Kinship Agency Proposal Template

As a supplement to our Funding Toolkit, this document provides guidelines and an outline for a funding proposal. Inserting your agency responses into the outline will create a boilerplate proposal for future grant applications.

I. Problem Statement or Needs Assessment

Secure the following information to document your kinship support project needs.

A. Data

Demographic Data

- Data on local variables (race/ethnicity, poverty, employment, median household income, median highest level of education, housing cost burden, Internet access, and access to nutrition supports) is available on the Community Opportunity Map from Casey Family Programs, and there are options to search for all of this data for your area by zip code, city, county, state (including the District of Columbia), U.S. Congressional district, and Puerto Rican municipality.

Kinship Statistics

- To find local, state, and national kinship family statistics, visit the Kinship/Grandfamilies Data page on the Grandfamilies & Kinship Support Network: A National Technical Assistance Center website. Additionally, take a look at the Network's fact sheet, "Kinship/Grandfamilies: Strengths and Challenges," and a fact sheet from Generations United, "Children Thrive in Grandfamilies."

Additional Data

- Over 20 states (and the District of Columbia) are partners in United for ALICE. ALICE stands for Asset Limited, Income Constrained, Employed. The United for ALICE website provides statewide and local data on people earning above the Federal Poverty Level but struggling to afford basic expenses. National data is also available.

B. Available Services/Supports for Kinship Families

- For information about other local providers, local agencies, kinship navigators, etc., see your relevant GrandFacts fact sheet.

- Note service deficits (i.e., insufficient outlets, inaccessible locations, lack of culturally relevant options, existing gaps in agencies providing such services, etc.)
- Create an asset map of agencies serving kinship families (community-based agencies and public resources, both kinship-specific and not, such as hospitals, family centers, schools, libraries, daycares, etc.)

II. Target Population

A. **Describe the Kinship Population for the Project** with as much data as you have (i.e., age, race, gender, neighborhood, income, education, immigration status, English language fluency) and proposed service numbers.

B. **Get and Show Family Input** regarding needs and service preferences by learning from kinship families, agency staff, and other agencies through focus groups, surveys, key informant interviews, and provider comments

III. Program Goals & Objectives

A. **Program Goals and Objectives:** Develop program goals and associated objectives that are Specific, Measurable, Attainable, Relevant, and Time-Bound (SMART). For more information about how to develop SMART goals, read the blog post "How to Write a SMART Goal," from HubSpot.

B. **Process Objectives:** Process objectives measure the activities themselves – they focus on the steps (or process) implemented to achieve a program goal.

C. **Outcome Objectives:** Outcome objectives measure the results (or outcomes) of the activities in the program related to an objective

D. **Anticipated Impact:** The anticipated impact is the expected change in people's lives due to the program. It may include new knowledge, skills, behaviors, health, or living conditions for children, adults, families, or communities. Such changes can be positive or negative long-term effects on your program participants produced by your interventions, directly or indirectly, intended or unintended.

IV. Methods/Program Description/Procedures

A. **Project: New program or expansion of an existing program**

B. **Project Title**

- Choose a title that is reflective of the project activities and goals.
- Consider a snappy title with a short subtitle that explains the project.

C. Recruitment/Engagement Strategies for Kinship Families

- Develop an outreach plan.
- Identify roles of project staff and other supports.
- Note the use of print and/or electronic materials for participants' cultural and literacy considerations.

D. Screening/Enrollment Process

- Identify the criteria for kinship family selection (i.e., geography, age, etc.).
- Describe all elements of the enrollment process.

E. Proposed Interventions/Strategies

- Identify evidence-based interventions and curricula.
- Note research supporting your strategies for your target population and any culturally appropriate activities.
- Develop a logic model to demonstrate the components of the proposed effort. "How to Develop a Theory of Change and Logic Model for Your Kinship Navigator Program," by Sarah Prendergast of the Urban Institute and Karin Malm of Child Trends, offers a helpful guide. Nonprofit Works provides a free template that may be useful.

F. Participant Retention Strategies

- Determine how participant engagement will be monitored.
- Identify any incentives to be used.
- Note staff roles in outreach to participants to re-engage.

G. Collaborators and Their Roles

- Note current and proposed partners and strategic alliances.
- Identify the specific supports and how they will complement your efforts.
- Consider schools, churches, community-based agencies, city services, social services, etc. Here are some ideas.
- Develop a Memorandum of Understanding (MOU) with partners to clearly define roles and deliverables when possible.
    - A sample MOU is available here.

H. Project Management/Timeline Chart – See sample below.

Key: ED – Executive Director, PC – Project Coordinator, CM – Case Manager, PA – Peer Advocate, E – Evaluator, AB – Advisory Board, C – Consultants

Activity	Responsible Party	Start Date	End Date
Staff hiring (Project Coordinator, Case Manager, etc.)	ED		
Consultant contracts	ED		
MOUs with partner agencies	ED		
Set up Project Advisory Board	ED, PC		
Orientation of staff, consultants, boards to project	ED, PC, AB		
Creation of project management information systems	ED, PC		
Develop project print/electronic outreach materials	ED, PC, AB, C		
Prepare project press release	ED PC		
Creation of kinship outreach plan	ED, PC, PA, AB		
Recruitment of kinship families	PC, PA, AB		
Intake of participants	CM		
Participant assessment	CM		
Enrollment of participants in targeted project services	PC, CM		
Identification of pre/post instruments and measures	PC, PA, E		
Collection and entry of pre-assessment data	E		
Post-assessment data collection	E		
Data analysis and interim report preparation	E		
Analysis and final project evaluation report	ED, PC, PA, AB		

V. Program Evaluation

A. Evaluation Protocol Possibilities

If your agency already has evaluation measures, describe them here. Having both process and outcome evaluation measures is recommended. Identify if your current tools are industry standard (normed and proven appropriate for the target population).

