ACF of Flagstaff Community Funds Grant Cycle
Page/Lake Powell, Tuba City, and Williams
Grant Guidelines & Application Questions

Open Date: 9:00 a.m., March 1, 2022
Close Date: 4:00 p.m., March 22, 2022

Introduction
The Page/Lake Powell, Tuba City and Williams Community Funds are part of the Arizona Community Foundation of Flagstaff, an affiliate of the Arizona Community Foundation (ACF) whose mission is to lead, serve and collaborate to mobilize enduring philanthropy for a better Arizona.

The ACF of Flagstaff Community Funds bring people and organizations together around local issues and opportunities. These Community Fund endowments were set up for the specific communities of Page/Lake Powell, Tuba City and Williams. They are restricted by donor intent to be used within the boundaries set forth in the fund agreements.

Income generated from the endowed funds is returned to the community annually as grants, while the principal continues to grow to provide for community needs in perpetuity. Local Steering Committee members share their knowledge and expertise to address needs specific to the area and spearhead the fundraising and grant cycles. With a deep understanding of the concerns and resources that shape the community, local grant reviewers make recommendations on funding.

The Arizona Community Foundation of Flagstaff encourages proposals that:
• have significant community impact which provide benefits for the largest number of people possible, with a modest investment of funds
• serve a variety of ethnic, economic or cultural backgrounds
• include new or creative solutions to problems or issues
• involve volunteers and in-kind gifts that demonstrate community involvement
• leverage matching funds
• foster cooperative efforts between organizations
• support underserved and unrepresented populations

Funds can be used to:
• build the capacity of the organization
• support direct service projects and programs
• support capital expenditures. Grant amounts awarded through this funding opportunity typically cannot support “bricks and mortar” capital expenditures. Please review the funding range stated below
• provide general operating support
• support one-year and/or renewable funding proposals; however, there is no guarantee for 2nd year funding
• support direct and indirect administrative costs associated with carrying out the program, such as staff salary/wages, project management, marketing, consultants, supplies, postage, travel, training
or equipment, newly-acquired information technology, etc. will be allowed. Direct costs can also include directly attributable administrative support, legal or accounting functions, with distinct and measured effort on the project.

**Funding Request Range**
Grant proposals may range from $250.00 to $5,000.00. Amounts available will depend, in part, on funding available from the Community Foundation’s Unrestricted and Field of Interest Funds. Not all grant applications will necessarily be funded, partially funded, or fully funded.

**Eligibility Requirements**
- Organization without 501(c)(3) status must use a fiscal agent to apply on their behalf. Fiscal agents must be a 501(c)(3) organization. **A copy of the agreement between the fiscal sponsor and the sponsored organization is required.** Applications that are missing the required documentation will be considered incomplete and will not be forwarded for review by the grant committee.
- Organizations must demonstrate a non-discrimination policy regarding staff, employment, governing board and service delivery based on race, ethnicity, religion, gender, sexual orientation, gender identity, age, disability or national origin, and provide evidence of the policy.
- The application for this grant cycle is online. If applicants do not have internet access, they are advised to contact local public libraries, which offer free public internet access. If internet connectivity continues to be an issue, please contact our office.
- Organizations are required to have a completed and visible profile on ACF’s grant portal: https://www.grantinterface.com/Home/Logon?urlkey=azfoundation. Incomplete organizational profiles will result in immediate declination of the submitted application.
- Organizations must be in good standing with the IRS at the time of review or else the submitted application(s) will be immediately declined.
- Organizations uncertain of their eligibility may inquire by sending an e-mail to grants@azfoundation.org.
- Incomplete applications will not be forwarded to review by the grant committee. This includes unanswered questions and incomplete budget.
- Add administrator@grantinterface.com to your contact list to ensure automated messages generated by online grants system do not end up in spam. Be sure to check for a confirmation email that the proposal was submitted successfully.
- If your organization received a grant in 2020, you must have completed the final report for that grant by the 2021 deadline. If a final report was not submitted by the deadline, this will result in a declined application.
- If you are a grant writer working with more than one agency, please inform the affiliate office of each organization you have written a grant for prior to the close of the application portal. Please email Gwen Groth at aggroth@azfoundation.org with the list of organizations you represent.

