



**Request for Proposals: Coordinating Office
KEYS: Detroit Fellowship**

About The Kresge Foundation

The Kresge Foundation is a \$3.5 billion private, national foundation that works to expand opportunities in America's cities through grantmaking and investing in arts and culture, education, environment, health, human services, and community development efforts in Detroit. The Foundation's way of working emphasizes cross-sectoral, high-engagement philanthropy that encompasses not only grantmaking and social investments, but also strategic communications, policy and advocacy, and field-building activities. We place a high value on equity and opportunity for those communities that have historically been excluded. For more general information about the Foundation, please visit our website at www.kresge.org.

Detroit Program: The Kresge Foundation's steadfast commitment to its hometown is embodied in the Detroit Program. The foundation was established in Detroit in 1924 and has consistently invested in this community for more than 90 years. Detroit has been one of America's most iconic cities since the early 20th century, and today it is a place of contrasts. Its many assets and visible signs of renewal are juxtaposed with ongoing challenges that affect the daily lives of many of its people. However, there is an emerging sense that by working together, we can solve some of our most intractable problems. Our goal in the Detroit Program is to advance tangible, sustainable, near- and long-term progress in Detroit. For more information about the Detroit Program, please visit <http://kresge.org/programs/detroit>.

Context for this Project

Kresge Early Years for Success (KEYS): Detroit launched in early 2016 as a five-year, \$20 million commitment to reshape the city's early childhood development system. Grants and social investments in the initiative will help develop comprehensive early childhood centers, support and grow early childhood leaders and organizations, build citywide systems to coordinate early childhood initiatives, and to bring best practice models to Detroit. Within its focus on capacity building, KEYS: Detroit seeks to *support the development of practitioners, leaders, and organizations that work within the EC ecosystem.*

Through KEYS: Detroit, Kresge supported the Hope Starts Here framework, a citywide early childhood framework developed through extensive community and stakeholder engagement. This framework also prioritizes the quality of Detroit's early childhood programs and professionals. The W.K. Kellogg Foundation joined Kresge to support Hope Starts Here. Through community-driven partnerships, Hope Starts Here has created a first-of-its-kind citywide Community Framework to create coordinated, high-quality early childhood systems that ensure children are born healthy, prepared for kindergarten and ready for success for third grade and beyond. The Framework emphasizes the importance of developing common standards for early childhood programs and professionals through professional development, and to attract, retain and better compensate early childhood professionals.

Early childhood educators play an essential role in supporting the growth and development of Detroit's young residents. Stronger and better prepared educators directly impact and improve child outcomes. However, the role of this critical workforce is largely misunderstood and undervalued. Detroit faces challenges in recruiting and retaining these individuals and currently faces a shortage of well-prepared

and adequately-supported early childhood educators. Detroit also faces a shortage of professional development opportunities tailored to the unique needs of early childhood educators. The KEYS: Detroit Fellowship acts on the recommendations from Hope Starts Here and supports the passionate individuals already working in the field of early childhood development in Detroit.

Program Description and Goals

We seek a coordinating office to help manage and implement the KEYS: Detroit Fellowship, a professional and leadership development opportunity for current early childhood educators in Detroit. Kresge intends to run this initial pilot for three years, with plans to evaluate and continue the fellowship after this three-year period. We expect to select 15-25 fellows each year in 2018, 2019 and 2020. Award recipients will be high performing and/or high potential educators (including classroom teachers or administrators) working with children ages 0-4 in the city of Detroit.

This program is intended to:

- Improve the skills and capacity of early childhood educators to serve young children
- Bolster the capacity of organizations that provide early childhood professional development in Detroit
- Recognize and promote the role and value of early childhood educators

This program has multiple components that reinforce each other to achieve the outlined goals:

1. **Individualized professional development.** Fellows will be given support to create an individualized professional development plan to target supports that most align with their professional needs and goals. They will have access to a suite of professional development and coaching supports, depending on their needs as identified in the plan. The fellowship will pay for their professional development. In addition, they will receive a cash award in recognition of their contribution and excellence in their work.
2. **Support for high-quality professional development services.** Targeted investments will be made in professional development providers to increase their capacity to provide high-quality services and to ensure that fellows and other early childhood educators have consistent access to these services.
3. **Highlight fellows' successes.** Fellows will be part of a public communications campaign to elevate the work of Detroit's early childhood educators and the value of these professionals in our community. These communications will also support broader Hope Starts Here efforts.

