

Kalamazoo  
Community  
Foundation  
**Grant Guide**



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# Introduction

In 2024, Kalamazoo Community Foundation (KZCF) underwent a comprehensive strategic planning process to define our future direction within the community. Through this process, we gathered feedback from partners, listened to community members from across the country, and reflected on what our team and the philanthropic sector has learned.

**We have identified opportunities to improve on:**

## ✓ CLARITY

We learned that in practice, the priorities of education and equity are too broad to help grantees assess alignment. Further, our commitment to equity is more accurately reflected as a fundamental part of each priority instead of a separate priority.

## ✓ TRANSPARENCY

Partners are not always clear on what type of work or projects we fund and how to access resources. Other sources of confusion include identifying which funds are available each cycle and figuring out how to access multiyear funding and funding for capital projects

## ✓ EFFICIENCY

Ninety two percent of the grants made in 2023 were one-year grants, meaning that a significant amount of time and energy was spent annually by hundreds of organizations applying and managing KZCF grants.

## ✓ STRATEGY

Our current grantmaking approach is reactive and disconnected across various cycles, limiting our ability to invest in proactive and comprehensive strategies.

**The changes reflected in our grantmaking approach, found in the pages ahead, are intended to create meaningful improvements in each of the areas mentioned.**

**We also want to affirm what has not changed:**

- **Our focus on racial justice and racial equity.** We will continue to acknowledge intersectionality and how identities and different forms of discrimination overlap in the experiences of Black, Indigenous and people of color, people with disabilities, women, people who identify as LGBTQ+, and under or undocumented community members.
- **Our desire to empower individuals and families.** We will continue to bridge gaps in access, opportunity and resources that are the result of ongoing racial, economic and social injustice.
- **Our commitment to being in relationship with our community partners.** We will continue to build trust with our community partners over time through mutual accountability. We are committed to following the principles of trust-based philanthropy and are continually learning how to put these principles into practice.



In partnership,

A handwritten signature in black ink that reads "Alyssa Stewart".

**Alyssa Stewart**

Chief Community Impact Officer



# MISSION

To create a thriving community where people, resources and expertise are mobilized to advance racial, social and economic justice in Kalamazoo County.

# VISION

Kalamazoo County is the **most equitable place to live.**

## COMMUNITY IMPACT PRIORITIES

KZCF's priorities have expanded. We believe Kalamazoo County thrives **WHEN:**



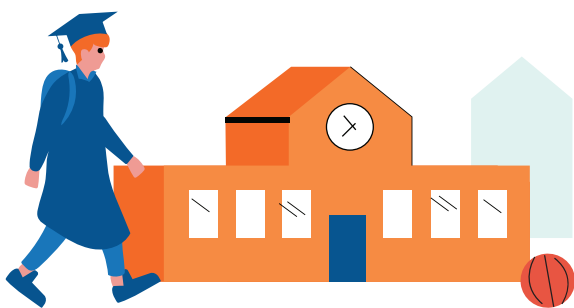
### WEALTH

is attainable; people have resources to meet their needs and invest in their future.



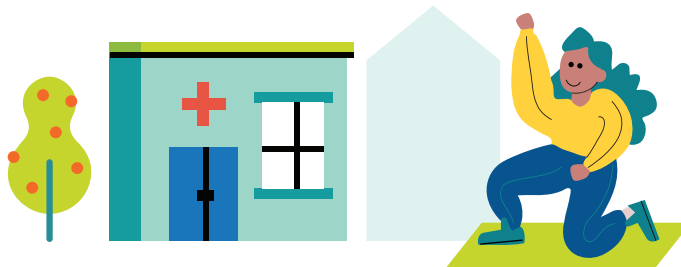
### HOUSING

is affordable, safe and available.



### EDUCATION

is accessible and learners are supported.



### NEIGHBORHOODS

are vibrant; health, safety and strong social connections are nurtured.

# General Eligibility Requirements

## ELIGIBLE ORGANIZATIONS

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**Nonprofits  
501(c)(3)**



**Faith-Based  
Organizations**  
Registered Religious Institutions



**Public Entities**  
such as a governmental agency,  
public school, educational  
institution, city council, public library,  
municipal office, etc.