**What If...**
- **Situation 1:** My organization is a standalone organization? You may submit one application.
- **Situation 2:** My organization is a chapter or affiliate of a local or national nonprofit organization? The local nonprofit organization may submit one application, the chapters or affiliates need to be included within that one application.
- **Situation 3:** My organization is within a school district? You may submit one application per school.
If several schools are applying for the same project, please treat it as a collaborative application.
A district may apply separately for a project separate from those the schools apply for.
The district office will have a contact person to approve and track the applications.

- **Situation 4:** My organization is part of a government establishment or tribal entity? You may submit one application per department.
  - If several departments are applying for the same project, please treat it as a collaborative application.
- **Situation 5:** My organization is within a university? You may submit one application per college/school.
  - The university will have a contact person to approve and track the applications.
- **Situation 6:** My organization is within a college? You may submit one application.
- **Situation 7:** My organization is a fiscal sponsor for another organization? You may submit one application, whether that application is for your organization or as a fiscal sponsor for another organization. A copy of the agreement between the fiscal sponsor and sponsored organization is required. See note below.**

**Please note:** Each organization can submit one standalone application. The grants portal tracks this by EIN number, hence each EIN number can only appear once in the grant cycle.

**An exception may be considered where an organization sponsors a start-up nonprofit that is in the process of obtaining their own 501(c)3 and has not previously applied. Contact ACF of Flagstaff for more information.**

**Immediate Geographic Area**

- **Greater Williams Community Fund:** Organizations must serve the residents within the Greater Williams geographical boundaries, and areas serviced by the Williams Unified School District.
- **Page/Lake Powell Community Fund:** Is proximate to Page/Lake Powell and refers to programs that specifically benefit residents of the area.
- **Tuba City Community Fund:** Organizations must serve the residents within the Tuba City boundaries and proximate area, and that the programs benefit Tuba City residents.

**Timeline for 2022 Grant Cycle**

- Request for Applications announced to the community by February 1, 2022.
- Grant Application Workshops (attendance is highly encouraged):

  **GRANT APPLICATION WORKSHOP #1**
  Tuesday, February 15
  12:00 to 1:30 p.m. (Arizona time)
  Virtual event

  **GRANT APPLICATION WORKSHOP #2**
  Thursday, February 24
  5:30 to 7:00 p.m. (Arizona time)
  Virtual event

- Grant cycle opens on March 1, 2022 at 9:00 a.m.
• DEADLINE: Applications are submitted online and due by 4:00 p.m. on March 22, 2022. No exceptions!
• Steering Committee will make final recommendations by April 28, 2022.
• Grant awards and decline letters sent via email by May 12, 2022.
• Grant award checks presented locally or mailed to organizations by the end of May 2022.
• If funded, 2022 Final Report Due by May 31, 2023.

*Final reports are required and should include a grant impact story and photographs.

**Grant Deadline**
Proposals must be submitted online by **4:00 p.m. on Tuesday, March 22, 2022.** No exceptions.

**Review and Evaluation Process**
All proposals will be reviewed through a competitive evaluation process and ratified by the Steering Committee or Advisory Board. The reviewers will be reading the applicants' online profiles on the ACF website to obtain information on the organization. Please be sure to update your organization’s profile before submitting your proposal.

- Proposals are reviewed and evaluated by peer grant committee panels, comprised of volunteer community leaders, Steering Committee members and/or Advisory Boards who assess proposal strengths and weaknesses according to evaluation criteria.
- Evaluation criteria consists of a point system awarded for impact on community need, measurable benefits, plan for sustainability, partnerships, goals and objectives clearly stated, measurable outcomes, population served, reasonable budget, and whether the project/organization enhances collaboration with other community organizations and/or agencies.

**How to Apply Online**
**If your organization has an ACF profile:**
Go to the Arizona Community Foundation's grants page at www.azfoundation.org/grants. Click grantee login at the top right corner of the main page to sign in and begin an application. If you need to reset your password please use the “forgot password” link.

**If your organization does not have a registered ACF profile:**
If your organization needs to be registered, please go to www.azfoundation.org/grants. Click grantee login at the top right corner of the main page. Please click on “Create New Account” to complete the registration process and create your logon credentials.

For assistance with technical questions regarding the online registration and application, please contact our Competitive Grants Management Team at grants@azfoundation.org or 602.381.1400.

