

Harbor Community Benefit Foundation

Planning Notes Review

I. REVIEW MISSION

Harbor Community Benefit Foundation (HCBF) assesses, protects, and improves the health, quality of life, aesthetics, and physical environment of the harbor communities of San Pedro and Wilmington, California, which have been impacted by the Port of Los Angeles.

For the meeting we decided to use a shorthand version of the mission as a backdrop for our discussion:

“HCBF invests in the quality of life for Southern California communities impacted by port-serving industry”

II. SETTING PRIORITIES

Looking at best stewardship of remaining funds:

- Approximately \$1.9M in remaining funds (as of Dec. 31, 2018)
- Approximately \$5M in AQMF Funds

Some discussion on priorities included:

- Success in a **single-issue campaign could prove to our benefit**
- We need to make **“Visible Differences”**
- If we “go wide” we may have too much diffusion
- We should **adopt an 80/20 funding formula**:
 - 80% funding to go to a deep issue
 - 20% funding for smaller wide issues
- We could investigate leading a **collective impact project**

Options for best use of remaining funds with the mission in mind:

1. **Hiring a new CEO** and trying again to restart the organization and find new funding.
 - a. This would take a 3-year commitment and approximately 60% of our last remaining funds
 - b. A new CEO would be most effective with port knowledge and fund development experience
 - c. Not certain such a person exists
2. **Creating an endowment** specific to the port under another community foundation and let that organization manage the funds in perpetuity

Setting Priorities (Continued)

3. **Spending down the funds** until gone
 - a. Spending down the funds **as part of a strategic alliance** with another port entity we respect
 - b. Spending down the funds **in a collective impact project** with other funders

The group decided that working towards a collective impact project would be the most effective course.

If we plan for a three-year time element, it may cause other funders to want to continue the alliance and bring new funds into HCBF. At any time in the three years of the project we could change tactics and leverage funds to restart the organization.

Such a plan would not require the hiring of a new CEO and could be developed with current staff and consultants.

III. SETTING A GOAL

GOAL: 3-Year Plan for a Collective Impact Project

IV. ACTION PLAN TIMELINE

October 2018- July 2019:

- Continue with current staffing. Part-time assistant could go full-time after January 1 if needed.
- Continue with current consultants when needed
 - Meghan Reese
 - Zoot Velasco
 - Attorney as needed
- Hold grants (no new grant funding given with some possible small exceptions made by the board) until a plan is devised for collective impact (at least until July 2019)
- Finish AQMF with current staff as planned
- Board to hold a closed-session meeting on HR Issues and compensation
- Check on Legal issues with attorney
- Possible contract with Zoot for introductory meeting with other funders on Collective Impact Project

July- December 2019:

1. Join an existing Collective Impact Project

- **Conduct a study** of funding partnerships available for Collective Impact in Los Angeles (through board, staff or consultants):
 - Consider the Los Angeles Based Collective Impact Forum: <https://collectiveimpactforum.org/initiatives/la-compact>
 - Consider the LA Funder’s Collaborative_ <https://www.smartgrowthcalifornia.org/our-work/regional-networks/la-funders-collaborative/>
 - Consider Los Angeles Community Impact_ <http://www.usclaci.org/>
 - Consider Southern California Grantmakers_ <https://www.socalgrantmakers.org/>
 - Consider Community Partners_ <https://communitypartners.org/>
 - Consider other ongoing projects through research and large community funder projects.

We would not join any of these projects unless it had a specific investment in Port Communities and problems.

OR

2. Create our own alliance specific to the Port

- Forge Alliances with funding partners
- Decide collectively through facilitation on a Collective Impact Topic (e.g., Food Security, Childhood Diabetes, Teen Engagement, etc.)
- Review model programs (such as ACT Anaheim and LA-Based Collectives)
- Study Collective Impact Framework_ <https://www.collaborationforimpact.com/collective-impact/>
- Decide which agency will be the lead (“backbone agency” is the terminology used in collective impact) with staff and highest funding (if not ongoing)
- Plan a roll out

Spring 2020:

- Grants roll-out through Backbone Agency

July 2020-July 2021: Work done by Backbone Agency

- First projects are funded
- Evaluation on first grants lead to tweaks of the grant guidelines
- Spring: New guidelines are released for second year of funding
- Funders work to add new funders to the mix and increase and lengthen impact
- HCBF Board can re-evaluate staffing at this time and decide if a course change is needed

July 2021-2022: Work done by Backbone Agency

- Second year of funding

July 2022-23: Work done by Backbone Agency

- Third and final year of initial funding
- Group can decide to renew or end the campaign depending on the availability of new funding

V. CONCLUSION

The board of HCBF focused on a collective impact project model to get the most investment in the Harbor area with remaining funds through leverage. This model allows HCBF to spend the most funds on port issues with current staff, while also allowing the possibility that such alliances may bring future funding. The timing also allows for future funding from allies or other settlements within the next three years or more.

This plan allows for the most impact by:

- Saving money on administration
- Leveraging existing funds for greatest and deepest impact
- Creating alliances which could also lead to future funding
- Serving the mission (and intention of funds) most directly