Western New York Foundation
Competitive Grant Program Question Guide

The purpose of this guide is to help develop and define your application narratives. Answer to your best ability, understanding that some of these questions may not be relevant to your organization. You do not need to repeat the question unless it is necessary for clarity.

PLEASE NOTE: We are willing to accept oral application submittals. You must schedule a 1 ½ hour meeting by January 17th with the Foundation by emailing Lauren VanOsten at L.VanOsten@wnyfoundation.org in order to complete the application in person with a Foundation representative.

Organization Narrative

Organization Mission Statement: clearly state your mission statement.

Organizational Background - Please provide details about your organization's mission, goals and growth objectives. Include any distinguishing characteristics and factors that contribute to organizational excellence. Describe any significant growth that your organization has experienced in the last few years and how that growth has impacted the organization’s ability to meet demands for services.

Programming- Explain how programming is aligned with the organization's mission and goals. Include any distinguishing characteristics and factors that contribute to programmatic excellence. Outline the organization's process for evaluating program effectiveness and measuring program impact. Describe how the organization assesses program relevance to current community and client needs.

Strategic Plan- Is there a planning document associated with this project? If yes, please upload the plan in the Optional section of the application.

Collaboration and Community Support- Who are your community partners? How does the organization work collaboratively with other non-profit organizations? How do you determine if there is an overlap of services, and if identified, how do you address this?

Community Impact-How do you know whether you are making an impact in your community and what evidence do you have to support this?

Optional: You may upload any documents of your choice supporting this organizational narrative.

Staff and Leadership Narrative

Staff- How many people are employed full time on your staff? How many people are employed part-time or on a project basis? Please provide details for any fee for services for non-employees. Describe your succession plan for leadership transition at the staff level?
CEO - Please describe the background, talents and skillsets that the CEO brings to the position. Describe your succession plan for leadership transition at the staff level?

Optional: You may upload the CEO's resume, bio or CV

Fund Development - Please describe your development department staffing structure and the role of each staff person. Describe your funding source types. What are your plans for growing and diversifying your funding base?

Volunteers - In what ways are your non-board volunteers utilized to accomplish your mission? How are these volunteers recruited, trained and retained?

**Project Narrative**

**Request Description** – Please provide a detailed description of your proposed capacity building or organizational restructuring request. What kind of organizational assessment has been done and by whom? What are the organizational opportunities or challenges that this project will address? Be specific as to how this request will develop the strength and effectiveness of your organization and why this is crucial to your organization at this particular time. How will any subsequent operating costs be financed in the future? What further action will be taken if The Western New York Foundation is not able to fund the full amount requested?

**Relevance to Western New York Foundation** – Explain how this request meets our guideline criteria and outcome goals.

**Project Oversight** - Who will implement the project? What is his/her experience in this area? Explain why this project is a priority for this person and how you plan to avoid distraction with competing priorities and other urgent work distractions?

**Board Support and Commitment** - Discuss the process you conducted to initiate and advance this capacity-building grant idea with the board of your organization. Demonstrate that the board is committed to the effort.

** Developing and Leveraging Partnerships** - Explain how this capacity building request might attract new financial partners to include in-kind contributions. Will this request enable your organization to leverage philanthropic dollars? Explain how this capacity building request might develop strategic partnering opportunities and/or strengthen your agency’s ability to work with a broader range of constituents and allies.

**Outcome and Evaluation Narrative**

**Outcomes** - What are the top three specific outcomes your organization hopes to achieve? Outcomes should include the effects on the organization's overall operation, programming, and clients (change that will occur) because of the action (s) taken.
List each individual goal. It is best if you can identify a baseline (current status), milestones (monitoring), and an ending point (future status) by which we can measure progress. If possible, please include a date that you believe you can achieve targeted results by. Describe the organizational assessment that you will undertake post-project and how the results and supporting evidence will be reported to us?

**Outcome Chart**-data measurement can be charted as follows:

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>2020 Goal</th>
<th>2021 Goal</th>
<th>2022 Goal</th>
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<tbody>
<tr>
<td>Outcome #1</td>
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<td>Outcome #2</td>
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<td>Outcome #3</td>
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Example:

- **Goal # 1**- We will increase membership by 15%. Currently we have 350 members will the goal of adding 50 additional members by FYE 2016. We will track membership from 1/01/2014 through 12/31/2016. We will submit a written report and financial audits for FYE 2015 and 2016.

- **Goal # 2**- We will increase our other-than-grant sources ratio to 60% of revenue by FYE 2016. Currently 35% of revenues are from other-than-grant sources. We will evaluate revenue stream percentages from 1/01/2019 through 12/31/2022. We will submit a written report and 990PFs for FYE 2021 and 2022.

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<tr>
<th></th>
<th>Baseline</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td>Membership</td>
<td>350</td>
<td>368</td>
<td>385</td>
<td>405</td>
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<tr>
<td>% of other than grant sources</td>
<td>35%</td>
<td>43%</td>
<td>51%</td>
<td>60%</td>
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**Project Evaluation** – How will you determine if the improvements to your systems or infrastructure resulted in a stronger and more effective organization? Describe the organizational assessment that you will undertake post-project and how the results will be reported to us?

Required: *Upload Outcome Chart*

**Board Narrative**

**Board Background**- What is the current number of board members? How often does your board meet? What are the Board terms? Are there term limits? Describe the process you use to identify and recruit new board members.
**Resource Generation**-What percentage of your board actively seeks outside resources? What percentage of your current board membership contributed financially to your organization in the past year? What is the total dollar amount of board contributions received in the past year?

Personal contributions $  Corporate Contributions $

Required Upload: *A comprehensive board profile template has been sent to the agency. Please fill out the sheet and include all board members.*