

# Community Resource Collaborative on Behalf of the Neighborhood Collaborative Project - Jocelyn Basley

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## Organization Profile

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### *Organization Name*

Community Resource Collaborative on Behalf of the Neighborhood Collaborative Project

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***Mission/Vision*** The mission and vision of the Neighborhood Collaborative Project (NCP) is to improve the quality of life of residents by bringing access to health/human services at the point of need in neighborhoods while building the capacity of existing agency assets, providing workforce training/employment for residents and empowering staff and residents to be informed navigators of current health/human services systems. NCP is facilitated through its oversight committee, comprised of the three anchor agencies: SWAN at Montgomery Center, Father Tracy Advocacy Center, and Cameron Community Ministries; four project partners: Beyond the Sanctuary, MC Collaborative, C3 Consultancy Services, and On The Ground Research, and its fiscal sponsor, Community Resource Collaborative. A brief summary of each NCP oversight committee member organization's mission and vision is provided below:

SouthWest Area Neighborhood Inc. at Montgomery Neighborhood Center (SWAN) is a neighborhood association that is dedicated to provide needed programs and services that improve the quality of life for the residents and families in the southwest community of Rochester, NY.

Father Tracy Advocacy Center (FTAC) stands as an advocate for the of North Clinton Avenue community, embodying the values of dignity, respect, and love, while providing much needed assistance and advocacy for those who in need of accessing addiction treatment, looking for a cup of coffee or sandwich, or support in another way, all are welcome at the Father Tracy Advocacy Center.

Cameron Community Ministries (Cameron) serves as an urban outreach community center in Rochester's Lyell-Otis neighborhood, working with neighborhood residents and partners to create a vibrant and thriving community through empowerment and advocacy while meeting basic needs.

Beyond the Sanctuary (BTS) is a community service organization, actively involved in the Rochester community, serving hundreds of residents monthly through various programs and services, including a food pantry, clothing closet, rental assistance program, job readiness success program, client management team, and social workers.

MC Collaborative represents over 10 years of service in the mental health and addiction field, in both inpatient and outpatient settings; provides client referrals, crisis and case management and liaisons with all health/human services systems and community tables.

On The Ground Research NY (OTG) serves as a local researcher providing ongoing data collection and analysis that assess individual and community impact and outcomes through participatory methods that will develop neighborhood-level social indicators over time.

C3 Consultancy Services (C3) serves as a community consultant who cultivates effective community connections through conversation, care and concern; collaborating with grassroots, neighborhood, community and faith-based organizations as a strategic thought partner, project coordinator, program/process facilitator and/or grant advisor to achieve positive and impactful change.

Community Resource Collaborative (CRC), not only serves as a fiscal sponsor for grassroots community initiatives, uplifts young people between the ages of 18 and 24 who are directly and indirectly effected by all forms of violence, including gun, domestic and human trafficking and provides them with a safe haven, basic needs and employment opportunities.

***Receive County Funds?*** no

***Div. of Corp. N/A?*** no

## Proposal Information

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***Project Name*** Neighborhood Collaborative Project (NCP)

**Summary** Despite decades of effort to alleviate chronic poverty, the city of Rochester continues to rank among the highest across the nation. Research has shown one major barrier is the inability to access available systems, resources and services by those most in need. The Neighborhood Collaborative Project (NCP) proposes to enable awareness, access and accountability of these systems and services by bringing them to the neighborhood at its residents' point of need. NCP, through its network of neighborhood anchor agencies and support services partners will create an agile, responsive system that empowers residents and builds capacity and capability within the neighborhood to resolve problems and meet community needs. At the center of NCP are three neighborhood community centers in the city of Rochester's NE, NW, and SW quadrants: Father Tracy Advocacy Center, Cameron Community Ministries, and SWAN at Montgomery Center, respectively. These Anchor Agencies are well-known resources that provide basic needs assistance, benefits acquisition, healthcare access, vocational training, and other services. Surrounding and supporting the Anchor Agencies, are four collaborative partners: Beyond the Sanctuary, providing wraparound support services, MC Collaborative, supporting client referral, crisis/case management, On The Ground Research NY, providing data collection, outcomes and impact analysis and C3 Consultancy Services, responsible for the overall project management, process facilitation and neighborhood engagement. NCP is built around four major components: neighborhood outreach walks, vacant lot/corner canopy pop-up events; expanded staff and services at each Anchor Agency brick-and-mortar location and an adaptable, responsive platform of support services partners activated by identified resident/neighborhood need.

