



Giving Indiana Funds for Tomorrow Phase VIII

REQUEST FOR PROPOSALS

October 2023

Lilly Endowment is pleased to announce the newest round of its Giving Indiana Funds for Tomorrow (GIFT) community foundation initiative, Phase VIII (GIFT VIII). This initiative is based upon upon the Endowment’s longstanding belief that community foundations are uniquely positioned to play central roles in supporting and strengthening communities throughout Indiana.

GIFT VIII Overview and Aims

The Endowment has allocated up to \$210 million for this multi-year initiative, which aims to support Indiana’s community foundations in their efforts to: 1) grow their financial resources to promote long-term viability and sustainability; 2) further strengthen their leadership capabilities; and 3) develop and implement strategic programs, projects and initiatives that enhance their communities’ quality of life.

Eligible community foundations and affiliate funds (both hereafter referred to as “community foundations”) may request grants through three funding opportunities.

1. **Matching Fund Grants** totaling up to \$135.3 million will enable community foundations to develop unrestricted assets, implement projects and programs that address community needs, and build their internal capacity. Eligible community foundations may submit proposals requesting grants ranging from **\$750,000 to \$15,000,000** based on the population of the counties they serve. **Matching Fund Grant proposals must be submitted by 12 p.m. (ET) on Wednesday, January 31, 2024.** Learn more about Matching Fund Grants on pages 4-7.
2. **Community Leadership Grants** totaling up to \$65.5 million will enable community foundations to continue to engage stakeholders in their communities and, if desired, seek funding to develop and implement large-scale action plans that address high priority community challenges and opportunities. Community Leadership Grants will be available in a two-phase process: a non-competitive planning phase and a competitive implementation phase. Learn more about Community Leadership Grants on pages 8-15.

Phase 1 Planning Grants: Each eligible community foundation may submit a proposal requesting a Community Leadership Grant ranging from **\$50,000 to \$250,000** (based on the population of the county it serves) to engage in planning activities aimed at envisioning and developing, in collaboration with community stakeholders, plans to enhance its communities’ quality of life. **Community Leadership Planning Grant proposals must be submitted by 12 p.m. (ET) on Friday, November 10, 2023.** The Endowment anticipates awarding planning grants on or before December 15, 2023.

Phase 2 Implementation Grants: Each community foundation that participates in Phase 1 for a Community Leadership Planning Grant will be eligible to participate in Phase 2, which comprises a two-stage process. In the first stage, a community foundation may submit a concept paper requesting funding ranging from **\$5 million to \$20 million** (based on the population of the county it serves) for strategic initiatives and activities that address especially compelling needs in its communities. **Concept papers must be submitted by 12 p.m. (ET) on Tuesday, April 30, 2024.**

Those community foundations submitting the most compelling and promising ideas may, in the Endowment's sole discretion, be invited to participate in the second stage and submit a full proposal for implementation funding later in 2024.

- 3. Board Engagement Grants** totaling up to \$9.2 million will encourage community foundation board participation and engagement by providing a **\$100,000** unrestricted grant opportunity to eligible community foundations demonstrating 100 percent board member giving. Learn more about Board Engagement Grants on page 16.

GIFT VIII Information Sessions: The Endowment will host two virtual information sessions to provide an overview of GIFT VIII's aims and grant components. Community foundation staff and board members wishing to attend one of these sessions (dates and times listed below) must register via the [Endowment's website](#).

- Thursday, October 12, 2023, at 2 p.m. (ET)
- Friday, October 13, 2023, at 10 a.m. (ET)

Background information, guidelines, selection criteria and eligibility requirements, among other matters, are discussed more fully below.

Background

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 33 years of GIFT, the Endowment has been encouraged by the progress Indiana community foundations have made in establishing themselves as trusted institutions within their respective communities. When GIFT began, there were fewer than 12 community foundations in the state with assets totaling approximately \$100 million. Today, a community foundation or affiliate fund serves every county in Indiana, and combined assets for community foundations that have regularly participated in GIFT have grown to approximately \$3.7 billion as of the end of 2022. At the same time, community foundations have played increasingly important leadership roles across the state, working with local and regional partners to address community priorities.

There is cause for optimism about the future of Indiana communities. Many communities that lack quality and affordable child care have formed cross-sector coalitions comprising public, private and philanthropic stakeholders that are working together to develop comprehensive solutions to build local child care capacity. The Indiana Economic Development Corporation's Regional Economic Acceleration and Development

Initiative (READI) is encouraging regional collaboration and generating significant investments across the state for projects and programs designed to enhance economic opportunity and local quality of place. Additionally, increased state funding is being deployed to address physical and mental health needs and other pressing issues. Together, these and other efforts are creating positive momentum and producing favorable outcomes in communities throughout Indiana.

