



GIFT VII

REQUEST FOR PROPOSALS
Community Leadership Grants
OCTOBER 2018

In 1990, Lilly Endowment launched the Giving Indiana Funds for Tomorrow (GIFT) initiative to help establish and further develop community foundations throughout Indiana. The Endowment hoped that Indiana's community foundations could enhance the quality of life in their communities by convening conversations among people of diverse ages, socioeconomic backgrounds, occupations, races and cultural traditions about their communities' most compelling needs and opportunities as well as the best ways to address them.

Looking back on 28 years of GIFT, the Endowment has been pleased with the efforts of community foundations to establish themselves as valued and trusted institutions within their respective communities. When GIFT began there were fewer than 12 community foundations in the state. Today, a community foundation or affiliate fund (both hereafter referred to as a community foundation) serves every county in Indiana, and combined community foundation assets have grown from \$100 million in 1990 to nearly \$3.6 billion as of the end of 2017. At the same time, community foundations have made considerable progress in developing operational and programmatic competencies, organizational sustainability, and substantive relationships with community stakeholders.

To further the Endowment's efforts to promote sustainable and effective community foundations throughout Indiana, the Endowment is pleased to offer GIFT Phase VII. As part of GIFT VII, the Endowment has allocated up to \$76.1 million to support community foundations' asset building and charitable activities and also to encourage community foundation board engagement. In addition, the Endowment has allocated up to \$48.9 million to support community foundations' leadership efforts to address local challenges and opportunities.

Community Leadership Grants

While community foundation progress and impact across the state have been impressive, the Endowment recognizes that more must be done to help build local capacity to address community needs and opportunities. Disruptive economic forces have created new challenges for residents across the state as wages have stagnated for traditional “middle-class” workers and jobs that once supported large percentages of community residents have been eliminated. Recent studies from the Brookings Institution in Washington D.C. have shown large concentrations of Indiana job growth in low-paying, low-skill positions and the need for Indiana to attract or develop more middle- and high-skill jobs in key economic sectors that can better support pathways to more sustainable lives for Hoosiers. Furthermore, many employers indicate that they have difficulty finding employees with the education, skills, training and other attributes required for the jobs they do have open. These challenges, coupled with Indiana’s low educational attainment and physical and mental health challenges that include widespread substance abuse crises, obesity and high smoking rates, are ones that Indiana communities will face as they seek to generate economic growth, attract and retain talent, boost incomes and improve their residents’ quality of life.

Addressing these challenges and taking advantage of promising opportunities will require sustained, well-informed and highly-collaborative action among governmental, business and nonprofit stakeholders at the local level. The Endowment recognizes that community foundations are uniquely positioned to assume vital leadership roles in helping to inspire and imagine a brighter future for all residents of their communities, convene and engage appropriate stakeholders to address these challenges and opportunities and initiate and sustain local engagement efforts with a long-term focus beyond a single program or initiative. Several Indiana community foundations are already effectively playing these roles. Many however have indicated to the Endowment that they would like to enhance their ability to be more impactful as leaders in their communities. Accordingly, the Endowment has allocated up to \$48.9 million in GIFT VII funding, available in two components, to support community foundations in their efforts to provide leadership for local efforts to address high priority challenges and opportunities in their communities.

What Does Community Foundation Leadership Look Like?

CFLeads, a national coalition of community foundation and philanthropic organizations, defines a community foundation’s role as a local leader as follows:

“The community foundation is a partner that creates a better future for all by pursuing the community’s greatest opportunities and addressing the most critical challenges, inclusively uniting people, institutions and resources from throughout the community, and producing significant, widely shared and lasting results.” [Framework for Community Leadership by a Community Foundation (July 2013 Update) (Council on Foundations, CFLeads and Aspen Institute Community Strategies Group, 2013)]

While this definition offers a broad outline of leadership in the local context, the role a community foundation plays as a community leader may vary from one foundation to the next given differences in financial resources, operational capacity, expertise, organizational will and local culture. A community foundation may be capable of directing a local initiative because it has considerable knowledge of a community opportunity or challenge, available unrestricted funds, the desire to align its work fully with the

initiative and an executive director and board members united in taking a visible role in the community on the matter. Another community foundation may be better suited to lead by serving in a supporting role with partner organizations that are better positioned to steer a community effort to address a particular challenge or opportunity. In such case, the community foundation’s focus may be on providing financial backing, civic influence and/or local connections that promote the effort’s success. Regardless of the approach it takes as a leader, each community foundation should identify its leadership responsibilities, capacities and opportunities within the context of its local landscape.

