



A. QUICK PITCH

This is your opportunity to make a strong first impression. Offer a brief and compelling overview of your proposal. Avoid using jargon or language that a non-expert may not understand. The information in this section is likely to be made publicly available in a variety of online settings.

Project Title (10 words)

Choose a name for your project which easily identifies your solution and distinguishes it from any other projects.

Disrupting the Cycle of Housing Segregation in Urban America

Project Description (25 words)

Provide a short description for your project in one sentence.

Our project sharply reduces many forms of racial inequality through an innovative but proven strategy: a direct attack on housing segregation in two metro areas.

Executive Summary (150 words)

Write an overview of your project that answers the following three questions:

- What is a brief description of the problem that you are trying to solve?
- How will you solve it?
- How will your solution change the lives of the people you wish to serve, including historically marginalized people within that population?

Your Executive Summary should be a stand-alone statement of the problem and solution. It should not require any other context to clearly explain what you are seeking to accomplish.

Racial disparities have many sources, but by far their key underlying driver is extreme housing segregation. While segregation levels are high in most metro areas, desegregation has occurred in enough areas to show that significant metro-level declines in segregation set in motion forces that reduce racial disparities in many domains. Compared to metro areas with moderate housing segregation, highly segregated metro areas have a black-white unemployment gap that is five times larger and a mortality gap that is three times larger. We now understand the mechanisms that perpetuate segregation, and the (currently small-scale) initiatives that can break down those

mechanisms and create instead self-sustaining cycles of housing opportunity and integration [11,14]. We propose to scale-up these initiatives and bring them under a series of coordinated umbrella centers in two metro areas -- Greater Chicago and Greater Richmond -- that capture different aspects of urban segregation and can together provide national models.

B. VIDEO PRESENTATION

You are required to submit a video that captures your project and why it should be funded. The video is an opportunity to showcase your passion and to pitch your story in a succinct format. We want you to share your vision with the judges in a way that is different from the written proposal format. This DOES NOT need to be a professionally produced video.

In order to complete this part of your application, your team will upload a short digital film using YouTube. Set the Privacy Settings on your video to Public or Unlisted – do **not** set them to Private.

Your video may be extracted from your submission and made available to the public and other donors. Appeal to a broad audience. Video submissions should follow these guidelines will render the application ineligible:

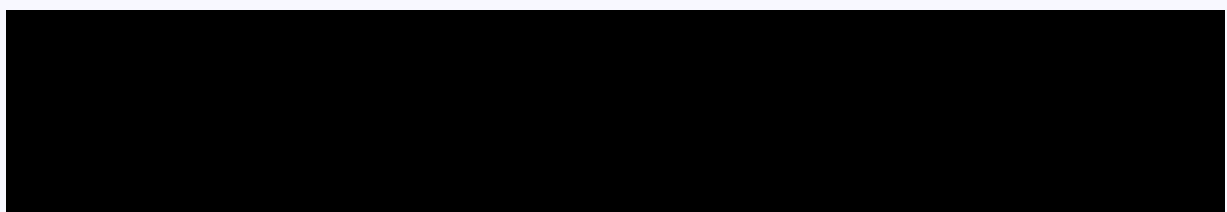
- A length of no more than 90 seconds.
- Your pitch must be in English.
- Your video must be captioned. See these instructions on how to use You Tube automatic captioning.
- Your video should not contain identifiable children without parent consent.

Here are general suggestions for delivering a high-quality video pitch:

- Introduce yourself and your organization(s) and/or team.
- Describe the problem that you are committed to solving.
- Explain your solution.
- Explain what is unique about your solution.
- Describe how you would you plan to measure success and achieve broad but meaningful impact.

Paste the full YouTube URL in the box below.

View in new full window





C. YOUR TEAM

Now that you've provided a brief overview of your project, focus on the talent and management of your team.

Principal Organization

During the registration process, you identified the Principal Organization responsible for receiving and taking accountability for any grant funds, as well as providing the direction, control, and supervision for the project. If the Principal Organization has changed, please *Edit Registration Form* from the *Profile* menu to update this information.

Principal Organization Website or Social Media Page

What is the URL of the website or social media page of choice for the Principal Organization? If your Principal Organization does not have a website or social media page, then please insert "Not Applicable."

<https://www.uic.edu>

Project Website or Social Media Page (5 words)

Provide us with a URL to your project website or social media page of choice, if one exists. Having a project website or preferred social media page is not a requirement for the competition and will not impact your eligibility. If you have not created a project website or a social media page, then please write "Not Applicable."

<https://go.uic.edu/SegregationDisruptors>

Primary Area of Expertise

Please select the primary area of expertise for the Principal Organization.

Selected:

Higher education

Team Collaboration

Does your team consist of two or more organizations?

Yes

No

Memorandum of Understanding

If your team consists of two or more organizations, all of the partners working within a formal collaboration must execute a Memorandum of Understanding (MOU) in which one organization clearly has control and discretion over the use of the grant funds. Learn more about MOUs by watching [this webinar on Common Legal Challenges for applicants](#). For additional guidance, read the [Requirements Regarding Any Proposed Collaboration](#).

A fully-executed MOU that controls the relationships among the parties must be uploaded. You must upload a PDF file that does not exceed 10MB.

If your team does not consist of two or more organizations, then check "not applicable."

MOUS_Combined_FINAL.pdf

Not Applicable

Case for Partnership (150 words)

If your team consists of two or more organizations and has executed an MOU, present a clear case as to why it is important to collaborate and why you believe this will be an effective collaboration. Have the entities successfully collaborated in the past? What can the two or more organizations accomplish together that they couldn't accomplish alone? Explain how the partnership is positioned to deliver the solution as an integrated team.

If your team does not consist of two or more organizations, then simply respond by entering "Not Applicable."

Our project is a partnership of innovative practitioners and scholars with a history of working together

on issues of segregation and opportunity. The motivation for our partnership is three-fold. First, taking on housing segregation at a metropolitan level requires the combination of multiple strategies: helping families to make pro-integrative moves; enabling first-time homeownership; preventing gentrification from undermining nodes of integration; reducing exclusionary practices, and so on. We need to combine our expertise to do this. Second, we combine the real-world skills of proven, seasoned practitioners with the analytic expertise of social scientists and fair housing scholars. Third, we demonstrate a national model by implementing our solution in two metro areas, Chicago and Richmond, which each represent emblematic and distinct manifestations of urban segregation.

Why Your Team? (250 words)

Explain how your team is uniquely positioned to deliver results and why you are the best choice to solve this problem. Your response can include:

- How your solution aligns with the primary purpose of your organization(s) or, if there is loose or indirect alignment, explain why you have decided to solve this problem;
- Your team's previous performance or relevant experience that highlights your ability to deliver results;
- Description of the largest project you've overseen in the past (financially and/or in terms of the number of people involved);
- Description of what draws the leader or the group to this project on a personal level.

