GRANT APPLICATION
USER GUIDE

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INTRODUCTION

Background

In Spring 2020, Lutheran Foundation of St. Louis transitioned to an online application process. The Foundation continues to use questions from the Missouri Common Grant Application (CGA) along with other questions of specific interested to the Foundation. Additionally, certain questions and sections found in the CGA that are not applicable have been deleted.

The Foundation remains committed to the original goals for the creation of the CGA, which are:

- Design a standard, yet customizable, CGA for Missouri grantmakers.
- Allow Missouri grantmakers and grantseekers to work from a common set of questions that reinforce solid nonprofit practices.
- Save grantseekers time and effort by using a single form for many different applications.

To learn more about the CGA, visit https://www.centerforgiving.org/missouri-common-grant-application.

Why the User Guide

The developers of the CGA created a User Guide to help organizations write more effective grant applications. The User Guide provides a greater understanding as to why each question is important to grantmakers and what grantmakers hope to learn about an organization from a particular question.

Lutheran Foundation of St. Louis has adopted most of the questions from the CGA but has made modifications to include sections/ questions of specific interest to the Foundation. The Foundation has also deleted certain questions/sections in the Application that do not apply. The modified questions/ sections are noted in the Guide.

Each topic covered in the questions and attachments is an integral component of a well-run nonprofit. The User Guide elaborates on each question with the intention of reinforcing the fundamentals of solid nonprofit practices. If you find a question particularly difficult to answer, then recognize that this is probably a topic to be discussed by the organization's leadership (staff and Board). The User Guide may provide helpful conversation starters for such discussions.

The User Guide is also intended to alleviate some fears that organizations may have. While the questions are uniform, grantmakers expect wide variation in the answers based on an organization's budget size, years in existence, location, and mission. Again, there is no one "right" answer.

It is not essential for a grant writer to reference the User Guide when completing the application. However, for those new to grantwriting or for anyone who is not clear about the intent of a particular question, the User Guide provides information that will hopefully alleviate confusion. It is also appropriate to contact Lutheran Foundation directly if you have questions that are not answered on our website or in our grant guidelines.

User Guide Overview

The User Guide covers each question and attachment of the application. It can be read start to finish or referred to for clarification related to a specific component, question, or attachment.

The User Guide tries to give a brief explanation of why a particular question is being asked and provides additional insight into the intent of the question. The "Tips and Things to Consider" are suggestions, not necessarily requirements. As opposed to the items specified in the text of the questions or attachments, not everything mentioned in the tips section needs to be addressed. The tips section is offered to help stimulate your thinking if you are unsure about what information would be relevant to convey in response to a specific question.

Frequently Asked Questions

1. **Is there a character limit for this application?**
   There is no set character limit for this application. We recommend that you answer each question as completely as possible. All fields in this application expand to fit whatever text you input into them.

2. **May I use bullets to answer the questions in this application?**
   If the question lends itself to using bullets, then feel free to use bullets.

3. **Do I need to submit a letter of inquiry before completing this application?**
   Lutheran Foundation does not accept letters of inquiry.

4. **Can I use this form for capital campaign requests?**
   In general, Lutheran Foundation does not support capital campaign requests. Please contact Foundation staff should you desire to discuss further.

5. **Can I use this form for general operating requests?**
   In general, Lutheran Foundation does not support general operating requests. Please contact Foundation staff should you desire to discuss further.

6. **Can I use this form for special event requests?**
   In general, Lutheran Foundation does not support special events or provide sponsorships.

7. **Can I use this form for capacity building requests?**
   Lutheran Foundation may support capacity building requests. Typically, these requests are for organizations and ministries known to the Foundation and have a history of impactful programs. Please contact Foundation staff should you desire to discuss further.

8. **Can I still call with questions about program and mission fit?**
   Absolutely! Foundation staff welcomes the opportunity to meet with organizations to learn more about your mission and services. For those interested in submitting an application, a site visit prior to submitting the application is strongly encouraged as it also provides organizations an opportunity to learn more about the Foundation's interests. If you would like to schedule a meeting, please contact one of our Program Officers.

9. **Who can we talk to if we are having difficulty crafting outcome statements and completing our Logic Model?**
   Rebekah Miller, Program Officer, is available to provide individual coaching and technical assistance with regard to outcomes, Logic Models, and Evaluation Plans. Please contact her at (314) 231-2244 x 110 or rebekah@lutheranfoundation.org

10. **Why did Lutheran Foundation of St. Louis modify the CGA?**
    Lutheran Foundation supports the CGA and believes that both grant applicants and funders benefit from this common form. Lutheran Foundation is interested in certain areas that may not pertain to other funders, such as an applicant's connection to the faith community. The Foundation has therefore elected to modify the CGA by adding questions of specific interest. We have also deleted certain questions that do not pertain to our organization, such as capital campaign requests.

    The Foundation has also modified the User Guide to incorporate these additional/changed questions.

Tips for Writing Successful Proposals

1. Communicate with funders if their grant guidelines let you know that it's okay. When in doubt, ask for clarification. (Don't be scared: Funders are people too.) Make sure you understand what's expected. Even funders who accept the CGA format may require additional information.

2. Follow the directions. Answer the questions in the order listed, and include only the materials specified.

3. Be clear, concise, and accurate. Make the case for your proposal in your own unique way, but include precise data. Avoid technical jargon, abbreviations, and acronyms.

4. Emphasize what your organization will do. Spend more time describing your solution than the issue. Economize content and avoid repetition.

5. Evaluation counts. As you develop your activities, goals and outcomes, think carefully about how you will define and measure success. Funders want to know that their investments will have a real and measurable impact.

6. Proofread carefully. Make sure numbers add up and typos are removed. Double check the foundation name.

7. Seriously, proofread!

8. Ensure that your request for each funder is based on their mission, vision, and funding interest. This CGA is NOT meant to be completed once and then sent to every grantmaker in the community.

Glossary of Terms

Activity: Actual events or actions that take place as part of the project to achieve goals and objectives.

Capital Request: A planned undertaking to purchase, build or renovate a space or building or to acquire equipment.

Collaboration: Organizations often submit joint proposals for funding to address common issues of organizational capacity and program outreach where they have similar outcomes to accomplish.

Doing Business As (DBA): Name under which the business or operation is conducted and presented to the world but may not the legal name.

Evaluation: The process of undertaking an analysis, at various degrees of formality, of the impact of a grant-funded project, usually communicated in the form of a report to the funder.

Evaluation Method: The specific tool or strategy you use to measure program outputs and outcomes. Examples include surveys, tests, assessments, and observations.

Fiscal Agent: A nonprofit, tax-exempt organization that acts as a sponsor for a project or group that may not have its own tax-exempt status. Grants or contributions are made to the fiscal agent who manages the funds.

General Operating Support: Grant funds to support the ongoing services, mission or goals of an organization.

Goal: What is the desired result of the project in general terms? The broad, overarching *purpose* served by your project or service -- for instance, "Our purpose [or goal] is to help women victimized by abuse recover their strength, stability and self-esteem."

Indicators: An indicator is the more specific and measurable definition of an outcome. Indicators are needed to provide evidence that a certain outcome has been achieved.

Inputs: Resources, knowledge and materials necessary to implement a program as designed. Includes staff, equipment, materials, training, relationships (i.e. partnerships and collaborations), space, etc.

In-Kind Support: A contribution of equipment/materials, time, non-cash item and/or services that the donor has placed a monetary value on.

Letter of Intent (LOI): Also known as concept paper, white paper and pre-proposal is a brief, preliminary letter describing an organization and proposed grant request, usually sent prior to a full proposal.

Long-term Goal/ Outcomes: Achieved or maintained by participants after completing the program.

Method(s): A particular procedure for accomplishing or approaching something. *See activity.*

Needs Statement: Presents the facts and evidence that support the need for the project and establishes that your organization understands the problems and therefore can reasonably address them. The information used to support the case can come from authorities in the field, as well as from your agency's own experience.

Operational Support: A grant given to cover an organization's day-to-day expenses such as salaries, utilities, office supplies, etc.

Outcome: The changes in (or benefits achieved by) individuals or communities due to their participation in project activities. Time-specific, measurable statements describing the results to be achieved and the manner in which they will be achieved. This may include changes to participants' knowledge, skills, values, behavior, conditions, or status. For example, "30 of the 40 third grade students participating in the literacy program will increase their reading level by one grade level."

Output (Product): Direct product of project activities; immediate numeric measures of how much the project will do and/or has done in the past. This includes numbers of participants served.

Program: An organized set of services designed to achieve specific outcomes for a specified population that will continue beyond the grant period.

