

Applications from **Faith-based and Community Organizations** for specialized training, hands-on technical assistance, and approximately **\$285,000** in capacity building grants are now being accepted by the Capital Area Power of We Consortium. **Applications are due Tuesday, February 24, 2009, by 4:00 PM.**

Eligible Organizations

- All charitable, non-governmental, nonprofit, faith-based and community organizations (501(c)3 status not required)
- Must provide, or have the intent to provide, **direct and/or indirect service to at-risk youth, homeless, and/or re-entering prisoners and their children within the City of Lansing, Michigan**
- May not be a previous recipient of a Compassion Capital Fund program grant
(See pages 5-6 for complete listing of eligibility criteria.)

18 eligible faith-based and community organizations will receive and be available for:

- **Grants between \$3,000 and \$25,000** to build leadership, organizational, programmatic, revenue generating, and community engagement capacity.
- a mandatory Orientation on March 26, 2009
- a mandatory Capacity Building Meeting during the week of March 30, 2009
- Hands-on and uniquely tailored **technical assistance** from mentors

All organizations that apply – whether selected as grantees or not – will receive:

- Access to over \$500 worth of training workshops, including grant writing
- Unique networking opportunities
- Free website development training and assistance in setting up a website

Application Assistance Available

- **Pre-application workshops** will be held at 3 various locations, dates, and times (see [flyer](#) for details)
 - Workshops will include an orientation to the capacity building program, Q&A, and networking opportunities
 - Potential applicants are strongly encouraged to attend; reservations not required to participate
 - Each workshop will be similar in content and format, so it is not necessary to attend more than one
- **Individualized assistance** is available. **Please thoroughly review the application packet before contacting:**
 - Lori Baird: hf_baird@ingham.org; (517) 887-4498
 - Mary Ann Harkema: harkemja@comcast.net; (517) 349-2849
 - Jodi Harkema: christianservices@acd.net; (517) 394-5413

Capacity Building Applications

- **Application Packet**, including guidelines and completion instructions, **is available at www.powerofwe.org**
- **One signed original plus four signed copies for a total of five, must be received (not postmarked), by 4:00 PM, Tuesday, February 24, 2009:**
 - By, **Mail:** Ingham County Purchasing, Packet #1-09, PO Box 319, Mason, MI 48854
 - Or, **Hand deliver:** Ingham County Purchasing, Packet #1-09, Hilliard Bldg – 2nd Floor, Suite 203, 121 E Maple, Mason, MI 48854

If you have any questions about the *Power of We Consortium's* Capacity Building Program go to www.powerofwe.org/capacitybuilding.html or contact Wendy Duke-Littlejohn at wduke@ingham.org or (517) 887-4397.

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Background on the Program

WHAT IS THE *POWER OF WE CONSORTIUM*?

Often referred to as a “community collaborative” or a “network of networks,” the Capital Area *Power of We Consortium* (PWC) brings together municipalities, school systems, human service agencies, and nonprofits to address the social issues that are beyond the capacity of any single organization to address. See www.powerofwe.org for a detailed description of the Power of We Consortium, its membership, and its goals and activities.

WHY IS THE *POWER OF WE CONSORTIUM* BUILDING CAPACITY IN FAITH-BASED AND COMMUNITY ORGANIZATIONS?

The PWC believes that organizations rooted in the community have a better understanding of community challenges; are more culturally, geographically, and psychologically accessible to high-need populations; can do more with less; and are more “nimble” and therefore quicker to adapt to changing community needs. This philosophy reflects a fundamental shift in the orientation of the human services organizations in the Capital Area from that of “service provider” to “community developer.” As an expression of that shift, the PWC has made a long-term commitment to improving self-sufficiency and capacity in faith-based and community organizations (FBCOs).

WHAT IS “CAPACITY BUILDING?”

Faith-based and community organizations make tremendous contributions in our community. However, FBCOs’ impact is often limited by the difficulties of running an effective organization, e.g. challenges associated with finances, leadership, staffing, management, communication, and technology.

“Capacity building” initiatives are designed to help organizations overcome the barriers that limit their effectiveness, such as an ineffective board, a lack of volunteers, or a vague mission statement. By identifying an organization’s strengths and then using them to address the organization’s challenges, capacity building can lead to:

- A clearer mission
- Focused plans of action
- New or improved programs
- More funding
- More volunteers
- A stronger governing board
- More productive staff
- State of the art technology improvements
- Better financial management
- Stronger partnerships
- And, most importantly, greater community impact and change

In other words, capacity building helps organizations do more of the good work they do – and do it better.

HOW IS THIS CAPACITY BUILDING PROGRAM FUNDED?

The *Power of We Consortium* received a third round of funding under the Compassion Capital Fund (CCF) Demonstration Program, which is administered by the Administration for Children and Families (ACF) of the U.S. Department of Health and Human Services (DHHS). See

<http://www.acf.hhs.gov/programs/ccf/> for more information about the Compassion Capital Fund program.

To demonstrate their long-term commitment to capacity building, several PWC members are matching the CCF grant with cash and in-kind matching contributions. The Ingham County Health Department, the Capital Area United Way, the City of Lansing, Michigan State University Extension – Ingham County, the Capital Region Community Foundation, the Mid-South Substance Abuse Commission, the Michigan Department of Human Services – Ingham County, Clinton-Ingham-Eaton Community Mental Health, and St. Vincent Catholic Charities are providing matching contributions.

Capacity Building Assistance Being Offered

All organizations that apply are guaranteed:

- **Access to at least 10 different training workshops** (worth more than \$500) covering topics like grant writing, community needs assessment, volunteer management, board development, evaluation, fundraising, financial management, and computer skills
- An invitation to **peer networking events** where you can meet your counterparts from other faith-based and community organizations in the area, learn from their experience, and build new partnerships.
- Free web site development training and assistance in setting up a **free web site**

Because the application doubles as a **capacity self-assessment tool**, you also will gain insights into how to grow your organization.

