

van Beuren Charitable Foundation

Grant Program Launch

April 7, 2021

Welcome!

VBCF + MASS

Agenda

Welcome

Introduction

New Application

Grantee Conversation - Newport Mental Health

Capital Readiness Assessment

Grantee Conversation - Aquidneck Land Trust

How to Apply

INTRODUCTION

Purpose Built

VBCF + MASS

MASS.

Our mission is to build, research, and advocate for architecture that promotes justice and human dignity.



a Non-Profit Design Collective



Dr. Paul Farmer

*Partners in Health
Harvard Medical School
Harvard School of Public Health*





Butaro District Hospital
Burera, Rwanda

What more can architecture do?

VBCF + MASS

VBCF +



Bryan Stevenson
Montgomery, AL, USA



Memorial to Peace & Justice
Montgomery, Alabama USA

A photograph of several salmon swimming upstream in a shallow, rocky stream. The water is clear, revealing the dark, wet stones on the bottom. The salmon are in various stages of their upstream journey, with some showing bright red and yellow colors. The text "SWIMMING UPSTREAM" is overlaid in a white box with red lettering.

SWIMMING UPSTREAM

Forbes

DAILY COVER | 2,041,881 views | Sep 15, 2020, 06:55am EDT

Exclusive: The Billionaire Who Wanted To Die Broke . . . Is Now Officially Broke



\$2.5 Billion
300 Projects
30 years

The
ATLANTIC
Philanthropies



Interviewed over **350** people who led or participated in a capital project.



*“There’s no way we would be able to give specialist palliative care to the amount of people we’re giving specialist palliative care to now – whether it’s inpatient, community palliative care, or day care – **without this building**. There’s no earthly way it would have happened. [Before] we were struggling to meet the demand. Struggling. **For a long time, as palliative care moved on, Marymount didn’t.**”*



*“Single room accommodation... has transformed the therapeutic experience for patients and families. It has changed my therapeutic relationship with people. **Because I now walk into their space – as opposed to them occupying a corner of mine.** And that’s very powerful. It’s like walking into somebody’s apartment. And each person claims that space for themselves.”*



*“[This building is] very expensive to run afterward and maintain, can I say? The maintenance of this building alone is €600,000 a year. That’s major money that we don’t have. **I think we’re financially wrecked from the project.**”*

Purpose Built

Case Studies



The California Academy of Sciences

This science museum designed an iconic, sustainable building to attract visitors and deepen their connection with the natural world.



Constitution Hill Precinct

This infamous site of persecution was redeveloped to preserve history, house the new Constitutional Court, and spur urban regeneration.



The Exploratorium

This experiential museum relocated to grow its audience, expand its exhibit space, and create a stronger internal organization.



Life Sciences Building, University of the Western Cape

This historically disadvantaged university designed a new facility to improve its scientific research—and create a physical landmark suitable for a world-class institution.



Marymount University Hospital and Hospice

This center applied patient-centric design and created a welcoming environment to offer high-quality and dignified care, demonstrating a model for future hospices.



Mission Bay Campus, University of California, San Francisco

This growing institution created new research and clinical facilities to relieve crowding, expand program space, and encourage cross-disciplinary collaboration.



National Centre for Sensor Research, Dublin City University

This relatively young university co-located multiple disciplines to advance scientific discovery, elevate its profile as



Northern Ireland Council for Voluntary Action

This membership body created a headquarters to strengthen the work and profile of voluntary organizations and



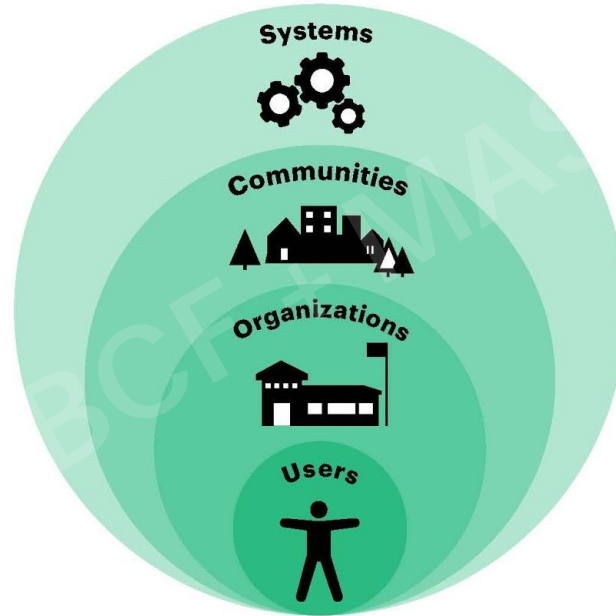
Presidio Trails, Bikeways, and Overlooks Project

