

**Program Announcement and
Request for Proposals
Memphis Leadership Foundation
Compassion Capital Fund Demonstration Grant
Capacity Building Project**

Summary

The Memphis Leadership Foundation (MLF) is offering capacity building training and capacity building grants to faith-based and community organizations in Memphis through its Compassion Capital Fund Capacity Building Project (henceforth referred to as the CCF Capacity Building Project). This Project is made possible by the Department of Health and Human Services Administration for Children and Families and is governed by the Office of Community Services.

Program information for the Compassion Capital Fund Demonstration project can be located at www.acf.hhs.gov/programs/ocs/CCF.

MLF will provide capacity building training, technical assistance, executive coaching and capacity building grants to local FBCOs in order to increase the capacity of these FBCOs in the delivery of their services.

Program Purpose and Objectives

The CCF Capacity Building Project offers various capacity building activities to local faith and community-based organizations (FBCOs) that involve; Training, Technical Assistance, Executive Coaching and Sub Awards (grants). The purpose of the CCF Capacity Building Project is to assist local FBCOs build their internal capacity in the areas of leadership development, organizational development, program development and community engagement. The objective of this project is to build internal capacity so that the local FBCOs can increase their capacity to serve those in need and thus improve the quality of life in their target communities.

FBCO Eligibility

To be eligible for the CCF Capacity Building Project, an organization must be a Memphis based FBCO serving communities in the Memphis area with poverty rates ranging from a low of 22% to a high of 79%.

Further the FBCO must meet the following criteria:

- have been in existence at least one full 12 month period prior to October, 1, 2009;
- have proof of incorporation. FBCOs without a 501(c)(3) designation are eligible for this program. Organizations with a 501(c)(3) designation will not be given preference.
- Preference will be given to FBCOs who have historically not received direct federal funding
- preference will be given to FBCOs with budgets under \$500,000
- provide services in one or more of the following target populations:
 - to individuals and families needing to gain greater access to State/Federal benefits/tax credits;
 - the unemployed;
 - ‘underemployed’ individuals in order to empower them to find higher earning/better quality jobs;
 - Individuals and families in need of financial education that includes credit counseling, asset building strategies and access to individual development accounts;
 - the homeless;
 - ‘at risk’ youth;

- families in transition from welfare to work.

Organizations will not be discriminated on the basis of the religious character or affiliation. The selection process will be neutral to religion.

The Program

The CCF Capacity Building Project will offer the following to 12-15 FBCOs selected through a competitive process:

Sub Awards (grants): grants ranging from \$5,000 to \$20,000 will be awarded per FBCO for capacity building in two or more of the following areas: leadership development, organizational development, program development or community engagement.

Examples of allowable uses of sub award are:

LEADERSHIP DEVELOPMENT

- Create and/or implement a volunteer recruitment/training/management plan
- Create board policies
- Board training
- Create executive succession plan
- Management and leadership training for staff

ORGANIZATIONAL DEVELOPMENT

- Create a staff performance review process
- Create a strategic plan
- Create financial management procedures/improve internal controls
- Create job descriptions
- Create marketing materials
- Create/revise organizational identity (brand)
- Create/update an annual report
- Implement new accounting system
- Incorporate as legally recognized organization or apply for 501(c)(3) status
- Create a revenue development plan
- Identify funding sources
- Develop grant writing skills
- Training in fund raising

PROGRAM DEVELOPMENT

- Create system for tracking and analyzing data to evaluate effectiveness of current services
- Collect information related to service recipient outcomes
- Collect information related to service recipient satisfaction
- Create an outcome measurement plan
- Implement systems to keep information related to client needs, referral sources, and services provided
- Implement systems to keep records on service recipient satisfaction and outcomes
- Research and develop new programs or services
- Take steps to expand current services to new geographic areas
- Take steps to increase effectiveness of existing services
- Take steps to increase the number of clients served
- Take steps to increase the number or scope of services

- Take steps to reach an underserved population in existing geographic area

COMMUNITY ENGAGEMENT

- Assess effectiveness of existing collaborative efforts
- Conduct assessment of community assets and needs
- Create an action plan for coordinating with other organizations
- Create or update web site
- Develop a 'one stop shop' in collaboration with other service providers to cut down on duplication of services

THE FOLLOWING USES OF SUB AWARDS ARE NOT ALLOWABLE:

- Direct services
- Direct fundraising activities
- Construction or construction activities
- Purchase of real property
- Direct Mail
- Grant applications
- Meetings with donors
- Medical or health related activities or items
- Funds will not be used to support inherently religious activities such as religious instruction, worship, or proselytization.
- Funds may not be used to build capacity to provide programs or services that include inherently religious activities.

