Mission Based Grantmaking: A Path to Success

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Introduction

Project Goal and Overview

The K10 Kids Foundation would like to continue to move away from a charitable gift giving structure and shift to a grantmaking model that aligns with the organization's mission so as to create a larger impact. To support this project goal, I completed the steps below.

- Review the current grantmaking process
- Establish project objectives to help achieve the goal
- Conduct andiscovery analysis of the project through various lenses
- Complete evidence based quantitative research
- Develop recommendations on how to achieve the project goal
- Provide final deliverables that allow K10 Kids to execute the project goa

Importance

Grantmaking is an essential funding tool in the nonprofit sector. Grants allow foundations to fund specific projects of their choosing while simultaneously providing foundations with greater oversight of their financial contributions. Grantmaking also benefits recipient organizations as grants are often large amounts of funding that cover all costs associated with a specific project. Recipient organizations are held accountable for the grant funded project's goal, which in turn helps build the recipient organization's credibility.

Background

About the Organization

The K10 Kids Foundation (K10 Kids) is a Family Foundation. Pierce Keating is the current CEO of Daniel J. Keating Company -- one of the top construction firms in Philadelphia. Founded in 1910, the Keating Company is a third generation family business. Pierce started the K10 Kids Foundation, a register 501(c)(3), in 2010 with his wife Katie. One of their daughters, Katrina Keating, serves as the Executive Director and sole staff member. Pierce, Katie, and their ten children make up the foundation's board.

Throughout its existence, K10 Kids has generously made charitable gifts to a variety of nonprofits including those in the human services, educational, and healthcare fields. K10 Kids has supported a large array of projects including capital improvements, wellness programs, and employment creation programs.

The K10 Kids Foundation is in the midst of a strategic planning process. Through this process K10 Kids created a vision and mission.

Vision

> *"To live in a society in which the dignity of every individual is upheld as an equally valuable member of the human family. In accordance with our Judeo-Christian values, we believe that human dignity is upheld when each person's needs are met and when he or she lives in harmony with others in a community that together pursues the common good."* [1]

Mission

> *"To assist organizations holistically addressing the needs of young adult and adult populations within the impoverished areas of Philadelphia."* [2]

The Current Process

Overview

Through its strategic planning, The K10 Kids Foundation began making grant awards. The K10 Kids Foundation current grant application process includes a basic online application form and site visit. The categories below are required in the current form.

- First Name
- Last Name
- Phone Number
- Role/ title
- Organization's Legal Name
- Mailing Address
- Organization's Website
- Organization's Mission

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[1] "About." K10 Website. Accessed May 1, 2021. https://www.k10foundation.com/about.

[2] "About." K10 Website. Accessed May 1, 2021. https://www.k10foundation.com/about.

- Organization's Current Annual Operating Budget
- Purpose of Funding Request
- Total Dollar Amount Requested
- Specific goals that will be supported by funding
- If you receive necessary funding, how will you measure the success of the request??
- Demographic population to benefit from funding
- By what date is the funding needed[3]

Once grants are awarded, the K10 Kids Foundation's Executive Director regularly meets and corresponds with its current grant recipients.

The K10 Kids Foundation has made five grant awards to date. (An overview of the organization's current grantees and their projects can be found on the following page.) Four of the five grantees are located in Philadelphia and align with K10 Kids Foundation's mission

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[3] "Partner With Us." K10 Website. Accessed May 2, 2021. https://www.k10foundation.com/partner.

Current Grantees

Organization	Organization's Mission	Grant Purpose	Grant Type	Grant Amount
Project HOME	"Empower adults, children, and families to break the cycle of homelessness and poverty, ...and enable all of us to attain our fullest potential as individuals and as members of the broader society"[4]	To fund Project HOME Works which is an employment and residential program that hires participants as organization employees	Program	$300,000
Merion Mercer Academy	"Offer a holistic catholic education that encourages academic and personal excellence, [as well as provide a curriculum] ...that stresses mercy spirituality, global awareness, and social responsibility to young women."[5]	To contribute to the school's Upward and Onward campaign which funded construction of a new building	Capital	$300,000
Boys & Girls Club Philadelphia	"Enable all young people, ...especially those who need us most, to reach their full potential as productive, caring, responsible citizens."[6]	To contribute to the building of the Ralph J. Roberts Boys & Girls Club in Germantown	Capital	$225,000
Together for West Philadelphia	"Facilitate collaboration within West Philadelphia among community, public, and private sector stakeholders ...to maximize [project] impact in the areas of health, education, food access, and opportunity."[7]	To fund a human resource position that will help grow the organization	Operating	$100,000
North 10 Philadelphia	"..Improve the life outcomes for [community members] in Hunting Park-East and East Tioga [so] ...current residents and future generations live happy, healthy, and civically engaged lives."[8]	To help fund construction of the Bethune School playground	Capital	$100,00

[4] "Our Mission." Project HOME, November 13, 2020. https://projecthome.org/mission.

