Appendix 2:
Boosting Opportunities for Social and Economic Mobility for Families (BOOST)
(Education and Human Services Program)
Funding Opportunity

Frequently Asked Questions
Letter of Inquiry: Phase 1
Updated: July 10, 2019

General

1. **I have an idea for a grant proposal or questions about this funding opportunity. Can we arrange a call or meeting to discuss?**
   To ensure a consistent, fair and equitable competition for all BOOST applicants, we are not taking any phone calls or meetings about the funding opportunity during the letter of inquiry phase (phase 1) of the application process. Please read the BOOST Funding Opportunity Narrative and these FAQs closely, as they provide substantial guidance on our funding priorities and on submitting a letter of inquiry.

   If you have questions about the funding opportunity or experience challenges while navigating the grant portal (Fluxx), please email programoperations@kresge.org.

   a. For technical challenges with the grant portal, a Kresge associate will follow up by phone or email as soon as possible.

   b. If we receive substantive questions about the Funding Opportunity that are relevant to multiple applicants, we will post updated FAQs at www.kresge.org/boost. We are unable to respond to specific questions about individual applications.

2. **Where can I find webinar and the videos featured in the webinar? (New! June 28)**
   A recording of the June 24, 2019 webinar is located here. During the webinar we feature two videos. The Human Services Team's video is here, and the Education Team's Urban Higher Education Ecosystem video is here.

Eligibility

3. **What organizations and partnerships are eligible to apply?**
   We recommend reading the BOOST Funding Opportunity Narrative closely to ensure your organization, partnerships and proposed work is eligible and competitive. Eligibility criteria are outlined in that document.

4. **What is your definition of a city? (Updated June 28)**
   For this grant opportunity, we are using the U.S. Census Bureau's definition of a Metropolitan Statistical Area that contains a city of 50,000 or more people.

   Partnerships may operate in the city core or in the broader community, such as commuter communities near the major metropolis. A Consolidated Metropolitan Statistical Areas (CMSA) is also eligible as it still meets the requirements of an MSA.

5. **Does my organization qualify as a human service nonprofit? (Updated June 28)**
   Human services nonprofits use a variety of names to describe themselves, but they typically share some common tenets. In short, a human services nonprofit provides "services to children, families, adults, and communities or... focus on economic empowerment or neighborhood development."[1] The Alliance for Strong Families and Communities explains human services nonprofits, "provide and lead an array of programs such as counseling, education and enrichment, adoption and foster care, workforce development, neighborhood revitalization, and civic engagement and advocacy."

   For this grant opportunity, we seek proposals from partnerships that include a strong human services nonprofit that (1) focuses on social and economic mobility, (2) demonstrates the characteristics of the NextGen Initiative and (3) applies a two-generation, whole-family approach as defined by Ascend at the Aspen Institute.

   The primary human services nonprofit should provide several different services for families but does not necessarily have to provide *all* the services needed by the families. For example, the primary human services nonprofit could provide services like case management, food assistance and other supports but partner with other human services organizations to secure other supports.

   Nonprofits that provide a single service related exclusively to college access or success are not well positioned to be the primary partner in the community college-human services nonprofit partnership. For example, nonprofits providing direct or indirect services to increase college access would not qualify. However, these entities may play a supporting role.

6. **How does a human services nonprofit demonstrate two-generation, whole-family approaches? (New! June 28)**
   Ascend at the Aspen Institute provides a framework and resources to help organizations consider approaches and partnerships to strengthen two-generation, whole family approaches and outcomes. Applicants should describe and demonstrate these as they answer the narrative questions.

7. **The BOOST Funding Opportunity Narrative says human services nonprofits who are the lead applicant must meet certain additional criteria. What are those criteria?**
   To be the lead applicant, the human services nonprofit must have:

---

[1] https://alliance1.org/web/about/web/about-us.aspx?about&hkey=c4229483-659a-4ffd-9982-7690ba4b27eb

- o 501(c)3 status,
- o Audited financial statements, or in absence of audited financial statements, 990s from the last year, and
- o An annual budget of at least $500,000.

