Lutheran Foundation
OF ST. LOUIS
Christian support that heals lives and the community

PROGRAM GRANT APPLICATION
USER GUIDE

Table of Contents

INTRODUCTION 2
Background 2
Why the User Guide 2
User Guide Overview 2
Frequently Asked Questions 3
Tips for Writing Successful Proposals 4
How to Use the Lutheran Foundation Online Grant Application System 6
Glossary of Terms 6
INTRODUCTION: Lutheran Foundation Funding Philosophy 6
CONTACT INFORMATION 7
REQUEST DETAILS 8
ORGANIZATION AND FAITH INFORMATION 8
SECTION A: Organizational Information 8
SECTION B: Faith Connection 9
NEEDS AND STRENGTHS 9
SECTION C: Description of Community and Voice 9
SECTION D: Project Information 10
EVALUATION 13
SECTION E: Evaluation 13
FUNDING FOCUS AREA 15
SECTION F: Focus Area Specific Questions 15
BUDGET DETAIL 15
SECTION G: Budget Information 15
ATTACHMENTS 16
ATTACHMENT 1: Program Logic Model 16
ATTACHMENT 2: Evaluation Plan 17
ATTACHMENT 3: Project Budget 18
ATTACHMENT 4: Signature Page 20
ATTACHMENT 5: List of Current Board of Directors 20
ATTACHMENT 6: A copy of the current IRS Letter of Determination 20
ATTACHMENT 7: State Registration of Fictitious Name 21
ATTACHMENT 8: Financial Information 21
SUBMISSION INSTRUCTIONS 22
APPENDIX A: Program Grant Application Questions 23
APPENDIX B: Program Logic Model Example 27
APPENDIX C: Evaluation Plan Example 28
APPENDIX D: Budget Template 29

INTRODUCTION

Background

The Foundation continues to use a mix of questions from the Missouri Common Grant Application (CGA) along with other questions of specific interest to the Foundation.

To learn more about the CGA, visit https://philanthropymissouri.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 some of the questions from the CGA and 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. Please note, since this is heavily adapted, each change by Lutheran Foundation is not highlighted.

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. Also, please 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?**
   Lutheran Foundation does not support capital campaign requests.

5. **Can I use this form for general operating requests?**
   Lutheran Foundation does not support general operating requests.

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

7. **Can I use this form for capacity building requests?**
   No, Lutheran Foundation requires a different application for capacity building requests. However, these requests are only accepted from organizations and ministries previously funded by the Foundation. Please visit our website: https://lutheranfoundation.org/capacity-building/ to learn more about this type of funding and consider scheduling a consultation with Foundation staff 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 consultation 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 visit our website: https://lutheranfoundation.org/consult-with-us/.

9. **Who can we talk to if we are having difficulty crafting outcome statements and completing our Logic Model?**
   Rebekah Miller, Senior 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.

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.

2. Follow the directions and provide 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. Ensure that your request for each funder is based on their mission, vision, and funding interest.

How to Guide for Lutheran Foundation's Online Grant Application System

How do I begin the online application process?

The process for submitting a new program grant application begins on the "How to Apply" page of our website. From there, click "Start You Application Now" to begin a new application. It will take you to our online portal. Enter your login and password OR, if you need to create an account, click "Create Account".

All other online applications (i.e., Capacity Building and Lutheran School Mini Grant) are available upon request. The Lutheran Church Mini Grant application form is available here.

I saved my application from a previous session. How do I get to it?

Access our online portal by clicking on "Portal Login" at the upper right of our website. Login to your account from there. You will see all Lutheran Foundation applications you have in progress, along with applications you may have prepared for other funders who use Blackbaud Grantmaking. Click on the Lutheran Foundation application in progress to make necessary changes. To keep a digital copy of the completed application before submitting it, click "Download" in the upper right corner of the application. Once you are ready to submit the application, click "Submit" on the lower right corner.

What if I forget my password?

