



MEMORANDUM

To: CMAP Board
From: CMAP Staff
Date: March 1, 2017
Re: Update: External Resources Development

This memorandum continues the discussion of alternative long-term funding options for the agency that began in late 2015. Previous memorandums from spring of 2016 provided an explanation of funding issues and concerns for the agency. This update highlights CMAP's comprehensive approach for securing new and diversified funding streams to support CMAP's mission. To cover a broader range of topics, CMAP requires access to funding resources beyond transportation funding.

In November 2016, Tricia Hyland joined CMAP in the newly formed position of Senior Development Specialist. The position is responsible for expanding CMAP's external fundraising efforts with a targeted development strategy, formalized process for grant management, and building and maintaining relationships with current funders and future prospects as agency liaison.

The initial goal of CMAP's comprehensive development strategy is to double the current annual \$1 million in non-transportation funds from both public and private funding sources over the preceding 12-18 month period.

This memo is organized with strategies and objectives aligned with the below three sections:

1. Development Strategy Overview
2. Grant Management Process: From Pre-Award to Post-Award
3. Relationship Management: Building Agency Awareness & Funder Engagement

1. Development Strategy Overview

CMAP identified the need for a diversified development and stewardship strategy to further its mission of "A unified region with enviable quality of life and economic vitality for all."

CMAP's highly regarded agency reputation will be its greatest asset in securing new funding opportunities. With the staff addition of Senior Development Specialist, CMAP will pursue this long-term objective with grant seeking, external fundraising, and resource development. The

efforts will be focused primarily in the following non-transportation priority areas: environment, economic development, municipal capacity, inclusive growth, housing, open space, and other quality of life issues.

Each priority area is critical to the development and implementation of CMAP's ON TO 2050 plan and complements CMAP's overall mission. The external funding plan will target funding for projects that can support CMAP's full role as the region's designated Metropolitan Planning Organization ("MPO") and support Local Technical Assistance (LTA) implementation projects.

The overall CMAP development strategy will consist of the following:

- **Comprehensive review of current CMAP programs and respective grant funders.** This has involved cross-departmental meetings with project managers to review current programming priorities and assess relationships with current grant funders. These conversations have resulted in a topic-based table highlighting areas of opportunity.
- **Opportunity analysis of future needs.** Discussions with project managers have highlighted areas of need relative to project expansion needs, projected funding trends, and specific funders to target per specific focus areas (i.e. foundation, philanthropic, government, etc.). These previously stated areas of focus include environment, municipal capacity and inclusive growth as priorities.
- **Leverage CMAP's unique role in region.** In speaking with current partners, it is evident that CMAP holds a unique position as a civic leader. The focus on implementation needs for planning projects is a compelling asset with far-reaching regional value.
- **Innovative partnership building as a vehicle for accessing new funding opportunities.** Innovative, cross sector partnerships supported by a range of funding partners are a strong component of CMAP's overall development strategy as well as a competitive approach for securing grant funding. CMAP's regional planning expertise positions the agency in a natural convener role for organizations with the capacity to implement plan recommendations. The Senior Development Specialist will identify, pursue and vet strategic partnership opportunities.
- **Fee for Service arrangements.** Outside of local dues, CMAP continues to identify potential services for charging and assess related value. Services under consideration include workshops, trainings, administrative fees for applications, grant writing assistance, etc.

A diversified portfolio of grant funding will equip CMAP with the resources to fully meet the agency's programmatic needs beyond transportation.

2. Grant Management Process: From Pre-Award to Post-Award

In order to grow CMAP's portfolio of grant funding and maintain its reputation for exceptional work, CMAP must formalize internal processes for managing growth. After a thorough assessment of current programs and funders as well as internal grant processes, a comprehensive management process was developed in collaboration with the Programming and Finance and Administration departments. From pre award to post award, the Senior Development Specialist will assist with screening potential grant opportunities, grant writing, grant management, grant reporting (as required by funders), and grant closeout. Additionally, the position will serve as an intermediary between CMAP departments to increase communication and understanding of cross-departmental grant responsibilities. The formalized management process and grant tracking database will serve as a tool for facilitating internal communication between CMAP departments and as a fiscal tool for predicting future revenue streams.

3. Relationship Management: Building Agency Awareness & Funder Engagement

The Senior Development Specialist will strategically leverage existing relationships between CMAP staff and the Board to position the agency for new funding opportunities without overlooking the importance of maintaining current funder relationships. In coordination with each of CMAP's four departments: Planning; Policy and Programming; Communications and Outreach; and Finance and Administration, the Senior Development Specialist will build on the momentum of each department's efforts to harness new development opportunities.

ACTION REQUESTED: Discussion

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