

Building Opportunities for Lasting Development (BOLD)

2020-2021 Grant Cycle

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Background

In 2018, we began the BOLD process as a method of more transparently allocating city funding to partner organizations in community and economic development. We launched a competitive RFP process to distribute the funds. By running a **performance-based process**, IEO has been able to:

- Align partner goals with City of Birmingham priorities
- Fund more partners and incubate new partners
- Create capacity among community organizations
- Leverage external funds
- Promote collaboration between organizations to better serve communities and reduce duplication
- Increase transparency in the distribution of City funds
- Demonstrate a Return on the Investment (ROI) of taxpayer dollars

Doing more with less: the City's BOLD dollars are leveraged for impact

10

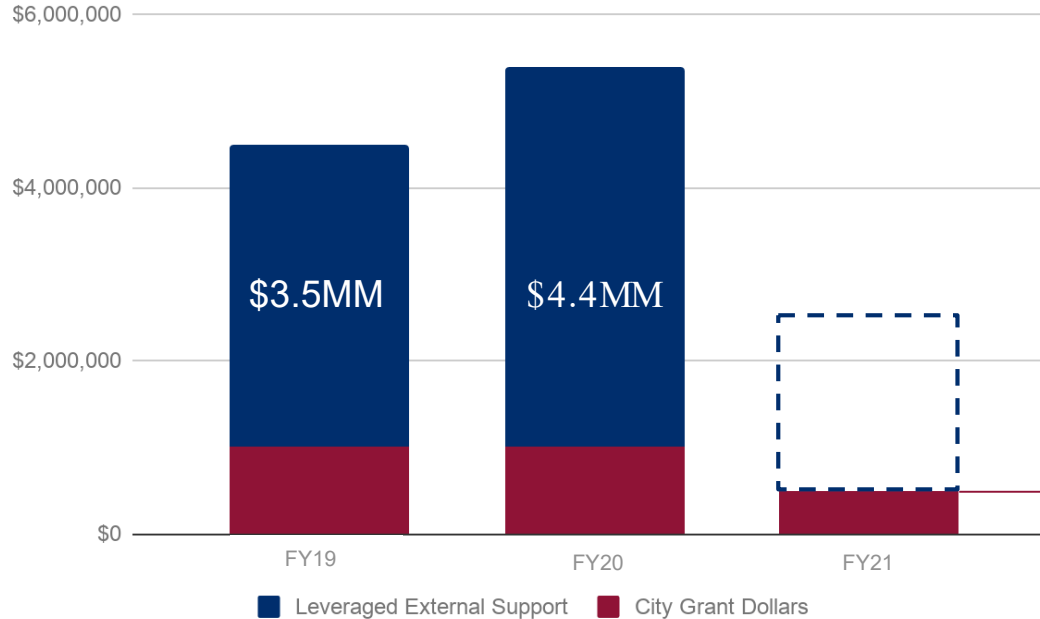
partnerships in
FY19

10

partnerships in
FY20

4x

leveraged
investment for
every City dollar
invested



Given the delayed timing of the FY21 budget passing, the grant performance period has been cut in half. Thus, funding is halved, too.

Key Changes in FY21

FY20

\$1MM

in available grant
funding

7

funding categories

12

month performance
period

FY21

\$500K

in available grant
funding

4

funding categories

6

month performance
period

Funding Categories

With half the performance period and budget of previous years, BOLD FY21 is more narrowly focused on addressing disparities exacerbated by Covid-19 and enhancing support for minority-, women-owned, and disadvantaged business enterprises (MWDBEs).

See appendix for detailed category descriptions.

1

Job Access

Access to education, training, or employment opportunities through innovations in transportation, childcare, and elimination of other access barriers (e.g. internet)

2

Recovery & Adaptation

Support for MWDBEs to help them adapt and thrive post-Covid

3

Scale-Up

Support for MWDBEs to position them for procurement opportunities through VITAL, The World Games 2022, etc.

4

Innovation

Other innovative ideas for catalyzing economic opportunity and social mobility

Timeline

OCT

NOV

DEC

JAN

FEB

MAR

APR

MAY

JUN

Application
Period

App launches
Oct. 16

App closes
Nov. 9 @ 5pm
CST

Review &
Awards

Interdepartmental
selection committee
begins app review
immediately

Awards announced
early December

Key metrics and
contracts finalized
late December

Performance Period

Quarterly
presentation from
grant recipients at
March 23* Economic
Development
Committee Meeting

*May be adjusted depending on
final contract execution date

Quarterly
presentation from
grant recipients at
May 25 Economic
Development
Committee Meeting

75% of funds will be dispersed up front. The remaining 25% will be dispersed after the May 25, 2021 reporting deadline, provided the grant recipient has met key metrics.

