

THE PROCESS SO FAR

Essential Functions

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement strategies
4. Build public will
5. Advance policy
6. Mobilize funding

Abilities

1. Respected, neutral convener
 - Full time focus on initiative
2. Manage internal and external communication
3. Data collection and analysis
4. Community engagement and relationship building
5. Advocacy
6. Fundraise
 - Commit organizational resources

THE PROCESS SO FAR

■ RFQ PROCESS

- Compressed timeline
- Specific qualifications
- Limited pool of eligible entities

■ Sole Applicant Respondent

- Submitted proposal for review and received feedback from External Review Team (8 priorities)
- Conducted public presentation and received feedback from public and Commissioners (5 priorities)
- Participated in several planning meetings in partnership with FC staff and community organizing groups to refine approach in response to feedback

TIMELINE

- **9/21/15** - RFQ released
- **9/24 - 25/15** - RFQ informational calls
- **10/16/15** - RFQ deadline
- **10/22/15** - Call with FSG/Policy Link
- **10/27/15** - Review Committee meeting
- **10/30/15** - Staff/FOCUS working session
- **11/3/15** - Call with FSG/Policy Link
- **11/9/15** - FOCUS & Partner Presentation to Commission
- **11/12/15** - Staff/FOCUS working session
- **11/11/15** - Call with FSG/Policy Link
- **11/20/15** - Grass roots orgs/FOCUS/staff working session
- **12/2 - 3/15** - Commissioner one-on-one conversations
- **12/4/15** - Staff/FOCUS working session
- **12/7/15** - Staff/FOCUS working session

LEARNINGS

ORGANIZING COMMUNITY KEY FEEDBACK

- Transparent Process
- Raise-the-Bar instead of Check-the-Box
- Centering of youth involvement in development and process
- Capture and dissemination of knowledge/learnings, evolving repository for action
 - Affirming lived experience as well as conventional research.
- Advancing regional accountability
- Translation of power dynamics and application to issues that disproportionately impact marginalized citizens
- Stakeholder commitments to racial equity
 - Moving racial equity conversations out of margins and into the mainstream
- Convening of community, accountable bodies, and technical expertise around the specific relevant calls, bringing them into dynamic tension
- Analysis of systems and acknowledgement of how conventional structures have failed to solve entrenched problems for marginalized groups – an articulation of a new philosophy of social change is needed

UNPRECEDENTED

- Over 3,000 St. Louisans, including 16 Commissioners, took over 30,000 volunteer hours to produce the 189 Calls to Action that make up the report
- Only Commission formed in the wake of recent national unrest
- Living digital-first report
- Adoption of implementation infrastructure and planning as part of the Commission's charge
- Collective impact approach with racial equity at the core
- Production of a “Community Playbook” to share learnings and challenges of the Commission process

REGIONAL COLLECTIVE IMPACT LEARNING

- We knew that capacity building would be critical for a sole intermediary
 - Fundraising
 - Grassroots mobilization
 - Racial Equity Lens
- We knew that there would be a need to bridge Ferguson Commission learnings in implementation
 - Already has social capital because of public process
 - Keen understanding of the Calls to Action
 - Ability to maintain urgency as sole focus