[5] "Merion Mercy Academy." About. Accessed May 1, 2021. https://www.merion-mercy.com/page.cfm?p=774.

[6] "Our Mission & Story." Boys & Girls Clubs of America. Accessed May 1, 2021. https://www.bgca.org/about-us/our-mission-story.

[7] "Our Mission." Together for West Philadelphia. Accessed May 1, 2021. https://www.togetherforwestphiladelphia.org/.

[8] "Who We Are." North10 Philadelphia, February 9, 2021. https://north10phl.org/.

Project Outline

Project Goal

The K10 Kids Foundation would like to continue to move away from a charitable gift giving structure and shift to a grantmaking model that aligns with the organization's mission so as to create a larger impact.

Note: An unrestricted charitable gift can be used to support programs, services, or operating expenses whereas a grant supports a specific project or activity. This is important to distinguish, as grants must be expended for their stated purpose, and are subject to an audit to ensure compliance.

Project Objectives

I established objectives to ensure there were precise actions to meet the goal of creating a mission based grantmaking model. The project objectives included creating a grant application, generating a grantee report, and standardizing the grantmaking process.

Discovery Process

I had several meetings with Katrina, the K10 Kids Executive Director to discuss the project goal and plan. I conducted academic research on grantmaking and gifts. I also compared K10 Kids to other Philadelphia based family foundations.

Research

I created a survey for K10 Kids current grantees. The survey[9] sought to gain insight on current grantees capacity to complete formal grant applications and reports as well as discover the types of grant applications and reports K10 Kids grantees previously completed.

Recommendations

Based on the discovery process and research, I created evidence informed and feasible recommendations for each objective. These explain how the K10 Kids Foundation can meet the project goal.

Deliverables

I took further action, to satisfy the objectives and meet the project goal, by generating deliverables in the form of a grant application, grant scoring rubric, and grantee reports.

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[9]McCormick, Aisling. "K10 Kids Foundation - Grantee Survey." Google Forms. Google, November 17, 2020. https://docs.google.com/forms/d/13_L_TopQeKOA-xuOKLrxAiQzX3U7eihMyyHdIiD-YzU/edit?usp=sharing&urp=gmail_link&gxids=7628.

Project Objectives

Overview

The project has three interlocking objectives to achieve the goal. These objectives are essential to ensure that the K10 Kids Foundation has a grantmaking structure at the completion of the project

1. **Create a Grant Application:** K10 Kids needs a formal application to solicit grantees and fund grant projects.
2. **Generate a Grantee Report:** For K10 Kids to ensure financial compliance, grantees must report on their progress and spending.
3. **Standardize the grantmaking Process:** K10 Kids' grantmaking process must be standardized to ensure equity amongst grantees and minimize the administrative burden to K10 Kids' Executive Director.

Create a Grant Application

The K10 Kids Foundation seeks to build upon its success in moving towards a mission based giving strategy and create a grant application. As a result, the three factors below were considered.

Feasible Endeavor

It was essential that K10 Kids develop an application process that is within the capability of all applicants. K10 Kids funds nonprofits that differ in capacity. The grant application process should not create inequity; completing the application must be achievable by organizations without a specialized grant staff member or department.

Mission Alignment Analysis

The grant application should continue K10 Kids' personal and purposeful giving and allow K10 Kids to evaluate if the applicant's proposed project is within the scope of the foundation's mission.

Negotiable Objectives

Each grantee should be able to establish specific project objectives with buy-in from K10 Kids. Therefore, the grant application process ought to allow for negotiation of the objectives between the grantee and the K10 Kids Foundation.

Generate a Grantee Report

The K10 Kids Foundation also looks to implement a standardized assessment to measure the success of projects it funds. A grantee report can meet this goal if the three areas below are considered.

Financial Evaluation

K10 Kids seeks to ensure that grantees are spending grant funds in compliance with the proposed project and budget. Therefore, the grant project assessment should include some level of grantee fiscal reporting.

Reasonable Implementation

Grant project reports will be a new effort for the K10 Kids Foundation and its grantees. The report must be a realistic administrative task for K10 Kids to implement and grantees to complete.

