Assembling the Future:
Moving the *Forward through Ferguson* Report into Action

www.focus-stl.org

**What does success look like?**

At FOCUS, we begin with the end in mind. When you look into the future of our region, what do you want to see? How does our community look, act, respond, thrive?

Our regional vision includes:

- A community that embraces racial equity and works to engage all members of the community equally
- A community relationship with law enforcement in which trust and mutual respect are evident
- Employment and educational opportunities are readily accessible to all
- Diverse leaders are empowered to lead at all levels of institutions, organizations and neighborhoods
- Meeting the basic needs of youth to ensure the opportunity of a vibrant future and ability to thrive
- A region that invites innovation, entrepreneurism and growth

**How will we achieve this vision?**

It started with a road map that the Ferguson Commission created and is continuing with a Core Intermediary – a neutral entity to assemble the community around a shared vision. FOCUS is asking the community for the privilege to serve as this entity – to be a steward and convener for change. We want to incubate the new and innovative work of social change set forth in the *Forward through Ferguson* report in an “Initiative” to achieve the Signature Priorities and Calls to Action.

**What does “Core Intermediary” mean?**

As the Core Intermediary, FOCUS will serve as a “home base,” including staff and financing, for people and organizations working towards achieving the *Forward through Ferguson* report’s Signature Priorities and Calls to Action. This includes:

- Providing oversight of action plans and progress
- Pushing for timely and successful action
- Providing support including meeting space, administrative coordination, public information sharing, communications and leadership
- Holding the Steering Committee and Action Teams accountable for progress and achievement of Signature Priorities and Calls to Action

**We will not:**

- “Own” the Ferguson Commission Report or its Calls to Action. The *Forward through Ferguson* report belongs to the people. We seek the help, support and dedication of all community members in achieving these Calls to Action.
- Determine the direct methods through which Calls to Action are achieved. We will serve as a convener – the incubator of progress – for community voices to be heard and included in Calls to Action achievement. We will ensure all community members who wish to be engaged in this work are invited to act towards the progress of their community.
The Budget: $1.4 Million (first 18 months)
Based on expected costs and utilizing initiative budgets from across the nation, including:
- DC Promise Neighborhood Initiative, $1.97 Million (U.S. Department of Education)
- OneStL, $4 Million over 5 years (U.S. Department of Housing and Urban Development-HUD)
- HUD Promise Zones, $500,000 (for smaller areas)

FOCUS will fundraise outside of its normal partnerships that support our civic engagement and leadership training work. New funding streams include:
- National-level partnerships with philanthropies, companies, individuals and organizations who wish to support the work
- Action area “champions:” one or more leading funder(s) in each of the signature priority areas
- Local funders interested in moving the Calls to Action
- Social justice funds
- Sponsorships, endorsements and earned revenue
- Grants from entrepreneurial funders, allowing for flexibility and changing outcomes

FOCUS as Core Intermediary: Our Story
FOCUS has served as a community leader in civic engagement for 18 years. We have demonstrated a commitment to racial equity in our programming, training, policy work, civic engagement programming and partnerships. Racial equity informs and shapes our work, and the leaders we train are asked to embrace it as a framework for their leadership.

FOCUS is centered on strong leadership, a clear path to transparent and inclusive process, a regional perspective and an ongoing quest for racial equity. We share in the Commission’s commitment to these unflinching Calls to Action – to make our community the thriving, successful and equitable region we know it can be.

This effort has demonstrated that the community is the epicenter of change. We know – based on history and our recent regional experience – that social change begins with a groundswell, a demand for a better world.

Some might ask, “Why FOCUS?” Because we train community members to be better citizens. We engage residents to become better neighbors, businesses to be reflections of their communities. We ask others to be inquisitive, to challenge the status quo, to be fearless and relentless in their quest for what they believe is right and just. We ask those we serve to engage in their communities with passion and eagerness.

This commitment, this fearlessness, starts with us. We must exhibit the courage and drive we ask from others.

Leaders say yes – even to what is difficult.