Eighteen (18) applicants serving the City of Lansing's **at-risk youth, homeless, and/or re-entering prisoners and their children** will also be selected to receive capacity building **grants between \$3,000 and \$25,000** as well as hands-on technical assistance (i.e., **mentoring or coaching**) tailored to the organization's specific stage of development and capacity building needs and opportunities. Together, the grant and technical assistance could dramatically strengthen your organization, increase its ability to do its work, and maximize its impact. Here's how it works:

For each grant recipient, the *Power of We Consortium* will form a capacity building team composed of a representative from the recipient organization, a peer mentor with hands-on experience with faith-based and community organization management, and an evaluator. Through a series of up to three mandatory meetings, the team will collaboratively develop a customized capacity building action plan and budget based on an in-depth capacity assessment. The plan will include a unique mix of training, technical assistance, and grant uses that are tailored to each recipient's stage of development and specific capacity building needs and opportunities.

Grants of up to \$25,000 will be awarded to recipients to support the implementation of their capacity building action plans. It is estimated that the average grant award will be \$14,000. **Grants may be used to build sustainable capacity by, for instance, covering the cost of:**

- Technology improvements, including phone and/or computer hardware and software
- Communications materials (e.g., newsletter, web site, or annual report design)
- Retreats for volunteers, staff, and board members
- Professional development through specialized training or conferences
- Specialized consulting services in areas like: community engagement, community building, strategic planning, board development, volunteer/staff plan development, program development, fund development, evaluation, financial management, database development, real estate development, event planning, and public relations/ communications
- Legal counsel and start-up legal fees
- Application fees for 501(c)(3) determination from the Internal Revenue Service
- Community-based research

Again, because grant funds are intended to build capacity, funds may not be used to provide direct services or to cover the cost of any other activity that doesn't contribute toward the recipients' long-term, sustainable ability to perform effectively.

The Federal government also prohibits the use of funds for: fundraising activities; construction; the purchase of real property; medical/health care related activities, items, trainings, certifications or licenses; or inherently religious activities, including religious worship, instruction, or proselytization.

Ongoing technical assistance will be provided in the form of direct, "guide-by-the-side" assistance from both peer and institutional mentors (a representative from our highly experienced public and private organizational partners). **Examples of areas in which mentors may provide technical assistance include:** community assets/needs assessment, community planning, volunteer/staff recruitment and development, board development, risk assessment, records and financial systems management, program development, budgeting, fund development, partnership development, development of communications materials, and monitoring and evaluation.

WHEN WILL CAPACITY BUILDING APPLICANTS BE NOTIFIED OF SELECTION?

Selection announcements will be made on or about March 16, 2009.

WHEN WILL SELECTED ORGANIZATIONS BEGIN RECEIVING TECHNICAL ASSISTANCE?

- Training workshops will be offered to all applicants, whether or not they receive awards, throughout the grant period.
- A mandatory orientation for selected recipients will be held March 26, 2009; applicants are encouraged to save this date in the event they are selected as an award recipient. Organization attendees should include the executive director and other key capacity building staff along with the chair of the organization's board and any other board level "vision carriers."
- Following the orientation, capacity building teams will be formed to assist the selected organizations in conducting an in-depth capacity assessment. Three capacity building team meetings, and the development of capacity building plans and funding requests will occur from late March through early May and are required for grant recipients.
- The capacity assessment will be used to develop a capacity building action plan and budget, which will be completed by May 8, 2009.
- Peer and institutional mentors will provide ongoing technical assistance to support action plan implementation through September 29, 2009.

WHEN WILL CAPACITY BUILDING GRANTS BE AVAILABLE?

The 18 selected FBCOs must submit the required capacity building action plan and budget. Once the action plan and budget are reviewed and accepted, recipients will receive two grant disbursements: one in June 2009 and the final grant disbursement in August 2009. Please note that the grant award may differ from the submitted budget.

Eligibility Requirements

- All charitable, non-governmental, nonprofit faith-based and community organizations serving City of Lansing, Michigan may be eligible to apply for capacity building assistance from the *Power of We Consortium*. This includes faith communities, organizations affiliated with faith communities, neighborhood organizations/watches, social service agencies, community development corporations, and other charitable nonprofit organizations.
 - A **charitable, non-governmental, nonprofit** organization is an organization that operates exclusively for public (not private or individual) benefit, with a benevolent, educational, philanthropic, humane, scientific, patriotic, social welfare or advocacy, public health, environmental conservation, civic, or other charitable objective.
- To be eligible for capacity building assistance, the organization must include information in Section II-C, Program Development, that the organization serves, or has the intention to serve, the *City of Lansing's at-risk youth, homeless, and/or re-entering prisoners and their children*, and be prepared to provide supporting documentation, such as program flyers, board minutes, etc., when requested. Organizations that provide **direct and/or indirect service to any of these populations** should consider applying for this program.
- Per Compassion Capital Fund requirements, priority will be given to organizations that have never received Federal funding, and all applicants must be able to demonstrate a clear need for capacity building assistance in at least two of the following five capacity building areas: leadership development, organizational development, program development, revenue development, or community engagement.
- Organizations that are previous recipients of Compassion Capital Fund grants are not eligible to apply.
- CCF funds may not pay for capacity building activities that support medical/health care related activities or items such as medical equipment or supplies or medically-oriented trainings, certifications, or licensures.
- Due to restrictions on the use of Federal funds, faith-based organizations that apply must offer or intend to offer some programs or services that do not include inherently religious activities, including religious instruction, worship, or proselytization. Capacity building assistance and grants can only be used to build faith-based organizations' capacity to provide non-sectarian programs and services.
- Applicants are not required to have 501(c)(3) status or to identify a sponsoring organization with 501(c)(3) status.
- Applicants are not required to provide matching funds, and will not be given preference in the selection process if they choose to offer matching funds.
- Schools, businesses, government entities, and organizations that partner with the *Power of We Consortium* to deliver training and/or technical assistance or that provide capacity building cost-sharing funds are not eligible to apply.
- “Pre-forming” and “Performing” organizations (as defined in the “Stages of Development” section) are less likely to benefit from capacity building assistance, and therefore will not be eligible.

- If you have questions about your eligibility, see cover page for access to individualized assistance.

HOW WILL RECIPIENTS OF CAPACITY BUILDING ASSISTANCE BE SELECTED?