On the other hand, Indiana communities continue to face daunting challenges. Wage growth in Indiana lags behind both regional and national levels. Jobs that once supported residents in many communities across the state are being eliminated. Fewer individuals are pursuing education beyond high school, which is likely to exacerbate challenges relating to Indiana's educational attainment and workforce readiness. Communities across the state are experiencing stagnating or declining populations. And public health challenges, such as high rates of obesity, tobacco use and substance use disorder, persist.

The Importance of Community Foundation Leadership

Addressing the aforementioned challenges and taking advantage of promising opportunities requires sustained, highly collaborative action among public, private and nonprofit stakeholders at the local level. The Endowment is encouraged by the role Indiana's community foundations have played in leading local efforts to develop, implement and sustain strategies and activities in their communities to address local priorities. Many community foundations demonstrate continued interest in becoming more effective community leaders.

The most recent round of GIFT, Phase VII, which launched in 2018, encouraged community foundations to contemplate how they could further develop and strengthen their effectiveness as local leaders. GIFT VII included several funding opportunities to support community foundations to these ends. Planning grants encouraged foundations to seek input from their communities in broad and inclusive ways and provided them with resources to engage local stakeholders in robust conversations about community priorities; invest in leadership training for foundation staff and board members; and hire consultants to analyze community data, among other planning activities. Non-competitive implementation grants enabled foundations to execute projects and/or programs designed to address community challenges and opportunities identified during the planning phase. Competitive, large-scale implementation grants provided funding for foundations to address more substantial needs or opportunities in their communities.

GIFT VII also included a matching grant component that helped foundations build their unrestricted assets and a board engagement grant component that reinforced the critical role community foundation board members play in helping to guide the direction, assess the impact and grow the resources of their community foundation. Together, the components of GIFT VII activated a comprehensive strategy designed to support community foundations in developing their internal leadership capacity and securing the resources to enable them to work with their communities to prioritize and respond to local challenges and opportunities.

The Endowment has been encouraged by the progress the community foundation field has made during the past five years. GIFT VIII is intended to build upon this progress and further support community foundations' efforts to partner with local stakeholders to envision brighter and more prosperous futures for their communities. Accordingly, the Endowment, as stated above, has allocated up to \$210 million for GIFT VIII, which comprises three grant components: 1) Matching Fund Grants totaling up to \$135.3 million; 2) Community Leadership Grants totaling up to \$65.5 million; and 3) Board Engagement Grants totaling up to \$9.2 million.

Matching Fund Grants

In GIFT VIII, each eligible Indiana community foundation will be able to apply for a Matching Fund Grant in an amount dependent on the population of its county according to [STATS Indiana's 2022 population estimates](#).

Please note that under GIFT VII matching guidelines, the Endowment stipulated that any matching requirement not satisfactorily met by a community foundation would result in a reduction of funding in the amount of the unmet match for future GIFT phases. Accordingly, each community foundation that did not fulfill its matching requirement under GIFT VII will have its GIFT VIII matching fund grant reduced by the amount of the respective unmet GIFT VII match.

The Endowment has allocated up to \$135.3 million for GIFT VIII Matching Fund Grants. Grant amounts for which community foundations are eligible will be based on county size as follows (reduced by unmet GIFT VII matches):

Up to 50,000 population	(64 counties)	\$750,000
50,001 - 100,000 population	(11 counties)	\$1,500,000
100,001 - 150,000 population	(6 counties)	\$2,250,000
150,001 - 200,000 population	(5 counties)	\$3,000,000
200,001 - 250,000 population	(1 county)	\$3,750,000
250,001 - 300,000 population	(1 county)	\$4,500,000
350,001 - 400,000 population	(2 counties)	\$6,000,000
450,001 - 500,000 population	(1 county)	\$7,500,000
Above 500,000 population	(1 county)	\$15,000,000

The strategic focus of this component of GIFT VIII is to support the continued growth of unrestricted endowment assets, which can be strategically and flexibly deployed by community foundations. Unrestricted assets are essential for community foundations to be long-term contributors and leaders in their communities, and the Endowment recognizes that such assets have become increasingly difficult to raise. However, endowment building does not always enable community foundations to address immediate operational or community needs. As the Endowment helps support community foundations in building enduring strength, it also understands the importance of having readily available funds for immediate use.

