

V&EC Strategies and Guidelines Webinar

September 24, 2020

- **[Tim Murphy]** Given that it is 11 o'clock now I think we'll get started. Hello and welcome everyone. Thank you for joining us on this beautiful fall day. My name is Tim Murphy and I am a member of the Vibrant and Equitable Communities team here at McKnight. And I'm going to pass it over to Kara Carlisle, the vice president of programs for the McKnight Foundation, and she'll kick us off. So take it from here, Kara.

- **[Kara Inae Carlisle]** Great. as Tim said, my name is Kara Inae Carlisle. I serve as vice president of programs here at the Foundation, and I'm so happy to welcome you all to this webinar. I want to begin by saying thank you for taking time out of your busy schedules to join this webinar. And more importantly, thank you for the work that each of you does every day. As the McKnight Foundation, we want to express our hope that you and your families and your communities are taking care of yourselves during this time, because it's been a rough period for quite some time here, and we've been really encouraged by so much of the work that you all have been doing together in the field. It really helps to set up the excitement for what the team will share with you today around the release of our new guidelines and our programs.

So I wanted to give a little bit of background for those who may be new to the work of the Foundation and to give just a brief sketch before I turn it over to David and the team, to talk more specifically about the V&EC program. In 2019, McKnight adopted a new mission, and the mission is to advance a more just, creative, and abundant future where people and planet thrive. We knew that this mission called on us to continue much of the Foundation's good work that many of you have contributed to directly or indirectly over the last few decades.

While at the same time, we knew that drawing on the DNA of this Foundation and the family Foundation in particular, who has always embraced innovation, and more and more embracing adaptation that we needed to critically examine our programs and our strategies, and more importantly, how we do our work and with whom we do our work, because those really are huge opportunities for innovation and impact. We ask ourselves some questions to try to get truly at what it would take to promote justice, abundance, and creativity, especially thinking about our home state here in Minnesota.

So as my colleagues will share our examination inside the Foundation has been deep and rich, and also has been combined with many of you who probably are on the call that have contributed both informally and formally to help inform our guidelines and our thinking, and we look forward to having more and more of that continue to be a part of how we do our work together with community. The statewide program aims to build a more vibrant future for all Minnesotans, with shared power, prosperity, and participation. And it builds on a lot of the strong work and the legacy of the RNC, or the Region and Communities program, our education programs.

Also a lot of the work that the Minnesota Initiative Foundations have done statewide, and we're excited to see how a lot of this work begins to come together to help chart a new course toward a shared future where all Minnesotans thrive. I can't imagine a better person to have joined the Foundation at this moment, who has had many, many years of leadership across this state, and brings a depth of care and strategy and relationship to help us really be bold, and try to expand our thinking and our networks, and to build out with you all a vibrant future for all.

And so with that, I'm delighted to introduce, or reintroduce for some of you, David Nicholson, the new director of the Vibrant and Equitable Communities Program. So David, with that, I'll turn it over to you and the team.

- **[David Nicholson]** Thank you so much, Kara. Thank you for the context and the history, and also thank you for your leadership and bringing this program into fruition. Again, greetings, my name is David Nicholson, I'm the new program director of the Vibrant and Equitable Communities Program at the McKnight Foundation. And in my 16 days with the Foundation, I've received a warm welcome from all of the staff, and the board, and really the Foundation community as a whole. But the warmest welcome I have is really today meeting with you all.

I want to do a quick little shout out to let you all know who's on the webinar with us. Nearly 500 people registered, and of those, based on the survey, about 40% of you are new to the Foundation. So you're looking to establish a relationship with us. There's groups represented from the Metro and also from greater Minnesota. A third of you self-identified as being from organizations led by Black, Indigenous, or people of color. So with that, I'm going to jump right into our presentation today.

I'm going to start really by talking about the purpose of this webinar. We're going to highlight the goals of the Vibrant and Equitable Community, briefly introduced the strategies and guidelines, and introduce the staff. But the bulk of our time is going to be spent in answering questions. You all have a lot of questions. As Tim mentioned we have the capacity through the Q and A function on Zoom, to be able to do that. So please jump in with your questions.

Before we begin, I just want to say that we're gathered here on unprecedented times, a global pandemic, the protests and the actions in response to the killing of George Floyd, Breonna Taylor, and

so many others, the wildfires in the West, and the flooding in the South, and all on top of that, as the leaves change, we're heading into a fall election season where Minnesotans are more divided and more conflicted than nearly any time in our nation's history. The convergence of all these factors creates an extraordinary level of social, political, and economic uncertainty. And yet we are here, standing shoulder to shoulder virtually—you holding your hopes and dreams for your community, and those of us at McKnight with our desire to learn and support your work.