Project: A planned undertaking or organized set of services designed to achieve specific outcomes that are time-limited. (Note: A successful project may become an ongoing program of the organization.)

Responsibility: Individual(s) responsible for the stated activity and measurements.

Short-term Goal/ Outcome: Occurs during the funding period..

Status/Condition: Long-term outcomes measure sustained changes in participants after program completion. These changes often reflect not just changes in a participant's behavior but changes in some general status or condition of their life (e.g. employment status, educational attainment, recidivism, disease prevention, independent living, etc.).

Strengths-Based Practice/Perspective: Model of intervention that shifts the focus of work with clients and communities from power-over to power-with, from deficits to capacities, from expert-focused to the-client-as-expert. Nonprofits using this lens recognize the communities/clients they serve as capable, resourceful, and gifted rather than deficient.

Technical Assistance: Operational or managerial assistance given to a nonprofit organization. It may include fundraising assistance, budgeting, or financial planning, project planning, legal advice, marketing, or other aids to management. Assistance may be offered directly by a foundation or corporate staff member or in the form of a grant to pay for the services of a consultant.

Timeline: When is the activity taking place and/or what is the duration?

INTRODUCTION: Lutheran Foundation Funding Philosophy

The **Vision** of Lutheran Foundation of St. Louis is to see the Church brought into the lives of hurting people and people included in the healing life of the Church.

The **Mission** of Lutheran Foundation of St. Louis is, to the honor of Christ Jesus, to seek the improved care of people in the greater St. Louis metropolitan region.

Like grant applicants, Lutheran Foundation's strategy and efforts are guided by its Vision and Mission. Our grant-making decisions are further informed by six **Core Values** that guide us to invest in projects that demonstrate:

1. **Christian Faith:** Lutheran Foundation supports services provided by Christian congregations and organizations that provide people an opportunity to identify, acknowledge and discuss their faith in Jesus.
2. **Holistic Health:** Lutheran Foundation supports efforts that improve the physical, mental, intellectual and spiritual health and well-being of the people served and those providing service.
3. **Relationships:** Lutheran Foundation believes relationships are the primary vehicle for transformation and enters into its work with the intent to make connections with the organizations it funds that continue beyond a grant.
4. **Collaboration:** Lutheran Foundation convenes multiple stakeholders working within specific Focus Areas to increase impact across organizations.
5. **Impact:** Lutheran Foundation supports efforts that have clearly defined objectives and measurable outcomes that address clearly demonstrated community needs. Lutheran Foundation favors efforts that are based in authentic community experience and integrate continuous reflection and learning to identify opportunities to innovate and improve.
6. **Stewardship:** Lutheran Foundation supports efforts that maximize human and financial resources in the communities served.

Of those Core Values, we believe two are defining characteristics of our work: our connection to faith and our emphasis on measurable outcomes.

We believe that the best way to fulfill our **Vision** is to invest in organizations, ministries, and projects that connect the hurting people in our region with concepts and communities of the Christian faith. We prioritize projects that create opportunities for those served and those serving to identify, acknowledge, and discuss their faith. The degree to which projects are initiated by Lutheran or other Christian organizations, involve Lutheran or other Christian volunteers, and incorporate faith into the delivery of their services are factors in our funding decisions.

Lutheran Foundation believes that the best way to fulfill our **Mission** is to invest our resources in well-designed programs that have clearly defined goals and measurable outcomes. Ultimately, the Foundation is keenly interested in contributing to meaningful and lasting change in the lives of those served by our Grantees. We define those changes in three categories: 1) changes in the knowledge, beliefs, attitudes and skills, 2) changes in behavior, and 3) changes in the status or conditions of people's lives. We fund programs that can articulate and measure their impact in those categories.

We recognize that not all organizations are currently equipped to measure this type of change. Therefore, the Foundation has made a commitment to provide training, technical assistance and resources to support Grantees in these efforts and to allow organizations time to enhance their capacity in this area.

Organizations that receive funding for the same program for more than one year are encouraged to increase their ability to measure client outcomes in each subsequent year of funding as follows:

- Year One – track and document (for clients served during the grant year) changes in knowledge, skills, attitudes, and/or beliefs (i.e., the client knows or believes something more/different as a result of the services provided). Tracking client behavior and status/condition changes while clients are receiving services or post-program completion are optional, but strongly encouraged.
- Year Two – track above changes (for clients served during the grant year) as well as changes in behavior and status/condition while they are receiving services (i.e., the client does something differently as a result of the services provided). Tracking client behavior and status/condition changes post program completion are optional, but strongly encouraged.
- Year Three – track all above changes (for clients served during the grant year) as well as changes in behavior and/or status/condition *post-program completion* (i.e., something about the client's life changed as a result of the services provided). The length of time clients are tracked post-program completion will be determined by the grantee based on

such considerations as ability to locate/contact former clients, agency capacity, time needed to achieve status/condition change, etc.

In the sections that follow, we've provided detailed descriptions of Application and Reporting Requirements as it relates to measuring impact in the above ways.

CONTACT INFORMATION

Rationale
This section of the application is intended to provide a "snapshot" of the organization. Often, this information is entered directly into a grantmaker's grant management database.

Tips and Things to Consider:

- Regarding specific items in this section:
  - **Legal Name of Organization** - This should be the exact wording from the IRS 501(c)(3) letter.
  - **Doing Business As** - The name that the organization is widely known by, if different from the legal name.
  - **Main Contact for this Proposal** - If this is different from the CEO or Executive Director. This could be the development director, program director, grant-writer or other person who should be contacted for further information or questions regarding the application. Be sure to include titles.
  - **Board President** - In the case of potential staff changes at the organization it is important to also list the Board President.

REQUEST DETAILS

Rationale
This section of the application is intended to provide a "snapshot" of the project request.

Tips and Things to Consider:

- Be brief. Remember, this is a quick look at the request. Detailed explanations should be reserved for the narrative portion of the application.
- Be sure that the information on these pages (budget figures, requested amount, etc.) matches any reference made later in the application. Update this section anytime you update the other sections or attachments to ensure that the information is consistent throughout the application.
- Regarding specific items in this section:
  - **Funding Focus Area** – Indicate under which Lutheran Foundation Funding Focus Area you are applying. Only one Focus Area can be selected. Please note that the Foundation may change the area at its own discretion based on review of the Application.
  - **Proposal Summary** - Be brief and clear. A one- to two-sentence description will suffice.
  - **Financial Information** – For the organization's current budget, the information should cover the year in which the grant will be used.
  - **Geographical Area Served** – Indicate which of the counties will be served by the project. NOTE: Lutheran Foundation only supports projects that take place in the counties listed on the application.
  - **Giving Federation** - To be completed if you receive funding from one of the listed federations.

ORGANIZATION AND FAITH INFORMATION

SECTION A: Organizational Information

Question 1 – Organization Background

Discuss the founding and development of the organization and the organization's current mission statement. Explain the original issue and/or opportunity the organization was founded to address and how that may have changed over time.

Rationale

By offering a solid description of when, why, how, and if relevant, by whom the organization was founded, as well as how the organization may have changed over time, you provide context for understanding an organization's current reality. It also helps the grantmaker determine how the proposed project (especially if new) "fits" with the organization's mission, history and current services.

Tips and Things to Consider:

- Founding: This is asking for a brief history of the organization's origins, not a detailed chronology of events. This is the place to convey the passion and commitment that led to the organization's creation. Even if the organization is well-known in the community, it is still necessary to provide the brief history that is asked for in this question.
- Development: If the organization has evolved over time in response to internal or external factors, then briefly describe here.
- The original issue and/or opportunity the organization was founded to address: This is the place to describe the need for the organization. The CGA moves away from the language of a "needs statement" in favor of language that has a more positive orientation ("issue and/or opportunity," in place of "need"). However, it is still very important to explain what concern the organization was founded to address and – if it has changed – the concern that is currently being addressed.
- It is not necessary for organizations with long histories (more than 20 years) to cover all of the intervening years. Major milestones or significant changes in the organization's approach to its mission should be included only if such information will add to an understanding of current circumstances.
- If the organization has had a rocky past, then describe how those difficulties were overcome or are currently being addressed. Candor is appreciated and respected.

Question 2 – Organization Overview

Provide a brief description of the organization's current services. Include population and numbers served, as well as expected results. *Describe the proposed project in Section D; describe the organization's other projects here.*

Rationale

By reading about the organization's services, the grantmaker will learn how the organization has chosen to execute its mission and goals.