A fair and objective process that is monitored by the Ingham County's Purchasing Department and the Investors Steering Committee of the *Power of We Consortium* will be used to review and select recipients based on pre-established criteria. During the review process, applicants are compared to organizations of similar capacity to level the selection process. While the application is considered in its entirety, reviewers will focus on your organizations' *potential* to benefit significantly from capacity building assistance *within an eight-month time period* and your organization's *needs*.

This application is designed to help you assess your organization's capacity building opportunities and needs, and to communicate those needs to the reviewers. There is no need too small. It is the *Power of We Consortium's* hope that the application process and self-assessment questions will be worth going through whether your organization is selected as a recipient or not. This application is crafted to encourage you to implement capacity building strategies independent of selection.

HOW DOES THIS CAPACITY BUILDING PROGRAM RESPECT THE RELIGIOUS FREEDOM OF FAITH-BASED ORGANIZATIONS?

Federal regulations do not restrict religious activities, but taxpayer dollars may not be used to fund religious activities. In addition, Federal law does not prohibit faith-based organizations that receive Federal funds from hiring on a religious basis, though certain Federal laws and regulations, as well as state and local laws, may place conditions on the receipt of Federal funds. Faith-based organizations are strongly encouraged to refer to *Protecting the Civil Rights and Religious Liberty of Faith-Based Organizations: Why Religious Hiring Rights Must Be Preserved* (<http://www.whitehouse.gov/government/fbci/booklet.pdf>) and *Guidance to Faith-Based and Community Organizations on Partnering with the Federal Government* (http://www.whitehouse.gov/government/fbci/guidance_document_01-06.pdf).

Terms and Conditions

Because most of the funding for this program comes from the Federal government, recipients are required to comply with all Federal rules and regulations. However, as part of the technical assistance provided to recipients, the *Power of We Consortium* will help recipients with compliance.

This capacity building program represents a significant investment on the part of the *Power of We Consortium* and the Federal Government. Therefore, great care must be taken to ensure that the investment is used wisely, so recipients will be required to comply with the terms and conditions listed in this section.

Each recipient of capacity building grants and technical assistance will enter into a Memorandum of Agreement (MOA) with the County of Ingham that outlines the terms and conditions. One authorized agent's signature is required on the MOA: the highest positions of either staff or the board. For example, the chief executive (or equivalent) or the president of the board (or equivalent) will be required to sign the MOA on behalf of the organization's governing body. The chief executive or equivalent is preferred.

Please do not allow these terms and conditions to discourage you from applying. Rather, contact the *Power of We Consortium* to see how your concerns about compliance can be addressed. Also keep in mind that, as part of the technical assistance provided to recipients, the *Power of We Consortium* will help recipients with compliance.

Because most of the funding for this program comes from the Federal government, the activities of grant recipients are governed by all applicable Federal laws and regulations, including those in OMB Circulars A-122 (Cost Principles) and 45 CFR 87.1 (Equal Treatment for Faith Based Organizations), as follows:

- Grants will not be used to provide direct services or direct fundraising activities.
- Construction and purchase of real property are not allowable activities or expenditures.
- Direct Federal grants, grant funds, or contracts under the Compassion Capital Fund Demonstration Program shall not be used to support inherently religious activities, including religious worship, instruction, or proselytization. Specifically, CCF grants may only be used to support non-religious social services and may not be used to build the capacity to provide those in need with programs or services that include inherently religious activities. If a grant or technical assistance recipient provides programs or services that include inherently religious activities, then such activities must be separate in time or location from the programs or services that the organization is seeking to improve through the CCF Demonstration Program.
- CCF funds may not pay for capacity building activities that support medical/health care related activities or items such as medical equipment or supplies or medically-oriented trainings, certifications, or licensures.
- Social services provided by grant recipients must be open to all eligible persons – grant recipients may not discriminate against a person seeking help who is eligible for the service by, for example, providing services only to persons of a particular faith or requiring those

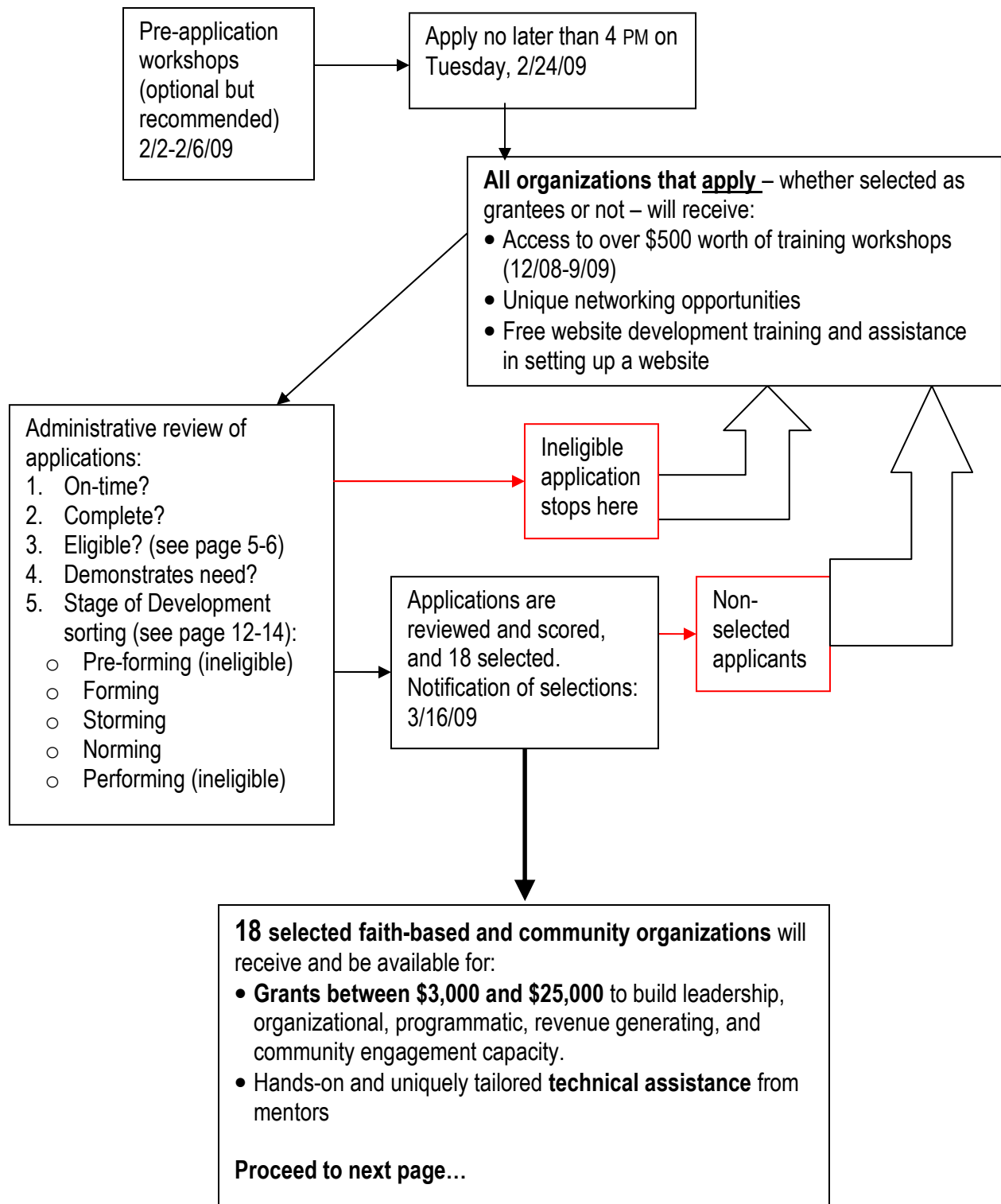
they serve to profess a certain faith or participate in religious activities in order to receive the services they provide for the Federal government.

