into problem-solving action.

BCF also proposed and is funding an analysis of City Schools’ support structures for principals, in order to provide recommendations on how to retain the most effective school leaders.
BCF believes that Baltimore needs a consistent tool to measure the effectiveness of schools, both to drive school improvement and to inform parents’ choices. To that end, we are supporting an objective analytical tool called the School Effectiveness Review (SER) to measure schools’ individual progress. Each review takes two days to gather and compile data at the school, and the findings are then compiled in a report.

In 2013, two BCF staff members served on the review teams in two schools to observe the process firsthand. As a result of this involvement, BCF recognized that once the principal and school received the report there was no mechanism for discussing the findings or implementing any recommended changes. That’s why we are funding a “prioritization day” with school leadership in eight pilot schools, to prioritize action steps from the report. With this extra day added to the review process, schools will be able to use the SER to improve their schools’ progress towards its benchmarks.
**SCHOOL READINESS**
In 2013, BCF granted $95,000 to five strategic partners to provide high quality professional development for formal and informal childcare providers, public prekindergarten and kindergarten teachers, and to support Maryland Family Network in its advocacy for expanded access to preschool.

**SCHOOL LEADERSHIP**
In 2013, BCF granted $110,000 to four strategic partners whose work aligns with our focus on leadership development of teachers and principals.

**SCHOOL EFFECTIVENESS**
In 2013, BCF granted $35,310 to City Schools so that schools could take an additional day after their School Effectiveness Review to come up with an action plan for improvement.
NEIGHBORHOODS
SAFE, CLEAN, GREEN AND VIBRANT

Neighborhoods are at the heart of our city and region’s success. Neighborhoods where people want to live, send their children to school, become engaged with their neighbors and are willing to invest their time and energy in local affairs—these are undeniably the currency of a healthy community.

Thanks to your investment in BCF, we are working on multiple fronts to help neighborhoods grow stronger. Our goals for neighborhoods are carried out in a variety of ways, but all are based on BCF’s longstanding commitment to community engagement, to change created from the bottom up, rather than from the top down.

We pursue our goals for neighborhoods in a variety of ways, but most of our efforts are organized into three main categories:

TARGET NEIGHBORHOODS
Working closely with two communities to maximize results

NEIGHBORHOOD GRANTS PROGRAM
Offering small grants for residents organizing to improve their neighborhoods

NEIGHBORHOOD SUSTAINABILITY
Growing new ways to make Baltimore clean and green

Goals for BCF neighborhood investments
- Safe, clean, green and vibrant neighborhoods
- Strong resident leaders and advocates for neighborhoods
TARGET NEIGHBORHOODS

BCF is concentrating investments in two target neighborhoods, Reservoir Hill and Greater Highlandtown, each of which has developed and is following an individual plan for its work with BCF. BCF is investing $1 million in these target neighborhoods, including $600,000 in grants, plus staff time and other resources—supported through our Civic Leadership Fund—to help carry out their goals.

Reservoir Hill is focusing on re-designing its school and recreation center as a community hub and anchor institution, on increasing access to healthy food and on improving walkability in the neighborhood. Greater Highlandtown’s plan focuses on designing and building safe, attractive and comfortable streets and public spaces for all, with a strong commitment to using arts projects and events to create a cleaner, safer and more welcoming neighborhood. With BCF’s investment, Greater Highlandtown has leveraged an additional $1 million from state, federal and international sources for these “creative placemaking” efforts.

Both neighborhoods are also working to increase the involvement of residents who aren’t typically included in community decision-making, crossing racial, ethnic and generational boundaries. BCF has provided a consultant to both of the target neighborhoods for assistance with issues of race, equity and inclusion.

BCF has contracted with University of Maryland School of Social Work and Baltimore Neighborhoods Indicators Alliance/The Jacob Frances Institute at the University of Baltimore to evaluate these target neighborhood investments, measuring social capital as well as the qualities of safe, clean, green and vibrant neighborhoods.
NEIGHBORHOOD GRANTS PROGRAM

Where our Target Neighborhoods investments give us depth, our Neighborhood Grants Program gives us breadth. In 2013, we distributed nearly $100,000 in small grants to 31 neighborhoods across Baltimore City and County. These grants support community projects that serve as a hook to get more residents engaged in their neighborhoods, projects that develop leadership within neighborhoods, and partnerships among local artists, arts organizations and neighborhood residents that make their communities more vibrant. A complete list of these grants for 2013 is available on our website: www.bcf.org/ngp.

NEIGHBORHOOD SUSTAINABILITY

BCF continues to invest in making Baltimore clean and green. Your support of our Civic Leadership Fund has made it possible for us to have a staff person devoted to sustainability who doubles as the chair of Baltimore City’s Sustainability Commission. Your investment in BCF is leveraged countless times in the rich ecosystem of public, private and nonprofit partners who are constantly creating innovative ways to tackle the interdependent issues of stormwater, trash, tree canopy and energy conservation. Like all of our neighborhoods work, our participation in making Baltimore cleaner and greener is rooted in community organizing and resident engagement.

Healthy Neighborhoods works to help strong but undervalued neighborhoods increase home values, market their communities, create high standards for property improvements, and forge strong connections among neighbors.

Results: Healthy Neighborhoods has stimulated market-based redevelopment in 41 neighborhoods across Baltimore.
TARGET NEIGHBORHOODS
In 2013, BCF granted $100,000 to each of its two target neighborhoods: Reservoir Hill and Greater Highlandtown, to carry out their respective neighborhood plans. BCF’s support gives these neighborhoods the resources to organize residents around the priorities they have identified.

NEIGHBORHOOD GRANTS PROGRAM
In 2013, BCF granted $3,500 to Whitelock Community Farm to create a Mobile Food Market, a bicycle-and-trailer operation that takes produce from the farm to different parts of the neighborhood, expanding access to fresh food grown right in the neighborhood.