Together we can build a future. And in this moment of both uncertainty and optimism, it is really our collective history that fuels this work forward. I want to talk for a minute about the goal of this program, which is to build a vibrant future for all Minnesotans, with shared power, prosperity, and participation for all. And I want to drill down for a minute because we have some specific definitions that I want you to be aware of. What we mean by power is that Minnesota communities act, partner, plan, and lead us together to a more vibrant and equitable future for all of the state. Prosperity, means that all Minnesotans have the resources they need to thrive. And participation means that Minnesotans build bridges across lines of difference, collectively solve problems, and cultivate equitable and economically vibrant communities.

As I mentioned, this moment that we're in now motivates us, and yet as Kara had mentioned, this has been a long journey for us, and we've really sat down and listened to your insights and your wisdom. I want to call out one thing that we heard really clearly, and you'll see it woven both throughout the design of this program, our strategies, and also in how we do our work. We heard really clearly that racism—structurally and deeply entrenched—threatens the future of our state and certainly impacts our mission.

That led us to an intentional focus to increase support for organizations led by Black, Indigenous, and other leaders of color. So you'll see throughout the application process, opportunities to share where you are at in your organization. But we really believe that leadership that is accountable comes from and by the community in communities that are most impacted by racial, cultural and economic disparities. I want to turn to our four outcomes of the program, and we'll go into detail, but accelerating economic mobility, building community wealth, cultivating a fair and just housing system, and strengthening democratic participation, are four areas that we're particularly focused on.

Together we believe these strategies will lead to brighter and equitable communities. Today we'll share more about how we imagine implementing these strategies, and how we know that these approaches are going to be evolving both in your work and in ours, as we move this program forward. Before I move onto these strategies, I want to do a quick shout out, so if you could turn your cameras on for this amazing team, that's really been working over the last couple of years. You see Sarah Hernandez, give a wave there, Sarah. Erin Imon Gavin, Eric Muschler, Renee Richie, and Tim Murphy. This is the amazing team that are here to help and support you in your work. And with that, I want to turn it over to Erin to talk more about accelerating economic mobility.

- **[Erin Imon Gavin]** Thank you, David. I'm really pleased to share with you more about our strategy to accelerate economic mobility. This is a strategy that focuses on ensuring that individuals can benefit from and sustain the wealth that they produce, so that they can gain durable skills that put them on a pathway to meaningful careers, and that they're positioned to succeed within a rapidly changing economy. Within this strategy, we prioritize efforts that are aimed at fostering economic equity and inclusion, advancing ownership of homes and businesses, and creating pathways to quality work.

This could include support for efforts to elevate worker voice and protections, to minimize wealth stripping mechanisms like fines and fees, to expand access to home and small business ownership, and to connect workers, including justice-impacted individuals, to family sustaining careers. That's just a brief overview of our strategy to accelerate economic mobility. We're happy to answer more questions later. But I'm now going to turn it over to Sarah to tell us more about our focus on building community wealth.

- **[Sarah Hernandez]** Thank you, Erin, and hello everyone. I'm excited to share a bit about this focus area of building community wealth. Within this area, we hope to reduce wealth gaps in Minnesota through increased local control of capital and more democratic ownership structures. Within this strategy, we will prioritize efforts that increase access to capital, and support collective ownership models.

This could include efforts to facilitate greater community driven investments, local control resources, and support for non-traditional ownership models. Examples of this work include employee-owned businesses, cooperatives, community land trusts, and other models that route control in the hands of community. I'm really excited about this area, and really looking forward to answering some questions on this. I will now hand it over to Eric to talk about fair and just housing.

- **[Eric Muschler]** Hi everyone, thanks Sarah. The strategy of fair and just housing builds on McKnight's legacy as a housing funder, while seeking new innovative means of expanding equitable housing opportunities across Minnesota, so that everyone can live in a safe, quality, and affordable home. Within this strategy, we prioritize efforts that expand housing access and stability, and promote the production and preservation of affordable housing.

This could include supports for tenant and homeowner rights efforts, the equitable distribution of affordable and fair housing, and increasing investment in both the private and public sector in the development and maintenance of housing. It should build on statewide efforts, enhance focus on ownership, related to wealth building and mobility, and expand connections to place-based power-

building efforts. It will more actively seek new and creative ways to attract, leverage, and deploy capital. I'm going to turn it back to David for the newest area and strategy within the program.

- **[David Nicholson]** Thank you, Eric. The newest area is the strengthening democratic participation. We hope to couple our strong history of funding organizing leadership development and advocacy across multiple programs, with an increased recognition that a healthy democracy is critical to advancing our mission. We expect to be collaborating closely with other McKnight programs, the Midwest Climate and Energy program, and the Arts. And we will be prioritizing leadership development, power building, and changing narratives.