Tips and Things to Consider:

- The size and complexity of the organization will determine how much information you are able to convey in your response to this question. Large organizations with many programs may need to describe program areas, rather than specific projects.
- By including information on the population served, you provide a clear sense of the current beneficiaries of the organization's programs and services. A description of the population served typically involves an explanation of the demographics of the population impacted by this grant. Be brief – only a limited amount of demographic information is needed.
- Numbers served offers a sense of scope and size of an organization. In describing numbers served, provide information on whether the numbers represent unduplicated individuals or total units of service delivery. Provide both if possible.
- High or low numbers are not inherently good or bad. For example, an organization with one or two projects may be taking a very focused approach. In terms of numbers of individuals receiving services, serving 1,200 children vs. 15 children probably reflects a very different kind of project. It does not mean that one is more important or effective than the other.

SECTION B: Faith Connection *(Section added by Lutheran Foundation of St. Louis)*

Just as your organization has a vision and mission, so does Lutheran Foundation. Connection to faith is one of the Foundation's core values. Demonstrate how your organization and/or request will help the Foundation achieve its vision, how faith is incorporated into the delivery of services, and your organization's connection to the faith community.

Tips and Things to Consider:

- Do not try to be something that you are not.
- Do not forget to include your connections with non-Lutheran congregations and/or organizations, if appropriate.
- Note: If your organization has absolutely no ties to the faith community, it is unlikely your request will be funded.

Examples for Question 4

During the initial intake, clients are asked what role faith plays in their journey of recovery. As part of case management activities, clients are encouraged to further develop in that area as a part of their overall treatment plan.

Our organization hosts a Bible study on Tuesday nights for both current and former participants in our residential program.

NEEDS AND STRENGTHS

SECTION C: Description of Community/ Client Needs & Strengths

Identify the concern or issue a project/organization will address. This is the place to highlight an organization's understanding of the need it is addressing through this specific project. This section also provides an opportunity for an organization to acknowledge some of the key strengths, capacities, and assets of their clients/community in need and re-imagine the outcomes of their work using an aspirational, strengths-based perspective.

Tips and Things to Consider:

- This is where you demonstrate to the funder the importance of the issue you want to tackle. It is an opportunity to demonstrate that your organization has expertise on the issue and has the ability to utilize a strengths-based perspective in your work.
  - A strengths-based perspective does not *deny* that people experience problems and challenges, but rather, encourages those who are facing a problem to participate, take control, and learn in an effort to break the cycle of emphasizing deficits and reliance upon outside experts. (More information on strengths-based approaches in the last few bullets of this section).
- Don't assume the funder knows much about your subject area. Most grantmaking staff people are generalists. They will probably know something about topics like Shakespeare, water pollution, or HIV/AIDS, but you should not assume that they are familiar with Troilus and Cressida, taconite disposal methods, or Kaposi's sarcoma. If your topic is complex, then you might add an informative article or suggest some background reading.
- Why is this situation important? To whom did your organization talk, or what research did you do to learn about the issue and decide how to tackle it?
- Describe the situation in both factual and human interest terms, if possible. Providing good data/statistics demonstrates that your organization is expert in the field. If there are no good data on your issue, then consider doing your own research study, even if it is simple.
- Describe your issue in as local a context as possible. If you want to educate people in your county about HIV/AIDS, then tell the funder about the epidemic in your county — not in the United States as a whole unless national data would provide valuable context to the local information.
- Describe a problem that is about the same size as your solution. Don't draw a dark picture of nuclear war, teen suicide, or lethal air pollution if you are planning a modest neighborhood arts project for children.
- Don't describe the problem as the absence of your project. "We don't have enough beds in our abused women's emergency shelter" is not the problem. The problem is increased levels of intimate partner violence. More shelter beds are considered a solution.
- Don't use acronyms that haven't been clearly explained.
- A strengths-based approach to work in the social service sector is a subtle way in which nonprofits can use a Diversity, Equity and Inclusion (DEI) lens in their work. Often, nonprofits tackle social challenges by viewing their work in terms of the

needs, problems, and deficiencies of a community/client (e.g. lack of jobs, opportunities, skills, investment, etc.). When nonprofits recognize the communities/clients they serve as capable, resourceful, and gifted, they view that community/client through a different lens. Nonprofits can utilize this positive lens and empower their communities/clients to make the most of what is working well and allocate their resources more effectively. Organizations using an asset-based lens thwart the "one-size-fits-all approach" and "acknowledge that not all communities are the same—that each has [unique] strengths and interests and thus different strategies will work with different communities based on their internal interests and capacities."[1] By recognizing that a community/client has "expertise" in their own problem(s), and furthermore, the solutions needed to address those problems, it encourages inclusion of community members/clients in nonprofit program development and evaluation and promotes a balance of power between nonprofits and the communities/clients they serve.

- Remember that nobody has nothing. Strengths can take the form of:
    - Human assets (e.g., skills, knowledge, labor, health);
    - Social assets (e.g., social networks, relationships of trust and reciprocity);
    - Natural assets (e.g., land, water, fertile soil, weather patterns);
    - Financial assets (e.g., cash, savings, pensions); and
    - Physical assets (e.g., roads, bridges, schools, clinics, transportation, and sanitation).
- Contextual considerations: Some nonprofits have a more difficult time identifying client strengths if their primary function is solely to manage crisis. In this case, examples of strengths can be a client's help-seeking behavior, social supports, hope for the future, and/or effort put forth to stabilize their life.
- To help you identify the strengths and assets of the community/clients you serve, consider the following questions and statements:
    - Identify a time when the community/clients your organization serves was at its best.
    - What does the community/clients your organization serves value most about itself?
    - What is the essence of the community/clients your organization serves that makes it unique and strong?

EXAMPLE

Issue: There are documented known gang risk factors within the youth population of the City of St. Louis.

Gang risk factors are defined as neighborhood concentrations of documented gang presence and regular gang and youth violence. Contributing factors include high crime, poverty, and unemployment rates, and low education levels. Additional factors include a high percentage of school students who qualify as disadvantaged (Title I) and schools with poor daily attendance (below 80%).

As reported by the St. Louis Post-Dispatch in 2007, the St. Louis Metropolitan Police Department estimates 5,000 youth across the metropolitan area are members of a street gang. They are unusually hybridized, compared with Los Angeles or Chicago gang types, forming alliances evolved from local traditions, immigrant populations, and neighborhood divisions. According to a senior economist with the Federal Reserve Bank of St. Louis, the metropolitan area now has some of the nation's highest neighborhood concentrations of joblessness, low income, and lack of education.

Many young people living in communities with high crime, poverty, unemployment rates, and low education levels have high levels of resiliency, as seen through their abilities to survive past adversity and cope with emotional stressors. In addition, youth often have a close personal network of friends and family members who act as a self-organized support system that promotes engagement within a community via religious services, sporting groups, and/or local businesses.

If the strengths of the community our organization serves are mobilized, then a community with less gang activity within the youth population of the City of St. Louis would result. Instead of joining gangs, young people would find accessible, affordable, and inclusive opportunities to develop their leadership skills and boost self-esteem, which are goals of this project. In addition, youth would be able to safely participate in constructive leisure activities such as community sports and volunteering.

[1] Preskill, H.S. & Catsambas, T.T., *Reframing Evaluation Through Appreciative Inquiry*, 2006.

SECTION D: Project Information

This section provides the opportunity to present a thorough description of the specific project for which funding is being requested. Being able to answer all of the topics outlined in the questions demonstrates a well-conceived project that addresses a clearly defined issue(s). This section asks for information regarding the project for which funding is requested, as opposed to the organization's overall goals and objectives.

Lutheran Foundation has added a Program Logic Model and Evaluation Plan to the CGA. See *page 16 of the User Guide* for further information on how to complete the Program Logic Model. See *APPENDIX B: Program Logic Model Example* for a completed sample Program Logic Model.

Rationale

Rather than provide an open ended narrative format, we chose to break the narrative down into specific questions.

Question 9 - Population Served

Tips and Things to Consider:

- Describe the target population *and* number to be served.
- Only discuss the issues and/or opportunities (or concerns) that the target population faces, as opposed to the needs of the organization.

EXAMPLE

ABC Family Counseling serves families of children ages 0-12 who live in St. Louis City and St. Louis County who are at moderate risk for child abuse and/or neglect. We anticipate serving 300 families in 2015, of which 200 would be served by this grant.

Question 11 - Activities

Tips and Things to Consider:

- Activities refer to the essential tasks that need to take place to accomplish the goals and objectives.
- Explain the project in such a way that a reader who knows nothing about how the project is implemented will be able to visualize it.
- **Fully describe the activities/tasks.**
- There should be a very clear link between the activities you describe in this section, the goals, outcomes, and the target population. Be explicit in your writing and state exactly how the activities you have chosen will fulfill your project's goals and outcomes and help deal with the needs/problems on which your proposal is focused.
- Answer what, how often, for how long, and by whom.
- ***IMPORTANT:*** For expanded projects, differentiate between current, expanded, and new activities. For renewal projects, be sure to include any changes to the initial project and what lessons you may have learned from your experience of implementing the project.