**Tips for Submitting**
All users will be required to update and complete their organizational profile before being able to submit any grant application.

- Do not wait until the deadline date to apply. Due to high volume of calls and inquiries as the deadline nears, organizations are encouraged to contact staff well in advance of the deadline.
with questions. During the last week of any grant cycle’s duration, you may have limited access to ACF technical support. Please allow 24 hours for a response from staff.

- Download the latest version of the grant guidelines and questions by clicking the “Grant Guidelines” link at the bottom of the application description.
- It is recommended that the application be prepared offline in a text editor such as Microsoft Word to ensure a duplicate exists.
- Narrative responses are limited to the maximum character count. You do not have to use all the words. Only provide information that is pertinent.
- Be sure that all required application questions have been answered. Incomplete applications will not be forwarded for review by the grant panel.
- Be sure to review your application for spelling and grammar errors.
- The application does not allow attachments – all narration/answers must be given in the space provided within the online application.
- Be sure to check for an email notification indicating that your application has been submitted. If you do not receive an email please contact our grants team at grants@azfoundation.org.
- Save a copy of your submitted application.
- Save your work frequently.
- Check your tax-exempt status. Applications from organizations with a non-exempt status at the time of submission will be declined. Notify the ACF Grants Management with application contact changes. The online account used to submit the grant application will be the point of contact for all future correspondence unless changed. ACF Grants Management staff can be reached at 602-381-1400 or grants@azfoundation.org.

### How to Get Help

Please contact Gwen Groth, Philanthropic Services Coordinator, for questions regarding eligibility at ggroth@azfoundation.org or 928.526.1956.

For assistance with the web site, including organizational profile and the online application, please contact the ACF Grants Management Team at 602.381.1400 or grants@azfoundation.org.

Due to the high volume of calls and inquiries as the deadline nears, organizations are encouraged to contact staff well in advance of the deadline with any questions. During the last week of any grant cycle’s duration, you may have limited access to ACF technical support. Please allow 24 hours for a response from staff.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Measure</th>
<th>Weak</th>
<th>Average</th>
<th>Strong</th>
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<tbody>
<tr>
<td>Significance/Community Need/Goals</td>
<td>If the project goals are achieved, communities served will benefit. The population served is a good match for the project goals. The estimate size and range of the population served by the application is meaningful and appropriate.</td>
<td>1</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Defined need in the community. The need</td>
<td>1</td>
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Grant Reviewer Rubric

Proposals will be reviewed and evaluated by a panel comprised of local, volunteer community leaders using the following rubric. Please feel free to use this rubric as a reference when preparing your application. (see next page)

Pre-Qualifying Questions/Criteria

- The applicant organization is fully authorized by its board and other applicable partners/collaborators to submit this application.
- Has your organizational profile been updated? Please check mailing addresses and contact information.
- Is your organization (or fiscal sponsor) a 501(c)(3) organization, school, municipality or tribal entity that operates with fiscal accountability and responsibility? Religious organizations may apply for funding of non-sectarian programs.
- I have downloaded the latest guidelines and questions document.
- I understand that my application will not be reviewed by the grant panel if it is incomplete.
- ACF requires all applicants for grants to comply with its non-discrimination policy. Please confirm that the organization applying for this grant does not unlawfully discriminate against employees,

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<tr>
<th>Community Impact, Purpose, &amp; Design</th>
<th>for duplication of services is defined, if applicable. Application is in line with the applicant’s mission.</th>
<th>1</th>
<th>3</th>
<th>5</th>
<th>7</th>
<th>10</th>
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<td></td>
<td>Appropriate resources (personnel, funding, time) are allocated to accomplish the goals.</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>10</td>
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<tr>
<td>Application Design/ Approach/ Collaborators</td>
<td>The overall strategy, methodology, and analysis are clearly specified and are well reasoned, robust, and appropriate to accomplish the project’s goals.</td>
<td>1</td>
<td>3</td>
<td>5</td>
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<tr>
<td></td>
<td>Benchmarks for success are clearly presented. If this is a first time or early-stage project, the strategy establishes feasibility (e.g. prior work) and manages risky aspects (ex. Collaborators)</td>
<td>1</td>
<td>3</td>
<td>5</td>
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<tr>
<td>Milestones and Evaluation</td>
<td>Robust milestones with clear, quantitative criteria for success enables assessment, decisions, and measure of success.</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>7</td>
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<td>Results are significant and can be demonstrated.</td>
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<td>3</td>
<td>5</td>
<td>7</td>
<td>10</td>
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<tr>
<td>Budget Resources and Sustainability</td>
<td>The budget is easy to understand and logical. Budget is balanced (in-kind income is offset by in-kind expenses) with clarity and feasibility of project income and expenses.</td>
<td>1</td>
<td>3</td>
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<td></td>
<td>Diversity of funding sources (financial backing, in-kind support and/or volunteer support from the community) indicates that the application is sustainable.</td>
<td>1</td>
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volunteers, board members, or the members, clients, or students it serves on the basis of race, color, religion, gender, national origin, age, medical condition, veteran status, marital status, disability, ancestry, sexual orientation, or any other characteristic protected by law.