8. **Is a public human services organization (such as a county human services department) eligible to apply as a primary partner? (New! June 28)**
No, a public human services agency is not an eligible primary partner. For this opportunity, the primary partners should be the community college and human services *nonprofit*. A public entity that also provides supportive services may act as a material partner.

9. **Is a United Way an eligible lead and/or primary partner? (New! June 28)**
Yes, if the organization meets the requirements described for a human services nonprofit.

10. **I saw the community college partner must be an Achieving the Dream (ATD) college. How do I know if my local community college is in the ATD Network? (Updated June 28)**
We recommend speaking directly with your community college leadership about their participation in the ATD network. ATD colleges—both active members (leader colleges and participating institutions) and former institutions are listed on the <u>Achieving the Dream</u> website.
   a. **Can a college that's currently applying to Achieving the Dream be considered for this opportunity? (New! June 28)**
   If a college has started the process of joining ATD but is not yet listed on the website linked above, they are not eligible for this funding opportunity.

11. **Why only ATD colleges?**
This initial funding opportunity is only available to Achieving the Dream Colleges for three reasons. First, ATD helps build foundational skills, such as data capacity, necessary for successful community partnerships that deliver improved outcomes. Second, participation in the ATD network signals the institution shares the Foundation's commitment to advancing more equitable outcomes for students. Third, working with its members, ATD has already pioneered several efforts, like Working Student Success Network and Community College Women Succeed Initiative, on which this funding opportunity builds.

12. **My community college is an ATD member, but we use our college's foundation as the fiscal agent and manager for grants. Are we eligible to apply? (Updated July 10)**
Yes, we understand that many community colleges use their affiliated foundations to take in grant dollars. If the implementing community college is a member of the ATD network, then the foundation may act as the "lead applicant" in the Fluxx system.

13. **Can community college district apply? (Updated June 28)**
The primary college applicant should be an ATD member. A community college district that is an ATD member can apply as the primary partner. The participating college campuses would ideally be members of ATD, as well. As long as some of the campuses are ATD members, a non-ATD college can be a partner as long as the qualifying primary college partner is an ATD college or ATD college district.

14. **The grant application requires letters of support or memoranda of understanding (MOUs) as part of the proposal. What entities need to supply letters of support and/or MOUs? (Updated June 28)**

To be eligible, for the letter of inquiry phase (phase 1) we require letters of support from the primary partners (the community college partner and the human services nonprofit). Should one of these letters of support not be included, <u>the letter of inquiry will be disqualified and not reviewed.</u>

Additional letters of support may be submitted, but only if the entity is contributing to the proposed work in a substantive way.

MOUs are encouraged but not required during the first phase. If the partnership has a draft MOU, this can be submitted. We encourage all letters of support and MOUs to describe how the partner is contributing to the proposed work. During the full proposal process, we will require an MOU between the primary partners.

15. **Can current Kresge grantees apply?**
    Yes, if the partnership and proposed work meets the eligibility requirements.

Partnership

16. **The grant opportunity clearly centers on the community college-human services nonprofit partnership. Can you describe how that works from an application and funding perspective?** To complete the letter of inquiry, phase 1 of the application process, please consider the following:
    o Only one organization, either the community college or the human services nonprofit, can serve as the lead applicant within the grant portal, Fluxx. This entity will need to request a username and password for Fluxx and lead the letter of inquiry phase of the application process. Should the partnership be selected for funding, this entity will hold legal responsibility for the grant and funds from Kresge will go to that entity. That entity may then subgrant or subcontract some funds to partner entities.

    o One human services nonprofit and one community college (or community college district) must serve as "primary partners". These entities will be named in the proposal, respond to individual and joint questions and submit letters of support.

    For specific questions about submitting applications in the Fluxx system, please review the [Fluxx Guide and Preview](). If after reviewing the guide you still have questions, please contact [programoperations@kresge.org]().

17. **Which organization (community college or human service nonprofit) should serve as the lead organization?**
    Your partnership should select the entity with the capacity to serve as a lead applicant who will lead the grant applicant process and, if selected, will receive the grant funds. Please see the above question regarding additional criteria the human service nonprofit must meet, should the nonprofit serve as the lead applicant.

