

Fall, 2002

Dear Colleagues:

Welcome to the updated Washington Grantmakers' Common Grant Application Format (CGAF) and Common Report Format (CRF). The goal of these formats is to make grantseeking easier by letting you create one standard proposal and/or evaluation report you can customize for multiple funders. We designed the formats for project support requests, but they can be adapted for capital, general operating, or capacity-building support. A list of resources and grantseeking tips are on pages 6-7.

Please keep in mind that grantmakers have individual guidelines and priorities, as well as individual deadlines and timetables. For example, some grantmakers require a letter of inquiry or phone call before they accept a proposal. Therefore, you should contact grantmakers individually for their most recent guidelines and for direction on whether your request meets their current priorities and focus areas.

The Common Report Format (CRF), a program evaluation and reporting tool, has been used for the past three years and has gained wide acceptance over time. The CRF complements the evaluation section of the CGAF. But again, contact individual grantmakers regarding their specific reporting requirements. And make as many copies of the Common Grant Application and Report formats as you need.

Washington Grantmakers is pleased to offer these new ways for communicating the vital work you do for the community we share.

Sincerely,



Kae Dakin
President

The Washington Grantmakers is a membership organization comprised of charitable trusts and corporate giving programs as well as private, corporate, operating, public and community foundations. Its purpose is to promote and support responsible and effective philanthropy.

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LIST OF ORGANIZATIONS USING THE COMMON GRANT APPLICATION FORMAT

The Advisory Board Foundation	The Jenesis Group
Bank of America	Kaiser Permanente
Banyan Tree	Helen Sperry Lea Foundation
Dr. Edward and Mildred Cafritz Family Foundation	The Eugene and Agnes E. Meyer Foundation
The Morris and Gwendolyn Cafritz Foundation	Montgomery County Community Foundation
Citibank	Moriah Fund
Columbia Capital LLC	Naomi and Nehemiah Cohen Foundation
The Community Foundation for the National Capital Region	Prince Charitable Trusts
Consumer Health Foundation	Public Welfare Foundation
Pettus Crowe Foundation	San Miguel Fund
England Family Foundation	Spring Creek Foundation, Inc.
Fannie Mae Foundation	Hattie M. Strong Foundation
John Edward Fowler Memorial Foundation	The Summit Fund of Washington
Gannett Foundation	Trellis Fund
The Philip L. Graham Fund	United Jewish Endowment Fund
Corina Higginson Trust	Washington AIDS Partnership
Paul and Annetta Himmelfarb Foundation	The Washington Post
The HSC Foundation	The Washington Post Company
	webMethods Foundation
	Mark and Catherine Winkler Foundation

***Please remember to contact grantmaking organizations directly for their individual requirements. **
(The “Guide to Greater Washington, DC Grantmakers,” published by the Foundation Center,
contains contact information.)*

COMMON GRANT APPLICATION FORMAT

I. EXECUTIVE SUMMARY (maximum of two pages) – Include, in this order:

- Date
- Name and full street address of organization
- Contact person(s) and title(s)
- E-mail address, telephone, and fax numbers of organization and contact person(s)
- Purpose of funding request
- Period this funding request will cover
- Number of individuals, geographic area, and target population benefiting from this proposal (e.g., 30 children, ages 8-12, who are working to achieve grade-level performance in Ward 1)
- Total current organizational budget and fiscal year
- Total project budget
- Dollar amount requested
- Total giving from this funder for the past three years: list purpose, amount, and year for all grants (e.g., youth program-\$5,000-1998; general operating- \$20,000-2001)
- Signature of executive director and board chair

II. NARRATIVE – Please be creative but concise. The narrative should not exceed ten double-spaced pages, using a 12-point font and one-inch margins.

A. Organizational Background

1. Paragraph on organization's history, mission, and goals.
2. Description of current programs, activities, and accomplishments.
3. Paragraph on the responsibilities of the board, staff, and volunteers.