We are saying YES, fearlessly, to racial equity.
FOCUS knows that serving as the Core Intermediary requires support from a broad representation of the community. Following is a list of letters of support or partnership we have received from the community thus far, and more are coming in weekly.

Letters of Support for Core Intermediary

- Anti-Defamation League  
  - Karen J. Aroesty, Regional Director
- Ann Haubrich  
  - Individual supporter
- Applied Research Collaborative  
  - Mark Tranel, Interim Dean, School of Public Policy & Administration, University of Missouri- St. Louis
- Arts and Education Council, The Centene Center for Arts and Education  
  - Cynthia A. Prost, MA, President & Chief Executive Officer (CEO)
- Behavioral Health Network  
  - Wendy Orson, President & CEO
- Behavioral Health Response  
  - Pat Coleman, President & CEO
- Better Together  
  - Nancy Rice, Executive Director
- Beyond Housing  
  - Chris Krehmeyer, CEO & President
- City of St. Louis  
  - Francis G. Slay, Mayor
- Covenant House Missouri  
  - Suzanne Wagener, Executive Director
- Deaconess Faith Community Nurse Ministries  
  - Rev. Donna Smith-Pupillo, RN, Executive Director
- Diversity Awareness Partnership  
  - Reena Hajat Carroll, MSW, Executive Director
- Habitat for Humanity Saint Louis  
  - Kimberly McKinney, CEO
- International Institute Saint Louis  
  - Anna E. Crosslin, President & CEO
- Jessica Pabst  
  - Leadership St. Louis Participant, Class 40
- Marian Middle School  
  - Mary Elizabeth Grimes, President
- Missouri Botanical Garden  
  - Donna McGinnis, MBA, Senior Vice President, Community and Development
- Missouri Charter Public School Association  
  - Douglas P. Thaman, Executive Director
- Missouri History Museum  
  - Dr. Frances Levine, President
- National Conference for Community and Justice  
  - David J. Martineu, MSW, Executive Director
- Parents as Teachers  
  - Scott L. Hippert, President & CEO
- Sierra Public Relations  
  - Suzanne Sierra, Owner
- Southern Eastern Illinois University- Edwardsville  
  - Stephen L. Hansen, PhD, Interim Chancellor
- St. Charles County  
  - Steve Ehlmann, County Executive
- St. Louis Black Leadership Roundtable  
  - Ronald L. Jackson, Chair
- St. Louis Center for Family Development  
  - Nancy D. Spargo, AM, LCSW, CEO/Co-Founder
- St. Louis Community College  
  - Jeff Pittman, PhD, Chancellor
- St. Louis County  
  - Steven V. Stenger, County Executive
- St. Louis Community Foundation  
  - Amelia Bond, President & CEO
- St. Louis Minority Business Council  
  - Edward L. Bryant, President & CEO
- St. Louis Mosaic Project  
  - Betsy Cohen, Executive Director
- St. Louis Regional Chamber  
  - Joe Reagan, President and CEO
- Tina T. Pihl  
  - Individual supporter
- United Way of Greater St. Louis  
  - Orvin Kimbrough, President & CEO
- Urban Land Institute St. Louis  
  - Andy Barnes, Chair
  - Ann Althoff, Chair Elect
- Voices for Children  
  - Jan K. Huneke, CEO
- Washington University, George Warren Brown School of Social Work  
  - Jason Q. Purnell, PhD, MP, Assistant Professor, Lead Investigator, For the Sake of All
- Washington University in St. Louis, Gephardt Institute for Civic and Community Engagement  
  - Amanda Moore McBride, PhD, Executive Director, Gephardt Institute
  - Bettie Bofinger Brown Associate Professor, Brown School
- YWCA Metro St. Louis  
  - Adrian E. Bracy, CEO
Proposed Organizational Chart

FOCUS
Board of Directors

- President & CEO
  - Vice President
    - Director
      - Program Manager
    - Director, YLSL and Emerging Leaders
    - Director of Development
    - Director of Marketing & Communications

- Resource Development Manager
- Program Coordinator
- Communications and Marketing
- Applied Research Consortium
- St. Louis Community Foundation
- Leadership Advisory Council
- Initiative Director
- STEERING COMMITTEE: Justice for All
- STEERING COMMITTEE: Youth at Center
- STEERING COMMITTEE: Opp. to Thrive
- Communications and Marketing
- Action Team
- Action Team
- Action Team
- Volunteers

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These partners work with staff, leadership, committees, teams and volunteers to measure outcomes.