- My organization has current tax-exempt status. Applications from organizations with a non-exempt status at the time of submission will be declined.
- I understand that, if funded, a report on expenditure of funds will be due approximately one year from the funding date. I will receive notification of this date, and instructions for completing this report, through email. Should I not receive this notice, I will contact ACF for instructions.
- My project or program will serve either residents of Williams (as defined by Williams School District), Tuba City, and/or Page/Lake Powell. I understand that each geographic area requires a separate application.

**Grant Application Questions**

**Project Summary**
1. Project Name
2. Requested Amount
3. Total Project Amount

**Organization Mission**
4. Please tell us your organization’s mission. Describe who your organization is and whom your organization serves. (Character Limit – 1500)

**Project Narrative**
5. Describe in two or three sentences what you will do with the funds. Note: It is important to be aware that these descriptive sentences may be used in marketing collateral and publicity if awarded funding. (Character Limit – 350)
6. Please describe the program proposal in detail. Define the need in the community: tell us the goals of the project and how they align with your mission, describe the activities you will undertake, indicate the population served, specify the resources (personnel, partnerships, funding, time, etc.) that will be used, provide a timeline of events as appropriate. (Character Limit – 1800)
7. Please tell us how your organization’s funding request does not duplicate existing services or describe the need for a duplication of services. (Character Limit – 1200)

**Project Details**
8. Are you submitting this application as a lead organization on behalf of a collaborative group that will share any forthcoming grant funding provided through this process? If so, type Collaboration in the box below. Or, are you applying as a single organization (that may or may not be working with collaborators) that will be not be sharing any forthcoming grant funding provided through this process? If so, please type Single in the box below.
9. Is this project being done in partnership with other organizations? If so, please list each organization and their role in the project. If no, please discuss the resources available to fulfill the proposal. (Character Limit- 1200)
10. Please provide a minimum of one and as many as six of the intended outcomes you plan to accomplish with this proposed project. Each outcome should simply state the number of lives impacted and how they will be impacted. For example: serve 100 children between the ages of 5 and 18. Note: For final reporting purposes, you will be asked to provide actual outcomes (the results) that reflect the degree to which the goals you established have been realized. (Character Limit- 1200)
11. Please cite any resources, statistics, and/or studies that document the significance of the need for your project/service. (Character Limit – 700)
12. Are there any known “best practices” or standards that relate to your application? This includes state/federal regulations or other industry standards. Yes/No

13. Please describe the known regulations and/or industry standards. (Character Limit – 1200)

14. Please indicate if this is a new project, a project expansion or a continuing project.

15. If this is not a one-time project, please describe any sustainability plans or efforts to continue the project past the funding year. (Character Limit - 1200)

16. Please select the evaluation process(es) or method(s) you will use to measure your progress in order to determine the degree to which you met the intended outcomes.
   - Annual Polling
   - Focus Groups
   - Pre and Post Interviews
   - Pre and Post Surveys
   - Other

17. Describe the evaluation process(es) or method(s) you will use to measure your progress in order to determine the degree to which you met the intended outcomes (i.e., pre and post surveys, annual polling, focus groups, etc.). (Character Limit - 1200)

18. Discuss the impact of volunteers on this project. (Character Limit - 600)

Project Budget

19. The project budget you include should show financial data for the proposed project during the grant period, not the organization's overall operating budget. Please only include revenue and expenses related to the proposed project, such as salaries, fees for services, etc. Please list all other funding sources you have applied to, both pending and secured, for this project. In the comments area below, please describe the use of requested funds by providing a timeline, steps and costs associated with successful projection completion.

