

THE KRESGE FOUNDATION

# Kresge Innovative Projects: Detroit

## Round 3 Application Guide

**The Kresge Foundation**  
**Troy, Michigan**  
**2016**

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## **Introduction**

The Kresge Innovative Projects: Detroit Grant Program is a multiyear, citywide initiative for transformative improvements to the quality of life in Detroit's neighborhoods. Through it, the Kresge Foundation's Detroit Program seeks to respond to community objectives expressed during the Detroit Future City planning process by providing resources for neighborhood-based projects that support the vision and creativity of the city's residents.

The program will support projects that:

- Take place within the city and are led by a Detroit-based nonprofit organization;
- Demonstrate a transformative impact;
- Advance neighborhood priorities and fulfill the Detroit Future City strategic framework and (see Appendix);
- Use inclusive, collaborative processes for planning, design, development and implementation;
- Benefit low-income individuals and people of color; and
- Will be completed in 12-18 months from the date of the grant award.

In addition to providing funding for project implementation, the program may consider additional technical assistance to grantees in support of their projects on a case-by-case basis.

## **Implementation Grants**

In this third round of the initiative, the Detroit Program will provide support through implementation grants for "shovel-ready" projects.

Grants will be awarded on a competitive basis, and we expect to award in each of the seven Detroit City Council districts.

Implementation grants of up to \$150,000 each will fund shovel-ready projects that can begin in early 2017. Preference will be shown for projects for which a majority of funding (50 percent to 100 percent) would be provided from Kresge's implementation grant.

Projects receiving implementation grants in this round must be completed by Aug. 31, 2018.

### **Site control**

Kresge expects applicants to provide documentation demonstrating control of the project site. Kresge defines site control as having any of the following in place with no delinquent tax liability:

- Ownership
- Purchase agreement
- Long-term lease agreement

Kresge will show preference for proposals with one of these forms of site control. Proposals for projects with other site-control situations will be considered on a case-by-case basis. Additionally, a grantee must hold the required permits/approvals for a project prior to payment of implementation grant funds.

### **How May Implementation Grant Funding Be Used?**

- Staff and/or consultant time devoted to the project.
- Capital expenses.
- Sub-grants or contracts to partner organizations for project work.
- Contracts for professional or technical assistance (e.g., design or construction).
- Project materials and supplies.
- Fees for permits and other regulatory costs associated with the project.
- Costs associated with community outreach and communications efforts, including community events on the project site.
- Administrative and overhead costs related to the project.

### **Eligibility**

This grant opportunity is open to nonprofit organizations and partnerships among nonprofits. The lead applicant must:

- Be incorporated in the state of Michigan, located in and primarily serving the city of Detroit;
- Have at least two years of operational history;
- Have an IRS 501(c)(3) designation or operate under a college or university; and
- Be able to provide an independently prepared audit for the most recently completed fiscal year that follows Generally Accepted Accounting Principles or Government Audit Standards. Organizations with annual budgets of \$250,000 or less may provide a qualified financial review or IRS Form 990 for the most recently completed fiscal year in place of the audit.

The lead applicant may not be:

- An elementary or secondary school,
- A religious congregation (however faith-based organizations such as faith-based community development organizations may apply),
- A for-profit organization,
- An individual

## **The Application**

### **Overview of process**

We invite interested organizations to submit proposals for implementation grants by 5 p.m. Eastern time on Monday, Nov. 21, 2016, using Kresge's online application system (Fluxx) at [kresge.fluxx.io](http://kresge.fluxx.io). Fluxx will require applicants to provide information about their organization and grant request, answer a set of narrative questions, provide demographic data for their organization, and upload a number of attachments as detailed below. **If your organization does not have an existing account in Kresge's Fluxx system, we strongly encourage you to create one well before the proposal deadline** as it typically takes 2-3 business days to process new account requests.

An organization may submit only one application as the lead applicant, however it may also be a partner organization on an application of another lead applicant.

Recipients of Round 1 and 2 implementation grants may submit an application for an implementation grant in Round 3. Preference will be given to lead applicants who have not previously received an implementation grant through this program. This preference reflects the desire of the Kresge Detroit Program to support a diverse set of projects and partner organizations across Detroit through the Kresge Innovative Projects: Detroit grant initiative.