**Projects with a Current  
Eligible Fiscal Sponsor**

**All grant recipients will be required to sign our grant agreement, which includes mutual adherence to the following:**

*No otherwise eligible person shall, on the basis of actual or perceived race, color, religion, national origin, sex, gender identity (as defined in paragraph 249(c)(4) of title 18, United States Code), sexual orientation, marital or parental status, age, pregnancy, political affiliation, military service, physical or mental ability/disability, genetic information, immigration status, or any other improper criterion be excluded from participation or employment in, be denied the benefits of, or be subjected to discrimination in relation to any program or activity funded in whole or in part with community foundation funds.*

## ABILITY TO PROVIDE DEMOGRAPHIC INFORMATION

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Demographic data plays a critical role in advancing equity across the social sector. As KZCF deepens our commitment to using demographic data as a tool in advancing racial equity, we are requiring nonprofit partners to provide demographic data on their staff, board and clientele. This information will be used to inform conversations about representative leadership and support ongoing accountability, both for KZCF and our partners, as we work together to advance racial, social and economic justice. Submission of demographic data will now be part of the grant application.

## RESTRICTIONS

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- In most cases, funds are used to support general operations. However, at the discretion of KZCF staff, funds may be restricted to support a specific program or project that demonstrates the greatest alignment to our priorities.
- Funds received may not be used to intervene in any election or support/oppose political candidates for voter registration or lobbying purposes as outlined by the applicable IRS code.



## Faith-Based Organizations

KZCF works with organizations to create impactful change in Kalamazoo County. Many partners are faith-based organizations. KZCF prioritizes funding organizations that provide resources, programs and services accessible and welcoming to all residents, regardless of their diverse backgrounds.

### **KZCF evaluates all grant requests based on:**

- The strength of their alignment with our WHEN funding priorities.
- Their ability to bridge the gaps in access, opportunity and resources that are the result of ongoing racial, economic and social injustice.
- The ability to serve community members who have been historically disadvantaged, including Black, Indigenous and people of color, people with disabilities, women, people who identify as LGBTQ+, and under or undocumented community members.

**KZCF adheres to the Council of Michigan Foundation's guidance such that community foundations' publicly raised resources can be used for grants for non-sectarian activities of religious organizations and cannot support their primarily religious functions.**

As part of our funding process, we ask faith-based organizations a few questions to understand how their religious identity shapes their work. These questions are now part of the application:

- Does your organization ensure that programming is inclusive and accessible to community residents of other beliefs and identities?
- Are community members seeking services through your organization required to participate in any religious activities?
- Are the faith-based principles of your organization integrated into the design and implementation of your operations (i.e., hiring, board recruitment, funding sources, etc.)?

This approach is designed to foster transparency and accountability, ensuring that all funded programs align with our commitment to inclusivity and equity. Applicants can provide more information to ensure a thorough understanding of their practices and principles.



## Public Entities

Public entities can be large, complex and known for managing significant funding streams. These entities operate at various levels – such as local, state or federal – and are typically created to serve the public good. Examples of public entities include:

- Government agencies (departments of health, education, transportation, etc.)
- Public schools and educational institutions
- City councils
- Public libraries
- Municipal offices

These additional questions will be asked of public entities as part of our application process:

- Please specify which department will manage the work and provide contact information for those directly responsible for managing the work proposed.
- How would KZCF funds complement, enhance or make new work possible? Are there other funding sources that will be utilized alongside any funds granted?



## Fiscal Sponsorships

A fiscal sponsorship is when a 501(c)(3) organization (the fiscal sponsor) provides its legal and tax-exempt status to a project. This allows the project to receive grants and tax-deductible donations while operating independently.

A written fiscal sponsorship agreement must be created between the nonprofit 501(c)(3) organization and the project to outline responsibilities and expectations of both the sponsor and the project. This ensures transparency and alignment for both parties as well as KZCF. This document is required when applying for a KZCF grant.



**Applicants using a fiscal sponsor will be required to submit a current and signed fiscal sponsorship agreement** at the time of application and provide an active agreement throughout the term of their KZCF grant. If a grantee receives a multiyear grant, a current fiscal sponsorship agreement must be submitted annually.

