

**W.K. Kellogg Foundation
Food and Fitness Initiative**

**Planning Phase Application
Guidelines for Preparation**

September 2006

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Program Overview

Program Purpose

Food and Fitness is a multi-year national initiative supported by the W.K. Kellogg Foundation that supports community approaches to create and maintain access to fresh, locally grown healthy food and safe environments for physical activity in order to improve and protect the health status of children.

The W.K. Kellogg Foundation's *vision* for the Food and Fitness initiative is *vibrant communities that support families and their children by promoting a way of life focused on healthy food and physical activity and play*. This vision reflects the Foundation's commitment to build on individual, family, and community assets.

The *goal* of the Food and Fitness initiative is to *create community environments that support healthy children, youth, and families by making available and promoting the procurement and consumption of local healthy food and the creation of space and structures for physical activity and play*.

Background

There has been a steady and significant rise in obesity among people of all ages in the United States. The Center for Disease Control and Prevention reports that over the past three decades the obesity rate has more than doubled for preschool children (age two to five) and teens, and has tripled for children (ages six to eleven). Approximately nine million children over age six are considered obese. Sixty-five percent of adults are overweight or obese. Obesity disproportionately affects minority populations who experience greater health disparities and are then at an even higher risk for obesity related illnesses. Beyond the social costs, the financial costs of health care expenditures related to obesity and being overweight in adults alone range from \$98 to \$129 billion annually. That cost is projected to continue to increase.

Obesity is now being recognized as a symptom of larger social issues that create environments that compromise healthy behaviors. Healthy eating and physical activity are complexly intertwined with social, cultural, economic, and environmental factors that influence children, youth, and families where they live, work, and play. As such, traditional models that focus only on individual behavior change have a limited impact on obesity reduction and prevention.

Family is the building block of society. It is where children and youth are nurtured, enduring habits are formed, and meaning is created. Social and economic factors have created changes in family structures and practice which have resulted in a reduction of shared time and family cohesion. Families are losing important opportunities for physical activity. Although many communities have many programs which focus on individual family members, less attention is paid to supporting the family unit. Communities and families can support each other in creating practices and activities that enhance family well-being through shared activity and access to quality food. Food can be a powerful community organizing tool. The growing, selection, preparation, and consumption of food can create opportunities for shared activity and common purpose for families and communities.

A new approach is needed that focuses on systems change that integrates multiple strategies in a variety of settings (peer, family, organizational, and community) to address environmental and social conditions and inform changes in public policy and organizational practices. Examples of

emerging trends and effective strategies in food systems, physical activity, and community health initiatives include:

- **Food systems**: There is a growing interest in locally and regionally grown foods. The connections among food, farming, and the environment that make up a “food system” are increasingly being recognized as essential to healthy communities. This interest is reflected in an increase in community gardens, food purchasing collaboratives, farmers' markets, innovative school food service programs such as Farm-to-School, and other institutional and family-based food purchase and procurement practices.
- **Physical activity and the built environment**: There is a growing commitment to provide more opportunities for play and physical activity for youth and adults. This is evident by the passage of the Children and Nutrition Act (2005) requiring all schools to have a wellness council to improve opportunities for physical activity and structured play in the schools. Local residents are working with transportation and land use planners, local developers, housing authorities, and local business establishments to increase the use of the natural and built environments to offer more opportunities that integrate physical activity into daily routines. For example, connected street and sidewalk networks create a supportive pedestrian environment. Neighborhood associations have successfully advocated for new or improved parks; creation of trails, bike paths, and greenways; additional sidewalks, traffic lights, and stop signs; and increased public safety patrols.
- **Community health initiatives**: There is an increased focus on the use of environmental strategies and policy change initiatives to promote and support healthy behaviors among individuals, families, and communities. Social networks and connections have been linked to increases in physical and mental health, and social connections also contribute to community willingness to take action for common good. There is also a growing recognition that community health issues are most effectively addressed by creating and engaging a diverse and broad-based collaborative to build on the assets of a community, mobilize and leverage resources, and facilitate collective action for sustainable environmental and policy change. A shared vision, clearly defined outcomes, the alignment of the leadership and resources, incorporating a multi-cultural lens in all aspects of the work, and inclusion of those most affected in the agenda setting and decision making, are key elements of success.

