COMMUNITY-BASED STRATEGY REQUEST FOR PROPOSALS

Application Due Date:
March 19, 2019

THE KRESGE FOUNDATION

CLIMATE CHANGE, HEALTH & EQUITY

INITIATIVE

A Collaborative Funding Opportunity from Kresge's Environment and Health Programs

~

FEBRUARY 2019

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About The Kresge Foundation

The Kresge Foundation is $3.8 billion private, national foundation that works to expand opportunities in America's cities through grantmaking and social investing in arts and culture, education, environment, health, human services, and community development in Detroit. The Foundation's way of working emphasizes cross sectoral, high-engagement philanthropy that also includes strategic communications, policy and advocacy, and field-building activities.

In 2017, the Board of Trustees approved 510 grants totaling $144.2 million, and made 22 social investment commitments totaling $51.7 million.

For more general information about the foundation, please visit our website.

Kresge's Environment Program focuses on helping cities implement comprehensive climate-resilience strategies grounded in equity. The Environment Program believes that to strengthen a community's resilience, there is a need to reduce the greenhouse gas emissions that drive climate change; plan for the effects of climate change that are underway or anticipated; and foster social cohesion and inclusion. Our Health Program works to build equity-focused systems of health that create opportunities for all people to achieve well-being. Both our Environment and Health programs view their work through a racial equity lens and share a vision of achieving equitable outcomes in low-income, urban communities.

Introduction to Climate Change, Health & Equity Initiative

Since 2013, Kresge's Environment and Health Programs have collaborated on a series of grants addressing the intersection of climate change, health and equity. The Foundation has invested more than $15 million on grants at this intersection. Building on this set of investments, Kresge's Health and Environment Programs have developed a new comprehensive grantmaking initiative to reduce health inequities and accelerate action on climate change.

Kresge's Climate Change, Health & Equity Initiative (CCHE) includes three distinct, but aligned strategies that seek to: (1) build the capacity of health care and public health institutions as leaders in promoting climate resilience and advocating for beneficial climate policies; (2) shift the practice of health care and public health practitioners so they engage in climate advocacy, influence public policy efforts important to climate resilience, and incorporate climate change into their practice; and (3) strengthen the leadership of community-based advocates to accelerate the implementation of policies that improve climate resilience and reduce health risks equitably. **This funding opportunity is for the planning phase of strategy 3, which is focused on strengthening community-based leadership**.

The Foundation invites nonprofit community-based organizations seeking to accelerate work at the intersection of climate change, health and equity in urban U.S. communities to apply for a 14-month planning grant of up to $100,000.

Kresge's CCHE community-based strategy is a multi-year effort intended to strengthen leadership among community-based advocates to accelerate implementation of policies that advance climate resilience and that reduce health risks while putting equity at the center. Kresge will prioritize funding to sites that have an opportunity to influence climate-and health-related public-led processes that:

- minimize disproportionate impacts of climate change;
- improve opportunities for health in low-income, urban communities;
- have existing (or developing) collaborations among climate advocates, health professionals or practitioners, and people in other relevant fields;
- have a successful track record of accountability to community priorities and advancing equitable outcomes in historically underserved communities.

The community-based strategy will be managed in two phases: a 14-month planning phase and a three-year implementation phase.

Purpose of Climate Change, Health & Equity (CCHE) Initiative

Climate change is the greatest public health threat of this century. It affects many of the social and environmental determinants of health – e.g. clean air, safe drinking water, sufficient food and secure shelter. While the health of all Americans is at risk due to climate change, people of color and low-income communities face disproportionately negative consequences and unequal harms to public health due to extreme weather, heat waves, exacerbation of air pollution, an increase in vector-borne diseases and displacement. Extreme weather events are often the most visible disasters, exposing systemic problems that diminish the ability of communities of color and low-income communities to recover and thrive.

Evidence suggests that climate-driven events will further compromise the health and quality of life of people over time as fossil fuel emissions and temperatures continue to rise. In the absence of proactive efforts to address health and equity concerns in climate resilience planning and public health efforts, climate change will reinforce and worsen current socioeconomic disparities, resulting in greater burdens and lessened opportunity for low-income and other under-resourced populations.

Given the grave climate crisis before us and our belief that climate change is the greatest public health threat of our time, Kresge's Environment and Health Program's developed CCHE to mobilize a strong constituency for equitable action on climate change that also reduces health risks.

INCREASED ANTHROPOGENIC GREENHOUSE GAS EMISSIONS

CLIMATE PRESSURES

- Increasing temperatures
- More extreme weather
- Rising sea levels
- Extremes of precipitation

EXPOSURE PATHWAYS

- Extreme heat & heatwaves
- Air pollution (PM2.5 & O3)
- Water contamination
- Changes in vector ecology
- Increasing allergens
- Food supply and quality
- Population displacement

HEALTH OUTCOMES

- Heat stress & heat stroke
- Respiratory disease
- Cardiovascular disease
- Gastrointestinal illness
- Vector-borne diseases (Lyme, West Nile, Zika)
- Mental health illness/worsening mental health
- Adverse birth outcomes
- Physical trauma and death

Populations especially vulnerable are children, older adults, pregnant women, those with chronic medical conditions, those with lower socioeconomic status, outdoor workers, and racial minorities.

