

THE KRESGE FOUNDATION



# Request for Proposals

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

As part of our commitment to advance the human services sector and accelerate social and economic mobility (SEM) for people with low income, we seek to invest in organizations that are improving social and economic mobility for children and families in New Orleans. These high-performing organizations are:

- person-centered;
- outcomes-based;
- data-driven;
- apply a racial equity lens; and
- 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 are working towards a generative business model as defined by the Human Service Value Curve. You can learn more about these approaches in our frequently asked questions section in the back of this document and about our [national NextGen work here](#).

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 SEM 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 six in-person convenings over the two-year period. Each organization in the cohort will have three people participate in the cohort. We highly recommend the CEO/Executive Director serve as one of the three participants.

To apply, submit a proposal through **Kresge's online grantee portal between Thursday, January 30, 2020 and no later than 12 p.m. (CST) on Monday, March 9, 2020.**

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 register both your organization and staff name(s) submitting on behalf of your organization by Monday, February 28, 2020. Please know that it can take 5 to 7 days to receive your Fluxx credentials. You can find a guide to using Fluxx [here](#). For your convenience we have also included the proposal questions below to help you prepare your proposal prior to registration. Please make sure to apply to the "New Orleans NextGen" RFP—the questions in the online system will match the questions provided in this document. If you need help with the Fluxx system, please contact [programoperations@kresge.org](mailto:programoperations@kresge.org).

We will also answer questions during an informational session on **Monday, February 10, 2020** from 11:30 a.m. – 1 p.m. at the Greater New Orleans Foundation, 919 St. Charles Avenue, New Orleans, LA 70130. Lunch will begin at 11:30 a.m., followed by a brief presentation about NextGen and a question and answer period. Please RSVP to [NOLANextGen@Kresge.org](mailto:NOLANextGen@Kresge.org) by **Friday, February 7, 2020**.

If you have questions, please contact [NOLANextGen@Kresge.org](mailto:NOLANextGen@Kresge.org). Thank you. We appreciate your work to advance the human services field and your interest in partnering with us.

## Narrative Questions

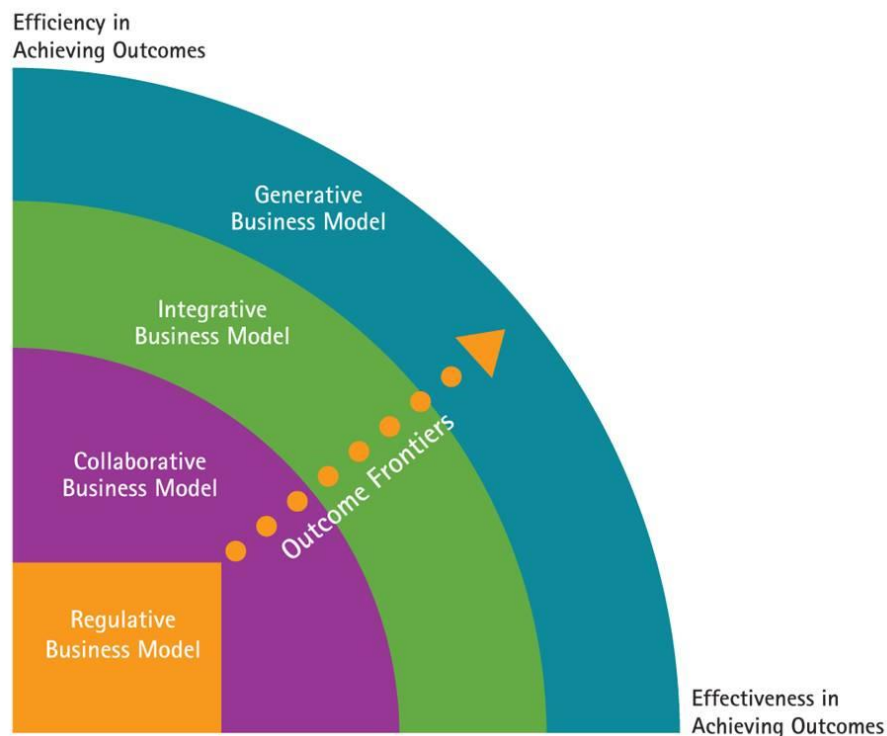
1. Please provide an overview of your organization. (i.e. mission, service array, number and population of people served, geographic footprint, funding sources, staff, board, etc.) Please include pertinent information around current track record regarding family social and economic mobility outcomes.
2. Please describe your organization's theory of change for social and economic mobility. 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. We recognize that developing and implementing a racial equity lens is an incremental process requiring individual and organizational learning and adaptation. The Human Services team at Kresge has embarked on this journey and seeks to partner with organizations that are also making efforts to advance in the journey and humbly acknowledge where they are in the process.
  - How does your organization define equity and racial equity?
  - What informs your organization's understanding of the communities of color you serve? What is the racial context of these communities?
  - Please use the frames below to help us understand how you are creating a culture of race equity in of your organization. In what areas have you made progress? If your organization uses a different framework to measure advancement and strategic progress along a racial equity journey, please include information about the framework in addition to the framework below. (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 and HUMAN RESOURCES:** Recruitment and hiring practices and Investment in staff capacity
  - What examples of data do you use to help your organization better understand racial inequity as a significant barrier to social and economic mobility?
  - Describe what policies inhibit or contribute to racial equity within the work.
  - Please include any structural barriers driven by racial inequity your organization has noted and hopes to address.

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 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.