Click "Forgot Password" and follow the instructions to retrieve a lost or forgotten password.

The person who wrote our grant applications is no longer with the organization, and I do not know our online account login or password. How can I access our account?

Contact Grants Manager, Juliet Holden, at juliet@lutheranfoundation.org or (314) 231-2244 x111.

If I am in the middle of writing my application, can I save it and continue working later?

Your application continuously saves as you work. To leave the unfinished application, simply close out of the portal. When you want to resume work on it, sign back into the portal from our website and click on the application in progress.

How do I submit attachments in the online system?

Applicants must upload required documents to the online application. All attachments will be attached under the "Attachments" tab. Files must be submitted in one of these formats: Word, Excel, JPEG, or Adobe PDF.

How can I tell if my application has been received by Lutheran Foundation?

You will receive an email confirming receipt once you click "Submit,"

Once an application has been submitted, can it be edited by the applicant?

No. Once submitted, an application cannot be modified.

What if my system crashes while I am submitting my application online?

The online grant application system has been designed to minimize loss of information. Your work on your application saves as you go. After a system crash is resolved, you can easily resume your application by going to the "Portal Login" at the upper right of our website to re-enter the portal and click on the application in progress.

I am a funded partner, and I cannot see the applications I submitted previously. Where can I find them?

Lutheran Foundation's grants management platform provider, Blackbaud, launched a new portal experience Summer 2026. With this launch, previously submitted applications and requirement reports are no longer retained on your portal. If you responded to our emails about downloading your completed applications and requirements, you can refer to them in your own files. However, if you did not get the chance to download your documents, you can obtain copies of specific past applications by reaching out to our Grants Manager, Juliet Holden, at juliet@lutheranfoundation.org or 314.231.2244 ext. 111. Please allow up to three business days to receive the requested copies.

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, rooted in Christ, seeks the improved care of people in our region by creating opportunities for relationships, learning, and funding.

Like grant applicants, Lutheran Foundation's strategy and efforts are guided by its Vision and Mission. Our grant-making decisions are further informed by five **Core Values**:

- **Christ Centered:** Lutheran Foundation sees the world through the lens of Chris's ongoing redemptive work, active in our lives and community. We support services provided by Christian congregations and organizations that provide people an opportunity to identify, acknowledge and discuss their faith in Jesus.
- **Hopeful & Asset-Based:** Lutheran Foundation believes that our funded partners, and the people and communities they serve, have tremendous potential and assets. We enter our work of resourcing with the belief that the way things are today is not the way they need to be in the future.
- **Impact & Innovation:** Lutheran Foundation supports evidence-based efforts that improve the holistic well-being of people served and those providing service. We favor efforts that are rooted in authentic community experience and integrate continuous reflection and learning to identify opportunities to innovate and improve. We value nuanced approaches to complex challenges, including the risks associated with them.
- **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. We seek to be proximate to our funded partner and the communities they serve whenever possible and recognize that only in the context of interconnected, collaborative relationships is the full body of Christ experienced.
- **Stewardship:** Lutheran Foundation sees all that we have as a gift from God and seeks to steward the legacy of Lutheran Hospital by extending healing, hope, and care to hurting individuals and communities.

Central to our approach is a vision of the Church—congregations, Christian nonprofits/ministries, and individual believers—actively engaged in community, developing relationships and caring for the most vulnerable in our region. 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.

We believe the flourishing of St. Louis is directly tied to how our region—and the Church—cares for its most vulnerable neighbors, and that ultimate, holistic healing is found in Jesus Christ. 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.

CONTACT INFORMATION

Rationale
This section of the application is intended to provide a "snapshot" of the organization. If awarded, this information is how the organization will be contacted throughout the funding relationship.

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 job 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.
    - **Project Start Date and Project End Date** - ***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.

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 Lutheran Foundation 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 Lutheran Foundation 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

Just as your organization has a vision and mission, so does Lutheran Foundation. Christ Centered 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 and Voice

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.