While differences in leadership strategies and styles may exist, community foundation leadership, according to CFLeads, should be structured around a framework whereby community foundations:

- Manifest the values, culture and will to exercise community leadership
- Build relationships to exercise community leadership
- Access and develop the resources necessary to exercise community leadership
- Develop the understanding and skills necessary to exercise community leadership [See *ibid.*]

This framework can guide a community foundation to determine how it can best lead within its community, but ultimately the leadership role each community foundation takes should reflect its unique circumstances.

Community Leadership Grants – Planning

For the first component of GIFT VII’s support of local leadership efforts, the Endowment has allocated up to \$5.75 million for community foundations to use in enhancing their leadership competencies and developing initiatives that address high priority community challenges or opportunities. These planning funds will be made available to the community foundations based on the populations of the counties they serve according to STATS Indiana’s 2017 population estimates. Funding will be awarded by county population as follows:

Up to 50,000 population (65 counties)	\$50,000
50,001 - 150,000 population (16 counties)	\$75,000
150,001 - 300,000 population (7 counties)	\$100,000
300,001 - 400,000 population (2 counties)	\$125,000
400,001 - 500,000 population (1 county)	\$150,000
Above 500,000 (1 county)	\$200,000

This funding is meant to enable community foundations to evaluate their local landscapes and identify and prioritize community needs and assets, develop a deeper understanding of what their roles should be within the community, strengthen relationships with local stakeholders and potential collaborators, build

internal capacities to act as an effective leader, and prioritize and develop strategies to address high priority challenges and opportunities with implementation grant funding.

In applying for these grants, each eligible community foundation is invited to submit a proposal of no more than three pages on or before March 15, 2019. In the proposal for these planning funds, the community foundation should:

- Describe what the community foundation believes are currently the community's most pressing challenges and/or most promising opportunities.
- Describe what activities the community foundation would undertake using planning funds to prioritize and deepen its understanding of these challenges and opportunities.
- Describe plans to seek collaborators (e.g., local United Ways and human service agencies, colleges and universities, religious entities, K-12 schools and school corporations, local tourism bodies, arts and culture groups, economic development organizations, local or state government officials) who are interested in supporting or are already engaged in addressing the community's challenges and opportunities.
- Describe how the community foundation would engage local stakeholders to gather input as part of its assessment and prioritization of community challenges and opportunities.
- Describe the community foundation's internal capacity to execute the planning activities described in the proposal.
- Describe the anticipated use of any external consultants or specialists who might be engaged in the planning activities.
- Provide a line item budget for the planning grant (this will not count towards the three-page limit).

Potential uses of funding include, but are not limited to:

- Stakeholder convenings
- Executive staff and board training
- Community assessments or studies
- External consultants
- Attendance at community leadership or issue-specific conferences/seminars
- Site visits to community foundations inside or outside of Indiana

The Endowment encourages community foundations to consider a broad range of ideas and areas of focus with respect to which they could exercise local leadership to address high priority challenges and opportunities using implementation funds. Among the areas of focus that could be considered include the following:

- Rural entrepreneurship
- Out-migration/In-migration
- Community health
- Education (Pre-K, K-12, higher education)

- Substance abuse
- Workforce development
- Environmental sustainability
- Arts and culture

While not a requirement, community foundations that want to work together with community foundations in other counties to use these planning resources for greater impact will be allowed to pool their grant awards to pay for joint activities – although each award recipient will be paid its grant separately. They should describe the collaboration in their planning grant applications. They can either submit a joint application or describe the joint activities in individual applications as appropriate.

It is expected that planning grants will be scheduled for payment no later than May 15, 2019.

Community Leadership Grants – Implementation

For the second component of GIFT VII’s funding of community foundation leadership efforts, the Endowment has allocated up to \$11.6 million to award grants for community foundations to implement strategic initiatives and programs designed to address key challenges or opportunities identified and prioritized during its planning process. Each community foundation is invited to participate in this component and, upon the satisfactory submission of its implementation proposal, will be eligible to receive funding in 2020 to implement the efforts described in the proposal. Funding amounts for which community foundations are eligible for these implementation efforts will be based on county population as follows:

Up to 50,000 population (65 counties)	\$100,000
50,001 - 150,000 population (16 counties)	\$150,000
150,001 - 300,000 population (7 counties)	\$200,000
300,001 - 400,000 population (2 counties)	\$250,000
400,001 - 500,000 population (1 county)	\$300,000
Above 500,000 (1 county)	\$500,000

The Endowment also encourages community foundations to be selective in prioritizing the challenges and opportunities it proposes to address so that its efforts can be appropriately focused and strategic. In many cases, it may be preferable to prioritize only one challenge or opportunity to address.