Eligibility & Priorities

Applications were encouraged from Alabama-recognized non-profit organizations (501(c)3 status preferred), post-secondary education institutions, and relevant for-profit enterprises, particularly those with a social impact focus.

Organizations could submit multiple applications as project lead, but only one application per category.

Partnerships were encouraged, and groups of organizations may apply as a consortium of partners with a unified application.

- A clear interest in **collaboration** and evidence of partnerships in the community
- An intimate understanding of the city's economic landscape and potential for improvement
- A data-defined problem and a clearly articulated solution with **measurable standards for success**
- A mission-oriented focus on building and growing a more inclusive economy in Birmingham
- A **proven track record** of success in the communities applicants propose to serve
- **Leveraged resources** to complement any grant funding that could be awarded
- The **capacity to execute** on the scope of objectives outlined in the project narrative and project work plan

FY21 Grantees

Organization	Ask Amount	Award Amount	Leveraged Investment
Birmingham Business Alliance	\$199,000	\$70,000	\$60,998
Birmingham Business Resource Center	\$75,000	\$45,000	\$90,000
Bronze Valley	\$75,000	\$20,000	\$86,449
Bush Hills Connections, Inc.	\$39,650	\$39,650	\$10,050
Community Care Development Network	\$140,000	\$80,000	\$50,000
Create Birmingham	\$125,000	\$90,000	\$54,665
TruFund Financial Services	\$50,000	\$35,000	\$35,000
Women's Fund of Greater Birmingham	\$67,620	\$67,620	\$219,750
Workshops, Inc.	\$50,000	\$50,000	\$162,487
Total	\$821,270	\$497,270	\$769,399

155%
return on investment
of City dollars in
leveraged investment

Birmingham Business Alliance

The Birmingham Business Alliance will advance inclusive procurement initiatives (e.g. VITAL) with corporate partners to drive local accountability in MWDBE procurement and promote economic inclusion.

Award: \$70,000

Leveraged Investment: \$60,998

Project Service Area: City-wide

IEO Grant Manager: Monique Shorts

Minority- or Woman-Led: No

KEY ACTIONS

- Work with VITAL-pledged companies to establish baseline MWDBE spend data to inform supplier diversity and development priorities.
- Convene monthly meetings of the Inclusive Procurement Council to facilitate intentional peer-to-peer learning.
- Craft an inclusive procurement and supplier development agenda.
- Plan and secure sponsorships for a Procurement Summit in August 2021.

METRICS & DELIVERABLES

- VITAL Onboarding Toolkit
- Supplier development agenda
- Monthly meetings of Inclusive Procurement Council
- Plan and sponsorships for Procurement Summit
- MWDBE spend data from VITAL-ledge companies
- Published inclusive procurement success stories

Birmingham Business Resource Center

The Birmingham Business Resource Center will forge strengthened relationships between financial institutions and Birmingham's Black-owned businesses to build an inclusive economy and intensify customer engagements that produce procurement opportunities for Birmingham's Black-owned businesses.

Award: \$45,000

Leveraged Investment: \$90,000

Project Service Area: City-wide

IEO Grant Manager: Monique Shorts

Minority- or Woman-Led: Yes

KEY ACTIONS

- Promote expanded technical assistance capacity for Black-owned businesses in Birmingham.
- Forge strengthened relationships between financial institutions and Birmingham's Black-owned businesses to build an inclusive economy.
- Intensify customer engagements that produce procurement opportunities for Birmingham's Black-owned businesses.

METRICS & DELIVERABLES

- Subscribers to BBRC channels
- # and type of technical assistance provided
- # of new target population clients served
- # of revenue-producing opportunities created
- # of new customer bases identified
- # of relationships established between clients and corporate procurement personnel
- # of contract bids won and total dollar value
- # jobs created

Bronze Valley

Bronze Valley is a non-profit, early-stage venture investment platform that supports high growth, innovation and technology-enabled companies created by diverse, underrepresented and underestimated founders. They will expand their provision of free professional services and technical assistance to their accelerator participants.

Award: \$20,000

Leveraged Investment: \$86,449

Project Service Area: City-wide

IEO Grant Manager: Monique Shorts

Minority- or Woman-Led: Yes

KEY ACTIONS

- Develop program infrastructure to align technical assistance offerings to company needs.
- Provide tailored technical support for minority- and women-owned startups in high growth, traded industries. Support will include expert advisory services and operational and digital marketing support for Bronze Valley startup companies (15).

METRICS & DELIVERABLES

- # companies served
- # founders served
- # technical assistance hours provided
- Additional investment received by companies
- Monthly revenue growth / company
- Monthly customer growth / company
- Jobs created

Bush Hills Connections, Inc.

Bush Hills Connections, Inc. (BHCI) is a nonprofit created to help the neighborhood association implement projects. They will advance community improvement initiatives focused on health and wellness, revitalization, and education (lifelong learning), including launching new green micro-enterprises and support programs.

