

Cumberland Community Foundation

2008 Guidelines for Community Grants

WHAT IS CUMBERLAND COMMUNITY FOUNDATION?

Cumberland Community Foundation is a nonprofit (501(c)(3)) charitable foundation established in 1980 by Dr. Lucile Hutaff with a gift of \$576,840. Today, Cumberland Community Foundation's assets exceed \$38 million in more than 400 grantmaking funds. Many of these grantmaking funds support specific charitable causes chosen by the donors who establish them; ranging from scholarships to designated charities to very specific charitable programs.

Dr. Hutaff's gift was a "**Community Fund**" – an unrestricted endowment that enables the Foundation's board to support the best opportunities and greatest priorities in our community each year. Fortunately, many other donors have followed Dr. Hutaff's example of unrestricted giving. **Community Funds** currently make up one-fifth of the assets of the Foundation.

Once a year, charitable organizations in **Cumberland County** may apply for funding made possible by these **Community Funds**. The first step is to review the guidelines and attend a Grant Overview Session. The second step is to submit a *Letter of Intent (2 pages)* and a *Proposal Data Form (1 page)*. The Foundation reviews these requests and the organizations that are most likely to be funded are invited to submit a detailed *Grant Application*. The Staff and Grants Committee review these proposals as part of a competitive process and final decisions are made by the Board of Directors.

TYPES OF INVESTMENTS

Cumberland Community Foundation makes three types of **investments from Community Funds** that address *Interest Areas and Priorities*. The Foundation reserves the right to decide with the organization the type of investment. All proposals must clearly state the **expected measurable outcomes** with evaluation strategies and data source (not just activity and process).

1. **Improving Lives and Conditions** -- Investing in special programs and services created to respond to the needs of individual citizens, ultimately creating gains in the lives of all Cumberland County residents.

See Interest Areas and Priorities - described in the next section.

2. **Investing in Organizations** -- At times we choose to invest not in programs and services but organizations that deliver them. Groups which show long term high promise where enhanced capacity and sustainability will create increased human gain is an attractive candidate for this type of investment.

Staff development - training, finding the right leaders, etc.

Organizational Structure - a fresh look at roles, functions, organization chart and other core features that may need change

Plant and equipment - new infrastructure (whether a new computer system, a new roof or anything else) needed to enhance performance

Strategic or other plans and direction-setting - new plans, maps, designs to focus the organization on how to define, best achieve, track, verify, and report human gain for those served

3. **Advancing Innovation** -- We define innovation as the explicit test of the ability of a new approach to outperform an existing practice. We distinguish between and support two kinds of innovation.

Growing an innovation - Small projects or pilot programs that begin to test new approaches at low cost

Transplanting an innovation - Doing early replication work essential to determining the widespread effectiveness of an approach

INTEREST AREAS AND PRIORITIES

The Foundation has defined the following six as **Interest Areas** (presented in alphabetical order) and under each area, desired **Outcomes** are suggested (as examples). Note: Cumberland Community Foundation remains open to proposals that identify emerging needs, even where needs assessment indicators have not yet been identified.

Arts, Culture, & Recreation

Increase the usage of arts programs.

Proposals designed to achieve the following outcomes are encouraged:

- *Give children and youth a deeper and wider appreciation for arts.*
- *Attract culturally, geographically and economically diverse audiences to performances.*
- *Develop and enhance parks and green spaces for public use.*

Civic Engagement

Build social capital. (A relationship or network of people and institutions with common values and a willingness to collaborate; therefore, enabling effective achievement of social and economic goals.)

Proposals designed to achieve the following outcomes are encouraged:

- *Increase voter turn-out.*
- *Develop community leadership and civic participation.*

Economic Development & Community Advancement

Attract new business and industry, increase the tax base, and raise wages.