Accordingly, GIFT VIII includes the following three Matching Fund Grant options:

- 1. Unrestricted Endowment Building (UEB):** Each community foundation must allocate between 60 to 100 percent of its eligible Matching Fund Grant for the UEB option. The amount not used for the UEB option, if any, may be used for the Community Project and/or Program (CPP) and/or the Internal Capacity Building (ICB) options described below. The matching funds raised for the UEB option must be invested, along with the corresponding Matching Fund Grant from the Endowment, in the community foundation's unrestricted endowment fund. To incentivize unrestricted endowment building, amounts raised by a community foundation under this option will be subject to a \$2(grantor)-for-\$1(grantee) matching condition.

2. **Community Project and/or Program (CPP):** A community foundation may choose to allocate no more than 30 percent of its eligible Matching Fund Grant for the CPP option. Matching funds raised through this option may be used to support a variety of local projects and/or programs, including those initiated during GIFT VII, that address community challenges and opportunities. To qualify for a Matching Fund Grant under this option, the community foundation must raise matching funds designated for these projects and/or programs. Under this option, both the Matching Fund Grant from the Endowment and matching funds raised from other sources must be used for the same projects and/or programs. Funds raised under this option are subject to a \$1(grantor)-for-\$1(grantee) matching condition.
3. **Internal Capacity Building (ICB):** A community foundation may choose to allocate no more than 10 percent of its eligible Matching Fund Grant for the ICB option. Matching funds raised through this option may be used to purchase new technology equipment, create marketing and fundraising materials, partner with other community foundations to develop shared back-office services, conduct strategic planning, engage consultants, and hire staff, among other uses. To qualify for a Matching Fund Grant under this option, the community foundation must raise matching funds designated for these capacity-building activities. Under this option, both the Matching Fund Grant from the Endowment and matching funds raised from other sources must be used for the same activities. Funds raised under this option are subject to a \$1(grantor)-for-\$1(grantee) matching condition.

While community foundations applying for a GIFT VIII Matching Fund Grant will have broad discretion to determine which projects, programs and capacity-building activities to fund through the CPP and ICB funding options, the Endowment reserves the right to approve such projects, programs and activities.

Matching Fund Grant Proposals

Matching Fund Grant proposals should be organized in the order listed below and include the following:

Cover Letter: This is a **one-page letter** signed by the community foundation's executive staff leader and board chair confirming the foundation's intent to apply for the Matching Fund Grant and the amount being requested.

Proposal Narrative: This is a description (**no more than five (5) pages**) of how the community foundation intends to allocate its Matching Fund Grant. If a community foundation chooses to allocate any portion of its grant to the CPP and/or ICB options, the narrative should include the following:

- A description of the projects, programs and/or capacity-building activities the community foundation intends to undertake with its Matching Fund Grant. This should include a description of the community and/or internal capacity needs being addressed.
- A brief description of the rationale for pursuing the proposed projects, programs and/or capacity-building activities. **For community projects and programs**, this could include, among other things, information corroborating the community's demand for the proposed projects and programs; an explanation of how the proposed projects and programs will address community needs; and, if applicable, a summary of the community foundation's past efforts to address the identified needs. **For capacity-building activities**, this could include information about the community foundation's assessment of its operating and capacity needs.
- A timeline for implementation.

- A description of the community foundation’s plans for raising qualifying matching funds.
- If applicable, a description of how the projects, programs and/or internal capacity-building activities will be sustained after the Endowment’s grant is expended.

Budget: The budget is a detailed account of how a community foundation intends to allocate its Matching Fund Grant among the three matching options. If a community foundation chooses to allocate any portion of its grant to the CPP and/or ICB options, the budget should also include a breakdown of the projects, programs and/or capacity-building activities the foundation intends to undertake through this grant opportunity. The budget should be submitted within the proposal’s PDF file as well as in a separate Excel file.

Budget Narrative: If the budget includes amounts allocated for the CPP and/or ICB options, the proposal should also include a budget narrative, which describes each budget line item and clearly explains how it was calculated, including any assumptions made. If the total budget for any community projects, programs and/or capacity-building activities exceeds the funding request to the Endowment, the budget narrative should indicate the total costs of the projects, programs and/or capacity-building activities and what percentage is being funded by the Endowment’s Matching Fund Grant.

Public Support Worksheet: A community foundation must submit its most recent public support calculation. The information required to make this calculation can be found on Schedule A of the community foundation’s Form 990 and should be completed using the Excel form, Public Support Worksheet, available on the [Endowment’s website](#).