18. **If an Achieving the Dream community college serves as the primary community college partner, can another college that is not in the ATD Network be part of the partnership? (New! June 28)**
    Yes, a non-ATD college can be a partner as long as the qualifying primary community college partner is an ATD college.

19. **If our human service nonprofit or community college has multiple locations, in more than one city, can we apply as a multi-city partnership? Can a national human services nonprofit apply for a multi-city effort? (Updated June 28)**
Multi-site applications will be considered. The selection criteria may help inform whether your partnership can achieve the goals of the RFP in multiple locations. Since BOOST intends to support city-based partnerships, please explain your understanding of the local context in each city and a rationale for partnership and solutions that takes into account that local context. Multi-site partnerships must still include the required primary partners, including a human services nonprofit anchored in the city / MSA. National nonprofit may have a supportive role.

20. **How do you define an "existing" partnership? (New! June 28)**
Existing partnerships should have a track record of collaboration. There is no length of time that the partners have to have worked together. We will prioritize those partnerships that have already successfully and demonstrably delivered better outcomes for families with low income. Successful applications will be able to articulate and evidence those prior successes, as well as identify past partnership challenges and efforts to mitigate or overcome those challenges.

21. **How should we handle other partners? (Updated June 28)**
In addition to the primary partners, the partnership may include other entities, and these entities may be named in the proposal. We do not seek an extensive list of current and potential partners, but rather any organizations that will contribute in a material way to the partnership and to increasing social and economic mobility for families with low-income. For example, if a third party is needed to provide a specific service to students and families or will conduct an evaluation for the partnership, that entity may be named in the proposal and a letter of support may be included with the letter of inquiry. Other partners may include businesses, universities or other partners that may help the partnership achieve the overall goals of BOOST.

22. **Can the partnership be co-located or expand services through co-location? Can the human services nonprofit be located on a community college campus? (New! June 28)**
We seek partnerships that improve outcomes for families living with low incomes. Co-location may be a strategy to increase social and economic mobility of low-income families in your community.

23. **Can a community college or human services nonprofit participate in more than one proposal? (New! June 28)**
A primary community college partner or a primary human services nonprofit should *not* participate in more than one application. At a community level, the college and nonprofit should decide what is its best application to the Kresge Foundation before submitting any letters of inquiry.

Ultimate Beneficiaries (New! June 28)

24. **Is there a minimum number of participants that must be served? (New! June 28)**
BOOST is not intended to support boutique, small-scale programs narrowly targeted to a few hundred students. BOOST seeks efforts advanced by the partners to create change *at scale*. Scaled change can be achieve through a variety of means. It may be a policy or practice change that impacts hundreds to thousands of students/clients. It may also be a pilot program designed, evaluated and scaled, if warranted by the evaluation findings, to impact hundreds to thousands of students/ clients within the three-year period.

25. **Can the community college students be enrolled in non-credit programs as well as credit programs? (New! June 28)**
As your partnership thinks about educational pathways, please keep in mind the ultimate goal of BOOST-- social and economic mobility for families through family-sustaining employment. We are open to educational programs, potentially non-credit, that advance that goal. Applicants must make the case, with empirical evidence, for any specific educational programs lifted up in the application.