Within this program, we imagine supporting efforts and aims like developing and supporting racially, culturally, and generationally diverse leaders, telling stories of Minnesota's diverse cultures and communities, creating narratives that help us imagine a shared future together. In addition, we'll be fostering an ecosystem of power building and supportive practices around healing, networks advancing equity across the state, and supporting durable grassroots community organizing efforts.

In a moment, I'm going to turn it over for your questions. But before I do, I want to talk for just a little bit about the lens through which we'll be making some of the decisions. These are critical principles for us, systems change, racial and cultural equity, statewide approaches, cross-sector collaboration, and integrated work, both integrated in your communities, but also integrated across our program areas at McKnight. Again, there's a Q and A function. I want to talk for a minute about our process and the timelines on that. So as you can see on this slide, applications for this program start on October 1.

Initial inquiries are due by October 15, we'll then be selecting programs to invite proposals. And this will all go for board consideration in February, with dollars available after that. So that's a little bit about the deadlines and the processes. And with that, I think it would be good to turn it over some questions, and I'll turn it to Tim to help us out in moderating.

- **[Tim Murphy]** Great, thanks David. So we have some questions in the Q and A, and we're going to be going today until we run out of time or there are no more questions. So let's hope it's the latter. We have a few questions that came in before the webinar started, that we just like to kick this off with. And again, please put anything in the Q and A down below, and we will do our best to get to them all. So the first question is what is the typical grant size? And we'll move that over to Sarah to answer.

- **[Sarah Hernandez]** We don't typically make grants below 25,000 per year. Beyond that with this program, other factors will include the goals and the work for the proposed work. So given the volume of requests we anticipate this first funding round, we don't expect to make many grants over 250,000

per year. I suggest if you have specific questions about your organization's request, to please contact one of the members of our team.

- **[Tim Murphy]** Great thanks, Sarah. And to the rest of the team members, if you all have anything to chime in, please do whenever you want. Okay, another question that we received in advance that we would like to highlight is how should I determine which strategy or priority to emphasize in my application? Erin, if you want to take that one?

- **[Erin Imon Gavin]** Sure. So something that is different in this new program than in McKnight's former programs if you happen to be familiar with those, is that the initial inquiry and the full proposal will actually allow you to select multiple strategies and priorities as relevant to your work. So there's no need to pick just one. Instead, you should emphasize all that apply. Though we encourage and welcome proposals that work across multiple strategy areas, they won't necessarily receive priority over proposals that are focused on just one particular strategy. So team, is there anything you'd like to add to that?

- **[Tim Murphy]** Sounds good, thanks Erin. Okay, moving on. Is there a specific funding breakdown you anticipate between greater Minnesota and the Metro? It's a great question. And I'll kick that to David.

- **[David Nicholson]** Yeah, thanks for that question, everyone. Right now we don't have any specific breakdowns about any of the various ways that this could break down, either by strategies or by geography. Right now, what we're really interested in seeing what comes from you all. And I just want to give you another plug at this moment too, which is we anticipated this is a long learning journey for us, so we're going to be building in opportunities throughout the year to feedback both what we're seeing, what we're learning, what we're prioritizing, and what we've come to understand through our work as not as a high of a need for us. So look for either webinars or some other communications that help you understand the learnings that we're having in real time. Thanks for that question.

- **[Eric Muschler]** I just want to reemphasize that, I think, this is a new program, and so I feel like we'll be learning with future grantees, existing grantees. And so it will be an inner process to sort of know how breakdowns might come out, but we're excited to be working with new and existing grantees.

- **[Tim Murphy]** Awesome. Keep the questions coming, this is great. We have two technical questions, I'll just package into one. What is your grant making budget and relatedly, how many grant making rounds will you have each year as a program?

- **[Erin Imon Gavin]** Pending board approval, we anticipate that the 2021 grant making budget for this program will be in the neighborhood of \$25 million. However, we are committed to honoring our current grants with existing partners. And so in terms of dollars that would be available for new funding, we're looking more in the neighborhood of \$15 million in 2021. We'll have four grant rounds per year, so the October cycle looks ahead to our February 2021 board meeting. We'll have initial grant making rounds in advance of our May, August, and November board meetings. And if you look on our website and in the follow-up materials, they will have more specifics around what those dates are.