Award: \$39,650

Leveraged Investment: \$10,050

Project Service Area: Bush Hills (District 8)

IEO Grant Manager: Yamini Bhat

Minority- or Woman-Led: Yes

KEY ACTIONS

- Engage Bush Hills residents, the Jackson-Olin High School Horticulture Department, and Bush Hills STEAM Academy scholars to launch micro-garden enterprises at their homes and schools and create a cooperative growing network.
- Develop and manage marketplace distribution to help growers monetize their efforts and prevent food waste.
- Engage Bush Hills residents in wellness initiatives to promote improved nutrition and physical activity.

METRICS & DELIVERABLES

- # of participating micro-gardeners
- # of participating students
- # of weekly site visits/check-in calls with participants
- # of monthly cooking demonstrations
- # of in-neighborhood farmer's market pop-ups
- # of outdoor group exercise opportunities

Community Care Development Network

Community Care Development Network (CCDN) is a faith-based nonprofit serving primarily the 35206 and 35212 zip code areas since 2014. CCDN's Inspire program helps clients transition from high school to adult life, prison to society, and unemployment/underemployment to career track job skills.

Award: \$80,000

Leveraged Investment: \$50,000

Project Service Area: 35206, 35212
(Districts 2 & 4)

IEO Grant Manager: Sarah McMillan

Minority- or Woman-Led: Yes

KEY ACTIONS

- Partner with Lawson State Community College, Jefferson State Community College, Restorative Strategies, LLC, and WorkFaith Birmingham to help clients find and retain career-track employment or seek vocational training for career-track employment.
- Provide clients with comprehensive job readiness training, vocational or continued education, and job search process support.
- Assist participants with childcare, transportation and food insecurities to remove participation roadblocks.

METRICS & DELIVERABLES

- Participant recruitment
- Student program/course matching
- # of participating individuals
- # of participants who complete courses
- # of courses delivered (in partnership with WorkFaith Birmingham, AL Community College System)

Create Birmingham

The Create Consults professional assistance program will underwrite consultations for local Black-women-owned ventures with experts recruited by Create Birmingham in urgent areas of need: commercial operations, nonprofit operations, accounting, legal services, marketing, community engagement, IT solutions, and life and career coaching.

Award: \$90,000

Leveraged Investment: \$54,665

Project Service Area: City-wide

IEO Grant Manager: Monique Shorts

Minority- or Woman-Led: No

KEY ACTIONS

- Provide participants with coaches who are experienced entrepreneurs, subject matter experts, and professional service providers.
- Host Create Foundation workshop series.
- Develop a female-supportive peer network among participants, including creating peer groups to convene virtually at regular intervals.
- Identify entrepreneurs who are ready for outside capital.

METRICS & DELIVERABLES

- # of small business participants
- # of Black-owned, women-owned participants
- # and type of services provided by client
- # of support hours provided per participant
- Total dollar value of small business resources offered
- # of small businesses provided access to financing
- Value of financing accessed via program

TruFund Financial Services

As a nonprofit CDFI, TruFund has a track record of providing Alabama's historically disadvantaged businesses with disaster recovery tools, affordable and responsible loans and business development services. They will provide recovery and resiliency training and a continuum of technical and business assistance.

Award: \$35,000

Leveraged Investment: \$35,000

Project Service Area: City-wide

IEO Grant Manager: Monique Shorts

Minority- or Woman-Led: Yes

KEY ACTIONS

- Conduct baseline assessments using TruFund's strategic business assessment tool.
- Provide intensive technical assistance on resiliency planning.
- Establish cohorts of 5-25 participants who collectively move through a series of classes and workshops together.
- Provide one-on-one counseling to business owners.
- Work with participants to assess the need for loan capital, if any.

METRICS & DELIVERABLES

- # participants
- Score businesses on business resiliency using proprietary tool pre- and post-program
- # comprehensive business assessments produced
- # performance review sessions conducted
- Post-program reviews

The Women's Fund of Greater Birmingham

The Women's Fund's project seeks to address job accessibility and economic insecurity for women and their children, helping meet the workforce shortage demand while supporting talent. TWF will grow its two-generation (2Gen) approach by intentionally catalyzing collaboration among community college and social service nonprofits.

Award: \$67,620

Leveraged Investment: \$219,750

Project Service Area: City-wide

IEO Grant Manager: Sarah McMillan

Minority- or Woman-Led: Yes

KEY ACTIONS

- Work directly with Lawson State and Jefferson State community colleges to strengthen their implementation of TWF's Student-Parent Success Model.
- Enhance community college relationships with Birmingham residents through formal partnerships with area nonprofits and other social service agencies.
- Provide support to community colleges and to Thrive Together Jefferson County to increase their capacity to focus on creating workforce connections and employment pathways for the women they serve.