### **Key Components of a fiscal sponsorship agreement**

- **Purpose and Scope:** Define the mission and objectives of the project and how the project relates to the fiscal sponsor.
- **Roles and Responsibilities:** Outline the duties and obligations of both parties, including financial management and compliance.
- **Financial Arrangements:** Determine administrative fees, fund disbursement and handling of contributions.
- **Governance and Oversight:** Specify the governance structure and decision-making processes.
- **Termination Clause:** Establish conditions for ending the agreement and handling remaining funds.

**Please check out the following helpful resources for fiscal sponsorships or contact our Community Impact team if you need help locating additional resources.**

### **Local Resources**

- **Stara Collaborative:** This fiscal sponsorship resource offers grassroots agencies and leaders, as well as projects, a valuable pathway to access funding while handling essential operational support. ([stara.org](http://stara.org))

### **National Resources**

- **National Network of Fiscal Sponsors** ([fiscalsponsors.org](http://fiscalsponsors.org))
- **National Council of Nonprofits** ([councilofnonprofits.org](http://councilofnonprofits.org))
- **Fiscal Sponsorship Models** ([socialimpactcommons.org](http://socialimpactcommons.org))

# How We Prioritize Requests

The high demand for funding means we do not have the capacity to fulfill every grant request and must prioritize those that most closely align with our mission, vision and WHEN priorities. We prioritize funding for organizations pursuing the following principles.

## INCLUSIVITY AND ACCESSIBILITY

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We partner with organizations that reflect our community's diversity, ensuring everyone can authentically celebrate their identities. A commitment to enhancing service access, practicing anti-racism and improving inclusive practices is vital for strong partnerships.

### **We prioritize organizations that demonstrate:**

- A strong commitment to racial equity.
- A high degree of accessibility and relevance to people with multiple oppressed identities (including intersections of race, ethnicity, economic status, immigration status, LGBTQ+ identity and disability).
- A high degree of potential to create lasting change for communities facing racial bias and discrimination, including advocacy and systems change work addressing systemic barriers.

## CENTERING PEOPLE AND COMMUNITIES OF COLOR

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Partner organizations best serve Kalamazoo County by centering and amplifying the voices, expertise and leadership of people of color, creating opportunities in civic, cultural and political spaces. We collaborate with partners who prioritize communities of color across the nonprofit sector.

### **We prioritize organizations that demonstrate:**

- That the communities most impacted are involved in significantly informing the work.
- That there are no barriers that prevent oppressed communities from fully participating in programs and services identified.

## COLLABORATION TO ACHIEVE SHARED OUTCOMES

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We assess how organizations are collaborating to harness collective power.

### **We prioritize organizations that demonstrate:**

- That there are multiple strong local partnerships established.
- That their work fulfills a unique need that enhances existing efforts or programs in community.