- **[David Nicholson]** Can I build upon that for just a minute? So that's a great answer. And this is kind of a pro tip for all of you out there, our grant dollars don't just come in at one time, nor are we going to expend them all at one time. So be strategic about when you apply because our dollars will be distributed over those four quarters, which gives you an opportunity to think about when is the right time to apply. And again, please be in contact with us. We are reserving time now and throughout the year to really have conversations with you. Are you a good fit? Is this the right time? All of the other questions we're not going to get to today.

- **[Tim Murphy]** Thanks Erin and David. So we have another question here, and this is an important one. Are you exclusively funding BIPOC led organizations in this new program? And I will have either David or maybe Kara answer that question.

- **[Kara Inae Carlisle]** I'll just say that part of, I think, the vision and the mission for the Foundation is that we are in this together. And so part of the reason that the board and the staff, with your input from community, wanted to shift us into a statewide program. And I know there are lots of really exciting questions, some of which quite frankly, we're going to learn together and answer together as we learn with you all over the next year or two. But we believe that for Minnesotans to be fully able to reach their power, participation, and prosperity, that it is funding and affirming multicultural, multiracial vision for the state. We believe everybody is invited to that vision. We think whether you're a BIPOC-led organization, whether you're a white-led organization, we're looking for partners who share values and vision, and we believe that this is an inclusive agenda. But one thing I will say that is a little bit, maybe different than previous, we have been very clear that we're not exclusively going to

look at race, but we are explicitly going to be looking at race and the impact that race, racism, and institutional policies and practices have had to create the context in which we are all trying to arrive at a shared future. And so we believe it's fundamental for us to look historically at what's been happening in our state, and we believe that again, this is an inclusive agenda, shared fate will take all of us, and we hope whether you're a grantee or a partner that you will share in that vision with us because Minnesota needs it. And we think all of the communities here really belong in this vision and we need everyone. So I hope that answers the question, and David, feel free to add anything else that you like.

- **[David Nicholson]** Can't think of adding anything, that was wonderful, thank you.

- **[Tim Murphy]** Great, we'll keep moving on then. We have a question here from Erin who asks can you share what is meant by statewide? Does that mean multiple sites? I'm wondering maybe Eric or Sarah would like to take that?

- **[Sarah Hernandez]** Sure, so as we said before, we don't know what distribution looks like, Metro versus statewide. We aren't funding in every corner of the state, but throughout the state. So think of ourselves as a systems player, we're interested in taking a systems approach, and that means some networks, some extended networks, and building bridges across the sort of urban Metro divides that exist. So again, it's hard to say exactly what proportionality it will look like, but certainly there'll be more funding in greater Minnesota in addition to some strategic partnership with the existing MIFs, the Minnesota Initiative Foundations. Anyone else want to add to that?

- **[Tim Murphy]** Great, thanks Eric. Renee, I have a question that is a tactically speaking. So we have are grants going to be general operating and program specific? And then also, will this program be single year or multi-year grants? I'm wondering if you can answer that, Renee.

- **[Renee Richie]** Yes, the answer is yes to all of that. Our program will make grants for general operating, we'll make grants for program project requests, and on very limited circumstances, some capital. And so that will be something for you to decide what your organization needs. We also do one year funding, we do multi-year funding, so we are open to all sorts of requests. And if you have questions regarding that, just talking to a program staff, I will put my email in the chat box, and I can

easily help you get meetings scheduled with David, Eric, Erin, and Sarah. So definitely feel free to reach out.

- **[David Nicholson]** The only thing I would say is, and that was exactly right, as far as the capital. And one of the things we talked as a team is that capital expenses for us internally require a little different format. So again, if you're thinking about those, talk early to program staff, so we can both give you guidance and also set this up in the process. But it's very rare for us to do. I just wanted to highlight that.

- **[Tim Murphy]** Excellent. Another question coming in here: What is your grant making budget? I wonder if Erin, you can take that question?

- **[Erin Imon Gavin]** Sure. So as I noted, the program budget in 2021 will be approximately \$25 million, pending board approval. However, because we are honoring current grant agreements and commitments to existing partners, we anticipate that we'll have about 15 million available next year for new grant making.

- **[Tim Murphy]** Great, thanks Erin. I have another question here. Do I need to talk to program staff before I apply? That is a yes I believe, right?

- **[David Nicholson]** One of the things that we've been talking about internally when we saw the numbers for this rise to nearly 500, we recognized a couple of things. One, is we're dedicated and committed to talking with you all. And we may not be able to get to 500 in the next week or so. So there's a couple of things that I would say is we intended that this webinar is going to be helpful to providing you with lots of information and general information. If you have specific questions, my general thought is when in doubt, check it out. Call, we've scheduled times, we want to talk with you, particularly if you're new to the Foundation and want to understand more about what we're thinking and why. Yeah, that would be my best guidance. Team, more to add?