FOCUS staff assigned to work on Initiative:

- President & CEO Dr. Yemi Akande Bartsch
- Vice President Julie Lawson
- Director Michelle Miller

Applied Research Consortium

Leadership Advisory Council (LAC)

Initiative Director

LAC approves expenses

St. Louis Community Foundation

STEERING COMMITTEE: Justice for All

STEERING COMMITTEE: Youth at the Center

STEERING COMMITTEE: Opp. to Thrive

Action Teams

Volunteers

FOCUS staff assigned to work on Initiative:

Resource Development Manager

Program Coordinator

Responsible for fundraising and granting

Support function for steering committees, action teams, community members, etc. to arrange public meetings and transparent.

Oversees all working parts of the Initiative; responsible for public reporting of Initiative activities and achievements.

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The Applied Research Collaborative is the entrepreneurial capacity of the St. Louis Metropolitan Research Exchange created to respond to the needs of civic, nonprofit, and public sectors for informed decision making.

Structurally the operating units of the ARC are the Southern Illinois University Edwardsville Institute for Urban Research (IUR), the St. Louis University Center for Sustainability and the University of Missouri-St. Louis Public Policy Research Center (PPRC). For the Ferguson implementation they are joined by the Harris Stowe State University Center for Neighborhood Affairs.

The SIUE INSTITUTE FOR URBAN RESEARCH provides data collection and analysis, grant writing and management, program evaluation, project management, research design, and strategic planning services primarily in the metro East area.

As part of the SLU CENTER FOR SUSTAINABILITY’s mission to create a more sustainable world, faculty and students conduct interdisciplinary research to discover socially acceptable, environmentally responsible, and economically viable solutions to some of the world's most pressing sustainability-related issues.

The UMSL PUBLIC POLICY RESEARCH CENTER conducts applied policy research for the civic and public communities of metropolitan St. Louis and the State of Missouri. PPRC holds a deep commitment to both Engagement and Service PPRC has developed the capacity to conduct multi-disciplinary research using a variety of qualitative and quantitative methodologies.

The HSSU CENTER FOR NEIGHBORHOOD AFFAIRS provides technical assistance to underserved St. Louis communities while better preparing HSSU students for careers in urban specializations through neighborhood/corridor plans, community engagement workshops, and economic development strategies.

As the Applied Research Collaborative the universities have collaborated on the East-West Gateway Council of Government’s Regional Plan for Sustainable Development, the St. Louis County Children’s Service Fund Needs Assessment, and the St. Louis Development Corporation Analysis of Economic Development Incentives, the Gateway Greening St. Vincent Trail Cost Benefit Analysis, and the Missouri Legislature Joint Interim Committee on St. Louis Metropolitan Statistical Area Governance and Taxation Analysis of St. Louis County Municipal Finance and Service Delivery.
PROPOSED SERVICES IN SUPPORT OF THE CORE INTERMEDIARY WORK OF FOCUS ST. LOUIS

The 1997 Peirce Report on St. Louis identified the region’s universities as a much underutilized asset. Responding to the Peirce Report’s “Call to Action,” the Applied Research Collaborative (ARC) has for the past decade served as the mechanism through which several institutions of higher education in St. Louis work together. Structurally the operating units of the ARC are the Southern Illinois University Edwardsville Institute for Urban Research (IUR), the St. Louis University Center for Sustainability and the University of Missouri-St. Louis Public Policy Research Center (PPRC). Rather than compete against one another to be of service for regional projects, the ARC works to leverage the capacities of the individual institutions to meet critical needs in the St. Louis area.