METRICS & DELIVERABLES

- # of women enrolled
- # of women passing state or national certification exams
- # of hours/week students spend with a coach in class or one-on-one
- # of children served through community partners
- # of students receiving job in-field/related-field
- Average increase in hourly wage

Workshops Empowerment Inc.

WE Inc.'s Workforce Development Program is a time-limited employment and training program using the WE Made product line as a training ground. Participants produce products, manage inventory, handle shipping and receiving, conduct quality control, and learn "soft skills" of employment. Participants also take job readiness classes.

Award: \$50,000

Leveraged Investment: \$162,487

Project Service Area: City-wide

IEO Grant Manager: Sarah McMillan

Minority- or Woman-Led: No

KEY ACTIONS

- Identify and recruit cohort of workers.
- Teach participants all aspects of WE Made production: production, packaging, inventory, order fulfillment, quality control, and other skills.
- Promote participants to specialty jobs for the second half of program.
- Provide job readiness classes in accountability, effective communication, professionalism, cultural competency, and other vital soft skills.
- Participants work with employment specialists to find post-program jobs.

METRICS & DELIVERABLES

- WE Made products
- Participant resumes
- # participants in program
- # hours worked by participants
- # participants who complete program
- # job applications submitted by participants with assistance of employment specialist

Appendix

Job Access

There are 100 times more jobs available to Birmingham residents with a car compared to residents relying on public transportation. Moreover, training and education opportunities are not geographically distributed across the city. The shift to digital platforms for work and schooling in the Covid-19 pandemic has amplified the “digital divide” nationwide, which disproportionately impacts Black, Latinx, Native American, and low-income families. IEO is seeking **creative proposals that eliminate barriers to employment**, beyond skills mismatches.

Sample Metrics

- # of participants served, earning credentials, and in quality jobs
- % of participants from high-priority populations (e.g. criminal-justice involved, opportunity youth, single parents)
- Average distance of participants' homes from areas with high concentration of jobs
- # of participants beginning and completing program (or % completed)

Recovery & Adaptation

Birmingham's recovery from Covid-19 will be slow, incomplete, and inequitable if its small businesses are left behind. IEO is seeking a partner to provide technical assistance to local, small, minority-, women-owned, or otherwise disadvantaged business enterprises (MWDBEs) to help them **adapt their businesses for a post-Covid world**. Assistance may include, but is not limited to: business strategy, legal, accounting, and implementation of new technology.

Sample Metrics

- # of small business participants
- # of minority-, women-, and veteran-owned firms that receive services
- # and type of services provided by client category (e.g. market re-sizing, new technology implementation, lease re-negotiation)
- # of support hours provided per participant
- # of jobs created with participating small businesses

Scale Up

Key projects and developments — including the 2022 World Games, the BJCC expansion, the Birmingham Xpress bus rapid transit system development, and the VITAL commitment from the City and local corporations/institutions — will make deep changes to Birmingham, and our local small businesses need to be prepared to capitalize on these opportunities. IEO is seeking partners to provide technical assistance focused on MWDBEs that can **capitalize on these opportunities**. We are interested in proposals that focus on personalized and applied guidance, rather than just information and education.

Sample Metrics

- # of small business participants
- # of minority-, women-, and veteran-owned firms that receive services
- # and type of services provided by client category (e.g. bookkeeping, pricing, bonding)
- # of support hours provided per participant
- # of jobs created with participating small businesses

Social Innovation

A wide constellation of variables affect economic opportunity and social mobility for our residents (e.g. health outcomes, transportation, education). IEO is seeking innovative ideas to catalyze systemic change by building responsive, sustainable, and resilient institutions into and with city government.

Project Principles (metrics will vary by project)

- Address a pervasive barrier to economic opportunity and social mobility
- Based in the user/resident experience
- Change systems sustainably through tangible action, not research/advocacy

Interdepartmental First Round Review Committee

Yamini Bhat, Special Projects Manager, IEO

Kelvin Datcher, Director of External Government Affairs

Ed Fields, Senior Advisor & Chief Strategist

Katricia Flowers, Executive Administrator to Senior Advisor & Chief Strategist

Coreata' Houser, Deputy Director, IEO

Brandon Johnson, Director of the Office of Peace and Policy

Cheryl Kidd, Council Administrator

Jeffrey McDaniels, Deputy Council Administrator

Sarah McMillan, Manager of Workforce and Talent Development, IEO

Chaz Mitchell, Deputy Chief of Operations, Mayor's Office

Amelia Muller, Civic Design Principal, IEO

Monique Shorts, Manager of Partnerships and Entrepreneurship, IEO

Cory Stallworth, Deputy Director of Housing Programs, Community Development

Thomas Yuill, Senior Planner, PEP

2019 Partners



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