

2014  
2015  
2016

# BROOKLINE FORWARD

## A THREE-YEAR PLAN OF ACTION

The Brookline Community Foundation seeks to improve the quality of life of all our neighbors. This year, we asked ourselves how we could do even better.



Brookline  
Community  
Foundation



With roots that go back to the 19th century, the Brookline Community Foundation (BCF) is the only foundation that addresses the needs of Brookline as a whole. Today, BCF shines a spotlight on community needs, inspires philanthropy and awards strategic grants to build a more vibrant, engaged and equitable Brookline.



Since 1999, BCF has given over \$5M to more than 100 nonprofits that address the needs of our community.

WE  
ASKED

YOU  
ANSWERED

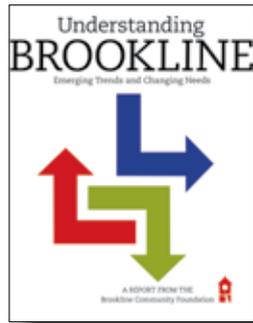
**What** are Brookline's most pressing needs?  
**How** can we make Brookline a better community for all of our neighbors?  
**Where** can local philanthropy make the greatest difference?

and we developed a plan to help move

**BROOKLINE  
FORWARD**

WE BEGAN WITH  
A CLOSE LOOK AT

## BROOKLINE TODAY



DOWNLOAD  
FULL REPORT AT  
[brooklinecommunity.org](http://brooklinecommunity.org)

**We examined the data and released** *Understanding Brookline*, our first in-depth analysis of community trends and needs.

**We spoke with service providers** and community leaders asking them to describe the unmet needs in our community and what keeps them up at night.

**We listened** as you, our neighbors, shared your reactions and suggestions for Brookline's future.

**We learned that Brookline is...**

- increasingly diverse
- growing quickly in specific age groups

**and continues to be...**

- a highly desirable urban/suburban community
- rich in resources and neighbors who care.

BROOKLINE'S  
MANY RESOURCES

## ARE NOT SHARED BY ALL

**13% of Brookline** residents currently live in poverty. **Many more are struggling**, earning significantly below the true cost of living.

**Local agencies are stretched** to capacity, while many vulnerable residents remain disconnected from services they need.

**A growing youth population** strains resources, and some youth lack access to quality out-of-school opportunities.

*"BCF is a key leader in the town—analyzing data, listening to the community and partnering to create change. We are a stronger community when we all work together, and BCF helps us do just that."*

MEL KLECKNER,  
Brookline Town Administrator





*“I feel very blessed knowing that there are people and places out there to provide assistance to a family like mine.”*

MARIA,  
BCF Safety Net recipient

## WE STRATEGIZED

**How do we get from here...**

a community rich in resources with urgent, unmet needs.

**...to there?**

a Brookline where all residents can access the resources they need to thrive.

# HOW DO WE MOVE BROOKLINE FORWARD?

Building on our research, we asked town leaders and experts to identify areas where the Foundation and its donors could make the most substantial—and lasting—impact.

## ACTION WHERE IT COUNTS

**With many community needs to consider, we set three criteria for this strategic effort. Our new investments must:**

- address a need that is urgent and affects many.
- further our vision of an engaged, vibrant, equitable community for all.
- leverage the Foundation’s unique position to make the greatest possible difference now and into the future.



*“BCF’s grants to Next Steps have significantly enhanced the quality of services while empowering low income adults to reach their employment goals.”*

GRACE WATSON,  
Next Steps Director

THOSE IDEAS BECAME OUR THREE-YEAR PLAN OF ACTION



“We are so fortunate to have a foundation in Brookline that provides funds for emergency relief to residents and that is strategically investing in programs that promote economic security.”

CHOBEE HOY,  
corporate sponsor

# BCF'S STRATEGIC PRIORITIES

1

## REDUCE AND ALLEVIATE POVERTY

with an expanded financial safety net, a strengthened service network and more pathways to economic security, so residents can get help when they need it and find stability over the long term.

2

## EXPAND OPPORTUNITIES FOR YOUTH

beyond school hours so that all Brookline families can access high-quality programming that promotes success in school, positive youth development and a bright future for every Brookline child.

3

## INVEST IN THE FOUNDATION'S CAPACITY

with more efficient systems and technologies so that every dollar makes the greatest impact today and positions the Foundation and its donors to make a significant, positive contribution into the future.

“Kitty and I are lifelong Brookline residents, and we love our town, but we also know that there are a surprisingly large number of people in the town that need our help. That's why we make a contribution to the Foundation every year—and we hope you will, too.”

MIKE DUKAKIS,  
BCF donor

### Sharpened Focus, Continued Commitments

As the Brookline Community Foundation moves forward with renewed focus, we will continue to serve the town as a whole, acting as a link between generous donors and local organizations and initiatives that address diverse community needs, including:

- access to arts and culture
- environmental sustainability
- youth leadership
- senior support
- early childhood education
- workforce development

**BROOKLINE FORWARD** builds on this portfolio of work by deepening BCF's impact in two areas of pressing need and by fortifying our internal capacity over the long term.