Adapted from Brief by M. Lee (Climate Nexus)

Overview of Climate Change, Health, & Equity Community-based Strategy

The CCHE community-based strategy is part of a three-pronged initiative that seeks to mobilize a strong constituency for equitable climate action within health care institutions, among health practitioners and among community-based advocates. The community-based strategy aims to strengthen leadership and commitment among community-based advocates to advance implementation of policies that contribute to climate resilience and reduce health risks equitably (See appendix for definitions of climate resilience, health, and racial equity). This strategy is focused on improving the climate resilience, opportunities for health, and community conditions of low-income urban communities experiencing the effects of climate change. Kresge seeks solutions-oriented projects that bring a comprehensive, systems change approach.

Through the community-based strategy Kresge will:

- Develop a multi-year learning cohort of cross-sector, cross-disciplinary, placed-based partnerships in 12-15 sites that will advance science and data-informed strategies to improve public health and increase climate mitigation and adaptation investments while accelerating equitable policy implementation at the local, regional and/or state levels.
- Provide technical assistance, evaluation and communications support to the cohort to build a community of practice and to help accelerate innovation in place.
- Host an annual peer learning gathering for organizations funded through the community-based strategy to build networks and share learning across sites, and to engage with other nonprofit organizations funded across the other two strategies of CCHE.
- Provide thought leadership via an Advisory Committee representing a broad array of expertise in climate change, health, racial equity, communications and economic and community development. This committee will advise Kresge program staff on all three strategies and help facilitate alignment across CCHE.

The community-based strategy will be managed in two phases:

Phase I: During the first phase, Kresge will award up to 15, 14-month planning grants of up to $100,000 each. During the planning phase, grantees will partner with one or more organizations in their community or region who are well positioned to advocate for increased resource allocation in equitable climate resilience; to elevate the public health impacts of climate change in policy adoption and implementation efforts; and to deepen their involvement and leadership in local, regional, and/or state-level policy and planning efforts. The planning grants will support these organizations in developing multi-year work plans describing how they will accelerate implementation of policies and public-led processes that advance climate resilience and reduce health risks equitably, while producing other social and economic benefits that meet the priorities of their communities. In addition to policy advocacy efforts, the planning phase will support community engagement, movement building, and education and leadership activities.

Phase II: During the second phase, Kresge will invite up to 12 planning-grant recipients to apply for multi-year implementation grants. Each implementation grant will provide funding for up to $200,000 per year for up to three years. Organizations that receive implementation grants will have the opportunity to participate in multiple peer-learning events during the life of their Kresge grant awards and will have access to field experts who will support grantees' work with technical assistance and strategic communications.

Community-based Planning Grant Eligibility

All applicants must be working as part of a multi-disciplinary partnership to apply for this opportunity. One organization from the partnership will serve as the lead applicant.

Lead applicants:

- Must be a 501(c)3 or a fiscally-sponsored organization.
  - Urban Tribal Organizations and Native American-serving organizations are eligible and are strongly encouraged to apply.
  - Universities and/or governmental entities are not eligible to apply as the lead applicant, but can serve as a partner organization.
- Should be representative of the communities in which they work and have a track record of demonstrated commitment and success working in low-income, urban communities.
- Must have climate or health expertise with a history of equity-focused work.
- Should have existing or developing partnerships across the climate change, health, and equity fields.
- Must have an annual operating budget above $275,000.
- Must have the ability to manage the full grant amount and subcontract grant dollars to any partner organizations.

Please note that we will give strong preference to organizations that:

- Have people of color and/or Native or Indigenous persons in leadership roles.
- Deliver multiple outcomes for historically underserved community residents (e.g. improved climate resilience, health benefits, economic opportunity, new community amenities, and/or improved quality of life).
- Are engaged in or planning to engage in specific, public sector-led policy change efforts to address climate change and health that present an opportunity for influence (e.g. local, regional and/or state plans focused on climate change mitigation, climate change adaptation, extreme weather event preparedness, public health, transportation planning and/or urban sustainability).
- Demonstrates a commitment to advancing a comprehensive approach to climate resilience that addresses climate mitigation, climate adaptation, and social cohesion.

Criteria for Review of Initial Application

The CCHE community-based strategy is open to existing multi-disciplinary partnerships working at the intersection of climate change, health and equity, as well as newly forming partnerships among organizations that are currently leading climate change, health or equity work, and who seek the opportunity to expand and strengthen their work. Competitive applicants may already be working on climate-resilience efforts or may be working on issues relevant to health or equity and seek to integrate a climate resilience component (e.g., air quality, clean energy, transportation planning and urban sustainability) into their work. Kresge seeks partnerships/coalitions that are interested in and committed to advancing a comprehensive climate change, health, and equity framework through their future efforts. We also seek organizations that will bring a systems change orientation to their work (see below and in Appendix I for definition of systems change). **This funding opportunity will include capacity building activities; however, it is intended for organizations/partnerships who are already well positioned to accelerate implementation of policies that improve climate resilience and reduce health risks equitably.**

See our FAQs for more details on types of projects that Kresge will or will not fund.