The Food and Fitness Initiative

Access to affordable, locally grown healthy foods and creation of space and structure for physical activity and play are organizing tools to reweave family and community and address disparities. To achieve systems change the following elements are critical:

- ***Investing in communities and partnerships*** by bringing together a diverse group of individuals and organizations as a community collaborative to plan, implement, and sustain social and physical environments that promote healthy eating and physical activity.
- ***Engaging youth*** as key change agents and leaders in organizing community and neighborhood efforts and in the design and implementation of communications, policy, and evaluation efforts.
- ***Supporting family and community interaction*** and enhance social networks by creating opportunities for social support that enhance family well-being through shared activity and access to quality food that reflects cultural practices.
- ***Creating opportunities for physical activity*** within families, neighborhoods, and communities using the natural and built environment to integrate physical activity into daily life.
- ***Ensuring availability and access to affordable local, healthy, and fresh food*** through the participation of local farmers, food processors, and food purchasers with well-informed “food

citizens,” who not only have a stake, but also have a voice in where their food is produced, processed, and sold. New efforts create additional demand for locally grown food.

- *Informing policy* by increasing the level of community civic engagement in changing organizational practices, policy, and regulatory action at local, state, and national levels to increase the purchase of local healthy foods and promotion of physical activity. Community collaboratives will identify state and national partners in order to support the local policy and system change efforts. Building these assets within a community can enhance the social environment and opportunities for economic development.
- *Using communication strategies* to inform advocacy and influence behavior change and drive change in systems and public and private policies.
- *Building momentum and leveraging resources* is key to ensuring the long-term success of the program. New practices become embedded within the community to create new social and cultural norms. Public and private partnerships that include employers, the business sector, and community foundations can leverage additional resources. The work of these communities will link with state and national efforts to inform new programs and policies and support the emerging movement for healthy eating and active living.

The Foundation will support community collaboratives that involve a cross section of organizations and leadership including grassroots groups, community-based organizations and institutions representing the local food system and physical activity constituencies, public health and health care, education, recreation, economic development, transportation, urban and rural planning groups, faith-based organizations, corporate sector, and employer groups. Community leaders will have an integral role in agenda setting and decision making so their opinions and views are included in the design and engagement of the collaborative. Communities that receive this funding will bring together local food, physical activity, and health constituencies to develop and implement a cohesive strategy to impact change.

The collaborative members will engage in a comprehensive planning process that:

1. identifies community assets and resources,
2. builds their collective capacity for initiating systemic change, and
3. develops and implements a plan of action with a focus on social and physical environmental change and policy strategies.

Community partnerships will have opportunities to participate in networking meetings to actively engage in creating a learning community, share new insights, gain support, identify trends across the community collaboratives, and inform the national communication, policy, and evaluation plans. As state and national partners emerge they will be integrated into the networking opportunities. In addition to networking, resources will be available to provide technical assistance to the community collaboratives.

Planning Phase

To launch the Food and Fitness initiative, the W.K. Kellogg Foundation is seeking partnerships with selected communities. The Foundation anticipates awarding six (6) communities grants of approximately \$250,000 a year for two years to develop a comprehensive community action plan to strengthen family and community ties, create a healthy food environment, and create opportunities and space for physical activity and play. The six communities will represent diverse ethnic and racial compositions, urban and rural areas, population sizes, and geographic locations. A rural community may range in geographic size from township to a multi-county area. An urban community may range in size from neighborhoods to city-wide. Subsequent Food

and Fitness funds are anticipated to implement community action plans and disseminate information about their successes and the major learnings.

The outcomes for the Planning Phase include:

1. creating or enhancing an existing community collaborative that includes a broad spectrum of organizations and individuals that reflects and integrates the racial, ethnic, and economic diversity of the community and includes adult and youth leadership, and
2. developing a comprehensive community action plan for system change to ensure access to fresh, local, healthy food and safe space for play and physical activity. The community action plan will identify key strategic points to leverage change; integrate communications, policy, and evaluation; identify intended outcomes; and include a sustainability plan.