Flexible Meeting Schedule

K10 Kids will have the discretion to decide on the frequency of project meetings with its grantees. This allows the K10 Kids Foundation to provide additional support to newer grantees or those with greater need.

Standardize the Grantmaking Process

The K10 Kids Foundation seeks to immediately begin soliciting grant applications upon completion of this project. In order to complete this goal, the grantmaking process needs to be an executable and streamlined process.

Template Creation

Given that K10 Kids has a staff of one, it is imperative the grant application and grant project report are both in the form of digital templates.

Procedures

In order to standardize the K10 Kids grantmaking process, it is necessary to create procedures that allow for efficiency so as not create an administrative burden to both the foundation and grantees.

Discovery Process

Overview

This project required a nuanced approach given the specialized nature of grant management. I looked into three main areas to ensure the project met the foundation's capacity, was research based, and compared to other Family Foundations.

1. **Executive Insights**
2. **Academic and Professional Analysis**
3. **Comparative Funder Framework**

Executive Insights

Conversations, with the Executive Director of the K10 Kids Foundation, Katrina Kateating, were essential to ensure the grantmaking process aligned with the foundation's strategic plan and expectations.

Mission Alignment

K10 Kids seeks to fund applicants that propose projects that holistically address the needs of the young adult and adult populations within impoverished areas of Philadelphia. K10 Kids is undergoing strategic planning. So the grantmaking process must meet the foundation's mission and vision.

Registered nonprofits

If a foundation makes a gift to a for-profit organization it is a taxable expense under IRS code.[10] Given this tax implication, K10 Kids will only fund projects from organizations that are a registered 501(c)(3) nonprofit.

Capital Projects

The K10 Kids Foundation currently funds capital projects. The organization has expertise in construction given the family company is an industry leader. So, K10 Kids seeks to incorporate capital projects through its grantmaking model.

Variability

K10 Kids wishes to establish a variable grant application. As the grantee's funding request increases, additional grant application items will be required. Due to the nature of capital grants, applicants will be required to provide additional items

Reporting

The K10 Kids Foundation requests grantees submit a yearly project report and a final report. K10 Kids would like the reporting process to be an easier lift than the grant application.

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[10]"Grants to Noncharitable Organizations." Internal Revenue Service, March 4, 2021. https://www.irs.gov/charities-non-profits/private-foundations/grants-to-noncharitable-organizations.

Academic and Professional Analyses

Academic research was imperative to create an evidence informed grantmaking process for the K10 Kids Foundation. This analysis found three main elements that are key to this project.

Funder Dilemmas

Grantmakers, like K10 Kids, face a number of unique dilemmas. They must consider if they want to make a smaller amount of large grants and achieve maximum impact or a larger amount of smaller grants to achieve a maximum spread.[11] Funders also have to decide if they wish to fund organizations who they know will succeed or provide an equal chance for all applicants (including the unfamiliar).[12] Lastly, grantmakers have to consider whether they want to maximize the independence of grantees or ensure control to secure maximum outcome value of foundation grants.[13]

Limited Operating Funding

Grantees have limited funding opportunities for general operating funds. The National Committee for Responsive Philanthropy (NCRP) points out that in the nonprofit sector, only one in six grant dollars is awarded for general operating support. The Grantmakers for Effective Organizations (GEO) found that although operating support helps nonprofits increase their impact, the percent given has not increased.[14]

Collaborative Relationships

When grantors have a collaborative relationship with their grantees, it is more likely that the grantees will be responsible fiscal stewards and reach their outcomes. Nonprofit executives said in a focus group that they found their most successful relationships were with funders that were invested in their mission, understood their challenges, and held them accountable. Foundation officers in a focus group said their most successful relationships with grantees were with nonprofits that shared their vision and took initiative to get things done.[15] When grantors and grantees do not share a collaborative relationship, the funder may be out of the know. This can lead to additional funds going towards a failing project.[16]

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[11]Leat, Diana. "Grantmaking Foundations and Performance Measurement: Playing Pool?" *Public Policy and Administration*21, no. 3 (2006): 25–37. https://doi.org/10.1177/095207670602100303.

[12]Leat, Diana. "Grantmaking Foundations and Performance Measurement: Playing Pool?" *Public Policy and Administration*21, no. 3 (2006): 25–37. https://doi.org/10.1177/095207670602100303.