- **[Erin Imon Gavin]** Nothing, nothing to add to that. I'll just flag that for some of the more technical questions we're answering them directly in the Q and A chat. So feel free to take a look and see if your question has been answered there, as well.

- **[Tim Murphy]** I apologize if we duplicate a few questions, we have a quite a number coming in. One question I've seen that has been asked multiple times is will the program offer multi-year grants or multi-year support? Somebody want to take that on the team?

- **[David Nicholson]** I think Renee did earlier. Just want to just reiterate yes, we're open to multi-year requests as well.

- **[Eric Muschler]** Typically, multi-year grants are with organizations that we have a relationship with. And so as we're establishing new relationships, not necessarily expecting we would go off the bat with a multiyear grant. And the other thing I think is we're still interested in having partners that receive ongoing operating support. We're a place-based Foundation and there are organizations that really do align and fit well. And so, figuring out some of those, those are the ones that really would be eligible for multi-year support.

- **[Renee Richie]** And just one more thing, and generally speaking by multi-year, we mean up to two years. It's rare that we would go above two year grants at this point.

- **[Tim Murphy]** Great, let's move into another question here. What are the big differences between the V&EC program and the former Regions & Communities program? I think that's a really important one to ask, and maybe I'll hand that over to Sarah.

- **[Sarah Hernandez]** Yeah, so the big differences are a couple things. Well first, the new program is intentionally focused on statewide, the R&C program was Metro focused. We include strengthening democratic participation as a key strategy, so that's a whole new area for us, and I'm really excited about it, just to learn about who's doing what across the state. And we are also deepening our commitment to leadership from communities most affected by Minnesota's racial, cultural, and economic disparity. So leadership among BIPOC communities is super important in this new work.

- **[Tim Murphy]** Thanks Sarah. Another question just came in. If my initial inquiry or application does not get selected, will you carry it forward to the future round? Good question.

- **[Eric Muschler]** One of the things that we just don't know right now is the number of initial inquiries we're going to receive. And so we're working on strategies to figure that out. So there could be, if we get overwhelmed, a need to select some that we defer to the next quarter. But we just don't know that right now, because we don't know how many initial inquiries there's going to be. And we'll obviously communicate directly with each individual initial inquiry and make that determination, and try to keep in good communications about progress.

- **[David Nicholson]** We have a lot to figure out. In the 16 days I've been here, we've been doing a lot of work, but we haven't had it all figured out. The other thing I will say, because I think it's really important is that if we feel this is not a fit, we'll communicate that as soon as we know so that you can move on with your work. So great question out there, thank you.

- **[Tim Murphy]** Great, looking through some questions here.

- **[Sarah Hernandez]** Tim, I'll just maybe chime in here regarding the Q and A, because there are so many questions and there are a lot of ones embedded there. I think one of our goals is to capture these questions and post a Q and A on our website after the webinar, and to make sure that we address them. So if we don't address your question now, it will get addressed and be posted on our website later. I appreciate a lot of the detailed questions that are being posed.

- **[Tim Murphy]** All right, we've got one here. If I have an existing grant with Education or Region & Communities, and I want to get support for new work, can you apply for additional dollars in 2021?

- **[Eric Muschler]** So as I started saying before, not knowing the number of initial inquiries that we're going to receive, one of the strategies that we're using to try to manage it, is with existing grantees that think they fit in the new program, they're more than welcome to submit an initial inquiry. But we're going to use the current cycle where they would have applied normally. And we have that detail, and so on an individual basis, it's very easy to call and check in with a program officer on when that timeframe is, if you're not aware. So the answer is no, we're going to use the timeframe where you would have normally come into the R&C or Education program, so that we can manage across the four quarters better, the number of inquiries that we receive and pursue.

- **[Tim Murphy]** I think we touched on this question a little bit earlier, but maybe Kara can speak to this. Will there be a percentage of awards geared to Black founded and Black focused organization? So is there a percentage that we're trying to meet as a program?

- **[Kara Inae Carlisle]** I will say that at a meta level we have been looking at who currently exists in Minnesota, where the growing populations are. So we are looking at data. It would be out of turn to speak because David just got here, but we have been looking very specifically about where the populations are, where the resources are, and beginning to think about where we need to invest to make sure that we all end up being able to be in a shared power position. And so I don't know if there's anything else specific, other than to be really clear that we are looking at data. We will be looking at explicit inequities in funding, and then strategies to help us to create a shared future. So again, nothing specific that I would have right now, unless the team has come up with something in the past week or so that I'm not aware of. But we will be looking at data and looking outward over the next decade in particular, around infrastructure, around particularly civic engagement, and the strengthening democratic participation because what our data shows right now is that we are out of balance. So if you look across any indicator across business, across civic engagement, across voting, across voter registration, across ownership of homes, there are racial inequities on every single one of these. And so our job with you all is to help us figure out how do we make it more equitable? And I think that'll depend on the strategy and who's working on it. So we welcome your ideas on that.

