Chris Harris:	00:00	Good morning, everybody. Welcome to our Facebook Live. We are here to discuss the 2019 Inclusion Open RFP and also to introduce our team and hopefully answer all of your questions. We're going to try our best to provide some clarity around what we're hoping to see with this initiative and be as much of a help as we can be.
		Many of you might know me already. My name is Chris Harris. I'm a Senior Program Officer here at the Kauffman Foundation in Entrepreneurship. And we have a new team member, Natalie, and I'll let you introduce yourself.
Natalie Self:	00:30	Yeah, good morning, everyone. My name is Natalie Self. I'm a Program Officer in Entrepreneurship here at the Kauffman Foundation. And I am actually a former grantee, so I've been in your shoes and I know what that feels like, so excited to be helpful this morning.
Philip Gaskin:	00:44	Good morning, everyone. Philip Gaskin, the Senior Director of Entrepreneurship here at the Kauffman Foundation, working with Chris and Natalie on the Inclusion Open team, and look forward to your questions. And thank you so much for your interest in this. We really appreciate it.
Chris Harris:	00:58	Perfect. So a couple things I want to call out as we get started. Please go ahead and start sending in questions. They will start feeding them to us, and we will answer to the best of our ability. If we cannot answer the question at the moment, we will get back to you with a more detailed answer. We will update the FAQ. We hope to have that accomplished in the next 24, 48 hours.
		But we do have some standard questions we want to go through. Just to recap, also this is the third RFP we've done in the Inclusion series. We've had some very exciting projects and organizations that we have funded in the past, and we think we will have another year of exciting work that we will fund this year.
		One key change I think is worth mentioning on the front end is that this is a national program. We are funding programs all across the country, but we are also adding a focus on Kansas City. We have not funded many projects through the Inclusion RFP in Kansas City or the surrounding middle part of the country, and we want to be more intentional about making sure we include that part of the country as well. Especially-

Natalie Self:	02:05	Being in Kansas City. It's our home.
Chris Harris:	02:07	... being in Kansas City, and it's our home. But underscore, it is a national program as well. So, we can provide clarity around that. But we will get into some of the questions that we already have that we think will be common to a lot of folks that are applying. But again, any questions that you have, please send them our way. We are excited to answer them. So ...
Natalie Self:	02:30	And if there are additional questions that people think about after the Facebook Live, there's an email address in the information. Please feel free to send us questions there. We've been monitoring them, and we'll update that on our FAQ as well.
		Do we maybe want to start by talking about some focus areas that we've put forth?
Chris Harris:	02:48	Yeah.
Natalie Self:	02:48	One caveat is that we are open to any project that's in the United States, as described in our documents. But there's a couple of pieces of focus areas that we think are maybe particularly interesting that we can render.
Chris Harris:	03:02	Yeah. And just so you know, we actually go into detail. If you haven't been on the website already, you should. Questions are already coming in. But you should definitely look at both the short version on the main page, but there is a link to a longer version that describes the RFP materials. It describes each of these focus areas in detail or in more detail anyway. And I encourage you to look at those. As Natalie said, we are open to all projects, but these are areas that we think we would like to see. We hope to see projects submitted in this RFP. And those include ... We really broke them up into two buckets, those that focus on the individual entrepreneur and those that focus on the system or ecosystem in which they are starting or growing a business.
		And I'll start with some of the individual focus ones, and Natalie will go over the ecosystem focus areas. But for individuals, those include inclusive and equitable entrepreneurship, activities in industries traditionally lacking diversity. We want to see support for under-addressed stages and types of companies. We see a lot of programs that are very hyperfocused on very early stage, and we hope to see a broader scope. And we hope to see generally support for building

strategic models that drive company acceleration, whether they're going from that early stage into second-stage growth. We think there's a lot of opportunity there for really interesting models.

Natalie, do you want to talk about the ecosystem focused ones?

Natalie Self: 04:29 Sure. So we know that in order for an entrepreneur to be successful that they need to work in an ecosystem, right, that supportive organizations need to work together to help people start and grow businesses. So there's a couple of topics that we're particularly interested in that are listed in the RFP that we can talk a little bit more about. The first is diversifying decision makers and entrepreneurship ecosystem. And similar is solutions that influence gatekeeper decision-making behavior. So, we'll stop there. We've gotten some questions on this. Talk a little bit about this. But when we talk about gatekeepers, we mean people that control access to resources or information or assets, and we know that they are important in terms of how supportive an ecosystem is, so helping them make different types of decisions.

We're interested in innovations and models for cross-organizational alignment. So having multiple organizations work together to support the entrepreneurs. We're interested in non-traditional entrepreneurship hubs. So how do we get entrepreneurial activity happening in places that hasn't already. Those hubs could be virtual or they could be physical.