<b>Workforce/Economic?</b>	<b>Health/Safety?</b>	<b>Infrastructure/Sustainability?</b>
yes	yes	yes

**Description** The NCP (Neighborhood Collaborative Project) is an effort to collaborate across neighborhood community centers and service providers to strengthen the community from within. This is a shift from decades of centralized services that not only weakened neighborhood capacity, but also resulted in service gaps and barriers for residents.

The NCP comprises three anchor agencies, two supportive partners, a community consultant, and a research partner. SWAN at Montgomery Center (SWAN), Cameron Community Ministries (Cameron), and the Father Tracy Advocacy Center (FTAC) serve as the anchor agencies, while Beyond the Sanctuary (BTS) and MC Collaborative (MC2) are support agencies. C3 Consultancy (C3) serves as the community consultant who will coordinate the project, and On the Ground Research (OTG) serves as the local research partner.

This collaborative will coordinate services and resources to improve individuals' and families' livelihoods and, in time, improve neighborhood conditions. We define collaboration as working together for a common purpose to achieve planned project goals, which are threefold: develop and implement an agile, responsive, sustainable services platform at the neighborhood level; Increase neighborhood capacity to address issues important to the community; and improve neighborhood conditions.

SWAN has a longstanding history serving the SW Rochester community, but has sustained numerous setbacks due to insufficient and unreliable funding that began when local government shifted services outside of neighborhoods into central offices. SWAN is in the most poverty-stricken census tract in Rochester (#65), however, despite these challenges, the organization continues to meet the high demand for basic needs assistance, youth development and seniors programming.

Cameron began in 1983 as a partnership between two faith communities to serve the Lyell-Otis neighborhood in NW Rochester. This organization also suffered from a lack of sustained funding for similar reasons, but through recent funding, has expanded its reach and response to neighborhood need by providing a digital learning lab and health classes for sex workers.

FTAC is situated in the heart of the NE Rochester's Latinx community, was founded in 2018 and named after, Father Laurence Tracy, a well-known social justice advocate., FTAC, in response to perceived governmental neglect as evidenced by vacant properties, open-air drug market, and homelessness, is committed to bringing much needed neighborhood services such as outreach to people who use drugs and Spanish translation.

This NCP is rooted in seven principles: Neighborhood-Centered; Agile and Adaptable; Authenticity; Accountability; Legacy-Generating; Vibrant Community; and Solutions-Driven. These principles guide all activities, of which the major components include:

**Walking Outreach:** Teams go out in each neighborhood weekly to talk with people, distribute supplies, benefits acquisition, and service referrals.

**Corner Canopies:** On vacant City lots, the NCP sets up tents weekly to provide services. This allows providers to meet people "where they are".

**Brick-and-Mortar:** Increased staffing will build capacity of the neighborhood centers, so they can serve more people with a wider variety of services than they are able to alone.

**Services Platform:** Vetted partners will be added (and removed) to respond to current neighborhood needs.

Each Anchor Agency will have a social worker and a vocational trainer as determined by the organization. Social work presence will increase service connection, including behavioral health and basic needs. Neighborhood Ambassadors will be hired and taught the skills to help people obtain benefits, and refer friends/family to resources.

Recognizing the Anchor Agencies cannot transform systems on their own; MC2 will provide crisis and case management services; BTS will prioritize NCP clients for their wraparound support services, which include the DMV driving and a LPN vocational programs; as well as refer its Wednesday meal program clients to/from NCP.

Branch libraries are another neighborhood asset by which NCP plans to build and strengthen relationships among each Anchor Agency through the project's Neighborhood Legacy Coordinator and where possible, incorporate historical context and legacy into activities and programming.

Communication infrastructure is critical. The Communications Manager will develop a strategy encompassing quarterly reports to community, social media presence, and bi-monthly collaborative meetings. Additionally, NCP Oversight Committee will hosts quarterly reviews and adapt its implementation as needed. C3 will oversee the planning period, conduct asset-mapping, develop cross-agency training, and coordinate corner canopy events among other activities.

