Fred A. and Barbara M. Erb Family Foundation

Grant Guidelines

Mission

To nurture environmentally healthy and culturally vibrant communities in Metropolitan Detroit, consistent with sustainable business models, and support initiatives to restore the Great Lakes Ecosystem.

Guiding Principles & Values

The Foundation is committed to the following standards and approaches in support of its mission:

- *Sustainability:* The harmonizing of economic, environmental, and social interests, meeting the needs of the present without compromising the needs of the future. Progress towards sustainability is rooted in the actions and decisions by individuals, private enterprises, and local communities, and a special focus on the role of business to help transition to sustainability is a key approach to be encouraged;
- *Organizational effectiveness*: A commitment to continuous rigor, accountability, learning, and improvement, and an alignment of programmatic, management, operational, and financial capacities in support of clear goals and objectives;
- *Collaboration*: Efforts to bring together multiple, diverse stakeholders to develop solutions that address complex problems; and
- *Leadership and key allies*: Energetic, visionary champions and leaders who have a broad base of support.

The Environment

Desired Outcome: An environmentally healthy City of Detroit, Metropolitan Detroit region, and Great Lakes Ecosystem.

Great Lakes

Desired Outcome: Improved water quality in the Great Lakes basin, especially the watersheds impacting Metro Detroit and Bayfield, Ontario, through the elimination of polluted run-off and other threats, resiliency to climate change, and individual and institutional stewardship.

The Foundation will consider support for activities that:

- Promote green stormwater infrastructure to achieve community development as well as water quality goals;
- Inform and engage individuals, business, and government about how their daily activities, choices, and policies can help improve their watershed;

- Improve binational cooperation and policies on the Canadian and U.S. sides of the border to improve water quality; and
- Align environmental research, policy, and practice to work toward a healthy Great Lakes.

Environmental Health, Justice, & Equitable Development

Desired Outcome: Sustainable ("triple bottom line") development, sustainable business models, and public policies that are socially equitable and sensitive to environmental and public health concerns in the Metropolitan Detroit region.

The Foundation will consider support for projects that:

- Promote sustainable ("triple bottom line") development – development that balances present and future sustainable business models, environmental, and social outcomes;
- Encourage entrepreneurial and responsible business solutions to the region's environmental issues;
- Build a healthy and equitable local food system based on sustainable solutions;
- Strengthen collaborative, community-based efforts working at the intersection of environmental justice, sustainable business, and public health, that align research, policy and practice, and developing local environmental citizenship, advocacy, and leadership; and
- Promote cooperation and collaboration between consumers, the business community, and government agencies to develop policies and practices, encourage green chemistry, and address significant environmental toxins and pollutants.

Arts

Desired Outcome: A culturally vibrant City of Detroit and Metropolitan Detroit region where arts contribute to the area's economic, social, and creative well-being.

Anchor Arts Organizations

Desired Outcome: A strong central city and vibrant neighborhoods in the City of Detroit that also contribute to the quality of life in Metro Detroit.

The Foundation will provide:

- General operating support to a diverse but defined set of organizations that represent the cultural mainstays of the region, including those that have historical significance to the Erb family; and
- Additional support to these anchor institutions in exceptional cases for time-limited, large-scale transformational efforts. This may take the form of capital or endowment campaigns, major physical infrastructure needs, innovative and comprehensive marketing and outreach efforts, or significant investments that will strengthen their position as cultural anchors. The Foundation is particularly interested in using its support of these efforts to attract new and additional philanthropic resources for the organization, so grants in this area will typically be challenge grants.

Please note that the Foundation will not accept unsolicited applications in these areas.

Arts & Community Life

Desired Outcome: Robust community participation and more attractive, prosperous neighborhoods in Detroit and other economically challenged areas across Metropolitan Detroit, contributing to a stronger region.

The Foundation will consider project support for activities that:

- Strengthen individual neighborhoods through cultural activities and public art;
- Expose and engage residents and audiences in opportunities for creative expression and participation in order to build community, with an emphasis on projects that:
  - explore the intersection of arts and the environment, or
  - build on the community's artistic roots and history to support its cultural and economic renaissance; and
- Develop the support infrastructure to help create an economically sustainable arts community.

Jazz Education

Desired Outcome: The continuation of Detroit's strong jazz tradition, and Fred Erb's legacy of jazz patronage, by educating the next generation of musicians.

The Foundation supports jazz instruction for musically talented, economically challenged youth.

Alzheimer's Research

Desired Outcome: A world free of Alzheimer's disease.