We're interested in policy solutions. We know that policy is an important piece of this, whether it's state or local or national. We're interested in rural entrepreneurship solutions. We talked a little bit about the middle of the country focus, and that's certainly a part of it. And then something that we hear time and time again is that entrepreneurship is hard and it's lonely and it's stressful. And we're really interested in solutions that reduce that isolation and the related stress of entrepreneurship.

Chris Harris: 06:06 Phil, did you have anything to add?

Philip Gaskin: 06:06 No.

Chris Harris: 06:07 I was going to answer-

Philip Gaskin: 06:09 [crosstalk 00:06:09] questions coming in.

Chris Harris:	06:10	Yeah, we have two really great questions. I want to tackle the second one first. Focus on Kansas City. We want to be really clear about this one. The question is does this mean you will give preference to local businesses? And I assume by businesses they mean applicants, organizations that are applying for grant funding. We will have funding specifically focused on Kansas City, and we will have funding focused on organizations outside of Kansas City. So this is the first time we've done specific funding dedicated to Kansas City as part of this RFP, and those grantees we expect to be local. The intent is to test out a new annual funding cycle for supporting local organizations that are supporting entrepreneurs in this work.
		This is new for us in doing it this way, and we hope to learn a lot. And we will improve and iterate on it, and come back even bigger next year.
Natalie Self:	07:10	Great. So another question that we have is we have new ideas but don't have a 501(c)(3). Should we find a fiscal sponsor to apply under? I think this is probably one that we'll go back and double check on, and we will update the FAQ on that. Great question.
Chris Harris:	07:26	Yeah. Another question that just came in, is it appropriate to have a program that helps US-based entrepreneurs scale to new markets, including international ones. Our focus area's foundation is supporting US-based entrepreneurs, but obviously they do need to be able to access, grow their business through international markets. That is absolutely acceptable. We hope to see that. That is in the interest of the entrepreneur. But the key is that the entrepreneur needs to be based in the US. They need to be based here.
Natalie Self:	07:55	Yep.
Philip Gaskin:	07:57	And Chris and Natalie, while we're waiting on the next question, maybe just expand a little bit more, who should apply for the RFP? The type of organization, the structure, etc., just to make sure we've got some clarity around that I think would be good.
Natalie Self:	08:13	Sure. Yeah, so we are looking for organizations that support entrepreneurs. So in the past, we've had primarily entrepreneur support organizations or organizations that self-identify that way. And the majority of them have been non-profits, 501(c)(3). There are opportunities for us to do work with folks who have other tax designations. One thing that's really important to understand is that we're not supporting individual businesses.

		So, as a foundation, we support organizations that help people grow their business. If you have your own individual business, we love that, we support it, we think it's great. But we're unable to make a grant to someone directly for private benefit of their business.
Chris Harris:	09:01	And where that gets complicated, to add onto that, is we can in very specific circumstances make a grant to a for-profit company. But the activities that we're funding through that grant have to be charitable. And there are specific guidelines around what is charitable and what is not. So what we fund cannot be for the advancement of that company, their profit seeking, whatever. It has to be in service of a designated beneficiary. And we allow for for-profit companies to apply, but there will be additional questions and processes that you have to go through in order to establish whether or not what you're doing is charitable and fundable.
Natalie Self:	09:38	And just a note on that, we are trying to make this process easy for people to apply. So in the first round of applications, we just ask you to designate what your tax status is and we note that there may be additional questions. You don't need to answer those in the first round. So should you advance to future rounds, then we would work with you to get the information that we need.
Chris Harris:	09:58	Yeah. And we're getting ... Can we go up to the first question.
Natalie Self:	10:01	I think there was a question about does Puerto Rico, is that included?
Chris Harris:	10:05	I believe so, yes.
Philip Gaskin:	10:05	Yes.
Chris Harris:	10:07	But we will ... Yes, it does. Yeah. And we will add that to the FAQ. We'll add all these questions to the FAQ.
		Next question, we are a Canada-based company but are trying to push our initiative into the US. Are we eligible for this RFP? This is a great example. If we don't have a clear answer, we would rather talk to you directly. You can email us at inclusionopenrfp@ kauffman.org.
Natalie Self:	10:31	Yep.
Chris Harris:	10:31	I'll remember it eventually.

Natalie Self:	10:34	And we will get the answer to this and we will update-

Philip Gaskin:	10:36	And then update on the FAQ. I think anything maybe geographically based, we'll just make sure the question on Puerto Rico and Canada, we'll just make sure, and we'll update the site. Yeah.