This urban national park developed a comprehensive network of improvements to enhance access to natural, cultural,

Capital projects can have a **measurable impact** on the users, organization, community and sector.

SCALES OF IMPACT

Buildings can create ripple effects on broader sectors and systems.



The **design process** is unclear, confusing, and missing critical steps.

Basic Services

Schematic Design

Design Development

Construction Documents

Bidding

Construction Administration

PURPOSE BUILT

Assumed Architectural Process



Actual Architectural Process



Success or failure is based on the ability to balance: mission, design and feasibility.

MISSION

Each project must achieve a simple, legible, and transmissible idea to improve lives.

DESIGN

The design of a project must respond to the specific outcomes that are intended.

FEASIBILITY

What the organization can realistically not only afford initially but maintain.

Purpose Built



Introducing the Purpose Built Series is an overview of the study and its core principles.



Making Capital Projects Work more fully describes the *Purpose Built* principles, illustrating each with examples.



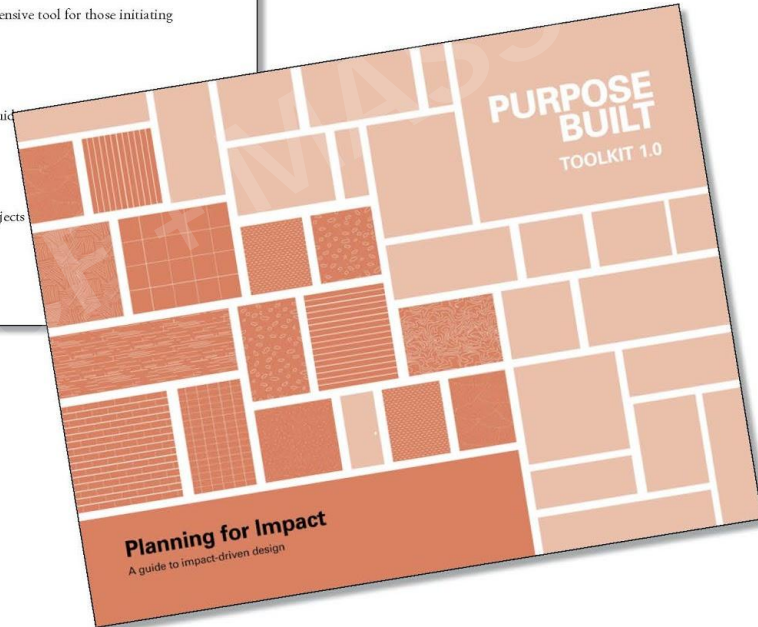
Planning for Impact is a practical, comprehensive tool for those initiating capital projects.



Charting Capital Results is a step-by-step guide to completed projects.



Purpose Built: Case Studies report on 15 projects, their intents, approaches, and outcomes.





TO BETHAN CHARITABLE FOUNDATION
Grace
Loughborough
2018

MISSION

Focus on the needs and desired outcomes

DESIGN

Focus on aligning the built project with these identified goals

FEASIBILITY

Focus on Steps necessary to plan and implement

1. VISIONING

What is our mission?

How could a capital project support our mission?

Are we ready? What would it take for us to be ready?

2. PLANNING

Do we understand our needs?

How can the design have impact?

How do we do it?

3. DESIGN

Is the design poised to meet out intended impact?

What is the design?

Is the design within our scope and budget?

4. CONSTRUCTION

What impact does the construction process have?

How do we ensure impact through the bldg. process?

Is the design still within our scope and budget?