Each community foundation that wishes to participate in the implementation phase of GIFT VII should submit a full implementation proposal on or before February 14, 2020. The proposal should be organized as follows and include the elements listed below:

- **Executive Summary:** This is a brief, one-page summary of the implementation proposal. It should include a brief statement of the high priority challenges or opportunities being addressed, a description of the proposal's strategies and programs, a listing of the collaborators involved and their respective responsibilities, the amount being requested (up to the eligible amount based on county population) and the implementation timeline. It should also include the primary contact person's physical address, email address and phone number.
- **Implementation Proposal:** This is a narrative description of no more than seven pages that highlights the programs and strategies the community foundation proposes to employ in addressing high priority challenges or opportunities. The implementation proposal should include the following elements:
 - › A description of the challenges or opportunities being addressed by the proposal. The community foundation should describe the reasoning for addressing the identified matters and why they were prioritized above other community challenges or opportunities through its planning grant process. This should include any feedback from community convenings, findings of a research study, economic analyses, assessments of the work being (or not being) done by other organizations, and so forth.
 - › A description of the programming and activities to be conducted in addressing the local challenges or opportunities.
 - › A description of how the proposal and its related strategies and activities will be executed. This should include the identification of collaborators or other external partners and an explanation of the responsibilities each party, including the community foundation, will have in implementing the proposal. These responsibilities may include financial support, program implementation, public advocacy or project management among others.
 - › A description of the proposal's objectives and how the community foundation will evaluate the extent to which the objectives are accomplished. This description should include the key outcomes and performance indicators, both qualitative and quantitative as appropriate, related to the challenges or opportunities being addressed.
 - › A description of any obstacles or challenges that would be anticipated in implementing the efforts described in the proposal and how any difficulties will be addressed.
 - › A description of the community foundation's capacity to carry out its responsibilities identified in the submitted proposal.
 - › A timeline for implementation. This may be a narrative description or in the form of a Gantt chart.
 - › A description of how the activities undertaken during the implementation phase will be sustained after the Endowment's grant has been expended.
- **Budget and Budget Narrative:** The budget is a one-page document that details the costs associated with the implementation proposal. The budget narrative is an accompanying document that describes each budget line item and explains how it was calculated. If the budget for implementation is greater than the allotted amount based on county population, the community foundation should describe other sources of support for the proposed implementation activities and organizations or individuals who might provide such support.

- **Letters of Support:** If an implementation proposal involves collaborators or other financial supporters, the community foundation should obtain letters of support that endorse the merits of the proposal, demonstrate the willingness of each collaborator to participate, highlight the role each expects to play in connection with the submitted proposal and confirm the financial resources, if any, each has committed to implementation activities.

Although not required, community foundations may propose to use their implementation grant funds in collaboration with other community foundations to address multi-county challenges or opportunities. In this case, a joint proposal between the collaborating community foundations should be submitted, although each award will recipient will be paid its grant separately.

Implementation grants will be tentatively scheduled for payment no later than May 29, 2020; however, proposals that are submitted prior to February 14, 2020, and meet the implementation proposal criteria noted above will be reviewed and considered for early payment in 2020 so that funds can be more quickly deployed to implement the proposed activities.

Larger Scale Funding Opportunities

The Endowment recognizes that there may be promising ideas to address a compelling challenge or opportunity that arise out of the planning phase that would require funding in excess of the implementation grant amounts noted above. To support community foundations' development and implementation of such ideas that could promote broader and more substantial impact on the quality of life in their communities or regions, the Endowment has allocated up to an additional \$31.6 million.

As a supplement to its implementation proposal, each community foundation accordingly is invited to submit a concept paper that describes how it would use up to \$5 million per county in additional funding to implement an initiative that addresses a more substantial, larger impact challenge or opportunity. In response to this special invitation, community foundations may, but are not required to, propose a concept in collaboration with other community foundations to address multi-county challenges or opportunities.