Natalie Self:	10:46	Great. So the next question is how do you define entrepreneur generally and specifically related to small business? What size and stage of enterprise is most aligned with this RFP? So we are working on ... We have some working definitions that we will update into the FAQ. But generally an entrepreneur is someone who is starting or growing an entity to deliver products or services. We define it broadly. We are interested in all types of businesses. We don't have a preference for main street or lifestyle or small business or high tech or high growth, you know, however you might define that. So we're very open.

Chris Harris:	11:26	Yeah. Our focus is on the entrepreneur. We want to see that anyone that wants to start a business, whether it be a main street business or a high tech, high growth potential business, has the opportunity to do that with the proper support and ecosystem and without artificial barriers. They can do that. We focus on the entrepreneur and everything else stems from that.

Natalie Self:	11:51	There was a question about can we submit a proposal that has both a new idea and scaling an already existing idea? Yeah. I think if it makes sense to you, we know that the people in the field are the ones that really understand what's needed, so we would love to see what you think makes the most sense.

Chris Harris:	12:11	Absolutely.

Philip Gaskin:	12:12	And just in case you're just joining us, this is the 2019 Inclusion Open Q&A. We'll try to get to all of your questions. If we're not able to, we'll make sure we answer those online for you. So just wanted to check in with everyone.

Natalie Self:	12:24	Great. Thanks.
		There's another piece that we added to the RFP this year in terms of things that we're looking for in organizations, and that's really around organizational values. So we understand that in order to help entrepreneurs start and grow their businesses successfully that there are behaviors that an entrepreneur support organization might undertake that are important towards that end. And so these are listed in the RFP

documents. And maybe we'll go over a couple of them right now.

It's important to note that this is something that we're trying out, and so we listed 10 or 11 organizational values. It is not our expectation that every organization is an expert on all of these. We know that this work is complicated, but we're just interested in what folks are doing in these areas.

Do you want maybe take five and I'll take five?

| Chris Harris: | 13:15 | Yeah, absolutely. So, and to underscore what Natalie just said, these values ... We understand that these are aspirational in some ways, but also they're baselines in a lot of other ways. And we have based our rubric, our criteria by which we evaluate every proposal on these values. So if you want ... A question you might have is what are you using to evaluate proposals and make funding decisions? These are the values we're starting with, and these are the baseline of our rubric. Hopefully you've seen these in the RFP materials, but number one, we want to see evidence of your program's impact, that it actually helps entrepreneurs in the past and likely will do so in the future. Second we want to see that the community has informed your strategies and your programming, that it's not happening in a vacuum, that it is well-informed by the community you're serving. We want to see that you're committed to diversity, equity and inclusion, both internally and externally. Very interested in how people will demonstrate that. That's very interesting. Very excited to see that.

We want to see that you're building equitable relationships and collaborations with those in the ecosystem, that you're recognizing their expertise and their time and compensating them appropriately. And we want to see that you have the ability to articulate your organization's impact on the broader ecosystem. And I'll let you kind of take the other five. |

| Natalie Self: | 14:44 | Sure. So just quickly, the organization's use of best practice and current research. Again, understanding what's already working in the field and then building on top of that. The ability to measure the proposed activities is really important to us. We're a learning organization, and so we want to be partners with you in that learning. This is a piece that I actually want to spend some time on. I know what it's like as a grantee to approach a foundation with an idea that we think is solid and strong, but we're not totally sure. Here at the Kauffman Foundation, we want to be an open relationship with you, we want to learn, we |

know that things sometimes change, and so we're really focused on that learning piece. That's important.

The scope of your impact, we want to understand how to change systems and how to help people at scale, and so that's important to us. And then of course the viability and sustainability of the proposed project after the funding is important for us.

We've gotten a couple of questions about the range of award amounts and the number of grants that we anticipate. The maximum grant amount is around $450,000, but we can certainly do lots underneath that. And we anticipate that we will award around 20, but-

Philip Gaskin:	15:56	Up to-
Natalie Self:	15:56	Up to 20.
Chris Harris:	16:00	Yeah. In the past rounds, I think the first year we did 12. The second year we did-

PART 1 OF 3 ENDS [00:16:04]

Chris Harris:	16:00	In the past rounds, I think the first year we did 12. The second year, we did 16. We anticipate that it'll be roughly the same this year. We had another question from an organization that's working in Clean Tech and sustainability entrepreneurship, a sector that is underrepresented by minorities and women. Have you ... That question is have you had sector's specific grants in this program. How do you feel about those? Again, we don't structure our grants to look at a specific sector.
Natalie Self:	16:35	Right.
Chris Harris:	16:35	We start with the entrepreneur. How do we feel about this? We want to see across all sectors those trends change. So, we'd be very open to ... We have funded grants in the past that include work in Clean Tech, none that have been sector specific though, but we're absolutely excited to see it.
Natalie Self:	16:59	Yeah, great. We've got another question that's coming in. They said that we have mentioned the middle of the country. We're in California both urban and rural areas. Do we have a preference for the middle of the country versus coasts? We want to see all ideas come in. Like Chris said, we do have some

designated funding for Kansas City, but for everyone else, we're gonna evaluate the proposals unmasked so to speak.