B. Purpose of Request: Goals and Outcomes

1. Briefly describe the issue you will address.
2. Describe the overarching purpose(s) of your project and the areas that will be different at the end of the project or grant period. Include information on:
 - a. the short-term changes you want to achieve with this proposal request (e.g., increase reading level by one grade).
 - b. the long-term changes you are working toward and how this grant request is linked to them (e.g., ultimately, we want to increase high school graduation rates by using our tutoring program to improve students' reading scores).

C. Organizational Capacity

Describe why your organization is well-positioned to implement this proposal request. Include information on:

1. How this proposal relates to your organization's mission and goals.
2. Related program or organizational accomplishments.
3. Links with other organizations doing similar or related work in your neighborhood or on the same issue.
4. Qualifications and responsibilities of the staff and volunteers who will be working with the target population (this information may be presented in summary form).
5. The target population's involvement in your organization (e.g., as volunteers or as board, staff, or advisory group members).

D. Process

Summarize the work plan you will use to accomplish your goals and outcomes:

1. Tasks and timetable for key staff executing this effort.
2. Tasks and timetable for key organizations involved in this effort.

3. Existing community resources you will use (e.g., facilities, people, and partnerships).
4. Activities or tasks that will occur on a day-to-day basis, if this is a project support request (e.g., tutoring, Monday to Friday, two hours per day).
5. The target population and how they will benefit, if this is a project support request.
6. The target population's involvement in the project's development and execution.

E. Evaluation Plan*

Using sections B. (Purpose of Grant: Goals and Outcomes) and D. (Process), describe what you want to learn about your program goals, outcomes, and process over the grant period. Include information on:

1. The two to three primary evaluation questions you expect to answer.
2. The assessment methods/strategies you will use to answer your evaluation questions (e.g., records, surveys, interviews, pre- and post- tests, community feedback, etc.)--please be specific and realistic.
3. How your organization will involve stakeholders in the evaluation process (e.g. board, the target population, and community members).
4. How your organization will apply this information internally (e.g., for program improvement, fund-raising, communications, etc.) and externally (e.g., disseminate lessons learned through reports, workshops, and networking activities).

***Note:** this section corresponds to the Common Report Format, which some grantmakers will use at the end of the grant period.

F. Sustainability

Describe the additional resources needed to continue this project over time (e.g., financial, staffing, partners, etc.). Include information on:

1. How you will secure the other resources necessary to complete the work involved in this proposal request
2. How your organization plans to support this project in the future

III. FINANCES

The following information must accompany all proposals, regardless of the size of the request. Not all categories are applicable, however. You may submit this information as an attachment and in the format most convenient to you; it must, however, include as much of the following detail as possible. If your request is for operating support, skip section A.

A. For Project Requests

Please submit the information below for the previous year's, current year's and projected year's revenue and expenses.

1. Fiscal year
 2. Revenue: include a description and total amount for each category that is relevant to your organization. (Skip categories where you have no revenue.) For each category, list specific amounts requested of foundations, corporations, and other funding sources for this proposal as well as the status of those requests: pending or committed. For pending requests, please indicate the date when you will be notified. (e.g., XYZ Fund: \$10,000 pending—notification date is June 2002).
- Grants and Contracts
 - a. Local Government
 - b. State Government
 - c. Federal Government
 - d. Foundations
 - e. Corporations
 - f. United Way/Combined Federal Campaign and other federated campaigns
 - g. Individual Donors
 - h. Other (specify)

- Earned Revenue
 - a. Events
 - b. Publications and Products
 - c. Fees
 - d. Other (specify)
 - Membership Income
 - In-kind Support (donated goods, services, equipment, non-cash items, volunteer hours)
 - Other (specify)
 - Total Revenue
3. Expenses: Include the total amount for each category that is relevant to your organization. (Skip categories where you have no expenses.)
- Salaries (specify total salary budget, number of positions and whether full- or part-time)
 - Payroll Taxes
 - Fringe Benefits
 - Consultants and Professional Fees (itemize type(s) of consultant(s) and fees)
 - Travel
 - Equipment
 - Supplies
 - Printing and Copying
 - Telephone and Fax
 - Postage and Delivery
 - Rent & Utilities
 - Maintenance
 - Evaluation
 - Other (specify)
 - Total Expenses

B. Organization's Previous Year's, Current Year's, and Projected Year's Revenue and Expenses

This section must accompany all requests. (Please use the same categories in section A for both revenue and expenses)

IV. ATTACHMENTS

Please attach the following: (this information is not counted as part of the 10-page narrative).