EXAMPLE

This is an example of one activity for achieving the goals and objectives of the project in order to demonstrate the level of detail expected for each activity in the Grant Application:

- *ABC Family Counseling will provide weekly home visits to families. Sessions will include skill building, resource referral, individual and family counseling as well as case management. Additionally, staff will accompany parents to appointments and meetings in the community related to the family's individualized service plan goals (i.e. psychiatric appointments, parent/teacher conferences, etc.), in order to advocate for the family and provide support.*

Question 13 - Timeline

Tips and Things to Consider:

- Provide a clear indication of the time frame for the project and the times when each aspect of the project will be implemented.
- Be sure to allow adequate time in your timeline for “ramp up” activities such as recruiting and hiring staff, recruiting and enrolling participants, making renovations, attending required trainings, etc. Be sure to adjust your project outputs and outcomes based on what you can realistically accomplish after allowing adequate time to ramp up new or expanded projects.
- Explain any key dates or chronology associated with the project. This could include dates when enrollment is open, how many months out of the year the project is offered, the start and completion dates of a one-time project, a project design phase, or a pilot project, etc.
- ***IMPORTANT*:** For those applying in the June grant cycle, projects should begin on or after September 1st. For those applying in the December grant cycle, projects should begin on or after March 1st.

<u>EXAMPLE</u>

1st Year Timeline

Month One

- *Advertise and interview for Therapist position*
- *Purchase necessary assessment tools & surveys*
- *Meetings with schools, pediatricians, and mental health providers to develop partnerships and market program*
- *Begin receiving referrals & conducting phone intakes*

Month Two

- *Select and Hire Therapist (to start in Month 3)*
- *Continue receiving referrals and providing phone support*

Month Three

- *Train and orient new Therapist*
- *Begin initial assessments with enrolled families*
- *Collect pre-test data from each family by end of 4th session*

Month Four – Six

- *Provide weekly in-home services*
- *Conduct quarterly service plan reviews & assessments*

Month Seven – Twelve

- *Begin discharge planning with families*
- *Make necessary referrals for aftercare plans*
- *Collect post-test data*

Question 14 - Collaboration

Describe the organization’s most significant interactions with other organizations and efforts. Address this question with respect to the requested project only.

Rationale

The effectiveness of nonprofit organizations often depends on successful relationships with others in the community. Regardless of form – partnership, collaboration, cooperation, or coordination – these relationships, or strategic alliances, can serve a variety of purposes, including resource-sharing, policy influence, and improved operational efficiency.

Tips and Things to Consider:

- Do not simply list organizations to whom you refer clients or from whom you accept referrals. Rather, identify the organizations (if any) whose work and partnership is key to delivering the proposed services and achieving the proposed goals.

<u>EXAMPLE</u>

- *XYZ Pediatric Clinic – will provide 15 referrals for ABC Family Counseling services and will reserve 10 appointments monthly for developmental screenings for ABC clients.*
- *DEF Behavioral Health – will provide staff training in the areas of mental health crises.*

- *GHI Elementary School – will provide office space, computer equipment, and telephone service for therapist to work from their building 2 days per week.*
- *JKL Church – will adopt 20 families to provide direct aid and mentoring.*

Question 15 - Differentiating Factors

Tips and Things to Consider:

- Often, grantmakers want to be sure that an organization is not duplicating services that are already offered within a community. New organizations with very little history should explain the deliberate decision to launch a new organization in relation to:
    - the existence of other organizations with similar missions, and
    - assessing the issue and/or opportunity the organization plans to address.
- Describe what makes this organization/project unique. Note: Grantmakers do not expect that every organization/project is unique.

Question 16 - Key Players

Tips and Things to Consider:

- Use this section to describe the roles of the different people associated with your project and the importance of each. Note if staff is already in place or needs to be hired.
- Make sure to clarify how each role is essential to the success of the project and how each role clearly relates to executing the activities you have described.
- ***IMPORTANT:*** So what do you say about your key people? To start, make sure you include name, title, experience, and qualifications. This is a good place to use bullet points.
- The short descriptions of your personnel should let the funder know that you have excellent people who are committed to the project. The validity for what you are proposing is directly related to the people who will work with the project.
- If you will be using a Steering Committee (Advisory Committee, Governing Board, etc.) to assist in your project, then this is a good place to describe how it will be organized and who will be included.
- It is OK to not have all the staff already in place. In this case, list the position and primary job duties.
- ***IMPORTANT:*** Distinguish between new, expanded, and existing positions.

EXAMPLE

- Family Therapist (100% full time): The required qualifications for the new Family Therapist to be hired for this project include: a Master's Degree in Social Work or Counseling, professional licensure, and 2 years' experience working with at-risk families. (new)
- Program Manager (20% full time): Jane Doe has been with ABC Family Counseling for 12 years and supervises a team of 6 therapists. She has a Master's in Social Work and is a Licensed Clinical Social Worker. She will be responsible for supervising the new therapist, overseeing the collection of pre and post-test data, and assisting with recruitment and waitlist management. (existing)
- Intake Assistant (20% full time): John Smith has a Bachelor's in Early Childhood Development and has worked with ABC Family Counseling for 10 years. John is responsible for receiving and screening all referrals and providing phone support to families during their initial intake process. (existing)

Questions 18 & 19 - Long-Term Goals and Funding

Rationale

Strong organizations are proactive in preparing for their future. Nonprofits should engage in sound planning to define a clear vision for the future with specific strategies for reaching established goals.

Tips and Things to Consider:

- These questions are asking for a broad overview of the organization's approach to planning for the organization in general and this specific project.

- Report if the organization has developed or is currently working on any variety of plans, including, but not limited to a strategic plan, a long-range operational plan, a fund development plan, a succession plan for board and key staff, a board development plan, a plan for providing ongoing professional development for staff, a disaster management plan, a risk management plan, etc.
- Describe how the proposed project compliments the organization's long-term goals.

Question 20 – Evidence-based, best or promising practices

Tips and Things to Consider:

- Evidence-based approaches - Many grantmakers want to know that an organization's projects reflect best practices or utilize evidence-based approaches. If the organization is using a specific model or evidence-based approach, then provide that information. Be sure to cite the applicable research or reference material(s).
- If the project is not based on a specific best-practice or model project, then explain why the organization chose to address the issue and/or opportunity in the way that it did.
- If the reason for the approach is based on your own evaluation results, then it may be appropriate to refer the reader to your response to the Evaluation section where you describe project results.

EVALUATION

SECTION E: Evaluation

Questions 21, 22, 23

Rationale

The strongest nonprofits evaluate their work, analyze and understand the results, and implement modifications to improve programming.

Lutheran Foundation firmly believes that sound, realistic, and ongoing evaluation is essential to ensuring that programs are effective, relevant, and continuously improving. Evaluation includes not only data collection, but also the ongoing processes of reviewing that data to discern trends and determine project progress and then acting upon it to ensure ongoing organizational learning.

Tips and Things to Consider:

- Best practices in nonprofit operations encourage that organizations engage in some examination of their activities to help guide their work.
- A complete answer to these questions requires you to provide information about your future plans for measuring outcomes, as well as reporting and acting on previous evaluation results or findings.
- Describe the methods (e.g., client feedback, pre- and post-tests, focus groups, surveys, etc.) for measuring progress toward achieving desired outcomes and/or the names of specific tools that the organization uses to measure outcomes. Include what is being measured, how often each tool is used, and, if appropriate, why a particular tool or method was selected.
- Evaluation does ***not*** have to require thousands of dollars of investment and/or outside consultants. Simple pre/post-surveys may suffice. Evaluation methods typically reflect the size and sophistication of the organization. Having said that, your evaluation methods should be robust enough to determine whether or not your project achieved the desired outcomes.
- For existing project requests: Summarize key evaluation results or findings that demonstrate the project's historical results. Indicate the time frame for the results or findings.
    - Do not be afraid to share disappointing results. The key is that the organization learns from experience and adjusts its practices in light of the results. Many nonprofits are addressing very complex social issues, and therefore, it is a real sign of strength to have uncovered a flaw in the organization's approach. Deliberately working to address those flaws can lead to improved outcomes in the future.