We will review the initial application for this funding opportunity according to the following criteria. A competitive proposal will:

1. Demonstrate a deep commitment to racial equity and clearly articulate how the proposed work will advance equitable outcomes.
2. Support multi-disciplinary partnerships that seek to advance work at the intersection of climate change, health, and equity. Organizations that are connected to existing health or climate networks and/or partners at the regional and/or national level are desired, but not required. Characteristics of strong partnerships and coalitions that we seek include:
    a. An existing or developing collaboration between climate-focused, health-focused, and equity-focused organizations. A wide variety of additional partnerships are strongly encouraged (e.g. human services organizations, community development entities, faith-based institutions, public sector organizations, etc.). Partnerships may also support existing collaborations among climate advocates, hospital systems, local health departments, medical professionals and public health practitioners.
    b. Demonstrated ability to engage with residents and local advocates in shared decision-making and co-creation of solutions in the community where the proposed work will take place.
    c. Demonstrated ability to inform and influence relevant practitioners and build the public will for supportive public policies that advance efforts at the intersection of climate change, health, and equity, with a track record of success.
    d. Commitment to expand the diversity and range of organizations that are working at the intersection of climate change, health, and equity (e.g., health-focused organizations working on climate change, climate change-focused organizations working on health, equity-focused organizations working on climate change and health, etc.).

3. Advance policy solutions to drive implementation of equitable climate approaches that reduce health risks in low-income, urban communities. Policy targets should:
    a. Address structural barriers through policy solutions that are co-developed with impacted communities to reflect the needs and priorities of communities of color and low-income communities in which the proposed work will take place.
    b. Strengthen local, regional, and/or state activities that have been developed with strong community engagement and leadership, and are oriented towards systems change (e.g. brings systems change orientation).
    c. Minimize disproportionate impacts of climate change and improve opportunities for health in low-income communities.
4. Include a systems change orientation that seeks to: (1) identify ways to change policies, processes, relationships and power structures, as well as deeply held values and norms as the pathway to addressing climate-related health risks. This includes both addressing current issues through climate mitigation and preparing for future climate events with adaptation strategies; and (2) identify other potential benefits to the community in which the proposed work will take place, such as increased economic opportunity, and improved social cohesion and connectivity.
5. Improve climate resilience and opportunities for health. Examples of improved climate resilience benefits and increased opportunities for health and wellbeing could include:
    a. How the proposed work will contribute to the reduction of greenhouse gas emissions and/or reduce health impacts due to heat, wildfires, infectious disease, deforestation, extreme weather events, or other relevant factors in the community.
    b. Efforts that will improve accountability, transparency, and monitoring mechanisms to track reduction in climate impacts.
    c. How the proposed work would reduce exposures to climate-related air pollution in low-income communities, reduce health risks associated with extreme weather events (e.g., heat waves, wildfires, flooding, etc.), and/or improve public health infrastructure dedicated to climate resilience.

Overview of Application Process

We invite interested organizations to submit an initial application for the Request for Proposals (RFP) process by 11:59 p.m. EST on March 19, 2019, using Kresge's online application system (Fluxx). Applications will only be accepted through the Fluxx portal.

Applicants that have not previously applied for grant funding from The Kresge Foundation ***must*** create an account ***by March 5, 2019*** to begin their application online. To apply for login credentials, submit a request through Kresge's online grantee portal. If you have previously been a Kresge grantee, you can use your existing Fluxx credentials. If you are a new partner to Kresge, you will need to create a Fluxx profile and select **Environment** as the Kresge Program of Interest. The application system will require applicants to provide information about their organization and the grant request, answer a set of narrative questions, and submit additional documentation. You can find a guide to using Fluxx at Kresge.org.

FLUXX APPLICATION COMPONENTS

Once registered in Fluxx, interested applicants should log in to Fluxx to proceed with the application process. To begin your application:

1. Select **Grant Opportunities** from menu on the left
2. Click the button **Start a New RFP**
3. Select **CCHE Community-based Strategy RFP** as the Program you are applying for from dropdown
4. Proceed to provide information about your organization and the grant request. **Each applicant should describe their organizational qualifications (as outlined below) and provide an overview of how they would use the 14-month planning process to develop a multi-year work plan to accelerate implementation of work at the intersection of climate change, health, and equity in their city or region.**

Kresge will review the applications in early April and invite the most competitive organizations to submit full proposals, which will be due by 11:59 p.m. EST on May 13, 2019 in Fluxx. We expect to announce the 14-month planning grant awards in July 2019.

Applicants will be required to provide the following information in Fluxx as the content of your application. Fluxx limits each response by the number of characters that can be used; we have done our best to estimate the word count for each response below. Please see below the character limits, which include punctuation and spaces, and approximate word counts for each question in Fluxx. Word counts will vary slightly in each section due to character limits.

Executive Summary

1. An executive summary that includes the organization's mission, location of the proposed project, a description of the partnership, the outcomes you hope to achieve and a brief overview of your proposed approach. (2,100 characters, or approximately 300 words)

Your Community

2. A description of the community, city, or region that is the focus of your project, including its demographics, history, challenges, assets and aspirations. (2,100 characters, or approximately 300 words).
3. The current and anticipated climate change and health related risks faced by the community in which you are working. In your response, please include how you anticipate working at the intersection of climate change, health and equity will create opportunities to address these risks. (2,800 characters, or approximately 400 words)

Partners and Policy

4. The nature of the relationship among the organizations that will play primary roles in this work. Why is this partnership (or proposed partnership) well positioned to advance work at the intersection of climate change, health, and equity? Please include experience and accomplishments (of the individual organizations and/or the partnership) relevant to climate change, health and equity. (3,150 characters, or approximately 450 words)