What are your team's core values?

Emphasize that you have the right capabilities, experience, and commitment to execute your project.

Our team has been built by harnessing momentum from ongoing discussions among practitioners and researchers united by their belief that this is a national moment when housing segregation can be tackled, and that a multi-pronged strategy combining our expertise can do the job. Our proposal fuses decades of research and on-the-ground experience into a coordinated and concrete strategy to disrupt the cycle of segregation.

For almost fifty years, the Oak Park Regional Housing Center fostered housing integration with the nation's most successful affirmative marketing program; it is ready to help others do the same. Richmond's Housing Opportunities Made Equal has a national reputation for its fair housing victories, including a landmark Supreme Court case, and is a leader in combining counseling and fair housing services under one umbrella; it wants to show how its programs can directly tackle segregation. Affordable Housing Partners is supported by the \$3 billion Pedcor Companies (whose CEO is on our team), one of the nation's principal developers of affordable housing, with over 20,000 units of economically integrated housing completed; they want to determine how this success can carry over to fostering racial integration. Maria Krysan (UIC), Carol Brown (UR), and Richard Sander (UCLA) are leading

scholars of residential selection processes, fair housing, and the dynamics of housing segregation.

We have a cohesive vision of how our components fit together, a national advisory team to provide feedback, and the collective experience to implement our strategy.

Biographies of Key Staff. For each of the top three key staff members, who are responsible for the success of the project, please provide a name (First/Last), affiliation, and a brief biographical statement. The biographical statement should include the title for the key staff member and briefly emphasize the credentials and experiences which are most relevant to the project.

Key Staff #1:

First Name

Maria

Last Name

Krysan

Affiliation

Professor and Department Chair, Sociology, University of Illinois at Chicago

Biography

Maria Krysan is a nationally recognized scholar of residential segregation and racial attitudes. Her award-winning, co-authored book, *Cycle of Segregation*, offers a new framework for understanding residential segregation as a self-perpetuating system. Through her additional appointment as a Senior Scholar at the University of Illinois' Institute of Government and Public Affairs, Krysan regularly works to connect her research insights to non-academic audiences (community leaders, media, residents). She is the longest-serving member of the Board of Directors of the Oak Park Regional Housing Center (2005-present), and has successful leadership experience as the chair of a large and diverse university department.

Key Staff #2:

First Name

Jay

Last Name

Readey

Affiliation

Oak Park Regional Housing Center

Biography

Jay Readey is Interim Executive Director of the Oak Park Regional Housing Center, after serving for 5 years as Executive Director of the Chicago Lawyers' Committee for Civil Rights (CLCCR) and directing its Fair Housing Project and landmark civil rights litigation efforts. Deeply committed to putting ideas into practice, Jay is an active community development finance attorney and DePaul Law School adjunct professor, teaching about community development and integration. Jay left CLCCR to focus specifically on geographic inequity, and has built a career in community development, housing and nonprofit entrepreneurship. He earned a BA, JD and MBA from Yale University.

Key Staff #3:

First Name

Carol

Last Name

Brown

Affiliation

Professor, The University of Richmond School of Law

Biography

Carol Brown teaches and writes in the areas of property, land use planning, real estate transactions, and housing law. Her book, Experiencing Housing Law, is unique in infusing fair housing and access issues into a general property text. Brown is a leader in the field and organized a major fair housing conference in Richmond in 2018. She is a fellow with the American College of Real Estate Law and a member of the board of directors of the Inclusivity Institute, a non-profit subsidiary of Affordable Housing Partners.

D. THE PROBLEM

Choosing the right problem to solve is the first step towards developing an effective solution. Show that you understand the nuances of the challenges ahead and that you've researched and engaged experts who have informed your strategy.

Problem Statement (250 words)

Describe the specific challenges that your solution will address, using non-expert language (do not cite papers or studies). If appropriate, connect it to any larger social concerns or systems.

As part of your description address:

- Who is impacted by the problem?
- Why does the problem exist in the current environment?
- What are the most influential ways to effect the necessary change, and where are the leverage points where the smallest change can have the biggest impact?

Focus on setting the stage for your solution (versus describing how you intend to solve it).

Fifty years after adoption of the Fair Housing Act, most of America's largest metropolitan areas are still highly racially segregated. High segregation is powerfully correlated with a host of negative social outcomes. Scholars now largely agree that these correlations exist because housing segregation has powerful direct and indirect effects upon a host of other phenomena. Three effects are especially notable:

* High segregation exacerbates racial inequality. Compared to areas with moderate segregation (e.g., San Antonio, Seattle, San Diego), high-segregation metro areas (e.g., Chicago, New York, Richmond, and dozens of other major metro areas) have vastly larger racial gaps in poverty, employment, test scores, health outcomes, marriage rates, and income. These gaps have stagnated for generations in high-segregation areas; in moderate segregation areas, they steadily shrink.

* High segregation concentrates poverty. The proportion of people living in high-poverty neighborhoods is more than twice as high, on average, in high-segregation compared to moderate-segregation areas.

* High segregation hurts the "commons" and aggregate measures of well-being. Moderate-segregation metro areas have lower crime levels in both "majority" and "minority" communities. Their politics are less racially polarized. And their governments invest more in public goods, with broader public support.

Housing segregation was intentionally created through actions by individuals, and local, state, and federal institutions. Many efforts to combat segregation - developing affordable housing, mobility counseling, affirmative marketing, community investment - show promise, but in isolation they are

rarely sufficient to induce the needed systems change. Real, sustained change requires a coordinated, multi-level effort.

Demand to Address the Problem (150 words)

Describe the current demand for solving the problem among stakeholders (target beneficiaries, local leaders, government agencies). Is the chosen problem recognized as urgent among stakeholders in the locations where you are planning to scale your solution?

The question of racial justice has moved to the urgent center of American discourse. While the nation has made enormous strides in many forms of racial equality since the 1960s, key disparities in income, employment, test scores, and health remain severe and unchanging. Many see these problems as hopelessly vast or reflecting pervasive networks of structural, systemic racism. But there is increasing recognition that severe housing segregation is the linchpin and addressing it can unravel other forms of inequality. Many Americans realize this; large majorities within all racial groups report a desire for greater integration, and blacks moving between metro areas overwhelmingly favor moves to urban areas with falling segregation. The Cost of Segregation report [1] issued in 2017 and focusing on Chicago highlighted these new recognitions and the existence of many stakeholders in Chicago seeking fundamental change on this front. Richmond recently introduced a similar collaboration tackling exclusion.

E. YOUR SOLUTION

This section provides the opportunity for you to more fully explain how you intend to solve the problem.