    - Summarize what the organization learned from its most recent evaluation results that best reflect the organization's overall impact.
    - Include composite data (e.g., "Over the past 5 years, the graduation rate for our youth in mentoring relationships was 85 percent." or "Habitat enhancement and reintroduction of 10 river otter pairs yielded a net gain of 22 pups over the course of two years.").
- Grantmakers realize that organizations in the startup phase (less than two years old) may not have a lot of historical outcome data to report.
- This section should also include your organization's plan for disseminating and acting upon evaluation results. Describe how and with whom results are gathered, summarized and shared. Describe who is responsible for and how they go about using evaluation results to inform organizational decision-making, program improvements, and strategic decisions. Most funding agencies are interested in seeing how their financial support of your project will extend to other audiences. This may include newsletters, workshops, radio broadcasts, presentations, printed handouts, slide shows, training projects, etc. If you have an advisory group involved with your project they can be very helpful in disseminating project information to other audiences.

EXAMPLE

21. *To evaluate client outcomes, ABC Counseling uses the following measures:*

- *Parental Stress Index – a standardized tool that measures parental stress in three domains: difficult child behavior, parent child interaction, and parental distress.*
- *North Carolina Family Assessment Scale – a standardized assessment to identify risk and protective factors.*
- *Protective Factors Checklist – an internally-developed checklist completed by therapists as they observe changes in parent and child behavior and relationships. Informed by the evidence-based Protective Factors.*
- *Incidents of child abuse and neglect – at case closure, therapists report on whether or not, to their knowledge, the family has been involved in a substantiated case of child abuse and neglect.*

Evaluation data is collected by therapists at the completion of the assessment process (by the end of the 4th session) and then again at case closure. The data is entered into ABC Counseling's database where it is reviewed quarterly by the Program Manager.

22. In 2019, our program achieved the following outcomes:

- 94 of 100 (94%) of parents who completed the program demonstrated a reduction in stress, as measured by reductions in their score on the Parental Stress Index.
- 92 of 100 (92%) of families who completed the program showed an increase in at least one protective factor (knowledge of child development, parental resilience, social connections, concrete needs, and child social/emotional competence), as measured by the North Carolina Family Assessment Scale.
- 99 of 100 (99%) of families remained safe and free of any substantiated instance of child abuse or neglect while enrolled our program.

23. *Every quarter, the Program Manager reviews the Protective Factors Checklists for each family to ensure that each family is making progress. Also quarterly, the Program Manager reviews the pre/post test data for any family who was discharged in that quarter. If outcomes are falling short of goals, the Program Manager looks more closely at the data to identify trends or changes that could explain the shortfall. The results are reviewed in quarterly staff meetings and the Clinical Committee is responsible for developing strategies to improve outcomes if they fall short. We also review intake data about client demographics and risk factors to identify any trends in what families need, so we can tailor our programming to those needs. An example of this is when our Program Manager noticed that families were reporting higher levels of financial instability. Through the quarterly staff meetings and Clinical Committee, the team decided to incorporate more financial education into our curriculum.*

Program Logic Model

Attachment Upload: Program Logic Model

(Item added by Lutheran Foundation of St. Louis)

Note: To attach a document to the online application, you must first click ATTACH, navigate to the document, and click UPLOAD.

Rationale

Good programs start with good program design. Lutheran Foundation of St. Louis' Grant Application provides organizations an opportunity to show their thought process in developing their proposed program and the ultimate change(s) sought in the lives of those they serve.

Organizations seeking funding from Lutheran Foundation must complete a **Logic Model** (template available on the Foundation website at http://lutheranfoundation.org/grants/forms/). The Logic Model is a visual representation of your *assumptions* and *beliefs* about how change happens in the lives of people impacted by your program. Please visit the Glossary at the beginning of this Guide for definitions of the key components of a Logic Model: Inputs, Activities, Outputs, and Outcomes.

Your agency's program outcomes listed in the Logic Model should address one of the following three types of change in the lives of impacted persons:

- Change(s) in participants' knowledge, attitudes, skills, and/or beliefs. The client knows or believes something more or different as a result of the services provided.
- Change(s) in participants' behavior. The client does something differently as a result of the services provided.
- Change(s) in participants' condition or status. Something about the client's life is changed as a result of the services provided.

Outcomes listed in the Logic Model will be used by the Foundation to better understand your program's goals and theory of change; therefore, we ask that Applicants fill in each section of the Logic Model, including all three levels of outcomes. This illustrates how you believe change does and will happen in the lives of those impacted. Grantees will be held accountable to the specific, measurable indicator statements listed in their Evaluation Plan (see below), not necessarily the broad, theoretical outcome statements in their Logic Models, so please use the Logic Model to articulate your *hopes* and *assumptions*.

EXAMPLE

- Knowledge, Beliefs, Attitudes, Skills: Parents will gain knowledge of positive parenting.
- Behavior: Parents will use positive parenting strategies
- Status/Condition: Families will remain free of child abuse and neglect.

Evaluation Plan

Attachment Upload: Evaluation Plan

(Item added by Lutheran Foundation of St. Louis)

Note: To attach a document to the online application, you must first click ATTACH, navigate to document, and click UPLOAD.

Rationale

To supplement your Logic Model, which outlines the components of your program, Applicants must also complete an **Evaluation Plan** (template available on the Foundation website at http://lutheranfoundation.org/grants/forms/). The Evaluation Plan contains more detailed information about the proposed program outcomes identified in you Logic Model by outlining *how* you will *measure* the impact your program has had on the lives of those it serves. Please note, the Indicator Statements in your Evaluation Plan should be more specific and measurable statements related to the *same* program outcomes identified in various sections of your Logic Model.

Lutheran Foundation is committed to meeting the needs of our community by investing in effective organizations and programs that show measurable impact on the lives of hurting people. In our strategic funding plan, Lutheran Foundation has identified at least three Outcomes for each Funding Focus Area. Lutheran Foundation Outcomes describe, in broad terms, the measurable change within each Funding Focus Area that we would like to see in the lives of those served by Grantees. Lutheran Foundation Outcomes allow us to aggregate data across multiple Grantees to determine the Foundation's community impact.

- Organizations seeking funding from the Foundation must demonstrate how their request will address one or more of the Lutheran Foundation Outcomes identified for the Funding Focus Area addressed by the request. You must select from the Lutheran Foundation Outcomes within the selected Funding Focus Area. You may not create your own Outcome(s).
- Grant applicants do not need to address all of the Lutheran Foundation Outcomes within their selected Focus Area; addressing more does not necessarily make for a stronger grant request. Choose only the Lutheran Foundation Outcome(s) that best fit your proposed program/project.
- As stated above, each Indicator Statement should align with one of the Lutheran Foundation Outcomes for the selected Funding Focus Area, and your Evaluation Plan should indicate which one by selecting from the drop down menu in Column D of the template.
- **IMPORTANT:** When completing the template, the Applicant must first select the applicable Funding Focus Area (Cell C7); then you will be able to select one of the Lutheran Foundation Outcomes (Column D) for each of the indicator statements provided. The form will not allow you to create your own Outcome(s).

Applicants are required to format their Indicator Statements in the following way, to ensure clarity and consistency among Applicants and to support Grantees in their grant reporting.

___ of ____ (___%) participants who ______ will ______ by _______.

Each Indicator Statement specifies six components:

- How many participants will achieve the outcome (#)
- How many participants will be measured on the outcome ("of")
- What percentage of participants will achieve the outcome (%)
- Which participants are expected to achieve the outcome ("who")
- The outcome to be achieved ("will')
- The timeframe in which the outcome will be achieved ("by")

EXAMPLE

- *90 of 100 (90%) primary caregivers who receive at least 10 sessions of therapy will demonstrate gains in knowledge of positive parenting skills in the first quarter (knowledge change).*
- *90 of 100 (90%) primary caregivers who complete the program will demonstrate improved parenting behaviors quarterly (behavior change).*
- *95 of 100 (95%) families who complete the program will be free of child abuse and neglect 6-months post discharge (condition change).*

Note: The specific, measurable indicator statements listed here correspond directly to the more general program outcome statements listed in the Logic Model.

Lutheran Foundation is open to providing grant support for a particular project annually, but typically for no more than three years. **Organizations that receive funding for the same project for more than one year are expected to increase their capacity for and success in documenting client outcomes in each subsequent year of funding as follows.**

- Year One – track and document (for clients served during the grant year) changes in knowledge, skills, attitudes, and/or beliefs. Tracking client behavior and status/condition changes while clients are receiving services or post-program completion is optional, but strongly encouraged.
- Year Two – track above changes (for clients served during the grant year) as well as changes in behavior while they are receiving services. Tracking client behavior or status/condition changes post program completion is optional, but strongly encouraged.
- Year Three – track all above changes (for clients served during the grant year) as well as changes in behavior and/or status/condition *post-program completion*. The length of time clients are tracked post-program completion will be determined by the grantee based on such considerations as ability to locate/contact former clients, agency capacity, time needed to achieve status/condition change, etc.