## COMMITMENT TO LEARNING AND GROWING

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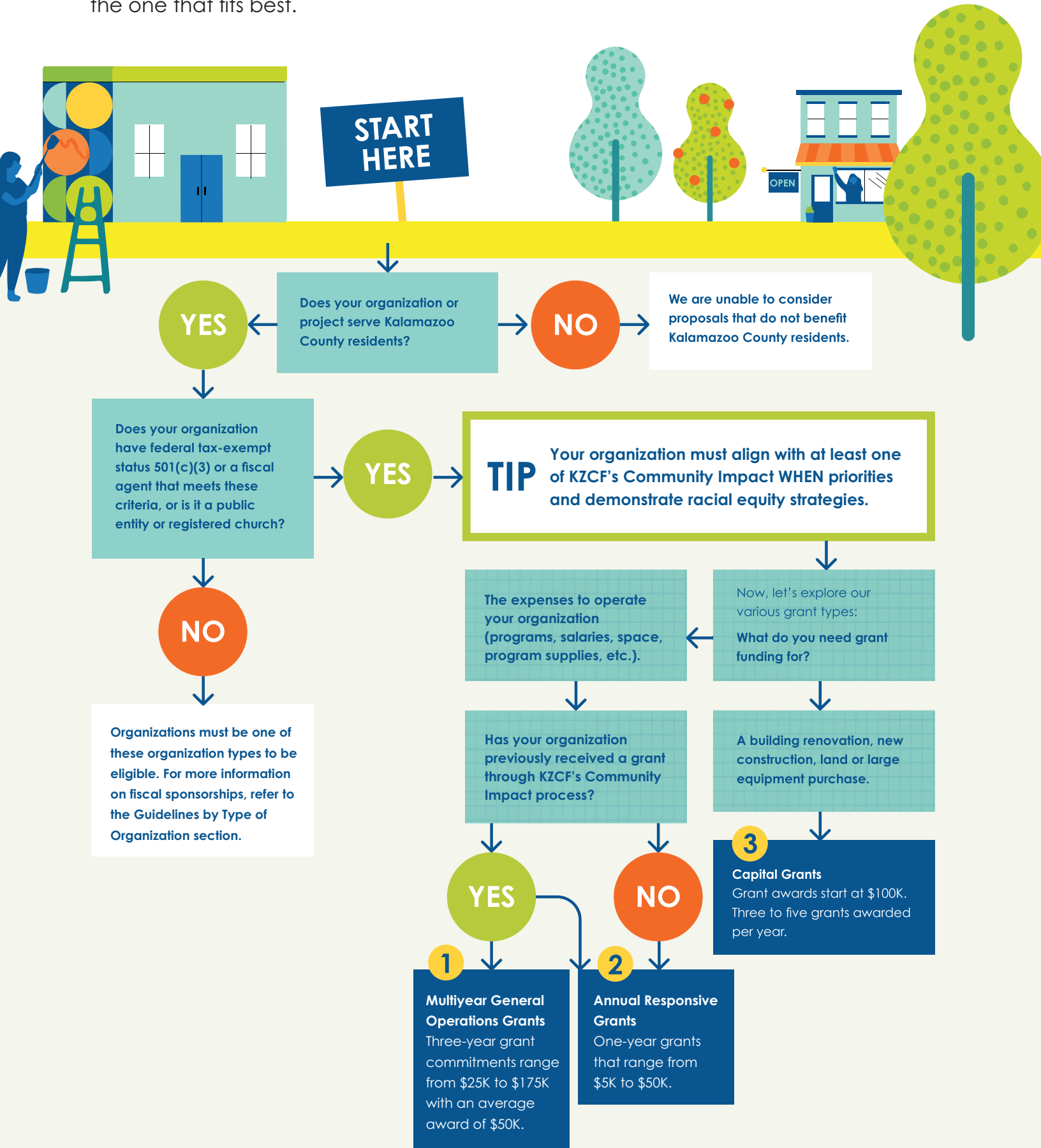
Our partners are engaged in continuous learning and growth, recognizing it as essential to advancing equity and justice. Partners embrace opportunities to engage with complex and challenging information, value lived experience, and foster equitable practices.

### **We prioritize organizations that demonstrate:**

- That equity practices and nondiscrimination policies are in place.
- That multiple identities and perspectives are present to lead the work.
- That there is evidence of growth in and commitment to advancing diversity, equity and inclusion (DEI).

# CHART YOUR GRANTSEEKING JOURNEY

Explore KZCF's many grant options and match your organization and needs to the one that fits best.



# Multiyear General Operations Grants

KZCF offers grants with a three-year commitment to support general operations for organizations serving Kalamazoo County. This grant type is a good fit for organizations that have received grant funding from KZCF in the past five years.

## ELIGIBILITY CRITERIA

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- Organizations must be a nonprofit 501(c)(3), registered religious institution or public entity (i.e., governmental agency, public school, educational institution, city council, public library, municipal office, etc.), or a project with a current eligible fiscal sponsor.
- Organizations must connect to at least one of KZCF's Community Impact WHEN priorities.
- The organization or its programming must be located in Kalamazoo County.