5. A description of how the proposed partners previously have engaged the community and advanced community-led partnerships and priorities to achieve equitable outcomes. Your response may include previous efforts among the proposed partners that span beyond work at the intersection of climate change and public health. (2,800 characters, or approximately 400 words)
6. The ongoing or anticipated climate resilience or health policy efforts in your city or region that present opportunities for influence in the next 1-3 years. Include your experience working on issues related to climate change, health, and equity and the rationale for beginning or deepening involvement in public policy efforts that would accelerate implementation of public-led processes that advance climate resilience and reduce health risks equitably, including how doing so is a logical next step for the organization and proposed partners. (3,500 characters, or approximately 500 words)

Approach

7. An explanation of how you will use a planning grant to further define your strategies, involve local residents, and engage new partners to develop a multi-year implementation plan that incorporates the core criteria outlined in the call for proposals. Include a brief description of your intended approach including key activities, milestones, and outcomes you hope to achieve. Include a high-level breakdown of how dollars will be shared between key partner organizations and other major budget items (e.g. – Salaries 20%, Consultants 40%, etc.). (3,500 characters, or approximately 500 words)

Required Attachments:

- **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.
- **Annual organizational operating budget** – The organization's operational budget-to-actual of the current fiscal year.
- **Financial statements** – A copy of your most recent independent audit. If no audit is available then a qualified financial review or IRS Form 990 from the most recently completed fiscal year will be accepted.
- **Anticipated project personnel** – The names and qualifications of the key individuals (i.e. staff members and/or consultants) who you anticipate will lead and contribute to the planning effort.

See FAQs for additional information required in the Fluxx application system

Eligible Uses of Planning-Grant Funds

Successful applicants may use planning grant funds to support (this list is intended to provide examples, but is not exhaustive):

- Staff and/or consultant time devoted to the planning effort including community engagement, meetings with partners, outreach to policymakers, etc.
- Costs associated with community outreach and communications efforts.
- Costs of meeting rooms and/or equipment rental required for the planning effort.
- Costs of refreshments and/or child care provided during community meetings.
- Sub-grants or contracts to partner organizations.
- Development and testing of strategy implementation ideas.
- Travel expenses essential to the planning process, including travel to the Kresge-sponsored gathering at the beginning of the grant period (maximum of $2,000/person).
- Administrative and overhead costs related to the planning effort (Kresge caps indirect costs at 20% of any grant).

Expectations of Successful Planning-Grant Recipients

The 14-month planning-grant period will begin July 1, 2019. We expect grantees to have a learning orientation throughout the grant period and that selected organizations/coalitions and partners will fully participate in a national learning cohort with other project sites across the country. This includes being prepared to both grow and share existing knowledge, fully participating in activities associated with the developmental evaluation of the community-based strategy and contributing to Kresge's broader field-building activities specific to climate change, health and equity, as appropriate. Each funded organization will be expected to send between two and four representatives to attend a Kresge-hosted peer-learning event in fall 2019. Grantees are expected to charge travel and lodging expenses associated with the event to their planning grants (maximum of $2,000/person).

At the end of the planning grant period successful grantees will have:

1. Developed a work plan that clearly articulates the path, process, and overall approach for multi-year implementation that advances work at the intersection of climate change, health and equity in low-income, urban communities. The work plan will:
    a. Identify a clear policy development or implementation opportunity ripe for influence by the partnership.
    b. Lay out the rationale for and potential impact of pursuing the policy opportunity over a three-year period.
    c. Describe the proposed approach to systems and policy change and articulate how to execute it.
    d. Describe who the partnership will engage and the expected outcomes.

    e. Articulate what it will take to be successful in the implementation phase and explain the desired climate resilience efforts, reduced health risks and communities they seek to improve.

2. Gained new insights into the nature of the problem and solutions they seek to advance and identify measures of success for the implementation phase and the desired outcomes for climate resilience and health improvements.
3. Improved and strengthened partnerships across organizations, disciplines, and sectors in which they have engaged during the planning phase.
4. Gained a better understanding of the political will and political landscape in their city/region, as well as the barriers and assets that exist to advance policy in their respective communities.

Phase II: Multiyear Project Implementation Grants

During the second phase, Kresge will invite up to 12 planning grant recipients to apply for multi-year project implementation grants. Applicants not selected for a planning grant will not be eligible to apply for an implementation grant. Each implementation grant will be for up to $200,000 per year for up to three years. Organizations that receive implementation grants will have the opportunity to participate in multiple peer learning events during the grant period and will have access to field experts who will support grantees' work with technical assistance and strategic communications. Additional details about Phase II will be announced after the planning grants have been awarded.

At the end of the implementation phase, Kresge expects this multi-year effort will have:

1. Increased the visibility and influence of the funded cohort of organizations.
2. Increased the ability of grantee organizations and funded partnerships to leverage other funding opportunities to sustain their work at the intersection of climate change, health and equity.
3. Advanced policy interventions and systems change approaches that address the intersection of climate change, health and equity in low-income, urban communities.
4. Strengthened the field's understanding of what it takes to move policy solutions at the intersection of climate change, health, and equity across geographies and political landscapes.
5. Increased opportunity for work at the intersection of climate change, health and equity across various climate and health-related practitioner and funder networks.
6. Increased sustainability of partnerships to move this work forward beyond the Kresge grant.