- **[Tim Murphy]** Thanks Kara. We have a question here from Gunther. Can you clarify terminology about funding in Minnesota? Does the organization need to be based in Minnesota? Or can it be based outside of Minnesota, and have programs that apply to Minnesota? And I'll just leave that.

- **[Erin Imon Gavin]** Our program's focus is on advancing power, prosperity, and participation in Minnesota. That being said, we welcome conversations with national organizations or those based outside of Minnesota, whose work is deeply connected to or relevant to our goals in the state. If you fall into the category of an organization outside of the state, I'd recommend that you contact Renee. She put her email address in the chat, and she can connect you directly with one of the program team members to talk more specifically about your work. But the short answer is yes, we're open to it and our focus remains on the state of Minnesota.

- **[Tim Murphy]** Great, so I've seen a couple of questions come up about intermediaries. And we have a question from an anonymous attendee. An intermediary in our community has received McKnight

funding previously, we receive a small fraction of that funding for our on-the-ground work in a frontline community. What are your thoughts regarding funding community work at an intermediary level? And I know this is a conversation that we've been having as a team, as well. So perhaps if someone just wants to give an overview of where we're at with that thinking.

- **[Erin Imon Gavin]** I can give it a try and then I'm hoping my colleagues will jump in and add to or correct whatever I say. So we imagine that intermediary partners, both in Metro and greater Minnesota will continue to be an important part of our strategy. And we're committed to being in deep partnership with frontline organizations, and are particularly looking forward to building deeper relationships with partners in greater Minnesota. So I think that the best way to answer your question would be to say that we anticipate a both/and approach that funds intermediaries and more directly works for grassroots organizations. And if anyone would like to jump in.

- **[Eric Muschler]** What I would add is just as a management proposition for the number of grants, the number of staff, and capacity to review grants, et cetera, every McKnight program uses intermediaries in some fashion. Examples might be, we stated that the minimum grant would probably be no less than \$25,000. Well, we have partner intermediaries that work much more closely with community that provide smaller grant making in that space. So there are reasons that we will continue to use intermediaries. I think the questions that we have are what the relationship to those intermediaries is going to be like going forward. Is there a difference in the new program? And we're going to work with folks to figure that out. Anyone else?

- **[Sarah Hernandez]** I'll just add there are pluses and minuses with the intermediaries and direct support to community organizations, and the amount of resources they distribute is different depending on the intermediary. And obviously we want as many resources as we can to get to community members. I would say that intermediaries have been really good partners, and a couple of people had asked questions about cooperatives and support to co-ops. This is where intermediaries can play a role because we're limited in terms of what we can actually support because of IRS regulations. So there are times intermediaries can step in and play a more nimble role than we can, and help get resources to organizations that are actually doing some work in different ways. If I think about the community wealth building strategy, really the goal there, one of the goals is really for us to nurture the conditions for these nontraditional models to exist. And so working with an intermediary most likely will make sense, but it won't be the only way we will be supporting that work.

- **[Tim Murphy]** Great, we'll pivot here to a question that has been answered a couple of times in the chat, but we'll just elevate that because it's been asked a few times. Are the staff today responsible for the strategy that they've presented on? And if so, how should I know who to contact?

- **[David Nicholson]** Yeah, that's a great question. No, not at all, actually we just divided that up sort of randomly. We are working as a team to look at all of the strategies, all of the communities, and all of this work because our learning together, much like our learning with you, it's central that we're generalists on all of it. Anything to add, team?

- **[Renee Richie]** No, other than that, if you have a relationship with a program staff already, feel free to contact them directly. If you need help and figuring out who to contact, just let me know and I will get you hooked up.

- **[Tim Murphy]** All right, we have another question that came in from Mindy. And Mindy asks, will the \$15 million grant budget be allocated equally between the four cycles? I think that's an important question as we think about volume and how we're thinking about intake throughout the year.

- **[Eric Muschler]** I mean, we're cognizant of the year around that's coming. And I think we always do try to manage across that year for the grant making. It's not a perfect like two million this quarter, two million next, but we're very cognizant and working across that full year so that all of those quarters have remaining resources in that program year.