The process evaluation will determine whether program activities have been implemented as intended and resulted in specific outputs. Describe how you will document the following:

- What did your program do?
- When and where did your program activities take place?
- What are the potential barriers/facilitators to conducting program activities?

Processes/tools used to document process outcomes include the following:

- Number of families served and identification of members served (i.e., caregivers only, children only, or entire family)
- Number of type of services offered
- Satisfaction surveys
- Key informant interviews
- Focus groups
- Event attendance sheets
- External referrals to agencies (i.e., how many, for what, and response)
- Client workshop evaluations
- Number of new agency formal and informal relationships established

The outcome evaluation measures will assess the program's effects on the target population. Outcome measures usually focus on documenting changes in knowledge, attitudes, behaviors, skills, and resources accessed among the target population. Have written documentation of the following outcomes:

- Percent of family goal plans achieved
- Type and number of new community resources used and obtained by family

- Type and number of new financial supports, entitlements, and other assistance secured by family
- Legal status changes for children in care
- Results of pre/post tests on courses provided
- Reunification of the child with a parent

B. Evaluator: (independent or internal): **If you have an independent evaluator, identify them and their credentials here.**

VI. Management & Staffing

A. Describe **current management & staffing** roles and lines of authority.

B. Keep **updated resumes and bio-sketches** for all key agency staff.

C. Identify potential **new positions and job descriptions** with required education, experience, and certifications.

D. Identify agency-required **in-service training and other professional development.**

E. Note any **supplemental consultants** that provide services.

VII. Program Sustainability

A. Continuation Funding/Support

- State the ability of the agency to continue programs after funding terminates.
- Identify potential funding sources.
- Note in-kin resources available and from where (space, incentives, travel, etc.)

B. Current Funding Sources and Amounts

C. Pending Funding Sources and Amounts

VIII. Organizational History/Capacity Statement

A. 501(c)(3) Status Establishment Date

B. History and Accomplishments

C. Vision Statement

D. **Agency Mission**

E. **Overall Goals**

F. **Primary Objectives**

G. **Diversity, Equity, and Inclusion Statement**

H. **Annual Operating Budget**

I. **Current Management and Staffing** (number, positions, cultural competency to constituents)

J. **Board of Directors Profile** (number, demographics (race, gender, age range), employment, assets to agency)

K. **Description of Each Current Program**

- Target Population
- Needs
- Goals and Objectives
- Services
- Evaluation Results

L. **Site Resources**

- Agency Building (square footage, number of offices, meeting rooms, eating spaces, computer room, outside area, child play area, etc.; agency-owned or rented)
- Equipment (computers, copier, faxes, etc.)
- Data Management System
- Print and Electronic Media (website, social networking platforms, newsletters, etc.)

IX. Budget Planner

Here are several major categories that you should consider when developing your program budget, along with some ideas of what they can include. Your categories may be different based on the project, but this will guide you in what to include.

A. **Salaries and Wages** – Factors in cost-of-living adjustments, merit increases, and bonuses. Remember to include temporary employees, if applicable.

B. **Fringe Benefits** – These are typically calculated as a percentage of salaries and wages and include FICA, state unemployment and other required employment-related taxes, such as FMLA disability, etc.; retirement plans; health, dental and life insurance; and other benefits that your agency offers its employees.

C. **Equipment** – These include computers, projectors, copy machines, printers and ink, postage machines, etc.

D. **Supplies** – These include paper, letterhead, business cards, and general office supplies.

E. **Travel** – This should only include travel that specifically supports project development and implementation.

F. **Consultants and Contractors** – Individuals or organizations that will assist with project implementation.

G. **Other** – Technology, postage/shipping, printing, membership dues, professional development, etc.

H. **Administrative Expenses/Indirect Costs** – These are costs incurred for a common or joint purpose benefiting more than one project. They are typically calculated as a percent of direct costs. Funders sometimes dictate the maximum indirect cost allowed in your budget. Foundations or local governments often cap it at 10%. Federal agencies enable organizations to set up negotiated rates through an application process; however, this must be done before any new application is considered. Until then, Federal agencies will honor a “De minimis” rate of 10%. Examples of indirect costs are rent, utilities, facility management, back-office expenses (such as accounting and human resources), business insurance, etc.

X. Attachments

The following should readily be available for proposal attachments.

- Copy of 501(c)(3) – IRS letter of nonprofit determination
- Board of Directors profile (i.e., race, gender, age range, profession)
- Recent annual operating budget
- Recent audit
- Latest 990 IRS filing
- Job descriptions
- Staff biographical sketches

- Updated resumes of key personnel
- Organizational chart
- Support letters
- Memorandum of Understanding (MOU)
- A PDF copy of the agency brochure
- Agency diversity, equity, and inclusion (DEI) statement
- Evaluation instruments