Appendix I – Definitions

The Kresge Foundation employs comprehensive definitions of climate resilience, health, racial equity, and systems change. Climate resilient communities are those that can prosper under a wide range of climate-influenced circumstances such as flooding, intense heat and cold, and other extreme weather events. Organizations and partnerships seeking to apply for this funding opportunity should understand these issues individually and their larger connection to systems change. For example, how does an isolated community solar project connect to the bigger picture of transitioning from a carbon-intensive energy system to one that is carbon neutral? How can we ensure that the economic opportunities from such a transition benefit low-income residents? Through the community-based strategy, Kresge seeks to support efforts that will influence the adoption and implementation of specific policies and programs that need to be in place in order to transform key water, transportation, food, or energy systems in your region that are necessary to reduce climate and health disparities, rather than efforts that focus on single intervention or small-scale solution in one neighborhood or community. In order to effectively advance work at the intersection of climate change, health, and equity, we intend to support communities working collectively across these areas:

- **Racial Equity**: Racial equity is when 1) race no longer is a determinant of life outcomes and 2) in addressing racial inequity directly, we improve outcomes for everyone. Racial equity is both our process and the outcome we seek to achieve. It is an inclusive approach to transform structures towards access, justice, self-determination, redistribution, and sharing of power and resources. This approach also recognizes how our nation's history has intentionally sought to create inequitable opportunities and outcomes through policy and practice, and our duty to remedy those historic injustices.
- **Climate Resilience**: Climate-resilient communities are those that can prosper under a wide range of climate-influenced circumstances. To build their resilience to climate change, communities must:
    - Anticipate and prepare for pressures and shocks that climate change will introduce or worsen (i.e. pursue climate change adaptation)
    - Lessen overall demand for energy and increase the proportion derived from renewable sources (i.e. pursue climate change mitigation)
    - Foster social cohesion, recognizing the imperative of social inclusion as well as the critical role that networks among individuals and institutions play in conveying information and mutual support.
- **Health Equity**: An equity-focused system of health offers everyone an opportunity to have a healthy life regardless of race, gender, or income. To achieve health equity in the United States, we must work across sectors to influence institutions, advance policies and develop leaders with the ability to transform systems to support the health and well-being for people of color in low-income communities.
    - **How Kresge Thinks about Health:** The Kresge Foundation believes that health is a state of complete physical, mental, and social well-being – not merely the absence of disease. We focus on addressing the social determinants of health and the social causes of the inequities that contribute to these factors. We also believe that community health can include factors

like social cohesion and collective efficacy to address and remove barriers to opportunities for good health and wellness. We know that measurable changes in many conventional clinical health measures are not likely to be captured within the life of this initiative, so we are interested in learning from applicants how they are defining their health improvement goals in ways that are most meaningful for their communities.

- **Systems Change**: Systems changes are sustainable, formal, and at-scale changes that contribute to improvements in climate resilience and opportunities for health. This includes shifts in norms, structures, policies, and processes. Systems change requires shifting resources, developing infrastructure, and shifting values, power and mindsets to support community improvements.
    - **Systems change within the context of CCHE**: CCHE aims to place cross-discipline, multi-sector, community-driven partnerships at the center of addressing equitable climate resilience policies that also reduce health risks caused by systemic or social inequity. To do so requires a concerted effort to shift the systems that affect upstream, social determinants of health. This involves shifting any of the elements noted above by community residents and participating organizations (e.g. community-based organizations, hospitals/health systems, and public health/health practitioners). We recognize that the path to resilient and healthy communities involves influencing, aligning and integrating systems.

Appendix II - Frequently Asked Questions

ABOUT THE INITIATIVE

What scale of urban focus is Kresge interested in supporting? Is a neighborhood-level focus sufficient? Is there a scale that is too large for support under this initiative?

Kresge is open to different geographic scales of effort, but applicants' proposed activities must be positioned to make a material difference in addressing policies for climate-related health risks. Organizations that are proposing to work in a neighborhood or a set of neighborhoods rather than at a city- or region-wide scale must make the case in their applications that the scale at which they propose to work will be positioned to have a multiplier effect. While we recognize that cities exist within, and are dependent upon, a broader landscape, this initiative is focused on urban areas. As such, we do not anticipate supporting efforts that focus on exurban and rural areas.

ABOUT ELIGIBILITY

Who can be a lead applicant? What types of organizations are eligible to apply for funding?

A lead applicant must be a 501(c)3 that is located in an urban area in the U.S. or U.S. territories or be fiscally sponsored. Proposals must be from nonprofit community-based organizations that have expertise in climate change, health, or equity. The most competitive proposals will be led by organizations that are deeply embedded in and trusted by residents of the community that is the focus of the proposed project. Urban Tribal Organizations and Native American serving organizations are eligible to apply.

What does Kresge mean by "community-based nonprofit organization"?

For purposes of this initiative, "community-based nonprofit organization" refers to a 501(c)3 organization that focuses its efforts within a particular geographic area (e.g. a city or region), represents the community it serves, and has a demonstrated track record of collaboration with community members.

Does Kresge limit the number of proposal submitted from any one city, county or region?

There is no limit on the number of applications that can be submitted within a given city, however, it will be unusual to have more than one award given per city. This opportunity emphasizes partnerships across the three disciplines and Kresge encourages applications that represent multiple organizations.

Is my organization eligible to apply if it does not have deep, prior experience working on climate change?

Yes. This initiative is open to both organizations with prior experience working on climate change and/or climate resilience, and to organizations with little to no prior experience relevant to climate change. The most competitive proposals will include lead organizations that have expertise working on either climate change/climate resilience or health, with a demonstrated history of using an equity lens, and

who are willing to partner with organizations that have experience in the other areas. We are hoping that this initiative will catalyze additional nonprofit organizations and public agencies to engage in climate-resilience work and work focused on health equity, as well as support the strategic development of organizations already working on these issues.