- **[Kara Inae Carlisle]** I just want to add here a little bit is as all of us are living every day, we are in high adaptation mode. And a lot of the work that I want to compliment the staff on doing with many of the partners here, is to really think more rapid response because we've had so many significant external events happening. So because there's so much enthusiasm and excitement, we are going to probably do more experimentation. And I will say that like many of us, and in your organizations, we're going to have to be watching external conditions next year. So I think I would argue that we're going to pace ourselves both because we're going to try to build a platform of deep partnership for the work. And because this is new work, new geography, new team, and we want to make sure that we have flexibility for things that are going to come up and new ideas. I think as a staff and as a Foundation overall, we're going to build flexibility into the year, even though I'm sure that there will be more than

enough ideas to just spend it early. That will be one of the strategic decisions that we'll probably make based on what we're learning right now.

- **[Tim Murphy]** Thanks Kara. So I see another question here about what type of work we're planning to fund. So for example, direct service, policy advocacy, or power building.

- **[Erin Imon Gavin]** We see our grantmaking toolkit as spanning a number of areas. So we will absolutely be looking at C3 friendly policy work, advocacy work, research. We tend to de-emphasize direct or human service funding in our programs. But I think a big thing to understand about this program is that we, in addition to evolving what we fund, we're also evolving sort of about how we fund it, how we think change happens. We've mentioned this a few times, but we're really increasing our focus on thinking about how do we build power among communities in Minnesota? How do we focus on supporting individual leaders? So I'm not sure that's totally an answer to your question, which was about what we fund, and to that we'd say a wide variety of activities from research to policy advocacy, to community organizing, to power building. But I just also hope that in your experiences with staff, you hear us being really curious and thoughtful and attentive and open to learning about how you see change happening in the world, as we continue to evolve our own understanding.

- **[Tim Murphy]** So I've also seen a few questions about co-ops, and can you share an example or a few examples of co-ops that you've funded in the past? And I think Sarah you've answered some of these in the chat, in the Q and A chat function, but perhaps you could just elevate that for everyone who's listening today.

- **[Sarah Hernandez]** I'm trying to think back if we've actually funded a co-op directly. And my comment earlier about supporting and nurturing the conditions so that these non-traditional models can exist is really about how we support organizations that really can develop those models to exist. So, the City of Lakes Community Land Trust is an organization that has done some work over time with home ownership or homes in land trust, they're also pursuing commercial land trust. So that's an example of a model that would fall into this area, but I can't really think of a co-op that we've supported directly. And this is in some ways, this is new to us. So it'd be interesting to see what does come in and what structure they have, and if we're able to support it directly or through an intermediary. I hope I answered that question, but whoever asked it feel free to call me, we can talk more.

- **[Eric Muschler]** So there are a couple of examples of co-ops that we've probably funded in the past. Currently, we actually are working or have funded the work around developing United Renters for Justice, working with a group of renters to form a co-op. So that's one specific example now. The other type of cooperative that we've actually been supporting for quite awhile is resident-owned communities. So mobile home development, where owners within that community purchased the land that it sits on, and forms a resident-owned community. So another example, but I think we're interested in exploring different models and things have come up like neighborhood investment trusts, or employer owned companies, or things like that that are really about shared ownership, shared power across a community or a group of people.

- **[David Nicholson]** Hey Tim, I'm just aware that we have about 10 minutes left. And I think it's really important for people to know as we've said, we're going to be taking the questions that we weren't able to answer, the ones we were, to roll them onto our frequently asked questions. So be sure to look there as further questions get clarified, because we're trying to bring back the information. I also want to just say to people before we take the last couple of questions, how much I appreciate these questions. This format, doing it in real time, through the internet means we're on multiple screens thinking about multiple things, but I'm really excited for the nearly 100 questions that were generated right now.

- **[Tim Murphy]** Right, and with that, I think we'll take two, maybe three more questions. I want to respect everyone's time as we move forward today. So I saw a question about cross-program work, and it comes from Russ. And Russ asks, can you say a little more about the value McKnight sees with proposals that straddle more than one program at McKnight, such as the relationship between this program and the Midwest Climate & Energy program? Again, acknowledging that this is in sort of the emergent area that we're leaning into and learning a lot.

- **[Eric Muschler]** I can try and let others jump in. So I think Tim captured quite a bit in the word emergent. So we are learning about how to navigate internally some of the systems and processes related to collaboration across our programs. And we are really trying to lean into more integrated work. So we absolutely welcome proposals that connect to McKnight's work in the Arts or in the climate program. I've also seen some related questions about sort of how do I know which program to apply for? And we hope to be clear about that in the future, but for now what I'd say is get in touch with a contact either in our program, in the climate program, in the Arts program, if you've got contacts there. And then we as program staff are working together on the backend to provide specific

grantees with clear guidance about which program to come in through because we certainly don't want you having to navigate multiple proposal processes. So as we get clearer, we'll share, but for now I'd say, get in touch with program staff in any program, we'll work with our colleagues, and we'll provide you and your organization with specific items about how to come in. And we certainly welcome those cross program proposals.