The Foundation will support leading research regarding the prevention, management, and treatment of Alzheimer's disease.

Please note the Foundation will not accept unsolicited proposals in this area.

Special Opportunities

From time to time, the Foundation may also consider support for exceptional opportunities that fall outside of its mission.

Please note the Foundation will not accept unsolicited proposals in this area.

Additional Considerations

Special Interest Populations:

The Foundation has identified two constituencies of particular interest for its work:

- *Young people:* Fred and Barbara Erb cared deeply about investing in young people within the family business and in their personal philanthropy. In light of the significant educational and employment challenges facing youth today, the Foundation is interested in efforts to serve, engage, or educate young people (teens and young adults) through the arts or environmental activities.

- *People of color:* The Foundation has a strong commitment to diversity, and recognizes that the interests and voices of racial and ethnic communities have historically been underrepresented in both the arts and the environment. Due to the large concentration of low-income communities of color in Detroit, and the disproportional impact of numerous environmental issues on these populations, the Foundation desires to support efforts that engage and benefit the most marginalized segments of the community. This is a topic of particular interest within the environmental movement where progress has been lagging.

Other Potential Partners:

- In exceptional cases, the Foundation may be open to partnerships — which may or may not involve grant support — with organizations working in other fields (i.e., not arts or environmental groups) and whose work may be enhanced by bringing the arts and the environment into those disciplines. The Foundation sees this as an opportunity to strengthen its impact and explore its goals through new partnerships.
- The Erb Family and the Erb Family Foundation have helped create valuable academic resources at the University of Michigan in the form of the Erb Institute for Global Sustainable Enterprise and the Water Center. We are interested in connecting these resources with the Foundation's grantees and mission-related initiatives where practicable.

Application Instructions

Step 1: Determine Eligibility

To be eligible for a grant, your organization must:

- Be tax-exempt under section 501(c)(3) of the Internal Revenue Code and not a private foundation.
- Have a current financial audit conducted by an independent certified public accountant.
- Have total revenues of at least $100,000 for the preceding year.
- In policy and practice not discriminate based on age, race, creed, gender, gender identity, religion, disability, sexual orientation, and ethnicity.

Geographic Area: The Metropolitan Detroit area of Wayne, Oakland, and Macomb Counties and the watersheds impacting those areas and Bayfield, Ontario. The Foundation also will consider select environmental programs that benefit the Great Lakes Basin as a whole.

Exclusions: We generally do not provide support directly to individuals or units of government, nor for loans, grants to support religious activities, capital projects, formal education or research (unless solicited by the Foundation), fundraising events, or conferences.

Grant Size and Term: The amount requested should be based on the size and scope of the organizational and program budget and the anticipated impact of the program. We will consider multi-year grants where appropriate.

When to Submit Your Application: A Letter of Inquiry may be submitted at any time. Grants generally are approved at our board meetings in March, June, September, and December.

Step 2: Determine Program Fit.

If you have not already done so, please review our grant guidelines to determine whether there is a potential match between your organization's work and our Foundation's interests.

We will only consider requests from eligible non-profit 501(c)(3) organizations for:

- The development or significant expansion of programs that meet our desired outcomes.
- General operating support for organizations whose core work fits our mission. Matching funds or other conditions may be required for these grants.

You may contact the Foundation to help you with this determination.

Step 3: Submit a Letter of Inquiry through our Website.

A Letter of Inquiry (LOI) may be submitted at any time. Grants generally are approved at our board meetings in March, June, September, and December. LOIs must be submitted through our website; e-mail and paper inquiries will not be accepted. Please note that our requirement for an online application is not intended to minimize communication, but is simply one way for us to exercise environmental stewardship by reducing the amount of paper we generate.

If you are a first time applicant, you will be asked to enter your e-mail address and create a password. You must enter your organization's Tax ID number and take our eligibility quiz. You

will then be asked to provide specific information about your organization and request. A printable copy of the complete application form is available in our grants portal should you find it easier to fill in the exact form before going online, but you will need to re-enter the data online.

Please feel free to call us if you have questions about how to complete the online application form, if you need assistance with Internet access, or if you would like to discuss your program ideas before you submit your application. Foundation staff may contact you for additional information or a site visit at any point in the review process.

You should be notified within two to four weeks whether we are able to invite a Proposal.

Step 4: The Proposal.

A Proposal may be invited based upon your LOI. A grant request typically should take three to five months to process from the time that the Letter of Inquiry is submitted, though certain requests may take longer. Again, Foundation staff may contact you for additional information or a site visit at any point in the review process.