Beyond the community engagement and research capacities of these three units, the ARC works externally and internally with other centers and academic units. For the Ferguson Core Intermediary project the ARC project team will include from Harris Stowe State University Center for Neighborhood Affairs (CAN), from Southern Illinois University in addition to the IUR, the Departments of Applied Communications Studies, Public Administration and Policy Analysis and Sociology, from the University of Missouri-St. Louis in addition to the PPRC, the project would engage the Departments of Criminology and Criminal Justice and Political Science and the Schools of Public Policy & Administration and Social Work, including Social Work’s Center for Family Research and Creating Whole Communities (CWC), a collaborative project of the Schools of Public Policy & Administration and Social Work.

The ARC always has operated to respond to community determined priorities. It does not set its own agenda for projects, but responds to requests for proposals and solicitations from metropolitan St. Louis civic, nonprofit and public sectors. The ARC operates by consensus decision making which has proven effective because the scope and scale of the regional projects on which it has worked utilize the combined and complementary capacities of the individual institutions. This would again be the case with the Core Intermediary responsibilities.

The ARC proposes services in three areas.

Data
SLU The Center for Sustainability

Data was a driving force that brought the ARC together in 2005. In particular, the three, core universities were interested in developing a robust data infrastructure for the region that was widely accessible for both research and practice activities. The desire was to democratize access to data. Saint Louis University has been intimately involved in this aspect of ARC activities since the beginning. Using the data portal developed for the OneSTL as a
platform, the SLU team will develop a data infrastructure to support the Core Intermediary’s work.

Key tasks for months 1-6

I. Work with FOCUS to determine what sort of data profile they want/need to do their work
   a. Determine scope of data and how it might be displayed on the portal
      i. Develop set of data goals and objectives for the data profile
      ii. Connect FOCUS’ work with existing open data community
   b. Determine what kinds of updates to the portal may be necessary to accomplish data goals and objectives.
      i. Develop set of recommended changes to current data portal that can be implemented
   c. Design an update to stlouisdata.org that incorporates recommended changes
      i. Work with the Core Intermediary and its partners.

II. Identify possible data sources that can be uploaded to the data portal
   a. Work with data providers to secure access, including developing appropriate meta data protocols.
   b. Identify gaps in the data

III. Determine opportunity areas for further collaboration among the other members of the project, e.g. Focus St Louis, UMSL, SIUE, others
   a. Develop needed analyses per collaborations with others on the team.

Through the OneSTL, the Center for Sustainability developed a data portal, online toolkit, and series of scenario models to help regional stakeholders understand how sustainability can influence planning and development in the region. http://stlouisdata.org/. Building on the concept of ‘open data’, the SLU team developed the St Louis Metropolitan Data Exchange (stlouisdata.org) as a component of the HUD-funded OneSTL project. The team developed a data portal that served spatial data for the region. As an open data site, users were able to upload and download data they found useful. The team developed data upload and download protocols to ensure that data was of sufficient quality, relying on crowd sourcing for reliability, usability, etc.

SLU Center for Sustainability (SLU-CFS) has completed several data intensive projects for area agencies. These include a recently submitted (and yet to be released) report on the impact of development incentives in the City of St Louis. This report was prepared for the St Louis Development Corporation as an ARC collaboration with UMSL and a private consultant. Additionally, SLU-CFS has provided spatial analysis of the Missouri historic preservation tax credit program for the Missouri Growth Association and an analysis of the impact of the St Vincent Greenway on surrounding property values for the Great Rivers Greenway. And finally, SLU-CFS was part of a larger ARC team that analyzed the impact of Tax Increment Financing (TIF) on the St Louis Metro region. In particular, the SLU team developed an analysis of the economic and racial disparities associated with the program.
Dr. Onésimo Sandoval, Associate professor of Sociology joins the SLU team, bringing further spatial analytical talents. In particular, Dr. Sandoval is an expert in demographic analysis spatial visualization of racial inequality. He will be contributing further demographic data and analysis to the portal.

Dr. Sandoval has authored numerous area reports on racial and ethnic demographic trends for the region. These include a study on the racial inequalities present in North St Louis, a project analyzing the discriminatory effects of revenue generated by municipal courts in St Louis County. Additionally, he is currently involved in a project exploring the role of social media in building community resilience in Ferguson.