Recipients of Round 2 planning grants are encouraged to apply for an implementation grant in Round 3 if they feel that their planning work has sufficiently prepared them to develop a competitive proposal based on the review criteria below.

Each proposal should succinctly but thoroughly outline the project concept. Proposals should include all documentation as required below.

### **Review Process**

A panel comprised of Kresge staff and outside reviewers will consider applications in light of the review criteria listed below and make recommendations to Kresge Detroit Program staff for final decisions.

We expect to announce implementation grant awards in March 2017. Funding decisions as part of this grant program are independent from those of other Kresge Foundation programs and will neither affect nor be affected by decisions of other programs, nor by decisions related to other initiatives within the Detroit Program.

### **Required Questions for All Applications**

**A. Organization Information** – All applicants will be required to provide background information about their organization.

**B. Grant Request Information** – All applicants will be required to provide information about their grant request. Please note:

- All applicants must select the “Kresge Innovative Projects: Detroit (Round 3)” program
- All applicants must enter a beginning date of 3/1/2017
- All applicants must enter a duration date of 18 months
- All applicants must request “Project Support”

**C. Narrative Questions** – All applicants will be required to concisely answer the 12 narrative questions below.

1. Provide the geographic location of your proposed project site, either a specific address or the nearest intersection. *Character limit: 500*

2. Provide the Detroit City Council district in which the project will take place. *Character limit: 100*

3. Describe the proposed project, including its objectives and anticipated impact, focusing your response on the following characteristics:

- What transformative impact will the project have and how will the neighborhood be different as a result?
- Describe how this project benefits low-income individuals and people of color.
- How does this project support inclusive and equitable growth in Detroit?

*Character limit: 3,500*

4. Describe how the proposed project will support the vision of neighborhood residents. How will it advance community priorities for the neighborhood? How does it fit with prior community planning processes? How will the community be engaged before and during the project? *Character limit: 3,000*

5. Describe how the proposed project aligns with the Detroit Future City Strategic Framework Plan:

- How does it contribute to neighborhood stabilization?
- Does it have an open space or vacant land element?
- Does the project fulfill the framework plan in an innovative way that may create a model for other Detroit neighborhoods?

*Character limit: 3,000*

6. Provide a detailed timeline and work plan for the proposed project work. Can the proposed work be completed in the required time frame (12-18 months)?  
*Character limit: 2,500*
7. Describe your past efforts to engage and support the local community. How have these practices benefited local residents and how have they informed the proposed project? *Character limit: 2,500*
8. Describe how your organization will use inclusive, collaborative processes to design, develop and implement the proposed project. How will you partner with other organizations in the community in which you are working to successfully complete the project? What will be the specific roles of the partner organizations on this project? (Including partnerships with organizations for community engagement, design, engineering, contracting, project management, and other services where needed.) *Character limit: 3,000*
9. Briefly discuss your organization's capacity to coordinate and execute the proposed project. What past projects has your organization developed, implemented and maintained in support of community goals? Who from your organization will lead the proposed project, and what relevant past experience do they have? How many full-time equivalent staff does your organization have (see the Appendix for instructions for calculating)? *Character limit: 2,500*
10. Briefly discuss the current status of project site control as defined above on Pages 2-3 of the application guidelines. Does your organization have control of the project site as defined above? If not, tell us more about the current status of the site and its impact on the project timeline. *Character limit: 2,500*
11. Provide a list of the permits and approvals necessary to implement the project.  
*Character limit: 3,000*

**D. Demographic Data** – All applicants will be required to enter demographic data concerning their organization and the populations they serve. The Kresge Foundation is committed to gathering this data in keeping with our value of promoting racial, ethnic, and gender diversity.

## **Required Attachments for All Applications**

- 1) **Annual organizational operating budgets** – The organization's operational budget-to-actual for the 2015 and 2016 fiscal year and the projected budget for 2017 fiscal year.
- 2) **Board member list** – Current board members, with officers noted, and all members' professional affiliations. Please identify any community representatives as a "volunteer" or "community member."
- 3) **Financial statements** – A copy of your audit, qualified financial review or IRS Form 990 from the most recently completed fiscal year. Organizations with annual budgets of more than \$250,000 must submit an audit.