- Do not assume the funder knows much about your subject area. Most grantmaking staff 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.
- When considering the ways you incorporate the perspective of the community/clients, consider:
    - 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?
    - Who is asking for this change?
    - Who is driving this proposed project?

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.

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.

See *page 12 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.

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.
- 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 in the community rather than church members or regular attendees.

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 2026, 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 existing projects, be sure to include 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.

EXAMPLE

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. A single nonprofit cannot address all of the needs within a 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.

EXAMPLE

- *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 - Similarities

Tips and Things to Consider:

- 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.

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. Be sure to include any staff position that will be supported by the grant.

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)

EVALUATION

SECTION E: Evaluation

Question 17 – 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.

Questions 18 and 19

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

18. *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.

19. In 2025, 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.

FUNDING FOCUS AREA

SECTION F: Focus Area Specific Questions

Christian Community Development and Engagement

Questions 20 and 21

- These questions will only appear if your congregation/organization is applying under Lutheran Foundation's Christian Community Development and Engagement Funding Focus Area.
- When Lutheran Foundation uses the term "place-based" it speaks primarily to proximity and refers to the strategy or approach used to address specific challenges and opportunities within a defined community while building on local strengths and co-creating with community members.
- Also note that for the Christian Community Development and Engagement Funding focus area, for the purpose of evaluation, Lutheran Foundation defines community as a neighborhood or a grouping of neighborhoods or a catchment area with established shared goals. Lutheran Foundation is specifically seeking partners who can demonstrate significant engagement with community residents and other stakeholders in the design and/ or implementation of the proposed program or project.
- For the definition, values, and journey towards Asset-Based Community Development, here is a resource to learn more.

Adults Returning to Community from Incarceration/Foreign-Born Neighbors Flourishing in Community/Older Adults Maintaining Independence in Community

Question 22

- This question will only appear if your congregation/organization is applying under one of these three focus areas: Adults Returning to Community from Incarceration, Foreign-Born Neighbors Flourishing in Community, or Older Adults Maintaining Independence in Community.

BUDGET DETAIL

SECTION G: 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. This should be for the amount requested from Lutheran Foundation

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.

BUDGET NARRATIVE EXAMPLES

- *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)*

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: Program Logic Model

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.

ATTACHMENT 2: Evaluation Plan

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 your 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.

- 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.

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.

ATTACHMENT 3: Project Budget

Note: The budget template form can be found on the Foundation website at http://lutheranfoundation.org/grants/forms/.

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.

Expenses
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.

- **Training & Professional Development**
  Costs related to developing staff and preparing the organization to take on and/or implement 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. Occupancy expenses (rent, utilities, maintenance) and non-personnel related insurance should be here. **Note:** If you include management staff 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.

ATTACHMENT 4: Signature Page

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

- **Executive Director/Senior Pastor/Principal Signature** - The signature should be that of the Executive Director/Senior Pastor/Principal 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 5: List of Current Board of Directors including their professional affiliations (name of organization of employment) and Board meeting dates

- 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

2026 Meeting dates:
January 20, 2026; March 17, 2026; May 19, 2026; July 21, 2026; September 22, 2026; and November 24, 2026

Marcia Lopez, Board President
ABC Law Firm, Partner

Joseph Smith, Secretary
XYZ Manufacturing, CFO

Susan Michaels, Treasurer
LMN Energy, Vice President Administration

ATTACHMENT 6: 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 7: 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 8: Financial Information

- **CURRENT Fiscal Year**
  - **Operating Budget**
  - **Statement of Activities**
    Internationally prepared Statement of Activities/Income Statement/Profit and Loss for CURRENT fiscal year.

- **PRIOR Two Fiscal Years**
  - **Audited Financial Statements** *(preferred)*
    Complete copy of organization's audited/reviewed/compiled financial statements for the last fiscal year which includes two years of financial information.