Authentic collaboration requires goal-setting, specifying roles and responsibilities, formalizing agreements, developing shared operations, and creating effective communication channels. C3 and OTG will be responsible for facilitating these processes.

(a) The NCP will advance all three Bring Back Monroe goals. Through outreach, canopy events, dedicated social work team, and neighborhood ambassadors, we will increase behavioral health service use and decrease food insecurity. All anchor agencies directly address food insecurity. We will leverage pre-existing relationships with behavioral health providers. This project will increase access to virtual information and resources, as each anchor has computers for resident use. Income will be addressed through BTS's workforce readiness program and hiring staff from the neighborhood.

(b) The infrastructure of NCP to collaborate across neighborhoods is a strategic effort to shift service providers back into neighborhoods. This cannot happen without ARPA funding. Sustainability metrics include: development of MOUs, co-locating government services (like DHS) into neighborhoods, providers paying rent to anchor agencies, diversified funding streams, including earmarked City and County funds, employing social determinants of health reimbursement practices, and the institutionalization of communication across anchor agencies.

(c) This multi-pronged approach will eliminate service acquisition barriers and increase access to city and county services by meeting people in their neighborhoods and leveraging the trusted reputations of these neighborhood assets.

(d) OTG will provide ongoing data collection and analysis to understand the transformative impact. Individual outcomes include: increased service connection, increased behavioral health service use, increased food security, among others. Neighborhood outcomes include: Expanding citizen participation and leadership base; strategic neighborhood agenda; more effective community organizations; and better use of resources by the community. Neighborhood impact will be assessed through participatory methods to develop neighborhood-level social indicators over time.

(e) Beyond 2026, this will be the model for neighborhood centers. These centers will once again become community gathering places to inspire, support, advocate, and create strong legacies for their residents.

**Company Strengths** NCP began with MC2 staff conducting walking outreach throughout 2020 during the COVID-19 pandemic. Given MC Collaborative's long-standing relationship with Monroe County Department of Human Services and with SWAN, Beyond the Sanctuary, and C3 Consultancy, a joint collaboration to pilot the vacant lot/corner canopy pop-up outreach at one of the most chronically violent areas in the city: Jefferson/Frost Ave for 8 ½ weeks during Summer 2021 emerged. Other support service providers were vetted to ensure low-barrier engagement and immediate responsiveness. During this same time, walking outreach was piloted in the NW and NE areas of the city. FTAC, Cameron, and MC2, along with other partners (ABC and Trillium), conducted coordinated outreach. The response from community members was overwhelming, "No one ever comes here to provide services!" was a common refrain. These activities led to formal planning to collaborate and leverage resources across all three neighborhood areas.

Each NCP Anchor Agency, though ineligible for M/WBE certification, is led by a person of color, two of which are women. Three of the four remaining NCP oversight committee member organizations as well as NCP's fiscal sponsor, CRC, are women-led. Beyond the Sanctuary, is led by a Black woman. C3 and OTG are both % owned by women, and C3 is minority owned. Both are applying for NYS M/WBE certification after their first year in business. The NCP will intentionally seek to contract with M/WBEs, the first of which is Imprintable Solutions, a certified WBE, for NCP's promotional and communications materials.

NCP's lead facilitator, C3 Consultancy Services brings over 40 years of project/process management, federal, state, municipal and philanthropic grant management and program development experience and expertise. NCP's fiscal sponsor, Community Resource Center, represents over four years of nonprofit federal grant management and over nine years of for-profit financial management.

**Community Resources** (a) The NCP is built around leveraging resources, utilizing a collaborative, robust approach to ensure community impact. In addition to the anchor agencies, BTS, OTG, MC2, and C3, partners include:

- Lyell Ave Business Association
- The People's Pantry
- Barakah Muslim Charity
- Lincoln, Lyell, and Phillis Wheatley branch libraries
- Fidelis Care
- ABC's Action Front Center
- Trillium Health Harm Reduction
- Third Presbyterian Church
- Foodlink
- Baden Street Counseling Center

(b) All partners listed, except The People's Pantry have previously partnered with at least one of the Anchor Agencies. For example, over the last three years, a Fidelis Care representative is regularly stationed at FTAC and SWAN to enroll residents in healthcare coverage. Trillium has a longstanding partnership with FTAC, developed five years ago because of the open-air heroin market in the neighborhood. Trillium facilitates monthly C.A.R.E Collaborative meetings and regularly picks up drug litter during walking outreach. Cameron partners with Lyell Branch librarians for teen and adult programming. Many of these partners participated in the Corner Canopy events piloted last summer. The NSCs regularly interface with the anchor agencies and this will be an avenue to improve their effectiveness.