The Foundation will develop, in partnership with the selected communities, additional outcomes and the specific indicators, measures, and methodology for the cross site evaluation.

Implementation Phase

Based on an assessment of the Planning Phase, funding to implement, sustain, and disseminate the learnings will be determined by the W.K. Kellogg Foundation Board of Directors. Initial projections for the Implementation Grants range from \$300,000 to \$500,000 for each community collaborative on an annual basis for five years. Funding to sustain efforts and disseminate learnings may be up to \$250,000 per site for three years. Only those communities awarded funds for the Planning Phase will be invited to apply for Implementation Phase funds.

Eligibility and Selection Criteria

Eligibility

As a private foundation, we make grants to 501(c)(3), 509(a) organizations. Please attach your IRS Determination Letter to your proposal verifying your IRS classification.

Selection Criteria

The following selection criteria will be used in evaluating proposals:

- **Knowledge of the Community/Readiness**
 - Demonstrated understanding of the community
 - Working knowledge of local, county, and state policy environment
- **Integrative and Visionary Approach**
 - Capacity and readiness to pursue visionary and innovative approaches to change systems to ensure access to fresh, affordable, local healthy food and safe space for play and physical activity
 - Evidence of intent to bring local sustainable agriculture and food systems, physical activity constituencies, and community health systems together to develop an integrated approach to address systems change through policy and environmental efforts
 - Potential of the proposed approach to increase procurement and consumption of local healthy foods, access to safe space for play and physical activity, and

- enhance family and community interactions
- Concerted focus on comprehensive approaches and interdisciplinary collaboration that builds on community assets for a synergistic impact

- **Collaboration**
 - Evidence of a strong, broad-based collaborative that is poised to develop creative, effective approaches to system change
 - Indication that existing leadership has the vision and capacity to lead the effort, mobilize key constituents and facilitate the planning process
 - Demonstration that the work will engage a new or existing collaborative that is comprehensive and includes diverse groups and organizations
 - Demonstration of a significant critical mass of leadership across the different sectors
 - Evidence that youth and community leaders will have meaningful involvement in the initiative

- **Planning Process**
 - Strength of the proposed planning process
 - Involvement of key stakeholder groups in the planning process
 - Capability of the collaborative to implement the planning process successfully
 - Demonstration that the planning process will utilize multicultural processes to engage people from different racial, ethnic, and economic backgrounds

- **Organizational Capacity**
 - Understanding of the organizational capacity/skills needed to facilitate the collaborative process
 - Evidence that the fiscal agent identified has the capacity to administer the grant

- **Evaluation**
 - Evidence of a qualified individual who will serve as a lead evaluator
 - Knowledge of existing data (e.g., food system assessment, assessment of the natural and built environment for physical activities, and local youth risk behavior survey).
 - Involvement of key stakeholders in the evaluation process
 - Capability of the collaborative to implement evaluation activities successfully
 - Demonstration of a community participatory approach to develop and conduct evaluation

Application Process

Application Package Contents

The W.K. Kellogg Foundation will accept a single application per community. Your proposal package should include the following:

1. Submission Form
2. One-page Project Summary
3. Proposal Narrative
4. Budget
5. Budget Narrative
6. Attachments:
 - A. Tax Eligibility Documents
 - B. Descriptive letters of commitment
 - C. Resumes/Curricula Vitae for key leadership and staff

Details regarding each part of the application are found below.

Submission

An electronic copy of all documents should be emailed to Carol J. Laird, Program Assistant, at cjl@wkkf.org. **THE COMPLETE PACKAGE MUST BE RECEIVED NO LATER THAN DECEMBER 11, 2006**, in order to be considered. Receipt of all applications will be acknowledged in writing.

Timelines

The following table reflects the revised timeline for the overall review process which will include the proposal review and site visits.