    OR

  - **Internally Prepared Financial Statements**
    Organization's internally prepared financial statements for the past two years. Must include:
    1. **Statement of Activities (Income Statement or Profit and Loss)**
       Also known as 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 statement of activities 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 financial position, which represents a single moment in time. It is important to specify whether it is accrual (preferred) or cash accounting.
    2. **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.
    3. **Statement of Cash Flow**
       Shows how changes in balance sheet accounts and income affect 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 portal available on Lutheran Foundation's website.

For

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

Technical assistance is typically available Monday through Friday 9 a.m. to 3 p.m.

Direct grant request questions to:

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

Treena Thompson
Senior Program Officer
Treena@LutheranFoundation.org
(314)231-2244 x102

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: Program Grant Application Questions

(NOTE: All requests must be submitted online using the portal available on Lutheran Foundation's website. This document is for informational purposes ONLY.)

****Indicates Required Field***

ORGANIZATION AND STAFF CONTACT INFORMATION

Organization Information
*Organization Name
DBA
*Tax ID/EIN
*Year Founded
*Street Address
*City, State, Zip Code
*Phone
*Website
*Organization Email Address
*Mission Statement

Executive Director
*Prefix
*First Name
*Last Name
Suffix
*Title
*Office Phone, Extension
*Mobile Phone
*Email

Main Proposal Contact
*Prefix
*First Name
*Last Name
Suffix
*Title
*Office Phone, Extension
*Mobile Phone
*Email

Board President
*Prefix
*First Name
*Last Name
Suffix
*Phone Number
*Email

FOR INFORMATIONAL PURPOSES ONLY

REQUEST DETAILS

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

- ❒ Christian Community Development and Engagement
- ❒ Lutheran Schools
- ❒ Adults Returning to Community from Incarceration
- ❒ Foreign-Born Neighbors Flourishing in Community
- ❒ Older Adults Maintaining Independence in Community

*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)*

- ❒ Clinton County-IL
- ❒ 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

FOR INFORMATIONAL PURPOSES ONLY

SECTION A: TELL US ABOUT YOURSELF - ORGANIZATIONAL INFORMATION

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

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

SECTION B: FAITH CONNECTION

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

6. 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).

SECTION C: COMMUNITY DESCRIPTION AND VOICE

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

8. Are there ways your organization strives to incorporate the perspective of the community/clients your organization serves? How will the community/clients continue to inform this project?

SECTION D: PROJECT INFORMATION

9. Describe who will be served by this grant. How many will be served? *For church outreach ministries, please include the anticipated percentage of program participants that will be non-members.*

10. What are your project 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. For this project, what are the most significant interactions with other organizations and initiatives? *(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. Are there others in your community who address similar needs? If yes, please list them and describe how you work with or learn from them.

16. Who are the key staff and/or volunteers that will ensure the success of this project? What are their names and qualifications? *Please include any staff or positions that this grant will support.*

SECTION E: EVALUATION

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

18. 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.*

19. For existing or expanded programs, describe past outcomes achieved, including dates and time frames.

SECTION F: FOCUS AREA SPECFIC QUESTIONS

CHRISTIAN COMMUNITY DEVELOPMENT AND ENGAGEMENT

20. For your place-based strategy, please name and describe the chosen community for your project/initiative.

21. How does your place-based ministry embody healthy community engagement principles of Asset-Based Community Development?

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ADULTS RETURNING TO COMMUNITY FROM INCARCERATION/FOREIGN-BORN NEIGHBORS FLOURSHING IN COMMUNITY/OLDER ADULTS MAINTAINING INDEPENDENCE IN COMMUNITY

22. What is your experience working with this population and why is your organization well suited to implement the proposed project?