[13]Leat, Diana. "Grantmaking Foundations and Performance Measurement: Playing Pool?" *Public Policy and Administration*21, no. 3 (2006): 25–37. https://doi.org/10.1177/095207670602100303

[14] "The Case for General Operating Support." The Center for Effective Philanthropy, January 17, 2020. https://cep.org/the-case-for-general-operating-support/.

[15] Fairfield, Kent D., and Kennard T. Wing. "Collaboration in Foundation Grantor-Grantee Relationships." *Nonprofit Management and Leadership*19, no. 1 (2008): 27–44. https://doi.org/10.1002/nml.203.

[16] Fairfield, Kent D., and Kennard T. Wing. "Collaboration in Foundation Grantor-Grantee Relationships." *Nonprofit Management and Leadership*19, no. 1 (2008): 27–44. https://doi.org/10.1002/nml.203.

Comparative Funder Framework

Comparing the K10 Kids Foundation grantmaking strategy to similar family foundations was essential to create a grant application process K10 Kids can sustain and one with which grantees are familiar.

Capital Project Funding

K10 Kids will offer capital project grants. Grant applications for capital projects will require additional elements. The Connelly Foundation, a Philadelphia family foundation, established a structure in which applicants must provide supplemental items for capital project funding requests. The Connelly Foundation requires a breakdown of all costs, final bids, and financing details (if applicable), and visual renderings for construction and renovation. The Connelly Foundation also requires three bids and the costs of installation for the acquisition of equipment .[17]

Budget Categories

Grant Makers of Western Pennsylvania is a professional Philanthropy Serving Organization that seeks to "build a community of grantmakers who are informed, effective and engaged as well as support knowledge-sharing and skills development so that grantmakers are effective."[18] The budget categories were selected from the Common Grant Application as "it is designed to benefit both grantseekers and foundation …decision-makers who review grant proposals. It is not a form to be filled in. It is a format to be used as an outline."[19] The K10 Kids Foundation will use the grant budget categories from the Common Grant Application for the grant application.

Policies

K10 Kids will establish simple policies for the application and reports. The Smith Charitable Trust lists all policies for grantees directly on the website. This establishes expectations prior to application and covers the areas below.
1. Accepted grant purpose
2. Required geographic location of grantee
3. Grantee eligibility
4. Limitation of fund use
5. Inquiries and point of contact

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[17] "Application Process and Forms." Connelly Foundation. Accessed October 10, 2020. https://www.connellyfdn.org/how-to-apply/application-process-forms.

[18]"Common Grant Application." Grantmakers of Western Pennsylvania. Accessed October 10, 2021. https://gwpa.org/sites/default/files/resources/Common%20Grant%20Application%20Form%20-%202014.pdf.

[19]"Common Grant Application." Grantmakers of Western Pennsylvania. Accessed October 10, 2021. https://gwpa.org/sites/default/files/resources/Common%20Grant%20Application%20Form%20-%202014.pdf.

Research

Overview

To ensure the grantmaking process was evidence based, I conducted quantitative research. I created a survey for the K10 Kids Foundation for current grantees to complete and analyze the results.

Questions

The research questions relate to the project goal plan of the K10 Kids Foundation shifting to a mission based grantmaking model. Insights gained from these questions informed creation of the grant application, development of grant reporting, and generation of policies.

1. **What is the capacity of K10 Kids' current grantees to complete formal grant applications and reports?**
2. **What type of grant applications and reports have K10 Kids grantees previously completed?**

Methodology

K10 Kids' current grantees capabilities and previous grant experience were evaluated by a brief survey. The google assessment tool allowed for streamlined distribution of the survey to grantees. Questions relating to grant applications and reports were built from the discovery process.

Survey Administration

The K10 Kids Executive Director sent the survey by email to grantees. It was available for approximately two months-- December 2020 and January 2021. The Executive Director sent follow-up emails to grantees to encourage participation. Ultimately, four of the five grantees completed the survey, for a response rate of eighty percent.

Findings

Research Question 1: What is the current capacity of K10 Kids grantees to complete grant applications and reports?

The overall findings to this question suggest that while K10 Kids grantees are able to complete grant applications and reports they have limited capacity.

- **Grant management**: Three of the four respondents indicated they were managing more than ten grants.
- **Application completion time:** All respondents took more than an hour to complete a grant application; half took three to five business days to complete a grant application.
- **Report completion time:** All respondents complete an annual or final report in more than an hour and less than three business days. All respondents indicated a different completion time.
- **Staff:** Half of the respondents do not have a dedicated staff member to manage grants.