NEIGHBORHOOD SUSTAINABILITY
In 2013, BCF awarded $52,879 to 51 schools where students organized projects to make their schools and communities more sustainable, from worm composting to recycling to replacing lightbulbs with newer efficient bulbs to save energy.
While it is true that we currently focus our efforts on two priority areas: education and neighborhoods, it is also true that every step forward for Baltimore touches more than a single issue. Here are several examples of how our work all across Baltimore is connected.

**Commitment to Race, Equity and Inclusion**

BCF is committed to considering issues of race, equity and inclusion in all that we do. In our internal operations, we strive for inclusiveness in our vendor selections, and have not only diversified our own pool of investment managers but have been recognized nationally as a leader in this area. In our neighborhoods work, we have ensured that conversations about structural racism are built into our target neighborhoods' planning. And we ask organizations applying for education grants to reflect on how their work is addressing racial equity.

**Neighborhoods designing schools**

After advocating in 2013 for Baltimore’s $1.1 billion renewal plan for Baltimore City’s school buildings, BCF is now working with local nonprofits to make sure residents in neighborhoods slated for the first round of construction and renovation have a voice in the design of their schools. Resident input in the process increases the likelihood that a school can become not only a building for education but also a community resource and hub. In 2013 we made grants totaling $100,000 over two years to three nonprofit partners to facilitate increased school, community and family engagement in the facilities planning process.
Making sure that students can get to school and that workers can get to their jobs are priorities for the Transportation Alliance, a Baltimore Community Foundation initiative which advocates tirelessly to improve the region’s transportation. Expansion of MARC train service to provide weekend service between Baltimore and Washington D.C. was the Transportation Alliance’s big win for 2013. The Transportation Alliance continues its efforts to develop “last mile” public transportation to employment centers just beyond the terminal points of current public transportation lines, and to ensure continued progress on the east-west Red Line which will create an integrated rail-based transit system for Baltimore.

For 20 years, BCF’s youth grantmaking program has done more than distribute grants to young people with great ideas for their communities: The youth leaders of YAR’s board are also known for their community organizing and youth leadership development efforts. In sync with our Target Neighborhoods investments, YAR is working closely with students in Reservoir Hill and Greater Highlandtown. For instance, they are in their third semester of teaching a weekly community organizing/grant writing project class at Patterson Park Public Charter School.

BCF created this forum to provide opportunities for community and school leaders to share information and experiences in order to learn from and help one another. At one meeting, the group discussed Baltimore’s school construction plans, and how communities and schools can partner to engage in the process. Meetings are planned around topics selected by the group.
Our Community Investment staff do more than distribute grants. They are deeply involved in civic and community affairs in Baltimore and nationally in their professional fields in ways that inform the work they carry out at BCF.

Dion Cartwright  
PROGRAM OFFICER

Dion lends her community engagement and program development expertise to many organizations: In addition to serving as liaison to the Baltimore Women’s Giving Circle, she serves on the Parks and People Foundation grants review committee, the Baltimore Neighborhood Indicators Alliance steering committee, and the Baltimore Neighborhood Collaborative advisory committee. She is also a member of Grassroots Grantmakers. She serves as the advisory board chair for PLACES, a program of The Funders Network for Smart Growth and Livable Communities.

Cheryl Casciani  
DIRECTOR OF NEIGHBORHOOD SUSTAINABILITY

In 2013, Cheryl was appointed to the Baltimore City Board of School Commissioners, where she works to create and sustain schools that Baltimore’s children deserve. Cheryl is passionate about schools and the environment: she’s the chair of the Baltimore Commission on Sustainability, and the co-chair of the Climate Communications Consortium of Maryland. Cheryl is a member of the Moving Maryland Forward Network, the board secretary of Healthy Neighborhoods, Inc. and a board member of the Creative Alliance, where she previously served as president.

Danista E. Hunte  
VICE PRESIDENT, COMMUNITY INVESTMENT

Danista has served on Baltimore City Schools New and Charter School Advisory Board since 2008, giving her a thorough understanding of these specialized public schools and how they relate to the school system. She also sits on Baltimore City’s Early Childhood Advisory Council (since 2013), and is a member of the Steering Committee of the Education Affinity Group of the Association of Baltimore Area Grantmakers. In addition, Danista serves on the Board of Directors of WombWork Productions.
Jonalyn Denlinger
PROGRAM OFFICER

Jonalyn is a licensed general social worker, a member of the National Association of Social Workers, and an adjunct professor at the University of Maryland School of Social Work. She also serves on the board of directors of Pigtown Main Street, and is a fellow of PLACES, a program of The Funders Network for Smart Growth and Livable Communities.

Cristina Lopez
CAMPAIGN DIRECTOR

Cristina coordinates early childhood efforts among city, state and private sector partners. She is a member of the Family Philanthropy Committee of the Association of Baltimore Area Grantmakers, and serves on the Early Childhood Workgroup of the Campaign for Grade-Level Reading Coalition.

Kevin Griffin Moreno
SENIOR PROGRAM OFFICER

Kevin is a board member of the Association of Baltimore Area Grantmakers, where he serves as the chair of the public policy committee. He is also the public policy director for the Maryland Community Foundations Association. In addition to legislative advocacy, Kevin has a strong interest in the arts: He is a member of the Baltimore Art + Justice Project and Grantmakers in the Arts, and serves as chair of the board of the Strand Theater Company in Baltimore.

Maya Smith
PROGRAM ASSOCIATE

Maya Smith volunteers for The Community School and for Youth Empowered Society. As a student at the Community College of Baltimore County, she is a member of the Black Student Union and the Psychology and Mental Health Club.
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