The *Power of We Consortium* also expects that recipients will commit the time and resources needed to maximize the investments being made. It therefore requires that recipients meet all reporting deadlines and participate in appropriate capacity building activities, including general program meetings, technical assistance meetings, capacity building team meetings, the development and implementation of a capacity building action plan, and the local evaluation.

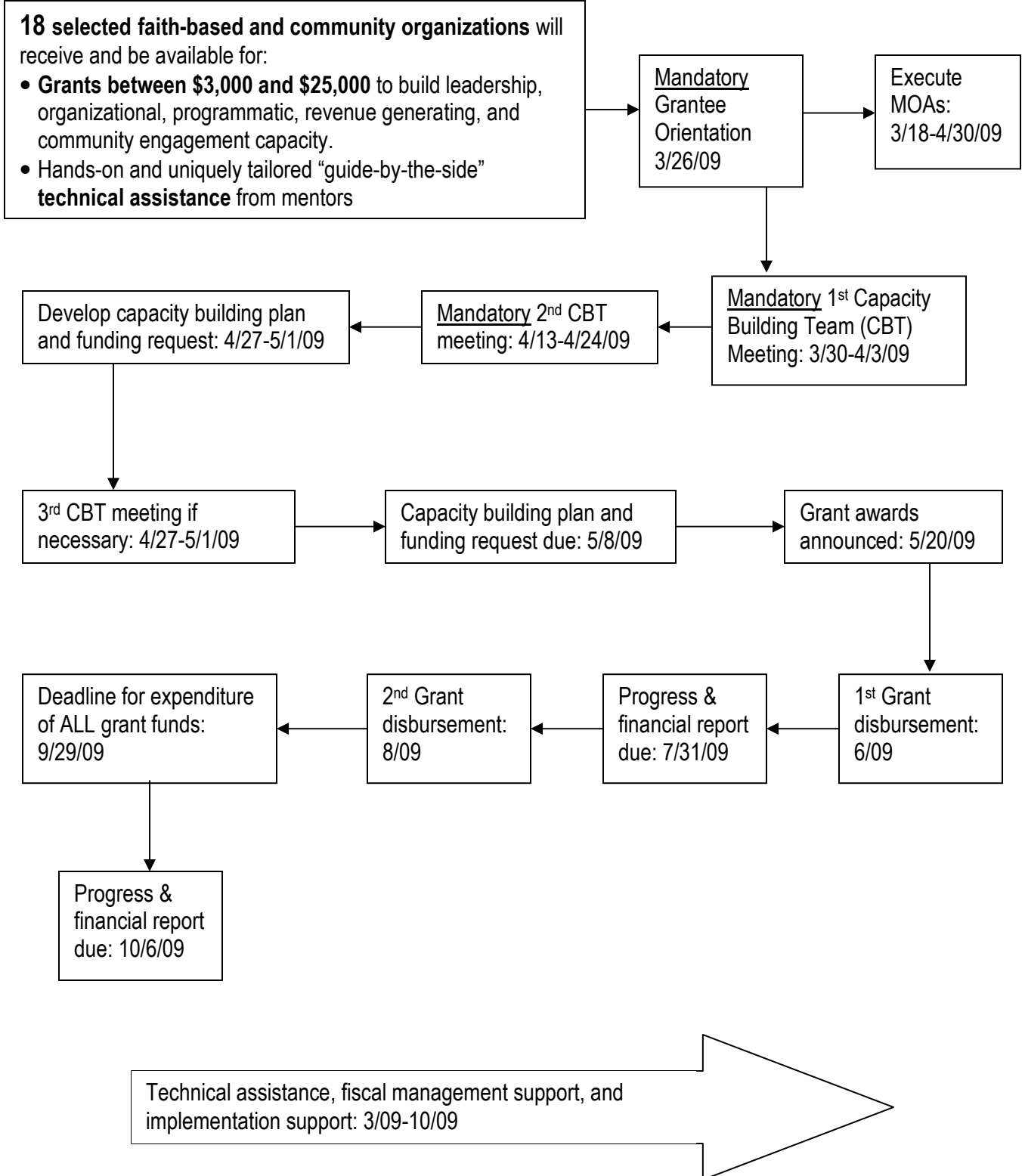
Glossary of Acronyms and Commonly-Used Terms