While the Logic Model should include broad outcome statements in all three categories (knowledge, beliefs, attitudes and skills; behavior; and condition/status) in order to demonstrate your assumptions, the Evaluation Plan must only include specific, measurable indicator statements in the categories required for the year of funding the Applicant is requesting. For example, an Applicant applying for year one of funding would list all their assumed and hoped for outcomes in their Logic Model; but their Evaluation Plan is only required to include measurable indicator statements for the Knowledge, Belief, Attitude, and Skills category.

OTHER INFORMATION

SECTION F: Volunteer Involvement

(Section added by Lutheran Foundation of St. Louis)

Rationale

Lutheran Foundation values the involvement of volunteers in both the organization and, when appropriate, in the proposed project.

Tips and Things to Consider:

- Clearly state how volunteers are involved in the organization and the proposed project.
- The Foundation understands that certain projects, because of the nature of services being provided, are not appropriate for volunteer involvement. Note this in this section and focus on how volunteers are involved in other areas of the organization.
- Identify how volunteers of the Christian faith will be involved in the proposed project.

SECTION G: Congregations/Organizations Applying In the Congregation Community Engagement Focus Area

(Section added by Lutheran Foundation of St. Louis)

Rationale

Only complete this section if your congregation/organization is applying under Lutheran Foundation's Congregation Community Engagement Funding Focus Area.

Tips and Things to Consider:

- Lutheran Foundation is interested in supporting congregational projects that reach out to and serve their community. Therefore, at least 50% of those served through the proposed project should be "people of the community" rather than church members or regular attendees.

SECTION H: Congregations/Organizations Applying In the Christian Faith in Action Focus Area

(Section added by Lutheran Foundation of St. Louis)

Rationale

Only complete this section if your congregation/organization is applying under Lutheran Foundation's Christian Faith in Action Funding Focus Area.

Tips and Things to Consider:

- **Your entire request should build the case for your new or expanded volunteer management program rather than focus on the programs/services provided by your organization.**
- Lutheran Foundation wants to know that applicants have conducted an internal assessment of their volunteer management program. Several free and low-cost tools can be found on the Internet. Send Me St. Louis also has tools available. Contact them at info@SendMeStLouis.org for more information.
- Lutheran Foundation will support expenses related to implementing a new or improving an existing quality volunteer management program. The Foundation will not provide long-term support for these expenses and, as such, the applicant must demonstrate how they will incorporate such expenses into their ongoing budget once funding from the Foundation ends.
- While the Foundation will consider requests to fund a Volunteer Coordinator, this must be a new or expanded position.

BUDGET INFORMATION

Budget Narrative

Rationale
The budget narrative serves two purposes: it explains how the costs were estimated and it justifies the need for each budget item.

Tips and Things to Consider:
- Expenses listed in the project budget must be explained in the budget narrative.
- The narrative may include tables for clarification purposes.
- Be sure to provide details for anything included in the line labeled “other” on the Project Budget Template.
- Be sure to consider the timing and associated costs for “ramp up” activities identified in the timeline such as recruiting and hiring staff, recruiting and enrolling participants, etc.
- Oftentimes, percentages will be used in the budget narrative. If you are assuming that your project expenses will be X% of your total organization budget expenses you would explain that in the budget narrative.
- Funders like to know what percentage of a Full Time Equivalent (FTE) the project involves.
- As benefits vary widely between organizations, separate out salaries and benefits/taxes in the narrative so that the Foundation can understand how much is requested for each.
- ***IMPORTANT:*** Identify existing vs. new vs. expanded expenses. Existing expenses are those that the project is already incurring. Expanded expenses represent an increase in cost in a line item that already exists. For example, if your project is proposing to serve more lunches, your line item for meals is not new, but it will show an increase because you’ve expanded your meal services. New expenses are those that the project has not incurred before.
- If expenses for a line item are listed in both columns (Total Project Expenses and Amount Requested from Funder), identify in the narrative what specifically you want Lutheran Foundation to support.
- Be sure to double-check your math in the narrative to ensure that it is accurate and consistent with the budget spreadsheet.

<u>BUDGET NARRATIVE EXAMPLES</u>
- *Lisa Jones will serve as project director and will oversee the entire project. Additionally she will do XYZ for the project. She is a 20% FTE. She will devote XX months effort and $$$$ salary. The fringe benefit rate is 28%. Salaries are increased 3% annually. (existing)*

- *Phillip Harris will serve as the case manager and is responsible for daily operations of the project. Additionally, he will do XYZ for the project. He is a 100% FTE. His salary will be $$$$. The fringe benefit rate is 28%. Salaries are increased 3% annually. (new)*

- *Contract translators from XYZ International Services will be reimbursed for translation time at a rate of $60/hour for a total of 720 translation hours over six months. (720 x $60 = $43, 200) (new)*

Budget Template
Attachment Upload: Budget Template

Note: The budget template form can be found on the Foundation website at http://lutheranfoundation.org/grants/forms/.
Note: To attach a document to the online application, you must first click ATTACH, navigate to the document, and click UPLOAD.

Rationale
The budget translates what you plan to do into dollars.

Tips and Things to Consider:
- Please note that you can add extra rows to the Project Budget Template as needed.
- Not every line item on the Budget Template will be applicable to your request. If not applicable, leave it blank.

<u>Expenses</u>
Expenses are broken down into total project expenses and the expenses that you are seeking from the Foundation.

- **Salary and Benefits**
  Include the expenses for all the people who will work on the project. ***Break out the employee detail in the budget narrative.*** Don't forget to include payroll taxes (FICA, Medicare, unemployment and workers' compensation) and fringe benefits such as health insurance. You can include a portion of these costs equal to the portion of the person's time dedicated to the project.

- **Contract Services (consulting, professional, fundraising)**
  Non-employees that are contracted to do work related to the project. Whenever grant funds are used to pay a third party (individual or organization) outside of the organization, these costs should be included in the grant budget under this category.

- **Occupancy (rent, utilities, maintenance)**
  Direct project expenses that would not occur if you did not do the project.

- **Training & Professional Development**
  Costs related to developing staff and preparing the organization to take on and/or implement this project.

- **Insurance**
  Costs related to insuring this project.

- **Travel**
  Travel related to the project. Could be local or non-local. When budgeting for travel you may want to consider the following: airfare, ground transportation, per diem, lodging, mileage for personal vehicle usage, etc.

- **Equipment**
  Nonexpendable, tangible property. Typically thought of as items that are more costly and durable. When there is a need to rent or buy equipment for use on the project, provide information on the type of equipment to be rented/bought, the purpose or use on the project, the length of time needed, and the rental/purchase rate.

- **Supplies**
  Typically thought of as items that are less costly and get used up. In an office setting a computer would be equipment and the pencil would be supplies.

- **Printing, Copying & Postage**
  Photocopying, printing, mailings, postage, and express mail charges that are directly related to the project.

- **Evaluation**
  Actual costs related to doing project evaluation. May include hiring external evaluators, purchasing or upgrading software or databases, purchasing measurement tools, etc.

- **Marketing**
  Costs related to the marketing, advertising, and the promotion of your project. Might include additional website costs that are above typical website costs related to your everyday business.

- **Conferences, Meetings, etc.**
  Costs of holding (or attending) a conference or meeting are included in this category. Some examples are the rental of facilities and equipment for the meeting, honorariums or fees for trainers or guest speakers, travel, and per diem for speakers. Details of costs for each conference or meeting should be broken out and provided in the budget narrative.

- **Administration**
  Non-personnel expenses you will incur whether or not you do the project. Some organizations include as a percentage of management staff in this line item. **Note:** If you include management staff, occupancy, or other overhead expenses here, do *not* also show them in other line-items in the budget.

- **Project Expenses**

Any additional expenses associated with carrying out the project that hasn't previously been listed. Examples could include curriculum, food, or arts & crafts expenses.

Revenues

Please specify whether the Contributions, Gifts, Grants, & Earned Revenue are committed or pending. Committed means there is a firm agreement with the donor to give a contribution. "Pending" means that a request has been made but not yet agreed to or granted. Explain the committed versus pending amounts in the budget narrative justification. For example, if you have a request that you plan to submit please explain it in the budget narrative.

- **Local Government**
  Group together all local government revenues (related to this project) and then break out the detail as necessary in the project budget justification.

- **State Government**
  Group together all state government revenues and then break out the detail as necessary in the project budget justification.