20. How will you proceed with this project if you only receive partial funding? Are there components that are more critical than others? If so, please itemize the components and corresponding costs. (Character Limit – 1800)

Project Demographics

21. Please select the ACF Philanthropic Agenda area that best describes this application’s primary focus:
   - Quality Education
   - Health Innovations
   - Community Improvement & Development (i.e., Affordable Housing, Working Poor, & Basic Needs)
   - Arts & Culture
   - Environmental & Sustainability (i.e. Preservation, Natural Resources, & Animal Welfare)

22. Select the grant cycle you are applying in:
   - Greater Williams Community Fund
   - Page/Lake Powell Community Fund
   - Tuba City Community Fund

   *Note – if you are applying in more than one grant cycle, a proposal is needed for each.

23. Select the demographic populations, such as the age group, race, gender, socio-economic status and geographic location of the target population you intend to serve (Select all that apply).

   **Ages:**
   - 0 – 5
   - 6 – 17
   - 18 – 25
   - 26 – 65
   - 65+
   - N/A

   **Race/ Ethnicity:**
   - African American or Black
   - Asian/Pacific Islander
   - Hispanic or Latino
   - Native American/Indigenous

   **Location:**
   - Apache County
   - Cochise County
   - Coconino County
   - Gila County
   - Graham County
   - Greenlee County
   - La Paz County
   - Maricopa County
   - Mohave County
   - Navajo County
   - Pima County
   - Pinal County
   - Yavapai County
24. Explain the importance of the problem or critical barrier to progress in the community/population that the proposed project addresses. (Character Limit – 1500)

Documenta**tion**

25. If you are applying under a fiscal sponsor, please upload a copy of the agreement between your organization and the fiscal sponsor.
26. Current Organizational Budget
27. Current List of Board Members

Interim Progress Report

28. Was your organization awarded an ACF of Flagstaff Community Funds grant last year? If yes, please answer the following questions:
29. Describe in two or three sentences what you did with the funds. (Character Limit – 350)
30. Challenges: List any challenges encountered during the grant period that diminished your organization's ability to achieve the intended outcomes. (Character Limit – 1200)
31. Future Funding Strategy: What is your future funding strategy to continue the program and/or the organizational work the funding supported? (Character Limit – 1200)
32. Impact Story: If possible, please share how the program changed a life or community. We want to share the good news of your great work! (Character Limit – 1500)
33. In the space below, please discuss any deviance between proposed and actual budget.
34. Are you on track to spend all grant funds on this program/project by the end of the grant year? If no, please give an explanation.
35. Please provide a minimum of one and as many as six of the intended outcomes you planned to accomplish with this funded project. Be sure the outcomes are clear, measurable, significant, demonstrable and well thought out. Please provide evidence that the methods you are using will achieve the desired results, and that you have the resources necessary to track and measure the outputs and outcomes. Please provide the outcomes that have been realized so far.

Terms and Conditions

1. I acknowledge that funding by the Arizona Community Foundation, its affiliates, or any of its philanthropic partners is not guaranteed simply by virtue of completing this application.
2. Should my organization be awarded a grant through this funding opportunity, I agree to submit a final report for this project by the final report due date.
3. Should my organization be awarded a grant through this funding opportunity, I agree to the following terms and conditions:
   a. Use of Grant. The Grantee shall use the grant only for the project and in accordance with the proposal and budget previously submitted to and approved by The Arizona Community Foundation. The Grantee shall not make any significant change in the project without the prior approval of The Arizona Community Foundation. At the end of the grant period, the Grantee shall promptly return to The Arizona Community Foundation any unused portion of the grant.
   b. Reports. The Grantee shall submit written reports on the accomplishments of the project as well as an accounting of expenditure of grant funds. Reporting and documentation required by The Arizona Community Foundation shall be provided as outlined in the Grantee Final Report, which will be available as the final report due date nears. The Grantee shall provide The Arizona Community Foundation with copies (if available) of any press releases, photographs and published material about the grant and the work it made possible.
   c. Meeting Requirement. The Grantee may be asked to attend a meeting at the Arizona
Community Foundation, to be set at a later date, to discuss your project. Discussions on capacity building in the future and other topics will also take place at the meeting. A site visit to review the progress of funded projects will also be conducted.