Partners will provide their respective services to community members. For example, Imprintable Solutions will be contracted for any printed products. Partners will be present at corner canopies and select partners will conduct walking outreach. Partners will also have opportunities to place staff at anchor agencies, increasing anchor agency capacity. Eventually, the anchor agencies will become community portals.

Each anchor agency will have neighborhood specific partners that have agreed to participate in the collaborative. These partners reflect unique neighborhood dynamics. A more comprehensive services platform includes all partners that anchor agencies will draw from. New partners will be added to the services platform throughout the duration of the project. However, prospective partners will be vetted to ensure they are accessible, accountable, consistent, and providing a service, not simply engaging in cold hand-offs.

In addition to collaborating and offering services across these anchor and partner agencies, the NCP expects that select city (DRHS) and county (DHS) staff will work out of the anchor agencies. The NCP is in active discussions to place benefits staff and support counselors in the anchor agencies, instead of requiring residents to overcome barriers to get to a county office building. We expect this co-location model to have additional benefits including increased foot traffic in neighborhood businesses, increased understanding of clients' neighborhoods, identification of new resources and partners, and increased visibility.

Similarly, Excellus BlueCross BlueShield is interested in piloting the SDOH prescription model across the three anchor agencies. We anticipate piloting this prescription model at our canopy events this fall. Excellus providers will prescribe, based on an SDOH Assessment, interventions such as individualized assistance locating accessible food pantries, which could then be "filled" by anchor or support agency staff. The pilot allows the NCP and Excellus to address any initial implementation challenges.

(c ) n/a

**Audience** (a) These neighborhood centers have been quietly dealing with service gaps and barriers for years. All three anchor agencies are located in historically underserved neighborhoods and provide services to all community members. When accounting solely for the population that resides within each anchor agencies' census tract, there are 5,200 individuals and 1,150 families (US Census, 2020). In these census tracts, 89% of the residents are people of color (57% Black, 29% Latinx, 3% Asian). Further, 70% make less than \$35,000 annually while only 7% make more than \$75,000. Less than one-third are homeowners. However, each anchor agency draws clients from beyond their census tract. When expanding to include each anchor agency's service area, the population increases to 26,600 individuals living in 9,200 households, with demographics remaining constant (e.g., 85% POC). Further, anywhere from 10-35% of the service area population do not have access to a computer (including smartphone) (PolicyMap).

Services include but are not limited to benefits navigation, food and clothing pantries, and employment assistance. Each agency offers additional programming to respond to their neighborhood needs. For example, Cameron's programming for teens (Teen Center) and sex workers (weekly health education classes). FTAC's programming for Spanish-speaking individuals (translation services) and connections to treatment providers (transportation). Finally, SWAN's older adult programming (Senior Nutrition Program) and boxing for youth (St. Martin Boxing Club).

However, services are not the only activity at these agencies. Arts and cultural programming highlight the resources and gems in each of these neighborhoods. Asset-mapping, conducted in collaboration with community members, will be an integral, ongoing aspect. Engagement will be done through corner canopies and walking outreach, and also through our neighborhood ambassadors, newsletters, social media, and word-of-mouth.

(b) There will not be any associated costs to receive services.

<i>Cost 1st Year</i>	<i>Cost All Years</i>	<i>Residents 1st Year</i>	<i>Residents All Years</i>	<i>FT Employees</i>	<i>PT Employees</i>
\$1,707,887.00	\$7,160,849.00	2,600	5,200	0	0
<b>Volunteers</b>					
0					

**Staffing** NCP is a collaborative project and as such there are no direct employees of the project. All staffing and volunteers are managed through the three anchor agencies, the four support partners and the project's platform of support services partner agencies. The NCP Org Chart attachment depicts the project partner and process flow as well as describes the project's organizational structure.