Action	Date(s)
Site Visits Commence	February 2007
Announcement of Awards	April 2007

INQUIRIES

Inquiries are welcome and should be addressed to:

- Linda Jo Doctor, Program Director, Health
W.K. Kellogg Foundation
Phone: 269-969-2244 or lindoc@wkkf.org
- Gail Imig, Program Director, Food Systems and Rural Development
W.K. Kellogg Foundation
Phone: 269-969-2244 or gail.imig@wkkf.org

**W.K. Kellogg Foundation
Food and Fitness Initiative
Planning Phase Submission Form**

This form will be used to enter your proposal into the Foundation's electronic system. Please complete this form and return it with your proposal. Where noted, please limit your response to the number of maximum characters requested.

CONTACT INFORMATION

Contact Information: *(Name, address, phone and related information used to identify the organization and representative submitting the request for correspondence purposes.)*

ORGANIZATION INFORMATION (To be completed by the organization identified to submit this application on behalf of the collaborative)

Organization Type: *(Non-profit, Public/Government, Individual)*

Organization Name: *(Legal name of the organization according to IRS [255 chars max])*

Other Organization Name: *(Any other names or common references [255 chars max])*

Tax Status: *(Does the organization have 501(c)(3) status?)*

Tax Identification Number Employer Identification Number (EIN): *[20 chars max]*

Request Details

Total Project Budget: *(Estimated budget including funding from all sources, Kellogg Foundation, and other. Please use a period for the decimal point and a comma for thousands.)*

Amount Requested: *(Dollar amount being requested from the Kellogg Foundation. Please use a period for the decimal point and a comma for thousands.)*

Proposal Narrative Instructions – Planning Grant

Each applicant should submit a Proposal Narrative as part of its application package.

Format and Length:

The proposal narrative should not exceed 20 pages. This page limit does not include the Budget, Budget Justification, Application forms, or required attachments. Proposal narratives should be single spaced, written in 12 point font, and numbered consecutively beginning with page 1.

Content:

The proposal narrative is your opportunity to share your vision and plans for addressing the social, cultural, economic, and environmental factors that influence children, youth, and families where they live, work, and play. The Foundation is interested in supporting new and creative approaches that focus on healthy eating and physical activity by changing current systems. Your application should clearly describe your collaborative's capacity to integrate multiple strategies in a variety of settings (peer, family, organizational, community) to address environmental and social conditions and inform changes in public policy and organizational practices.

Using no more than 20 pages, please use the following framework to describe your vision for the initiative and plan for the two-year planning phase:

I. Community Context

Provide a narrative description of the proposed focus community, including the geographic area(s), demographics, and socio-political boundaries. Include a comprehensive description of the relevant community systems including the local food production and distribution system (including the relationship between the community and local and regional farmers), food sellers and purchasers, public health and health care institutions, educational systems, recreational resources, transportation, planning, community and economic development, corporate and industry, and formal and informal neighborhood/community-based organizations relative to this work.

Describe the current local, county (or other relevant political boundary), tribal and state public policy and regulatory environments relative to local food systems, the built environment, physical activity, and community health relative to this work. Include a description of relevant institutions/organizations (e.g. governmental agencies, advocacy groups, business/industry, etc.) and their relationships to each other.

II. Vision and Principal Objectives

Describe the overall vision for the proposed effort, including why the effort is needed and the types of changes envisioned. Applicants may provide a diagram or a flow chart if it will help in conveying this vision clearly. Include a brief and specific statement of the project's overall goals and objectives at this point, including goals and objectives for the planning phase and anticipated goals and objectives for the implementation phase. Thinking forward 10 years, describe what will have changed and what the community will look like. Include an analysis that identifies what you expect to be the greatest challenges to achieving this vision.

In this section, applicants should demonstrate an understanding of obesity as a symptom of larger social issues that create environments that compromise healthy behaviors. Your vision and objectives should reflect the intertwined relationship between healthy eating and physical activity and social, cultural, economic, and environmental factors that influence children, youth, and families where they live, work, and play. Applicants should describe an approach that facilitates community change. Be sure to refer to the community description above in describing how the current policies and organizational practices and other institutional barriers help or hurt such efforts and what a new system might look like. Be sure to include a discussion of how this initiative would move beyond individual interventions to bring about sustainable community change.

