

2010 Request for Proposals (RFP)

Organizational Capacity Building Program

Planning Guidelines



PURPOSE

Grants of up to \$5,000 will be available for nonprofits interested in developing a strategic, technology, fundraising, communications, marketing or business plan, or an organizational assessment. Organizations may apply for one (1) planning and one (1) implementation grant in the same calendar year.

ELIGIBILITY

1. Eligible organizations must be a tax-exempt, 501(c)(3) and have been in operation for a minimum of 2 years.
2. The OCB Program does not fund government (including the University of Hawai'i) programs or departments.
3. If you are an intermediary organization, whose mission is to serve your membership, the capacity building project you apply for must be to build your organization's capacity, not that of your membership.

CRITERIA FOR PROPOSAL REVIEW

The strongest proposals will be those that meet all or most of the following criteria.

1. **Readiness to Build Capacity**
 - Organization demonstrates awareness of its strengths and weaknesses.
 - Some planning and/or self-assessment have taken place prior to beginning project.
 - Project timing is relevant for the organization's stage of development.
 - Board supports and is engaged in the project.
 - Organization demonstrates an ability to evolve, learn and be responsive to change.
2. **Integrity of Proposed Project**
 - Project is focused and well defined.
 - Project identifies clear outcomes and measures of success.
 - Appropriate stakeholders are involved in the project.
 - Project budget is adequate, relates to the project narrative, and costs are reasonable.
 - If you are requesting consultant costs in your budget, be sure that the consultant is not playing a role that would be better filled by a staff person.
 - If a consultant is involved in the project, that person should be qualified to undertake the project. You must select the consultant and submit a copy of their work plan and statement of qualifications as a separate document. Proposals that include a consultant, but do not include their work plan and statement of qualifications will be denied. Suggested elements of a consultant work plan: www.hawaiicommunityfoundation.org/index.php?id=77
 - If you are requesting funding for staff time, at least half of the salary cost must come from other sources. Staff time that represents on-going operating costs will not be funded.
3. **Potential for Impact of the Project**
 - Project is strategic and will help to guide the development of new capacity within the organization.
 - Positions the organization for greater impact in fulfilling its mission.
 - Project must involve an evaluation/measurement component.
4. **Programming Excellence & Impact**
 - Organization's programs demonstrate excellence and impact in serving its constituency/community.
5. **Sustainability Strategy**
 - Organization has identified relevant funding sources to sustain their work and taking steps to access these sources.
 - Resources to run organization's programs are secure.
 - Clear strategy for securing necessary resources to fill gaps in funding.

PLANNING GRANTS WILL NOT FUND THE FOLLOWING:

1. General operating expenses
2. Program delivery
3. Financial audits
4. Organization start-up costs

PROPOSAL INSTRUCTIONS

Proposals should be single-sided, 12 pt font (please no binding, folders or staples)

Please submit 1 original and 1 copy of the following items:

➤ Funding Request Cover Sheet (see attached form)

Include signatures of both the Executive Director and the presiding officer of the Board.

➤ Executive Summary (not to exceed 1 page)

A concise summary of the proposed project that answers the following questions:

- What is the purpose of the proposed project? Describe the specific need that will be addressed and the objectives to be achieved.
- Why is the project important to building the capacity of your organization?
- Why is this project important to your organization at this time?
- What will the project or proposal accomplish by the end of the time period specified?

➤ Organizational Profile (not to exceed 1 page)

Describe the history of the organization, including an overview of its programs, annual budget and staff size.

- Briefly describe the organization's place in its field, and in this community.
- How does the organization measure its impact upon the needs of its constituency or community?

➤ Sustainability Strategy (not to exceed 1 page)

- Please describe any downturns in revenue that you expect this year.
- If you are expecting any downturns in revenues, how do you plan to address this downturn?
- Has your Board Leadership addressed the economic challenges faced by your organization?

➤ Project Description (not to exceed 3 pages)

- Describe what you plan to do in the planning project, including desired outcomes.
- Why has your organization decided to undertake this planning project at this time?
- Please describe the types of information, both internal and external, that will inform your planning process.
- Who will provide leadership for the project and why is this individual best suited for this leadership role?
- If you are creating a strategic plan, describe how you will operationalize your strategic plan.
- For Fund Development requests, please tell us how much is currently being raised and from what sources?
- For requests that include a consultant, please answer the following:
 1. How did you select the consultant?
 2. What capacity (knowledge and skills) will the organization acquire as a result of the consultant's work?

Important Note: While we expect that you will describe the consultant's role and work in the proposal, do not integrate the consultant work plan and statement of qualifications in the project description.

➤ Project Budget

- Provide a detailed income and expense budget, including any costs of evaluation of the project.
- Indicate sources of income that are "pending" and "secured."

❖ Additional Materials (1 copy only)

- If you are using a consultant, a copy of their work plan and statement of qualifications must be included as a separate document.
- List of the organization's board of directors, including professional affiliations
- Financial Statements (audited, if available) for the most recently completed fiscal year
- Current year's board approved Operating Budget
- The IRS 501(c)(3) Determination Letter, if your organization has not previously submitted a proposal to HCF.
- Articles of Incorporation & Bylaws, if your organization has not previously submitted a proposal or if there are updates.