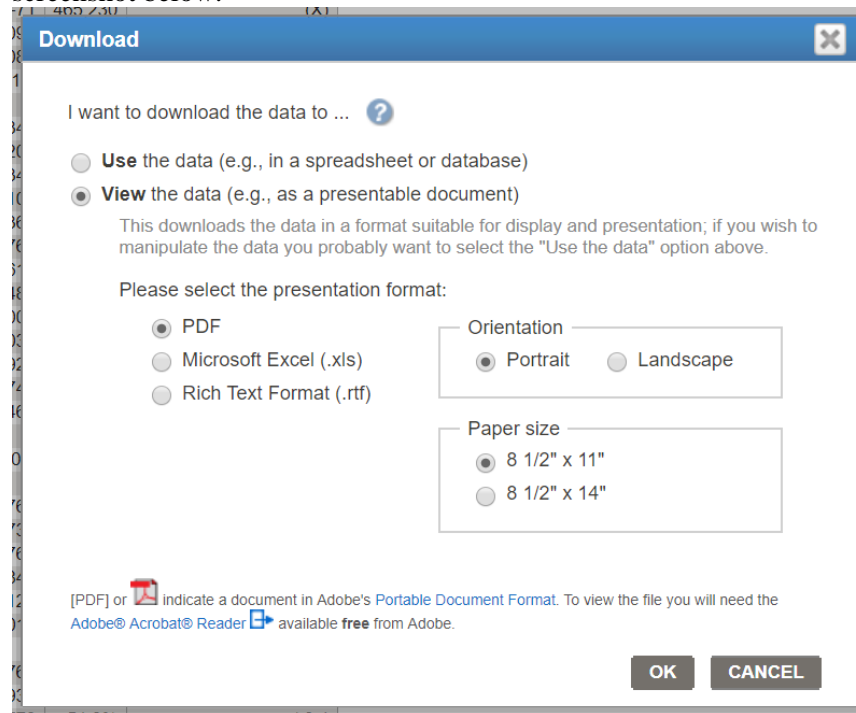26. **What is the target population for BOOST? (New! June 28)**
BOOST seeks to support social and economic mobility of *families* through two-generation approaches. BOOST is less focused on the transition into college for traditional high school students without children.

Data, Outcomes and Evaluation

27. **Census Bureau data is required as an attachment. How do I ensure the correct data is provided? (Updated June 28)**
The Census Bureau website was updated as of July 1, 2019. Please use the following steps to provide the correct attachment:
   - Visit https://factfinder.census.gov
   - Under the section labeled "Community Facts," type in the name of the city in which your partnership operates and select "Go."
   - The website will move to a new page with several popular tables. Select the "Demographic and Housing Estimates" under the 2017 American Community Survey.
   - The website will open to a new page with a table of demographic data. Along the top bar, there will be an option to "Download." Click on download.
   - A pop-up should open. Select "View, "PDF," and the paper size, as demonstrated in the screenshot below:

- Select "OK"
- This should provide a PDF file that is three pages long. Please save the file with the name of your city and upload to the attachments.

28. **The letter of inquiry asks the community college partner to provide information about our student demographics and key success outcomes, overall and for particular student populations. How should we define that?**

You may determine precisely how to define and respond to this request. In your response, please describe how the data were calculated and why you've chosen this approach. For colleges participating in the National Student Clearinghouse's Postsecondary Data Project (PDP), please indicate this in your answer and submit PDP outcomes measures.

29. **The letter of inquiry also asks to provide data on community college students who are parents of children under 18 years old. What if we don't have these data?**

We recognize that many colleges have not yet made collecting these data part of their routine data collection efforts. We leave it to you to supply the data you have on your students who are parents. Having these data will make your application more competitive but is not a requirement.

30. **The LOI asks for three-year graduation and transfer rates. Will preference be given to colleges that have better rates? (New! June 28)**

Not necessarily. We will consider colleges that have substantial improvement to be made and can make a strong case that the human services partnership will help them achieve better student outcomes.

31. **What outcomes are expected through this opportunity? (New! June 28)**

BOOST seeks improved outcomes at several different levels. At an individual-level, it seeks increased social and economic opportunity for families with low-income. Toward that ultimate individual-level outcome, it seeks several intermediate outcomes, namely increased employment in family-sustaining careers and increased access to and success in postsecondary education. A simplified logic is: increased postsecondary access & success→ increased family-sustaining employment → increased economic mobility for families.

In addition, BOOST seeks partnership that advance outcomes at the organizational/ institutional level and at the systems level, such as increased organizational capacity, strengthened data systems; new financing models; and policies and practices that support social and economic mobility. Applicants should articulate which institutional and systems level changes are required to achieve the individual level outcomes highlighted above.

