

# THE KRESGE FOUNDATION

## American Cities Program

### Kresge Innovative Projects: Memphis FREQUENTLY ASKED QUESTIONS

#### ELIGIBILITY

**My organization is a for-profit organization. Can I still apply?**

- No. For-profit organizations are not eligible for funding even with a non-profit fiscal sponsor.

**My organization doesn't meet one or more of the eligibility criteria. Am I excluded from the initiative?**

- The eligibility criteria are for the applicant of record (the organization that will be responsible for receiving the grant funds). Community-based organizations that cannot meet Kresge's criteria for this initiative are encouraged to seek a **Fiscal Sponsorship** by partnering with an organization that meets the criteria to serve as the applicant of record.

**Are Memphis-based 501(c)(3) organizations with two years of operational history that only have volunteer staff eligible to apply?**

- Yes, however, we will consider how all-volunteer staff impacts the organization's ability to execute the project. This reflects our desire to ensure grantee organizations have enough capacity to successfully execute their projects. Applicants with all-volunteer staff may still be competitive to receive a grant if they can share examples of past work that demonstrates the ability to complete the proposed project.

**Our project does not take place in Memphis but will impact the greater Memphis metropolitan area. May we apply?**

- No. This grant initiative is focused on community-generated and community-led projects within the city of Memphis.

**What financial documents must be submitted with the application?**

- The only financial document required for the Concept Proposal submission is an annual organizational budget that details the organization's income and expenditures for the current, or most recently completed fiscal year.
- If invited to submit a full application, applicants of record with annual budgets of \$250,000 or more are required to submit an independently prepared audit for the most recently completed fiscal year that follows Generally Accepted Accounting Principles or Government Audit Standards. We will accept 2017 audits from organizations that do financial reporting on a calendar year basis. Applicants of record with budgets less than \$250,000 may submit a qualified financial review or IRS Form 990 for the most recently completed fiscal year in lieu of an audit.

**We are already a Kresge grantee. May we apply?**

- Yes. The Kresge Innovative Projects: Memphis initiative will consider proposals from past and current grantees of Kresge's American Cities Program and any of its other programs. Applicants requesting additional support for previously supported projects will be subject to the same review criteria as other applicants.

**Does applying for this grant preclude applying for grants through other Kresge programs?**

- An application to Kresge Innovative Projects: Memphis will not affect decisions related to other initiatives of other Kresge programs.

**Are existing projects that wish to expand eligible for funding under this initiative?**

- Yes. We will consider proposals involving the expansion of existing projects. Such proposals will need to focus on a discrete, clearly defined component of that project. As with proposals for new projects, expansion proposals will be evaluated on a competitive basis according to the review criteria.

**May organizations submit more than one KIP:M application?**

- Organizations are requested to submit only one KIP:M application. If an organization submits more than one application, we will reach out to confirm which application the organization wishes to be considered for funding.
- However, an organization may be a fiscal sponsor on more than one project.
- Colleges within universities are considered separate organizations for this purpose and may each submit a KIP:M application.

## USES FOR FUNDING

### How may I use my planning grant funding?

- Planning grants are for projects that require additional time and resources to solicit community feedback, solidify design plans, and to develop designs, prototypes or blueprints. The goal of a planning grant is to get the project ready to be implemented.
- Planning grant funding can be used for the following activities:
  - Staff and/or consultant time devoted to the project
  - Community engagement to enable residents to shape the concept and design (includes costs associated with community engagement and outreach events);
  - Design and development of technical documents, blueprints, project plans and/or timelines;
  - Contracts for professional or technical assistance with planning activities (e.g., design and planning);
  - Contracts or memoranda of understanding with partners for project implementation (e.g., architects, consultants, artists, etc.);
  - Site control for the project site;
  - Project materials and supplies;
  - Stipends for community members for project work; and/or
  - Administrative and overhead costs related to the project.

### How may I use my implementation grant funding?

- Implementation grants are for projects that have already completed the planning activities and are ready to be executed.
- Any of the allowable uses of planning grants can be combined with an implementation grant.
- Implementation grant funding can also be used for construction of the actual physical project, or the launch and delivery of programming and/or services.
- Implementation grant funding can be used for the following activities:
  - Community engagement and events to involve residents throughout the implementation phase;
  - Physical construction of the project;
    - Capital expenses
    - Fees for permits and other regulatory costs associated with the project
  - Costs to develop and deliver services or programs as part of the project scope
  - Services or programming for community members as part of the project;
  - Placemaking activities as part of the project.