Authorized agent	Persons who represent the FBCO legally by signing its documents. PWC will require one authorized agents' signature on the MOA: the highest positions of either staff or the board. For example, the chief executive (or equivalent) or the president of the board (or equivalent) will be required to sign the MOA on behalf of the organization's governing body. The chief executive or equivalent is preferred.
Capacity Building	Capacity building initiatives are designed to help organizations overcome the barriers that limit their effectiveness, such as an ineffective board, a lack of volunteers, or a vague mission statement.
CCF	Compassion Capital Fund Demonstration Program, which is administered by the Administration for Children and Families (ACF) of the U.S. Department of Health and Human Services (DHHS). The program is designed to help faith-based and community groups build capacity and improve their ability to provide social services to poor and low-income individuals and families by partnering with the government.
FBCO	Faith-Based and Community Organizations
Mentoring	Mentoring is support provided by skilled representatives from peer organizations or institutional partners as a tool to help an organization meet its capacity-building goals.
MOA	Memorandum of Agreement, which outlines the terms and conditions of the grant. Each grant recipient will be required to sign a MOA in order to receive the award.
Point of contact	The person representing the FBCO who will be responsible for communicating with PWC through the application process and if awarded, the grant process and capacity building program.
PWC	Capital Area <i>Power of We Consortium</i> is often referred to as a "community collaborative" or a "network of networks," the PWC brings together municipalities, school systems, human service agencies, and nonprofits to address the social issues that are beyond the capacity of any single organization to address.
Self-assessment	A method of identifying an organization's strengths and then using them to address the organization's challenges.

Overview of the Application and Selection Process and Timeline



Overview of the Capacity Building Process and Timeline



Stages of Development

Based on the 1999 Innovation Network report produced for the Fannie Mae Foundation entitled, *Nonprofit Organizational Effectiveness: A Literature Review*, the *Power of We Consortium* focuses its capacity building efforts on organizations at three stages of development – “forming,” “storming,” and “norming”.

- Forming (or start-up) organizations are just beginning to formulize goals and launch programs in response to a community need; they typically need assistance with board formation, mission and program development, funding identification, and community assessments.
- Storming (or emerging) organizations have a board and staff to manage programming, but their organizational infrastructure doesn't always keep pace with their rapidly developing programming. Therefore, they are typically some of the highest-need organizations and require assistance with board and staff development, strategic plans, management policies and procedures, program expansion, communications plans, and finding new partners and sources of funding.
- Norming (or consolidation-with-growth) organizations focus on improving and refining processes that will serve as the foundation for future growth; they typically need leadership transition plans, systems upgrades, and ambitious fundraising strategies.

The sorting criteria on the following page will be used to identify each applicant's stage of development, and to ensure that organizations are compared to other organizations in the same stage of development.

	Leadership Development	Organizational Development	Program Development	Revenue Development	Community Engagement
Pre-Forming¹	Small or no board of directors	No mission or ministry statement	Not steps taken to offer services to clients	No experience seeking funding	Limited understanding of the needs in its service area/community
Forming	Established a board of directors	Created and adopted a mission or ministry statement	Implemented steps to offer services to clients	Sought funding	Undertaken activities (e.g., meeting with constituents, community mapping, needs assessment survey) to gain an understanding of the needs in its service area/community
Storming (in addition to forming characteristics)	<ul style="list-style-type: none"> •Recruited board members with diverse experience, representing a cross-section of the community and/or ties to different constituencies •Provided information to board members so they can better understand their responsibilities and create plans for improving their performance and/or expand their activities •Increased the number of hours contributed by all unpaid staff/volunteers in an average week. •Created written job descriptions for each staff position or job category 	<ul style="list-style-type: none"> •Created and adopted a strategic or ministry plan •Incorporated as a legally recognized organization •Implemented steps to put in place a budgeting process that ensures effective allocation of resources •Increased the number of functioning computers it operates •Moved record keeping from paper-based methods to electronic methods •Hired or designated a person who is responsible for financial management (paying bills, making deposits, keeping records) •Implemented steps to develop systems that will help manage the organizations finances more effectively •Begun to use computer software to keep financial records 	<ul style="list-style-type: none"> •Implemented steps to increase the number or scope of services offered to clients •Implemented steps to incorporate a new approach to services to improve quality/effectiveness •Implemented steps to expand services to include a new group of service recipients or geographic area •Implemented steps to increase the number of clients served •Begun to keep records on the number of individuals or families served, types of services provided, referral sources, and/or needs •Begun collecting regular feedback from service recipients on their satisfaction with services •Implemented steps to 	<ul style="list-style-type: none"> •Sought funding from new types of revenue sources •Increased the number of applications for funding submitted 	<ul style="list-style-type: none"> •Developed or distributed written materials •Created or updated a website •Made presentations to faith-based or other community groups

¹ Pre-forming organizations are not well-developed enough to benefit from capacity building assistance and are therefore ineligible for participation in the *Power of We Consortium's* capacity building program.

	Leadership Development	Organizational Development	Program Development	Revenue Development	Community Engagement
Storming (continued)			collect more information about its clients, including number and characteristics of clients as well as how they are helped by programs or services		
Norming (in addition to forming and storming characteristics)	<ul style="list-style-type: none"> •Conducted annual performance reviews for volunteer staff •Conducted annual performance reviews for paid staff •Provided staff with professional development and training to enhance skill in service delivery or skills in administration and management •Created a plan or located resources to help its executive director or other staff improve their leadership abilities 	<ul style="list-style-type: none"> •Obtained 501(c)(3) status with the IRS •Created written financial management procedures that provide checks and balances for ensuring expenditures are properly authorized •Had an audit of its finances/financial records by an external auditor 	<ul style="list-style-type: none"> •Kept records on individual service recipients' outcomes •Begun conducting formal measurement/assessments of the results and benefits of the services provided to individuals or families 	Created a written fund raising/fund development plan	<ul style="list-style-type: none"> •Engaged in partnership arrangements with other organizations in the community/service area •Utilized public service announcements or paid advertising
Performing² (in addition forming, storming, and norming to characteristics)	<ul style="list-style-type: none"> •Well-established performance review, professional development, and leadership development programs for staff and volunteers •Succession plans for executive leadership 	Well-established organizational policies, procedures, and infrastructure	Well-established program development and evaluation tools and procedures	Successfully implemented a multi-faceted fund raising/fund development plan	Played a local, regional, statewide, or even national leadership role within its area(s) of service or related professional organizations

² Performing organizations have already demonstrated their ability to maximize their capacity and are therefore ineligible for participation in the *Power of We Consortium's* capacity building program.