III. Community Collaborative

The Foundation will support community collaboratives that involve a cross section of organizations and leadership including grassroots groups, community-based organizations and institutions representing the local food system and physical activity constituencies, public health and health care, education, recreation, economic development, transportation, urban and rural planning groups, faith-based organizations, corporate sector, and employer groups.

Use this section to describe how a new or existing community collaborative will design and oversee this project. Your application should describe who will be involved in the collaborative and the process that will be used to ensure that community members and leaders have an integral role in agenda setting and decision making so their opinions and views are included in the design and engagement of the collaborative.

A. Collaborative Partners. Describe the partners engaged in this project. Include a list of individuals that describes:

- (1) the name of each individual involved
- (2) their sector/system and organizational affiliation (if applicable) and their role in their organization/institution
- (3) the neighborhood or constituency they represent (if applicable)
- (4) their role in the project

Describe the extent to which the proposed collaborative reflects the racial and ethnic composition of the community(ies), and how the collaborative partners reflect the different sectors/systems relevant to the project. Include a description of the sectors or systems not already engaged in the project whose participation will be important for success, and how the collaborative will engage a representative from that system for participation in the project. Also address how the input of new participants will be integrated into an existing planning process.

Describe how youth will be involved in the collaborative. Include plans to identify youth for participation, provide opportunities for leadership development/capacity building, and maintain youth engagement throughout the planning period.

Include detailed letters of commitment from the organizations/institutions involved in the collaborative as *Attachment A*. Be sure the letters are individualized and describe what commitment is being made to the collaborative and/or project.

B. Infrastructure. Describe the structure the collaborative will use to ensure that all partners have an integral role in agenda setting and decision making, and that youth and grassroots community members have a shared ownership of the process. Include descriptions of:

Structure: Describe how the collaborative will be structured and organized. If committees will be used, for example, include a description of key committees and subcommittees and how they will relate to each other.

Process: Identify the processes that will be used by the collaborative to coordinate and facilitate consensus-building, decision making, and meeting facilitation. Describe what mechanisms will be in place to ensure communication among partners. Describe how relationships and linkages among relevant organizations and individuals will be established and maintained, and how the collaborative will ensure that its role is appropriate and reflects the changing needs of the project over time.

Learning: Given the diversity of the collaborative, bringing together people of different race, ethnic and cultural backgrounds, and people who have traditionally worked with different constituencies (sustainable agriculture and food systems, built environment, and community health), describe what mechanisms will be used to learn about each other’s work and perspectives, learn new skills, and develop new leadership.

Leadership/governance: Describe the leadership/governance structure for the collaborative. If individuals/organizations have been identified to fill leadership roles, describe how those decisions were made and why these individuals were chosen. If leadership positions have been defined but have not yet been filled, describe the process for filling the position.

Administration: Identify one organization to serve as the named grantee for the community collaborative in the event an award is ultimately made. This organization will be responsible for fiscal administration of the grant including receipts and expenditures, contracts and subcontracts, and fiscal reports. The named organization must meet tax-eligibility criteria to qualify for a grant. Please describe how and why this organization was chosen to lead this effort. Also describe the organization’s relationship to the collaborative.

Convener: Describe the organization/person(s) that will be responsible for facilitating the ongoing collaborative process, including coordinating the day-to-day functions of the collaborative, organizing meetings, preparing agendas, and maintaining communication with and engagement of partners. Describe how and why this organization was chosen to play this role.

In cases where the proposed collaborative builds on existing partnerships, describe whether and how the partnership will continue to function and, if so, how the current and new initiatives will be related.

C. Collaborative history: Describe the community’s history working through collaboration, both formal and informal, and between and among different institutions, organizations, and systems. Include a description of one partnership and specify what policy and/or program impact was achieved as a result of its effort. Describe whether any of the organizations/individuals in this project were involved. If previous experience is not available, describe why you believe this type of approach will be successful in your community using specific examples.