We seek to support educators' professional learning across a range of areas that enhance their knowledge, skills and practices to support whole-child development and well-being. These areas include cognitive development, general educator competencies and subject knowledge, socioemotional development, and health and physical well-being. It also includes leadership and professional skills, family and community engagement, and promoting workforce well-being.¹

Scope of Engagement

¹ These areas are drawn from the Institute of Medicine and the National Research Council report [Transforming the Workforce for the Children Birth Through Age Eight: A Unifying Foundation \(IOM/NRC Report\)](#).

The foundation is interested in partnering with a qualified 501(c)(3) organization or consulting firm to act as the coordinating office to implement and manage this fellowship program. It is anticipated the coordinating office will be selected by February 2018 and will begin March 2018 with responsibilities through the end of the three-year pilot (March 2018- August 2021). Below are a list of roles and responsibilities, qualifications, preferred skills and general competencies the foundation is seeking in the coordinating office.

Coordinating Office Responsibilities:

Strategic planning and coordination

- Work with foundation staff to oversee implementation of the fellowship
- Maintain regular interaction with the Kresge team to implement and manage the program and build a strong working relationship
- Serve as a thought partner with the foundation throughout implementation of the program
- Work effectively with Kresge Communications officers and a communications firm (or have the capacity to provide internal communications support) and to highlight fellows and support the broader Hope Starts Here strategies
- Work effectively with a third-party evaluation firm (or have internal evaluation capacity) to assess the impact of the fellowship and key lessons that will guide future endeavors

Program design

- Conduct necessary field scans, research and engagement to implement the program
- Lead the fellowship process including the development of the application, dissemination of the announcement, vetting of fellows, and final selection processes

Fiduciary

- Serve as the fiduciary to administer individual cash awards to fellowship recipients (private firms are required to execute expenditure responsibility and must be paired with a fiduciary to administer the cash awards).

Professional development coordination

- Assess the fellows' professional development needs and develop individual plans with fellows for professional development
- Identify, select and coordinate with professional development organizations
- Connect fellows to appropriate professional development opportunities based on development plans
- Plan and facilitate cohort sessions with the fellows to support fellow development and networking

Feedback and improvement

- Implement mechanisms to capture insights from participants and develop processes for rapid feedback, learning and programmatic improvement throughout implementation

Desired Competencies, Skills, and Qualifications

In addition to executing the responsibilities outlined above, we seek a partner who demonstrates the following competencies, skills and qualifications:

- Fiduciary capacity/re-granting – If a public charity, the organization must have the ability and expertise to regrant. If a private firm, must have the ability and expertise to execute expenditure responsibility and work with a fiduciary to administer the cash awards.
- Experience implementing and managing programs with foundations.
- Strong administrative capacity and program management experience – Organization should be able to execute on all responsibilities in a highly organized and effective manner and keep stakeholders engaged through thoughtful communications.
- Learning mindset – All applicants should be committed to a learning mindset, continuous improvement and experienced at working with collaborative teams.
- Content area expertise:
 - **Early childhood:** Experience working with young children and families, or with individuals and organizations that serve young children and their families.
 - **Professional development:** Experience developing and implementing strategies and programs to support the professional growth of early childhood educators. Specific expertise in individualized professional development coaching and program design preferred.
 - **Detroit:** Experience working with families, educators and organizations in Detroit. We do not require applicants to have an established, physical presence in Detroit. However, we do require applicants to understand Detroit’s context and its early childhood education landscape. We encourage national organizations without an established physical presence in Detroit to partner with local organizations that can provide the capacity and expertise to support fellows and local partners.
- Prioritizes racial equity and inclusion in alignment with The Kresge Foundation's Detroit Program commitment to racial equity: The Kresge Foundation's Detroit Program is committed to advancing racial equity not just in outcomes, but in how we do our work.
 - By *outcomes*, we mean that race should no longer predetermine how one fares in our city.
 - Regarding *how we do our work*, we understand that it is necessary to evolve our own practices and programs to reflect racial equity. We pursue racial equity by taking time to explore and learn from others, by asking new, hard questions about equity, structural racism, and power, and by taking intentional actions as a team to advance the work.