5. OCCUPANCY

Is the capital project achieving the its purpose?

Do we need to adapt the design?

Can we sustain, operate, and maintain the project?

STEP 1: ABOUT YOU

a. MISSION

What is your organization?

The mission of the organization is:

MISSION

Capital projects can create tangible and lasting change, whether as an integral part in the life of a nonprofit organization. The process of creating or improving a facility might begin with the intention that impact, health, or financial success, local or outward. It requires a leader to a nonprofit's ability to serve its constituents.

Help:

Investing in the built environment comes of fewer external factors to amplify their impact and catalyze enduring positive outcomes. New or renovated facilities can enhance how people live and work, while some go even further to transform the social, economic, and environmental fabric of communities.

Our team hopes that you enjoy!

PURPOSE BUILT

b. METHOD

What is your approach to design?

These are the locations where we work:

c. SPATIAL NEEDS

What is your organization?

The community or sector needs:

STEP 2: ABOUT YOUR CAPITAL PROJECT

IMPACT-BASED DESIGN METHODOLOGY

a. PROJECT MISSION

Example mission statement:

Reduce material mortality

What you're going to do, how, and when:

How much is a constraint:

b. METHOD

c. IMPACT

d. SYSTEMIC CHANGE

MASS.

Poster unfolded

PURPOSE BUILT

Help:

Capital projects are almost always complex and complicated. In our hands, we offer tools that can help clarify and enlarge the process. Our team hopes that you enjoy!

Poster folded

PURPOSE BUILT

Planning for Impact, a toolkit included in the Purpose Built series, is intended to be used throughout the duration of a capital project. Prior to beginning a Purpose Built project, read through the toolkit to its entirety. Familiarize yourself with the whole process as steps are cumulative and may develop and iterate from one phase to the next. For success, it is critical to provide balance across each of the three key topics (Mission, Design, and Feasibility) and their associated bodies of work.

MISSION

What is our mission?

DESIGN

How could a capital project support our mission?

FEASIBILITY

Are we ready? What would it take for us to be ready?

1. VISIONING

2. PLANNING

Do we understand our needs?

How can the design have impact?

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MASS.

PURPOSE BUILT

MASS.

MISSION

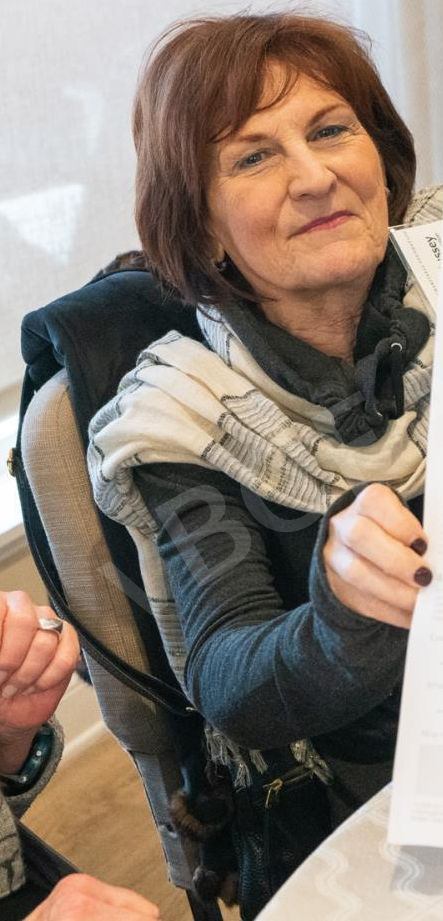
DESIGN

FEASIBILITY

Supplementary tools inside

PURPOSE BUILT

Mission Writer



Working in the built environment carries inherent risk for organizations to specify their impact and realize enduring positive outcomes. Take or reinvented facilities can enhance how people live and work, while some go even further to transform the social, economic, and environmental fabric of communities.

Our team hopes that you enjoy!

METHOD

SPATIAL NEEDS

STEP 2. ABOUT YOUR CAPITAL PROJECT

IMPACT-BASED DESIGN METHODOLOGY

PROJECT MISSION

METHOD

IMPACT

MASS.