Chris Harris:	17:28	I'll add to that. I don't have the exact numbers in front of me, but we have funded in every state.
Natalie Self:	17:32	Mm-hmm (affirmative).
Chris Harris:	17:34	Probably close to every state. There are probably a couple that we haven't. We don't anticipate that changing. What we are trying to be more intentional about is making sure funding is getting to our hometown of Kansas City and the surrounding middle part of the country as well.
Philip Gaskin:	17:52	Yeah, I think, Chris, your point earlier that we do have a lot of grant money for the Kansas City region, there's a lot of grant money for national as well. Again, going back to answering that question, make sure that we're clear. We don't have a preference middle versus coast. We're just trying to address it all and with a specific focus this time in trialing and piloting and how we will do future years here in Kansas City and the surrounding areas in the middle of the country.
Chris Harris:	18:21	Absolutely.
Philip Gaskin:	18:22	Hopefully that's helpful.
Natalie Self:	18:26	There is a question. There's been new research and thinking around how to measure the impact of organizations that are working with traditionally underrepresented groups of entrepreneurs. Are we open to new ideas for measuring impact or do we have a standard set of measurements that we would need to use? We're really interested in this topic, again coming from our commitment as a learning organization. We will work our evaluation department. Our team will work with you to identify what those measures would be. We do have some standard top lying goals that we use for all grants, but everyone also gets to include outputs and outcomes and impact measures that they think make the most sense for their organization.
Chris Harris:	19:04	When it comes time to draft those outputs and outcomes, some of the top lying metrics and the standard metrics that we apply to all grants, we have helped kind of lay those out so they're easy to complete. Not complete do the work but to actually draft them. We also offer an outputs and outcomes guide so you can put it in the proper format and understand our perspective on metrics. Again, as Natalie said, we're really

interested in new methods in measuring impact for entrepreneurs.

Must you apply separately for two different initiatives? This is an interesting question. There's no prohibition on applying with two separate initiative. It would put us in a position of asking the question of what is your priority, what really delivers the most impact for the entrepreneurs. We would also have questions about how do these connect. That would feed into a conversation about are they both sustainable, do you need both in order to sustain what you're doing. It's not disallowed, but it would lead to additional questions like that.

| Natalie Self: | 20:14 | There's a question about what funds can or cannot be used for. There's more details about this in our FAQ that you can find in the application materials, but generally funds can't be used for capital improvements, providing funding directly to entrepreneurs meaning investing in the businesses, activities outside the United States, and indirect costs. As we go through the RFP process, we would have a further dialogue with you about how you're looking to use the funds and then be able to answer specific questions at that time. |
| | | |

There's a question coming in. This is actually a really great question. We don't lobby. We do not lobby, but we do advocate and educate on employment and entrepreneurial policies. Is that allowed for funding? Yes. We really encourage the advocacy and the education efforts. So the short answer is yes.

Chris Harris:	21:10	Yeah.
Natalie Self:	21:11	Are there other things that ... As we think about the important pieces of information here, I don't think we've mentioned yet that applications are due February 6th. That's our timeline. Then we'll continue to work with you as we evaluate those applications. There's a question about is there interest in serving the Hispanic community. Do you want to answer that?
Chris Harris:	21:37	A strong yes. We want to serve all communities, but in particular, communities that have been historically systemically left behind or face additional barriers in starting or growing a business. So, yes double underscore.
Natalie Self:	21:57	Yeah. There's a question about can we allocate funds within the grant work to work with an evaluation team or will you be assigned an evaluation officer. This is a great question. Actually in my grant, we used a good chunk of the money for an outside

evaluator. It ended up being really helpful. We are still deciding how we wan tot handle that internally right now. So what I would say is put what you think makes sense, put what you would like in the proposal. Then as we work through the process, we'll give you some more information.

