



HEADWATERS[™]
FOUNDATION *for* JUSTICE

New Majority Fund 2019 Application & Guidelines

2017 New Majority Fund Grant recipient Asian American Organizing Project





About the Fund

The New Majority Fund (NMF) supports organizations that are led by and for People of Color and Indigenous people (POCI) across Minnesota. The two-year general operating grants total \$20,000, meaning organizations receive \$10,000 per year for two years. Grant dollars are raised and awarded by participants of the Giving Project: a 25-member cross-race, cross-class group of volunteer grantmakers from the community.

To further POCI self-determination and leadership, we will offer each NMF grant recipient two spots in our Movement Leadership Project. Staff, board, or volunteers will represent their organizations and participate in an ongoing professional development cohort.

About Who We Fund

Applicant organizations will need to tell us about:

- how they use community organizing to promote social change;
- the POCI community or communities they serve and represent;
- the structures and systems behind the challenges their community faces; and
- the power-building goals and strategies they plan to use to change those structures and systems.



Funding Criteria

- Organization is led by and for POC I communities. Meaning, at least 51 per cent of the organization's board of directors, staff, and community identify as POC I.
- Organization addresses the root causes or conditions of injustice through community organizing.
- Organization has a clear analysis of the structures and systems behind the challenges its community faces.
- Organization has concrete goals and power building strategies to change current systems or generate new systems.
- Organization has an organized constituency POC I base who are directly affected by the issues the organization is working on.
- Organization's leadership is accountable to its community.
- Organization sees itself as part of a larger movement for racial and economic justice and works towards strengthening that movement in collaboration with others.
- Organization has an intersectional, cross-issue approach that makes connections between race, class, and gender.
- Organization has limited access to mainstream funding sources.
- Organization and its work are based in Minnesota.



Eligible Organizations

- Headwaters Foundation encourages emerging and established organizations at all stages of work to apply for an NMF grant.
- Organization must be a legally incorporated entity with 501(c)(3) or 501(c)(4) status or have a fiscal agent.
- Organization must be based in and carry out its work in Minnesota.
- Organization must satisfy reporting requirements for all previous Headwaters grants.

Ineligible Organizations & Activities

- Requests from organizations that primarily provide direct services.
- Projects sponsored by a government agency.
- Endowment funds or capital campaigns.
- Individuals; these grants are for organizations.
- Partisan efforts.
- Late or incomplete applications.



Who is an NMF Grant Recipient?

We believe that the people who are closest to community problems are closest to solving them. Headwaters makes grants to organizations that prioritize community organizing as the core strategy to engage and build power in their communities to advance equity. We recognize that there are different approaches to community organizing, and we value diversity in our funding.

All NMF grant recipients share the following characteristics:

- They are led by the people most directly affected by the issues the organization is working on.
- They continually build leadership from within its own membership, base, or community.
- They work to understand and address the root causes of the issues, not just the symptoms.
- They bring people together to build power they wouldn't have individually. We define power as “the capacity of a group of people to decide what they want and to act in an organized way to get it.” (Class Action, Building Bridges Across the Class Divide.)
- They use that power to create institutional, cultural, and/or structural change.
- They see itself as part of a larger movement for social change, and work towards strengthening that movement.

Visit our website to learn more about NMF grant recipients, as well as other organizations we invest in.



Application Deadline

You must submit your organization's application by 5 p.m. Central on Friday March 1, 2019 via our grant portal. We will not consider late or incomplete applications.

For additional NMF program information, contact our program officers Monday through between 9 a.m. and 5 p.m.:

- Allison Johnson Heist, allison@headwatersfoundation.org or 612-400-6264
- Melissa Rudnick, melissa@headwatersfoundation.org or 612-400-6266

Contact Grants and Program Associate Noelle Martinez for technical assistance: noelle@headwatersfoundation.org or 612-400-6262.

Application Requirements

- Complete answers to all application questions, complete financial information.
- Board and staff list, including demographics, using the template we provide
- If organization is a 501(c)(3) or 501(c)(4):
 - One copy of IRS Letter of Determination
 - One copy of your most recently completed 990 (if your organization does not file a 990, please attach your most recent 990-EZ or 990-N)
- If organization is using a fiscal agent, the agent must provide:
 - A letter from the fiscal agent's Executive Director verifying the fiscal relationship, dated within the last six months;
 - One copy of the fiscal agent's IRS Letter of Determination;
 - The fiscal agent's most recent audited financials (if your fiscal agent does not have audited financials, please attach their most recent 990, 990-EZ, or 990-N);
 - Your year-end income and expense report; and
 - Your current balance sheet.



Proposal Narrative

1. Organization Description:

Provide a summary of your organization, including your mission, history, goals, and major successes.