Solution Overview (250 words)

Using non-expert language, address the following questions:

- How does your solution meaningfully contribute to resolving the chosen problem?
- How will you know that you are making progress?
- Describe the impact that your solution will have on the chosen problem over a five-year grant period. Will it have broad impact on a large population or geography, or will it have deep and intense impact on a small population or geography?
- Describe who will benefit from your solution and the benefits or outcomes of your solution.

Though housing segregation has been recognized as a problem for decades, public policy has generally addressed it indirectly: through fair housing laws and enforcement (which have reduced

discrimination); school busing; low-and-moderate income housing development; and the use of vouchers available to a tiny fraction of the population. We propose a coordinated strategy to directly reduce housing segregation in metro Chicago and Greater Richmond. We reduce segregation in measurable ways through interventions at three scales: the "macro" (metropolitan), the "meso" (neighborhood), and the "micro" (individual). At the macro level, we use an innovative tool, the Inclusivity Rating, to objectively rate the segregative effect of local zoning and land use policies, and target policies (through exposure, pressure, and litigation) having the most severe effects. At the meso level, we use innovative "housing trust" strategies that preserve low-and-moderate income housing in gentrifying neighborhoods to preserve and expand integration. We work with neighborhood institutions to make integration tangible and effective. At the micro level, we provide housing counseling to expand homeseekers' options; we supplement this with innovative housing search engines, leveraged financial assistance, and neighborhood networks to support successful pro-integrative moves. Our eight "housing opportunity centers" (six in Chicago, two in Richmond) coordinate these strategies, which reinforce one another to create measurable cycles of integration and decreases in racial disparities in education, health, employment and other areas. Note that our strategy pursues integration of black and Latinx neighborhoods as well as white ones, and not only reduces disparities, but improves aggregate outcomes.

Technical Process Description (200 words)

If your solution requires a technical, scientific, medical, or engineering process, then provide an explanation of your solution. Describe how it involves a technical, scientific, medical, or engineering process. Use this space to offer more detail for your specific technical approach that was not suitable for a non-expert audience. If necessary, you may cite academic literature or papers in this section by placing a bracketed number [#] next to each citation that you will later reference in your Bibliography.

If your solution does not require a technical, scientific, medical, or engineering process, please enter "Not Applicable."

Not Applicable

Priority Populations

Select your priority population(s) as the primary target beneficiaries for your solution. While not all projects directly serve human populations, applicants should be able to identify a target population that will benefit from the project (including advocacy or environmental projects where human populations may be indirect beneficiaries). You must select at least one priority population as your primary target beneficiaries, and you are welcome to provide up to three.

Selected:

People of African descent

People of Latin American descent

Diversity, Equity, and Inclusion (250 words)

Compelling proposals will fully demonstrate a commitment to the values of Diversity, Equity, and Inclusion. *100&Change* values organizations that think critically about how to be more inclusive across their teams and projects. Not only do we expect that teams will be thoughtful about how to work with a range of beneficiaries, but we also expect teams to think carefully about how to actively plan for and include the most marginalized and/or vulnerable from within those populations in solutions design, program planning, and ongoing work.

1. Explain how you will ensure, or have ensured, that the design and implementation of your solution authentically embraces diversity, equity, and inclusion across all aspects, including persons with disabilities, religious or ethnic minorities, people of color, native/Indigenous peoples, women, gender identity and sexual orientation.
2. How will you provide opportunities and reasonable accommodations for historically marginalized populations, including religious or ethnic minorities, people of color, native and Indigenous people, sexual orientation, gender identity, and women to actively participate and/or benefit from your solution, including as staff, advisors, partners, consultants, etc.

"Diversity, equity, and inclusion" is what our project is all about. In no part of America are the lives of racial minorities more separate and unequal than in the housing markets of our most segregated cities. Our solution has a direct effect on segregation, an indirect effect upon many racial disparities outside of housing and will provide a blueprint for effective local actions across much of urban America. Although we target racial segregation, most of our initiatives will also have a direct effect in reducing economic segregation - a problem that has been growing steadily more severe over the past two decades.

Our Chicago- and Richmond-based coalitions, which extend well beyond our six principal partners, include organizations like the Chicago Area Fair Housing Alliance (CAFHA) and Richmond's Better Housing Coalition (BHC), which are dedicated to, and experienced in, empowering authentic community voices to shape programs and public policies. Indeed, the success of our strategies depend on empowering those voices. Our housing opportunity centers will have the same kind of community engagement existing in OPRHC and HOME.

Our coalition has deep experience in expanding opportunity for families with children, persons with mental disabilities, and many other marginalized groups. We see this strategy as a transformative way of moving from providing individual-level services to changing metropolitan- and community -level

dynamics - that is, a permanent solution to the underlying problem rather than mere amelioration of its effects.

Opportunities and Accommodations (150 words)

How will you provide opportunities and reasonable accommodations for persons with disabilities to actively participate and/or benefit from your solution, including as staff, advisors, partners, consultants, etc.?

Our coalition includes a deep and wide array of civil rights expertise on the challenges facing persons with disabilities in employment, housing, and community participation. Our programming will be designed from the outset to ensure that persons with disabilities can both benefit from our solution and participate as staff, advisors or partners. The budget associated with assisted housing supports builds in the additional costs of ensuring housing is accessible to those with physical disabilities. The budget for our centers assumes that the buildings in which centers are located will be accessible to those with physical disabilities (thus ensuring that clients and staff with disabilities can use, and be employed by, the centers). The budgets for the housing opportunity centers' websites and the project's housing search engines also includes resources necessary to ensure accessibility -- for example, by incorporating innovative website and app designs that enable use by persons with visual disabilities.

Theory of Change (250 words)

Describe the logic of how your solution will lead to the desired outcome. Your Theory of Change should read as a narrative explanation of both the projected and desired outcomes. Emphasize the methodologies that you intend to employ and how they create a causal link to your shorter-term, intermediate, and longer-term goals. As you develop your response, consider this [Practical Guide for Creating a Theory of Change](#).

Our project is rooted both in the best academic research and the experience of seasoned practitioners. Our coalition is united behind a comprehensive theory of change and a commitment to careful testing and revision of our programs as we implement and extend them.

We start with an account of why large racial disparities in urban areas persist. (1) Disparities built up during eras of legal segregation and discrimination fall only when housing segregation falls. (2) Housing segregation in most urban areas feeds on itself, because it tends to "segregate" housing search processes and makes the few integrated neighborhoods more vulnerable to tipping. But (3) once one achieves a critical mass of housing integration, that, too, feeds on itself.