## GRANT OPPORTUNITY FUNDS AVAILABLE

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**The grant awards range from \$25,000 to \$175,000 with an estimated average award of \$50,000. Grants will be for the same amount each year.**

- An estimated \$5 million is available to fund approximately 60 to 80 organizations.
- Ten percent of the funds available are earmarked for organizations that build capacity for the nonprofit sector or that serve as backbone institutions for collective impact or sector coordination efforts.
- If funded, the grant term will be from July 1, 2025, to June 30, 2028. Awards will be renewed annually after the annual reporting is completed and the new grant agreement is signed.

## GRANT DEADLINES

In 2025, there is one opportunity to apply for a multiyear grant. The next opportunity to apply for this type of grant will be in the spring of 2028. If a grant is awarded, you will be in a three-year grant term.

- **Open Date: Wednesday, Feb. 12, 2025**
- **Deadline: Wednesday March 26, 2025, by 5 p.m.**

## REPORTING

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Funded partners must engage in an annual reporting process each year during the three-year grant period. The annual report will include two components:

- An opportunity to engage in a grant reflection conversation with a Community Impact officer (CIO) prompted by the CIO.
- A submission of summarized data through a provided form.

### **Required information to be submitted includes:**

- Total number of individuals served across the grant year.
- Combined geographical information for those served, collected by either township/city, zip code or school district. This information will be collected in a percentage format.
- Combined racial/ethnic demographics for those served, collected in commonly utilized categories. This information will be collected in a percentage format.
- Actual numbers for the impact data points that the applicant identifies within the application. See the Reporting section for details.

## RESTRICTIONS

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- Funds received may not be used to intervene in any election or support/oppose political candidates for voter registration, or lobbying purposes as outlined by the applicable IRS code.
- Organizations can apply once every three years. Organizations receiving multiyear grants will generally not be prioritized for Annual Responsive Grants.
- Funding commitment could be subject to change based on annual availability of KZCF funds.

# APPLICATION PROCESS

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## 1. Submit an Online Request by the Deadline

Apply online once every three years starting in 2025. This application requires the submission of the following items.

- An organizational budget.
- One to three proposed outputs or outcome data points that will be evaluated annually, including projections for each point.
- A collection of demographic information, including the racial/ethnic identifications of staff, board members and clientele.
- An indication of significant leadership changes at the organization or board level.
- An indication of any findings related to a financial audit in the past two years.
- An explanation of the current standing of the board, including the number of members, their relation to the executive director and the governing bylaws.
- Narrative responses to questions about your request.

## 2. Your Grant Request is Reviewed

Applications will be reviewed by KZCF's Community Impact team, Community Impact Committee and board of trustees. A liaison will follow up with the grant contact via email if there are additional questions.

## 3. Grant Award Notification and Grant Agreement

Notification of the outcome of your request will be sent via email by the end of June.

- If a grant is awarded, a grant agreement will follow the award notification, which must be signed and returned for the grant payment to be processed.

## 4. Annual Reporting

An annual report will be required each year of the grant period. See the Reporting section for details.

## 5. Our Relationship Continues

You may contact your CIO at any time with questions about your grant or ideas for how we can offer nonmonetary support for your work. Additionally, we would welcome a visit to your space at your discretion. Your CIO will reach out to schedule an annual reflection conversation.

# Annual Responsive Grants

KZCF offers grants with an annual one-year grant term to support projects, programs or general operations for organizations that connect to one or more of KZCF's Community Impact WHEN priorities. This grant is a fit for organizations applying for the first time, newly established organizations, ongoing grants for partners who did not receive a multiyear award, and emerging pilots or projects for organizations already being funded.

## ELIGIBILITY CRITERIA

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- Organizations must be a nonprofit 501(c)(3), registered religious institution or public entity (i.e., governmental agency, public school, educational institution, city council, public library, municipal office, etc.), or a project with a current eligible fiscal sponsor.
- Organizations must connect to at least one of KZCF's Community Impact WHEN priorities.
- The organization or its programming must be located in Kalamazoo County.

## GRANT OPPORTUNITY FUNDS AVAILABLE

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**The grant range is from \$5,000 to \$50,000.**

In 2025, an estimated \$1 million is available to fund approximately 50 requests under this type of grant. Half of the funds will be available in March and half in the September round.