D. Challenges and Opportunities: This work has brought together individuals and organizations who work in food systems, the built environment, physical activity and nutrition, and community health, from both institutions as well as grassroots community organizations. Describe some of the challenges you have already faced in engaging a diverse range of individuals and perspectives. Describe both the process and content issues that have emerged, and how they have been addressed.

IV. Planning Approach and Timetable

Grantees will use the two-year planning phase to develop a comprehensive community action plan with a focus on social and physical environmental change and policy strategies in order to strengthen family and community ties, create a healthy food environment, and create opportunities and space for physical activity and play. Activities during the planning period should include efforts to ensure that the collaborative is well established with representation from the variety of sectors and systems related to the project and engaged youth and community members. Partners should be engaged in a comprehensive process to identify the resources and needs of the community, define creative strategies for system change, and develop a comprehensive and detailed community action and evaluation plan.

In this section, describe how your collaborative will:

- Analyze the current systems to identify opportunities for change and improvement
- Identify existing community resources related to ensuring access to fresh, local healthy food and safe spaces for play and physical activity
- Identify existing barriers to community access to local healthy food and safe spaces for physical activity and play, including those which can and cannot be addressed
- Consider a range of creative ideas for changing systems and building synergy across and among the various sectors and systems
- Develop a strategic plan for system change based on the ideas considered to have the greatest chances of success, including specific goals and objectives, partner roles and responsibilities, and timeframes
- Develop a plan that integrates communication, policy, evaluation, and sustainability in the plan
- Include all partners in the process
- Ensure the meaningful involvement of youth
- Engage community voices in the process
- Build your approach based on cultural traditions and other community assets
- Build the collaborative’s capacity for initiating systemic change
- Ensure the proposed plan responds to the interests and concerns of community members

- Develop a plan that is realistic given the time and resources available
- Integrate and respond to existing and other future community health improvement efforts

This section of the proposal should be very concrete. Specific activities and tasks should be described clearly, along with how these activities relate to each other and to an overall strategy or vision. Applicants should include a timeline that depicts the order, frequency, and duration of specific activities during the planning phase.

If previous planning processes conducted in the community will inform these activities, describe these processes and how they will be used.

V. Evaluation

Each collaborative is expected to conduct an evaluation to inform programmatic efforts and assess the effectiveness of its efforts throughout the planning and implementation phases. The evaluation should use a participatory process, including the meaningful participation of community members at all stages of planning, data collection, interpretation, and dissemination.

Funded sites must also commit to working collaboratively with an independently identified evaluator to conduct a cross-site evaluation of the Initiative. In addition, projects will be expected to submit periodic program updates that include information about the evaluation.

This section should describe all aspects of the proposed site-specific evaluation activities.

A. Outcome Measures

Identify specific outcomes measures relevant to the planning process. Also identify potential outcomes you would anticipate during the implementation phase (recognizing that these will be defined during the planning phase).

B. Data

Identify sources for data related to this initiative, both primary and secondary, including the process of securing data, issues related to confidentiality, whether data sources are current and accurate, and how well they reflect the community of focus. Discuss any limitations or gaps in available data sources and how these might be addressed.

C. Design

Identify the proposed methods for measuring changes in outcomes due to the collaborative's efforts. Describe the methods proposed for the different outcomes identified above, including the challenges and limitations of these analyses. Include specific timeframes for the design, collection, and analysis of data.

D. Collaborative Process

Describe how a community participatory processes will be used to ensure input from a broad range of partners, including community members, in all aspects of the evaluation, including its design, data collection, interpretation, and dissemination. Describe how partners and community members will be involved and how their engagement will be maintained throughout the planning period.

E. Evaluation Leadership

Identify one individual to be the Lead Evaluator and serve as the primary contact for all evaluation related activities. Describe his/her qualifications, background and experience, and how he/she was chosen. Identify other individuals who will be involved in the evaluation process in a paid or voluntary capacity. Include a description of their qualifications/expertise, including expertise in data collection, statistical analysis, community participatory methods, etc. Include resumes for evaluation leadership in Attachment C.