Chris Harris:	22:27	Next question. Can we apply as an individual organization and as a joint venture? I would like to know more information about what you're asking. Based on the information I have, I'd say yes. But what I said earlier about multiple proposals from the same organization may come up in that situation as well.
Natalie Self:	22:45	Sure. Are you able to provide feedback regarding why a past run to application was not ultimately selected in service of strengthening the concept for resubmission? Chris, how do you feel about that?
Chris Harris:	22:58	That's a great question. Feedback is difficult. One of our goals is that we are transparent and that we provide feedback. That is difficult to do at scale with the limited team, but we also empathize and understand, especially Natalie being a former grantee-
Natalie Self:	23:14	Right.
Chris Harris:	23:16	... where you're coming from. I would say [inaudible 00:23:21] directly if a question we can easily answer or relatively easily answer and get that material for you, we could look into that.
Natalie Self:	23:30	Yep. I would also encourage ... We spend a lot of time on these documents, so also reevaluating the past proposal through this lens. There are nuances and tweaks and additional information. So, please do that as well. Explain what systemically left behind means. As we said before, we have working definitions that we will upload into the RFP. Generally, systemically left behind is communities that face additional barriers to entrepreneurial success because of systems or structures that put those additional barriers in the way. We know that entrepreneurship is inherently competitive. Everyone faces barriers to their businesses starting and growing. We also know that some folks because of systems that have been put into place face additional barriers. Those are the communities we're talking about. It could include women or people of color or people from rural communities. There's lots of different communities. That's generally what we're referring to. Again, we will update FAQs with specific definitions.

Chris Harris:	24:38	Yeah, and I want to add a note on that. One thing we spent a lot of time on in development of this RFP is making sure we had our language right and accessible. We know that language itself can be a barrier like the term entrepreneurship.
Natalie Self:	24:50	Right, right.
Philip Gaskin:	24:50	Right.
Chris Harris:	24:52	Not everyone identifies as an entrepreneur that we may classify them that way. We asked a lot of our current grantees what terms do they use. We probably heard a different term from every single grantee.
Natalie Self:	25:04	Right.
Chris Harris:	25:04	We're also interested in your perspective. Please give us feedback on the language. We want to make sure we get that right. We have a couple more questions coming in. Go with maybe some more technical questions at the bottom here. Is there a page limit on the proposal? There's not a page limit, but there are word limits. Double check that. I know some people may draft this in Word and then copy and paste it into the system. You might double check and make sure ... The average is about 250 word per field, but there are some variations in there.
Natalie Self:	25:36	The first round, we intentionally try to make the first round of applications easy to apply, try not to put additional barriers to your work. There are about five questions that are very short, yes, no, technical. Then maybe no more than five that would be around 200 to 300 words. What is the timeline after February 6? When you get back to people and when will the second round begin? We work really hard to move through the process quickly. As you can imagine, we get a lot of proposals. So, we will try to turn that around in about a month. We have some internal timelines, but we just candidly don't know in part because we get such volumes of applications. It's hard to really know.
Chris Harris:	26:24	Yeah. I want to look at the first question up here. If an organization would like to use this information to prep for the future ... I'm assuming you're talking about maybe both your materials that you submit and the materials that we've put on the website. Do you anticipate this opportunity being offered again next year or in the future? Yes. This is actually the third year we've done this RFP. It has been a tremendous opportunity

for us to grow our network, meet new organizations work with new communities. Over the years, it has also led to very interesting projects outside of the RFP. At this moment, we don't see that changing, but things ... I don't want to speak for the future.

Natalie Self:	27:06	Right. Sure. Just a reminder, if you're joining us, this is the 2019 Inclusion Open Facebook Live. We're here to answer your questions about the RFP, to introduce ourselves as a team that will be working on it, and to express our gratitude for your interest. Also, I think we feel tremendous gratitude for the work everyone does every day. This is hard work, but it's important and it's impactful. We're happy to be here to help with this application process.
Chris Harris:	27:34	Yeah.
Natalie Self:	27:36	We've got a couple more questions.
Chris Harris:	27:36	The top one.
Natalie Self:	27:37	The top one is the prohibition on grantees providing funding directly to entrepreneurs limited to investment or also to grants. For example, if we give a small grant to offset expenses for an individual but take no equity or investment position, is that still prohibited?
Chris Harris:	27:54	That's a pretty ... That's an interesting question.
Natalie Self:	27:54	You know more about this than I do.
Chris Harris:	27:55	The prohibition is more generally applied to the use of Kaufman funds. We fund the organization, the programmatic elements. It's charitable for us to fund educational activities, to ... There's a whole host of them. We can get into those. But generally our funding activities fall into program development, staff time, marketing of the program-
Natalie Self:	28:20	Evaluation.
Chris Harris:	28:20	Evaluation.
Natalie Self:	28:21	Research.
Chris Harris:	28:22	Delivery of the program, things like that. There is not prohibition on the organization, the grantee providing a small grant to an entrepreneur. But it may not be allowable-