How to Complete the Application

Please read the application in its entirety. The application is a Fill-in Form in PDF format.

- The Fill-in form is available **on the web** – www.powerofwe.org/capacitybuilding.html or by email – wduke@ingham.org (Wendy Duke-Littlejohn)
- Applicants **need access to a computer with Adobe Reader 8 or newer*** to download, open, complete, and save the Application Fill-in Form. **download the most current Reader for free at: www.adobe.com/products/reader/*
- **Before entering any data** into the Application Fill-in Form, applicants must save the blank form (e.g., to your hard drive, flash drive, etc.). **Choose the “Save As” option from the File Menu** and when prompted type in a file name for your Fill-in Form (e.g., MyOrganizationApp2009).
- Once the blank Fill-in Form has been saved (using the “save as” option) applicants can begin completing each “fill-in” section of the application and save the inputted data. You can save a partially completed application and come back to work on it later.
- To save inputted data - use the “Disk Icon” on the tool bar or go to the “File Menu” and choose “Save.” The Fill-in Form will not close if you have inputted new data or edited existing data without a “pop up” window asking you if you want to save your changes.
- **There are approximate word space limits clearly communicated in every section of the application.** Please keep your responses as brief as possible.
- **There are no reminders or prompts if you leave any sections blank.** So make sure you’ve answered every question before submitting your application.

2008–2009 Capacity Building Grant Application

SECTION I: ORGANIZATIONAL INFORMATION

The *Power of We Consortium* needs some basic information about your organization so that it can communicate effectively with you. The information provided in this section will not be scored during the review and selection process. **Please provide the following information:**

Legal name of your organization:	
Mailing address:	
Physical address/location (if different from mailing address):	
Phone Number:	Fax Number:
Website (if available):	

Name of your organization's chief executive, or equivalent (e.g., Executive Director):	
Title:	Daytime phone number:
Email address:	

Name of your organization's president (e.g., Chairman of the Board):	
Title:	Daytime phone number:
Email address:	

Name of person designated as your organization's point of contact:	
Title:	Primary phone number:
Email address:	Secondary phone number:

Name of one of your organization's staff, volunteer, or board "visions carriers" who can join your chief executive, board president, and the rest of your capacity building team for a two-hour dialogue about your organization's capacity during March 30, 2009 through April 3, 2009. Vision carriers are persons who can articulate and advance the mission of your organization.	
Name:	
Title/Position:	Daytime phone number:
Email address:	

What is your organization's mission statement? (30 words)

As defined in the Stages of Development section: in which stage of development is your organization? (please check only one)				
Pre-Forming	Forming	Storming	Norming	Performing

Give three reasons for your assessment. (50 words)
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Annual Budget

Please attach your organization’s current annual budget, noting sources of revenue, and in-kind contributions. If none is available, please attach a list of actual or potential sources of income to cover operating expenses. This budget becomes part of your application packet, so please remember to include it in all of your five submitting copies.

Alignment with the Power of We Consortium’s Goals

This section (on the following 2 pages) is designed to determine how the work of your organization aligns with the goals of the *Power of We Consortium*. For each of the PWC goals below, demonstrate your organization’s organizational and/or programmatic alignment with that goal. You can do this by using language from strategic documents (e.g., mission statement, strategic plan, action/work plan, business plan, etc.) and/or describing your organization’s activities (e.g., projects, programs, services, or events) that demonstrate its deliberate pursuit of the PWC goal. You may include timeframes of the activities, the target population, the approximate number of participants, and any demonstrable outcomes/changes/accomplishments that resulted. If your organization is new, include activities that are planned but not yet implemented. Here is an example for a fictitious FBCO called “Youth Builders”:

Goal A: The mission statement of Youth Builders states that the organization focuses on “youth development.” At the beginning of each school year for the last three years, Youth Builders has matched 10 under-performing youth at each of Lansing’s high schools with adult mentors. On average, 7 out of ten participating youth improve their school attendance and grades. The strategic plan targets a goal of increasing involvement by 50% in the next three years.

If your organization’s mission and activities are unrelated to one or more of the goals, indicate as such. Your organization is not required to – nor is it expected to – share all of the PWC goals. Don’t be discouraged if your organization is only aligned with a few PWC goals.

Alignment with the Power of We Consortium's Goals:

Goal A: Advance intellectual and social development by nurturing early childhood development, providing top-notch educational opportunities, and engaging youth (75 words)

Goal B: Build a dynamic, diverse, and vibrant economy that is attractive for entrepreneurs and provides opportunities for all families to be self-sufficient (75 words)

Goal C: Promote physical and mental health through access to care and environmental improvements that encourage healthy behaviors (75 words)

Alignment with the Power of We Consortium's Goals:

Goal D: Keep homes and communities safe by strengthening families and neighborhoods (75 words)

Goal E: Steward natural resources by embracing “smart growth” principles and using innovative resource management strategies (75 words)

Goal F: Strengthen the sense of community cohesion by actively engaging residents in the change process (75 words)

SECTION II: CURRENT CAPACITY AND AREAS FOR GROWTH

Instructions: There are three sets of questions for each of the five capacity building areas in the following sections (leadership development, organizational development, program development, revenue development, community engagement). Each section (except community engagement) asks background questions, usually in a table format. Please briefly provide the background information requested considering all programs/services of your organization. Next, each section asks for capacity indicators in a table format. **Please type “yes” or “no” in the two columns on the right side of each capacity indicator table. You may have any combinations of “yes” or “no” between the two columns including two “yes’.”** Following each of these sets of questions are a few open-ended questions which give an approximate word space limit.

A. Leadership Development: Increasing the capacity of the organization to create and sustain the vision, inspire, model, prioritize, make decisions, provide direction and innovate.