Research Question 2: What type of grant applications and reports have K10 Kids grantees previously completed?

The overall findings to this question suggest that all of K10 Kids Foundation's current grantees have completed applications and reports in the past.

- **Formal application:** All respondents noted they were required to submit a formal application for at least one grant they are currently managing.
- **Application components:** All respondents completed applications in the past three years that included the following; letter of intent, project narrative, verification of 501(c)(3) tax-exempt status, board member list, job descriptions and/or resumes of key personnel involved in the proposed project, grant budget request, organization's current operating budget, and organization's audited financial statement.
- **Formal reports:** All respondents have at least one grant they are currently managing that requires an annual or final report.
- **Annual report components:** All respondents completed an annual report in the past three years that included a narrative of goals achieved and/or challenges. Three quarters of grantees completed an annual report that included a description of budget changes and a summary of changes in stated objectives.
- **Final report components:** All respondents completed final reports in the past three years that included a narrative of goals achieved and/or challenges, financial report or grant budget expenditures, description of budget changes. Three of the four of respondents submitted final reports in the past three years with a description of measurable outcomes and a summary of changes in the stated objectives.

Recommendations

Overview

I generated recommendations based on the discovery process and quantitative research. Specifically, the recommendations meet the project goal and align directly to the three project objectives.

Generate a Grant Application

1. **Create a formal grant application that takes grantees one to two business days to complete:** This targets the goal of creating a formal grant process that is also a feasible endeavor for potential applicants. This time commitment takes into account that three of the four grantees are currently managing more than ten grant projects, and half of the respondents do not have a dedicated grant staff member. The amount of time to complete will depend on the amount of funds requested and the type of grant.

2. **Include 501c(3) verification, project narrative, project budget, and job descriptions of project personnel in the formal grant application**: All respondents submitted these items previously in grant applications. As a result, it ensures the grant application is a feasible endeavor for potential recipients. This allows K10 Kids to evaluate if the proposed project aligns with the organization's mission.

3. **Require applicants requesting more than $25,000 to submit a copy of their board member list and audited financial statements:** Requests for grant awards of $25,000 are a larger financial ask. K 10 Kids may want to ask these applicants to submit their audit and board list to ensu re their fiscal stewardship and confirm the organization has a need for such a large sum of funds.

Standardize the Grantmaking Process

1. **Accept grant application in June and December:** Allowing applicants to submit grant applications biannually eliminates the stress of an annual odeadline. It ensures grantees do not have to wait an entire calendar year to seek funding. Biannual grant application acceptance will allow K10 Kids to encourage new partners to apply.

2. **Review grant applications at the July and January board meeting:** Biannual grant application review at the meetings ensures board members are involved in the grantmaking process. It also alleviates the burden to the Executive Director of making the sole grantmaking decision

3. **Provide a grace period for late and annual and final reports:** In the December 2020/ January 2021 survey, a respondent mentioned their grant staff were catching up on reports that were due in early 2020. This same grantee explained many sponsors provided flexibility due to the COVID. Allowing some flexibility to grantees, on grant report deadlines, can build a stronger relationship and shift the focus from administration to project implementation.

Generate Grantee Reports

1. **Create an annual report and a final report that grantees will complete at the end of each project year and project period respectively:** This meets K10 Kids' request that the reports will be an easier lift for grantees than the application. It also allows K10 Kids insight into the grantees spending rate. This structure ensures that grantees are held accountable, but does not post an administrative burden.

2. **Incorporate an annual report composed of a narrative of objectives, summary of budget categories (with a change of more than 25%), and any challenges:** Three of four respondents submitted these elements in an annual grant report over the past three years. Allowing for changes in the project objectives aligns with the project goal of negotiable objectives. Requesting grantees only report on budget changes that exceed 25% allows grantees autonomy in managing funds as project implementation evolves and keeps K10 Kids informed of major budget changes.

3. **Establish a final grant report that includes a summary of all objectives met, financial overview, as well as a narrative of outcomes achieved and/or challenges:** All respondents completed final reports in the past three years that included a financial overview and budget changes. This indicates the final report is a reasonable lift for grantees and enables K10 Kids to measure the success of its contributions. Therefore, this targets both the feasible effort and financial evaluation goals of the project.

Deliverables

Overview

The three deliverables, outlined below, meet all nine recommendations.
- **grant application**
- **scoring rubric**
- **grantee reports**

I considered the discovery process and quantitative research while developing these deliverables. Each deliverable includes an explanation of the development process, standard procedures, and the written content for the final document.