You must submit the Proposal through our website through the URL provided in your Proposal Invitation Letter. Paper requests will not be accepted. However, unlike the Letter of Inquiry, which is an online form that asks you to fill in specific information, the Proposal will be a separate document prepared by you in the format of your choice and then uploaded through our website.

The Proposal must not exceed a total of ten pages, and should include the information listed below. Alternatively, the Proposal may follow the Michigan Common Grant Application format (available through michiganfoundations.org) or, if a proposal for the same project has been submitted to another foundation, you may repeat that format as long as the use of the Erb Family Foundation's grant funds is specified. Some of the Proposal information duplicates information included in the Letter of Inquiry and may be copied from your LOI. Any changes made from the LOI should be summarized in the space provided on our online Proposal Application Form.

Proposal Content: New Grants

Organization – Briefly describe your organization, including its mission and major goals and activities. Make sure to include your projected organizational budget, number of employees and the number of individuals that are served per year/estimated number that benefit from your work.

Purpose – State the purpose of the program/request in one sentence.

Amount Requested – State the amount requested and number of years. See below for information on grant term.

Grant Term – The Foundation generally will fund new programs for a limited, defined term, so your initial request should include adequate time for program start-up (typically one to three years depending on the complexity of the program). Exceptions may be considered, on a very limited basis, and the Foundation will initiate this discussion if it is an option. Otherwise, grants will not be renewed beyond the conclusion of the grant term. In the case of general operating support, we typically will award such grants on a year-to-year basis and will be open to

considering continued renewal as long as the organization's work furthers progress towards one or more of the Foundation's Desired Outcomes and resources permit.

Need – Briefly describe the need for the program/the problem to be addressed.

Activities and Outcomes – Describe the ultimate results (outcomes) that you are trying to achieve and, providing as much detail as possible, the services and/or activities you will provide to help achieve these results. If applicable, cite evidence that the proposed services/activities are likely to lead to the desired outcomes. Such evidence may include, for example, research or proven models (see also "Evaluation" - below).

Coordination with Other Resources – Acknowledge similar, competing or complementary existing programs or organizations, if any, and explain how your agency or service differs or adds value, and what effort will be made to work cooperatively. Identify all organizational partners in the project and their roles, and, if applicable, supply critical letters of support (for example if the program will take place in a school, a letter from the superintendent – please do not send in general letters of support) or memoranda of understanding. These letters/memoranda will not count towards your ten page limit.

Population Served – Identify the projected age range, geographical area and number of individuals to be served or affected.

Board and Community Involvement – We believe that the most successful organizations and programs are those that fully engage their Boards of Directors and that involve residents of target communities in program (and, ideally, organizational) planning, leadership and implementation. Please d**escribe** your policy and practice regarding (1) board members' financial or other commitment to the organization and (2) engagement of the community in your work, including not only in the program design and implementation, but also in organizational (i.e. board or committee) leadership.

Evaluation – Explain how the activities and the outcomes of your project will be measured and reported. State who will perform the evaluation (it may be internal staff or an outside consultant) and describe how the results will be used and shared. Ideally, your evaluation should be used for organizational learning as well as to prove the project's effectiveness. Include or cite past evaluations if this is an existing program or evaluations of similar programs upon which the model is based. Please see Section VI – Post Grant Award Requirements for more information about our expectations regarding evaluation.

Continued Financial Support – The Foundation generally will fund programs for a limited, defined term. Please describe your plans for securing other sources of support for the program both during the term of our grant and following the end of the grant term. Your plan should go beyond a general statement, and outline a timetable of specific activities. Like evaluation, the plan for continued support is an integral part of your program design.

Attachments – The attachments do not count towards the ten page limit

- Detailed project budget using the Foundation's Proposal Budget Form (available on the "How To Apply - Forms" section of our website) or any other format that includes similar specificity. If more than one year of funding is requested, submit a proposed budget for each year (recognizing that as the program develops, there may be a need to revise the budget).

- Organization's internal operating budget for current (and upcoming year, if available), including detailed expenses and revenue.
- (Optional) – An evaluation report of your program or organization or of a similar program upon which your model is based, articles, photographs or other materials that will help us to better understand the program.

Please do not send additional materials by mail, though we would like to be added to your mailing list (e-mail distribution is preferable where possible). We often visit organizations new to us and can also pick up supplemental materials then, if necessary.