Internal Evaluation – Benchmarking and Tracking
The SIUE Institute for Urban Research and the UMSL Public Policy Research Center

Key tasks for months 1-6:

1. Among the “Next Steps” detailed on page 20 of the Ferguson Commission Report is the recommendation that there be developed process metrics for evaluating implementation of the Report and impact metrics for evaluating impact of the actions taken in implementing the report. An early task for evaluation will be to review the indicators for the Signature Calls to Action on pages 35-36, 46-47, 55-57 and page 60 of the Report as the appropriate metrics for the process and impact evaluations. A revised set of indicators will be proposed. As an engaged process the metrics will be developed in collaboration with the Core Intermediary Task Forces and the Leadership Council.

2. While the 189 Calls to Action identify ‘accountable bodies’ there are no baseline data on what actions are being taken and on a current metric for each Call to Action against which progress could be measured. An early task for evaluation will be to collect data on the current status of each Call to Action to document the status of all ‘accountable bodies’ (both those identified in the Report and others that are, or should be engaged) and appropriate baseline data.

3. Many of the Calls to Action identify as an ‘accountable body’ the Missouri Legislature. The ARC proposes to use as a template for monitoring legislation the Legislative Report Card on Racial Equity developed by Voices for Racial Justice to track the Minnesota Legislature. (http://voicesforracialjustice.org/tools-resource/legislative-report-card/) Applied to the work of the Core Intermediary a Race Equity Report Card would grade Missouri policymakers and the governor on their support for legislation that achieves the outcomes identified in the Calls to Action.

4. A quality evaluation requires explicit definition of terms and clearly stated goals that have measurable objectives. For the 10 Guiding Principles identified by the Proposal Review Committee there needs to be explicit definition of what each of those terms means, in particular a consensus definition of racial equity and policy/systemic focus. The ARC will develop recommended definitions for the 10 Guiding Principles and then vet them through the Core Intermediary process. In the course of the start-up of its work, the Core Intermediary should identify clearly stated goals to not only guide its action, but also provide the measure for accountability the evaluator can
As the goals are developed, the Applied Research Collaborative will propose an evaluation design for measuring the outcomes.

5. To conduct the evaluation the Applied Research Collaborative will not only collect data from the Core Intermediary and from appropriate secondary sources of data for the selected indicators, but also from those people and organizations the Core Intermediary engages. Focus groups, interviews and surveys will be used to monitor the perceptions of the Core Intermediary’s partners, its funders, the accountable bodies engaged in implementing the Calls to Action, public officials and the community, particularly the disenfranchised community.

6. Separate from evaluation of the work of the Core Intermediary a report to the community on the status of racial equity in metropolitan St. Louis can be a useful document for a variety of applications. The Applied Research Collaborative would use as a template the Racial Equity Status Report prepared for the Kellogg Foundation by The Ohio State University’s Kirwan Institute for the Study of Race and Ethnicity. (http://www.kirwaninstitute.osu.edu/reports/2008/09_2008_KelloggRacialEquity_StatusReport.pdf) A national report, the Racial Equity Status Report provides a useful guide to the types of data and analysis that can provide measurement of and stimulate community discussion about the conditions of racial equity and inequity in a geographic region such as metropolitan St. Louis.

7. Deliverables
   a. Recommended process and outcome indicators
   b. Baseline report on the Calls to Action
   c. Recommended term definitions
   d. Legislative Report card after the 2016, 2017, and 2018 sessions of the Missouri Legislature
   e. Quarterly update of evaluation activities and process evaluation findings
   f. Annual evaluation report
   g. Racial Equity Status report June 2017 and December 2018

The ARC was one of the members of the Steering Committee of the HUD-funded Regional Plan for Sustainable Development, as well as a member of the project’s operating committees. The result of the 3-year planning project was OneSTL, a blueprint for sustainable development in the St. Louis region. Among the lessons learned The ARC member PPRC organized the Equitable Development panel for the January, 2015 OneSTL forum.