- 4) **Letter of request** – On applicant’s letterhead, signed by an individual (typically the chief executive officer) authorized to enter into contracts on behalf of the organization.
- 5) **Line-item project expense budget** – The budget should correspond with the activities described in the proposal narrative and the budget time frame should match the proposed project timeline. See Appendix for a sample budget format.
- 6) **Project personnel** – The names and qualifications of the key individuals who will lead and manage the work described in this request. For each individual, please describe the expertise and experience he or she brings to the work.
- 7) **Project Site control** – This document will serve as evidence of project site control. Please review the guidelines above as referenced on pages 2-3 for our definition and expectations for the demonstration of project site control.

## **Letters of Support**

Organizations are encouraged to submit a letter of support from any entity that is included as a key partner in the grant application. A maximum of 5 letters of support from key partners can be uploaded.

## **Other Supplemental Supporting Documents**

Organizations are invited to submit up to two separate supplemental supporting documents, which may include visual depictions and support drawings or other relevant planning documentation.

Proposals that do not include supplemental supporting documentation will not be penalized.

## **Review Criteria**

A competitive project concept will:

- Demonstrate a transformative impact in its Detroit neighborhood.
- Advance community priorities for the neighborhood and engage the community before and during the project. For example, a competitive project would generally connect to broader community planning and engagement efforts.
- Fulfill the Detroit Future City Strategic Framework Plan in an innovative way. For example, such projects might:
  - Creatively use vacant land and open space
  - Strengthen neighborhood identity
  - Enhance quality of place

- Directly engage residents to become active participants in improving their neighborhood
- Have clearly defined and achievable timelines.
  - Projects will be able to be fully completed within a 12- to 18-month period beginning Mar. 1, 2017.
- Use inclusive, collaborative processes for design, development and implementation. This includes engagement with both the local community and relevant partner organizations.
- Benefit low-income residents and people of color.
- Rely on this grant for a majority (50 percent to 100 percent) of its total implementation costs.
- Provide documentation of project site control (defined as ownership, purchase agreement or long-term lease agreement) with no delinquent tax liability.

Competitive lead applicants will have:

- Sufficient organizational capacity to coordinate and execute projects of the scope and scale described here. Preference will be shown for applicants with the equivalent of at least one full-time person on staff (instructions for calculating full-time equivalents are in the Appendix section),
- A history of community engagement and relationships in the neighborhood where the project will be located, and
- A track record for developing, implementing and maintaining projects that support community goals.

## **Reporting Requirements**

All projects funded by an implementation grant are to be completed within an 18-month grant period beginning on Mar. 1, 2017.

The Kresge Foundation reserves the right to review any grant decision, dependent on the organization's performance and plans.

Grant reports will be due **30 days** after the completion of the grant period.

Grant reports will include both a narrative and financial component, with an emphasis on this project as a learning experience for your organization, other organizations and The Kresge Foundation. This information will help refine and strengthen the foundation's strategies, and help advance the work of our partners. More on Kresge's commitment to learning and evaluation is included below.

Specific grant report details will appear in the grant agreement.

Organizations with an annual operating expense budget greater than \$250,000 must submit their most recently completed audit along with the grant report. Organizations with an annual operating expense budget of \$250,000 or less must submit at its most recently completed qualified financial review or IRS Form 990 by the end of the grant period.

## **Kresge and the Detroit Program's Commitment to Learning and Evaluation**

This grant program represents an opportunity for Kresge to learn alongside community partners. In addition to supporting transformative improvements to conditions in neighborhoods, we want to learn what approaches best advance community priorities for revitalization and how Kresge can best support those approaches. To that end, as grantees funded through this program engage in project work we will ask each to think about things like:

- The factors that were most important in successfully completing the project,
- The collaborations with external organizations needed to effectively advance the project,
- The roadblocks or challenges that made it more difficult to achieve project goals, and
- The lessons learned during the grant period that would be helpful to similar organizations working on neighborhood projects.

More detailed questions will be included in grant agreements. As part of final grant reports submitted when project work is complete, we will ask for responses to those questions and a short account describing how project work has made a difference in the lives of people living in Detroit.