How many of the following does the organization have?	Number
Board members	
Board vacancies	
Full-time volunteers (30 or more hours/week)	
Part-time volunteers (2-29 hours/week)	
Full-time paid staff (30 or more hours/week)	
Part-time paid staff (2-29 hours/week)	

Capacity Indicators		Yes or No	Does your organization plan to work on this in next 6 months? Yes or No
1	Organization has established a board of directors.		
2	Organization has recruited board members with diverse experience, representing a cross-section of the community and/or ties to different constituencies.		
3	Organization has provided information to board members so they can better understand their responsibilities and create plans for improving their performance and/or expand their activities.		
4	Organization has increased the number of hours contributed by all unpaid staff/volunteers in an average week.		
5	Organization has created a written job description for each staff position or job category.		
6	Organization has conducted annual performance reviews for volunteer staff.		
7	Organization has conducted annual performance reviews for paid staff.		
8	Organization has provided staff with professional development and training to enhance skill in service delivery or skills in administration and management.		
9	Organization has created a plan or located resources to help its executive director or other staff improve their leadership abilities.		

A. Leadership Development:

What areas of leadership development are your organization's strengths? (60 words)

What areas of leadership development are your organization's challenges? (60 words)

What is your organization's most pressing need in leadership development? (60 words)

B. Organizational Development: Increasing the capacity of the organization to use resources effectively and efficiently, to utilize information technology, and to keep effective records.

Year organization was founded?	
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Capacity Indicators		Yes or No	Does your organization plan to work on this in next 6 months? Yes or No
1	Organization has created and adopted a mission or ministry statement.		
2	Organization has created and adopted a strategic or ministry plan.		
3	Organization is incorporated as a legally recognized organization.		
4	Organization has implemented steps to put in place a budgeting process that ensures effective allocation of resources.		
5	Organization has increased the number of functioning computers it operates.		
6	Organization has moved record keeping from paper-based methods to electronic methods.		
7	Organization has hired or designated a person who is responsible for financial management (paying bills, making deposits, keeping records).		
8	Organization has implemented steps to develop systems that will help manage the organizations finances more effectively.		
9	Organization has begun to use computer software to keep financial records.		
10	Organization has obtained 501(c)(3) status with the IRS.		
11	Organization has created written financial management procedures that provide checks and balances for ensuring expenditures are properly authorized.		
12	Organization has had an audit of its finances/financial records by an external auditor.		

What areas of organizational development are your organization's strengths? (60 words)

What areas of organizational development are your organization's challenges? (60 words)

What is your organization's most pressing need in organizational development? (60 words)

C. Program Development: Increasing the capacity of the organization to offer services to those in need, to utilize information technology to keep effective records, and to evaluate its effectiveness.

Use the table on the next page to briefly describe up to six (6) of the organization's current services and programs and up to two (2) planned services and programs (if any), even if some programs do not meet this application's criteria. This information will help us understand the scope of your whole organization. Note: the words service and program are used interchangeably.

C. Program Development:

Titles of services/programs that are CURRENTLY offered (10 words)	Which target population does the program serve? ¹ Y,H,P,O	What is the program's purpose? (30 words)	How many total recipients does each program serve? Duplicates are okay.	What percentage of each program's recipients reside in the City of Lansing?	How do you collaborate with other organizations that support each program? (30 words)	Does this program include inherently religious activities? Yes or No ²
1.						
2.						
3.						
4.						

¹ Code as follows: Y=At-risk youth, H=Homeless, P=Re-entering prisoners and/or their children, O=Other. List all that apply.

² Please see Terms and Conditions section for information about “inherently religious activities.”

C. Program Development:

5.						
6.						
Titles of services/programs that are NOT currently offered, but PLANNED (10 words)	Which target population will the program serve? ¹ Y,H,P,O	What will be the program's purpose? (30 words)	How many total recipients will each program serve? Duplicates are okay.	What percentage of each program's recipients will reside in the City of Lansing?	How will you collaborate with other organizations that support each program? (30 words)	Will this program include inherently religious activities? Yes or No ²
1.						
2.						

¹ Code as follows: Y=At-risk youth, H=Homeless, P=Re-entering prisoners and/or their children, O=Other. List all that apply.

² Please see Terms and Conditions section for information about "inherently religious activities."

C. Program Development:

What is the total number of unduplicated clients currently served by **ALL** the programs/services of your organization during the past six months? (ex. John Smith attends several different programs, several times per week at our organization, but he is counted as only one unduplicated client)

Capacity Indicators		Yes or No	Does your organization plan to work on this in next 6 months? Yes or No
1	Organization has implemented steps to offer services to clients.		
2	Organization has implemented steps to increase the number or scope of services offered to clients.		
3	Organization has implemented steps to incorporate a new approach to services to improve quality/effectiveness.		
4	Organization has implemented steps to expand services to include a new group of service recipients or geographic area.		
5	Organization has implemented steps to increase the number of clients served.		
6	Organization has begun to keep records on the number of individuals or families served, types of services provided, referral sources, and/or needs.		
7	Organization has begun collecting regular feedback from service recipients on their satisfaction with services.		
8	Organization has implemented steps to collect more information about its clients, including number and characteristics of clients as well as how they are helped by programs or services.		
9	Organization has kept records on individual service recipients' outcomes.		
10	Organization has begun conducting formal measurement/ assessments of the results and benefits of the services provided to individuals or families.		

