

Request for Proposals Intentional Change Fund

Horizons Foundation announces a new grantmaking program intended to support LGBT-based and LGBT-serving organizations explore, plan for, and implement institutional changes in response to the continuing recession and decline in public and private funding.

Many LGBT organizations have proven remarkably resilient and resourceful over the past four difficult years. At the same time, as the economic crisis persists, it has become clear that numerous community nonprofits face great hurdles in continuing to do the work that has so benefited the community. Horizons believes that it is critical during this most challenging period that organizations are able to respond effectively and strategically to their evolving circumstances.

Intentional Change Fund Objectives

The purpose of the Intentional Change Fund is to provide LGBT-based and LGBT-serving nonprofits with access to expertise needed to assess and develop institutional change strategies designed to enhance efficiency, reduce administrative costs, strengthen long-term viability of programs, and/or increase impact on the community through institutional “back-office” collaboration, merger, acquisition, dissolution, and/or reorganization.

Eligibility

To be eligible for a grant from this fund:

- Applicants must be LGBT-primary in their missions and programs and/or intentionally serve significant numbers of LGBT people as an integral and substantial part of their work.
- Applicants must be based in and serve LGBT people in one or more of the nine Bay Area counties (Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma).
- Proposals must be designed to enhance efficiency, reduce administrative costs, strengthen long-term viability of programs, and/or increase impact on the community through institutional “back-office” collaboration, merger, acquisition, dissolution, and/or reorganization.
- Organizations already in the process of institutional transitions are eligible to apply.

A few examples of eligible projects would include:

- A smaller LGBT organization wants to explore seriously whether or not its mission might be better carried out as a project within a larger institution.
- Two nonprofits with related missions want to might want to examine possible efficiencies of working as a single, merged organization.
- An LGBT organization wishes to assess how it might share “back-office” functions with other organizations of similar size and needs.

Please note that projects that are fundamentally about organizational capacity-building are not eligible for funding. Projects must include exploration and/or implementation of significant structural change as described.

If you have questions regarding eligibility, we encourage you to contact Jewelle Gomez, Director of Grants and Community Initiatives, at 415.398.2333 x116.

Grant Awards

Grants will range from \$5,000 to \$10,000.

Selection Criteria

Organizations will be selected based on the following criteria, which applicants are requested to address in their proposals:

- 1) Strength of rationale for transition path being explored and/or implemented
- 2) Evidence of buy-in from board and staff leadership
- 3) Reasonably anticipated financial, institutional, and/or programmatic benefits
- 4) Realistic evaluation of potential risks
- 5) Cultural fit of organizations proposing to work together
- 6) Mission compatibility of organizations

Application Process

All applications will be reviewed by Horizons’ program staff. Funding recommendations will be informed by input of the foundation’s Program Committee, with decisions on grants ultimately made by the board of directors of Horizons Foundation.

The Intentional Change proposal includes **eight items**. Please submit two copies of items #1-6.

- 1) Organization page (one page)
- 2) Proposal narrative describing the work to be funded and addressing the Selection Criteria identified above (no more than two pages)

- 3) Organization Financial Information (one page)
- 4) Project Budget
- 5) List of board members with affiliations
- 6) Non-discrimination policy statement form
- 7) IRS determination letter (**one single-sided copy is sufficient**)
- 8) An audited financial statement where possible—and unaudited if necessary—from your organization, not your fiscal sponsor (**one single-sided copy is sufficient**)

Please complete all materials using a typewriter or computer, and staple the above documents together. Please understand also that we cannot consider illegible or incomplete proposals.

Delivery

All proposals, along with all required attachments, must be completed, signed, and mailed by the **postmark deadline of December 16, 2011**. (You may also deliver your completed proposal to Horizons' office by **5:00 p.m.** that same day.) We anticipate making awards by January 15, 2012. Send your completed proposal to:

Jewelle Gomez
Director of Grants and Community Initiatives
Horizons Foundation
550 Montgomery Street, Suite 700
San Francisco, CA 94111

In the interest of fairness, we regret that proposals dated after the postmark deadline or sent by fax at any time cannot be considered.

If you have any questions about the proposal process or your project, please feel free to contact Jewelle Gomez: jgomez@horizonsfoundation.org or 415.398.2333 x116. We welcome the opportunity to discuss your proposal.

Thank you for your interest in support from the Intentional Change Fund and for all your work on behalf of the LGBT community.