d. **Publicity.** You will allow the Arizona Community Foundation (ACF) to review and approve the text, including quotes, of any proposed publicity concerning this grant prior to its release. ACF may include information regarding this grant, including the amount and purpose of the grant, any photographs you may have provided, your logo or trademark, or other information or materials about your organization and its activities, in ACF’s periodic public reports, newsletters, news releases or any other printed materials distributed by the Community Foundation. Please ensure that all publicity (including printed material, press releases and Web sites) states “partial funding provided by the Arizona Community Foundation” If you require an electronic copy of ACF’s official logo please contact the Marketing/Communications department at the Community Foundation.

e. **Retention of Records.** The Grantee shall keep all financial records pertaining to the Project for at least four years and shall make such records available to The Arizona Community Foundation at reasonable times upon The Arizona Community Foundation’s request.

f. **Revocation of Grant.** The Grantee must return all unexpended grant funds immediately upon request by The Arizona Community Foundation if (1) the Foundation, at its sole discretion, determines that the Grantee has not performed in accordance with this Agreement, or (2) the Grantee loses its exemption from federal income tax under Section 501C 3 of the Internal Revenue Code of 1986, as amended (the) "Code" and is classified as other than a private foundation under Section 509(a) of the Code.

g. **Grant Does Not Create a Partnership.** The Grantee shall not in any manner indicate, nor shall the grant or any documents related thereto be in any manner deemed to create or construed as creating, any kind of partnership, joint venture or other similar relationship between The Arizona Community Foundation and the Grantee or other party. The Arizona Community Foundation shall not be deemed in any manner responsible for the debts, liabilities or other obligations of the Grantee, including any such debts relating to this project.

h. **Amendment.** This Grant Agreement shall not be amended or revised except by a written document signed by the parties hereto.

i. **Changes or Problems Occurring During Grant Year.** Any changes or problems in the Grantee Agency that affects the Project must be reported to The Arizona Community Foundation immediately.

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**Grantee Final Report**

Due by May 31, 2023

All information in **Bold** will be pulled from the Grant Application. All information in *gray italic* is additional information that will need to be filled out while completing the final report.

**Organization:**

**Project Name:**

**Requested Amount:**

**Person Submitting Report:**
Contact Phone & Email:
Grant Amount:
Project Summary:

Below are the project details provided by the grantee applicant when the grant was submitted last year. Please review and answer the associated questions regarding actual results.

Project Narrative
1. Describe in two or three sentences what you will do with the funds.

2. Select the grant cycle you are applying in:

3. Please describe the program proposal in detail. Define the need in the community: tell us the goals of the project and how they align with your mission, describe the activities you will undertake, indicate the population served, specify the resources (personnel, partnerships, funding, time, etc.) that will be used, provide a timeline of events as appropriate. When applicable, please present data/evidence that documents the significance of the issue.

   Did you accomplish this? Additional Comments.

4. Please select the ACF Philanthropic Agenda area that best describes this application’s primary focus: - a. Quality Education - b. Health Innovations - c. Community Improvement & Development (i.e., Affordable Housing, Working Poor, & Basic Needs) - d. Arts & Culture - e. Environment & Sustainability (i.e., Preservation, Natural Resources, & Animal Welfare)

   Did you accomplish this? Additional Comments.

5. Select the demographic populations, such as the age group, race, gender, and socio-economic status of the target population you intend to serve (Select all that apply).

   Did you accomplish this? Additional Comments.

6. Please indicate if this is a new project, a project expansion or a continuing project. If this is not a one-time project, please describe any sustainability plans or efforts to continue the project past the funding year.

   Did you accomplish this? Additional Comments.

7. Is this project being done in collaboration with other nonprofits? If so, please list each nonprofit and their role in the collaboration. If no, please discuss the resources available to fulfill the proposal.

   Did you accomplish this? Additional Comments.

8. Please provide a minimum of one and as many as six of the intended outputs you plan to accomplish with this proposed project. Each output should simply state the number of lives impacted and how they will be impacted. For example: serve 100 children between the ages
of 5 and 18. Note: For final reporting purposes, you will be asked to provide actual outputs (the results) that reflect the degree to which the goals you established have been realized.

Did you accomplish this? Additional Comments.