Grant Application

Development

This grant application meets all three recommendations under "Generate a Grant Application" and one under "Standardize the Process."

1. Create a formal grant application that takes grantees one to two business days to complete
2. Include 501c(3) verification, project narrative, project budget, and job descriptions of project personnel in the formal grant application
3. Require applicants requesting more than $25,000 to submit a copy of their board member list and audited financial statements
4. Accept grant applications in June and December

In addition to meeting the recommendations, I developed the grant application with the following items in mind.
- **Meet the Executive Director's requests:** Applicants are aware of the mission alignment requirement and must be registered 501c(3) organizations.
- **Utilize academic analysis:** Applicants can request general operating funds. Applicants experience limited opportunities for this type of grant funding.
- **Models the comparative funder framework**: Grant categories were selected from the Common Grant Application, and policies are clearly indicated in the application content like that of Smith Charitable Trusts.

Procedures

The K10 Kids Foundation will accept grant applications biannually with due dates of June 1st and December 1st from organizations with a 501(c)(3) status. Applicants with questions regarding the process or application can email the Executive Director.

In order to be eligible, grantees will need to meet the three requirements below.
1. **Grant purpose**: Holistically address the needs of impoverished young adult and adult populations
2. **Required geographic location of grantee**: Philadelphia, PA
3. **Grantee eligibility**: Registered 501(c)(3)

A complete application will need to include the following components.
- Funding range
- Type of grant
- Project Dates
- Project narrative
- 501C verification
- Budget
- Personnel budget justification (if requesting personnel costs)
- Audit report and board list (if requesting more than $25,000)
- Description of capital project plan (if requesting capital project funds)

The K10 Kids Foundation Executive Director will evaluate the medium through which grantees will submit applications. Options include submitting through foundation's website, filling out a google form, or emailing a fillable Adobe PDF.

Content
Policies

K10 Kids Foundation prioritizes funding applications that propose programs aligned to the organization's mission, "To assist organizations holistically addressing the needs of young adult and adult populations within the impoverished areas of Philadelphia".

K10 Kids will give preference to organizations in the Kensington neighborhood; other impoverished areas in Philadelphia will not be excluded.

Prior to making an award, the K10 Kids Foundation will request a site visit and negotiate the project's objectives and budget with applicants. Prior to making a capital grant award, the K10 Kids foundation may request additional documentation. K10 Kids will notify all applicants who receive an award.

If you have questions regarding the grant application process, please email Katrina Keating at katrinakeating7@K10foundation.com.

Applications are due by 11:59 pm on June 1st and December 1st. K10 Kids will not accept late applications.

Instructions

1. Select the amount of funding your organization requests.
    - $0 to $10,000
    - $10,000 to $24,999
    - $25,000 and up

2. Select the type of grant your organization requests.
    - Operating
    - Program
    - Capital
    - Other

3. Enter the project dates. (Projects can span one to three calendar years. The earliest start date is September 1st for applications due June 1st or March 1st for applications due December 1st.)
    - Start Date:
    - End Date:

4. If the type of grant your organization request is 'other', please provide a short description.

5. Please upload a one to three page typed project narrative. (Start with a summary of the proposed project and explain how it aligns to K10 Kids' mission. Be sure to include the project goal, objectives to meet the goal, an action plan to implement the project, and a timeline.)

6. Upload verification of your organization's 501(c)(3) tax-exempt status.

7. Upload a budget. (Address each of the categories: personnel salaries and benefits, consultants, professional fees, travel, professional development, operations, rent utilities, telecommunications, postage, printing, copying, capital improvements, equipment and supplies. Indicate if zero funds are requested for a category.)[20]

8. If your budget includes salary and benefits, upload a budget justification for project personnel. (Include a description of their role in the project and justification as to why their effort is essential to meeting the project goal.)

9. If your application requests more than $24,999 upload your organization's current board member list and audited financial statements

10. If you're applying for a capital grant, provide a one page description of how your organization plans to finance the project, bid out the work (if applicable), and develop visual renderings.

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[20]"Common Grant Application." Grantmakers of Western Pennsylvania. Accessed October 10, 2021. https://gwpa.org/sites/default/files/resources/Coercenmmon%20Grant%20Application%20Form%20-%202014.pdf.

Scoring Criteria

Development

This grant application meets one recommendation under "Standardize the Process."
1. Review grant applications at the January and July board meeting

In addition to meeting the recommendation, I developed the grant application with the following item in mind.