Lighter Foundation

Restore the preservation of historical buildings and the coastline

Public access to a living museum on 1070 Littleton by water

Interactive tour of light tower, site, and wildlife refuge

Hold special events to bring groups to island

Hold fundraising events off island

Improve technology, storage, conditions, access, and grid with sustainable water

Trail development & removal of hazardous water

Rose Island in Newport Harbor in Narragansett

Rose Island dock, pier facilities

Rose Island using our boat and local ferry services

Various locations in Newport, local libraries, schools, etc.

Improve school children, artists, historians, birders, environmentalists, visitors, boaters, etc.

and more to create technology to reach out.

Improve access to all visitors to enjoy the island - safety

"Stay" and spend of money

How many? - Create a study to go out to the island - no expense, support the historic company

Capital Project Readiness Assessment

PURPOSE BUILT

Planning for Impact, a toolkit included in the Purpose Built series, is intended to be used throughout the duration of a capital project. Prior to beginning a Purpose Built project, read through the tool in its entirety. Familiarize yourself with the whole process as steps are cumulative and may develop and iterate from one phase to the next. For success, it is critical to provide balance across each of the three key topics (Mission, Design, and Feasibility) and their associated bodies of work.

This worksheet and associated handouts are aligned with key activities described in the Visioning phase of the Purpose Built series, and are intended to help you assess a potential organization before arranging a partnership. It should help you answer some key questions, such as: Where is the organization at in the project process? What critical gaps might they need help filling? What role could we play in supporting them?

Each question should be responded to on a 1 (low) to 5 (high) scale according to the evaluation criteria provided in the associated handout. Plot a point on the radial for each question. Once completed, connect the points.

Notes

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Presented as part of the AIA Rhode Island 2019 Summer Conference.

About this document: This handout is part of the Purpose Built series, a toolkit for the design and construction of capital projects. MASS Design Group created the Purpose Built series in partnership with The Atlantic City Foundation and the U.S. Green Building Council. The series is intended to help organizations and individuals understand the various ways that they can support the best results of our work with various stakeholders, including design and feasibility. This document is a draft of a toolkit under development for the year launch. Charitable Foundation.

MISSION

To what degree...

... is the idea informed by critical questions, learning, research, and community data?

... are the impacts this project could have being considered?

... is there a clear idea about what the organization is trying to improve and why?

... is there a plan for engagement of key stakeholders?

... has the organization assessed the balanced risk of taking on this change?

... has the organization confirmed a capital project is necessary to support what they're trying to do?

... the current financial health of the organization understood?

... are options for the various design interventions being considered?

... does the organization comprehend their current staff + board capacity to take on this change?