VII. Other funding resources

Describe other funding resources, including both cash and in-kind contributions, which would support the development and implementation of the community action plan. Include sources, amounts of both cash and in-kind support, and how the resources will be used. Matching funds available from local community foundations, corporate, and public sources will be looked upon favorably.

VIII. Description of the Application Process

Describe the process used to prepare this planning grant application, including who was involved, how decisions were made, who wrote the document, etc.

Budget Instructions

Applications must include a detailed budget of up to \$250,000 per year for two years and accompanying budget narrative for each year of the two-year planning phase. Grant funds may be used for project staff salaries, consultant fees, data processing, supplies, equipment, and other direct expenses essential to the proposed project. The budget should be consistent and compatible with the proposed activities, and the budget should accurately project anticipated expenses and delineate how Foundation funds would be used. Please review the enclosed “Budget Development and Financial Guidelines” prior to development.

Applicants are encouraged to review the enclosed brochure entitled “Informing Public Policy” to understand the appropriate advocacy activities that can be supported with WKKF resources. You may find additional information at www.wkkf.org/tools/policy.

Required Meetings

Applicants should also include in their budget the travel costs of sending two representatives to program management meetings one time per year during each of the two planning years. Only travel costs (ground and air) should be budgeted – other related expenses will be paid by the Foundation directly. Please save the date for the first program management meeting which will be held April 22-24, 2007.

Applicants should include in their budget the travel costs of sending up to five representatives to annual networking meetings one time per year during each of the two planning years. Only travel costs (ground and air) should be budgeted – other related expenses will be paid by the Foundation directly. These meetings will provide an opportunity to exchange information with other sites and provide mutual assistance. Please save the date for the first annual networking meeting which is currently scheduled for May 21-23, 2007.

The proposed budget will be reviewed carefully, and negotiations may be held with the applicant agency to identify areas requiring change or clarification to comply with Foundation policies and priorities.

Grantees will be expected to meet Foundation requirements for the submission of annual and final progress and financial reports.

Minimum Technical Requirements

The minimum technical requirements needed for prospective grantees to be able to collaborate with the Kellogg Foundation, consultants, and other grantees are as follows:

- *For PC users:* Microsoft Internet Explorer 5.01 or later (best results are Microsoft Internet Explorer 5.5 or later)
- *For Mac users:* Microsoft Internet Explorer 5.2 or Netscape Navigator version 6.2 or later.
- A client program, such as Microsoft Office 2003 is required for prospective grantees to contribute documents to a shared web site, but not necessary for browsing.

Required Attachments

Please include the following as attachments to your application. Attachments will not be counted toward the page limit.

A. Tax Eligibility for Receiving a Grant:

One organization should be identified to serve as the named grantee for the community collaborative in the event an award is ultimately made. The named organization must meet tax-eligibility criteria to qualify for a grant. The following documents from the organization should be submitted as *Attachment A*:

1. A copy of the 501(c)(3) Determination Letter from the Internal Revenue Service or, if the organization is not classified as a 501(c)(3) organization, a brief statement of its tax classification.
2. A copy of the first page of the organization's IRS Tax Return Form 990 for each of the previous four years or, if the requirement to file a Form 990 does not apply to the organization (or has not applied for any of the four years), a brief statement explaining why the requirement is inapplicable.

Upon receipt of these documents, we may ask the Foundation's Grant Tax-Eligibility Manager to communicate with the organization directly.

B. Detailed Letters of Commitment

In an attachment to the proposal, the applicant should include detailed letters of commitment and letters of support for those members/groups already committed to the coalition. Letters should be individualized, with a description that the commitment is being made to the collaborative and/or project, and should be submitted as *Attachment B*.

C. Resumes/Curricula Vitae for key leadership and staff

As *Attachment C* to the proposal, provide a resume or a summary of experience for key project staff (hired directly or through a subcontract) and individuals who will serve in a leadership/governance capacity. Include individuals responsible for managing the daily operations of the coalition and planning efforts, individuals who will provide visionary leadership, and individuals responsible for evaluation activities.

In addition, for each key staff position provide the following:

- description of the position (duties and qualifications)
- description of the hiring process and the individuals or organizations responsible for making hiring decisions