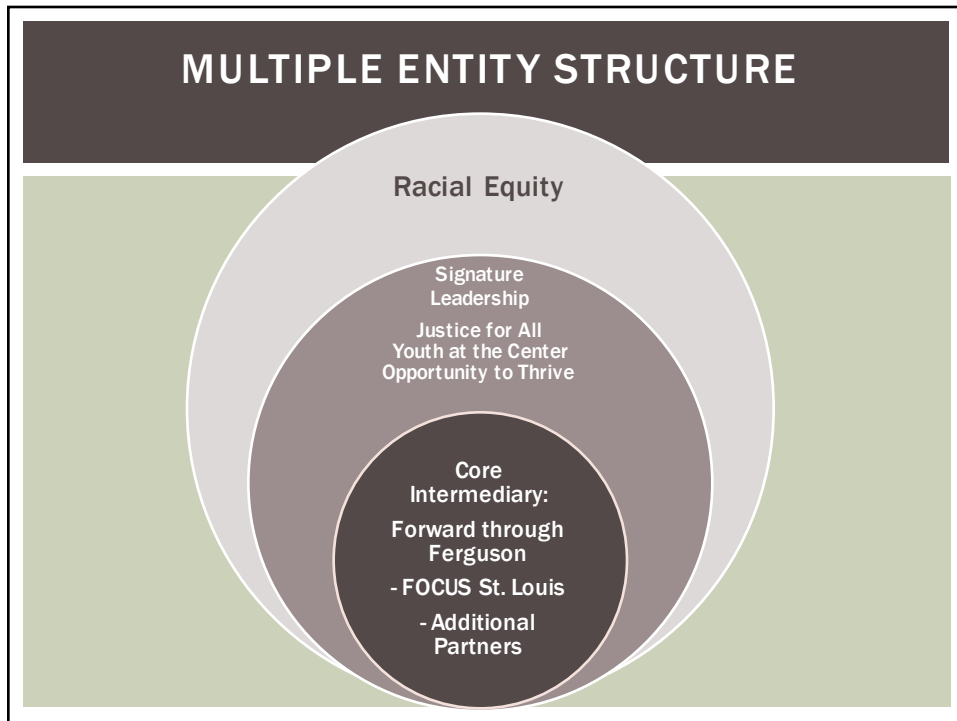
PLAN FORWARD

PARTNERING FOR CHANGE

- “Forward Through Ferguson” bridges the work of the Commission by securing institutional commitments from the Commissioners and staff who are positioned to advance the work
- FOCUS St. Louis has already accepted a leadership role and can model how other institutional partners might engage in the work

“FORWARD THROUGH FERGUSON”

- Retains 2-3 key staff from the former Commission to support implementation of the Calls to Action
- Invites former Commission members (4 or more would be ideal) to make organizational commitments to drive the Signature Calls to Action most closely aligned with their organizational mission and priorities
- Leverages the networks and relationships of FOCUS St. Louis to convene key stakeholders for Racial Equity and the three Signature Areas
- Builds upon existing partnerships with grassroots organizations to ensure community leadership at all stages and levels of the implementation process
- Secures in-kind donations and funding to support implementation of the Calls to Action
- Determines options for governance and structure design once key variables are confirmed.



- ## PRINCIPLES OF PARTNERSHIP
- Embody the application of the Racial Equity Lens at all levels (outline tactical steps, organization-wide)
 - Use the report – Signature Priorities and specific calls to action – as an anchor in issue-based efforts and investments
 - Commit to being “unflinching”
 - Commit to continuous learning on collective impact and racial equity

