

“Capacity-building” proposals are accepted through the Community Grant Program. These are requests for staffing or other resources intended to help a nonprofit organization to secure additional resources for its programs through increased fundraising or new efficiencies.

To be competitive, capacity-building grant proposals should:

- have formal board-level commitment, developed as a part of long-range planning
- increase or stabilize support for programs that fit OCF objectives and have a strong likelihood of success—reflecting the organization’s track record
- meet a well-documented need in the community
- document the feasibility of securing new resources

What questions does OCF typically ask in the process of reviewing these proposals?

- Do you have a long-range (strategic) plan adopted by the board? What does it say about resource development? Is it a major priority?
- Are your goals for increased capacity clearly defined?
- Are your goals measurable? What are the plans for measurement?
- Why is increasing the capacity of your organization important to the community you serve? How is this documented? (What gaps in service or new opportunities are you trying to meet? What concrete changes will the project bring? What's the consequence of not increasing resources? What specific programs do you plan to develop with increased resources?)
- What specific capacity-building steps will you take? Why are these steps the best strategy?
- How much will it cost to generate additional capacity (or revenues), and what is the target for net revenues for programs – after "capacity-building" expenses? Is this clearly reflected in the project budget? (See the attached sample budget.)
- What are the projected sources for increased revenue?
- What is the plan for sustaining new revenues and programs over time?
- What is the context for this effort? Why do you think you can reach new revenue targets or increase your efficiency?
- Who's chiefly responsible for overseeing this project? How much time will board members and senior staff members devote to it?
- What's the timetable for getting the new programs underway?
- How will the organization evaluate the success of the new or expanded programs?

Sample Capacity-Building Grant Proposal Budget

Goal: Increase resources for programs by about 50 percent over four years by adding .5 FTE to development director position (Year 1), adding development associate position (Year 2), and investing in donor recognition and fundraising technology (Years 1-4).

	2006-2007 (Base Year)	2007-08 (Year 1)	2008-09 (Year 2)	2009-10 (Year 3)	2010-2011 (Year 4)	2011 Increase over Base Year
REVENUES						
Membership	150,000	160,000	180,000	205,000	225,000	75,000
Indiv./Bus. Donations	50,000	60,000	75,000	100,000	130,000	80,000
Foundation Grants	75,000	80,000	85,000	85,000	85,000	10,000
Events (gross)	25,000	27,500	32,000	35,000	40,000	15,000
Bequests	0	0	0	0	0	0
<i>OCF capacity grant</i>	0	15,000	12,500	10,000	0	0
Total	300,000	342,500	384,500	435,000	480,000	180,000
EXPENDITURES						
Development						
Dev. Director	18,000	37,500	39,000	41,000	43,000	25,000
Dev. Associate	0	0	20,000	21,000	23,000	23,000
Events	5,000	5,000	6,000	6,000	7,000	2,000
Mailings	5,000	7,500	8,000	8,000	8,500	3,500
Technology/Web	0	0	10,000	2,500	3,000	3,000
Donor Recognition	0	2,000	2,500	3,000	3,250	3,250
Subtotal	28,000	52,000	85,500	81,500	87,750	59,750
Program						
Exec. Director	45,000	46,500	49,000	51,000	53,000	8,000
Staff/Programs	225,000	235,000	250,000	300,000	335,000	110,000
Subtotal	270,000	281,500	299,000	351,000	388,000	118,000
Total	298,000	333,500	384,500	432,500	475,750	177,750