(400 word limit)

2. Organizing for Social Change:

NMF grants support organizations that are led by and for POCI communities; they must use a community organizing approach to address root causes of injustice. Organizations must have an organized constituency base; a clear analysis of structures and systems that challenge their community; and concrete goals and strategies to build power and change systems.

Please discuss the following areas as they relate to your organization:

- What problems, needs, or opportunities does your work address?
- What are the root causes of these issues?
- How does your organization build collective power?
- How will your work address the root causes and underlying power dynamics of the identified issues?

(400 word limit)

3. Constituency Leadership:

NMF grants support POCI communities and leadership. Please discuss the following areas as they relate to your organization:

- Which POCI communities are most directly impacted by the issues your organization addresses?
- How are POCI communities involved in your organization's leadership?
- How does your organization develop POCI leaders?

(400 word limit)



Proposal Narrative (cont'd.)

4. Decision-Making Power and Accountability

Explain how your senior leadership, staff, and board reflect the POCI community your organization serves. Please discuss the following areas as they relate to your organization:

- Who has decision-making power, and how are decisions made?
- How is your organization accountable to and reflective of your community?
- If your leadership, staff, or board does not reflect POCI communities, please explain why.
- Using the template we provide, please upload a list of your board of directors, key staff people, and volunteers.

(400 word limit)

5. Please describe your work plan for the next two years.

- What are your overall goals and strategies?
- What are your planned activities and objectives?
- How will you know you are successful?

(400 word limit)

6. Racial justice and cross-issue analysis:

We prioritize organizations that use an intersectional approach to work on racial, gender, and economic justice. Tell us how your organization draws connections across lines of race, gender, and class.

(400 word limit)



Proposal Narrative (cont'd.)

7. Partnership

Headwaters believes partnerships are core to the work of social change. Tell us about a specific partnership you belong to and your role.

- What is the partnership's purpose and impact?
- What is your organization's role in the partnership? And, how has your organization impacted the work?
- How has the partnership impacted your POCI organization and community?

(400 word limit)

8. Movement Leadership Project

The Movement Leadership Project invests in ongoing relationship building between social change leaders and fosters their collaboration across movements. Newly-awarded NMF grantees will nominate two organizational leaders, staff members, or board members to participate. Possible topics include: building transformative leadership practices, creating networks across movements, and cultivating individual donors. Please tell us what you hope to gain from and bring to the Movement Leadership Project cohort.

(400 word limit)



Financial Information

Please note: Applicants are not required to submit any form of budget. Please do not submit budgets adapted from other foundation proposals, the budget you prepare for your board, or any other type of budget or financial planning document.

Instead, we ask a series of finance related questions that help us understand what resources you are working with and how you plan to sustain the work.

1. Current foundation funders

List your current foundation funders in the space provided below. Include the name of the foundation and the amount they currently give:

2. Prospective foundation funders

List prospective foundation funders in the space provided below. Include the name of the foundation and the amount they are projected to give.

3. Status of foundation fundraising

Describe the status of your foundation fundraising efforts. We are interested in learning about any new funders you have secured in the last year, any funders that may be cycling off from supporting your work, and any other unexpected changes (good or bad) in your overall foundation fundraising.

(400 word limit)



Financial Information (cont'd.)

4. Are you diversifying or trying any new approaches to fundraising (e.g. matching grants, grassroots fundraising, events, new appeals, major donor development, or government grants)? If so, what results are you seeing?

(400 word limit)

5A. What was your actual revenue for the **most recently completed** fiscal year?

5B. What was your actual expense for the **most recently completed** fiscal year?

6. Please indicate which of the following you are projecting for the **current** fiscal year?

A. Revenue (please click one)

- Increased revenue
- Decreased revenue
- Stable revenue

B. Expenses (please click one)

- Increased expense
- Decreased expense
- Stable expense



Financial Information (cont'd.)

7. Based on your most recent fiscal year end **and** your projections for your current fiscal year, what do you expect to be changing in your current fiscal year and next year? For example: major new expenses, major savings, staff expansions or contractions, new programs or campaign expenses, or major capital costs (moving or expanding office space, major computer upgrades, new database, buying a building or building maintenance, etc.).

(500 word limit)

Financial attachments

For 501(c)(3) or 501(c)(4) organizations:

- IRS letter of Determination
- Most recently completed 990 or, if your organization does not file a 990, please attach your most recent 990-EZ or 990-N

For fiscally-sponsored organizations:

- Your income and expense report
- Your current balance sheet



Contact our program officers with any questions:

Allison Johnson Heist

allison@headwatersfoundation.org or 612-400-6264

Melissa Rudnick

melissa@headwawtersfoundation.org or 612-400-6266

Contact our grants and program associate for technical assistance:

Noelle Martinez

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