- In our review of submitted applications we will give preference to proposals that can articulate how their partnerships/coalition will work at the intersection of climate change, health, and equity by the end of the planning year.
- What is most important to us is that applicant organizations have deep experience working successfully within low-income communities and communities of color and are well-positioned to strengthen their leadership to advance policies that improve climate resilience and reduce health risks equitably within their localities/regions.

Can organizations apply if they are based in a state or local jurisdiction in which governmental entities have not established climate-change policies or initiated climate-resilience discussions?

One goal of the initiative is to accelerate implementation of equitable climate resilience policies that reduce health risks in regions with a wide variety of policy opportunities, racial and ethnic diversity and partnerships. This may include advancing public policy, regulatory processes, budgetary frameworks and/or public financing commitments that advance comprehensive climate resilience and reduce health risks. Achieving these goals requires engagement with and influence on public-sector-led efforts. Even if local governments have not titled them "climate change policies," they must have clear impacts on climate resilience and health equity. We are interested in a considering a diversity of approaches and will consider proposals from organizations working in places in which climate-resilience efforts are explicitly under development and/or have active implementation efforts underway, as well as from local jurisdictions whose climate-resilience efforts may be less mature but may be updating policies or practices with significance for climate resilience and health (e.g., storm water management plans, land use master plans, regional transportation plans, emergency management plans) that present opportunities for influence. In the absence of such promising public venues for action, an applicant would need to make a strong case that opportunity existed to enhance climate resilience through other means.

Are organizations that lack advocacy/policy experience but want to develop that capacity likely to be funded?

No. We believe that prior experience in advocacy and policy work will position organizations to be more successful in this initiative.

With what types of public-led efforts must applicants intend to engage to be successful in this grant competition?

We are interested in helping groups strengthen their capacity to engage in an array of climate change, health, and equity efforts relevant to their communities. Our assumption is that advancing this work will be a multifaceted, long-term effort. We are interested in supporting organizations that wish to strengthen their capacity to "go the distance" and address a range of levers and strategies. Therefore, competitive applicants could engage in a variety of local, regional and/or state efforts important to climate change,

health, and equity and/or employ a holistic approach, or be focused on a single policy that is prime for opportunity. We are most interested in proposals that seek to strengthen local, regional, and/or state activities that have been developed with strong community engagement and leadership and are oriented towards systems change.

Do competitive projects need to have comprehensive elements of both mitigation and adaptation strategies?

No. While we will look for applicants that think about adaptation and mitigation comprehensively, planning projects will not need to have elements of both. However, ideal candidates will have an interest in advancing their work at the intersection of adaptation and mitigation.

May governmental entities or regional councils of government apply?

No. This initiative is intended to strengthen the leadership of community-based nonprofit organizations to accelerate implementation of policies that improve climate-resilience and reduce health risks equitably. While we expect that applicants will work in partnership with – and/or to influence the plans and priorities of – governmental and quasi-governmental entities, we do not intend to fund governmental entities or regional councils of government through the initiative.

Would a national or regional nonprofit organization or a university that is partnering with local organizations be a competitive applicant?

Most likely not. Our intent is to support organizations that have a long-standing commitment to work within a particular urban, low-income community. We can imagine successful applications in which a community-based nonprofit organization is the lead organization, and it has proposed to work in partnership with a national or regional nonprofit organization or a university.

May current Kresge grantees apply for support under this initiative?

Yes, existing Kresge grantees are eligible to apply.

Does the planning or program activity need to take place in an urban area?

Yes. Kresge defines "urban area" as a non-rural, city center with a population size of 100,000 or greater, or a metropolitan region of 250,000 or greater (see Metropolitan Statistical Area definition: https://en.wikipedia.org/wiki/List_of_metropolitan_statistical_areas).

Can the planning or program activity be for a state policy intervention that will have a positive impact on low-income communities?

The planning effort may include developing strategies to engage in state policy work if such activity is necessary to achieve desired climate resilience improvements in the local area that will be the focus of the implementation plan. This initiative is not intended to primarily support policy advocacy at the state level or policy work that does not directly emerge from locally identified needs and benefit low-income people.

May a coalition of groups apply for a planning grant?

Yes. Coalition efforts are eligible and partnerships of some kind are required for this funding. In such cases, one of the participating organizations must be designated the lead for the effort, and that organization's responsibilities must extend beyond financial management at least to include overall coordination and communication with Kresge. The qualifications of the lead organization (i.e., the organization applying for the grant) must be provided as well as a brief description of each participating organization. We encourage projects that will engage partners deeply in the work and these partners can be included in the work plan and budget. The application must explain how the participating organizations will work together and how their collective effort will be grounded in the needs of a particular community or set of local communities. The resulting implementation plan must be developed on behalf of the partnership or coalition as a whole. The capacity-building support may also be extended to these partners and we encourage their participation in peer learning workshops, technical assistance, and other aspects of the Climate Change, Health & Equity Community-based strategy.

Does Kresge have a preference for supporting coalitions or individual organizations?