Timing and Resources

Budget

The maximum anticipated budget for this effort is \$150,000 per year and is negotiable. This amount is intended to cover: all planning and coordination functions, program design, contracts with external organizations for field scans and research, assessment and coordination of professional development for fellows, contracts with organizations involved in fellow cohort professional development opportunities, and feedback and improvement efforts. You may also wish to include requests for additional contracted services, such as assessments, cohort professional development, or event support.

This amount does not include: 1) Dollars for an external communications or evaluation contract. If the firm has the capacity to provide these services, please add this as an expense in your budget and provide a requested amount. 2) Dollars for fellow cash awards or the cost of implementing individual fellows' professional development plans. (Please note that, ultimately, the total award to the coordinating office will include these dollars and, as stated above, the coordinating office will be responsible for managing the distribution of these dollars as the fiduciary or under expenditure responsibility.)

Travel expenses associated with the work (including at least quarterly in-person meeting with the team in Detroit and regular in-person meetings with fellows and service providers in Detroit) can be billed separately.

Timeline

It is anticipated the coordinating office will be selected by late February 2018 and will begin March 2018 with responsibilities through the end of the three-year pilot. The final timeline will depend on a workplan jointly developed and agreed upon between the Kresge team and coordinating office.

Anticipated key dates:

- Proposals due: January 12, 2018
- Coordinating office selected: February 2018
- Coordinating office begins: March 2018
- Award application launched: May 2018
- Award year 1: August 2018-August 2019
- Award year 2: August 2019-August 2020
- Award year 3: August 2020-August 2021

Response Content

We request that partners who wish to be considered for the work described above submit a proposal via FLUXX, the foundation's online grantmaking system. **Proposals are due by 11:59 pm EST on Wednesday, January 17, 2018.** Access the Kresge FLUXX portal at <https://kresge.fluxx.io/>

Please include the following in your response:

ORGANIZATION AND QUALIFICATIONS

1. Provide a brief description of your organization.
2. Describe your interest in implementing and managing this award program. Include a synopsis of relevant experience including specific reference to the 1) Responsibilities, and 2) Desired competencies, skills and qualifications listed in the RFP.

APPROACH

3. Describe your approach to address the scope of services and priorities set forth in this RFP. Specifically, what services will be provided and what level of effort will be required for the engagement, including activities, deliverables and milestones.

LOCAL AND NATIONAL EXPERIENCE

4. Describe your knowledge and experience with the early childhood development system in Detroit, including the unique opportunities and challenges associated with this scope of work. Include how you will leverage local Detroit expertise, whether within your team or by working with local partners, in your approach.
5. Describe how you will leverage national models, best practices, or existing networks in this work.

REFERENCES

6. Provide a list of two to three references, particularly nonprofit organizations or private foundations with which you have provided similar services within the last three years.

Attachments to be submitted with the online application:

- **Annual organizational operating budget**—For the fiscal year that most closely corresponds with the requested grant period, reflecting confirmed and projected sources of revenue and intended expenses, listing each separately.
- **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."
- **Financial audit**—A copy of your most recent independent audit, in accordance with your country's national accounting practice.
- **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.
- **Line item budget**—Annual budget for each year, as well as a summative budget for the full cost.
- **Budget Narrative**—A description of the major categories in your budget. Your budget narrative should provide a rationale for how the costs associated with each category align with your proposed approach.

- **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. Describe the qualifications and experience of the proposed team and why they are ideally suited for this project. Please also describe how the full team is ideally suited to execute on this work.
- **Timeline**–Outline a project timeline that maps the activities, deliverables and milestones you describe in the approach.