- **Understand the family foundation dynamic:** Along with the Executive director, the board, composed of the founder's ten children, will review grant applications and make award decisions.
- **Limit administrative burden to Executive Director:** K10 Kids has a single staff member, involving the board in the grantmaking decision and utilising a rubric ensures the Executive Director is not the sole decision maker of grant awards.

Procedures

The K10 Kids Executive Director will provide completed grant applications to board members 10 business days prior to the January and July board meetings for review. Grant applications will be discussed and scored using a rubric at these board meetings. Board members who are absent from the January and July board members may provide grant application rubric scores prior to the meeting.

The K10 Kids Foundation Executive Director and Founders will decide on a method for how the board will use rubric percent scores to choose which applications to fund. Options are described below.

- Calculate the average percent score for each application and fund the three applications with the highest average percent score, or fund all applications with a percent score above 90.
- Use the percent score to help guide board members cast their vote on three applications for K10 Kids to fund. Fund the three applications with the most votes or fund all applications that receive a majority of votes.

Content

Instructions

For each application, complete the steps below.

1. Fill out the following three categories at the top of the rubric.
   - Applicant Name
   - Type of Project
   - Requested Funding Amount

2. Score for each of the categories below.
   - Verification of 501 (c)3
   - Mission Alignment
   - Goals and Objectives Feasibility
   - Timeline Reasonability

3. Score the "Action Plan Achievability" category.
   - For capital projects, the application should also include a one page description (of how the organization plans to finance the project, bid out the work (if applicable), and develop visual renderings.

4. Score the "Budget Sufficiency" category.
   - For budgets that include project personnel, the application should also include a justification for these costs.

5. If the application is for $24,999 or less, total the score in each category and enter this in the "score (out of 16)" box. Then calculate the percent and enter this into the percent box. *You're now finished grading the application.*

   -   OR   -

   If the application is for $25,000 or more, move to step five.

6. Score the "Requests for $25,000 or more" category.

7. Total the score in each category and enter this in the "score (out of 17)" box. Then calculate the percent and enter this into the percent box. *You're now finished grading the application.*

Applicant Name: **Type of Project:**
Requested Funding Amount:

Rubric

Item	0	1	2	3
Verification of 501 (c) (3) Status	Nonprofit verification missing	Nonprofit verification provided	N/A	N/A
Mission Alignment	Mission alignment explanation is missing	Mission alignment explanation is complete, but not sufficient	Mission alignment explanation is complete, some concerns around if it sufficient	Mission alignment explanation is complete and sufficient
Goal and Objectives Feasibility	Project goal and objectives are missing	Project goal and objectives are complete but not feasible	Project goal and objectives are complete, but some concerns as to if it is feasible	Project goal and objectives are complete and feasible
Timeline Reasonability	Timeline is missing	Timeline is complete, but it is not reasonable to accomplish the project goal	Timeline is complete, but some concerns around if it is reasonable to accomplish the project goal	Timeline is complete and reasonable to accomplish the project goal
Action Plan Achievability*	Action plan to meet the project goal is missing or incomplete	Action plan to meet the project goal is complete, but not achievable	Action plan to meet the project goal is complete, but but some concerns around if it is achievable	Action plan to meet the project goal is complete and achievable
Budget Sufficiency**	Budget is missing or incomplete	Budget is complete, but will be insufficient to accomplish the project goal	Budget is complete, but some concerns around if it is sufficient to accomplish the project goal	Budget is complete and sufficient to accomplish the project goal
Number Score (out of 16):				
Requests for $25,000 or more	Board member list and/or audited financial statement missing	Board member list and audited financial statement provided		
Number Score (out of 17):		**Percent Score:**		

Applicant Name: **Type of Project:**
Requested Funding Amount:

*Capital projects should also include 1 page on how the organization plans to finance the project, bid out the work (if applicable), and develop visual renderings.
**Budgets that include project personnel should also include a justification for these costs.

Reports

Development

This grant application meets all three recommendations under "Generate Grantee Reports" and one recommendation under "Standardize the Process".

- Create an annual report and a final report that grantees will complete at the end of each project year and project period respectively
- Incorporate an annual report composed of a narrative of objectives, summary of budget categories (with a change of more than 25%), and any challenges
- Establish a final grant report that includes a summary of all objectives met, financial overview, as well as a narrative of outcomes achieved and/or challenges
- Provide a grace period for late and annual and final reports:

In addition to meeting the recommendations, I developed the grant application with the following items in mind.