Proposals designed to achieve the following outcomes are encouraged:

- *Capitalize on BRAC-related economic development opportunities (Base Realignment And Closure).*
- *Coordinate social, environmental, and economic resources to promote community sustainability.*
- *Develop a workforce prepared to take advantage of special career opportunities or higher paying jobs.*

Education

Reduce achievement gaps and improve the academic achievement levels of all students.

Proposals designed to achieve the following outcomes are encouraged:

- *Increase enrollment by minority students in academically gifted programs and enrichment activities.*
- *Increase the number of students who meet or exceed national averages in math and reading.*
- *Increase the number of students who graduate from high school.*

Environment

Create an overall healthier environment.

Proposals designed to achieve the following outcomes are encouraged:

- *Improve air, water (drinkable, fishable, swimmable), and ground quality.*
- *Reduce the tons of solid waste disposed per capita.*
- *Start and grow recycling programs.*
- *Further enhance and preserve the 50 distinct environmentally unique sites in Cumberland County identified in the North Carolina Natural Heritage Program's Natural Area Inventory.*

Health & Human Services

Ensuring no one lacks basic needs and services.

Proposals designed to achieve the following outcomes are encouraged:

- *Increase the number of residents with access to health care.*
- *Reduce the number of child abuse and neglect cases.*
- *Reduce obesity rates in Cumberland County.*
- *Increase utilization and availability of resources that address basic needs.*

LIMITATIONS AND RESTRICTIONS

Geographic area: Community Grants are available to nonprofit organizations that provide services in Cumberland County, NC. Organizations desiring to provide services in Cumberland County but are headquartered elsewhere must both a) collaborate with local agencies in program delivery and b) must have a local partner in submitting the application.

IRS charitable status: A nonprofit organization must have tax-exempt status under Section 501(c)(3) of the IRS Code or be a qualified entity eligible to receive grants from community foundations under the IRS Code. Applicants must be IRS eligible prior to applying.

School system: Requests from Cumberland County Schools must come from the CCS's Grants Office and be approved and signed by the Superintendent. Any program that serves an individual school must be a pilot project that, if successful, would be duplicated in other similar schools in the system.

Multi-department/branch grantees: Large organizations with many branches or departments (e.g. colleges, universities, libraries) must submit requests from the office of the President/Chancellor.

Multiple or repeat submissions: Each organization is limited to one grant proposal for consideration during a single grant cycle.

Multi-year grants: The Foundation will be considering multi-year investments based on the achievement of very specific, year-to-year outcomes.

Capital Projects: Grants to capital projects will require a fundraising match. The Foundation will match \$1 for every \$3 donated to the project. The Foundation will not consider requests for greater than 25% of the donations expected from local, private sources. The maximum request for a capital project is \$150,000 over 3 years.

FUNDING CONSIDERATIONS

Leveraging Foundation support to bring grants and support from statewide or national funders is encouraged.

Diversification: Grant proposals that exhibit diversification of funding sources are more likely to receive funding.

Financial plans that are sound and realistic are vital to any program planning and should underlie any request.

No grants are made from our Community Funds to or for:

- Individuals
- National fundraising drives
- Tickets for benefits or fundraising events
- Political organizations or candidates for public office
- Lobbying activities
- Endowment funds (see the *Lilly Endowment Challenge* program)
- Scholarships (see *Scholarship Program*)
- Budget deficits / failure to raise adequate annual operating support
- Recurring operating expenses unless for the initial stage of a pilot project (i.e. equipment replacement, salaries, rent/utilities, communications/marketing)
- Membership dues
- Religious organizations for religious purposes (Community Grants do not support programs/projects with religious content or purpose or buildings owned by religious organizations) *

Note: Donors frequently support these religious causes and others listed above with their Donor Advised Funds and Designated Funds. This grant restriction applies to **Community Funds.*

WHAT YOU NEED TO COMPLETE YOUR APPLICATION

After you have read these *Grant Guidelines* and related information on *Limitations and Restrictions*, choose the type of application that you need, depending whether your proposal is for **improving lives and conditions**, **investing in organizations** or for **advancing innovation**.