BENEFITS OF PROPOSED STRUCTURE

Key Considerations

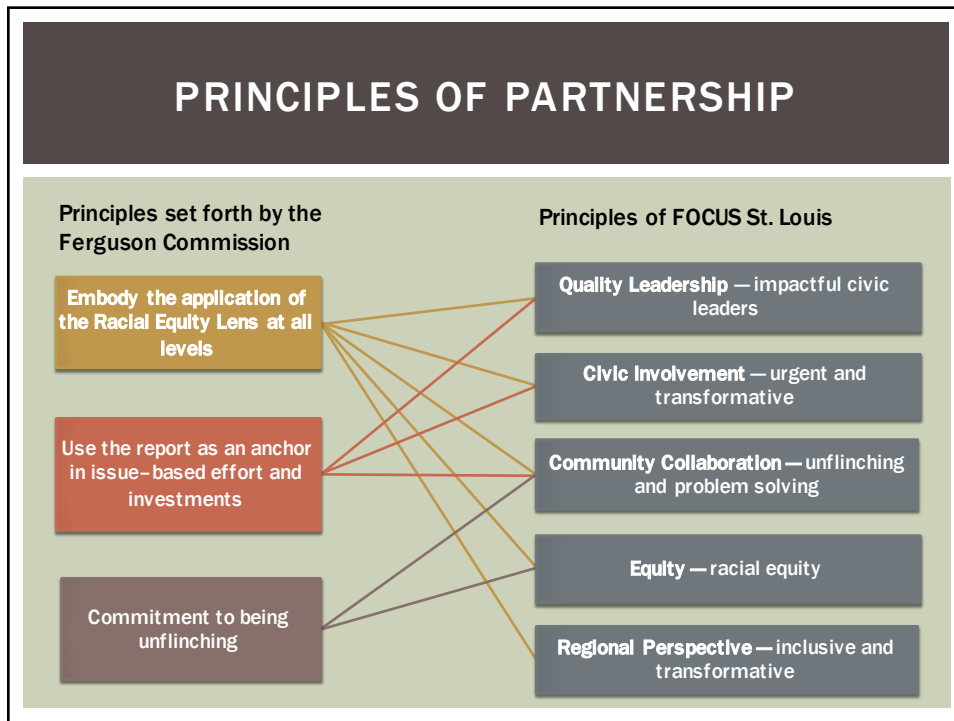
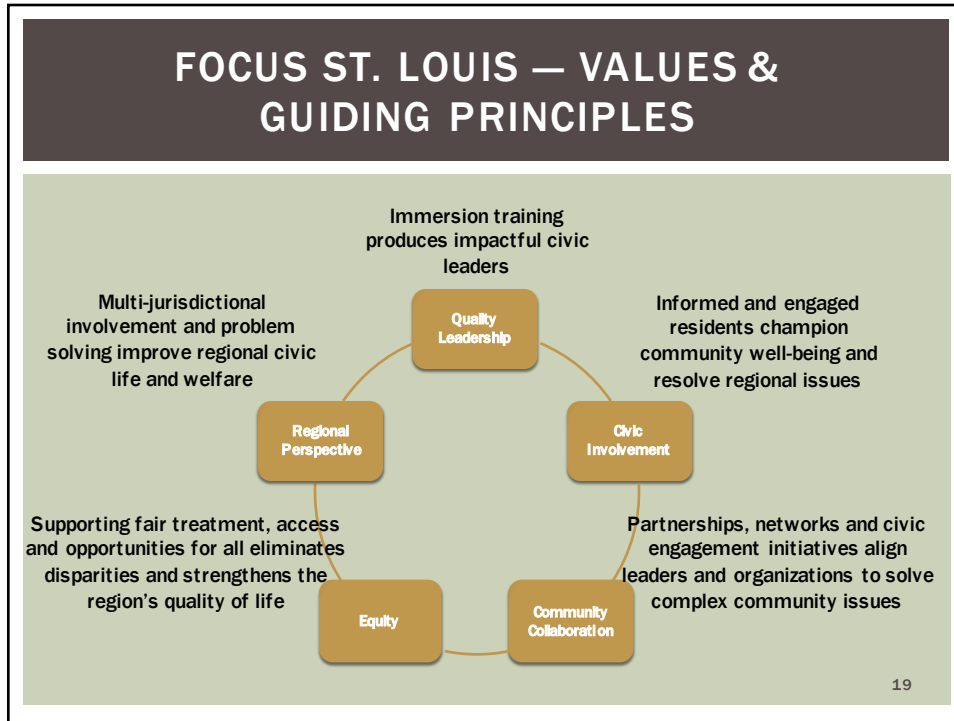
- Strategic Partnership between Former FC Staff and Commission members (Forward through Ferguson) and FOCUS St. Louis formalized through an affiliate agreement
- FOCUS St. Louis can serve as fiscal agent, providing lean infrastructure
- “Forward Through Ferguson” bridges momentum and social capital to address gaps in civic infrastructure
- Builds capacity of civic infrastructure over time to implement Calls to Action
- Shifts to focus on action, as opposed to the previous focus of planning
- Reduces duplication of effort and improves alignment of regional resources to support Signature Leadership
- Allows opportunity for Racial Equity-infused Collective Impact design and evaluation learning from national leaders like FSG and Policy Link