Disrupting segregation thus requires a coordinated approach. (1) The housing search process must be

changed so that individual moves do not simply mimic existing patterns of segregation; (2) Some integrated neighborhoods need assistance so that displacement from gentrification does not undermine their stability; (3) Financial barriers to integration must be lowered by helping prospective movers with resources like counseling, security deposits (for renters), low-cost mortgages (for homebuyers), and self-sustaining non-profit housing development; (4) Legal and discriminatory barriers to integration must be lowered through activities like our Inclusivity Index, litigation against particularly exclusionary practices, and fair housing enforcement.

This, then, is a paradigmatic example of need for a "big" intervention. Incremental steps won't disrupt the cycle. 100&Change can.

Barrier Assessment and Risk Mitigation (150 words)

Describe any barriers to the short and long-term success of the project and your plans to mitigate them. Barriers can include problems inhibiting solution scalability, political or public policy concerns, or any other potential operational or tactical hurdles that may hinder your solution's success. What are the most threatening barriers? How are you prepared to address them?

Past efforts to break down segregation often relied on: (1) building "subsidized" housing in affluent, white neighborhoods, and (2) "gentrifying" minority neighborhoods. Both can generate strong community opposition, out of distinct but parallel fears that they will unfavorably change the neighborhood and ultimately push original residents out. We use three strategies to avoid these traps: (1) We foster mobility across the economic spectrum (and across all racial and ethnic groups), and do so through fostering individual moves into market-rate housing, rather than new projects or developments; (2) We minimize potential negative effects of gentrification by protecting affordable housing, encouraging potential migrants to consider adjacent neighborhoods, and building mechanisms for authentic neighborhood integration; and (3) We emphasize scaling up and broadening existing community-based organizations, and careful monitoring of community effects, so that integration is a community strategy, not an imposition from above.

Primary Subject Area

Select the primary subject area of the solution that you and your team are proposing.

Selected:

Diversity and intergroup relations

Location of Current Solution

Where are you currently implementing your solution? If you are not currently implementing your solution, you may select NOT CURRENTLY IMPLEMENTING SOLUTION. If you are implementing your solution, provide the first location here. You may provide up to four additional locations in the following four questions, if applicable:

United States - Illinois - Cook County

Location of Current Solution #2

If you are not currently implementing your solution or if you have no additional locations for your current solution, you may select NOT APPLICABLE. If there is a second location for your current solution, provide the second location here.

United States - Virginia - City of Richmond

Location of Current Solution #3

If you are not currently implementing your solution or if you have no additional locations for your current solution, you may select NOT APPLICABLE. If there is a third location for your current solution, provide the third location here.

NOT APPLICABLE

Location of Current Solution #4

If you are not currently implementing your solution or if you have no additional locations for your current solution, you may select NOT APPLICABLE. If there is a fourth location for your current solution, provide the fourth location here.

NOT APPLICABLE

Location of Current Solution #5

If you are not currently implementing your solution or if you have no additional locations for your current solution, you may select NOT APPLICABLE. If there is a fifth location for your current solution, provide the fifth location here.

NOT APPLICABLE

Location of Future Work

Where are you planning to implement your future work, if you are awarded a MacArthur *100&Change* grant? You may provide up to four additional locations in the following four questions, if applicable.

United States - Illinois - Cook County

Location of Future Work #2

If you have no additional locations for your future work, you may select NOT APPLICABLE. If there is a second location for your future work, provide the second location here.

United States - Virginia - City of Richmond

Location of Future Work #3

If you have no additional locations for your future work, you may select NOT APPLICABLE. If there is a third location for your future work, provide the third location here.

United States - Illinois - DuPage County

Location of Future Work #4

If you have no additional locations for your future work, you may select NOT APPLICABLE. If there is a fourth location for your future work, provide the fourth location here.

United States - Virginia - Henrico County

Location of Future Work #5

If you have no additional locations for your future work, you may select NOT APPLICABLE. If there is a fifth location for your future work, provide the fifth location here.

United States - Virginia - Chesterfield County

Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) are considered by many donors when looking to support both domestic and international work. Select one or more of the SDGs that aligns with your solution. To learn more about each SDGs and/or to understand better where your work fits into the SDG framework you can read more here.

- No Poverty

- Zero Hunger

- Good Health and Well-being

- Quality Education
- Gender Equality
- Clean Water and Sanitation
- Affordable and Clean Energy
- Decent Work and Economic Growth
- Industry, Innovation and Infrastructure
- Reduced Inequality
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Climate Action
- Life Below Water
- Life on Land
- Peace and Justice Strong Institutions
- Partnerships to achieve the Goal

Solution Stage

Select the stage of development that best represents your solution. Use the [Organizational Readiness Tool](#) to better understand your ability to be competitive.

- Research and ideation: You are in the process of developing a new solution. You have not yet started implementation with target beneficiaries and do not have evidence of impact. Note that solutions without an existing evidence base are unlikely to be competitive in this process. In fact, solutions with weak evidence of effectiveness are likely to be screened out of the competition.
- Pilot: You have developed a new solution and are in the process of testing and refining it with a

small number of target beneficiaries. You are beginning to develop evidence of impact. Note that solutions without an existing (or with only a limited) evidence base are unlikely to be competitive in this process. In fact, solutions with weak evidence of effectiveness are likely to be screened out of the competition.

- Proof of concept: You have a prototype concept that you are pressure testing in different settings or environments to determine whether its outcomes are durable in different contexts and which adaptations are possible. Note that solutions with only a limited evidence base are unlikely to be competitive in this process. In fact, solutions with weak evidence of effectiveness are likely to be screened out of the competition.
- Scaling: You have evidence that your solution achieves impact and are in the process of expanding and adapting the solution to a greater number of target beneficiaries, potentially in new contexts or geographies. You are continuing to monitor for impact and refine the solution but have yet to achieve large-scale implementation.
- Operating at scale: You are delivering your solution at scale and are in the process of expanding target beneficiaries substantially. You are continuing to monitor for impact and refine the solution.

Key Words (5 words)

Provide a list of five key words that can best be used to describe your project. Choose key words that capture the essence of your project and its intended outcomes. Separate each key word with a comma.

Residential Segregation, Race/Ethnicity, Opportunity, Inclusion

F. PROJECTED IMPACT

This section provides the opportunity for you to provide evidence that supports your solution.

Evidence of Effectiveness (250 words)

What evidence do you have, or why do you believe that the solution you propose will work? Present any internal evidence or formal academic evidence. You may cite academic literature or papers in this section by placing a bracketed number [#] next to each citation that you will later reference in your Bibliography.

Our first proposition is that quantifiably lowering metropolitan levels of segregation will produce, over the medium-term, large gains in relative black and Latinx outcomes and significant aggregate benefits to the metro area. There is now a wealth of careful social science research substantiating these effects

[2,4,7,8,12,13]. Moreover, these effects are more or less linear: even modest declines in segregation have proportionally significant benefits [6,14].