### **How may I use my combined Planning and Implementation grant?**

- Combined Planning and Implementation grants are for projects that still need to complete planning activities but expect to complete both planning and implementation within the 2-year grant period.
- If awarded a combined Planning and Implementation Grant, the organization must complete planning activities before receiving payment for the Implementation phase.

## **GRANT TERMS**

### **Does the applicant organization have to own the land on which the project is developed?**

- No, but for Implementation grants, applicants that are invited to the full application stage must provide documentation demonstrating the organization's control of the project site. For Planning and Implementation grants, applicants must demonstrate in the full application stage a realistic path toward securing site control during the proposed planning phase of the project.
- Kresge defines site control as having any of the following in place with no delinquent tax liability on the property:
  - Ownership;
  - Purchase agreement; and
  - Long-term lease agreement.

### **Does the project have to be confined within one neighborhood?**

- No. Projects may span multiple neighborhoods; community can be defined by a shared identity, and not only by shared geography. The applicant must clearly define a "community" that will benefit from the project. For example, a project may serve a specific immigrant or artist community, but the applicant must demonstrate how the project will meet the review criteria for the "community" it defines.

### **Will nonphysical projects be considered for grant funding?**

- We will consider nonphysical projects, such as Health, Human Services, and Arts and Cultural projects, as part of this initiative. As with physical projects, proposals for nonphysical projects will need to address the application review criteria, including their impact in a Memphis neighborhood or community.
- Nonphysical projects must still be time-bound to be eligible for a KIP:M grant. These are projects that:
  - Can be completed within the 2-year grant period with no expectation of follow-on funding; and
  - There is a clear deliverable or takeaway at the end of the grant period. In most cases, these "takeaways" themselves build community connectivity and improve quality of life.

- **Competitive projects will have discrete timelines and will not be dependent on continued Kresge funding for continuing impact.**

#### **What does it mean for a project to “reflect community priorities”?**

- A project reflects community priorities, as defined by KIP:M, if the concept was identified through extensive engagement and shaped by a broad set of stakeholders in that community. This should not just include existing partners but be representative of all members of that community.

#### **What does “authentic, inclusive community engagement” means in the context of the project?**

- Consistent, authentic and inclusive engagement is defined as engagement that:
  - Is not just a one-off event, but a series of engagements that builds trust and relationship;
  - Empowers stakeholders to elevate their voices in shaping the organization’s goals and programs; and
  - Humbly listens and incorporates feedback from engagement to meaningfully inform how a program is designed and implemented, not merely symbolic gestures that have no practical impact on the organization.

#### **What does it mean for a project to be sustainable?**

- Projects that demonstrate sustainability past the grant period are those that demonstrate a clear, reasonable plan over the 2-year grant period to build the capacity necessary to maintain itself, or through other, non-Kresge sources, after the grant period is over.

## **REQUIREMENTS FOR THE CONCEPT PROPOSAL**

#### **What other documents are required as part of the Concept Proposal?**

- All submissions must include a written letter **AND** both of the following:
  - A brief letter on organization letterhead, signed by the chief executive officer or executive director, officially confirming submission of the concept proposal.
  - An annual organizational budget that details the organization’s income and expenditures for the current, or most recently completed fiscal year.

## **THE FULL APPLICATION**

#### **If we are invited to complete a full application, does that mean we are guaranteed a grant?**

- No. Limited grant funds are available, and we expect the selection process to be highly competitive. We do not expect to award grant funding to all organizations that are invited to complete full applications.

### **What narrative questions will be asked in the full application?**

- We will invite selected applicants to complete full applications by late June or early July. At that time, we will share the narrative questions for the full application. Typically, narrative questions ask applicants to share the objectives and scope of their proposed project, how the project is informed by and reflects community goals, how the organization has engaged community members in the past, and information about the organization's capacity and timeline to execute the proposed project.

### **What documents need to be submitted with the full application?**

- Documentation for the full application will be more extensive than the concept proposal. Examples of these documents include:
  - A detailed project plan
  - Demographic and qualification information about the organization's staff and board, including a listing and qualifications of project personnel;
  - Documentation demonstrating site control for physical projects (for implementation grants only);
  - 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 GRANT AWARD**

### **What are the reporting requirements after a grant is awarded?**

- Kresge's American Cities Program is committed to supporting grantees to complete their proposed projects in a way that reflects and advances community priorities. Final reports will be required for all grants at the end of the grant period.
- For projects that are awarded combined planning and implementation funding, an interim report will be required before payment of implementation funds.

We understand that each project is different, and there are many specific milestones that demonstrate a project's ongoing progress and success. The Kresge American Cities Program team will work to customize reporting questions that are most relevant for your project, so that reporting is not only a task, but an opportunity for your organization to showcase and celebrate your progress.