



The Cook Family Foundation is pleased to continue its support of local nonprofits through the Nonprofit Capacity Building Program (NCBP). Minor changes have been made to the NCBP for 2011. Organizations should review this document **in full** prior to submitting an application for funding.

With few exceptions, **nonprofits must demonstrate the following** in order to receive funding from the Cook Family Foundation.

1. Participation in an Organizational Assessment
*** If you have participated in an organizational accreditation process that you believe precludes the need for an organizational assessment, please contact us.*
2. Examples of institutional growth or change as a result of participating the Organizational Assessment
3. Development of a Strategic Plan, and effective monitoring of your progress to achieve to goals of the Plan
4. Commitment to education of your board and staff, evidenced by participation in NCBP sponsored training opportunities
5. Employment of a full-time executive director, or appropriate staff equivalency

Upon completion of these five elements, a nonprofit may be considered for “Capacity Building Champion” status, which will result in priority grant consideration from the Cook Family Foundation. More information on Capacity Building Champions can be found on our website.

Nonprofits are invited to apply for **TECHNICAL ASSISTANCE, TRAINING SUPPORT** or **GRANT SUPPORT** as defined below. All applications are available in the Nonprofit Capacity Building Section of our website, www.cookfamilyfoundation.org. Applications are accepted on an ongoing basis. **We encourage you to contact the Cook Family Foundation to discuss your proposed submission timeline.**

A. Technical Assistance

Submit: Technical Assistance Request

Future grant funding from the Cook Family Foundation is reliant upon an organization’s ability to demonstrate core goals and strategies that are founded on a keen awareness of the organization’s role in the community. To enhance an organization’s planning ability, the Cook Family Foundation provides in-kind technical assistance for the following activities:

- a. **Organizational Assessments (utilizing MNA’s *Principles & Practices for Nonprofit Excellence in Michigan*):** Program Officer will facilitate organizational assessment through a combined online and in-person approach. The assessment process includes:
 - i. Board/staff orientation
 - ii. Completion of Basic Infrastructure Checklist and organizational assessment tool
 - iii. Written summary of assessment results

- iv. Presentation or summary and recommendations via an **Implementation Plan**
- b. **Coaching:** Cook Family Foundation’s Program Officer may provide coaching to Executive Director and/or board leadership to address specific goals and defined outcomes
- c. **Strategic Planning:** following Organizational Assessment, Program Officer is available to facilitate a strategic planning process for nonprofit organization (or facilitate a review/update of current strategic plan)

NOTE: If the nonprofit organization prefers to utilize another facilitator/coach, Cook Family Foundation staff will assist in identifying a range of candidates for consideration.

B. Training Scholarships

Submit: Training Scholarship Request

The Cook Family Foundation encourages nonprofit board and staff members to engage in learning that will help to advance the mission of your nonprofit organization. To that end, the Cook Family Foundation will provide a limited number of training scholarships to individual staff or board members of our partner nonprofit agencies. **Applicants should contact the Foundation in advance regarding any scholarship request exceeding \$50/person.** No training scholarship will be awarded exceeding \$500/person.

C. Grant Support

Submit: Grant Application with detailed proposal

The Cook Family Foundation provides competitive grant funding to registered 501(c)(3) nonprofits and their community partners. It is expected that the applicant organization or lead partner will have completed an **organizational assessment** (provided by the Cook Family Foundation or other credible model) prior to submission. Grant funds may be requested for the following activities:

- **Organizational Development and Infrastructure Support Grants**

The **MAJORITY** of these grants will be awarded to nonprofit organizations that have completed an organizational assessment and, as a result, can identify specific management systems that are in need of further evaluation or improvement. These grants are typically “focused inward” (organizational improvements versus community programs).

1. **Organizational Development Grants** (up to \$5,000) will address a key issue identified in your organizational assessment and Implementation Plan. You may request up to three Organizational Development Grants to address issues identified in your Implementation Plan, one at a time. For example:
 - a. Hire a consultant to assess your technology systems and purchase software/hardware they recommend
 - b. Bring someone in to review your board policy and procedure manual, assist you with updates, and train your board in effectively managing committees and task forces

- c. Conduct a fund-raising audit to identify which funding activities work and where you need some help, THEN create a new-and-improved Fund Raising Plan
2. When your organization is able to demonstrate changes in your internal management systems that are sustainable, and also articulate how these changes have improved your capacity to serve your clients, you may apply for an **Infrastructure Support Grant** (up to \$30,000). Funds may be used for activities including (but not limited to):
 - a. Leverage a state or federal grant using your Infrastructure Support Grant as local match funding
 - b. Hire a new staff member to pilot (or expand) a program
 - c. Renovate your facilities to reduce overhead costs or provide enhanced service

- **Collaborative Venture Grants**

To more effectively impact community needs, nonprofit organizations are encouraged to seek collaborative partners in pursuing innovative solutions to community problems. While the lead agency must be a registered 501(c)(3) nonprofit, collaborative partners may include other nonprofits, for-profit entities, government bodies, or social service providers in the faith community (*see the Cook Family Foundation statement regarding Grant Limitations*). **PRIORITY will be given to Collaborative Initiatives that include a Capacity Building Champion as a partner.** There are two levels of grant funding available for Collaborative Ventures:

1. **Planning/Pilot Grant** (up to \$10,000 for up to one year): to explore the feasibility of a project, to conduct research on community need, or to provide short-term staff support that will allow the development of a collaborative network. These grants may precede an Incubator/Seed Funding grant, but will not guarantee additional funding.
2. **Incubator/Seed Funding** (up to \$20,000/year; for up to 3 years): funding will be provided as match dollars to leverage other funding sources, laying the foundation for long-term sustainability and impact of a collaborative project. It is expected that the Cook Family Foundation investment will progressively decrease as other support increases, and that the projected funding model be clearly outlined in the grant proposal.

Program Grants

As the needs of our community continue to evolve, we will reserve a portion of our grant dollars for general program funding that is not directly tied to the NCBP. It is our desire to be a partner in strengthening organizations so they are more competitive in leveraging other funding, rather than to provide consistent, long-term funding for any organization or program. As a result, Cook Family Foundation will focus its Program Grants in two areas:

1. **Pilot programs:** to provide short-term assistance in testing a program model in the local community. It is expected that there will be a focused evaluation of the pilot project, which will inform the continuation or termination of the project.
2. **Program expansion:** funding may be provided to existing community programs if a sufficient case can be made for program expansion. It is expected that the expansion model will also include a fund development plan or multi-year budget that demonstrates long-

term ownership and sustainability of the program as Cook Family Foundation funds subside.

Expectation of Organizational Investment

We believe that the role of the Cook Family Foundation is to serve as a partner in strengthening local nonprofit organizations. As partners, we expect that applicant nonprofits will be able to demonstrate a level of financial commitment to their own success. This commitment can be demonstrated in a variety of ways but should, ideally, include a cash commitment. For example, if grant funding is sought to upgrade computer software and hardware, a nonprofit will be expected (at a minimum) to provide sufficient resources for the ongoing maintenance and upgrades of the technology system. If funding is sought to hire a consultant to conduct a technology audit or facilitate a strategic planning process, it is expected that the nonprofit will pay a portion of the consultant fee or project cost (typically 20%).

We are happy to discuss your project with you in advance of your proposal submission to explore what our mutual investments might be.

We encourage you to review our Grant Criteria and Grant FAQs which can be found on our website, www.cookfamilyfoundation.org.

Direct questions regarding the Nonprofit Capacity Building Program or other Cook Family Foundation grant opportunities to:

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