What areas of program development are your organization's strengths? (60 words)

What areas of program development are your organization's challenges? (60 words)

What is your organization's most pressing need in program development? (60 words)

D. Revenue Development: Increasing the capacity of the organization to raise funds.

Which of the following types of revenue sources has the organization ever received?	Received? Yes or No	If yes, amount received.
Federal government: Funds under the direct discretion of a Federal agency		
State and local municipalities: Funds under the direction and discretion of a non-Federal agency, including state grants, local municipality grants and in-kind services, allocations of Federal block grants to a state or municipal agency under a Federal authority and state and municipal bonding authority		
In-kind: A donation in goods or services (not in money) such as a contribution of equipment, inventory, supplies, space or staff time		
Foundation grants: Financial donations from organizations created from designated funds from which the income is distributed to not-for-profit organizations		
Churches and denominations: Cash and in-kind contributions from a local church, local church foundation, denominational office or church-run service agency		
Federated funds: Funds raised through one of several employment-related annual giving campaigns, like United Way		
Benefit events: A social event from which net proceeds are designated as a donation to one or more causes		
Corporate giving: A grant-awarding program established and controlled by a profit-making corporation that is sometimes separate from the corporation's marketing function and foundation		
Annual gifts: Fundraising programs that generate gift support on an annual or sustaining (more frequent than annual) basis		
Major gifts: A large gift, often from an individual		
Planned gifts: A large gift from an individual that is structured and that integrates sound personal, financial, and estate-planning concepts with the individual's plans for lifetime or testamentary giving		
Supporting organization: A qualified charity operated, supervised or controlled by or in connection with one or more specified public charities		
Cause-related marketing: Marketing agreement in which a for-profit organization, by using the name and reputation of a non-profit organization, promotes its product and in return provides financial support to the organization according to a predetermined formula based on sales and purchases		
Mission-focused earned income: Revenue received by an organization for activities substantially related to the organization's tax-exempt purpose, possibly including product sales, fees for services rendered, interest generated from investments, or royalties generated from owned and copyrighted works		
Unrelated business income: Revenue received that is the result of any legal trade or business conducted by a not-for-profit organization to make money in a way not directly related to an organization's Federally tax-exempt mission		

How much total funding has the organization received in the past 12 months from the following sources?	Amount (\$)
Grants or contracts from Federal, State, or local government sources	
Private sources, including individual donors and earned income as well as grants from private foundations and federated giving campaigns, such as the United Way	

D. Revenue Development:

Capacity Indicators		Yes or No	Does your organization plan to work on this in next 6 months? Yes or No
1	Organization has sought funding.		
2	Organization has sought funding from new types of revenue sources (never before accessed).		
3	Organization has increased the number of applications for funding submitted.		
4	Organization has created a written fund raising/fund development plan.		

What areas of revenue development are your organization's strengths? (60 words)

What areas of revenue development are your organization's challenges? (60 words)

What is your organization's most pressing need in revenue development? (60 words)

E. Community Engagement: Increasing the capacity of the organization to assess and respond to external changes and opportunities and to expand awareness about the organization to potential clients, partners, and funders.

Capacity Indicators		Yes or No	Does your organization plan to work on this in next 6 months? Yes or No
1	Organization has undertaken activities (e.g., meeting with constituents, community mapping, needs assessment survey) to gain an understanding of the needs in its service area/community.		
2	Organization has developed or distributed written materials.		
3	Organization has created or updated a website.		
4	Organization has made presentations to faith-based or other community groups.		
5	Organization has engaged in partnership arrangements with other organizations in the community/service area.		
6	Organization has utilized public service announcements or paid advertising.		

What areas of community engagement are your organization's strengths? (60 words)

What areas of community engagement are your organization's challenges? (60 words)

What is your organization's most pressing need in community engagement? (60 words)

SECTION III: CAPACITY BUILDING EXPECTATIONS

Having reviewed this application, what kind of changes do you expect to see in your organization and programs in the next six months if your organization receives a capacity building grant and technical assistance? (75 words)

Which capacity building areas are you most in need of within the next six months? Check all that apply.

Leadership Development	Organizational Development	Program Development	Revenue Development	Community Engagement
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Why are these capacity building areas needed most? (75 words)

SECTION IV: CERTIFICATION

Below is a statement of certification that requires the names, titles, handwritten date, and handwritten signatures of the organization's chief executive **and** president (or equivalents) for this application. **Two authorized agents' signatures are required:** the highest positions of both staff and the board. For example, both the chief executive (or equivalent) and the president of the board (or equivalent) will be required to certify and complete your application on behalf of the organization's governing body. This section will not be scored during the review and selection process, but is required for your application packet to be considered complete.

Statement of Certification

To the best of our knowledge, this application for capacity building assistance from the *Power of We Consortium* is complete and accurate. Our signatures below authorize the submission of the application, verify that it has been completed truthfully and accurately, and certify that [insert the name of your organization] _____ agrees to abide by all of the terms and conditions of the program as outlined in the Request for Applications.

(Chief Executive or equivalent)

Name:	
Title:	
Signature:	Date:

(President or equivalent)

Name:	
Title:	
Signature:	Date:

Submitting your Application Packet

- All applications must be completed using a computer and the Fill-in PDF form. Hand written and/or typewriter prepared applications will not be accepted.
- Fully completed application packets must be received (not postmarked) by 4:00 PM, Tuesday, February 24, 2009 without exception.
- To create a fully completed application packet. Follow these directions. When your Fill-in PDF Form Application is complete,
 - Print an original of the Fill-in PDF Form only (do not include the background information or instructions)
 - Obtain two** (one each of the highest level of staff and board membership such as the chief executive and president) **authorized agents' signatures.** Unsigned documents will be considered non-responsive and will not be considered.
 - Attach your organization's current annual budget
 - Make five copies of the original with signatures and attached budget
 - Your application packet for submission should be complete and contain one original (marked **"original"**) and four copies of your completed application with signatures and budget. (You should have five complete packets for submission and one complete packet for your files)
 - Assure your application packet is identified on its envelope by "Packet #1-09"
 - Submit five completed packets by mail or hand delivery **by Tuesday, February 24, 2009, 4:00 PM** as directed below.

By Mail: One signed original and four signed copies (totaling five packets) to:
Ingham County Purchasing, **Packet #1-09**,
PO Box 319
Mason, MI 48854

OR

Hand deliver: One signed original and four signed copies (totaling five packets) to:
Ingham County Purchasing, **Packet #1-09**
Hilliard Building, 2nd floor, Suite 203
121 E Maple Street,
Mason, MI 48854

- Make sure to keep a copy of your completed application for your organization's files.
- **Applications can not be submitted online and will not be accepted electronically, by email or fax.**

Technical assistance for application access is available. Contact Wendy Duke-Littlejohn at wduke@ingham.org or (517) 887-4397.