



Jackson

community foundationSM

Unrestricted Grantmaking Policies

1) CAPITAL FUNDING

Unless linked to a valuable programmatic and/ or quality-of-life enhancing effort, the construction or purchase of buildings or other physical facilities, in and of themselves, rarely solve community problems or maximize community opportunities. In deciding whether or not to fund a capital grant request, JCF will evaluate the link between the capital request and such efforts. Of equal importance to us is whether or not there is a realistic, written plan for maintaining the physical facility and sustaining the related programmatic and/or quality of life enhancing efforts.

As a matter of policy, JCF will consider applications for capital grants only if they protect current programs, implement new ones, or improve the quality of life of the community.

2) DEBT RETIREMENT

JCF encourages the development of strong, fiscally responsible, self-sustaining not-for-profit organizations. Investing in organizations with outstanding debt is inconsistent with this stance.

As a matter of policy, JCF does not provide grants for debt retirement.

3) GRANTS TO OTHER ENDOWMENTS

Serving the community as a community endowment builder is one of the fundamental ways in which JCF improves the quality of life in greater Jackson. We believe the Foundation is the best place to invest endowed dollars for the good of the community. We are able to meet the needs of the full range of donors, whether their charitable interests are general or specific and can offer sophisticated investment management as well as other benefits associated with the economies of scale afforded by a large diversified portfolio.

As a matter of policy, JCF does not award grants to other endowments.

4) SECONDARY GRANTS (RE-GRANTING)

JCF boasts a sophisticated, knowledgeable, committed board/staff team sensitive to community needs. It is in the best interest of the community that this team be as directly linked as possible to the beneficiaries of the grants it awards. Remaining close to the end results of our efforts allows us to be both visible and accountable to the public we serve.

As a matter of policy, JCF does not provide organizations with funds for making grants to other organizations. Significant exceptions to this policy are situations in which the Foundation initiates a re-granting arrangement as part of one of its own strategic initiatives and is therefore closely and visibly involved. An example would be granting funds to a neighborhood based 501 (c)(3) for the purpose of regranting mini-grants to support grass roots efforts that strengthen children and families.

5) UNITS OF GOVERNMENT (city, county, township, etc.)

Units of government are supported by taxpayer dollars. They spend those dollars on providing essential goods and services to the residents of their municipalities. There are, however, goods and services that are not essential, yet are important to enhancing the quality of life for residents. It is rare that taxpayer dollars are available to fund these nonessential but important enhancements. Funding from JCF to units of government is most appropriately considered when used to provide nonessential, quality-of-life enhancing goods and services not typically funded through taxes. The examples below are meant to be used as a guide in determining whether or not to consider funding a particular request.

Typically Supported by Taxpayers

Road Repair
Snow and Garbage Removal
Life-saving Equipment
Sewers

As a matter of policy, JCF will consider requests from units of government when the request for support is judged by JCF to be for programs, goods or services that would not be considered essential and therefore not typically funded through taxpayer dollars.

6) REPEAT FUNDING

JCF does not consider it a wise use of the community resources entrusted to it to fund programs, services or organizations on a long-term basis. Rather, our intent is to encourage nonprofits to develop realistic written plans for long-term sustainability that do not depend upon JCF or other foundation support. We do, however, recognize that there are certain situations such as start-up periods for new programs, services and/or organizations, in which requests for repeat funding are legitimate. We also acknowledge that in some instances, start-up periods may reasonably extend up five years.

A) Multi-Year Requests for Start-up Funds

The Foundation will consider multi-year requests for up to a three-year period of time. Requests for extended funding beyond three years will be reassessed at the time of the request.

B) Repeat Requests for Start-up Funds (for same program, service and/or organization)

The Foundation recognizes that a grantseeker may not always accurately estimate the length of time required to stabilize a new program, service and/or organization. This may result in an initial request for one-time-

only start-up funds, followed by another request to extend the funding for a longer period of time. The foundation will consider this type of request on a case-by-case basis. The criteria we will consider will be the outcomes achieved with our initial investment and the viability of the plans for sustainability.

Note:

We also recognize that there are many instances when the same organization approaches for funding several times, each time with a request for a different program. If the program is truly new and different each time, we consider these requests entirely legitimate and not technically a form of repeat funding.

As a matter of policy, JCF will consider repeat funding up to a five year period of time for the start-up costs involved with new programs, services or organizations. Applicants will be considered for repeat funding if, in the Foundation's judgment, they have a realistic written plan for long-term sustainability of the new program, service or organization for which they are requesting funding.

7) OPERATIONS OR MAINTENANCE

JCF believes that the best use of the community resources entrusted to it is to fund start-up costs rather than the costs of sustaining programs, services and/or organizations. Operations and maintenance costs are typically considered to be costs involved in sustaining these endeavors.

As a matter of policy, JCF will only consider funding operations and/or maintenance in start-up situations.

8) COMPUTERS

JCF considers basic computer workstations to be standard office equipment. As such, they are part of operational expenses and would not be considered for funding except in start-up situations or in situations where there is a need for specialized equipment designed to meet a special need. We do, however, understand that there are nonprofits that are already in existence (and not just starting up) that lack the financial resources to computerize. Fortunately, rapidly changing technology has resulted in an ample supply of free and/or inexpensive used computers from a variety of sources. JCF eagerly directs inquiring nonprofits to these readily available resources.