Matching Conditions

Similar to GIFT VII, Matching Fund Grants will be paid to community foundations prior to the end of the scheduled matching period regardless of the total matching funds raised as of the date of payment. All Matching Fund Grants for which community foundations apply will be tentatively scheduled for payment during the first quarter of 2024. To the extent a community foundation does not fulfill its matching conditions prior to the end of the matching period, the Endowment will reduce any Matching Fund Grant that it might approve in the future for the community foundation by the amount of the shortfall.

The matching period will begin October 1, 2023, and end December 31, 2025. Qualifying matching funds must consist of contributions of cash or property (such as marketable securities, cash equivalents and real property) completed during the matching period, the present value of irrevocable deferred gifts (such as charitable remainder trusts) made during the matching period, and irrevocable pledges of cash executed during the matching period that are required to be paid by December 31, 2027. Qualifying matching funds also include payments received during the GIFT VIII matching period on prior pledges executed on dates after the conclusion of the GIFT VII matching period (October 1, 2018, through September 30, 2021) and preceding the commencement of GIFT VIII. The Endowment will not be obligated to match any contribution, gift or pledge matched by the Endowment under its own incentive or other matching program or grant.

Matching Fund Grant Submission Guidelines

Each eligible community foundation is invited to submit its Matching Fund Grant proposal beginning December 1, 2023. The proposal, which includes the cover letter signed by the foundation's executive staff leader and board chair, must be submitted through the [Endowment's website](#) by **12 p.m. (ET) on Wednesday, January 31, 2024. Proposals should be submitted as a single PDF along with an Excel copy of the budget and a completed Public Support Worksheet.** See Appendix 1 on page 18 for the Matching Fund Grants Submission Checklist.

Community Leadership Grants

GIFT VIII's Community Leadership Grants component is designed to support community foundations' leadership work and their efforts to address substantial and compelling priorities in their communities. This funding component comprises two phases: 1) a non-competitive planning and stakeholder engagement phase; and 2) a two-stage, competitive implementation phase. **A community foundation must participate in the non-competitive planning phase to be eligible to participate in the competitive implementation phase.**

Please note that for each phase of GIFT VIII's community leadership grant component, a community foundation may submit or collaborate on up to two (2) proposals including one or both of the following: 1) a proposal for the county the community foundation serves; and/or 2) a joint/regional proposal for a multi-county region.

Joint/Regional Proposals: Although not a requirement, community foundations can work with community foundations in other counties to use planning and/or implementation resources to understand and address shared priorities by submitting a joint/regional proposal for one or both phases of the community leadership grant component. In such cases, collaborating community foundations should submit a joint/regional proposal with a cover letter that designates which community foundation will serve as the grantee. Joint/regional proposals must follow the grant guidelines set forth on pages 10-11 and 14-15.

Guiding Questions and Priorities

In determining whether and how to participate in the Community Leadership Grants component of GIFT VIII, community foundations should consider the following guiding questions:

- What does your foundation and/or community need to better understand about local challenges and opportunities? For example, are there studies or analyses that could be conducted to inform the community foundation's understanding of community needs and development of strategies to address them?
- Has your community foundation engaged in broad and inclusive community outreach that includes input from a diverse range of community stakeholders from throughout the county served by the community foundation as well as underrepresented populations to discern the community's priorities?
- Are there local initiatives or projects already underway in your community with funding needs beyond what is available from other funders, such as government and/or business stakeholders? For example, would a high priority for the community be to obtain additional funding to catalyze or scale efforts that are being supported through existing initiatives - such as READI, the Endowment's College and Community Collaboration (CCC) initiative or other local efforts - to promote a broader and more substantial impact?
- How can your community address its highest priority challenges and opportunities? What initiatives, projects and/or programs can be implemented to address them effectively and thereby enhance your community's quality of life and place?
- How can your community foundation play a leadership role in plans to address the identified challenges and opportunities? Will the community foundation direct local efforts or will it support community partners better positioned to steer community efforts?

Phase 1 Planning Grants

For Phase 1 of GIFT VIII's Community Leadership Grants component, the Endowment has allocated up to \$5.5 million for community foundations' planning activities. Each eligible community foundation may apply for a Phase 1 Planning Grant **by November 10, 2023**, to help it engage in planning and stakeholder engagement activities in 2024. Planning funds will be made available to community foundations based on the populations of the counties they serve according to [STATS Indiana's 2022 population estimates](#). Funding will be awarded by county population as follows:

Up to 50,000 population	(64 counties)	\$50,000
50,001 - 100,000 population	(11 counties)	\$60,000
100,001 - 150,000 population	(6 counties)	\$70,000
150,001 - 200,000 population	(5 counties)	\$80,000
200,001 - 250,000 population	(1 county)	\$90,000
250,001 - 300,000 population	(1 county)	\$100,000
350,001 - 400,000 population	(2 counties)	\$120,000
450,001 - 500,000 population	(1 county)	\$140,000
Above 500,000 population	(1 county)	\$250,000

Joint/Regional Phase 1 Funding Requests: Collaborating community foundations may request funding at a level that corresponds to the collective population size of their multi-county region regardless of whether or not one or more of the participating community foundations has also submitted a separate proposal for the county that it serves. For example, a community foundation that serves a county with a population of 40,000 and a community foundation that serves a county with a population of 20,000 would each be eligible to request up to \$50,000 for planning activities in their respective counties. If these foundations also chose to collaborate on a joint/regional proposal, they would be eligible to request additional funding of up to \$60,000 for regional planning activities.

Given the varied needs of communities across Indiana, these grants are meant to support planning and assessment activities that engage broad and diverse stakeholders and are relevant to each community foundation's local context. Community foundations are encouraged to use this phase to ensure they are knowledgeable of plans developed through programs such as READI, CCC and other statewide initiatives, so that their GIFT VIII planning is additive, rather than duplicative, of other local planning efforts. Planning grants may be used for a variety of purposes, including, among others:

- Community discussions, interviews and meetings with a diverse cross section of local stakeholders and residents to deepen the community foundation's understanding and prioritization of its county's needs.
- Engagement of consultants to synthesize and assess existing community plans and/or facilitate the development of new plans.
- Reflection on key lessons learned from the community foundation's participation in GIFT VII and/or other community leadership efforts.
- Project feasibility studies.
- Site visits to other communities.

- Development of a concept for Phase 2 of the Community Leadership Grants component.

Though these grants are principally intended to support robust planning activities in early 2024 ahead of the Phase 2 submission deadline described below, community foundations can use the funds for a period of up to one year to continue to engage in activities that further their understanding of local needs, such as stakeholder convenings, resident outreach and community assessments.

Phase 1 Planning Grant Proposals

Phase 1 Planning Grant proposals should be organized in the order listed below and include the following:

Cover Letter: This is a **one-page letter** signed by the community foundation’s executive staff leader and board chair confirming the amount being requested.

Proposal Narrative: This is a description (**no more than five (5) pages** or **eight (8) for joint/regional proposals**) of how the community foundation intends to allocate its Phase 1 Planning Grant and should include the following:

- A summary of what the community foundation currently identifies as its community’s most pressing challenges and/or its most promising opportunities.
- A brief description of any work the community foundation already has undertaken and/or participated in to support the development of community and/or economic development plans (such as READI and/or CCC, among others) that address challenges or opportunities facing its community.
- A summary of the activities the community foundation would undertake using planning funds to prioritize and deepen its understanding of its community’s challenges and opportunities.
- A description of how the community foundation plans to seek broad and inclusive input from stakeholders and residents throughout the county to build consensus around what the community views as its highest priority challenges and opportunities.
- A description of how the community foundation plans to engage collaborators who are interested in supporting or are already engaged in addressing the community’s challenges and opportunities (such as local United Ways and human service agencies, colleges and universities, regional coalitions, religious entities, K-12 schools and school corporations, local tourism bodies, arts and culture groups, economic development organizations, and local or state government officials).
- A description of the community foundation’s internal capacity to execute the planning activities described in the proposal.

Joint/Regional Phase 1 Planning Grant proposals: If a joint/regional planning proposal is being submitted:

- The proposal should describe the rationale for why the counties to be served by the joint/regional collaboration were selected.
- The cover letter for a joint/regional planning proposal should designate which foundation will serve as the grantee and be signed by the executive staff leader and board chair from each collaborating community foundation.

- The proposal narrative should describe each collaborating community foundation’s role in executing planning activities. This should include, among other things, a description of key responsibilities and how the community foundations intend to work together throughout the planning phase.

Budget: The budget is a detailed account of how a community foundation intends to allocate its Phase 1 Planning Grant. The budget should be submitted within the proposal’s PDF file as well as in a separate Excel file.

Phase 1 Submission Guidelines

Each eligible community foundation should submit its proposal, which includes the cover letter signed by the foundation’s executive staff leader and board chair, **by 12 p.m. (ET) on Friday, November 10, 2023. Proposals must be submitted through the [Endowment’s website](#) as a single PDF with an Excel copy of the budget.** See Appendix 1 on page 18 for the Community Leadership Phase 1 Planning Grants Submission Checklist.