Selection Criteria

Selection of a coordinating office under this RFP is dependent on the applicant’s experience in all aspects of content expertise, track record of high quality program implementation, its financial stability, and demonstrated ability to meet and/or exceed the programmatic vision as outlined. Applications will be assessed based on:

Quality of Submission

- Thoroughness and quality of information submitted
- Attention to detail and instructions
- Proposal’s overall responsiveness to RFP requirements

Operational expertise

- Experience and qualifications of the firm and, more specifically, individual team members to be assigned to the engagement
- Demonstrated willingness and experience engaging in a collaborative partnership with foundations to implement the program
- Experience and ability to re-grant to individuals as a fiduciary (if public) or work with a fiduciary to coordinate the administration of the cash awards (if private)
- Strong track record as a fiduciary organization or executing expenditure responsibility
- Thoughtfulness and comprehensiveness of the proposed approach and timing

Content expertise

- Experience and qualifications of the firm and, more specifically, individual team members to be assigned to the engagement
- Familiarity and experience with the early childhood education and development sector, professional and leadership development programs, and the specific opportunities in Detroit or in cities similar in size, scope and composition to Detroit
- Understanding of Detroit’s early childhood development system, current political, social and economic climate

Fit

- Experience operationalizing a commitment to racial equity and inclusion
- Commitment to a learning mindset and continuous quality improvement
- Alignment with the Kresge Foundation’s values and mission
- Price/value. While the order of these factors does not generally denote relative importance, Kresge acknowledges that selecting best value partner primarily requires a balanced combination of reasonable rates and strong experience and demonstrated expertise

The Kresge Foundation reserves the right to consider other relevant factors, as it deems appropriate. The Foundation may or may not seek additional information from Respondents prior to making a selection. This RFP does not commit Kresge to select any firm, award any work, pay any costs incurred in preparing a response, or procure or contract for any services or supplies. The Kresge Foundation reserves the right

to accept or reject any or all submittals received, cancel or modify the RFP in part or in its entirety, or change the RFP guidelines, when it is in the best interests of the Foundation to do so.

Key Dates

- ┆ RFP released: November 30, 2017
- ┆ Questions welcome: November 30 through December 21, 2017 and January 4-12, 2018
- ┆ Responses due via Fluxx: January 12, 2018, 5pm EST
- ┆ Interviews: Late January- February 2018
- ┆ Selection of coordinating office: End of February 2018
- ┆ Kickoff meeting: March 2018

Inquiries

Please first review the FAQ document associated with this opportunity. Find it at:

<https://kresge.org/library/keys-detroit-fellowship-coordinating-office-rfp-frequently-asked-questions>

If you have additional questions, please contact Katie Byerly at Kwbyerly@kresge.org. Applicants may request a 30-minute phone call to clarify any questions about this RFP.

APPENDIX A

Detroit Early Childhood Development and Education Plans and Resources

The Kresge Foundation:

<http://kresge.org/>

Kresge Early Years for Success (KEYS): Detroit

<http://kresge.org/kresge-early-years-success-detroit>

Citywide Systems and Initiatives

Hope Starts Here Detroit

<http://hopestartsheredetroit.org/>

The Detroit Head Start Early Childhood Innovation Fund:

<https://cfsem.org/initiative/detroit-head-start-early-childhood-innovation-fund/>

Southeast Michigan Early Childhood Funders Collaborative: <http://www.wkkf.org/what-we-do/featured-work/southeast-michigan-early-childhood-funders-collaborative-invests-early-to-help-boost-detroits-future>

Government Institutions, Initiatives, and Policies

Great Start Collaborative-Wayne:

<http://www.greatstartwayne.org/#index>

Great Start, Great Investment, Great Future:

http://www.michigan.gov/documents/mde/1_Great_Start_-_Great_Investment_-_Great_Future_-_FINAL_422080_7.PDF

Great Start to Quality Michigan:

<http://greatstarttoquality.org/>

Michigan Department of Education Great Start to Readiness

Program: https://www.michigan.gov/mde/0,4615,7-140-63533_50451---,00.html

Michigan Department of Education Race to the Top Early Learning Challenge Grant:

http://www.michigan.gov/mde/0,4615,7-140-63533_71176---,00.html

Early Childhood Nonprofit Organizations

The Michigan Association for the Education of Young Children:

<http://www.miaeyc.org/links.htm>

Michigan's Children

<http://www.michiganschildren.org/>

Michigan Head Start Association

<http://michheadstart.org/>

Data and Research

Data Driven Detroit: Early Childhood Data Portal

<http://datadriv.wwwls8.a2hosted.com/kresge-early-childhood-tool/>

High Scope Educational Research Foundation:

<http://www.highscope.org/>

The System We Need: A Neighborhood Snapshot of Early Childhood Education in Detroit:

http://iff.org/resources/content/3/1/documents/IFF_Detroit_report_final.pdf