## GRANT DEADLINES

### Opportunity 1

- **Open Date:** Wednesday, Feb. 12, 2025.
- **Deadline:** Wednesday, March 26, 2025, by 5 p.m.

### Opportunity 2

- **Open date:** Wednesday, Aug. 13, 2025.
- **Deadline:** Wednesday, Sept. 24, 2025, by 5 p.m.



## REPORTING

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Funded partners must engage in an annual reporting process. The annual report will include two components:

- An opportunity to engage in a grant reflection conversation with a CIO prompted by the CIO.
- A submission of summarized data through a provided form.

**Required information submitted in that form will include:**

- The total number of individuals served across the grant year
- Aggregate geographical information for those served, collected by either township/city, zip code or school district. This information will be collected in a percentage format.
- Aggregate racial/ethnic demographics for those served, collected in commonly utilized categories. This information will be collected in a percentage format.
- Actual numbers for the impact data points the partner identified in the application. See the Reporting section for more details.

## RESTRICTIONS

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- Funds received may not be used to intervene in any election or to support/oppose political candidates for voter registration, or lobbying purposes as outlined by the applicable IRS code.
- Organizations can apply once per year for this type of grant. Organizations receiving multiyear grants will generally not be prioritized for Annual Responsive Grants.

# APPLICATION PROCESS

## 1. Submit an Online Request

Visit our website to apply once per year by the deadline. This application requires the submission of the following items:

- An organizational budget.
- One to three proposed outputs or outcome data points that will be evaluated annually, including projections for each point.
- A collection of demographic information, including the racial/ethnic identifications and projections for each point of staff, board members and clientele.
- An indication of significant leadership changes at the organization or board level.
- An indication of any findings related to a financial audit in the past two years.
- An explanation of the current standing of the board, including the number of members, their relation to the executive director and the governing bylaws.
- Narrative responses to questions about your request.

## 2. Your Grant Request is Reviewed

Applications will be reviewed by KZCF's Community Impact team, Community Impact Committee and board of trustees. A liaison will follow up with the grant contact via email if there are additional questions.

## 3. Grant Award Notification and Grant Agreement

Notification on the outcome of your request will occur by the end of June (if applied in March) or the end of December (if applied in September).

- If a grant is awarded, a grant agreement will then follow the award notification, which must be signed and returned for the grant payment to be processed.

## 4. Annual Reporting

An annual report will be required before the next grant cycle or consideration for future Grants. See the Reporting section for details.

## 5. Our Relationship Continues

You may contact your CIO at any time with questions about your grant or ideas for how we can offer nonmonetary support for your work. Additionally, we would welcome a visit to your space at your discretion. Your CIO will reach out to schedule an annual reflection conversation.

# Capital Grants



KZCF offers funding to support projects such as building renovations, new constructions, land acquisition and equipment purchases for eligible organizations or projects in Kalamazoo County. Funding for capital campaign projects is limited to Kalamazoo County. Applying for or receiving a Capital Grant will not affect opportunities to apply for other KZCF grants.

Organizations interested in exploring loan opportunities can be connected to KZCF's Impact Investment team to discuss additional resources.

## ELIGIBILITY CRITERIA

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- Organizations must be a nonprofit 501(c)(3), registered religious institution or public entity (i.e., governmental agency, public school, educational institution, city council, public library, municipal office, etc.).
- Organizations must connect to at least one of KZCF's Community Impact WHEN priorities.
- Organizations must have been in operation for the last two years.
- The organization or its programming must be located in Kalamazoo County.

## GRANT OPPORTUNITY FUNDS AVAILABLE

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**\$500,000 per year has been committed to fund three to five organizations annually with a minimum request of \$100,000.**

- Larger projects may be considered for multiyear commitments at the discretion of the Community Impact team.

## GRANT DEADLINES

There is one opportunity to apply for capital grants:

- **Open date: Wednesday, Aug. 13, 2025.**
- **Deadline: Wednesday, Sept. 24, 2025, by 5 p.m.**

## REPORTING

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Funded partners must submit a brief report with information on the project, how funds were spent and include any available pictures.

## RESTRICTIONS

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Funds received may not be used to intervene in any election or support/oppose political candidates for voter registration, or lobbying purposes as outlined by the applicable IRS code.