Proposal Content: Multi-Year Grants

If you have been awarded a multi-year grant, you need not submit a full Proposal each year. However, the Board will review the grant each year, and may elect to discontinue grants that are significantly underperforming (have not made progress towards stated outcomes) and have not attempted to identify the reasons for, and develop a plan to correct, the under-performance. We will therefore require a Progress Report that, at a minimum, answers the questions listed below. You may use whatever format you prefer, as long as you cover each of these points. The report should be cumulative - for example, if you are in the 20th month of a 36 month grant, you should aggregate the information for the entire 20 month period. We will contact you if we are concerned with any issues raised in your progress report, so that there is adequate time to attempt to rectify the situation before the Foundation's Board meets to review the grant. The report must be submitted by e-mail. Paper copies will not be accepted.

- What activities have taken place/services have been provided since the beginning of the grant? Please be sure to specify the number of people served, the units of service provided and any other relevant quantifiable data.

- Which of the results or outcomes identified in your proposal have occurred (recognizing that it may take a full year or longer before some of these are observable)?

- What challenges or disappointments did you encounter?

- What changes, if any, have you made or do you anticipate making to the project described in your proposal and why?

- What specific steps have you taken towards securing additional and ongoing funding for the project, and what steps do you plan to take over the next year?

- List program expenditures and revenue to date, following the original budget submitted with your proposal, showing variances if any (remember, you must request prior approval from the Foundation for significant changes to your budget – for example providing transportation instead of hiring new staff).

- Attach a copy of your most recent audited financial statement if we do not already have it. Also include links or references to publicity and other materials regarding the program that would be helpful in improving our understanding of the program and/or that include recognition of the Foundation.

Proposal Process and Timing

The Foundation's Board of Directors meets four times a year to review grant requests, generally in March, June, September and December. A grant request typically should take two to five months to process from the time that the Letter of Inquiry is submitted, though certain requests may take longer. If the Proposal is not ready for a particular meeting because there are outstanding issues, we will make every reasonable attempt to resolve those issues in time for the next following Board Meeting.

Step 5: Post Grant Requirements.

All grantees will be required to sign a Grant Agreement Letter. The Grant Agreement Letter will incorporate the Proposal by reference, and these documents will constitute the Grant Contract. Grantees may select the start date for their grant, as long as it is within the same Foundation fiscal year (FYE June 30) in which the grant was approved (except that grants approved at the June Board Meeting may not begin earlier than July 1).

Reporting Requirements

We have attempted to develop a practical approach to program evaluation. While most programs likely will not require a formal, outside evaluation, we do expect a thoughtful process and written report. Program evaluation provides ongoing, systematic information that strengthens projects during their life cycle and provides outcome data to assess the extent of change. Evaluations should include both Process and Outcome components, meaning that they will document the development and operation of the program (Process) as well as measure the program's impact (Outcomes). The purposes of our Reporting Requirements are therefore: (1) Grant Monitoring — to assure that funds are being spent as planned, (2) Measurement — to help assess the impact of the grant (3) Organizational Learning — careful collection and use of data should help ongoing program development and refinement.

New grants must submit a Progress Report after 6 months and a Final Report 2 months after the conclusion of the grant. Renewal Grants and Multi-Year Grants instead submit annual Progress Reports, due 10 weeks before the Board reviews the next grant installment, and a Final Report 2 months after the conclusion of the final Grant Term. Final Reports should be cumulative, covering the entire Grant Term. We will send you an email reminder approximately 4 weeks before your Report is due. The email will include a web-based link to submit your Report. We will only accept Reports submitted through that link. We also encourage regular, ongoing communication.

The Progress and Final Reports should answer the following questions

- What activities have taken place/services have been provided and which of the results or outcomes identified in your proposal as flowing from those activities have occurred (recognizing that it may take a full year or longer before some of these are observable)? Please be sure to specify the number of people served, the units of service provided and/or any other relevant quantifiable data. Please cumulate your data for us where possible.
- What challenges or disappointments did you encounter?
- What changes, if any, have you made or do you anticipate making and why?
- What specific steps have you taken towards securing additional and ongoing funding for the project or organization, and what steps do you plan to take over the next year?

- List program expenditures and revenue to date, following the original budget submitted with your proposal, showing variances if any (remember, you must request prior approval from the Foundation for material changes to your program or budget). General operating support grantees should instead submit the organization's internal (unaudited) financial report for their fiscal year-to-date.
- Attach a copy of your most recent audited financial statement if we do not already have it. Also include links or references to publicity and other materials regarding the program that would be helpful in improving our understanding of the program.