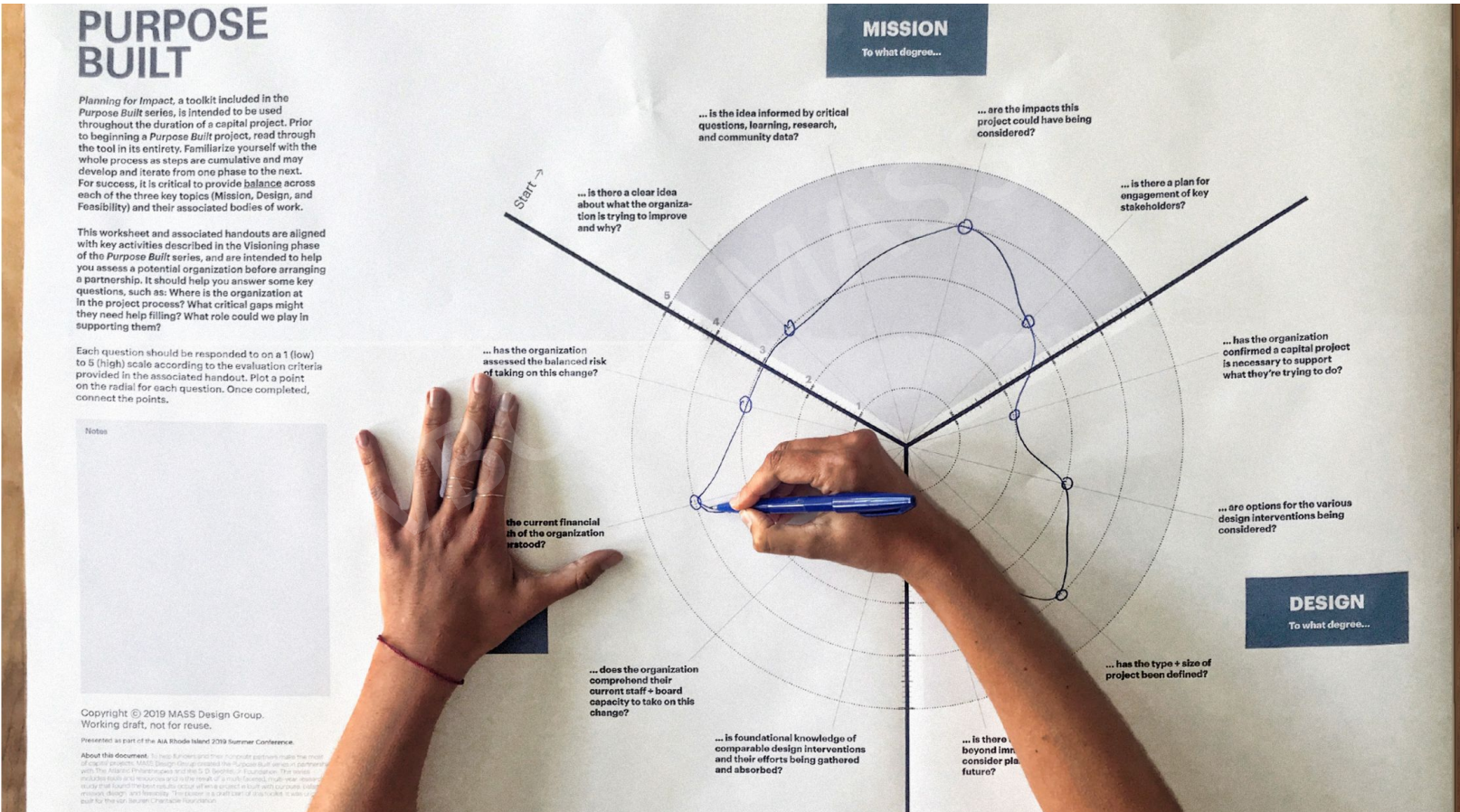
... has the type + size of project been defined?

... is foundational knowledge of comparable design interventions and their efforts being gathered and absorbed?

... is there beyond immediate consideration for the future?

DESIGN

To what degree...



NEW APPLICATION

VBCF + MASS

What has changed?

OLD Capital Grants application

- One application
- Focused on implementation

NEW Capital Grants application

- Three different applications
- Support three phases of project:
 - Planning
 - Design
 - Implementation
- For each phase...
 - Describe the (potential) project
 - Readiness
 - Planned activities and anticipate outcomes

Planning activities should help the organization answer critical questions about whether or not to proceed—if so, how?

Grants will support planning activities that help the organization:

- Further refine the purpose and need for the project
- Engage stakeholders
- Define the programmatic and financial requirements of the project
- Assess feasibility and organizational readiness

Request for Design Support

Design services help organizations synthesize programmatic objectives, physical, operational and financial constraints into capital projects that advance the organization's mission and make a positive contribution to the public realm.

Support for Implementation

Capital improvement and conservation projects

- Serve your mission
- Align with vBCF portfolio priorities
- Make meaningful improvements to landscapes and built environments

Capital improvements can include:

- Major maintenance and renovations
- Adaptive reuse
- Restoration
- New construction

Capital projects include conserving land that contributes to the natural, social and economic vitality of our communities

New applications will be
available on vBCF website
April 16, 2021

NEWPORT MENTAL HEALTH

Conversation with Board Chair, Joyce Kirby and CFO, Jason Costa.