THREE  
PRIORITIES  
ROSE  
TO THE  
TOP



2014  
2015  
2016

BROOKLINE  
FORWARD

EACH YEAR, THE  
**BCF SAFETY  
NET PROGRAM,**  
ADMINISTERED BY  
THE BROOKLINE  
COMMUNITY  
MENTAL HEALTH  
CENTER, HELPS  
APPROXIMATELY

**850**

RESIDENTS MEET  
THEIR BASIC NEEDS.

SINCE

**2012,**

APPLICATIONS FOR  
SUPPORT HAVE  
INCREASED BY

**20%.**

## REDUCE AND ALLEVIATE POVERTY

In a town so rich in resources, we believe no neighbor should have to worry about rent or food. While poverty has complex causes, and a full solution will require changes at the policy and systems level, we aim to reduce and alleviate poverty with focused investments.

### Address More of Our Neighbors' Urgent Needs

The BCF Safety Net Fund provides critical emergency assistance, helping neighbors in crisis with rent, food, utility bills and other acute financial needs. Many more residents could benefit from assistance.

#### **ACTION**

- Increase distributions from the BCF Safety Net Fund to key organizations by 60% to better address neighbors' short-term basic needs.

### Strengthen Brookline's Support Network

Brookline is home to dozens of committed agencies serving low-income residents. Working together, we can do more to strengthen the connections among organizations so all residents can access effective, well-coordinated services when they need them.

#### **ACTION**

- Publish an in-depth report on community needs.
- Convene and support agencies serving vulnerable individuals and families, helping us to work together more strategically.

### Create More Pathways Out of Poverty

It will take more than short-term assistance to achieve our vision of a community where all residents have their basic needs met. As a next step, we must also invest in programs that build individuals' skills and resilience and that help neighbors find sustainable paths out of poverty.

#### **ACTION**

- Review current programs and share best practices in reducing poverty.
- Increase funding for new or established programs that provide viable pathways to financial stability.

## EXPAND OPPORTUNITIES FOR YOUTH

Brookline's growing school-age population strains resources in several quarters. A shortage of programming beyond school hours presents concerns related to safety, learning and healthy development. Youth from low-income families are less likely to have access to quality programs that support strong academic and social development. We can do better for all our youth.

### Identify and Fill Programmatic Gaps for Youth

All youth should have access to engaging opportunities that they need to learn and grow. With more detailed information about current program participation rates and unmet needs, we can strategically expand out-of-school offerings to ensure all youth have access to quality programs.

#### **ACTION**

- Conduct new research that illuminates the scope of out-of-school-time needs, particularly for youth who are at-risk or from low-income families.
- Award targeted grants to programs poised to fill critical gaps.

### Increase Options for Middle School Youth

The middle school years mark a critical transition—when academic pathways diverge and a range of social and emotional needs emerge. Quality programming can make an enormous difference, but Brookline's out-of-school time options are limited for this age group. Addressing this gap will require strategic planning and investment.

#### **ACTION**

- Identify and fund innovative, high-quality programs for middle school students that provide safe, supportive and enriching activities beyond school hours.

## INVEST IN THE FOUNDATION'S CAPACITY

The Brookline Community Foundation is a lean organization, allocating more than 85% of its annual revenue directly to local causes. We can do even more for our neighbors and have a greater impact in the future by strengthening the Foundation's internal capacities today.

### Strengthen Internal Systems

We will invest in a number of capacity-building activities that strengthen our partnerships with donors and streamline work with grantees.

#### **ACTION**

- Introduce a new web-based grant application process.
- Launch a streamlined website and online giving platform.
- Develop more efficient financial systems.
- Expand fundraising efforts.

WITH YOUR HELP THIS IS WHAT WE CAN ACCOMPLISH

# HOW DO WE MOVE BROOKLINE FORWARD?

You love Brookline. You know it is a great place to live and that it has the potential to be a community where every neighbor thrives. Join us in moving Brookline Forward.

## OUR GOAL: \$2.4M over 3 years

The Brookline Community Foundation makes local giving easy, with options tailored to your circumstances and the causes closest to your heart. Visit our website to learn about additional ways you can create your legacy and support Brookline now and in the future.

Your gift to BCF's Brookline Forward campaign will:

- ✓ provide critical assistance to neighbors in need
- ✓ promote new pathways out of poverty
- ✓ expand quality programming for youth beyond school hours
- ✓ fuel ground-breaking research about our town's needs
- ✓ foster coordination among Brookline's many agencies and nonprofits
- ✓ build the capacity of Brookline's only community foundation, making every dollar count now and into the future.

**Join the BCF Leadership Fund with a three-year pledge, and invest with confidence knowing you are making the greatest difference possible, right here in Brookline.**

**DETAILS** • [brooklinecommunity.org/brooklineforward](http://brooklinecommunity.org/brooklineforward)  
**CONTACT** • Jenny Amory, Executive Director  
 617.566.4442 or [jamory@brooklinecommunity.org](mailto:jamory@brooklinecommunity.org)

**DONATE** [brooklinecommunity.org](http://brooklinecommunity.org)

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 Next Steps and Steps to Success.





Brookline  
Community  
Foundation

**GIVE WHERE YOU LIVE**