Natalie Self:	28:33	To use Kaufman funds.
Chris Harris:	28:37	To use Kaufman funds to do that.
Natalie Self:	28:38	And we will double check that with our appropriate people in house. Then we'll update that in the FAQs. The question is are you able to define scale in scale already proven programs. This is a great question. We mean scale broadly. We're talking about scaling a geography. We're talking about scaling across identities. We're also talking about scaling across industries. If you think there's a model that works in one industry and might work elsewhere, we're interested in that.
Chris Harris:	29:02	Yeah, one thing that's interesting with scale, we have funded organizations to expand and to scale their programs in the past. We are very interested in evaluating how they plan to sustain that scale after the grant, because we have seen some program where they can't. In a proposal that is proposing a scaled program, sustainability is a really critical piece.
Natalie Self:	29:29	Yeah. There's a question here. How do you change the make up of individuals dispensing the funding? This we know is a major is a major issue. Without dispensing funding to these entrepreneurs, diverse entrepreneurs themselves. They're referencing the backstage capitol as a model. This is specifically why one of the focus areas that we're really interested in is changing gatekeeper decision making behavior but also explicitly, I think we say diversifying decision makers in an ecosystem. This is exactly what we're interested in. We have made grants to organizations in the past that work in venture capital to do just that. Great question.
Chris Harris:	30:06	Let's take a pause on those. Are there any questions from our prepared questions that we want to make sure we looked at?
Natalie Self:	30:16	I think we've talked through a lot of this.
Chris Harris:	30:17	Then we'll just keep going on. Is it okay to serve both aspiring and current entrepreneurs? Yes. Many of our programs ... There are gaps at both sides of that decision to start a business. Do you have the resources to do it? Is it the right decision for you and your family and where you want to get to? Then how do you start it, how do you scale it and so on. So strong yes on that one.
Natalie Self:	30:41	Are universities okay to apply? Absolutely. In fact, we have made grants to multiple universities in the past.

Chris Harris:	30:49	Would entrepreneurship education initiatives be available? It's a nontraditional approach to entrepreneurship development. I'd like to ... For the person that asked this question, I would love for them to email us at inclusionopenrfp@kaufman.org. If you're just joining us, please ... Julie's giving me the nod to remind everyone. If you have questions that aren't answered on the Facebook Live at inclusionopenrfp@kaufman.org, particular this question because you may be referencing K-12 or university programs focused on students. We have funded those in the pat. Again, our top line metrics are that we serve entrepreneurs directly. We'd want to know are these actual entrepreneurs that are going to start a business or have started a business. But there's no general rule against it if that's what you're referencing. Again, email us.
Natalie Self:	31:44	This is a question that hits home with me. The question is in some of Kaufman's RFPs, collaboration of multiple providers have been encouraged. Is that still the perspective of Kaufman? If so, from your experience, how many entrepreneur support organizations are feasible to successfully carry out the grant? My grant was to support a regional ini-

PART 2 OF 3 ENDS [00:32:04]

Natalie Self:	32:00	... of the grants. So my grant was to support a regional initiative to align organizations and activities, and it's still going. They're doing great work. We don't have a position about a certain number of organizations. I'm not sure that we know. You know what makes the most sense for your communities. We are interested in what your ideas are, and that's part of why we have a systems focus in some of the focus areas here.
Chris Harris:	32:29	Yeah. And I would add to that, one of the challenges of ... because we love to see collaborative models across the ecosystem, includes multiple organizations. But they're also difficult to explain in a concise way in an application, and it gets very complex very quickly, and it can be difficult for reviewers to really get their minds around what it is you're doing, who's leading it, what your roles are, all of that. So just be mindful of that, that the challenge will be to explain it clearly.
Natalie Self:	32:56	Are there a minimum number of entrepreneurs you're looking for proposed programs to serve or impact during the grant period? Not necessarily. We're interested in exploring models that might be very high-touch, or very in-depth, to see if those work. In the past, we have funded organizations that have impacts in the hundreds of numbers, and then we have