To be considered for this additional funding opportunity, each interested community foundation should submit the following with its implementation proposal on or before February 14, 2020:

- **Executive Summary:** This is a brief, one-page summary of the larger scale funding opportunity. It should include a brief statement of the idea being proposed, a listing of the collaborators involved and their respective responsibilities, the amount being requested and the concept's expected implementation timeline. It should also include the primary contact person's physical address, email address and phone number.
- **Opportunity Concept Paper:** This is a narrative overview of no more than four pages that describes a larger scale community leadership initiative that could be implemented with more substantial grant funding of up to \$5 million per county. The concept paper should, in brief, include the same elements as required for the implementation proposal noted above. This initiative may, but does not need to, address the same matter or matters addressed in the implementation proposal.
- **Budget and Budget Narrative:** The budget is a one-page document that details the costs associated with the proposed idea. The budget narrative is an accompanying document that describes each budget line item and explains how it was calculated.

- **Letters of Support:** If desired, applicants may submit up to six (6) brief letters from key supporters that endorse the merits of the proposed idea and confirm the role each supporter expects to play in the submitted concept and the financial resources, if any, it would be willing to commit to the initiative.

The Endowment considers this invitation to submit a concept paper as a “request for ideas.” Participating community foundations should develop a clear framework for their idea during this stage, but it is not necessary to have 100% certainty on every detail.

Concept paper submissions will be reviewed by Endowment staff and others in 2020. Depending on the results of this review, the Endowment in its sole discretion may invite community foundations that propose the most compelling and promising ideas to submit a full proposal for funding.

The following criteria, among others, will be considered in evaluating submitted concept papers:

- Compelling challenge or opportunity
- Extent of local benefit and/or impact
- Feasibility
- Rationale
- Community partnerships
- Innovation
- Financial sustainability
- Local consensus

Those community foundations selected to advance to the full proposal stage will be invited to discuss their ideas with Endowment staff before submitting their full proposals at a later date in 2020. The Endowment expects grant announcements and payments from this special invitational allocation to be made on or before December 31, 2020.

Counties with Multiple Community Foundations

As with all grant opportunities in GIFT VII for any leadership planning or implementation grants (including the larger scale funding opportunity), if more than one foundation serves a particular county, those foundations must collaborate and present a joint application for such grants relating to their county.

Existing Community Leadership Initiatives

There may be a few Indiana community foundations that are currently leading community initiatives whose aims and processes align with those set forth in this part of GIFT VII sufficiently that the Endowment would consider providing them implementation grant funding or compelling opportunity funding without their participation in the GIFT VII planning process. Community foundations that believe this exception applies to them should contact the Endowment (gift@lei.org) by December 15, 2018, to explain their rationale for why they qualify to apply directly for implementation grant or larger scale opportunity funding to expand or enhance an existing community initiative with respect to which they are playing a leadership

role. The Endowment in its sole discretion will determine whether the community foundation's rationale is compelling enough to provide implementation grant or compelling opportunity funding without the community foundation's participating in the GIFT VII planning process. In such case, unused planning grant funding may be used to supplement implementation grant funding. If the Endowment determines not to provide such funding, the community foundation may still apply for a planning grant by the March 15, 2019, deadline.

Application Procedures

The GIFT VII leadership funding application form will be available on the Endowment's website. Completed applications, along with the planning grant request, should be submitted through the website on or before Friday, March 15, 2019, at 5 p.m. (Eastern time) The application form will require the electronic submission of a letter signed by both the executive director (or other top staff leader) and board chair of the applicant confirming their commitment to participating in GIFT VII's community leadership component and the grant amount being requested.

A community foundation's implementation proposal and its larger scale funding opportunity concept paper, if applicable, along with required application materials, are due to the Endowment on or before Friday, February 14, 2020, at 5 p.m. (Eastern time) and must be submitted in electronic format. The implementation proposal and compelling funding opportunity materials should be emailed in PDF format as two separate documents to gift@lei.org.

GIFT VII Eligibility

GIFT VII's eligibility requirements can be found under the resources section of the Endowment's website.

Technical Assistance

As with previous phases of the GIFT initiative, technical assistance relating to GIFT VII will be available through the Indiana Philanthropy Alliance (IPA). Specific questions related to GIFT VII should be directed to Rosemary Dorsa (ext. 114) or Terri Johnson (ext. 128) at IPA (317-630-5200). Additional resources can also be found on the [IPA GIFT technical assistance website](#).