In June 2015, the Public Policy Research Center released the report, An Equity Assessment of the St. Louis Region. This report examines an array of economic and social indicators that include income, education, job and Gross Domestic Product (GDP) growth, and housing conditions. The St. Louis Region has the opportunity to join a growing number of metropolitan areas that are proactively addressing issues of equity. The Equity Assessment is intended as one tool to assist and inform decision makers and stakeholders as they move forward on behalf of the region.
The PPRC has completed over 50 program evaluations and special applied research projects over the past 15 years for Missouri state agencies including the Missouri Housing Development Commission and the Missouri Development Finance Board, for several departments and offices of the City of St. Louis and St. Louis County, for Civic Progress and the Regional Business Council, and for nonprofit agencies including Beyond Housing and Father's Support Center, among others.

The Department of Criminology and Criminal Justice has completed extensive public policy grant related work in St. Louis including a current project on gun violence and past work on sex offender residency restrictions, with service on the Project Safe Neighborhoods planning and implementation team, a strong knowledge of data systems in St. Louis.

The School of Social Work analyzed data from Family Drug Treatment Court to see what approaches most effective with substance-abusing parents. Organized community forum that included other social service agencies where findings were presented and impact of those findings discussed. The School of Social Work Teach courses on program evaluation in which students evaluate a field internship agency program. Formative and Summative evaluations are completed, depending on the needs of the agency. The evaluations are used for quality improvement and aid agencies in maintaining accountability.

The UMSL Des Lee Professor of Community Collaboration and Public Policy Administration established the Community Builders Network of Metro St. Louis (CBN). The CBN is an association of nonprofit community building organizations (CBOs) and associate members comprised of lenders, philanthropy, nonprofits, and government actors working to build vibrant neighborhoods where people of different incomes, races, and walks of life can access the opportunities and resources necessary for a good life, motivated by the belief that strong neighborhoods help to build a stronger and more competitive regional economy. The CBN works towards these goals by:

- increasing the capacity of member organizations
- developing a more supportive community building system
- raising public awareness of the need and importance for community building

IUR staff can assist with data and mapping needs associated with the planning process, as well as with facilitating public meetings. The IUR and its collaborative partners at SIUE and throughout the region have expertise in a wide range of urban issues, including racial and ethnic segregation, poverty and inequality, and policy and governance, as well as extensive experience employing quantitative, qualitative, and geospatial techniques to advance understanding of urban issues.

IUR research associates are experts in research design and have provided research design assistance for campus faculty, University contracts, and outside agencies. We also have the capacity to collect and analyze data in both qualitative and quantitative fashions, manage large datasets, and prepare them for specific project applications. Our researchers have access to many robust databases and can readily access more to meet specific project
needs. The IUR has experience with both developing and evaluation strategic planning initiatives and performance management protocols.

**Program**

The mission of the Harris-Stowe State University (HSSU) Center for Neighborhood Affairs (CNA) is to provide technical support to underserved community-based organizations throughout metropolitan St. Louis. Faculty and students in the HSSU Urban Affairs program, as well as, associated practitioners provide assistance in neighborhood & strategic planning; grant writing, program design/evaluation, and entrepreneurial support. Using a service-learning approach, faculty tie community projects to student learning outcomes to meet the unmet need of struggling St. Louis neighborhoods. As the only Historically Black College or University (HBCU) in the St. Louis region, faculty, staff, and students of the Center feel that CNA has particular imperative to address the challenges that minority communities in St. Louis face.

For faculty associated with CNA, service learning has a very specific meaning. While many people interchange community service and service learning, they are two very different things. Community service is any volunteer activity that benefits a community. It may or may not involve students and can be anything from alley clean up to after school tutoring. Service learning on the other hand involves community-based projects with specific student learning outcomes that are tied to a particular course or internship.

During the last four years, Center faculty members have undertaken a variety of projects tied to their courses. Students have engaged in historic research for a history of the West End neighborhood that is currently in preparation for an Urban History course. Students prepared a strategic plan for the Ville neighborhood as part of a course on Local Economic Development course. Urban Agenda students prepared GIS maps for a variety of community-based groups. Students in Megatrends and the Future of the City—an urban policy course—prepared case studies identifying “best practices” to address a range of community problems.