SECTION G: BUDGET INFORMATION

23. Budget Narrative

SECTION H: ATTACHMENTS

Project-Specific Attachments

- Logic Model
- Evaluation Plan
- Project Budget

Organizational Attachments

- Signature Page - Attach a signed copy of the Lutheran Foundation signature page.
- Board information - List of current Board members (including their professional affiliations) and Board meeting dates
- 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

- CURRENT Fiscal Year
  - Operating Budget
  - Statement of Activities (a.k.a. Income Statement or Profit and Loss)
- PRIOR TWO Fiscal Years:
  - Audited Financial Statements (preferred)

    OR
  - Internally Prepared Financial Statements including,
    (1) Statement of Activities (a.k.a. Income Statement or Profit and Loss),
    (2) Statement of Financial Position (a.k.a. Balance Sheet) and
    (3) Statement of Cash Flow

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APPENDIX B: Program Logic Model Example

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 must be completed. Please see the User Guide for detailed instructions and an example of a completed form.***

Church/Organization 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

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.

CHURCH/ORG NAME:	ABC Family Counseling	
FUNDING YEAR:	3	← Please select from drop down menu
PROJECT NAME:	Positive Parenting Program - 2027	
FOCUS AREA:	Foreign-Born Neighbors Flourishing in Community	← Please select from drop down menu

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 (94%) parents who participate in at least 10 counseling sessions will gain knowledge of positive parenting strategies within three months.	Outcome #1: Foreign-born individuals will maintain or experience improved mental, physical, and/or spiritual health.	Knowledge/Beliefs/Attitudes/Skills	Protective Factors Checklist
75 of 80 (94%) parents who participate in at least 10 counseling sessions will gain knowledge of strategies to reduce stress by discharge.	Outcome #1: Foreign-born individuals will maintain or experience improved mental, physical, and/or spiritual health.	Knowledge/Beliefs/Attitudes/Skills	Parental Stress Index
75 of 80 (94%) parents who participate in at least 10 counseling sessions will demonstrate improved parent/child interactions by discharge.	Outcome #1: Foreign-born individuals will maintain or experience improved mental, physical, and/or spiritual health.	Behavior	Protective Factors Checklist
45 of 80 (75%) children who have mental health issues and complete at least 10 counseling sessions will demonstrate improved psychiatric symptoms and behavior.	Outcome #1: Foreign-born individuals will maintain or experience improved mental, physical, and/or spiritual health.	Behavior	Pediatric Symptoms Checklist
145 of 150 (97%) families who complete the program will remain free of child abuse and/or neglect at 3 months post discharge.	Outcome #2: Foreign-born individuals will maintain or improve their social and economic well-being.	Status/Condition	Follow-up Visit
145 of 150 (97%) families who complete the program will remain intact at discharge.	Outcome #2: Foreign-born individuals will maintain or improve their social and economic well-being.	Status/Condition	Discharge Report

APPENDIX D: Budget Template

Lutheran Foundation
OF ST. LOUIS

Project Budget Page

Applicant Name:

Expenses	Total Project Expenses	Amount Requested from LF
Salary and Benefits	$	$
Contract Services (e.g consulting, professional, fundraising)	$	$
Training & Professional Development	$	$
Travel	$	$
Equipment	$	$
Supplies	$	$
Printing, Copying & Postage	$	$
Evaluation	$	$
Marketing	$	$
Conferences, meetings, etc.	$	$
Administration	$	$
Project Expenses: _____	$	$
Project Expenses: _____	$	$
*Other - _____	$	$
*Other - _____	$	$
TOTAL EXPENSES	$	$

Revenues	Committed	Pending
Contributions, Gifts, Grants, & Earned Revenue		
Local Government	$	$
State Government	$	$
Federal Government	$	$
Individuals	$	$
*Foundation - _____	$	$
*Foundation - _____	$	$
*Foundation - _____	$	$
*Foundation - _____	$	$
*Corporation - _____	$	$
*Corporation - _____	$	$
*Corporation - _____	$	$
*Federation - _____	$	$
*Other - _____	$	$
Membership Income	$	$
Program Service Fees	$	$
Products	$	$
Fundraising Events (net)	$	$
Investment Income	$	$
In-Kind Support	$	$
*Other - _____	$	$
TOTAL REVENUES	$	$

*Please specify for contributions over $1,000.