PREPARING YOUR PROPOSAL:

Proposals (*Letters of Intent* as well as *Grant Applications*) must be **submitted in writing**, contain all **required information**, **correct number of copies** (three copies of each submission), and be received **prior to the deadline**.

Format: The format described here will allow the Foundation to spend more time reviewing your proposal. Please use **8½x11-inch paper printed on one side only**. Please **use paperclips** instead of staples. Do **NOT** use binders, notebooks, folders or staples and **please** do not include information that is not requested. (Recommended font: Times New Roman 12 pt minimum)

LOBBYING THE BOARD

Lobbying addressed directly to a Foundation Board, staff, or committee member is considered **inappropriate**. Cumberland Community Foundation's board, staff, and volunteers have all signed Conflict of Interest statements and are committed to upholding the highest standards in this area.

If a member is contacted on behalf of a grantee, the following will take place:

- The board/committee members will disclose the contact during discussion of the application.
- The board/committee members will remove themselves from the deliberation process ***if*** they feel their objectivity has been compromised by the contact.

In reality, the Foundation recognizes that various parties may wish to express support for an application. While such expressions are **not encouraged**, the appropriate procedure is to write the Foundation, Attn: Program Staff. The cooperation of grantees and their supporters is greatly appreciated.

WHAT HAPPENS AFTER YOU SUBMIT A LETTER OF INTENT?

A member of the staff of Cumberland Community Foundation reviews each *Letter of Intent* in detail and determines whether:

- The agency is eligible to apply to Cumberland Community Foundation
- The proposal supports current Community Fund priorities
- The proposal follows correct guidelines and contains all required information

If the *Letter of Intent* passes this initial assessment, it will be submitted to the Grants Committee for consideration. The Grants Committee will consider all eligible requests and determine what organizations/projects will be invited to submit a ***Grant Application***. All organizations will receive a letter advising if they are invited to apply or not.

If invited to submit a full proposal, upon receipt of your ***Grant Application***, the staff will set up an **appointment for further review** with representatives of the organization, including either a visit to the site of the program/project, a meeting at Cumberland Community Foundation **or** a

phone conference to discuss the proposal in detail.

The review process takes **approximately 12 weeks** from submission of your *Letter of Intent* to the review of the *Grant Application* and a final decision. The final step is approval by the Board of Directors of Cumberland Community Foundation. Nonprofit agencies will be notified about the decision by letter, stating the outcome of their applications and, if successful, providing information about how to receive payment of the grant. Funds will be available after January 1st.

Award and reporting requirements

Each successful applicant will be required to **sign a grant agreement** with Cumberland Community Foundation before receiving a grant payment.

Grantees also must present in person **Return on Investment Reports every six months** until grant funding is totally expended. Follow-up visits also may be made as part of on-going assessment of the impact of grantmaking by Cumberland Community Foundation. Grantees **must provide photos with captions** that may be used in the Foundation's newsletters, website, and donor reports, except when client privacy prohibits photos.

DEADLINES

The deadline for the *Letter of Intent & Data Form* is **August 1 at 5:00 p.m.**

The deadline for invited *Grant Applications* is **September 22 at 5:00 p.m.**

- If the deadline falls on a Saturday or Sunday, proposals may be hand-delivered to the office the following Monday during office hours (9 a.m. – 5 p.m.).
- We do not accept applications by e-mail.
- Incomplete applications will not be considered.
- Late applications will not be considered.
- Applications with bindings or clips or staples will not be considered. (We would rather spend our time learning about your proposal than dismantling it.)

ADDRESS PROPOSALS TO:

Community Grants
Cumberland Community Foundation
PO Box 2345
Fayetteville, NC 28302-2345

We look forward to serving you through our Community Grants Program. Please check the Foundation's website www.cumberlandcf.org from time-to-time for information of interest to nonprofit organizations or call us at (910) 483-4449.

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