



NextGen

Next Generation of Human Services

— THE KRESGE FOUNDATION —

Memphis

May 2019



The Human Services Program at The Kresge Foundation is requesting proposals for its \$1.25 million Memphis Next Generation Initiative to support nonprofit organizations working to advance the social and economic mobility of Memphis families.

Kresge's Human Services Program is pleased to invite proposals to participate in the Memphis [Next Generation](#) (NextGen) Initiative.

As part of our commitment to advance the human services sector and accelerate social and economic mobility for people with low income, we seek to invest in organizations that are improving social and economic mobility for children and families in Memphis. These high-performing organizations are characterized as: person-centered, outcomes-based, and data-driven; they apply a racial equity lens and are focused on greater sector impact and systems change.

Additionally, these organizations adhere to sector best practices such as brain-science informed and two-generation, whole family approaches that emphasizes the importance of fathers. Finally, organizations work towards a generative business model as defined by the Human Service Value Curve. To learn more about these approaches, please refer to our [Frequently Asked Questions](#) document.

The initiative will be structured as a two-year program consisting of three components: 1) leadership development; 2) development of a community of practice; and 3) the development of organizational and cohort action plans toward advancing and accelerating social and economic mobility using a two-generation, whole-family approach. The foundation will award grants of up to \$250,000 over two years to up to five organizations. Grantees will be supported to form a learning and collaboration network that will include three meetings per year.

To apply, please submit a proposal through [Kresge's online grantee portal](#) by **12 p.m. (EST) Friday, June 7, 2019.**

If you have previously been a Kresge grantee, please use your existing Fluxx credentials to apply. If you are a new partner to Kresge, you will need to register for an account for your organization before applying. Please know that it can take 5 to 7 days to receive your Fluxx credentials. You can find a guide to using Fluxx [here](#).

Please refer to our [FAQ document](#) for more information. We will also answer questions during an informational session from 2:30 to 4 p.m. on Tuesday May 14, 2019 at the Assisi Foundation, 515 Erin Drive, Memphis, TN 38117. Please RSVP by Friday May 10, 2019. To register, click [here](#).

If you have any questions, please email InquiryHumanServices@kresge.org.