Second, we now have a good understanding of why some American metro areas have achieved much lower levels of segregation [14, 11]. A central finding of this research is that greater integration can follow from efficient, focused and coordinated interventions that correct market failures in “racialized” housing markets and break cycles of segregation.

Third, the specific means we use to foster opportunity and lower segregation are effective. Scholars who have studied the remarkably high level of housing integration in Oak Park attribute it to the effectiveness of the Oak Park Regional Housing Center (“OPRHC”), which has been closely involved in our discussion and planning for scaling up [14,11]. Studies of urban gentrification [10] identify the types of strategies we deploy as the most effective ways to forestall displacement. National organizations like the Poverty and Race Research Action Council (PRRAC) have identified our Richmond partner, HOME, as one of the most effective centers in the country for mobility counseling and enabling low-and-moderate income moves to homeownership.

Together, these findings yield an extraordinary benefit-cost ratio of our project – on the order of 30:1 [1].

Type of Evidence

What kind of data do you collect and/or will you collect to measure success? Which best describe the kind of evidence you currently have or will have to show that your solution works? Select all that apply.

- Informal check-ins with the people you serve to see how things are going
- Formally collecting and documenting qualitative feedback
- Routinely collecting program and other data on progress
- Piloting or user testing new programs, products, or policies
- Internally conducting evaluation or assessment of outcomes
- Externally conducting evaluation or assessment of outcomes
- External assessment on impact (e.g. randomized control trial; quasi-experimental design;

contribution analysis; collective impact)

Other

Monitoring, Evaluation, and Learning (250 words)

As you develop your responses, review our [Guidance for Monitoring, Evaluation, and Learning](#) for context. The MacArthur Foundation values monitoring, evaluation, and learning activities that are capable of flexing as the context may change and as the work evolves, yet sufficiently rigorous to document and measure results, learn from them, course correct, and adapt, as necessary.

Briefly describe what you expect to learn over the course of implementing your solution and how you plan to learn it. This is the first step toward developing a more comprehensive Monitoring, Evaluation, and Learning plan. Your response should address:

- How are you thinking about evaluating your Theory of Change?
- What are your methods for collecting data?
- How will that data be used in ongoing performance improvement?
- How will you use data to learn if the project is successful?

Since we seek to create a national model for reducing racial disparities and urban segregation, sophisticated and thorough evaluation is critical. We will do this on four levels:

Efficiency of program inputs. Based on past experience with our component programs, we have specific expectations of cost and delivery. We will continuously monitor, through informal supervision and formal measurement, the efficiency of service deployment and, based on client feedback, the quality of our services. The "competition" of eight housing centers will give us further evidence of what works well and what needs to work better.

Measuring demographic effects. Our strategy has specific demographic goals, measured in both hard ways (how does the metropolitan index of residential dissimilarity change over the five years?) and softer ways (based on randomly selected samples of movers, how do search processes change over the course of the program and how does interaction with our programs affect that?).

Measuring SES effects. We will use real-time data from federal, local government, and private sources to track how racial disparities and aggregate civic outcomes change: i.e., teenage unemployment; homeownership rates; school integration levels; crime; and income levels. We will compare changes in

Chicago and Richmond with changes in a "control" sample of other metro areas.

Dynamics of integration. Finally, we plan to survey residents in our "focus" neighborhoods and a set of control neighborhoods to understand the nature and quality of housing integration "on the ground", drawing on a landmark 1967 project that has never been replicated.

Planning for Scale and Amplifying Impact (250 words)

Describe your plan for scaling your solution and its benefits. Scale may mean expanding to new populations or geographies, or it may mean how you intend to amplify your impact more deeply in one geography or population or context. If appropriate, explain whether and how you will need to tailor and adapt your solution for scaling and/or amplifying impact. What is the evidence, or why do you believe your results can be replicated? As you prepare your response, read *Scaling-Up: Tools & Techniques for Practitioners* and *Scaling-Up: Management Framework for Practitioners*

Our solution involves coordinated deployment of ten distinct strategies. Within our partnership are non-profits that have successfully used these strategies within their service areas. We know these strategies work because the effects are visible and documented (for example, the high level of housing integration in Oak Park, or HOME's success at increasing homeownership among Richmond's low-and-moderate-income residents). We also know "how" those strategies work (the services needed, the requisite data resources, the skills staff need). We have very well-defined objectives for the scale we wish to achieve: we are seeking to produce specific numbers of pro-integrative moves, specific reductions in metropolitan levels of segregation and so on. We have worked out the connections between the volume of services and activities we need to implement and the quantified outcomes.

We will scale-up in three ways: (1) Both HOME and OPRHC will expand their existing operations to incorporate additional services; (2) New centers in Chicago and Richmond will be created both to achieve metropolitan scale and to insure that centers are well-rooted in their own community; we have existing ties with community organizations that will assist with this; (3) Blending our strategies together so the total is greater than the sum of its parts: the housing search engine will directly create additional mobility, and also draw users to the housing centers. AHP's partner lenders will collaborate with our centers to identify qualified, aspiring homeseekers, even as the availability of their below-market mortgages draws people to the centers.

Durability of Impact (150 words)

Describe the durability of your solution. Does your solution expect to solve the problem in five years or create a pathway to solving the problem over a longer time horizon?

We estimate that our solution will lower the block-level black/white index of dissimilarity (a common measure of segregation) by five points over its first five years in Chicago and Richmond and will lower the Hispanic-Anglo index of dissimilarity by 2.5 points. Since the relationship between lower segregation and better outcomes is linear at the metropolitan level, our program will produce substantial and measurable improvements in outcomes - in employment, reduced crime and violence, better health, and many other areas -- even during its five-year span. Crucially, the whole point of our strategy is that it triggers self-reinforcing cycles of integration and opportunity, so the effects and benefits will continue to grow over time. Our focus on evaluation and replicable models means that the solution is applicable to dozens of major U.S. metropolitan areas. At its core, our project is about demonstrating that intense housing segregation is an eminently solvable problem.

Bibliography (250 words)

If you included citations [#s] in the Technical Explanation section above and/or in the Evidence of Effectiveness section above, provide your bibliography here with a corresponding bracketed number [#] for each citation. If you did not use citations, offer a list of resources that may be used to validate general claims made in your application. Please link to any articles that may be accessed online, even if behind a paywall.

First author only listed

[1]Acs, Gregory, "The Cost of Segregation: National Trends and the Case of Chicago" (2017).

[2]Ananat, Elizabeth, "The Wrong Side(s) of the Tracks: The Causal Effects of Racial Segregation on Urban Poverty and Inequality," 3 Applied Economics 24 (2011).

[3]Ananat, "Segregation and Black Political Efficacy," 93 Journal of Public Economics 807 (2009).