As a matter of policy, JCF will only consider funding computers/computer equipment in start-up situations or in situations where the request is for specialized computer equipment designed to meet a special need. An example would be an oversized display screen/monitor to be used for group demonstrations.

9) TECHNICAL ASSISTANCE

Promoting excellence in the delivery of nonprofit programs and services is a major priority for JCF. In recent years, we have occasionally funded individual requests for various forms of technical assistance. Our long-term solution to this challenge, however, has been the creation of a centralized nonprofit resource center here in our community. Through our leadership of a major collaborative effort, the Jackson Nonprofit Support Center will provide Jackson area nonprofits with a wide range of management and volunteer resources that will improve

their ability to fulfill their missions efficiently and effectively. We believe that the technical assistance needs of Jackson area nonprofits will be best met through membership in the new Center. We recognize, however, that there may be situations in which a nonprofit may require extensive consulting beyond that which is provided for through Center membership. Whether or not the amount of technical assistance required by a particular nonprofit is covered by basic Center membership, we believe that it is none-the-less best contracted through the Center. The Jackson Nonprofit Support Center will offer high quality consulting services for members on a fee-for-service basis. JCF will consider funding requests from Center members in situations where they are in need of extensive technical assistance not covered through their basic membership. JCF will require that the technical assistance being considered for funding be provided through the Center.

As a matter of policy, JCF will require that applicants seeking funding for technical assistance be members in good standing of The Jackson Nonprofit Support Center. Additionally, in situations where we have determined that a grantseeker is in need of technical assistance, JCF will consider covering the cost of a one-year membership in the Jackson Nonprofit Support Center.

10) FAITH-BASED ORGANIZATIONS

Churches and other faith-based organizations are increasingly playing a key leadership role in addressing human service needs particularly at the grass roots level. JCF welcomes their involvement. In considering applications for funding from faith-based organizations, however, it is extremely important that we make it clear that we do not fund religious activities. We will consider funding secular activities sponsored by churches and other faith-based organizations when participation in those activities is not based on religious beliefs and/or affiliations.

As a matter of policy, JCF will consider funding programs and /or services offered by churches and other faith-based organizations when they are secular in nature. To be considered for funding, participation must not be based on religious beliefs and/or affiliations.

11) NONDISCRIMINATION IN GRANTMAKING

JCF believes that a community-wide commitment to lifelong learning, development and growth for all citizens is essential to sustaining a healthy community. We also believe that a diversity of individuals, organizations and perspectives is essential to any effective community effort, and actively seek to promote access, equity, and inclusiveness, and to eliminate discrimination. The Foundation does not knowingly support organizations that discriminate.

GENERAL POLICY NOTE

In recent years, cutbacks and changes in government funding for charitable programs and services have become an accepted part of the nonprofit environment. Our basic assumptions about the roles and responsibilities of government in supporting charitable activity have been significantly altered. We can no longer assume that government should and will take on support of those charitable programs and services that in the past were regular beneficiaries of that support. Under JCF's previous grantmaking policies, we have not considered funding for programs that were seeking our support primarily as a replacement for cut backs in government funding. In the future, the question of whether or not our funding replaces government funds will be considered irrelevant. Consideration for JCF funding will be based on our mission, beliefs, strategic goals and the grantmaking policies stated above.

Unrestricted Grantmaking Policies Addendum 2008

Based on a year of introspective analysis and the Nonprofit Focus Group Summary, The Jackson County Community Foundation has embraced an enhanced and more flexible grantmaking strategy. This underscores our commitment to contributing to the betterment of the nonprofit community as a whole in Jackson County. This is a departure from our current policies and is a direct result from feedback received during anonymous focus groups, Emeritus Trustees, donors, and grantmaking trends.

By piloting this new direction in 2008, we will work with nonprofits to improve their organizational effectiveness through supporting operations grantmaking. These grants will be considered for organizations who desire to make an investment in business and management practices that enable organizations to better meet their missions. In addition, Foundation staff will emphasize the ability to make capacity building grants which already fall under the Unrestricted Grantmaking Policies. This strategy will complement the existing Unrestricted Grantmaking Program. In addition, reflecting on our past experiences and the nonprofit history in Jackson, JCF desires ensure nonprofit survival as they are community assets.

Who JCF will Fund

Nonprofits with the Federal 501 c (3) status whose mission includes serving Jackson County residents.

How JCF will Fund

The Jackson County Community Foundation is committed to the nonprofit community and will review all grant requests during three grant rounds. These due dates are: January 15th, May 15th, and September 15th.

What does the term "Operations" mean?

Operations refers to general operating support grants where funds are unrestricted for use by high performing nonprofit organizations. These grants allow nonprofits to maintain infrastructure to ensure service delivery.

What does the term "capacity building" mean?

Capacity Building refers to improving a wide range of capabilities, knowledge and resources that nonprofits need to be effective. Effective is defined as the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and persistent dedication to achieving results.

What is the purpose of the new grantmaking strategy?

The Foundation believes that the best way to support the nonprofit sector is to invest in activities that will strengthen nonprofit organizations' operations and planning so they can better deliver critical services and

programs to the community. There will not be a limit to these grantmaking categories; rather JCF will consider them on a first come, first served basis.