8. Please also describe at least one evaluation process or method(s) you will use to measure your progress in order to determine the degree to which annual polling, focus groups, etc.

Did you accomplish this? Additional Comments.

Project Budget

9. The project budget on the following page should show financial data for the proposed project during the grant period, not the organization's overall operating budget. Please only include revenue and expenses related to the proposed project, such as salaries, fees for services, etc. Please list all other funding sources you have applied to, both pending and secured, for this project. In the space below, please describe the use of requested funds by providing a timeline, steps and costs associated with successful projection completion.

Did you work within the budget? Additional Comments.

How were the funds from this grant actually used--demonstrate by providing an itemized budget? What percentage above or below budget the project was actualized? Please provide the itemized project budget (from the proposal) with the corresponding actual expenditure in the space provided. If there are any significant variances from the original application budget, please explain.

10. How will you proceed with this project if you only receive partial funding? Are there components that are more critical than others?

Did you accomplish this? Additional Comments.

11. List any unintended results that the program caused. These could include things like unexpected collaboration opportunities, serving a larger target population than expected, or missing an opportunity to work with a funder you weren’t aware of.

12. List any challenges encountered during the grant period that diminished your organization’s ability to achieve the intended outcomes.

13. What is your future funding strategy to continue the program and/or the organizational work the funding supported?

14. Please include a 150 to 250-word inspiring impact story and submit up to three (3) digital photos (size 300 dpi or larger) along with consent for publication. Share how a life or community was changed by the program or project. We want to share the good news of your great work!

15. Do you have any other comments or important information to share?
Important Definitions

501(c)(3) - A section of the Internal Revenue Service tax code. Often used as shorthand to designate an organization that has been accorded nonprofit status by the IRS. Funders and contributors will often require proof of 501(c)(3) status before making a grant or contribution. Donations to 501(c)(3) organizations are deductible from federal income taxes as charitable contributions; donations to other kinds of organizations may not qualify as charitable contributions.

990-PF - The reporting form that all private grantmaking foundations must submit annually to the Internal Revenue Service to document their financial activities during the year. 990-PFs are public documents and can be a rich source of supplemental information about grantmaking foundations, including their trustees, the sources of their funds, and their grantmaking and charitable contributions during the year. Two websites that post recent 990-PFs of thousands of private foundations are: GrantSmart and GuideStar.

Capacity Building Grant - Grants intended to strengthen the management capacity of nonprofits in ways that will enhance institutional and programmatic development and enable the NPO to further its mission and make a real difference in the lives of the people or the cause the organization is committed to serving.

Challenge Grant - A grant that is made on the condition that other monies must be secured, either on a matching basis or via some other formula, usually within a specified period of time, with the objective of stimulating giving from additional sources.

Collaborative Grant – An application being submitted on behalf of two or more organizations, sharing the goals and outcomes for one particular project.

Community Foundation - A community foundation is a tax-exempt, nonprofit, autonomous, publicly supported, philanthropic institution composed primarily of permanent funds established by many separate donors for the long-term diverse, charitable benefit of the residents of a defined geographic area. Typically, a community foundation serves an area no larger than a state. Community foundations provide an array of services to donors who wish to establish endowed funds without incurring the administrative and legal costs of starting independent foundations.

Community Fund - A community fund is a local “savings account” where charitable donations are collected to serve a broad array of needs within a defined geographic area. Community funds are endowments—permanent funds in which the principal is invested, with a portion of the returns awarded locally as grants and scholarships. The Fund continues to grow forever, creating a permanent source of financial support for local needs. Community funds are developed by local citizens and built with gifts from many people, corporations and service organizations. They are guided by a local advisory panel that is empowered to award grants.

Donated Products - Any goods, products, equipment, or other tangible property that is donated to an organization to become its property and for its use. These can include consumable products (such as food items, paper goods, office supplies, etc.) as well as furnishings, computer equipment, automobiles, etc. Donated products are part of an agency’s “in-kind” support and should be included in an agency’s budget, at fair-market value.
Endowment - A body of funding that generates investment or interest income for an agency. Usually the principal of the endowment fund remains untouched, while the agency is free to spend or reinvest the interest income it generates.

Fiscal Agent - a nonprofit 501(c)(3) organization that agrees to accept and be responsible for grant monies on behalf of the nonprofit grantee.