FOCUS ST. LOUIS — CLARIFYING MISSION STATEMENT

FOCUS St. Louis prepares diverse leaders to work cooperatively for a thriving St. Louis region through its experience-based leadership training, civic issue education and public engagement initiatives.

How does this relate to the Ferguson Commission Report?

- Our civic issue education will address some of the Calls to Actions. FOCUS is dedicated to bringing urgent civic issues to leaders for education and solutions – and one of the greatest civic issues facing the St. Louis region today is racial equity. To effectively train leaders we must engage them in racial equity work.
- Our public engagement initiatives include policy and civic engagement forums that include the Calls to Action. FOCUS assists our region in bringing policy and civic topics to a public platform, as we have done in our work with For the Sake of All.



PRINCIPLES OF IMPLEMENTATION

Key Responsibility	Forward through Ferguson	FOCUS St. Louis
Policy/Systemic Focus	X	X
Commitment to Outcomes	X	X
Racial Equity Focus	X	X
Youth Leadership Pipeline	X	X
Public Trust Building	X	X
Sustainability, Generational Focus	X	X
Leveraging Existing Resources	X	X
Disaggregated Data	X	X
Equitable Leadership from Community Organizing Sector	X	
Centering of Marginalized Groups / Active Community Authority	X	
Transparent Process / Raise the Bar	X	
Embrace Continued Learning on Racial Equity and Collective Impact	X	X

PROPOSED ROLES AND RESPONSIBILITIES

Key Responsibility	Forward through Ferguson	FOCUS St. Louis
Design and implement Signature Priority partner engagement strategy	X	X
Develop strategy and execute fundraising activities for the partnership	X	X
Design monitoring and evaluation function	X	
Articulate new philosophy of social change	X	
Racial Equity Focus	X	X
Report as the Anchor	X	X
Leadership Programs/ Civic Engagement		X
Public Convening	X	X
Hire and supervise staff and consultants	X	
Fiscal Agency		X
Design and implement communications strategy	X	
Coaching relationship with FSG/Policy Link	X	X

FUNDING PHILOSOPHY

- Regional investment in implementation is an investment in The Work
- Partnership fundraising approach
- Existing interest in unprecedented approach from national resources

STEPS THROUGH DECEMBER 31

- Execution of Memo of Understanding between partners
- Confirm how “Forward Through Ferguson” should be designed
- Continued discussions with Policy Link and FSG to define opportunities for learning
- Continue conversations with grassroots organizations to identify partnership opportunities
- Finalize initial budget numbers and funding

OPPORTUNITIES TO LEARN FROM FSG AND POLICY LINK

- Racial equity and collective impact training for all staff and select volunteer leaders of FOCUS St. Louis and Forward Through Ferguson
- Ongoing staff and partner coaching
- External assessment of partnership and process, offering national, third-party perspectives
- Support in design of process and outcome evaluation
- Support in design of monitoring and accountability infrastructure

POST JANUARY 1 INCLUDES

- Design/facilitate leadership circles for implementation around Signature Priorities
- Continue to identify potential core intermediary and strategic partners
- Asset and capacity mapping of existing investments and momentum around calls to action
- Mobilize funding to support calls to action
- Continuing to utilize storytelling to connect individual citizens to the policy and systemic issues addressed by the signature priorities and highlight progress and wins of the work
- Share learning and education around policy and civic engagement
- Racial Equity Lens and report alignment assessment for regional investments/organizations
- Articulate theory of social change
- Design of evaluation, monitoring and accountability infrastructure, potentially with support from FSG and Policy Link