32. **Would all students in the cohort have to have completed their degrees by the end of the grant? Will participants have wage gains by the end of the cohort? (New! June 28)**

We recognize the limitations of the three-year grant period for achieving the ambitious outcomes desired for families with low-incomes; therefore, ultimate beneficiaries of BOOST will not necessarily have to complete their degrees or experience wage gains within that window. More information on the quantitative metrics for BOOST will be shared with finalists.

33. **Is an evaluation required for individual grant applications? If so, what kind of evaluation is required? (New! June 28)**

An individual grant application that includes an evaluation will be more favorably reviewed. Evaluation signals that the partnership is committed to learning and continuous improvement efforts. Learning and evaluation efforts ideally would help define the problems tackled by the partnerships, inform the design of any new efforts, provide feedback with which to make mid-

course corrections and improvements, and ultimately determine whether any changes are making a difference for ultimate beneficiaries. The evaluation should be the most appropriate to answer the partnerships' learning goals. If a partnership seeks to learn whether a program or intervention delivers impact for ultimate beneficiaries, program-level evaluations meeting What Works Clearinghouse's standards will be most competitive.

Using the Online Grant Portal (Fluxx)

34. **There are several funding opportunities on the Kresge website. How can I make sure my partnership is applying for the BOOST grant opportunity?**
We strongly recommend that you take time to ensure you are applying for the correct funding opportunity. This opportunity is listed in both the Education and Human Services sections of the Current Funding Opportunities page.

    Once the lead applicant has a username and password and logs into the online grant portal, please refer to the Fluxx Guide and Preview to ensure you are accessing the correct application.

35. **The funding opportunity includes individual questions for each of the primary partners (community college and human service nonprofit) and joint questions. How do we put them in the online system (Fluxx)?**
We recommend that draft text is developed outside the system, then copied in by the lead entity into Fluxx. We strongly recommend you carefully track the character count for each question.

36. **I'm having trouble with my online account. Who should I contact?**
For specific questions about submitting applications in the Fluxx system, please review the Appendix 4: Fluxx Guide and Preview or contact programoperations@kresge.org.

37. **I'm having trouble submitting my application or attaching 'Other' documents.**
This problem often occurs when all required attachments, as noted by an asterisk (*), are not uploaded to the grant request. Please upload these in the 'Attachments' section of the grant request by clicking the plus sign (⊕).

    For the correct attachment of an 'Other' document, please add custom text to note the type of document that you have added in the white box to the right of the document you have uploaded.

Budget

38. **Does Kresge have a cap on indirect rates?**
The Kresge Foundation prefers that its grant dollars support direct project costs. We recognize that nonprofit organizations must cover certain fixed costs and administrative functions that indirectly support projects. As such, we allow grant seekers to include indirect costs in requests to the Foundation.

    We calculate indirect costs as a percentage of direct project costs. We determine the reasonableness of indirect costs on a case-by-case basis. Indirect costs that exceed 15% may jeopardize approval of a request.

39. **Does Kresge require a budget template?**
We strongly encourage the use of the budget template available here. This template is also linked within the BOOST Funding Opportunity Guidelines.

40. **What are expenses not allowable? Are any expenses unallowed? (New! June 28)**
    The following expenses are not allowable:
    - Capital requests.
    - Direct financial support for individuals, including scholarships, emergency aid grants, gas cards, etc.

    All other expenses will be considered.

41. **Should applicants include funding for travel to the biannual convenings? (New! June 28)**
    For the letter of inquiry budget, applicants do not need to include travel for the biannual convenings. If invited to the full proposal (phase 2), applicants may be given more detailed guidance on revising their budgets. This may include a directive to budget travel expenses for the convenings.

42. **Is lobbying an eligible expense? (New! June 28)**
    As a private foundation, the Kresge Foundation is not able to support any lobbying or attempts to influence legislation or elections. Organizations may request funds to support advocacy efforts.

43. **Is there a match requirement? (New! June 28)**
    We are not requiring a match requirement. In-kind support and local funding partnerships are considered favorably.

Miscellaneous (New! June 28)

44. **Will BOOST be offered again in the future? (New! June 28)**
    We have made no decision about a future BOOST funding opportunity. We intend to engage in evaluation to learn from BOOST and to inform a decision on future funding.