## APPLICATION PROCESS

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### 1. Submit an Online Request

Visit our website to apply online once per year by the deadline. This application requires the submission of a project budget and timeline.

### 2. Your Grant Request is Reviewed

Applications will be reviewed by KZCF's Community Impact team, Community Impact Committee and board of trustees. A liaison will follow up with the grant contact via email if there are additional questions.

### 3. Grant Decisions Are Communicated

Notification of the outcome of your request will be sent via email in December.

- If a grant is awarded, a grant agreement will then follow the award notification, which must be signed and returned for the grant payment to be processed.

### 4. Reporting

A brief report with information on the project will be required within a year of receipt of the funds. Grantees will be asked to provide update on the status of the project and pictures as available.

### 5. Our Relationship Continues

You may contact your Community Impact liaison at any time with questions about your grant or ideas for how we can offer nonmonetary support for your work. Additionally, we would welcome a visit to your space at your discretion. Your liaison will reach out to schedule an annual reflection conversation.

# Mobilizing Grants

Mobilizing Grants allow KZCF to fund proactively by making a larger monetary commitment to a specific community issue, system gap or population need aligned with our Community Impact WHEN priorities.

**Unlike other KZCF grants, Mobilizing Grants are distributed primarily by invitation only.**

Funding may be awarded to:

- A project or existing effort led by a 501(c)(3), public entity or fiscal sponsor. This grant is offered and documented via the submission of a grant application.
- A strategy that the community is seeking to initiate. This is an invitation-only process focused on identifying partners to develop or initiate strategy.

KZCF staff and volunteer leadership will determine the focus of our Mobilizing Grant each year. A multiyear commitment of Mobilizing Grant funds can be considered depending on the scale and scope of the selected focus area.

**Selected projects or strategies will meet at least five of the following criteria:**

- Must be highly aligned with at least one of KZCF's Community Impact WHEN priorities. However, all projects/strategies being considered would ideally demonstrate impact across multiple WHEN priorities.
- Must include strong community data and input from community members, content experts and funded partners, affirming the need for the request.
- Must provide an opportunity to enhance or scale existing collaborative efforts.
- Must utilize evidence-based or innovative approaches that show promise in the area(s) of focus.
- Must demonstrate high potential for leveraging additional funds at the local, state or federal level.
- Must positively impact Kalamazoo County at large.

## ELIGIBILITY CRITERIA

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- Organizations must be a nonprofit 501(c)(3), registered religious institution or public entity (i.e., governmental agency, public school, educational institution, city council, public library, municipal office, etc.), or a project with a current eligible fiscal sponsor.
- Organizations must connect to at least one of KZCF's Community Impact WHEN priorities.
- The organization or its programming must be located in Kalamazoo County.

## GRANT OPPORTUNITY FUNDS AVAILABLE

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**Up to \$1 million dollars per year has been committed for Mobilizing Grants.**

## GRANT DEADLINES

The selected project or focus area will be announced by March each year. If that year's process includes a grant opportunity, information on that process will be released at that time.

## REPORTING

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Funded partners must engage in an annual reporting process. The annual report will include two components:

- An opportunity to engage in a grant reflection conversation with a CIO prompted by the CIO.
- A submission of summarized data through a provided form.

### **Required information to be submitted includes:**

- Total number of individuals served across the grant year.
- Combined geographical information for those served, collected by either township/city, zip code or school district. This information will be collected in a percentage format.
- Combined racial/ethnic demographics for those served, collected in commonly utilized categories. This information will be collected in a percentage format.
- Actual outputs and outcomes for relevant data points that the applicant identifies within the application. See the Reporting section for details.

# Annual Reporting Process

Partners receiving Multiyear General Operations, Annual Responsive or Mobilizing Grants are required to engage in an annual reporting process. This process will include the following elements:

- The submission of data through a provided Impact Data Form, which is summarized below.
- An opportunity for a grant reflection conversation with a CIO.