NOTE: Sub awards will be distributed directly to FBCOs. Each sub award is intended to benefit the individual FBCOs selected for the program. Sub awards may not be re-awarded to another organization or to make purchase on behalf of another organization.

NOTE: Applicants must adhere with applicable Federal laws and regulations, including 45 CFR Part 74 (Administrative Requirements for Grants to Non Profits) and 45 CFR 87.1 (Equal Treatment for Faith-based Organizations).

Training: Four General Training Sessions covering: leadership development, organizational development, program development and community engagement. Topics will include: Board Operations; Marketing; Evaluation; Resource Development; Cultural Competency; Leadership effectiveness and resiliency, community development and asset mapping and others. These General Training Sessions will be led by national and/or local experts in the field and will include both plenary sessions and workshops. In addition to these General Training sessions, monthly training sessions will be held to go deeper into these four areas relative to the needs of each FBCO selected for the project.

Technical Assistance: Each FBCO selected for the Sub Award will also receive individualized technical assistance from project staff or consultants selected by the MLF. Memphis Leadership Foundation will provide ongoing technical assistance and capacity building support to the organizations receiving sub awards. Technical assistance will target the areas of capacity building indicated in the organizational assessment and Peter Drucker SAT that will be included in the first workshop focusing on organizational capacity. Other areas of capacity building may be identified by the technical assistance provider or project staff and will also be the focus of the technical assistance provided. A minimum of 48 hours of technical assistance will be provided each FBCO receiving a sub award.

Executive Coaching: The executive directors of the selected FBCOs will be paired with an executive coach for ten months of the project.

Participation in on going training and technical assistance is mandatory for those FBCO selected for sub awards.

Sub award funds should be expended within twelve months of receiving sub awards.

Program Timeline

Applications for the Project are due (not postmarked) by 5:00 P.M. on March 22, 2010. Please provide the original and four copies of the application.

Selection of FBCOs to receive sub awards will be announced on or before April 9, 2010.

Orientation for FBCOs selected will be held April 15, 2010 from 9:00 A.M. until noon at the MLF offices. Training sessions, technical assistance and executive coaching will be announced at Orientation.

The Application

The application for the CCF Capital Capacity Building Project can be downloaded from the ccf@mlfonline.org site. Each application will be scored by an independent selection committee. A maximum of 100 points can be earned on the application and the applicants will be selected based on the points earned in the application process. Each section of the application indicates that point value for that section. Bonus points will be given for those organizations with operating budgets under \$500,000 and those whom have not historically received government funding.

This information may be accessed online at www.mlfonline.org. There will be a CCF Capacity Building Project tab for information. You may also email questions to ccf@mlfonline.org.

IMPORTANT DATES!

Informational Training for Interested Applicants

Memphis Leadership Foundation will hold information training workshops regarding this program on the following dates and times:

- **Thursday, February 25, 1:00 -3:00 P.M.**
- **Tuesday, March 2, 1:00-3:00 P.M.**
- **Thursday, March 4, 1:00-3:00 P.M.**

**All informational meetings will be held at MLF offices located at:
1548 Poplar Ave.
Memphis, TN 38104**

Community Engagement Workshop scheduled for **Friday, March 26 facilitated by the Christian Community Development Association. This Workshop is free to all applicants.**

**Time: 8:00-9:00 registration
9:00- 4:00 Workshop**

**Place: Hope Presbyterian Church
8500 Walnut Grove
Cordova, TN 38018**

Sincerely,
Larry Lloyd, Project Director, CCF Capacity Building Program
President/Founder, Memphis Leadership Foundation

COMPASSION CAPITAL FUND CAPACITY BUILDING PROJECT
MEMPHIS LEADERSHIP FOUNDATION
EXAMPLES OF ALLOWABLE ACTIVITIES FOR SUB AWARDS (GRANTS)

LEADERSHIP DEVELOPMENT

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