VBCF MASS

PURPOSE BUILT

Newport Mental Health



THE LEHANE GROUP
Jamie Lehane
Member, Board of Directors
vbcr

TAM BUCKLE, CHAIRMAN AND PRESIDENT
Joyce Kirby
President, Newport Mental Health
vbcr

Handwritten notes on sticky notes:
- "The Lehanes" (written vertically)
- "The Lehanes" (written vertically)
- "The Lehanes" (written vertically)
- "The Lehanes" (written vertically)
- "The Lehanes" (written vertically)

“When most people hear Newport, they don’t think about mental health or substance abuse; they think of mansions and vacation homes. I was born and raised here, and I’ve seen a lot. You don’t think of mental health being an issue on this island but it’s definitely there.”

-Sherri, Newport Mental Health Staff

Nationally, Rhode Island has consistently ranked among the states with the highest rates of mental illness—in 2017 and 2018, the state ranked 49th and 47th out of 50 states, respectively.

Mental Health America.
“Ranking the States.” <https://www.mhanational.org/issues/ranking-states>







Participant 1: A woman with long blonde hair and glasses, wearing a light-colored cardigan over a dark patterned top. She is writing on a sheet of paper with green sticky notes.

Participant 2: A woman with short curly brown hair and glasses, wearing a purple cardigan over a black top. She is looking down at her work on the table.

Participant 3: A woman with long blonde wavy hair and glasses, wearing a mustard yellow cardigan over a blue patterned top. She is writing on a sheet of paper with green sticky notes.

Participant 4: A man with short brown hair and glasses, wearing a blue and white plaid shirt. He is writing on a sheet of paper with a black marker.

WORKSHEET
SUPPORT MENTAL HEALTH
PERSON WORKSHEET

WATER



Newport Mental

NEWPORT MENTAL HEALTH

Conversation with Board Chair, Joyce Kirby and CFO, Jason Costa.

VBCF MASS

CAPITAL PROJECT READINESS ASSESSMENT

VBCF MASS

Why Capital Building Matters to vBCF

- A strong social sector benefits all organizations in the community, as well as the broader community—and advances vBCF’s mission
- A strong social sector needs strong organizations
- Organizations are more than their missions—they are also staffs, boards, systems, cultures, policies, etc.
- Capacity can be built and learned

Capacity Building at vBCF

- Workshops and webinars
- Learning communities
- Tools & resources
- Grants for planning
- Capacity-building grants
- New in 2021: Capital Readiness Assessments

AQUIDNECK LAND TRUST

Conversation with Chuck Allott, Executive Director

VBCF MASS



**of not-for-profit organizations do not
see real estate as a strategic asset
important to their core mission****

* MASS Design Group, in partnership with The Atlantic Philanthropies and the S.D. Bechtel, Jr. Foundation <https://massdesigngroup.org/purposebuilt>

** Hagy, James, "Planning and Practice - The Rooftops Project: Report Summarizing Results of a Survey of Not-for-Profit Organizations" (2010). Rooftops Project. Book 26. http://digitalcommons.nyls.edu/rooftops_project/26



b. METHOD

Acquiring Land in fee or by Easements

Protect water-sheds through Collaborations

Protecting Open-land through Collaborations

Work to connect people to land through open space trails

Sukonnet Green way trail
Trotty Trail on Frieso Verten
RPOS on trails
where other priority areas

Same as 2.

Town Halls
Working w/ like-minded groups at public meetings
Land owner fit-ins
Coffee shops

Aquidneck Island - priority 300 properties

These are the locations where we do it.

STEP 2:
ABOUT YOUR CAPITAL PROJECT
IMPACT-BASED DESIGN METHODOLOGY

The Impact-Based Design Methodology (IBM) is a process that allows a broad array of stakeholders to develop a common language which can guide the process of a project. Identifying a shared mission, values, and goals is the first step in the more complex, iterative, and dynamic process of developing a design methodology. The fact, design team to provide a design that results in a plan.

PROJECT MISSION

...decide on and say clearly what you'd like to do

...the what something you'd like to do

...verb, ...speaker, target

...that includes design to involve. The

...from you're going to do it

b. METHOD

NGE

MASS

All capital projects are initiated by a change—something that will be different at your organization—that have a spatial implication.



What's causing this change? Let's unpack the cascade of cause and effect that is catalyzing the need for this change.

if this, then that...