## IMPACT DATA FORM

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This form is to be filled out and returned prior to your grant reflection conversation. The required information to be submitted includes:

- The total number of individuals served across the grant year.
- Aggregate geographical information for those served, collected by either township/city, zip code or school district. This information will be collected in a percentage format compared to the projected numbers from the grant application.
- Aggregate racial/ethnic demographics for those served, collected in a percentage format in the following categories:
  - American Indian or Alaskan Native
  - Asian
  - Black or African American
  - Hispanic or Latina/o/é/x
  - Middle Eastern or North African
  - Native Hawaiian or Other Pacific Islander
  - White
  - Multiracial
  - Client did not disclose
  - Unknown – data not collected
- A summary of actual numbers for the impact data points the applicant identified within the application. This requires the data points proposed to be collected as part of the application so that impact can be measured.

# GRANT REFLECTION CONVERSATION

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Near the end of each funded program year, partners will receive an invitation to schedule a reflection conversation with a CIO. Please monitor your email for such announcements and instructions on how to schedule this conversation. Your CIO will guide the conversation by discussing the Impact Data Form you submitted and asking additional questions like:

- What successes and challenges has your organization experienced over the past year while implementing this program/project?
- What have you learned, and how are you incorporating these findings into your work going forward? Grantees may include feedback from participants and sector learning in their responses.
- How have you adapted to increase accessibility and inclusion of your organization and services? What racial equity strategies are you using?
- How can KZCF better support your work moving forward? What feedback do you have for us?



## FEEDBACK

We welcome your feedback on this guide and the information provided. Please scan the QR code to submit an anonymous feedback survey anytime.

## CONTACT US

If you have additional questions, please contact us at **ci@kzcf.org** or **(269) 381-4416**.



# Key Terms



## Centering Anti-Racism

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Centering anti-racism is the ongoing practice of using the power, influence and privilege that individuals or organizations hold to take actionable steps to undo behaviors, thoughts and actions that contribute to racial inequity and injustice.

## Capacity Building

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Organizational, institutional and human resource developments that increase an organization's effectiveness or capabilities to survive, adapt and thrive.

## Capital Campaigns

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Fundraising strategies that are created to meet a specific financial goal within a time period. Objectives of capital campaigns often include construction projects, building improvements and equipment purchases.

## Community Foundation

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A type of charitable organization that pools donations from individuals, families and businesses to support charitable initiatives within a specific geographic area.

## Community Impact Officer

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KZCF staff assigned to support applicants before, during and after funding processes.

## Economic Justice

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Recognizing the direct link between financial health and quality of life and using this understanding to champion financial prosperity that liberates economically oppressed groups.

## Equity

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Acknowledging that many groups of people have not received equal access to upward mobility, prosperity and an improved quality of life due to long-standing racial, social and economic injustice.

## Funded Partner

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An agency that has been informed of an upcoming grant award or is currently funded.

## General Operations Funds

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Operational funding that covers our partners' day-to-day and ongoing needs. Operational costs may include wages and overhead expenses as well as programs, materials and supplies that help the organization fulfill its core mission.

## Impact Data

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Information collected across a year of programming or service that, when summarized, shows the impact (change or benefit) an agency has had on its participant(s).

## Inclusion

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The degree to which organizations value the contributions of diverse individuals to foster more effective, responsive and sustainable approaches to social challenges.

## Intersectionality

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The complex and cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism and classism) combine, overlap or intersect, especially in the experiences of Black, Indigenous and people of color from historically disadvantaged racial groups. Intersectional programs and policies are intentionally designed for people with multiple oppressed identities to adapt to better assist each community member, regardless of how their identities intersect.

## Public Entity

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An organization that is part of the government or a publicly funded system. These entities operate at various levels – such as local, state or federal – and are typically created to serve the public good. Examples of public entities include universities, public libraries, government agencies and law enforcement.

## Racial Justice

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Honoring the foundational and undeniable humanity of all people while securing access to equitable opportunities that liberate oppressed racial groups.

## Social Justice

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Understanding that at the heart of our society's foundation is basic human interaction, and it is our responsibility to consistently design and redesign our institutions to reflect our all-encompassing respect for one another in every area of life.



402 E Michigan Avenue  
Kalamazoo, MI 49007-3888

**(269) 381-4416 | [kalfound.org](http://kalfound.org)**