Phase 2 Implementation Grants

Each community foundation that participates in the planning phase will be eligible to participate in Phase 2 of GIFT VIII's Community Leadership Grants component, which will be structured as a competitive, two-stage funding opportunity. Up to \$60 million will be made available to community foundations through this phase. Community foundations will be able to apply for grants based on their county population as follows:

Up to 100,000 population	(75 counties)	\$5,000,000
100,001 - 250,000 population	(12 counties)	\$7,500,000
250,001 - 500,000 population	(4 counties)	\$10,000,000
Above 500,000 population	(1 county)	\$20,000,000

Joint/Regional Phase 2 Funding Requests: Collaborating community foundations may request funding at a level that corresponds to the collective population size of their multi-county region regardless of whether or not one or more of the participating community foundations has also submitted a concept paper for the county it serves. For example, two community foundations, one with a county population of 50,000 and the other with a county population of 150,000, would be eligible to request up to \$5 million and \$7.5 million, respectively, for grant activities in their counties. If these foundations also chose to collaborate on a joint/regional concept paper, they would be eligible to request up to \$7.5 million for regional grant activities in addition to their county-specific concepts.

In the first stage of Phase 2, a community foundation may submit a concept paper **on or before Tuesday, April 30, 2024**, describing how it would use funding for strategies and activities that are designed to achieve broad and substantial impact in its community or region or that address an especially compelling need of a specific population in its community or region. 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 concept during this stage, but it is not necessary to have certainty on every detail.

Community foundations should consider a broad range of ideas and areas of focus they could address through this funding opportunity. However, the Endowment encourages community foundations to be selective in prioritizing the challenges and opportunities they propose to address so that their efforts can be appropriately focused and strategic. Areas of focus that could be considered include, among others, the following:

- Education (Pre-K, K-12, higher education)
- Affordable housing
- Substance use disorder and mental health
- Economic and workforce development
- Arts and culture
- Public parks
- Youth programming

The Endowment anticipates that concepts may include capital projects to enhance the local quality of life and place, programs to assist individuals facing certain hardships, workforce preparation and readiness programs, and efforts to increase the supply of affordable housing, among others. Concept papers may include multiple

and related programs and/or projects; however, proposed programs and projects that are complementary and part of a cohesive strategy will likely be viewed more favorably by the Endowment.

The Endowment, in its sole discretion, intends to invite those community foundations submitting the most compelling and promising concepts to participate in the second stage of Phase 2 of the Community Leadership Grants component, which will also be competitive, and submit full proposals for funding later in 2024.

Phase 2 Selection Criteria

In evaluating concept papers, the Endowment may consider, among other criteria, the extent to which:

- The proposed concept furthers the aims of GIFT VIII and addresses the guiding questions outlined on page 8.
- The proposed concept is feasible and supported by a compelling narrative that describes the concept's rationale and anticipated impact.
- The concept paper demonstrates significant breadth, depth and quality of engagement of a diverse range of community stakeholders and residents in the community foundation's prioritization of local needs and in the development of the proposed concept.
- The community foundation has sought out and considered relevant state and local data in developing the proposed concept.
- The concept paper demonstrates the community foundation's understanding of other local and/or regional efforts - such as READI and CCC, among others - to improve local quality of life and place, and the proposed concept is additive, rather than duplicative, of those efforts.
- The proposed concept includes a cohesive set of projects, programs and activities that are strategically interrelated to address the identified challenges or opportunities.
- The concept paper demonstrates that the community foundation will play a meaningful leadership role in implementing the proposed concept and has the capacity to fulfill its responsibilities.
- The concept paper describes compelling and credible collaborations with local and/or regional partners.
- The concept paper demonstrates compelling and feasible outcomes that will be achieved in the community if the concept is successful. The concept paper should include qualitative and quantitative metrics that will be used to determine the extent to which these outcomes are achieved and performance indicators that will be monitored to gauge progress toward the defined outcomes.
- The proposed budget and grant amount requested are reasonable and proportional to the scale of the proposed concept, anticipated impact and community benefit.
- The concept paper includes a credible plan for developing the resources to address any funding gaps if the total funding needed to execute and/or sustain the proposed concept is greater than the community foundation's funding request to the Endowment.

Phase 2 Concept Papers

Phase 2 concept papers should be organized in the order listed below and include the following:

Cover Letter: This **one-page letter** should specify the amount of funding being requested and must be signed by the community foundation's executive staff leader and board chair. For a joint/regional concept paper, the cover letter should designate which foundation will serve as the grantee and be signed by the executive staff leader and board chair from each collaborating community foundation.