		organizations that have a really hands-on approach, that are going deep, that are providing real wraparound services with a smaller number. And so we're interested in all of those.
Chris Harris:	33:25	Yeah. And common to all of those, whether you're serving a smaller cohort or a much larger one, we need to be able to learn, because it's difficult to ... We can't scale our funding to support every program in the country, but we can scale our learning opportunities to support every program in the country. So those learning ... like helping us understand what we could learn from your model is really powerful.
Natalie Self:	33:48	Yeah. Are attachments of graphs or visual program representations allowed? We are allowing attachments for one question around diversity and inclusion in equity. We know sometimes these systems are complicated, and so 250 words may not be adequate to describe your organization's approach. The reason that we are not allowing additional attachments, we'll be candid, is because we're trying to even the playing field for organizations, and we don't want to give an organization an advantage or a disadvantage if you have access to high-quality production materials or those other things.
Chris Harris:	34:23	Yeah. This is a good ... They're all great questions, but this one's particularly interesting. Your question asked for evidence for success in a program's model. If we are launching a new program, how do you suggest we address that if you don't have several years of experience or evidence? Should we discuss other similar programs or an organization that's previously launched? You could. That could be one thing as a looking at the experience of the team that's coming together to launch this program or initiative. Also, we're very interested in what evidentiary based. Did you look at research? Did you look at best practices? Who did you work with to develop this model that would lead us to believe this has a viable chance for having an impact on an entrepreneur? So understand that that might be a gap that some organizations might face, but also we want to fund new ideas and new things in addition to proven programs that we can scale. So ...
Natalie Self:	35:19	Can organizations who received funding in the past for a different initiative apply, or are they no longer considered new grantees? There's a couple of nuances here that are important. So if an organization has received funding from the Kauffman Foundation through and RFP that's not the Inclusion Open, they would be considered new grantees for this program. If you are a part of a collaborative that has received funding from the

Kauffman Foundation, the organization that is the grantee that is sort of the fiscal sponsor for that project is not considered a new grantee. But if you're a part of that collaborative, you would be considered a new grantee.

Chris Harris:	35:57	Yep.
Philip Gaskin:	35:58	And I just wanna remind everyone, this is a 2019 Inclusion Open Facebook Q and A. We're going through a lot of questions here and providing as many answers as we can. If we're not able to get to those, we'll have those online for you. Since folks may just now be joining, would it make sense to maybe hit just the top-line goals-
Chris Harris:	36:19	Yeah.
Natalie Self:	36:19	Sure.
Philip Gaskin:	36:20	... of the RFP once again? And I think those can help fill in some of the questions that have been asked as well.
Natalie Self:	36:20	I think that's great.
Philip Gaskin:	36:26	And then we can get back into the-
Natalie Self:	36:27	Yep. That's great.
Philip Gaskin:	36:28	... get back to the other questions.
Chris Harris:	36:28	You can take the first couple?
Natalie Self:	36:29	Sure. So generally and at the heart, the goal of this is to reduce barriers to entrepreneurship for markets that have been systemically left behind. We wanna build a community of organizations that are focused on making entrepreneurship easier for people and reducing barriers for folks that may face additional barriers because of the communities that they're a part of. We are really focused on supporting entrepreneurs across the country. In this RFP, there is a specific dedicated funding pool for Kansas City, but we are interested in projects in the middle of the country and across the country as well.
Chris Harris:	37:09	Yeah. And building on that, we are ... Did you go over the third one, or establishing a baseline-
Natalie Self:	37:15	Nope.

Chris Harris:	37:15	... for the organization? Okay.
Natalie Self:	37:15	Yeah. Yeah, let's grab that one.
Chris Harris:	37:16	I'll start it. Don't wanna repeat what's already been said so well. But we're interested in establishing baseline organizational values that we believe entrepreneurship support organizations must employ or utilize when running a program, or to reduce barriers. We aim to contribute to our overall entrepreneurship goal of supporting quality experiences for entrepreneurs, and by 2024, helping 200,000 entrepreneurs develop valuable knowledge and skills to start or grow a business. And there's a community element of this, too, for our top-line goals. We intend or aim to, by 2024, support Kansas City and 200 other communities, support them in having more supportive environments that enable them to start and grow their businesses.
Natalie Self:	38:07	Yeah. And as we said before, we spend a lot of time on the written documents. There is a short version of all of this information when you go to the Inclusion Open website. There's also links to a longer version that has more explanations as well as an FAQ, so we encourage you when you're preparing your response to really look at those documents. Just a reminder, applications are due February 6th.
Chris Harris:	38:33	Yep.
Philip Gaskin:	38:35	Go ahead, Chris.
Chris Harris:	38:36	Another question that came in: can state and municipal governments serve as grantee or partner with a nonprofit on a project? Yes, they can.
Natalie Self:	38:45	If you're a nonprofit business, do you have to have a nonprofit arm or partner? Will mentioning work with not-for-profits be added benefit? As we said before, we're really focused on the charitability of the activity. We need to make sure that anything that we're supporting is charitable, so it's not necessarily an advantage or a disadvantage to have a nonprofit arm or partner, but if you are not a nonprofit, there are additional questions that we'll need to ask in further rounds.
Chris Harris:	39:14	Yep. I'm just reading this next question. What is the time span of grants you hope to provide? So how long are these grants typically going to last, and how will you consider sustainability of projects after the funds expire? So the average grant is two

years, 24 months. We understand that some projects don't take quite that long, and some take quite a bit longer, so we think between one and three years per grant. But again, the average cycle for a grant is two years.