Throughout 2012, Center staff worked with the St. Louis African-American Aldermanic Foundation (3A) to prepare a strategic plan for internal use. The purpose of the 3A Foundation is to leverage aldermanic influence to enable service providers in North St. Louis to be more effective. In the strategic planning process, the board of the Foundation identified four primary areas that the Foundation would direct their efforts—1) Healthcare Access, 2) Community Development, 3) Youth/Education and 4) Crime Prevention. Each of the primary areas has a sub-committee and a designated champion.

The “Ville” is the oldest African-American neighborhood in St. Louis. Once a thriving middle and working class community, the Ville has suffered severe depopulation and economic decline over the last generation. Because of its historical significance to the African-American community, Harris-Stowe and CNA feel a special attached to the neighborhood and its institutions. Indeed, Stowe Teachers College was once housed in the now abandoned Turner Middle School that is part of the Sumner High School Campus—the heart of the Ville.
Over the last three years, Center faculty members have undertaken several service learning projects in the Ville. These projects have included a Neighborhood Sustainability Plan, a Neighborhood Economic Development Plan, and a number of grant proposals. The Center is presently working with the community alderman to revitalize the business association, assisting SLACO to form a new neighborhood association, and beginning conversations with the 3A Foundation to generate a corridor plan for Martin Luther King Drive, the main commercial strip in the Ville. In addition, the Center is partnering with several Ville faith-based organizations and other metropolitan universities to form the Ville Collaborative to coordinate redevelopment initiatives in this important historic community.

This proposal focuses on the first six months of the implementation of the Ferguson Commission report. The main purpose of the proposed work by the ARC is to ground the implementation in data and to establish criteria for assessing the outcomes of FOCUS as the Core Intermediary and all accountable bodies, individuals, and organizations that participate in the implementation. As the implementation proceeds the ARC will be flexible in responding to the data, evaluation and program needs of FOCUS and will propose revised tasks as appropriate.
The Fund
A Component Fund of the St. Louis Community Foundation

Fund Establishment and Processing Procedures

St. Louis Community Foundation

- The St. Louis Community Foundation maintains over 500 individual component funds totaling nearly $320 million in assets. Each fund represents a unique donor relationship.
- The Community Foundation provides a safe space for donors to invest their dollars. Each living donor decides for him or herself how public their donations will be. By virtue of our tax status, combined with the aggregation of more than 500 individual funds, the Community Foundation is uniquely poised to provide 100% anonymity when desired.
- Fund types include: field of interest, designated, donor advised, scholarship, and employee relief.
- The St. Louis Community Foundation maintains the infrastructure to maintain and support the needs of all donor funds held at the Community Foundation.
- Funds experiencing growth and additional resource demands may require additional support; in such cases, supplemental staffing, community organizations, and individuals are brought in to help manage the necessary functions.
- Funds may receive gifts from individuals, foundations, organizations, businesses, trusts, governmental entities, and other nonprofits.

Fund Establishment

- The name of a fund is determined by the individuals or entity establishing the fund. The Ferguson Commission and/or its successor, the Leadership Advisory Council, will name the fund (herein referred to as “the Fund”) based upon a process established with the core intermediary.
- The Fund will be a field of interest fund established with a charitable purpose to be defined by the advisors to the Fund.
- Advisors to the Fund are selected by the individuals or entity establishing the Fund.
- The Fund will be a community fund based upon the governance and oversight of the advisors.
- A field of interest fund is a type of fund with a charitable purpose defined around a topic or area of interest. The St. Louis Community Foundation maintains donor-created field of interest funds pertaining to education, religion, geography, arts, and children.
- A field of interest fund may pay expenses related to the charitable work and mission of the Fund.
- The Fund can be a standalone fund and/or can include a public commission component to support legislative advocacy work.

Fund Agreement

- The Fund agreement establishes the Fund as a community fund governed by its advisors who are authorized to make recommendations to the St. Louis Community Foundation for grant and expense payments for distribution.
- The St. Louis Community Foundation has a fund agreement between the donor and the advisors to the Fund.
The fund agreement is typically four to five pages in length and provides the details associated with the Fund, such as, but not limited to: name, charitable purpose of the fund, advisors to the fund, applicable IRS rules, grantmaking recommendations, gift acceptance, and investment.