No. We are interested in supporting existing coalitions or organizations that are capable of working in effective, strategic partnership with other institutions at the intersection of climate change, health, and equity. We anticipate that successful planning-grant applicants may include, organizations applying in partnership with one or more entities, and multi-organization coalitions. We understand that it is highly unlikely for one organization to be able to address everything, so we seek partnerships that bring different capacities to the table. If a partnership or coalition is successful in receiving a planning grant, the resulting implementation plan must be developed on behalf of the partnership or coalition as a whole. Kresge will not accept applications from more than one group for implementation efforts growing out of the planning period.

If an organization is included as a partner or a subcontractor, must it be a 501(c)(3)?

No. The lead applicant organization must be a 501(c)(3). Partners and subcontractors need not be.

Would you consider organizations that work primarily in a rural setting to benefit urban, low-income communities?

No.

Is Kresge prioritizing cities/regions of a certain size or density?

Yes. We will not consider proposals focusing on work within a city with a population of less than 100,000 or within a metropolitan area of less than 250,000. Urban Tribal Organizations or Native American-serving organizations in urban settings would be an exception to this. There are currently 311 cities and 189 metro regions that would meet this threshold, which covers the vast majority of Americans.

Does Kresge intend to prefer any particular geographic areas?

We consider this a national initiative and will consider requests from urban areas across the U.S. Our goal is to support a cohort of projects representing a diverse range of regions.

Is Kresge prioritizing projects that involve multiple cities/regions or can we focus on one city/region?

We will prioritize projects that involve a single city/region. We would not accept proposals from multiple cities. (see Metropolitan Statistical Area definition: https://en.wikipedia.org/wiki/List_of_metropolitan_statistical_areas)

If organizations are part of a national alliance, would they be more competitive if they apply together as the alliance or separately for their particular local or regional work?

This initiative is intended to support place-based work in individual communities. The organizations will be more competitive if they apply separately for their particular local or regional work, however, connections with broader networks are viewed favorably and we encourage you to explain those connections.

Are Canadian organizations eligible for support under this initiative?

No. This initiative is focused on the U.S. only.

Are organizations from Puerto Rico eligible to apply?

Yes, organizations in Puerto Rico are eligible.

What types of proposals would Kresge consider funding?

- Through this initiative we will consider a wide variety of proposals. While many climate change and health risks are shared across communities, this initiative seeks to fund solutions that emerge from the community and specifically take advantage of assets and opportunities and address the unique challenges they face.
- Competitive applications will advance public policy, regulatory processes, budgetary frameworks and/or public financing commitments that advance comprehensive climate resilience and reduce health risks at a municipal, regional, or state level. They could also encompass planning processes such as emergency preparedness planning, or for major investments in transportation, water systems, energy or other utilities. They might also focus on topics such as aging, mental health, workforce or labor, or economic development.
- Proposals could include a variety of local, regional and/or state efforts important to climate change, health, and equity and/or employ a holistic approach, or be focused on a single policy that is prime for opportunity. Efforts could 'lead' explicitly with climate change, health or equity priorities or efforts could seek to incorporate a more explicit focus on climate change, health and equity into policy that is not explicitly focused on climate but would benefit if it had that lens.
- We encourage creativity in the approaches proposed. We are most interested in proposals that seek to strengthen local, regional and/or state public-led processes and policies that have been developed with strong community engagement and leadership and are oriented towards systems change.

- Kresge seeks to fund in these areas of activity:
    - Community advocacy efforts
    - Policy adoption and civic engagement activities
    - Community training, leadership and development (i.e. climate change education and training)
    - Movement building and activities that accelerate community power building
- Some examples of policy targets could include:
    - Adoption and equitable implementation of municipal disaster mitigation plans, climate action plans, flood mitigation plans, coastal protection flood plans, regional transportation plans, sea level rise (SLR) and/or storm water protection plans, etc. to address needs and priorities of low-income residents and communities of color.

What types of proposals will not be considered?

- Proposals that do not influence a specific climate resilience policy (as defined by Kresge's three-part definition of climate resilience) public policy or public-led process.
- Proposals not focused on low-income, urban areas with the intent of delivering investments and benefits to improve the community's health.
- Work that does not present opportunity for meaningful cross-discipline (climate, health, and equity) collaboration.
- A focus on academic research.
- A scope of work that proposes engagement in a relatively isolated intervention (e.g., opposition to individual pollution sources such as shutting down one coal plant, advocacy concerning a single transit line, or implementation of energy-efficiency improvements) rather than a comprehensive resilience-planning effort or a suite of near-term policy or planning efforts relevant to the community's climate resilience. Examples of narrow scopes that would not be considered include:
    - Green and healthy homes initiatives –efforts that focus on addressing indoor air quality, such as mold and other indoor air hazards exacerbated by heat, flooding, and other climate-related events.
    - Fracked gas campaigns.
    - Fossil fuel closure campaigns.
    - Local food systems work –singular efforts focused on local food policy, food access and local food production, though regional food systems that are part of a larger proposal may be acceptable.
    - Work solely focused on air quality monitoring.
- Proposals that seek to serve only one neighborhood or a small set of neighborhoods without an evident pathway for impact beyond those boundaries (e.g. weatherize affordable housing units in three low-income neighborhoods in city X).
- Focus on a rural geography.

- Proposals that seek support for organizations that do not have full-time, paid staff.
- Proposals that seek support for a lead organization (i.e., the organization submitting the application) that has an organizational budget of less than $275,000.
- Proposals that seek to serve a city with a population of less than 100,000 or that seeks to serve a smaller group of cities in a metropolitan area of less than 250,000. Mid- to large-sized cities and metro regions are much more likely to have public policy opportunities for community advocates to influence that would impact both climate and health. They are also more likely to have a non-profit and civic infrastructure capable of leading the types of multi-sector efforts Kresge is interested in supporting.