[4]Card, David, "Racial Segregation and the Black-White Test Score Gap," 91 Journal of Public Economics 2158 (2007).

[5]Chetty, Raj, "The Effects of Exposure to Better Neighborhoods on Children," 106 AER 855 (2016).

[6]Cutler, David, "Are Ghettos Good or Bad?" 112 QJE 827 (1997).

[7]Ellen, Ingrid Gould, "The Significance of Segregation in the 21st Century," 15 C&C 8 (2016).

[8]Feldmeyer, B., "The Effects of Segregation on Latino and Black Homicide," 51 Sociological Quarterly 600 (2010).

[9]Freeman, Lance, *There Goes the 'Hood: Views of Gentrification from the Bottom Up* (2006).

[10]Kershaw, Kiarri, "Metropolitan-Level Racial Residential Segregation and Black-White Disparities in Hypertension," *17 American Journal of Epidemiology* 537 (2011).

[11]Krysan, Maria, *Cycle of Segregation: Social Processes and Residential Stratification* (Russell Sage, 2017).

[12]Peterson, Ruth, *Divergent Social Worlds* (Russell Sage, 2010).

[13]Polednak, A. P., "Black-White Differences in Infant Mortality, *81 American Journal of Public Health* 1480 (1991).

[14]Sander, Richard H., *Moving toward Integration* (Harvard, 2018).

[15]Steil, Justin Peter, "Is Segregation Harmful to Latinos?" *660 Annals* 57 (2015).

[16]Trounstine, Jessica, "Segregation and Inequality in Public Goods," *60 American Journal of Political Science* 709 (2016).

[17]Turner, Margery Austin, *Benefits of Living in High-Opportunity Neighborhoods: Insights from MTO* (Urban Institute), 2012.

G. RESOURCE REQUIREMENTS

Explain your project plans and the related costs to implement your solution.

Project Phases

Divide your project into three phases over a five-year grant period. For each of your three phases, provide a name, the total duration in months, and a brief description. As part of your description, explain the milestones that you intend to measure and any key activities critical to reaching those milestones to know if you are successful or on track to be successful during the prescribed duration. This could be a plan for achieving full impact, if your solution can be completed in a five-year grant period, or this could be a plan to show your interim results toward achieving longer-term impact over more than five years. Your description of each phase will be used later to compare any details for achieving milestones against the financial details of your project.

Phase #1:

Phase name:

Scaling Up Program Elements

Duration:

Six months

Description:

We expect to hit the ground running. We are already building institutional capacity to implement our strategies, and one of our partners, Affordable Housing Partners, has created and funded a non-profit subsidiary, the Inclusivity Institute, in large part to further our efforts and start key program elements. Moreover, we have three "teams" involved - in Chicago, in Richmond, and nationally - to continue our planning work and explore additional funding sources. If funded, Phase One will focus on staffing up our Housing Opportunity Centers and pushing those elements of our program (the Search Engine, the Inclusivity Indices, the Early Warning System) that enable other parts of our project to move forward effectively.

Phase #2:

Phase name:

Deployment at Scale

Duration:

Eighteen months

Description:

By the beginning of this phase - i.e., Month Seven -- we expect all of our program components to be up and running at capacity. Our eight Housing Opportunity Centers are hubs - they provide one-stop services to homeseekers, receive from our academic partners data about neighborhood conditions while collaborating with neighborhood groups to develop neighborhood-level integration and affordability strategies, and so on. Our other partners provide tightly coordinated services, assistance, and analysis as elaborated in our budget description. And our academic partners evaluate how well the various systems are working to achieve our overall goals.

Phase #3:

Phase name:

Refined Deployment

Duration:

Thirty-six months

Description:

Around the beginning of this third phase (i.e., Month Twenty-Five) we will have completed our first comprehensive evaluation of program components, and will have a retreat to discuss progress toward goals and strengths and weaknesses of our Initial Deployment. Key metrics will include client satisfaction, specific and aggregate results achieved, community perceptions and reactions to our performance, and measured improvements in access and opportunity. Based on the findings and discussions, we will modify our program components to improve both the structure and delivery of our services wherever possible. In this third phase, we will also work to identify methods for continuing essential strategy elements beyond the five years of the Project.

Total Resource Requirements (100 words)

Will the total projected costs exceed \$100 million (USD)? Your budget must be a minimum of \$100 million to be considered. If your total projected costs exceed \$100 million (USD), then explain how you have secured (or plan to secure) the balance of any necessary funds.

If your total projected costs do not exceed \$100 million (USD), then simply enter "Does not require more than \$100 million."

Does not require more than \$100 million

Other Funders

Has this project received support from any other funders?

If your project has received support from any other funders, then provide the following information for up to three of the top other funders. For each funder, provide the legal name of the entity responsible for funding your project. Provide the period of funding (in months to date) for the funding. Last, provide the amount of funding within the prescribed period.

If your project has not received any support from other funders, then please enter "not applicable" in all boxes below.

Funder #1:

Funder Name:

not applicable

First year of funding:

not applicable

Last year of funding:

not applicable

Amount of funding:

not applicable

Funder #2:

Funder Name:

not applicable

First year of funding:

not applicable

Last year of funding:

not applicable

Amount of funding:

not applicable

Funder #3:

Funder Name:

not applicable

First year of funding:

not applicable

Last year of funding:

not applicable

Amount of funding:

not applicable

Budget Narrative (250 words)

Offer a broad and narrative description of your budget needs for the \$100 million (USD) grant. As you draft this narrative, map your costs against each of your three (3) defined phases. Here are general guidelines for writing your Budget Narrative:

- Your budget must sum to \$100 million (USD).
- Your budget must allocate no more than \$10 million (USD) to a contingency fund or budget buffer.
- In MacArthur's experience, funds to support Monitoring, Evaluation, and Learning activities typically require anywhere from 5-20% of the total projected total costs. Review our [Guidance for Monitoring, Evaluation, and Learning](#) for more context.
- Familiarize yourself with the [Indirect Cost Policy](#) and represent how you intend to address any indirect cost categories.
- Your budget should afford reasonable accommodations to make your project accessible to people with disabilities, as implementors, participants, and beneficiaries. Estimates frequently used for an inclusive (i.e. non-disability-specific) project are 1-3% of administrative costs and 5-7% of program costs. Review this [Guidance on Budgeting for Inclusion](#) for more context.

As you link descriptions of your budget needs to the three phases that you have previously described, a reviewer should be able to read your description of the phases and key results and understand how your budget relates to the milestones that you are planning to achieve.

