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### INTRODUCTION

For the past six years, Ladders to SUCCESS, a grants program of The Community Foundation of Anne Arundel County, has invested over $800,000 into local nonprofit organizations that provide opportunities for low income county youth and adults to live healthy, vibrant, and successful lives. In 2016, thanks to a generous grant from the Deerbrook Charitable Trust, 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 Youth Development -- are invited to apply to Ladders to SUCCESS by **3:00 p.m. on Tuesday, February 16, 2016.** Unlike previous years when grants were awarded in each focus area at different times of the year, all of this year's grants will be awarded in June 2016. 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 Adrianna Weissburg at [Adrianna@cfaac.org](mailto:Adrianna@cfaac.org) with specific questions and to schedule a one-on-one meeting to discuss your application. Meetings are being scheduled for Tuesday, January 12 from 10:00 a.m. – 2:00 p.m. and Tuesday, January 19 from 9:00 a.m. – 1:00 p.m. All applications (electronic and hard copies) are due in the CFAAC office on Tuesday, February 16, 2016 by 3:00 p.m. with no exceptions. Hand delivery of hard copies is encouraged if not mailed well in advance of the deadline to ensure on-time delivery.

### 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 Tuesday, February 16, 2016 by 3:00 p.m.
* The electronic copy should be sent to:

Adrianna@cfaac.org either as a single Microsoft Office or PDF file attachment.

* Files should be named “2016 Ladders YD *or* EO – Organization Name”.

For example, if CFAAC is applying for a Youth Development grant, the file would be named *2016 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 Tuesday, February 16 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. The mid-year and final evaluation templates 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.
* Organizations are limited to one application per grant cycle.

Contact Adrianna Weissburg at [Adrianna@cfaac.org](mailto:Adrianna@cfaac.org) with specific questions and to schedule a one-on-one meeting to discuss your application. Meetings are being scheduled for Tuesday, January 12 from 10:00 a.m. – 2:00 p.m. and Tuesday, January 19 from 9:00 am – 1:00 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:

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.

1. **Summary Project Description**

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

1. **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.*

1. **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.

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>

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 reading 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. Present the information in a table format as shown below.

Outcomes measurement is important information CFAAC will expect to see in your final report, should your grant be awarded. **Your grant budget may include evaluation expenses**.

* 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:



1. **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.

1. **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.

## 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.
* 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:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Source** |  | **Amount Committed** | **Amount Pending\*** |
| 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:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item** | **Total Amount** | **Amount to be Funded by CFAAC** | **%FT/PT** |
| 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 5:00 p.m. Friday, December 30, 2016.

Reports should be submitted electronically to [adrianna@cfaac.org](mailto:adrianna@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

1. **Have any changes been made to the project since the original proposal?**
2. **How does your project’s current status compare with your originally anticipated time frame, goals, outcomes and outputs? Please be specific.**
3. **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 [adrianna@cfaac.org](mailto:adrianna@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:



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:



**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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_