- a. Using the image below, please indicate your organization's progression:



- ☐ regulative
- ☐ mostly regulative moving toward collaborative
- ☐ collaborative
- ☐ mostly collaborative moving toward integrative
- ☐ integrative
- ☐ integrative moving toward generative
- ☐ generative

- b. Please provide the basis for your assessment. What are the barriers and enablers to your organization progressing toward a generative business model?
10. Does your organization have a business continuity plan? Has your organization planned for natural disasters that could impact operations? If so, what are core elements of those plans? What additional supports could advance this work?
  11. Does your organization support family continuity plan in the event of natural disasters? If so, how? What additional supports could advance this work?
  12. 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.
  13. How does the work of your organization improve and ensure outcomes for children, youth, families and communities? How do the people served benefit from and contribute to the progress? Please describe the nature of the work and the outcomes you achieve. Describe how you collect and or track your success.
  14. While a Kresge NextGen Initiative grant would be unrestricted (General Operating Support), the funds are meant to help organizations accelerate their progress toward advancing SEM. How do you propose to use the funds? What outcomes do you expect will be realized because of your efforts? Please include key objectives, milestones, outcomes and timeline.
  15. Why do you want to be a part of the NextGen cohort? What would you most want to learn? What would you bring to the cohort? Including the CEO as one of the three participants, please identify two additional participants, who will lead your organization's participation in the cohort and play an integral role in advancing SEM. Please indicate who will represent your organization and why you have identified them to participate. Please note that participation will be limited to the identified participants throughout the two-year program with no substitutions.
  16. As part of the Next Generation Initiative participants will dedicate time to establishing and implementing leadership and organizational action plans. What concrete opportunity or challenge would you like to address in the context of this program? Please describe why it is important and what's at stake.

## **New Orleans Next Generation Initiative FAQ**

### **How does the Kresge Human Services Program define Next Generation?**

The Kresge New Orleans Next Generation (NextGen) Initiative is focused on partnering with nonprofit organizations that seek to improve social and economic mobility for children and families in New Orleans. These high-performing organizations are characterized as: person-centered; outcomes-based; data-driven; applying a racial equity lens; and focused on greater sector impact and systems change. Additionally, these organizations adhere to sector best practices revolutionizing the human services sector such as brain-science informed and whole-family approaches.

This funding opportunity builds off our [national NextGen efforts](#). New Orleans is the third place-based NextGen city. Detroit NextGen launched in December 2018 and Memphis NextGen launched in August 2019.

### **What does being part of Kresge's New Orleans Next Generation Cohort include?**

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 SEM 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 six in-person convenings over the two-year period. Each organization in the cohort will have three people participate in the cohort. We highly recommend the CEO/Executive Director serve as one of the three participants.

### **What type of projects are eligible for funding?**

The funds are for general operating support. Applicants should indicate a grant period of June 1, 2020 – May 31, 2022.

### **Can any organization apply to be a part of the Kresge New Orleans Next Generation Cohort?**

No, only nonprofit organizations that meet the NextGen qualifications, use a two-generation, whole family approach and focus on SEM should apply.

### **To be eligible, does my organization have to be based within New Orleans's city limits – or is eligibility predicated on the communities we are serving?**

We are seeking to invest in Metro New Orleans human services organizations that serve children and families who live in New Orleans.

### **Can current Kresge grantees apply?**

Yes, if the organization meets the qualifications listed above.

### **How do I apply for this cohort?**

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**What do you mean by “whole family” and “brain science informed” approaches?**

A two-generation (“2Gen”) approach – also termed a whole family approach – serves children and their caregivers simultaneously, looking beyond a single generation by connecting parents to children to grandparents – and tying the entire unit to the social networks and human service supports they need to be successful. It weaves the extended family unit into a fabric of mutuality, giving all family members, together, opportunities to be successful.

Two-generation, whole family approaches focus on creating opportunities for and addressing needs of both children and the adults in their lives together. Whole family approaches further focus equally and intentionally on services and opportunities for the child and the adults in their lives that emphasize the importance of including fathers. They articulate and track outcomes for both children and adults simultaneously. The core components of two-generation approaches include education, economic supports, social capital and health and well-being. To learn more, please visit, <http://ascend.aspinstitute.org/two-generation/what-is-2gen/>.

Brain science advancements in understanding the impact of poverty on families are increasingly informing human services provision strategies. Living in poverty can result in toxic stress, which research increasingly suggests causes individuals to operate primarily in survival mode, compromising executive functioning skills. Toxic stress often translates into decisions rooted solely in safety, hunger, shelter and other basic needs – and that tradeoff among these necessities. A particularly pernicious example of this is the “benefits cliff” dilemma – making a choice to accept a nominal salary increase that results in an immediate loss of even greater magnitude in support for child care or food assistance. In other words, an immorally coercive penalty for progress.

**What do you mean by the Human Service Value Curve?**

NextGen organizations gauge systems change progress against the Human Service Value Curve toward a generative way of functioning. To learn more, please visit <https://vimeo.com/70258131> and <https://lnwprogram.org/frameworks/human-services-value-curve>.

**How can I learn more about this initiative and the application?**

In addition to this FAQ, we will also answer questions during an informational session on **Monday, February 10, 2020** from 11:30 a.m. – 1 p.m. at the Greater New Orleans Foundation, Center for Philanthropy, 919 St. Charles Avenue, New Orleans, LA 70130. Lunch will begin at 11:30 a.m., followed by a brief presentation about NextGen and question and answer period. Please RSVP to [NOLANextGen@Kresge.org](mailto:NOLANextGen@Kresge.org) by **Friday, February 7, 2020**.

**When will we know if we have been selected as part of the cohort?**

Selection for the cohort will be made in May 2020; the cohort will formally begin activities in June 2020.

**I have a question that hasn’t been answered through the FAQ. How can I connect with a member of the Kresge team for help?**

Questions can be submitted to [NOLANextGen@kresge.org](mailto:NOLANextGen@kresge.org)