Narrative Questions

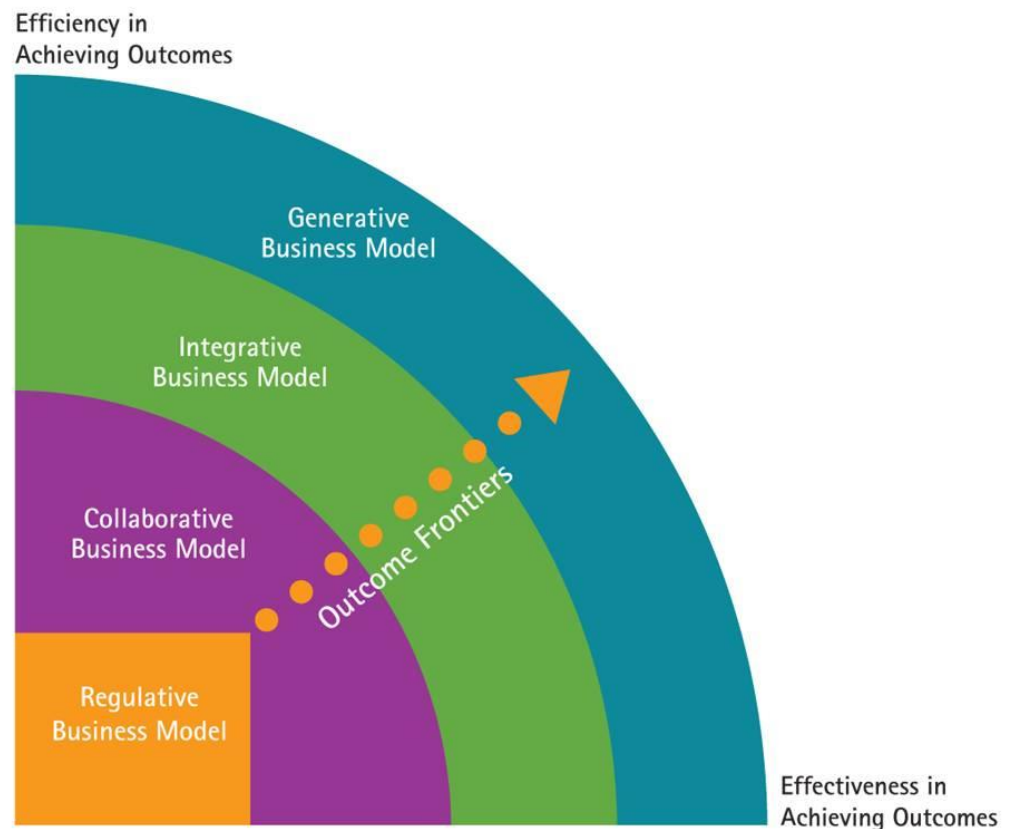
1. Please provide an overview of your organization. (i.e. mission, service array, number and population of people served, funding sources, staff, board, etc.) Please include pertinent information around current track record regarding family social and economic mobility outcomes.
2. Please describe your organization's theory of change for social and economic mobility (SEM). How does your organization define SEM? Describe your organization's approach for advancing and accelerating social and economic mobility for people with low incomes. Please include pertinent information around current track record regarding family social and economic mobility outcomes. What are identified key levers?
3. To what extent, if at all, does your organization work or partner with organizations working to ensure access and full participation to equitable financial services?
4. Describe how you are a NextGen organization. How does your organizational focus and programming incorporate the following: a) person-centered, b) outcomes-based, c) data-driven, d) applying a racial equity lens, and e) focused on greater sector impact and systems change. Please describe each. Please include pertinent information around current track record regarding family outcomes.
5. How does your organization define racial equity? Please use the frames below to help us understand how you are creating a race equity culture inside of your organization. (Please refer to ProInspire's "[Awake to Woke to Work: Building a Race Equity Culture](#)" for more information.)
 - SENIOR LEADERSHIP - Individuals in a formal leadership role
 - MANAGEMENT - Individuals who oversee operations of teams
 - BOARD OF DIRECTORS - Governing body of an organization
 - COMMUNITY- Populations served by the organization
 - DATA - Metrics to drive improvements and focus
 - ORGANIZATIONAL CULTURE - Shared values, assumptions and beliefs
 - TALENT MANAGEMENT & HUMAN RESOURCES - Recruitment and hiring practices and investment in staff capacity
6. Please provide examples of data points used to help your organization better understand racial inequity as a significant barrier to social and economic mobility
7. The two-generation, whole family approach focuses equally and intentionally on services and opportunities for the child and the adults in their lives, including the important role of fathers. They articulate and track outcomes for both children and adults simultaneously. The core components of two-generation, whole family approaches include education, economic supports, social capital and health and well-being. To learn more, please visit <http://ascend.aspeninstitute.org/two-generation/what-is-2gen/>
 Describe how your organization adheres to and is implementing a two-generation, whole family approach. Please indicated how your organization is addressing two-generation core components around education, economic supports, social capital and health and well-being.

8. What is your organization's point of intervention or strategic frame for your two-generation, whole family approach? How do the people served benefit from and contribute to the progress? Please include pertinent information around current track record regarding family outcomes.

9. The Human Service Value Curve (HSVC) is central in how the field is beginning to gauge systems change progress toward a generative way of functioning. Please provide insight as to where your organization is primarily operating in its progression relative to the HSVC. Please visit <https://vimeo.com/70258131> and <https://lnwprogram.org/frameworks/human-services-value-curve> to learn more.

9a. Using the image to the right, please indicate your organization's progression:

- Regulative
- Mostly regulative moving toward collaborative
- Collaborative
- Mostly collaborative moving toward integrative
- Integrative
- Integrative moving toward generative
- Generative



9b. Please provide the basis for your assessment. What are the barriers and enablers to your organization progressing toward a generative business model?

10. Describe any strategic alliances and partnerships that are important to achieving your outcomes. Please include how your work with community partners (public, nonprofit, private, business, education, workforce etc.) advances SEM using a two-generation (whole family approach).