- A. A copy of your current IRS determination letter indicating 501[c](3) and 509(a) tax-exempt status, or, if pending, an explanation of application status.
 - B. Resumes of key individuals responsible involved in the proposal request.
 - C. Board of Directors:
 - Description of board responsibilities and committee structure
 - List of board members with occupations, places of employment, and related community affiliations
 - D. Current letters of support from participating organizations and/or the target population benefiting from the proposed effort (maximum of four; dated within the last 12 months).
- If available, please attach:
- E. Annual report
 - F. A few current, relevant articles or reviews about the organization's programs
 - G. The most recent audited financial statements

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PROPOSAL DEVELOPMENT RESOURCES

- **The interactive CGAF/CRF section of Washington Grantmakers' home page** at <http://www.washingtongrantmakers.org> . Or contact Washington Grantmakers for examples and definitions of terms.
- **InnoNet Online Tool Box:** a free resource to help grantseekers design proposals. The site, <http://www.innonet.org>, has step-by-step instructions on program planning, evaluation, and fund-raising plus tips, examples, sample surveys, and interview guidelines.
- **Guide to Greater Washington D.C. Grantmakers:** lists funders' program interests, guidelines, past grant awards and contact information, as well as information on the grantseeking process, community services, and technical assistance. To obtain the *Guide*, call the Foundation Center at 202/331-1400.
- **World Wide Web:** web sites often offer the most up-to-date and easily accessible information on funding organizations. Not all funders have Web sites, but it is worth a try. Both Washington Grantmakers and the Foundation Center have "hot links" to many funders' home pages.
- **Foundation Center:** maintains lists of training and technical assistance resources such as grant-writing guides for grantseekers. The address is 1001 Connecticut Avenue, NW, Suite 938, Washington, DC 20036, 202/331-1400. Web: www.fdncenter.org.
- **The Center for Community Change:** #19 of their newsletter, "Community Change," features *Writing a Winning Proposal*. The telephone number is 202/342-0519; you may order the newsletter by e-mail at juergensc@commchange.org or from the web at <http://communitychange.org>.

EVALUATION RESOURCES

The interactive CGAF/CRF section of Washington Grantmakers' home page at <http://www.washingtongrantmakers.org> . Or contact Washington Grantmakers for examples and definitions of terms.

The Evaluation Center at Western Michigan University is a research and development unit that provides national and international leadership for advancing the theory and practice of evaluation as applied to education and human services. Address: <http://www.wmich.edu/evalctr/>

Innovation Network, Inc (InnoNet) is dedicated to helping small-to medium-sized nonprofits better plan and evaluation their programs. InnoNet's web site s a free resource that provides tools, instruction, guidance and a framework for creating detailed program plans, evaluation and fundraising plans. Address: <http://www.innonet.org>

Evaluation with Power: Developing Organizational Effectiveness, Empowerment, and Excellence, by Sandra T. Gray (Jossey-Bass Inc. 1998). Ongoing evaluation is emphasized. Various authors provide chapters on a host of topics. Three workforms for the evaluation process are included.

Handbook of Practical Program Evaluation, by Joseph S. Wholey, Harry P. Hatry, Kathryn E. Newcomer (Jossey-Bass Inc. 1994). Describes how to create an evaluation design and how to collect and analyze data in a way that will result in low-cost, successful evaluation.

Utilization-Focused Evaluation: The New Century Text, by Michael Quinn Patton (Sage Publications, Inc. 1997). Introduces the concept of utilization-focused evaluation and describes how to focus an evaluation, how to select appropriate data collection methods, and how to deal with issues surrounding utilization-focused evaluation.