## **Questions**

Please email [InquiryDetroit@kresge.org](mailto:InquiryDetroit@kresge.org) or call 248-643-9630 to have your question routed to the most appropriate person.

## **Appendix 1**

The Kresge Innovative Projects: Detroit grant initiative seeks to respond to community objectives expressed during the Detroit Future City planning process by providing resources for neighborhood-based projects that support the vision and creativity of the city's residents. As part of the initiative's review criteria, Kresge will consider the extent to which a proposed project aligns with and fulfills the DFC Strategic Framework Plan to advance neighborhood priorities.

We have summarized below two DFC priorities that The Kresge Foundation is most interested in advancing through this grant program. For more information on the DFC Strategic Framework Plan and the DFC Implementation Office, we encourage you to visit [detroitfuturecity.com](http://detroitfuturecity.com).

### ***Transforming Vacant Land Into an Innovative Open-Space Network***

The availability and strikingly poor condition of vacant land is one of the most widely perceived characteristics of Detroit's current condition. While vacant land is often cited as one of Detroit's greatest liabilities, the DFC Strategic Framework views such land as a potential asset in the city's transformation. With nearly 70,000 parcels owned by the city of Detroit, these land assets can be leveraged to create a new green and sustainable city unlike any other in the world. For more information, see [detroitfuturecity.com/priorities/land-buildings-resources/](http://detroitfuturecity.com/priorities/land-buildings-resources/)

### ***Stabilizing Neighborhoods***

One of the underlying intentions of the DFC Strategic Framework is to address quality-of-life challenges that affect all Detroiters and neighborhoods throughout the city, such as first-rate public safety and an attractive landscape in good physical condition. For more information, see [detroitfuturecity.com/priorities/neighborhoods/](http://detroitfuturecity.com/priorities/neighborhoods/)

## **Appendix 2**

### **Instructions for calculating full-time equivalent staff (FTE)**

To calculate the FTE for your organization:

1. List every paid staff member. Contract staff may be counted if they act for the organization in a staff role on an ongoing, multiyear basis: for example, a part-time director, curator or artistic director; a paid docent giving tours to school groups throughout each year; a person who coordinates public relations and marketing for the organization and its programs throughout the year; or an accountant. Individuals whose employment is related only to a specific project or short-term contract should not be counted.
2. For each person, estimate the total number of hours worked in a year. Then add the total for the entire group.
3. Divide the total by 2,080 – that’s the number of hours in a year for a full-time employee working 40 hours per week. For example, 3,120 hours is 1.5 FTE, or the equivalent of one full-time and one half-time staff member.
4. Report the FTE number as part of your grant narrative.

## **Appendix 3**

### **SAMPLE BUDGET FORMAT**

This page provides a sample budget form. You may submit your budget in any appropriate format. Please put the name of your organization, the date and the beginning and ending dates for the budget time period at the top of the page.

If your grant request is for multiple years, please provide annual budgets for each year requested and a cumulative total by line item. Use only the categories appropriate for your organization

#### **Expenses:**

Include a description and the total amount for each of the following budget categories that apply to your project.

Define each category, such as the number of full-time staff equivalents (FTEs) for the salaries and benefits line item or the types of consultants used.

#### **List the dollar amount for each applicable category.**

Salaries and benefits (FTEs)	\$
Consultant and professional fees	\$
Insurance	\$
Travel	\$
Equipment	\$
Supplies	\$
Printing and copying	\$
Telephone and fax	\$
Postage and delivery	\$
Indirect costs	\$
Evaluation	\$
Other (specify)	\$
<b>Total</b>	<b>\$</b>

#### **Revenue:**

Include the amount and sources of funding for the budgeted categories listed, for example grants/contracts/contributions, earned income and membership income. Also, please indicate which sources are confirmed and which are projected.

#### **Grants/contracts/contributions**

Government (itemize)	\$
Foundations (itemize)	\$
Corporations (itemize)	\$
Individuals	\$
Other (specify)	\$

#### **Earned income**

Events	\$
Publications and products	\$

#### **Membership income**

Other (specify)	\$
To be identified	\$
<b>Total</b>	<b>\$</b>