1. Organization Summary

Organization Name: _____
Address: _____
City: _____ State: _____ Zip: _____
Phone: _____ Fax: _____ Web: _____
Executive Director: _____
Phone: _____ Email: _____

Grant Proposal Contact (if different from above):

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

Is your organization an IRS 501(c)(3) nonprofit? Yes No EIN#: _____

If no, please fill out the Fiscal Agent information:

Fiscal Agent Organization Name: _____ EIN#: _____
Contact Name: _____ Title: _____
Address: _____
City: _____ State: _____ Zip: _____
Phone: _____ Fax: _____ Web: _____

Organization Mission (50 words or less)

Total 2011 Organizational Budget (do **not** include the budget of your fiscal sponsor, if any): _____

of Staff: _____ # of Volunteers: _____ Year Organization began operation: _____
of People Organization Serves Yearly: _____

Is your organization: People of color organization? Yes No

Is your organization: LGBT primary? Yes No

Note: A "people of color" organization is one based in a community of color (or multiple such communities), with a mission and organizational leadership focused on and reflecting that community. An "LGBT-primary" organization is one based in the LGBT community, with a mission and organizational leadership reflecting that community.

2. Narrative

Please address the six elements under the Selection Criteria section. Please limit your narrative to two pages with minimum 12 point font and reasonable margins.

3. List of Board Members & Affiliation

Please attach.

4. Organizational Financial Information

Organization Name: _____

Organization's Annual Budget (2011): _____ Fiscal Year Period: _____ (month) to _____ month

Please do not fill in lines that are not relevant to your organization. Please note that the Revenue and Expense sections request information about different years (these are for purposes of comparison). As needed, please also attach a separate sheet with budget notes, numbered to correspond with the items below. For example, please explain any figures that are not self-explanatory, any significant changes from one year to the next, the nature of in-kind contributions, or pending proposals.

REVENUE: <i>Please do not include in-kind support here but list in a budget note.</i>	2011 (current)	2012 (projected)
1. Foundations		
2. Corporations		
3. Individual donors		
4. Government		
5. Earned revenue (sale of products or services)		
6. Fundraising events		
7. Contracted services		
8. Other: _____ (please itemize in the budget notes)		
TOTAL REVENUE		

EXPENSES:	2010 (last closed FY)	2011 (current FY)
9. Salaries and wages (includes benefits, taxes, etc.)		
10. Consultants and professional fees		
11. Operational costs (includes rent, utilities, and accounting/audits)		
12. Program costs (if listed on your IRS Form 990)		
13. Marketing and promotion		
14. Fundraising events		
15. Other: _____ (please itemize in the budget notes)		
TOTAL EXPENSES		

CHANGE IN NET ASSETS:	2010 (last closed FY)	2011 (current FY)
15. Current period increase or decrease in Net Assets <i>This is the difference between your total revenue and total expenses.</i>		

5. Project Budget

This is the budget for the specific work for which you are requesting funding. For example, if you are seeking \$5,000 to retain a consultant to work with the organization's board of directors in exploring a merger, you would enter that figure in the line for "Consultants and Professional Fees."

REVENUE:*Please do not include in-kind support here but list in a budget note.***AMOUNT**

1. Foundations	
2. Corporations	
3. Individual donors	
4. Government	
5. Earned revenue (sale of tickets, products)	
6. Fundraising events	
7. Contracted services	
8. Other: _____ (please itemize in the budget notes)	
TOTAL REVENUE	

EXPENSES:**AMOUNT**

9. Salaries and wages (includes benefits, taxes, etc.)	
10. Consultants and professional fees	
11. Operational costs (includes rent, utilities, and accounting/ audits)	
12. Other: _____ (please itemize in the budget notes)	
TOTAL EXPENSES	

6. Certification of Non-Discrimination

As part of Horizons Foundation's due diligence commitments to individual donors, donor advisors, philanthropic partners, and Horizons' own mission to serve the lesbian, gay, bisexual, and transgender community, we require grantees to complete this form for the foundation, where it is kept on file.

Please check as appropriate:

_____ I certify that _____ *[organization name]* does not discriminate in regard to race, color, religion, age, sex, gender identity, sexual orientation, marital status, physical disability, political affiliation, veteran's status, national origin, ancestry, socio-economic status, or source of income in its employment practices, selection of board members, selection of students, or in accepting clients for its services or products or as otherwise provided by all applicable federal, state, and local laws.

Organization: _____

Signature of Authorized Officer: _____ **Date:** _____

Name and Title: _____

or

Fiscal Agent Organization (if applicable): _____

Signature of Fiscal Agent (if applicable): _____ **Date:** _____

Name and Title: _____

7. IRS Determination Letter

Please attach a copy confirming the applicant's 501(c)(3) status.

8. Audited Financial Statement

Please attach one copy, single sided.