ABOUT USE OF FUNDS

What are the eligible uses of these grants?

Planning grant funds may be used for: project management, partnership development, community engagement and outreach, strategic communications, policy development, business planning support, personnel involved in the planning process and related items. Proposals may also include research, data collection efforts, and activities to test and/or model project approaches as a way to inform project planning. Ultimately, by the end of the planning period, the grantee should have created a proposal for implementation of a policy effort at the local, regional or state level. Planning grants **CANNOT** be used for: capital construction costs, real estate acquisition, major equipment purchases, exclusively research projects, indirect costs in excess of 20%, or purely rural projects.

Can funding be used to hire a consultant to lead the planning process and draft implementation plan? If so, how detailed does the budget need to be?

We will be prioritizing projects that are community-led. Consultants may be engaged for supporting discrete pieces of planning and these pieces should be discussed in the proposal. If you will be using a consultant, you should be clear about the role of the consultant and associated costs should be reflected in the budget.

What is Kresge's approved indirect cost rate?

We recognize that it is important for organizations to include indirect costs in their budget. Applicants should keep their indirect costs requested within 20% of the total project cost.

Does Kresge have a preferred budget size in mind for organizations that will be funded under this initiative?

Kresge expects to recommend planning grants for organizations with various budget sizes. We will not support a lead organization that has an organizational budget of less than $275,000. We are mindful of the size of a Kresge grant in relation to an organization's total operating budget.

If a set of groups is applying as a coalition, can the groups add up their individual budgets to reach the $275,000 budget level?

No. We will look primarily at the 2018 budget of the organization that is submitting the Letter of Intent on behalf of the coalition (i.e., the lead organization). We also will be interested in knowing the annual organizational budgets of the other participating organizations.

Can potential grantees subcontract parts of the planning to another nonprofit with complementary strengths?

Yes. We imagine that organizations applying as a partnership will have sub-awards to their partnering organizations in order to support the purpose of the Kresge grant award. There could also be occasions where another local organization is not part of the partnership, but their expertise is needed for the project.

During the planning-grant phase, can the grantee conduct work related to advocacy or policy development, or is such work only viable during the implementation phase?

The planning phase is designed to develop strategies and strengthen partnerships and processes to engage in policy work during the implementation phase. The planning grant should be centered around creating a three-year implementation plan for the policy and advocacy efforts. If your partnership's policy work advances faster than anticipated during the planning year, grantees could use their planning grants for advocacy efforts that would continue to advance the policy.

ABOUT APPLICATION MATERIAL

Should we submit letters of support from potential partners with our Statement of Qualifications?

Not at this point in the process. We will request such letters only from those organizations that are invited to submit full applications.

Do we need to submit a budget for a planning grant?

A copy of your 2018 organizational budget is required. A project budget is not required at the Letter of Intent phase of application, however, in the narrative you will provide a high-level overview of how you intend to use the funds.

Is a full audit a requirement for application?

Yes. If you do not have a full audit then a qualified financial review or IRS Form 990 from the most recently completed fiscal year will be accepted.

We are considering applying through a fiscal sponsor. What organization's name should we use in our application?

- The application should be submitted in the name of the lead organization that will be executing the work. The application should not be submitted under the fiscal sponsor's name. Kresge's online

grants management system, FLUXX, has a specific question that will ask applicants whether their organization is fiscally sponsored.

- When submitting your application in FLUXX, those organizations that are fiscally sponsored should select YES to this question and follow the prompts.
- The lead organization that will execute the work (the fiscally sponsored organization) MUST have an EIN/Tax ID of some kind, even if 501(c)3 status has not been achieved yet. Also, please note that both the lead organization executing the work and the fiscal sponsor will be required to submit the following documents:
- Operating budget
- Board members
- Financial audit or 990 (if a financial audit is not available).

What are the Application Components to be answered on Kresge.fluxx.io?

The Fluxx application system will require applicants to provide information about their organization and the grant request, answer a set of narrative questions, and submit additional documentation.

- **Organizational Information:** contact information, address, Mission Statement and organizational background
- **Grant Request Information:** All applicants will be asked to provide information about their grant request related to:
    - Duration of the grant request - 14 months is the duration of the planning grant
    - Budget for the request - $100,000 is the maximum amount of the planning grant
    - Type of support you are requesting - Select "Project Support"
    - Confirmed and/or pending funders for this grant request - list any other primary funding that will contribute directly to this effort. If none, please leave blank
    - Geographic Area Served - In the table, enter percentage of funding for each geographic area (i.e. city, state, and country) that will be served by Kresge funding. Neighborhood is required only for organizations working in Detroit or Memphis.
- **Narrative Questions** (as listed in the RFP)
- **Demographic Data** - All applicants will be asked to provide demographic data about their organization staff, board, and the populations they serve. The Kresge Foundation is committed to gathering these data in keeping with our value to promote racial, ethnic and gender diversity.

Does this initiative represent the only opportunity to apply for an Environment or Health Program grant from Kresge this year?

No. It is, however, the only open portal for applications at this time. We will post updated information on our website as new funding opportunities to apply arise. Interested organizations are encouraged to stay in touch through email subscription, RSS, or social media. Please go to www.Kresge.org/subscribe.