

INTRODUCTION

For the past seven years, *Ladders to SUCCESS*, a grants program of The Community Foundation of Anne Arundel County, has invested almost \$1,000,000 into local nonprofit organizations that provide opportunities for low income county youth and adults to live healthy, vibrant, and successful lives. In 2017, thanks to a generous grant from the Deerbrook Charitable Trust and other supporters, CFAAC will be awarding \$150,000 in grants to six nonprofit organizations in Anne Arundel County.

Nonprofits that provide services in two focus areas -- Economic Opportunity AND/OR Youth Development -- are invited to apply to *Ladders to SUCCESS* by **3:00 p.m. on Friday, March 31, 2017**. All of this year's grants will be awarded in June 2017. CFAAC will be selecting three recipients in the focus area of Economic Opportunity and three recipients from Youth Development for an award of \$25,000 each (grants to all six organizations will total \$150,000). **The application, including a full description of the Ladders to SUCCESS grant program, is available at www.cfaac.org.**

Contact Jan Hoffberger at Jan@cfaac.org with specific questions and to schedule a one-on-one meeting to discuss your application. Meetings are being scheduled for Tuesday, February 14 from 12:00 noon – 4:00 p.m. and Thursday, February 16 from 10:00 a.m. – 3:00 p.m.

All applications (electronic and hard copies) are due in the CFAAC office on Friday, March 31, 2017 by 3:00 p.m. with no exceptions. Hand delivery of hard copies is encouraged; if mailed, send well in advance of the deadline to ensure on-time delivery. No exceptions will be made for applications that are not received by the deadline.

GENERAL INSTRUCTIONS

- The *Ladders to SUCCESS* grant application includes the:
 - Cover Page
 - Proposal (including budget)
 - Attachments
- One hard copy and one electronic copy of the application are due by Friday, March 31, 2017 no later than 3:00 p.m.
- The electronic copy should be sent to: Jan@cfaac.org either as a single Microsoft Office or PDF file attachment. Files should be named "2017 Ladders YD or EO – Organization Name". For example, if CFAAC is applying for a Youth Development grant, the file would be named *2017 Ladders YD – CFAAC*. Please put the same in the subject line of your email for electronic delivery.
- Hard copies should be mailed or delivered to:
Community Foundation of Anne Arundel County
Attn: *Ladders to SUCCESS*
914 Bay Ridge Road, Suite 220
Annapolis, MD 21403
- Applications received after 3:00 p.m. on Friday, March 31 will not be accepted.
- Applications must be single-spaced, submitted in the requested format, and include reasonable margins and fonts no smaller than 11 pt. The hard copy should be without any other cover or binding (no staples, please).
- Applying organizations must be tax-exempt, either as a federally determined 501(c)(3) entity or as a unit of government.
- Organizations may be selected for a site visit.
- A mid-year and final evaluation assessing project outcomes is required for all grant projects within six weeks of completion. Report formats are attached.
- Past grant recipients will be excluded from further grant consideration if a final evaluation report has not been submitted for the prior project. Current grantees will be excluded from further consideration if an interim evaluation report demonstrating adequate progress has not been submitted for the project.
- Organizations are limited to one application per grant cycle.

Contact Jan Hoffberger at Jan@cfaac.org with specific questions or to schedule a one-on-one meeting to discuss your application. Meetings are being scheduled for Tuesday, February 14 from 12:00 noon – 4:00 p.m. and Thursday, February 16 from 10:00 am – 4:00 p.m.

APPLICATION COVER PAGE

Application Date: (mm/dd/yy): _____

Organization Name: _____

Federal Tax Identification Number: _____ MDAT ID: _____

Mailing Address: _____

CEO/Executive Director: _____

Phone: _____ Email: _____

Grant Project Director: _____

Phone: _____ Email: _____

Grant Application prepared by: _____

Phone: _____ Email: _____

Organization is Applying for (*please select only one*):

Youth Development Economic Opportunity

Project Name: _____

Project Duration: (mm/dd/yy – mm/dd/yy): _____

If the opportunity arises, may we share this application with other funders? _____

Requested Amount: \$ _____

Total Project Budget: \$ _____

Funds Raised/Pledged to Date for this Project: \$ _____

Total Organization Budget: \$ _____

CEO/Executive Director

Date Signed

PROPOSAL FORMAT

Using no more than five pages for Questions 1-5 and two pages for your budget (using the required template) and budget narrative, create a proposal using the following headings and format:

1. Description of Applicant Organization

Concisely describe the mission, purpose and programs of the organization.

2. Summary Project Description

Summarize the project. Include key components, proposed outcome statements, the number of people involved in the project, and collaborating partners.