Funding Cycle - A chronological pattern of proposal review, decision making, and applicant notification.

Goals and Objectives - The section of a funding proposal commonly called "Goals and Objectives" is one of the most important components of your request for funding -- and one of the easiest to misunderstand. The terms themselves are often confused or used differently by organizations in different fields. Basically, the two terms refer to two different levels of changes, outcomes or impacts that will be achieved through your program or services. The first is the broad, overarching purpose served by your program or service -- for instance, "Our purpose [or goal] is to help women victimized by abuse recover their strength, stability and self-esteem." The second might best be called your targets or success indicators -- those results that are specific, measurable and time-bound and that directly contribute toward accomplishing the overall purpose. An example: "Within 6 months of graduating from our program, 75% of the women will have secured and maintained employment at or above the median income level by household size." (See also "Outcome objective.")

Grant - An award of funds to undertake charitable activities.

Grant Application - The medium in which to submit a grant request. Applications are posted and accessed via the Arizona Community Foundation website. The site outlines the grant eligibility requirements, focus area and application questions.

Grant Proposal - The document that makes up a grant request. The proposal is the final product of answering all application questions. It is the document that is submitted through the online application and is used in grants review. Once saved, it can be accessed through the organizational profile.

Grantee - The individual or organization who/that receives a grant. Grantees for Community Foundations funding may be 501(C)(3) organizations, public schools, municipalities, and American Indian Tribes.

In-kind support - Any contributions to an agency that have value but are not monetary in nature. In-kind support can include the value of donated products or equipment; volunteer services; donated office space or staff time; loaned executives; and donated professional services, among others. In-kind support should always be included in an agency’s budget, at fair-market value.

Nonprofit Organization - a legally constituted organization that is classified by the IRS as a 501(c)(3), nonprofit institution, whose objective is to support or engage in activities of public or private interest without any commercial or monetary profit.

Operating Support - A contribution given to cover an organization's day-to-day, ongoing expenses, such as salaries, utilities, office supplies, etc.
**Outputs** – In the nonprofit world, outputs are programs, training, and workshops; the means by which change is produced.

**Outcomes** – **Outcomes are the difference made by the outputs** (i.e. knowledge transferred and behaviors changed).

**Outcome objective** - This terminology describes a target or success indicator that directly addresses the change that will "come out of" your proposed service or program. The "outcome" is the change itself -- the answer to the question, "What will be different in our community or in the lives of the people we're serving as a result of our effort?" An outcome objective is distinct from a process or input objective, which focuses on activities or to-do list items. An example of an outcome objective would be: "By Dec. 2003, we will provide 60 hours of reading instruction to 50 adult learners." A related, and much stronger, outcome objective -- focusing on the change, not what it takes to produce the change -- would be: "After 60 hours of instruction, 75% of the adult learners will have improved their reading abilities by at least two grade levels."

**Outcome evaluation** - An evaluation process that focuses on measuring success in achieving specific, measurable and meaningful change in the community or in the lives of people being served (see "Outcome objective") rather than simply counting outputs or reporting on the process.

**Performance measures** - Performance measurement is the systematic monitoring and reporting of an organization’s results, particularly progress towards pre-established goals. Performance measures can be used to monitor processes (i.e. the type or level of activities), outputs (i.e. the direct products and services delivered) or outcomes (i.e. the results of those products and services). Performance measurement can be applied to programmatic as well as non-programmatic objectives (i.e. measuring financial, management or community processes, outputs or outcomes).

**Philanthropy** - Philanthropy is defined in different ways. The origin of the word philanthropy is Greek and means "love for mankind." Today, philanthropy includes the concept of voluntary giving by an individual or group to promote the common good. Philanthropy also commonly refers to grants of money given by foundations to nonprofit organizations. Philanthropy addresses the contribution of an individual or group to other organizations that in turn work for the cause of alleviating poverty or social problems, thereby improving the quality of life for all citizens. Philanthropic giving supports a variety of activities including research, health, education, arts, and culture, as well as alleviating poverty.

**Post-grant Evaluation** - A review of the results of a grant, with the emphasis upon whether or not the grant achieved its desired objective.

**Seed Money** - A grant or contribution used to start a new project or organization.

**Site Visit** - Visiting a grantee organization at its office location or area of operation, or meeting with its staff, directors, or recipients of its service.