- **[Renee Richie]** Hey Tim, before you ask the next question, can I jump in here quick? I'm going to put a link in the chat box to the how to apply page on our website. There, you're going to find a lot of information. That's where you're going to find a link to the frequently asked questions. And you're also going to be able to preview the initial inquiry form and the full proposal form. So you can go on there, look and see what questions we ask, and then just follow up with us if you have questions. So I will just link that in the chat box so you have easy access to it.

- **[Sarah Hernandez]** To build on Renee, I saw a question in there about the principles that David went over earlier in the presentation. There is a lot of information on our website that goes into greater detail about some of our principles and our approach to work. So dig a little deeper in some of the links there, but there's additional info there. And if you have more questions about that, again, please feel free to contact us if you can't find your answers on the website.

- **[Tim Murphy]** Great, and we'll take one more question here, one, maybe two. I'm trying to recall if we answered this question exactly, so again, apologies if we're repeating ourselves but, if our organization does not fall squarely within any of these four funding priorities, but may have down the road impact on all of them, due to a certain focus, are you funding orgs that specifically address one, or can you be open to organizations that sort of crosscut the strategy priorities?

- **[Erin Imon Gavin]** We are open to organizations that crosscut the strategy priorities. And in this particular instance, I would definitely recommend that this questioner reach out to program staff to sort of discuss their specific situation and work. But generally happy to look at proposals that cross multiple strategy areas.

- **[Tim Murphy]** Great, and we'll finish up maybe one more with a straightforward question. We are a small organization, the request range of 25,000 to 250,000 feels very substantial to us. Can you speak

to what percentage of an org budget that would feel unreasonable for McKnight to fund through this program? Maybe Eric or Renee want to take that?

- **[Eric Muschler]** We don't have a hard and fast percentage. It is always helpful to see support from multiple of sources, so not a huge proportion of the budget. But it's in a brand new or a starting or young organization, we're going to recognize that we may be funding at the start, a larger percentage of that overall organizational budget. And over time it is beneficial to have a diversity in sources of income, and that develops over time. So no hard and fast rule, but again, I think talking with program officers about sizing a request would be helpful.

- **[Tim Murphy]** Great, and given that we are bumping up against our noon deadline here, I'll kick it back to David for a brief closing. Again, we want to thank you all for attending. We're very excited about the direction of the program moving forward.

- **[David Nicholson]** I want to leave time for the rest of the staff to say a few words, but I just want to say how, like I said at the beginning, this has been a wonderful welcome, nearly 500 of you on webinar. I'm really excited about working together and I'm excited in our learning together.

- **[Renee Richie]** I just want to thank everyone for being here. I've been at the Foundation for 14 years, and so being a part of this new program and this new work is incredibly energizing and exciting, and getting the chance to learn with folks throughout the state is just an awesome opportunity. So just look forward to working with everyone. And like we've said, feel free to contact us if you have questions, we will help you out.

- **[Sarah Hernandez]** Thank you everybody for being here. I wish I could see all of you and be in a big space with everyone. Times are hard right now and I hope everybody's taking care of themselves, and just know that we're doing what we can do here at the Foundation to support the communities. And I'm looking forward to working with you all moving forward, so thank you.

- **[Eric Muschler]** I want to reiterate what Sarah just said, it would be great to see people. One of the impacts of this on me has been this sense and feeling of isolation. And I can't tell you how many places I look at and stop at and talk to people in communities that we funded and you know, in this time it's

been so difficult. So look forward to hearing from you, looking forward to really learning from you, and exploring this new program with you. So thanks.

- **[Erin Imon Gavin]** I would just echo what my colleagues have said. I feel incredibly grateful and excited to be embarking on this work with McKnight and with all of you, and eager to build connections in whatever way we can in these times, as we get the opportunity to learn more about your work. We are here and ready and excited to talk with you and answer whatever questions we can. And we've said this a couple of times, but just want to acknowledge that we know we didn't get to all of the questions in the chat box. And so we will be following up with more comprehensive responses and a webinar recording, et cetera. So thank you so much for giving of your time today and for being in conversation with us.

- **[Tim Murphy]** Great, and given that it's 12:01, I'll be quick. I just want to say I'm very excited, as well. I would echo what everyone else is saying. And in the time of webinars, when you can get sort of webinar exhaustion, the level of engagement today from you all has been incredible. So thanks for being here. It gives us energy, and we're hoping that it gives you energy, as well.