ARIZONA COMMUNITY FOUNDATION

Patagonia Regional Community Fund
Grant Guidelines & Application Questions

Open Date: 9:00 a.m., January 3, 2022
Close Date: 5:00 p.m., January 31, 2022

Introduction
The mission of the Patagonia Regional Community Fund is: Gather, grant, grow for an evolving and vibrant quality of life.

Established in 1998, the Patagonia Regional Community Fund is part of the Arizona Community Foundation, a 501(c)(3) nonprofit organization headquartered in Phoenix. This provides the Patagonia Regional Community Fund with centralized marketing and administrative resources, technical assistance and professional investment management, allowing local staff and volunteers to focus on community needs throughout eastern Santa Cruz County.

The Patagonia Regional Community Fund encourages and supports efforts 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
- foster cooperative efforts between organizations
- support underserved and unrepresented populations.

Funding Request Range
The Patagonia Regional Community Fund will accept only one proposal from a qualified organization. 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.
- Download the latest version of the grant guidelines and questions by clicking the "Grant Guidelines" link at the bottom of the application description.

What If…

- Situation 1: My organization is a standalone organization. You may submit one application.
- Situation 2: My organization is a **chapter of a broader organization**? You may submit one application *per chapter*.
    - If several chapters are applying for the same project, please treat it as a collaborative application.
- Situation 3: My organization is a **chapter** or **affiliate** of a local nonprofit organization. The local nonprofit organization may submit one application, the chapters or affiliates need to be included within that one application.
- Situation 4: My organization is a **school district or a school within a 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.
- Situation 5: My organization is a **government or tribal entity, or a university**: You may submit one application per department.
    - If several departments are applying for the same project, please treat it as a collaborative application.
    - A government or tribal agency, or university may apply for projects separate from the projects of its individual departments.
- Situation 6: My organization is a **fiscal sponsor for other organizations**. You may submit one application on behalf of your own organization and one on behalf of the organization you sponsor. Please note that a copy of the agreement between the fiscal sponsor and sponsored organization is required.

Immediate Geographic Area
Proposed projects must serve the residents in eastern Santa Cruz County.

Timeline for 2022 Grant Making
- Grant cycle opens January 3, 2022 at 9:00am.
- **DEADLINE**: Applications are due January 31, 2022 at 5:00pm; no exceptions.

- Advisory Board will make final recommendations by February 24, 2022.
- Grant awards and decline notifications out by March 4, 2022.
- If funded, Final Report Due by March 3, 2023.

*Final reports are expected to include a grant impact story and photographs.

Grant Deadline
Proposals must be submitted by January 31, 2022 at 5:00 p.m. No exceptions.

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.
- The application does not allow attachments – all narration/answers must be given in the space provided within the online application.
- Be sure to review applications for spelling and grammar errors.
- Be sure to check for an email notification indicating that your application has been submitted.
- Save a copy of your submitted application.
- Check your tax-exempt status. Application 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 Angie Laskarides to discuss any part of the grant application process at alaskarides@azfoundation.org or 520.505.3676.

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.

Review and Evaluation Process

All proposals will be reviewed through a competitive evaluation process and ratified by Patagonia Regional Community Fund Steering Committee. Please feel free to use the rubric below as a reference when preparing your application.

Grant Reviewer Rubric

Criteria	Measure	Weak		Average		Strong
Significance/ Community Need/Goals	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.	1	3	5	7	10
	Defined need in the community. The need for duplication of services is defined, if	1	3	5	7	10

			1	3	5	7	10
Community Impact, Purpose, & Design		applicable. Application is in line with the applicant's mission.					
		Appropriate resources (personnel, funding, time) are allocated to accomplish the goals.	1	3	5	7	10
	Application Design/ Approach/ Collaborators	The overall strategy, methodology, and analysis are clearly specified and are well reasoned, robust, and appropriate to accomplish the project's goals.	1	3	5	7	10
		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)	1	3	5	7	10
Milestones and Evaluation		Robust milestones with clear, quantitative criteria for success enables assessment, decisions, and measure of success.	1	3	5	7	10
		Results are significant and can be demonstrated.	1	3	5	7	10
Budget Resources and Sustainability		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.	1	3	5	7	10
		Diversity of funding sources (financial backing, in-kind support and/or volunteer support from the community) indicates that the application is sustainable.	1	3	5	7	10

Pre-Qualifying Questions

- 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.
- 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, 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.
- Will the proposed program serve the residents in eastern Santa Cruz County?

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, click Collaboration 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 click Single 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**)

Project Budget

18. 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.

19. 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

20. 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)

21. 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
- ○ White
- ○ Other
- ○ N/A

Gender:
- ○ Female
- ○ Male
- ○ Transgender

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
- ○ Santa Cruz County
- ○ Yavapai County
- ○ Yuma County
- ○ State-wide
- ○ Multiple States
- ○ Nationwide

Populations:

22. Explain the importance of the problem or critical barrier to progress in the community/population that the proposed project addresses. (Character Limit – **1500**)

Documentation

23. Current Organizational Budget
24. Current List of Board Members

Interim Progress Report

25. Was your organization awarded Patagonia Regional Community Fund grant last year? If yes, please answer the following questions:
26. Describe in two or three sentences what you did with the funds. (Character Limit – **350**)
27. **Challenges**: List any challenges encountered during the grant period that diminished your organization's ability to achieve the intended outcomes. (Character Limit – **1200**)
28. **Future Funding Strategy**: What is your future funding strategy to continue the program and/or the organizational work the funding supported? (Character Limit – **1200**)
29. **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**)
30. In the space below, please discuss any deviance between proposed and actual budget.
31. 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.
32. 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:

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.

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.

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.

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.

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.

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.

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.

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

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.

Important Definitions

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.

Capital Campaign - A capital campaign is an organized drive to collect and accumulate substantial funds to finance major needs of an organization, such as a building or major repair project, or to build endowment. Endowment is considered a capital asset.

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.

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.

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

Form 990/Form 990-PF - The IRS forms filed annually by public charities and private foundations respectively. This information can be accessed at www.guidestar.com.

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

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.

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.

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 services.

Grantee Final Report

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. **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.*

3. **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.*

4. **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.*

5. **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.*

6. **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.**
   > *Did you accomplish this?*
   > *Additional Comments.*

7. **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.**

> *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 (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.**

> *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.*

> *Did you accomplish this?*
> *Additional Comments.*

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. (Character Limit – 1200)*

12. *List any challenges encountered during the grant period that diminished your organization's ability to achieve the intended outcomes. (Character Limit – 1200)*

13. *What is your future funding strategy to continue the program and/or the organizational work the funding supported? (Character Limit – 1200)*

14. *Please include an 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! (Character Limit – 1200)*

15. *Do you have any other comments or important information to share? (Character Limit – 1200)*