We interweave ten complementary strategies to reduce segregation (see detailed budget). The Housing Opportunity Centers package neighborhood knowledge, counseling services and financial incentives to empower homeseekers of all races and ethnicities to evaluate a wider range of neighborhoods and make pro-integrative moves. Those incentives include low-cost mortgages (mainly provided by our banking collaborators) and mobility assistance (such as covering security deposits for renters making pro-integrative moves). The Housing Search Engine, on smartphone and internet platforms, helps homeseekers to access knowledge about unfamiliar neighborhoods and generates awareness of our Centers. Each Center also uses neighborhood-level strategies to stabilize integration. Community building invests in neighborhood institutions and activities that make integration real. The Early Warning System identifies areas vulnerable to gentrification, activating interventions to protect low-and-moderate-income renters through Housing Trusts (buying buildings, inserting covenants to limit rent increases, and re-selling to the private market) and Limited-Equity Coops (enabling moderate-income renters to convert their buildings to coop or condominium ownership). At the metro level, our

Inclusivity Index rates and ranks jurisdictions in-depth, identifying exclusionary laws and practices. Working with regional partners, we encourage more inclusionary reforms, but can also undertake Fair Housing Litigation to tackle obdurate jurisdictions whose policies have a clear disparate impact and maintain segregation.

Research and Evaluation is budgeted at roughly 6% of total costs; indirect costs have been minimized (about 2% overall); and as discussed earlier, disability access and integration is woven into all of our initiatives, and is not itemized as a separate budget category below.

Detailed Budget

Based on the three phases that you have described, provide a detailed breakdown of total costs for each phase. Cost categories for each phase should include, but not be limited to, descriptions that you've already explained in more detail as part of your Budget Narrative. You are encouraged also to include any more detailed cost categories that support a more thorough description of your total costs. Use this opportunity to reflect and clarify any general explanations provided in your Budget Narrative and elsewhere in your application. As you describe each line item for each phase, avoid terms that are ambiguous or vague (e.g., miscellaneous). Instead, offer descriptions of costs which directly correlated to your previous explanations of the project. A reader should be able to review your detailed budget and understand how the pieces fit together. All budgets must total \$100 million (USD) for proposals to be eligible.

PHASE #1: BUDGET BREAKDOWN

LINE ITEM DESCRIPTION	AMOUNT (US DOLLARS)
Opportunity Counseling	\$2,134,300
Community Building	\$226,500
Below-Market Loans	\$98,000
Mobility Assistance	\$1,224,600
Housing Search Engine	\$360,000
Inclusivity Index	\$112,500
Early-Warning System	\$120,000
Housing Trusts	\$1,320,000
Limited-Equity Coops	\$300,000
Affordable Housing Keystone	\$690,000
Fair Housing Litigation	\$0
Research and Evaluation	\$486,960
Indirect Costs	\$170,000
Total:	\$7,242,860.00

PHASE #2: BUDGET BREAKDOWN

LINE ITEM DESCRIPTION	AMOUNT (US DOLLARS)
Opportunity Counseling	\$9,147,000

LINE ITEM DESCRIPTION	AMOUNT (US DOLLARS)
Community Building	\$528,500
Below-Market Loans	\$420,000
Mobility Assistance	\$6,123,000
Housing Search Engine	\$540,000
Inclusivity Index	\$300,000
Early-Warning System	\$180,000
Housing Trusts	\$6,600,000
Limited-Equity Coops	\$1,500,000
Affordable Housing Keystone	\$2,070,000
Fair Housing Litigation	\$225,000
Research and Evaluation	\$1,826,100
Indirect Costs	\$692,000
Total:	\$30,151,600.00

PHASE #3: BUDGET BREAKDOWN

LINE ITEM DESCRIPTION	AMOUNT (US DOLLARS)
Opportunity Counseling	\$19,208,700
Community Building	\$755,000
Below-Market Loans	\$882,000
Mobility Assistance	\$13,062,400
Housing Search Engine	\$900,000
Inclusivity Index	\$337,500
Early-Warning System	\$300,000
Housing Trusts	\$14,080,000
Limited-Equity Coops	\$3,200,000
Affordable Housing Coops	\$4,140,000
Fair Housing Litigation	\$525,000
Research and Evaluation	\$3,773,940
Indirect Costs	\$1,441,000
Total:	\$62,605,540.00

TOTAL COSTS: ALL PHASES

LINE ITEM DESCRIPTION	AMOUNT (US DOLLARS)
PHASE #1: SUB-TOTAL	\$7242860
PHASE #2: SUB-TOTAL	\$30151600
PHASE #3: SUB-TOTAL	\$62605540
TOTAL (must equal \$100 million):	\$100,000,000.00

NOTES:

Financial Sustainability (150 words)

How do you plan to operate and sustain the impact of your project over time? If your plan requires additional resources in the future, above and beyond the \$100 million (USD) budget, to be sustainable, describe the most likely pathway for securing any additional and ongoing support. If you believe your plan will NOT require additional financial resources to be sustainable, explain why.

In 2015, the Obama Administration promulgated new “Assessment of Fair Housing” regulations, requiring local Community Development Block Grant (“CDBG”) recipients to engage, more meaningfully than in the past, in concrete efforts to address housing segregation, and encouraging jurisdictions to approach these problems at the regional (rather than jurisdictional) level. Although the Trump Administration placed a moratorium on implementation of these regulations, many jurisdictions (including 19 Chicago-area governments) are proceeding in the spirit of the Obama guidelines, and we expect that future administrations will take this approach or even expand upon it. Our initiative can provide a perfect template for regional anti-segregation strategies, and CDBG funding provides a potential revenue stream for jurisdictions to broadly support it. If we can demonstrate the viability and effects of this initiative, there is abundant reason to believe that the public sector will sustain and expand it.

Other Resource Requirements (100 words)

This is your opportunity to describe your need for any **non-financial** resources, to achieve the goals articulated in you plan.

not applicable

H. LEGAL COMPLIANCE

The following information is required to ensure your compliance with specific legal conditions, which are further explained in the [RULES](#).

Charitable Purpose (150 words)

What is the charitable purpose of your project? Describe how the public or a subset, which is a charitable class, will benefit from your project. A charitable class must generally be an indefinite number of individuals who are the subject of the charitable purpose and not a limited number of specified individuals. For example, the class can be needy persons within a disadvantaged community but not a specified person in the community, even if the person is disadvantaged. There can be a comparatively small number of individuals, if the individuals are not identified and the class is open ended. Learn more about Charitable Purpose by watching [this webinar on Common Legal Challenges for applicants](#).

Our project fulfills charitable purposes at four levels. Individual: we will facilitate better neighborhood choices for twenty to thirty thousand households in Chicago and Richmond with an explicit focus on racial minorities and low- to moderate-income households as charitable classes, enabling many of these households to become first-time homeowners. Neighborhood: we will foster and help enrich

dozens of racially integrated, economically diverse neighborhoods, furthering charitable purposes to reduce discrimination and combat neighborhood deterioration. Metro disparities: as a wealth of research demonstrates, lowering aggregate levels of racial segregation will have direct effects upon many other types of racial disparity, in education, services, employment opportunities, health outcomes, and so on. Metro well-being: lowering aggregate levels of racial segregation will improve aggregate outcomes: lower crime levels, less racially-polarized politics, and higher public investment in the commonwealth. In these instances benefits are targeted broadly toward charitable classes instead of specified individuals.