3. Project Purpose Statement

Describe the purpose of the proposed program or project, the issues that will be addressed, and the significance of those issues. Describe how your project will expand or complement existing community services, plus any arrangements to collaborate with other organizations. Indicate who will benefit and identify the following target output metrics in a table format:

- Number of individuals who will be directly served by your program.
- Number who will be indirectly served by your program. (*Indirect service includes family members or other impacted parties of the people participating in your program.*)
- Number of hours of programming/services participants will receive.
(# people) x (# hours) = total number of hours of programming.

**If funded, you will be asked to report on these metrics in your final report.*

4. Proposed Outcomes and Outcome Indicators

Outcomes determine whether you are achieving the purpose of the program by describing how the program's activities changed participants. Outcome indicators are the specific items of information (data) that track a project's success relating to outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome. In other words, what MEANS (delivery of service/outputs) will you use to achieve your desired ENDS (customer results/outcomes)?

Outcome measurement is a cornerstone of the *Ladders to SUCCESS* grants program. For information on this approach from project design to evaluation, please consult the resources below and others available to you. Please note that Strengthening Nonprofits scholarships are available to pay for training on outcomes measurement. Visit the CFAAC website for scholarship application and guidelines.

The Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations with Very Limited Resources, developed by Carter McNamara, a management consultant in St. Paul, Minnesota. This online guide is available to view at:

<http://managementhelp.org/evaluatn/outcomes.htm>

About Results Based Accountability provides information on another approach to evaluation:

<http://www.resultsleadership.org.au/about-rba>

CFAAC will be hosting a half-day evaluation training workshop on March 27, 28 or 29, 2017 featuring Trina Willard of the Knowledge Advisory Group. Workshop details will be available on our website by February 15, 2017. **Attendance at this workshop is strongly encouraged for all *Ladders to Success* grant applicants.**

As a short-term funder, CFAAC acknowledges that the outcomes you propose are likely to be initial or intermediate in nature. Long-term outcomes will generally be beyond the scope of evaluation for a *Ladders to SUCCESS* grant. These distinctions are explained in the readings cited above.

In your proposal, identify up to four (4) outcomes indicators from the list below for your project. You are welcome to track additional outcomes and share those with us, but they are not required for the purposes of this grant. Please specify the measurable indicators you will use to determine whether the outcomes have been achieved, including a target for each indicator. If appropriate, an outcome could have more than one indicator with a target. Make sure that your selected indicators answer these questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Present the information in a table format as shown below.

For the **Youth Development** application, please select up to four outcomes:

- Teamwork, Grade Point Average, Problem Solving, Creativity, Listening, Technical Skills, Self-Confidence, Empathy

For the **Economic Opportunity** application, please select up to four outcomes:

- Skills, Job Placement, Sustainable Employment/Retention, Earnings, Self-Sufficiency

EXAMPLE:

Outcome	Measurable Indicator	Target Number of Participants	Indicator: Target Number	Target Percent
Skills	Clients Pass Post-Test for Soft Skills Course	75	65	87%
Skills	Clients Demonstrate Reading and Math Improvement through Pre and Post Test	75	60	80%
Skills	Clients complete dress for success session	75	70	93%
Job Placement	Clients who find employment within three weeks of program completion.	75	50	67%
Sustainable Employment/Retention	Clients who are still employed two months after becoming employed	75	45	60%

5. Activities/Strategies

Briefly describe the activities and/or strategies designed to accomplish the proposed outcomes. Provide a work plan, including a timeline and the responsibilities of staff and

volunteers. Discuss the qualifications of key personnel. If applicable, describe any required trainings and participant selection procedures.

6. Budget & Budget Narrative

Submit a project budget using the required budget format. In your narrative, please:

- Note if there are other funding sources for this project and whether or not they have been secured or committed.
- Indicate if the grant you are requesting would be used as a match or to leverage other sources of revenue.
- Briefly explain how you plan to fund the project when the grant expires.

Outcomes measurement is important information CFAAC will expect to see in your final report, should your grant be awarded. Additionally, providing appropriate skills training for your staff is necessary to attain your desired program outcomes. **Your grant budget may include line items for staff development and evaluation expenses.**

7. Attachments (*not required for governmental units or public schools*)

- List of organization's board of directors and their affiliations. Identify the officers of your board. Provide the percentage of board members who made financial contributions to the organization in 2016 (*DO NOT provide the dollar amount contributed by individual or in total*).
- Most recent audited financial statement for your organization. If your organization does not have a certified audit by an independent auditor, provide your most recent, signed Form 990.
- Current year income and expense budget for your organization.