- **Federal Government**
  Group together all federal government revenues and then break out the detail as necessary in the project budget justification.

- **Individuals**
  Group together all individual donations and then break out the detail as necessary in the project budget justification.

- **Foundation**
  Group together foundation grants less than $1,000. Break out foundation grants greater than $1,000. Add rows as needed.

- **Corporation**
  Group together corporate grants less than $1,000. Break out corporate grants greater than $1,000. Add rows as needed.

- **Federation**
  Group together federated grants less than $1,000. Break out federated grants greater than $1,000. Add rows as needed.

- **Other**
  Other grants not covered by the above listed categories.

- **Membership Income**
  Revenues expected to be received from membership dues as related to this project. Explain how your dues work in the budget justification narrative.

- **Project Service Fees**
  Revenues expected to be received from those participating in the project.

- **Products**
  What people give you in exchange for the service or product your project generates. Not all projects generate income, but many do. A play generates ticket income and maybe concession income. An education project may have income from publication sales or tuition.

- **Fundraising Events (net)**
  Revenue expected to be received related to this project for fundraising event. Please subtract out the cost of the event.

- **Investment Income**
  Income coming from interest payments, dividends, capital gains collected upon the sale of a security or other assets, and any other profit that is made through an investment vehicle of any kind.

- **In-Kind Support**
  Gifts of goods or services instead of cash. They can include donated space, materials or volunteer time. If you list in-kind

contributions as income in your budget, then you must also show the corresponding expenses. If someone gives you something at a major discount, then you would show the whole expense and then list the portion being donated under in-kind contributions. This might include volunteer involvement- for example, a volunteer offered his marketing services to the firm and it would have cost $xxx amount if you would have had to purchase those services.

ATTACHMENTS

(To be uploaded)

Note: To attach a document to the online application, you must first click ATTACH, navigate to the document, and click UPLOAD.

ATTACHMENT 1: Signature Page

Note: The Signature Page form can be found on the Foundation website under Grants: Forms & Documents.

- **Executive Director/Senior Pastor Signature** - The signature should be that of the Executive Director/Senior Pastor or authorizing official on behalf of the organization.
- **Delegate Signature** – If you are a Lutheran Foundation Delegate Member congregation, the signature should be of a Lutheran Foundation of St. Louis Delegate. Delegate names are listed on the Foundation's website (http://lutheranfoundation.org/about-us/our-team/delegates/).

ATTACHMENT 2: List of current Board of Directors including their professional affiliations (name of organization of employment)

- Contact information for the Board of Directors is not required.
- The information should include name, title on board (if applicable), name of employer, and job title.

EXAMPLE

Marcia Lopez, Board President
ABC Law Firm, Partner

Joseph Smith, Secretary
XYZ Manufacturing, CFO

Susan Michaels, Treasurer
LMN Energy, Vice President Administration

ATTACHMENT 3: A copy of the current IRS Letter of Determination indicating tax-exempt status

- A determination letter is the most important legal document your organization possesses. The IRS sends you this letter after you have successfully applied for the recognition of your organization's tax-exempt status. In this document the IRS indicates under which section of the Internal Revenue Code your organization is qualified.
- The determination letter is the only official document and proof that your organization is recognized as a tax-exempt organization. A state-issued tax exempt letter is not the same thing.

ATTACHMENT 4: State Registration of Fictitious Name

- If your organization goes by a different name (dba) than what you were originally incorporated as, please include a copy of the document filed with the state indicating this change.

ATTACHMENT 5: Financial Information

Income Statement
Internally prepared income statement for CURRENT fiscal year.

Audited Financial Statements *(preferred)* **OR Internally Prepared Financial Statements for prior 2 years**
Complete copy of organization's audited/reviewed/compiled financial statements for the last fiscal year which includes two (2) years of financial information.

OR

Organization's internally prepared financial statements for the past two (2) years. Must include:

- **Statement of activities (income statement)**
  Also known as profit and loss statement (P&L), statement of financial performance, earnings statement, operating statement or statement of operations. It indicates how the revenue is transformed into the net income (the result after all revenues and expenses have been accounted for, also known as the "bottom line"). It displays the revenues recognized for a specific period, and the cost and expenses charged against these revenues, including write-offs (e.g., depreciation and amortization of various assets) and taxes. The purpose of the income statement is to show whether the nonprofit made or lost money during the period being reported. It represents a period of time. This contrasts with the balance sheet, which represents a single moment in time. It is important to specify whether it is accrual (preferred) or cash accounting.

- **Statement of financial position (balance sheet)**
  A summary of the financial balances of your nonprofit. Assets and liabilities and fund balances are listed as of a specific date, such as the end of its financial year. A balance sheet is often described as a "snapshot of a nonprofit's financial condition". It applies to a single point in time of an organization's calendar year.

- **Statement of cash flow**
  Shows how changes in balance sheet accounts and income affects cash and cash equivalents, and breaks the analysis down to operating, investing, and financing activities. Essentially, the cash flow statement is concerned with the flow of cash in and cash out of the nonprofit. The statement captures both the current operating results and the accompanying changes in the balance sheet. As an analytical tool, the statement of cash flow is useful in determining the short-term viability of a nonprofit, particularly its ability to pay bills.

NOTE- Financial statements are to be prepared according to Generally Accepted Accounting Procedures (GAAP).

SUBMISSION INSTRUCTIONS

All applications must be submitted online using the web portal available on Lutheran Foundation's website.

Application Deadlines	Board Decision
June 1	End of August
December 1	End of February

Note about technical assistance hours? Technical assistance is available Monday through Friday 9 a.m. to 3 p.m."

Direct grant application questions to:

Rebekah V. Miller
Senior Program Officer
Rebekah@LutheranFoundation.org
(314) 231-2244 x110

Direct questions about the online application system to:

Juliet Holden
Grants Manager
Juliet@LutheranFoundation.org
(314) 231-2244 x111

Foundation contact information:

Lutheran Foundation of St. Louis
www.LutheranFoundation.org
(314) 231-2244
Info@LutheranFoundation.org

APPENDIX A: Regular Grant Application Questions

(NOTE: All requests must be submitted on-line using the web portal available on the website of Lutheran Foundation. This document is for informational purposes ONLY.)

BASIC DETAILS

Organization Information

Organization Name
DBA
Tax ID/EIN
Year Founded
Street Address
City, State, Zip Code
Phone
Fax
Website
Organization E-mail Address

Mission Statement

Executive Director
Prefix
First Name
Middle Initial
Last Name
Suffix
Title
Office Phone, Extension
Mobile Phone
E-mail

Main Proposal Contact
Prefix
First Name
Middle Initial
Last Name
Suffix
Title
Office Phone, Extension
Mobile Phone
E-mail

Board President
Prefix
First Name
Middle Initial
Last Name
Suffix
Title
Phone Number
E-mail

REQUEST DETAILS

Project Information

Funding Focus Area: *(Select only ONE focus area)*

- ❒ Lutheran Schools and Organizations
- ❒ Congregation Community Engagement
- ❒ Christian Faith in Action
- ❒ Justice-Involved Individuals and Their Families
- ❒ Foreign Born Populations
- ❒ Older Adults Maintaining Independence
- ❒ Other

Project Title
Proposal Summary *(Summarize the purpose of this request in 100 words or less)*
Project Start Date
Project End Date
Request Amount
Total project budget for the full requested period
Organization annual budget
Fiscal Year (MM/DD)

Geographical Area Served: *(Select all that apply)*

- ❒ Franklin County-MO
- ❒ Jefferson County-MO
- ❒ Jersey County-IL
- ❒ Lincoln County-MO
- ❒ Madison County-IL
- ❒ Monroe County-IL
- ❒ St Charles County-MO
- ❒ St Louis City-MO
- ❒ St Louis County-MO
- ❒ St. Clair County-IL
- ❒ Warren County-MO

Does your organization receive funding from a giving federation? If so, please list.
(e.g., United Way, Arts & Education Council, Jewish Federation)

ORGANIZATION AND FAITH INFORMATION

<u>SECTION A: ORGANIZATIONAL INFORMATION</u>

1. Provide a brief summary of the organization's history

2. Briefly describe the organization's current programs, activities, number served annually, and accomplishments.

<u>SECTION B: FAITH CONNECTION</u>

3. How will the project fulfill Lutheran Foundation's vision of seeing the Church brought into the lives of hurting people and people included in the healing life of the Church?

4. In the proposed project, how are issues of faith directly incorporated into the delivery of services?

5. Describe the organization's relationship with The Lutheran Church-Missouri Synod, other Lutheran church body, Lutheran congregation(s), and/or Lutheran agency(s). Also indicate any relationship with other Christian church body(s) or agency(s).