- **Ensure a collaborative relationship:** Grantees will build a collaborative relationship with KTen Kids as they're given financial autonomy to make budget changes less than 25%. This establishes a level of trust and lends itself to a partner model/

Procedures

Grantees will submit annual reports on a yearly basis (30 days prior to the completion of each grant year) to the K10 Kids Foundation Executive Director. Grantees need to meet the components below in their reports.

- **Narrative of objectives met:** Ensuring objectives are met is essential to the success of projects K10 Kids awards.
- **Funds spent to date:** This provides K10 Kids insights into the recipients spending rate.
- **Summary of budget categories with more than a 25% change:** This allows grantees to make minor budget changes based on needs of project implementation, but alerts K10 Kids to any major changes in the budget.
- **Description of any challenges:** The Executive Director may use the reports to identify projects that experience more challenges and require assistance.

The K10 Kids Foundation Executive Director will evaluate the medium through which grantees will submit an annual report. Options include submitting through the foundation's website, sharing a google sheet, or emailing a fillable Adobe PDF.

Annual Report Content

Policies

As a grantee, you are required to report on an annual basis. Reports are due 30 days prior to the completion of each grant year by 11:59 pm.

If your organization is unable to meet the reporting deadline, please email Katrina Keating at katrinakeating7@K10foundation.com to request an extension. Please also email Katrina if your organization has questions on the annual report.

Instructions

1. Identify and describe the project objectives met to date.

2. Provide the expenditure amount for each of the budget categories below to date. If you've expended more than 25% of the allocation in your original application for the budget categories below, provide an explanation. Be sure to provide the total amount of grant funds spent to date.
   - Personnel
   - Salaries
   - Benefits
   - Consultants
   - professional fees
   - Travel
   - Professional development
   - Operations
   - Rent
   - Utilities
   - Telecommunications
   - Postage
   - Printing
   - Copying
   - Equipment
   - Supplies

3. Describe any challenges you've experienced meeting the objectives or goals to date.

Final Report Content

Policies

As a grantee you are required to submit a final report. Final reports are due 30 days after the completion of the project by 11:59 pm.

If your organization is unable to meet the reporting deadline, please email Katrina Keating at katrinakeating7@K10foundation.com to request an extension. Please also email Katrina if your organization has questions on the annual report.

Instructions

1. Describe the measurable outcomes.
2. Provide a narrative of the project goals achieved
3. Detail any challenges met along the way.
4. Summarize any changes in the stated objectives (if applicable).
5. Provide a financial overview of each budget category be;ow. Include the original allocation from your grant application and total expenditure. If you've expended more than 25% of the allocation in your original application, provide an explanation. Be sure to provide the total amount of grant funds spent for the entire project.
   - Personnel
   - Salaries
   - Benefits
   - Consultants
   - professional fees
   - Travel
   - Professional development
   - Operations
   - Rent
   - Utilities
   - Telecommunications
   - Postage
   - Printing
   - Copying
   - Equipment
   - Supplies

Conclusion

Next Steps

The K10 Kids Foundation only needs to finalize the three items below to begin soliciting grant applications for the December 1st 2021 deadline. Options for each step below are included in the deliverable section of this project.

- Choose and implement the medium for applicants to submit their grant applications
- Decide and establish the medium for for applicants to submit their annual and final reports
- Select a method for how the board will use rubric percent scores to choose which applications to fund

Impact

Rather than utilize an existing grantmaking model, this project established a customized and systematic grantmaking structure from application through final report for the K10 Kids Foundation. The grantmaking structure was established to meet the Executive Director's needs, developed through academic research, and based on fellow family foundations' designs. The model is evidence informed through quantitative research on K10 Kids' current grantees.

The grantmaking structure will establish K10 Kids Foundation as a grantor in the Philadelphia nonprofit sector. This will give the K10 Kids additional credibility and increase its name recognition amongst fellow foundations. Through its grant awards, the K10 Kid Foundation can fund specific projects of its choosing. This structure will help K10 Kids ensure its funding is going towards its intended purpose through additional oversight.

This grantmaking model provides an equal chance for applicant organizations that are unfamiliar to K10 Kids to receive an award. Through this, K10 Kids will achieve great diversity as all projects, from eligible applicants with complete applications, can be considered for funding. As awards are made using a rubric and percent score K10 Kids will ensure equity in making awards.

This custom and systematic grantmaking structure will help K10 Kids Foundation achieve its mission of addressing the needs of impoverished individuals in the Philadelphia region while simultaneously putting K10 Kids Foundation on the map as a grantor.