DEADLINES

There are 2 deadlines for planning proposals in 2010. Proposals must be postmarked by Monday, February 1, 2010 or Thursday, July 15, 2010. Incomplete proposal packets will not be reviewed, and proposals will not be accepted at Neighbor Island offices. Hand-delivered proposals must be delivered to the HCF office in Honolulu by 5:00 p.m. and date stamped by our receptionist. Please mail or deliver proposals to:

Organizational Capacity Building Program
Hawaii Community Foundation
1164 Bishop Street, Suite 800
Honolulu, HI 96813

QUESTIONS ABOUT THIS RFP

If you have any questions about these guidelines or the Organizational Capacity Building Program you may contact one of the following Senior Program Officers:

Clarysse Kami Nunokawa: 808-961-9216

Pi'ikea Miller: 808-537-6333

Neighbor Islands may call our toll-free number at 1-888-731-3863

You may also send an email to: ocb@hcf-hawaii.org

EXAMPLES OF BEST PRACTICES

The following are best practices or resources for certain types of planning.

1. Strategic Planning is defined as:

"A systematic process through which an organization agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities."

Strategic planning:

- Is strategic—intentionally responds to the current environment, including competition
- Is systematic and data-based—gathers new information to make decisions
- Sets priorities—decisions about direction and goals
- Builds commitment—through engaging appropriate stakeholders
- Guides resource acquisition and allocation—takes into account the business of nonprofits

Strategic planning is not:

- A prediction of the future—instead it is a plan based on current information
- A substitute for judgment—instead it is a vehicle for informed decision making
- A smooth, linear process—instead it is iterative; insights at one stage may change earlier conclusions.

Keys for effective planning:

- Focus on the most important issues.
- Be willing to question the status quo and sacred cows.
- Produce a document.
- Make sure the strategic plan is translated into annual operating plans.

The descriptions above are from "Strategic Planning for Nonprofit Organizations" by Michael Allison and Jude Kaye

2. Why Real-Time Strategic Planning? And Real Time Strategic Planning Cycle from *The Nonprofit Strategy Revolution* By David La Piana. [Why Real-Time Strategic Planning?](#) [Real Time Strategic Planning Cycle](#)

3. Technology Planning:

www.techatlas.org -- helps non-profits with technology planning

www.techsoup.org -- focuses on non-profits and technology

4. Organizational Assessments:

An organizational assessment is typically a process to help nonprofit leaders assess their organization's performance against a variety of standards. There are many assessment tools available, including:

- [Drucker Five-Question Self-Assessment Tool](#)
(Peter Drucker suggests five primary questions that must be answered about any organization.)
- [McKinsey Capacity Assessment Grid](#)
(This is a comprehensive grid that suggests 7 elements, each with descriptions of four possible levels of performance for each element.)
- [Minnesota Council of Nonprofits "Principles and Practices"](#)
(This is widely recognized assessment tool that suggests principles for effectiveness in many of the major functions in nonprofits.)
- [Maryland Association of Nonprofit Organizations "Standards of Excellence"](#)
(This is another assessment tool that suggests principles for effectiveness in many of the major functions in nonprofits.)
- [Understanding Organizational Success: Self-Assessment Tool for Nonprofit Organizations](#)
(This is a tool that nonprofits can use to assess their organizations.)

Organizational Capacity Building – Planning & Implementation 2010 Funding Request Cover Sheet



HAWAII COMMUNITY
FOUNDATION

Print or Type

Organization's EIN #:

1. Organization submitting request

Organization: _____
 Address: _____ Phone: _____
 _____ Fax: _____
 Website: _____ Email: _____

2. Organization's Chief Staff or Volunteer

Name: _____ Phone: _____
 Title: _____ Fax: _____
 _____ Email: _____

3. Contact for this request (if different from chief staff or volunteer)

Name: _____ Phone: _____
 Title: _____ Fax: _____
 _____ Email: _____

4. Project Information

Title (short sentence): _____
 Amount requested: \$ _____ Duration (in months): _____
 OCB program (select one): ☐ Planning ☐ Implementation
 A consultant will be used for the project (the consultant's work plan and statement of qualifications must be included): ☐ Yes ☐ No
 Project Location (select all that apply): ☐ Oahu ☐ Hawai'i ☐ Maui ☐ Moloka'i ☐ Lana'i ☐ Kaua'i ☐ Statewide

Two signatures required: We understand that the grant we are applying for is contingent on our organization remaining one which is described in Section 501(c)(3) of the Internal Revenue Code and that the award of a grant by the Hawai'i Community Foundation is explicitly contingent on our acceptance of the grant terms and conditions which are set forth in the award letter. Our organization accepts and agrees to follow such conditions if it is awarded a grant by the Hawai'i Community Foundation.

 Signature of Executive Director or Chief Compensated Staff

 (Print or Type) Name and Title

 Signature of Board President or Chief Volunteer

 (Print or Type) Name and Title

For HCF use only:

Proposal ID #: _____ Assigned Staff: _____ Over due reports? _____

____ Cover Sheet w/2 signatures	____ Project Budget
____ Executive Summary	____ Current Board List
____ Organizational Profile	____ Financial Statements (most recent completed year)
____ Sustainability Strategy	____ Financial Statements (additional year for implementation proposals)
____ Project Description	____ Current Board approved Operating Budget
____ Consultant Work Plan (if applicable)	____ IRS Letter (if not previously submitted)
____ Project Matrix (implementation proposals)	____ Bylaws/Charter (if not previously submitted)