We can secure 5-10 new parcels, which is a significant increase in current stewardship (by ___ acres/___ %) of our land.

(Organizational Change)



We may need to change our staff makeup—both role type and number of staff—to steward this larger portfolio.

(Organizational Change)

if this, then that...

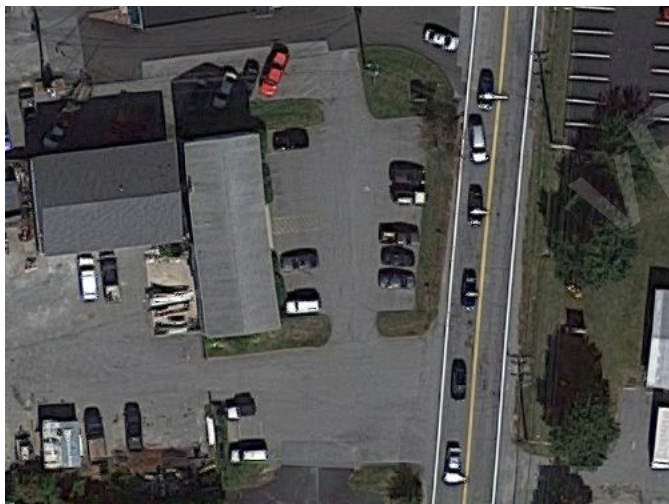
Our current space is not functional or conducive to this new staff and their work.

(Spatial Implication)



We may need to make a change to the physical home base for our staff to accommodate.

(Spatial Implication)



Material Requests

General Info

- [Shared Google Drive Folder](#)
- [Preliminary Schedule - indd](#)
- [Preliminary Schedule - jpg](#)
- Reference [notes](#) from initial visit in Fall 2018
- Reference [notes](#) from 5.13.2018 site visit

Assets We Requested

- [IDM Form](#)
- [Request for Information - indd](#)
- [Request for information - pdf](#)

Assets We Have

Key Documents

- [Document Summaries](#)
- [Assessment Excel](#)
- [RFI Response](#)
- [Photographs - 05.2019 Site Visit](#)

Organization

- [Completed IDM Worksheet](#)
- [Strategic Direction - 10.2016](#) (includes mission)
- [Annual Report - 2018](#) (includes leadership)
- [Outreach - 04.2019](#) (from website)
- [Prince Charitable Trust Grant Application - 2019](#)
- [Spruce Acres Farm & Little Creek Preserve Case Statement](#)
- [SDC One Year Plan Update - 2019](#)
- [Five Year Plan - 2017-2021](#)
- Financial Model
- [Financial Health Worksheet](#)

Assets We Have Cont'd

Site & Building

- [Birds eye view - 02.2018](#) (current facility)
- [Site aerial - 2019](#) (current facility)
- [Context map - 2019](#) (current facility)
- [Street view - 10.2018](#) (current facility)
- [Spruce Acres site map - 2019](#)
- Spruce Acres Civil Plans - 05.2018
- Spruce Acres Administrative Subdivision Plan - 06.2017
- Spruce Acres Site Improvement Map - 2019
- Spruce Acres Trail Sign - 2019
- Spruce Acres Trail Map
- [Staking SK - 12.2018](#)
- [Spruce Acres office plans - existing & proposed](#)
- [Spruce Acres Trailhead parking lot](#)



“Anyone, from any background can really go through this process and come up with, truly, a great decision on a design build. It’s very simple. It’s not overly complicated and I really appreciated that.”

—Chuck Allot, Executive Director, Aquidneck Land Trust



AQUIDNECK LAND TRUST

Conversation with Chuck Allott, Executive Director

VBCF MASS

HOW TO APPLY

VBCF + MASS

Capital Readiness Assessments

APPLYING

- Online application on vbcfoundation.org by the end of April
- Application includes: organizational background, project overview and objectives, key team members, and summary of capital assets
- vBCF and MASS design will review proposals jointly
- If selected, applicants will work directly with MASS Design for 9 weeks

New applications will be
available on vBCF website
April 16, 2021

Questions in the chat will be answered in an addendum and distributed to all participants after the event.

THANK YOU!

VBCF + MASS