Sustainability after the funds expire, that's again, that's a huge issue. This work is hard, and it's made even harder by the fact that you have to fundraise to support these activities. That's why you're applying for the RFP. We have regular reporting that we do. We try to make it as efficient, and we don't wanna be a burden, as much as possible. And as part of those reporting conversations and activities, we actually ask and discuss your plans for sustainability. If it requires fundraising, what does your fundraising pipeline look like? Do you need connections? Do you need suggestions? We'll do what we can, but we will talk about it on an ongoing basis.

Natalie Self:	40:29	Just to note, in the first round application, you have two options. There is a question about length of project, and you only have two options, one year or two. So if your project is longer than two years, select two, and just let us know in the written description that you're thinking about a longer project, and then we'll talk with you about that. Another question is, what is Kauffman's attitude towards faith-based initiatives? Should an organization apply with a church as a joint venture, or can an organization apply on its own with a church or faith-based organization as the target ecosystem? Again, we're interested in sort of non-traditional entrepreneur support hubs, so this would be something, an idea generally, that we would be interested in. But again, we need to understand the charitability of the activity, so there may be some additional questions.
Chris Harris:	41:20	Yep. All right. This is an interesting question that's being ...
Natalie Self:	41:29	We're getting questions realtime here. So for the research around best practices, should those be only those circulated by Kauffman, or are there others that can be cited? We do not own the research about entrepreneurship, how to do this work collaboratively. We certainly have some things that we put out into the field that we think are good, but please, introduce the ideas that you see as relevant and as important.
Chris Harris:	41:56	Yep. Yeah, we are looking at all voices and all sources of expertise when we look at this work, and we hope that you do too.

Natalie Self:	42:03	Yep. If an organization received an inclusion grant in year one under scaling effective programs, is this a new or returning grantee? They would be a returning grantee.
Chris Harris:	42:14	Returning grantee. Yep. Just to clarify on that, that does not mean that organization's not eligible to apply for funding. It just means that there may be a different process because this is focused on building our network, new organizations that we haven't worked with. So we would encourage you to contact us.
Natalie Self:	42:36	Are you interested in supporting micro-enterprises, one to five employees? We are interested in organizations that support all type of entrepreneurs, all type of entrepreneurship. There is no size, or scale, or sector that we're more interested in than an other. Just remember that the organization has to be based in the United States. Just a reminder, we have an RFP ... We have a frequently asked ... lots of letters. We have an FAQ for this RFP that is linked in the website, the RFP website, so please take a look at that. Make sure you're reading everything and clicking all the links. It's quite long, and so a lot of these questions have been answered in there. And like Chris said at the beginning, we're gonna work over the next few days, because we know there's a short application window, to get all of these questions put in and updated as well.
Chris Harris:	43:36	Yep. What are some of the most successful projects funded in this program previously? That could almost be a trap question, so I'm not gonna fall into it. But I will say there are common elements to successful projects through this initiative, and those, I won't name them all, but some of them include openness to learning and evaluation, openness to sharing that with us, helping us understand the journey that you go on, and to modify your program, evolve it, pivot it to serve your entrepreneurs and their needs and where they're at. That is probably the number one thing. The number two is, frankly, strong leadership, having good people in place that care about their entrepreneurs, and again, are open to sharing their learning with us. That, across the board, uniform, if those two pieces are there, it's usually a successful project.
Natalie Self:	44:33	And there's also just good sort of grant health management, fiscal management, responsibility, reporting on time, all of those things that help us help you do your jobs better. So we are probably gonna wrap up. Thank you so much for everyone-
Philip Gaskin:	44:33	Thank you all.

Natalie Self:	44:50	... that joined us today.
Philip Gaskin:	44:51	Very good.
Natalie Self:	44:51	This is really exciting, and we're excited that people are excited. You never know when you put something into the world if people are gonna know. Thank you again for your interest in the 2019 Inclusion Open RFP. Make sure that you check back on the website regularly at rfp.kauffman.org. The deadline is February 6th. We can't wait to see what you're gonna propose.
Chris Harris:	44:51	Thank you everybody.
Philip Gaskin:	45:15	Thank you all. Thank you.
Natalie Self:	45:16	Thanks.

PART 3 OF 3 ENDS [00:45:20]