PROGRAM/PROJECT BUDGET *Please attach a budget narrative of no more than 1 page

INCOME:

<u>Source</u>	<u>Amount Committed</u>	<u>Amount Pending*</u>
Support		
Government grants (list in budget narrative)	\$	
Foundations (list in budget narrative)	\$	
Corporations (list in budget narrative)	\$	
United Way or federated campaigns	\$	
Individual contributions	\$	
Fundraising events and products	\$	
Membership income	\$	
In-kind support	\$	
Investment income	\$	
Revenue		
Government contracts	\$	
Earned income	\$	
Other (specify)	\$	
	\$	
Total Projected Income	\$	

*Note: Pending sources of support include those requests currently under consideration, including this grant request. Please indicate anticipated decision date of any pending funds in your budget narrative.

EXPENSES:

<u>Item</u>	<u>Total Amount</u>	<u>Amount to be Funded by CFAAC</u>	<u>%FT/PT</u>
Salaries and wages (break down by individual position and indicate full- or part-time)	\$	\$	
	\$	\$	
	\$	\$	
	\$	\$	
SUBTOTAL	\$	\$	
Insurance, benefits and other related taxes	\$	\$	
Consultants and professional fees	\$	\$	
Travel	\$	\$	
Equipment	\$	\$	
Supplies	\$	\$	
Printing and copying	\$	\$	
Telephone and fax	\$	\$	
Postage and delivery	\$	\$	
Rent and utilities	\$	\$	
In-kind expenses	\$	\$	
Evaluation Expenses	\$	\$	
Other (specify)	\$	\$	
	\$	\$	
Total Projected Expense			
Difference (Income less Expense)	\$	\$	

**Ladders to SUCCESS
Mid-Grant Evaluation Report**

Please complete your Mid-Grant Evaluation Report by answering the following questions. Items 2-5 should be included in a separate attachment and no more than two pages. Mid-Grant Evaluation Reports are due by 4:00 p.m. Wednesday, January 31, 2018. Reports should be submitted electronically to Jan@cfaac.org.

1. Organizational and Grant Information:

Organization: _____

Mailing Address: _____

Contact Name: _____

Email: _____

Telephone Number: _____

Grant Award Date: _____

Please check one: Youth Development Economic Opportunity

- 2. Have any changes been made to the project since the original proposal?**
- 3. How does your project's current status compare with your originally anticipated time frame, goals, outcomes and outputs? Please be specific.**
- 4. Is there anything else you would like to share with CFAAC?**

Prepared By: _____

Date: _____

Title: _____

Ladders to SUCCESS
Final Grant Evaluation Report

Please complete your Final Grant Evaluation Report by answering the following questions. Items 2-5 should be included as a separate attachment and no more than three pages. Final Grant Evaluation Reports are due within six weeks of project completion. Reports should be submitted electronically to Jan@cfaac.org.

1. Organizational and Grant Information:

Organization: _____

Mailing Address: _____

Contact Name: _____

Email: _____

Telephone Number: _____

Grant Award Date: _____

Please check one: Youth Development Economic Opportunity

2. Project Summary, describing the following in one brief paragraph:

- Purpose of the project
- Target audience
- Key activities

3. Outputs and Outcomes

A. List intended outputs (from the original proposal) and outcomes actually met in a table format.

EXAMPLE:

	Planned	Actual
Directly served	25	22
Indirectly Served	75	70
Hours of Program	400	455

B. List the intended outcomes of the program (from original proposal) and outcomes actually met in a table format. Include raw data and percentages for all targets. In your narrative, explain how you measured the outcome. Include anecdotal evidence when meaningful. If any intended outcomes were not achieved, indicate the reasons.

EXAMPLE:

		Target outcomes stated in your grant application			Actual outcomes		
Outcome	Measurable Indicator	Target Number of Participants	Indicator: Target Number	Target Percent	Total Number of Participants	Indicator: Actual Number	Actual Percentage
Skills	Clients Pass Post-Test for Soft Skills Course	75	65	87%	72	66	92%
Skills	Clients Demonstrate Reading and Math Improvement through Pre and Post Test	75	60	80%	72	55	76%
Skills	Clients complete dress for success session	75	70	93%	72	68	94%
Job Placement	Clients who find employment within three weeks of program completion.	75	50	67%	72	56	78%
Sustainable Employment/ Retention	Clients who are still employed two months after becoming employed	75	45	60%	72	50	69%

4. Conclusions

- Describe how the program could be altered to improve its results.
- Describe any future plans for the program.
- Describe how you leveraged partnerships and/or collaboration.
- Describe your efforts to attract additional funding with the Ladders award.

5. Budget

- Resubmit a copy of the original project budget from the grant proposal, including an additional column entitled "actual expenses."
- List additional funders and amounts obtained or in process.

Prepared By: _____

Date: _____

Title: _____