Private Benefit (150 words)

Will private interests (such as shareholders, for-profit companies, contractors, consultants, or other individuals) benefit more than incidentally from the project as compared to the public or charitable benefit?

If your project will trigger any private benefit to one or more individuals, provide an explanation of how the public benefit cannot be achieved without necessarily benefiting those individuals and to what degree any private benefit compares to public benefit. It is insufficient to say that benefits gained will be due to all of humanity benefiting. Learn more about private benefits by watching [this webinar on Common Legal Challenges for applicants](#) and by reading our [Private Benefit Rules](#).

If your project will not benefit any private interests, provide an explanation of your response.

No. There is no private inurement or commercial benefit associated with our proposal. The “private” benefits of our program will accrue to charitable classes receiving services and assistance from our housing opportunity centers: families financially assisted to make pro-integrative moves, furthering charitable purposes of combating discrimination and neighborhood deterioration; first-time homeowners receiving below-market mortgage loans to further the same charitable purposes; renters in gentrifying neighborhoods having their affordable rents protected to further the charitable purpose of increasing affordable housing for low- and moderate-income persons, or having the opportunity to purchase an interest in a limited-equity cooperative. These private benefits are not only unavoidable but desirable because the whole point of our effort is to create conditions that foster a critical mass of stably integrated neighborhoods across our two metropolitan areas. They are generally dispersed to a broad public in ways that further charitable purposes consistent with IRS standards.

Lobbying Activities (150 words)

Does your project involve any efforts to effect public policy through changes in existing legislation or the enactment of new legislation, and does your project require lobbying activities with respect to a specific legislative proposal? Refer to our [Lobbying Policy](#) for

clarification.

If your project does involve any lobbying activities, then explain how the project involves any lobbying activities (as defined in the [Lobbying Policy](#)).

If your project does not involve any lobbying activities, then simple enter "Not Applicable."

Our project does not involve any lobbying efforts. Although our project will leverage significant private investments and public subsidies – for example, in generating below-market mortgage loans – these rely entirely on existing programs and the existing tax code for their operation.

Human Subjects Research

Should your application be selected as a Finalist, you will be asked to describe any specific research that involves human subjects. You will be asked to Include in your response evidence of specific plans and the support mechanisms required to safeguard the rights and welfare of those human subjects. Refer to our [Human Subjects Research Policy](#) for clarification.

Does your project require any research that would involve human subjects?

Yes

No

Intellectual Property

Should your application be selected as a Finalist, you will be asked describe how you intend to treat such intellectual property to comply with the [RULES](#). If your project relies on existing specific technology, products, ideas, or processes on which there are existing claims of copyright or patent right, review our [Intellectual Property Policy](#), which describes the treatment of Grant Work Product (as defined therein) funded by the MacArthur Foundation.

Does your project involve the creation or use of any technology or other products, ideas, or processes on which copyright will be asserted or patents claimed?

Yes

No

I. ADMINISTRATIVE INFORMATION

In this section, we ask you to provide some additional information about the Principal Organization. Before answering, use the [Organizational Readiness Tool](#) to understand your ability to be competitive according to the size of your annual operating budget.

Identification Number for Principal Organization

The Principal Organization must be incorporated in an appropriate jurisdiction. Typically, an identifying number is provided upon incorporation. Select the Country and Identification Type of number that the Principal Organization has been provided.

- United States: Employer Identification Number (EIN)
- Australia: Australia Business Number (ABN)
- Brazil: CNPJ (this is for companies)
- Canada: Revenue Agency Business/Registration Number
- India: FCRA Registration Number
- Netherlands: KVK Number
- South Africa: Nonprofit Organization Number
- United Kingdom: Charity Number
- United Kingdom: Company Number
- Other: Enter Name of Country

Identification Number for Principal Organization

Based on your selection above, enter the associated identification number for the Principal Organization. Any identification number that you provide will be used to link your application to other key data that is publicly available for the associated organization.

If you selected OTHER and your Country does not provide an Identification Type of number, then enter "Not Applicable."

37-6000511

Annual Operating Budget

What is the annual operating budget in United States Dollars (USD) of the Principal Organization?

- <\$10 Million
- \$10 to 50 Million
- \$100 to 200 Million
- \$200 to 500 Million
- \$500 Million to \$1 Billion
- \$1 Billion +

Number of Employees

How many full-time employees does the Principal Organization employ?

- <50 Full-time Employees
- 50 to 100 Full-time Employees
- 100 to 300 Full-time Employees
- 300 to 500 Full-time Employees
- 500 to 1,000 Full-time Employees
- 1,000+ Full-time Employees

Audited Financial Records

We require information necessary to understand the financial health of the Principal Organization. Upload audited financial reports from the past three (3) years for the Principal Organization.

NOTE: Audited financials must be in English, including all columns, rows, and footnotes.

Financial Records will not be shared during the Peer-to-Peer review process. However, financial information is important to assessing your financial health and potential to receive a \$100 million (USD) grant from the MacArthur Foundation. Financial records may be shared with the following persons: MacArthur staff and directors, financial, technical and other experts assisting MacArthur with the assessment of applications, persons assisting with administrative reviews, and other consultants retained by MacArthur in connection with the competition.

You may submit the three years of audited financial records in any standard format. You must upload a single PDF file that does not exceed 10MB.

UOFI_Audited Financials_FY16-18.pdf

J. ADDITIONAL INFORMATION TO BE PROVIDED

If your team is invited to participate in any future phases of this competition, you may be required to provide additional information (refer to the [RULES](#) and [Timeline](#)), including but not limited to:

- A Tax Determination Letter, if applicable.
- Articles of Incorporation, Charter, or similar documentation.
- A more comprehensive Monitoring, Evaluation, and Learning Plan for the project.
- Existing policies, if any, addressing conflicts of interest, whistleblower, internal controls, anti-money laundering, intellectual property, human subjects research, code of conduct, ethics, gifts, and any similar policies governing the organization
- If you are not a public charity, a statement that any MacArthur Foundation grant funds will not be used for lobbying purposes, or if you are a public charity under the Internal Revenue Code, a lobbying budget in which you specify the amount of lobbying expenses and non-lobbying expenses

The MacArthur Foundation reserves the right to perform background checks on key individuals associated with the project, and the refusal by the key individuals to provide necessary authorizations will be a reason to reject any application for further consideration. Background information and the results of any background checks will be kept confidential.