A fund agreement sample will be provided upon request.

**Fundraising**

- The St. Louis Community Foundation supports the work of all funds held at the Community Foundation.
- The core intermediary will coordinate and hold responsibility for fundraising efforts.
- The St. Louis Community Foundation will work to ensure its living donors are educated and well informed about the Fund and its importance to the future vibrancy of our region.
- The St. Louis Community Foundation does not fundraise for funds held at the Foundation.
- The Community Foundation’s senior leadership is committed to supporting community education and awareness of the Fund.

**Gifts to the Fund**

- All gifts to the Fund are considered charitable contributions for tax purposes.
- All gifts become assets of the St. Louis Community Foundation allocated to the Fund, as described in Schedule B of the field of interest fund agreement. Provisions are always made for the distribution and revocation of the Fund described below.

**Checks:**

- Checks may be made payable to the St. Louis Community Foundation with a notation for the Fund. Checks payable to the Fund are also acceptable.
- Donors should be directed to mail their checks the St. Louis Community Foundation located at 319 North 4th Street, Suite 300, St. Louis, MO 63102.
- Checks received directly by the Ferguson Commission, the Leadership Advisory Council, the core intermediary, or any other related parties, shall be mailed or delivered to the St. Louis Community Foundation.
- Checks received are deposited at U.S. Bank at least weekly.

**Other Types of Gifts:**

- Donors may also make gifts of cash and appreciated securities.
- Donors may make single and/or multi-year pledges.

**Online:**

- The Fund will be placed on the St. Louis Community Foundation’s website homepage and a separate Fund webpage will be created.
- The Ferguson Commission, core intermediary, and civic leader organizations committed to the work and mission of the Fund shall establish a website message to link to the Fund’s webpage.
- Online donations to the fund will be made through the STLCF PayPal account. PayPal’s fee of approximately 3% will apply.

**Gift Processing:**

- All gifts are posted every Tuesday to the Community Foundation’s Foundation Information Management System (FIMS).
Gift acknowledgement letters are prepared every Wednesday, signed, and mailed no later than Thursday of each week.

All correspondence and supporting documentation will be maintained in the Fund file.

**Fund Governance and Grantmaking**

- The grantmaking approval process will be established by the Ferguson Commission and the Leadership Advisory Council, in concurrence with the core intermediary and the St. Louis Community Foundation.
- The Fund agreement’s Schedule B - Purpose of the Fund - will be developed to establish the required grant recommendation and approval process to be followed by the core intermediary and the St. Louis Community Foundation.
- The core intermediary will have online Donor Central viewing capabilities to the Fund.
- All grant recommendations will be reviewed and authorized by the Community Foundation’s executive committee on a weekly basis, and ratified by the Board of Directors at its quarterly board meeting.

**Reporting and Investments**

- All gifts to and grants from the Fund may be viewed through the St. Louis Community Foundation’s Donor Central which can be found at [www.stlgives.org](http://www.stlgives.org).
- The core intermediary and the Leadership Advisory Council will receive quarterly financial accounting of the Fund, unless other provisions are requested.
- The Community Foundation ensures that each fund is invested so that it matches the Fund’s grantmaking time horizon and philanthropic goals.
  - Pass-through funds are typically invested in money market funds to provide liquidity.
  - Endowed funds have a choice of fund manager and/or investment portfolio, including an option for socially responsible investments. Endowed fund distributions will follow the Community Foundation’s spending policy established annually by the investment committee of the Community Foundation’s Board of Directors.

**Fiscal Accountability**

- The St. Louis Community Foundation provides fiscal accountability to each of its 500 individual funds.
- The St. Louis Community Foundation will maintain all accounting records of gifts received and grants approved per the required process to be established in Schedule B of the fund agreement.
- The Leadership Advisory Council and the core intermediary will receive a quarterly fund statement prepared by the St. Louis Community Foundation. The accounting format of the fund statement can be adapted to meet the specific needs of the advisors to the Fund.