



# Enhancing Opportunity in Indianapolis

## GUIDANCE FOR FINAL PROPOSALS

**T**hank you for your continued interest in Lilly Endowment's Enhancing Opportunity in Indianapolis initiative. Your organization has been invited to submit a final proposal for consideration in stage two of this initiative. This does not mean that your concept will be funded in whole or in part; it only means that we believe your concept is promising and that we would like to invite you to develop and submit a full proposal. Given that the total amount of funds requested by the 36 applicants moving forward to stage two far exceeds the \$50 million allocated for this initiative, you should anticipate stage two being highly competitive.

This document is intended to help your organization prepare its final proposal, which should be submitted to and received by the Endowment in digital format via email **by Friday, January 8, 2021, at noon Eastern Standard Time**. The Request for Proposals (RFP) and Frequently Asked Questions resources from stage one of the application process will also help your organization prepare its final proposal. The documents can be found in the "Resources" section at the bottom of the webpage at [lillyendowment.org/enhancing-opportunity-in-indianapolis](https://lillyendowment.org/enhancing-opportunity-in-indianapolis).

### Final Proposal Components

Whereas stage one of the initiative requested applicants to submit a concept paper, stage two requires the development of a comprehensive final proposal. The final proposal should provide clarity on all of the details of the idea, program or strategy being proposed. Among other things, it should clearly describe implementation plans and expected outcomes. A complete final proposal includes the following components:

**Cover Letter:** This is a one-page document that should provide the legal name of your organization; EIN/ Federal Tax ID number; a brief title for your proposed idea, program or strategy; the amount of Endowment grant funds being requested (including for alternative scenarios explained below); and the term of the proposed grant (up to five years). It should also include the physical address, email address, and phone number of the primary contact person for the proposal. The cover letter should be signed by the most

senior officer of the organization applying (e.g., CEO, president, executive director).

**Executive Summary:** This is a one-page overview of the proposal narrative that will help reviewers understand its salient points, including the impact you hope to achieve. The executive summary should include a listing of collaborators to be involved and a concise overview of their respective responsibilities.

**Proposal Narrative:** This is a narrative description of no more than 10 pages (written in 11-point or larger with 1-inch margins) that clearly explains the idea, program or strategy the applicant proposes to implement and how it will advance the aim of this initiative (helping people living in or near poverty make progress toward lasting economic self-sufficiency). The proposal narrative should address the following elements:

- The topic area(s) listed on page 3 of the RFP that the idea, program or strategy will address (Good or Promising Jobs; Children/Youth; Populations Facing Added Challenges; Neighborhoods)
- Specifics about the idea, program or strategy, including details on who will implement it, how and where it will be implemented and the population(s) to be served.
- Rationale for the idea, program or strategy, including applicable research and evidence supporting why the applicant believes the proposed activities will achieve the desired outcomes.
- Details about how the idea, program or strategy was informed by the people it seeks to serve. Please provide specifics on how that input shaped the final proposal.
- Information on all collaborators, including a detailed explanation of the responsibilities each party, including the applicant, will have in implementing the proposed activities. Such responsibilities may include program implementation, project management, and tracking performance indicators and outcomes, among others. As appropriate, please provide information regarding the operational relationships among all of the collaborators (e.g., whether the activities will be conducted under a contract between the applicant and a collaborator, through sub-grants to collaborators, etc.). In addition to these formal relationships, please include, if relevant, a section in the narrative that addresses other organizations doing comparable work in our community and how you will stay apprised of their efforts.
- Anticipated obstacles and difficulties that might be faced in implementing the proposed activities and how these might be addressed. This should include, among other things, what impact, if any, the COVID-19 pandemic will have on the implementation plans and on the capacity of the applicant and collaborators to conduct and complete the proposed activities. Please also consider and include as appropriate other factors that could complicate the applicant's efforts to achieve the desired outcomes (e.g., a cut in federal funding for an essential complementary program or a change in a relevant governmental policy or priority).
- An explanation of how the applicant will assess or measure impact. How will success be determined? What are the desired outcomes? What are the performance indicators that will be used to mark progress toward stated outcomes? For example, if placing someone in a good or promising job is the desired outcome, performance indicators are the intervening activities leading to that outcome (e.g., identifying individuals living in or near poverty and assisting them through completion in a certification training program, providing interview skills enhancement, successfully engaging prospective employers, etc.). Please note that we would generally expect a mix of qualitative and quantitative measures in this section of the narrative.

- A description of how the proposed idea, program or strategy will be sustained after any grant funds the Endowment awards under this initiative are expended.

**Budget and Budget Narrative:** Applicants should submit a detailed line-item revenue and expense budget that is clearly connected to the activities described in the proposal narrative and a budget narrative that describes each budget line item and explains how it was calculated. In addition:

- The line-item budget should list all the major categories in which money will be spent (e.g., personnel, capital expenses, etc.) and anticipated specific expenditures in each of these categories (such as, in the personnel category, wages, salaries, health insurance, retirement and other fringe benefits, payroll taxes, etc.). If there are sources of income to support the idea, program or strategy in addition to the amount requested from the Endowment, this information should also be included in a revenue section of the budget.
- If the application includes a multi-year funding request, the budget should be arranged in a format that includes line-item totals for each year and the aggregate amount for each line item for the entire grant period. The applicant is free to choose either a calendar or fiscal year format.

If the idea, program or strategy being proposed includes a collaboration between two or more organizations, the budget should clearly show portions of the proposed grant that will be paid or transferred to a collaborator under a contract for services, sub-grant, lease, reimbursement of expenses or otherwise.

**Implementation Timeline:** Applicants should provide a one-page summary of the implementation timeline for proposed activities. This may be submitted in a chart format or narrative description. The applicant should identify key activities and/or milestones in the timeline.

**Alternative Scenarios:** Please include a section on scenarios at funding levels less than the proposed budget. The applicant should articulate what effect the lower funding levels would have on the envisioned impact. Under each scenario, please note what line items of the budget would be reduced or eliminated, what additional risks or challenges would be encountered and any other pertinent information the applicant wishes to include.

**Letters of Support:** Applicants must include a letter of support from the chair of the organization's board of directors that confirms the board's knowledge and support of the idea, program or strategy being proposed. If the idea, program or strategy being proposed includes collaborative activities, each collaborating organization must submit a letter of support that confirms the role it will play in those activities and, if applicable, in sustaining them. Such letters should be signed by the collaborating organization's most senior officer (e.g., CEO, president, executive director) and board chair. If desired, applicants may submit up to five (5) additional letters from key supporters that corroborate the merits of the idea, program or strategy and the applicant's ability to execute it. However, it is not necessary to resubmit letters that were included with the concept paper submission in stage one.

**Appendices (optional):** If desired, applicants may submit up to five (5) pages of additional information to support the idea, program or strategy being proposed. Examples include graphs, charts, research citations, or sample program materials.

**Please note** that your final proposal should stand on its own. The concept paper previously submitted will not be referenced during the second stage (with the exception of any letters of support noted above), so any pertinent information should be restated in the final proposal.

## Submitting a Proposal

Final proposals must be received by the Endowment by **Friday, January 8, 2021, at noon Eastern Standard Time**. Please scan all of the proposal materials, including the budget, and save them in one PDF file. In addition, please prepare a copy of the budget in an Excel file. Please email the PDF and Excel files to [opportunity@lei.org](mailto:opportunity@lei.org) by the deadline.