NEEDS AND STRENGTHS

<u>SECTION C: DESCRIPTION OF COMMUNITY/CLIENT NEEDS & STRENGTHS</u>

6. What are the community/client needs or issues to be addressed by this project? Why is this issue important? Be specific. Provide citations when referencing data/information from other sources.

7. Are there ways your organization strives to incorporate the perspective of the community/clients your organization serves?
8. Identify 3-5 strengths of the community/clients that your organization serves and explain how those strengths might contribute to the success of this project.

<u>SECTION D: PROJECT INFORMATION</u>

9. Describe who will be served by this grant. How many will be served?

10. What are your project goals? (Operating or capital requests: what are your agency's major goals?)

11. What activities do you intend to engage in or provide to achieve the aforementioned goals?
Please provide an in-depth description of the activities/services, including: 1) how much, 2) how often, 3) how long activities/services will be provided. For expanded project requests, distinguish between current and expanded activities/services.

12. What are the anticipated short-term and long-term measurable outcomes that would be achieved by this grant?

13. What is the timeline for implementing this grant?

14. What are the organization's most significant interactions with other organizations and initiatives? For project requests, address this question with respect to that project only. *(e.g., who are the other partners, what is your past experience collaborating with each organization, what is their role in this project, and what is their expertise, etc.?)*

15. What other agencies or projects are doing similar work in the region and how are you different?

16. Who are the key staff and/or volunteers that will ensure the success of this project? What are their names and qualifications?

17. What staff, board, or volunteer training and professional development needs are required to implement this project, if any? Please be specific. *(e.g. trainings on cultural competency, effective use of social media, or fundraising techniques).*

18. How does this request fit within your organization's long-term goals? (We define long-term as the time-period beyond this grant). How does this project support your organization's implementation of its strategic plan?

19. What is your long-term funding plan once funding from Lutheran Foundation ends? (For project requests, address this question with respect to that project only).

20. Describe the extent to which your project/organization is based on evidence-based, best, or promising practices.

EVALUATION

<u>SECTION E: EVALUATION</u>

21. What tools and processes will your organization use to measure whether or not your program is achieving its goals and outcomes? *Describe the measurement tools you use (e.g., assessments, participation checklists, pre/post surveys, client questionnaires, follow-up surveys, etc.), how often/at what point(s) data will be collected, and who is responsible for overseeing program effectiveness.*

22. For existing or expanded programs, describe in detail:

◄past outcomes achieved ◄date of evaluation ◄time period evaluated

23. How will the evaluation results be used to inform/strengthen future programming and organization operations?

Logic Model: Please attach a completed copy of your logic model.

Evaluation Plan: Please attach a completed copy of your evaluation plan.

OTHER INFORMATION

<u>SECTION F: VOLUNTEER INVOLVEMENT</u>

24. Describe how your organization utilizes volunteers, particularly those of the Christian faith, to help accomplish its mission.

25. Describe how volunteers, particularly those of the Christian faith, will be utilized in the program for which you are seeking funding. Include how many volunteers will be involved and their role(s).

SECTION G: ONLY answer the following question if your congregation/organization is seeking funding under the Congregation Community Engagement Focus Area

26. Approximately what percentage of the proposed program participants/service recipients will be community members as opposed to congregation members?

SECTION H: ONLY answer the following questions if your congregation/organization is seeking funding under the Christian Faith in Action Focus Area

27. Have you completed an internal volunteer management assessment/audit for your congregation/organization?

28. Discuss the results of the internal volunteer management assessment/audit and the lessons learned that inform the proposed program.

Volunteer Assessment: Attach copy of the volunteer assessment

BUDGET INFORMATION
Budget Narrative

Budget: Attach a copy of your budget using the Lutheran Foundation form.

ATTACHMENTS

Organizational Attachments

- Signature Page: Attach a signed copy of the Lutheran Foundation signature page.
- List of current Board members – including their professional affiliation(s)
- Copy of the IRS Letter of Determination indicating your organization's non-profit and tax-exempt status under section 501(c)(3) of the Internal Revenue Code *(NOTE – this is NOT the Missouri Sales & Use Tax Exemption certificate.)*
- Copy of State Registration of Fictitious Name (if applicable)

Financial Information Attachments

- Internally prepared income statement for the CURRENT fiscal year
- Copies of audited financial statement or internally prepared financial statements for the last two complete fiscal years.

APPENDIX B: Program Logic Model Example

SECTION E: EVALUATION
PROGRAM LOGIC MODEL

NOTE: The Logic Model is a visual way to illustrate your program, from beginning to end. It summarizes, in bullet form, the narrative information provided in your Lutheran Foundation Grant Application. ***Each section of the Logic Model <u>must</u> be completed. Please see the User Guide for detailed instructions and an example of a completed form.***

Applicant Name: ABC Family Counseling **Program Name:** ABC Family Counseling

Program Inputs List & quantify the materials, staff, equipment, training, etc. that you need to deliver your program.	**Program Activities** List the various activities you will perform to deliver your program.	**Program Outputs** List what & quantify how much you will deliver as a result of your activities.	**Program Outcomes** Describe broadly the changes your program is intended to make in the lives of participants based on the following types of changes.
• 1 FT Family Therapist • 20% FT Program Manager • 20% FT Intake Assistant • Protective Factors Training • Therapeutic Games & Toys • Cell phone for therapist	• Marketing presentations at schools • Phone Screenings & Resource Referral • Comprehensive Assessment • Individualized Service Planning • Weekly In-home therapy and case management	• 300 families screened • 200 families served with at least 1 session • 150 families complete program • 4,800 sessions	**Knowledge, Beliefs, Attitudes, Skills:** • Parents gain knowledge of positive parenting strategies • Parents learn skills to reduce stress
			Behavior: • Parents interact more positively with children • Children reduce psychiatric symptoms & difficult behaviors
			Status/Condition: • Families remain in tact • No incidents of child abuse and neglect

APPENDIX C: Evaluation Plan Example

SECTION E: EVALUATION

EVALUATION PLAN

Note: Not every program outcome listed in the Logic Model needs to be included in the Evaluation Plan. Please see the User's Guide for detailed instructions on which indicators must be tracked and reported on in each year of the grant funding, how to complete the Evaluation Plan, and an example of a completed Evaluation Plan.

APPLICANT NAME: ABC Family Counseling

FUNDING YEAR: 3 ← please select from drop down

PROJECT NAME: ABC Family Counseling

FOCUS AREA: Foreign-Born Populations ← please select from drop down

INDICATOR STATEMENT	LUTHERAN FOUNDATION OUTCOME	TYPE OF CHANGE	EVALUATION METHOD
List the most impactful indicator statements (one per row). All indicator statements must use the following format: ___ of ___(___%) participants who ____ will ____ by ____.	Please select from drop down. Focus Area must be selected first.	Please select from drop down.	List the name of the tool (survey, checklist, assessment, etc.) you will use to measure progress on each Indicator.
75 of 80 parents (94%) who participate in at least 10 counseling sessions will gain knowledge of positive parenting strategies within three months.	Outcome #1: Foreign-born individuals and families will maintain or experience improved mental, physical and/or spiritual health.	Knowledge/Beliefs/Attitudes/Skills	Protective Factors Checklist
75 of 80 parents (94%) who participate in at least 10 counseling sessions will gain knowledge of strategies to reduce stress by discharge.	Outcome #1: Foreign-born individuals and families will maintain or experience improved mental, physical and/or spiritual health.	Knowledge/Beliefs/Attitudes/Skills	Parental Stress Index
75 of 80 parents (94%) who participate in at least 10 counseling sessions will demonstrate improved parent/child interactions by discharge.	Outcome #1: Foreign-born individuals and families will maintain or experience improved mental, physical and/or spiritual health.	Behavior	Protective Factors Checklist
45 of 60 children (75%) who have mental health issues and complete at least 10 counseling sessions will demonstrate improved psychiatric symptoms and behavior.	Outcome #1: Foreign-born individuals and families will maintain or experience improved mental, physical and/or spiritual health.	Behavior	Pediatric Symptoms Checklist
145 of 150 families (97%) who complete the program will remain free of child abuse and/or neglect at 3 months post discharge.	Outcome #2: Foreign-born individuals and families will improve their social and economic well-being.	Status/Condition	Follow-up Visit
145 of 150 families (97%) who complete the program will remain intact at discharge.	Outcome #2: Foreign-born individuals and families will improve their social and economic well-being.	Status/Condition	Discharge Report

Lutheran Foundation Regular Grant Application – Evaluation Plan Form *Rev. 1/2020*