W.K. Kellogg Foundation Evaluation Handbook (W.K. Kellogg Foundation 1998) Presents an overview the Kellogg Foundation's philosophy and expectations for evaluation. Addresses three components of project-level evaluation and provides a blueprint for planning, designing, and conducting project-level evaluation.

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TIPS FOR SHAPING AN EFFECTIVE GRANT PROPOSAL

- **Communicate with funders.** If in doubt, ask for clarification. Make sure you understand expectations and procedures. Even funders who accept the Common Grant Application Format may require additional information.
- **Follow the directions.** Answer the questions in the order listed, submit the number of copies grantmakers request, and include only the materials specified.
- **Be creative, clear, concise, and accurate.** Make the case for your proposal in your own unique way, but include precise data. Avoid technical jargon.
- **Emphasize what your organization will do.** Spend more time describing your solution than the issue. Economize content and avoid repetition. Less is more!
- **Evaluate before, during, and after your proposal request.** Keep what you want to learn and evaluate in mind as well the assessment tools you will use to evaluate your project as you are developing your proposal (e.g., records, surveys, interviews, pre- and post-tests).
- **Proofread carefully.** Make sure numbers add up and typos are removed.
- **Avoid leftovers.** If your proposal has been adapted for multiple funders, make sure you omit other funders' names as well as references to previous requests.

FINDING THE FORMATS

The following sources have more copies of the Washington Grantmakers' Common Grant Application Format and Common Report Format:

The Council of Latino Agencies

202/328-9451; E-mail: consejo@cais.com

The Washington Council of Agencies

202/457-0540; E-mail: wca@wcanonprofits.org

The Cultural Alliance of Greater Washington

202/638-2406; E-mail: bmcgahren@cultural-alliance.org

Washington Grantmakers

202/939-3440; web address:
<http://www.washingtongrantmakers.org>

The Foundation Center

202/331-1400; web address: <http://www.fdncenter.org>

COMMON REPORT FORMAT

I. CONTACT INFORMATION

(one-page maximum) Include in this order:

- Date
- Name and full street address of organization
- Contact persons) and title(s)
- E-mail address, telephone, and fax numbers of organization and contact person(s)
- Name and short description of project or initiative
- Type of grant support (project, general operating, capacity-building, capital)
- Grant amount and grant period
- Dates covered by the report

I. NARRATIVE

Please answer the following questions, in this order. Your narrative should be two to five pages in length.

A. Review

Referring to your original proposal, briefly restate the purpose of the grant (goals and outcomes), the process you used to achieve them, and the evaluation questions you hoped to answer.

B. Evaluation Results

Please describe the following:

1. The success you achieved during the grant period.
2. Key lessons learned.
 - What was different than you expected?
 - What challenges or setbacks did you encounter and how did you respond? Please give specific examples. (e.g., Initially, the tutors found our curriculum difficult to use. We learned to involve them in future curriculum development activities.)
3. How will the outcomes you accomplished in the short-term affect you efforts toward the long-term goals you identified in your proposal?
4. How are you using and sharing your evaluation results and lessons learned, both internally and externally?

C. Partnerships/Target Population Involvement

Describe how links with other organizations and/or the target population's involvement affected the results of this effort.

D. Finances

1. Provide a financial statement showing budgeted versus actual revenue and expenses for the funded project.
2. For a general operating support grant, provide a financial statement for the organization for the grant period. Again, show budgeted versus actual revenue and expenditures.
 - Include an explanation of how the funder's grant was used.
 - Include information on other funders and the dollar amount each awarded.
 - If the total proposed budget was not raised, indicate how you adjusted the project or goals process.

E. Sustainability

1. Briefly describe the next phase of this effort (continuation, expansion, replication, or termination).
2. How will you sustain this effort? Indicate what additional resources you secured during the grant period and how you might use them to strengthen your program and organization (people, partners, in-kind, and public support, etc.).