Executive Summary: This is a **one-page summary** of the idea being proposed in the concept paper. It should include a brief statement of the rationale for the proposed concept, a concise description of the projects, programs and/or strategies that would be implemented, a listing of any key collaborators and their respective responsibilities, the amount being requested (up to the parameters outlined above) and the implementation timeline.

Concept Paper Narrative: This is a narrative overview that describes the programs, projects and/or strategies the community foundation proposes to execute in addressing an especially high-priority community challenge or opportunity. Community foundations that are eligible to apply for up to \$7.5 million can submit concept paper narratives **no longer than six (6) pages**. Community foundations that are eligible to apply for up to \$10 million or more can submit concept paper narratives **no longer than eight (8) pages**. Concept paper narratives for joint/regional collaborations should be **no longer than twelve (12) pages**.

In drafting its concept paper, a community foundation should include information that is responsive to the concept paper selection criteria noted above and include the following:

Purpose and Rationale: A description of the local challenges or opportunities being addressed by the proposed concept. The community foundation should describe the reasoning for addressing the identified matters and why they were prioritized above other community challenges or opportunities. This should include, but is not limited to, feedback from community convenings, findings of a research study, economic analyses and assessments of existing community planning efforts (such as READI and/or CCC, among others). Joint/regional concept papers also should describe the rationale for why the counties to be served by the joint/regional collaboration were selected.

Proposed Activities: A description of the projects, programs and/or strategies to be implemented in addressing the local challenges or opportunities.

Roles and Responsibilities: A description of how the concept and its related activities will be executed. This should include a description of the leadership role the community foundation plans to assume as well as a listing of collaborators or other external partners and an explanation of the responsibilities of each party. Joint/regional concept papers also should describe, among other things, each collaborating community foundation's key responsibilities in executing grant activities and how the community foundations intend to work together to coordinate regional projects, programs and/or strategies.

Proposed Outcomes: A description of the concept's key outcomes and how the community foundation will evaluate the extent to which the outcomes are accomplished. This should include key performance indicators and other metrics that will be used to track progress towards the stated outcomes.

Sustainability: A description of how the activities being proposed will be sustained after the Endowment’s grant has been expended, if applicable.

Risk and Mitigation Strategies: A description of any anticipated risks or obstacles to implementing the proposed idea and plans to mitigate these risks.

Implementation Timeline: A timeline for implementation. This may be a brief narrative description or a more visual method such as a Gantt chart.

Budget: The budget is a detailed account of the costs and expenses associated with the proposed activities. The budget should include totals for each of the proposed concept’s major budget categories (such as capital projects, programmatic costs, marketing and personnel, among others). The Endowment understands that these costs are preliminary estimates and may increase or decrease if a community foundation is invited to submit a full proposal. The budget should be submitted within the concept paper’s PDF file as well as in a separate Excel file.

Budget Narrative: The budget narrative describes each budget line item and clearly explains how it was calculated, including any assumptions made.

Letters of Support: These are letters from community stakeholders who were engaged during the planning period and are supportive of the proposed project. Organizations playing key roles in the execution of the proposed concept should submit letters of support describing their roles and responsibilities in implementing grant activities. Community foundations may submit **up to six (6) letters of support**.

Phase 2 Concept Paper Submission Guidelines

Each eligible community foundation is invited to submit its Community Leadership Phase 2 concept paper beginning April 15, 2024. The concept paper, which includes the cover letter signed by the foundation’s executive staff leader and board chair, must be submitted through the [Endowment’s website](#) **on or before 12 p.m. (ET) on Tuesday, April 30, 2024. Concept papers and related materials should be submitted as a single PDF along with an Excel copy of the budget.** See Appendix 1 on page 18 for the Community Leadership Phase 2 Implementation Grants Submission Checklist.

Community foundations invited to participate in Phase 2’s second stage will have the opportunity to meet with Endowment staff in June 2024 to receive additional guidance and information about developing and submitting a full grant proposal. Final proposals for the second stage of Phase 2 of GIFT VIII’s Community Leadership Grants component will be due in late summer 2024, at a time specified by the Endowment during its second stage meeting with each invited community foundation. Please note that the second stage will also be a competitive process, and an invitation to participate does not mean a community foundation will receive a Community Leadership Phase 2 Implementation Grant. The Endowment anticipates awarding these grants by the end of 2024.

Board Engagement Grants

Community foundation board engagement is critical to the viability and effectiveness of a community foundation. Board members play a key role in helping to guide the direction of a community foundation, assess its impact and grow its resources. They bring professional expertise, local knowledge and personal networks that can help reinforce the work of the community foundation.

To encourage full board engagement in the mission of Indiana's community foundations, the Endowment has allocated up to \$9.2 million in GIFT VIII funds to award unrestricted grants to eligible community foundations with 100 percent financial support from board members (including county committee members). The Endowment will offer a \$100,000 unrestricted grant to each community foundation that can document a cumulative contribution of at least \$500 paid during the period from January 1, 2024, through June 30, 2025, from each individual who serves as a voting member on its board or county committee (both referred to as "board members" below) anytime during the same period.

Qualifying contributions can be designated for any charitable purpose the board member elects and must be paid to the community foundation by June 30, 2025. Board member pledges will not count as qualifying contributions. If a current board member intends to continue serving the community foundation in 2024, any contributions they make after October 1, 2023, will qualify for purposes of this grant opportunity. The Endowment reserves the right to determine whether a board member's contribution qualifies for these purposes.

Board Engagement Grant Submission Guidelines

Each eligible community foundation is invited to apply for the Board Engagement Grant by submitting the following:

Cover Letter: This is a **one-page letter** signed by the community foundation's executive staff leader and board chair attesting to the completeness and accuracy of the accompanying board contribution listing (described below).

Board Contribution Listing: The board contribution listing is a report summarizing cumulative board member giving for the period from January 1, 2024, through June 30, 2025, for all voting board members serving during the same period.

The Board Engagement Grant application materials should be **submitted as a single PDF through the [Endowment's website](#) no earlier than July 1, 2025. The final deadline to apply for this grant is 12 p.m. (ET) on Thursday, July 31, 2025.** See Appendix 1 on page 18 for the Board Engagement Grants Submission Checklist.

Eligibility Requirements

GIFT VIII is a voluntary program for eligible Indiana community foundations. Additional program requirements and terms are as follows:

- A community foundation must have satisfactorily participated in any previous GIFT phase or program. The Endowment reserves the right to determine whether the participation of a community foundation in a previous phase/program was satisfactory.
- The applicant must be legally established as a community foundation in the state of Indiana and recognized as a public charity by the Internal Revenue Service. (An affiliate fund must apply through the community foundation with which it is affiliated.)
- If more than one community foundation serves a county, those community foundations must collaborate in applying for each GIFT VIII grant opportunity. Only one proposal per county will be accepted for Matching Fund Grants and Board Engagement Grants. Multi-county foundations must submit a separate Matching Fund Grant proposal and Board Engagement Grant proposal for each county served, although some information may be the same in each proposal.
- The applicant must have a board of directors or county committee that broadly represents the county it serves.
- The applicant must be able to demonstrate that financial controls and procedures are in place to safeguard, account for and responsibly invest its assets.
- The Endowment reserves the right to decline any proposal under GIFT VIII on the basis of other factors, such as the impact of a grant from the Endowment on the public charity status of a recipient.

Please email questions related to GIFT VIII to gift@lei.org.

Appendix 1 – GIFT VIII Grants Submission Checklist

Community Leadership Phase 1 Planning Grants: Due by 12 p.m. (ET) on Friday, November 10, 2023.

Proposals must be submitted through the Endowment’s website as a single PDF with an Excel copy of the budget.

- Cover Letter (no more than one page)
- Proposal Narrative (no more than five pages, or **eight pages for joint/regional proposals**)
- Budget
- Budget in Excel

Matching Fund Grants: Due by 12 p.m. (ET) on Wednesday, January 31, 2024. Proposals should be submitted through the Endowment’s website as a single PDF along with an Excel copy of the budget and completed Public Support Worksheet.

- Cover Letter (no more than one page)
- Proposal Narrative (no more than five pages)
- Budget
- Budget Narrative (if matching funds are allocated to the CPP and/or ICB options)
- Budget in Excel
- Public Support Worksheet in Excel

Community Leadership Phase 2 Implementation Grants: Due by 12 p.m. (ET) on Tuesday, April 30, 2024.

Concept papers and related materials should be submitted through the Endowment’s website as a single PDF along with an Excel copy of the budget.

- Cover Letter (no more than one page)
- Executive Summary (no more than one page)
- Concept Paper Narrative (no more than six or eight pages depending on grant amount, or **12 pages for joint/regional concept papers**)
- Implementation Timeline
- Budget
- Budget Narrative
- Letters of Support (no more than six)
- Budget in Excel

Board Engagement Grants: Due by 12 p.m. (ET) on Thursday, July 31, 2025. The cover letter and board contribution listing should be submitted through the Endowment’s website as a single PDF.

- Cover Letter
- Board Contribution Listing