Thank you for your interest in applying for a grant from GWCF. The purpose of these instructions is to enable you to accurately and meaningfully present your program in a way that our reviewers will be able to easily understand. The more clear and concise your proposal is, the greater your odds of receiving funding.

Your application serves two purposes: First, it provides the basis of a funding decision. GWCF’s review team will be looking to answer 6 questions:

1. Does the proposed project address an important need in the Greater Worcester community?
2. What does the applicant intend to accomplish, and how?
3. How well does the proposal align with GWCF’s Early Childhood Grant Guidelines?
4. If successful, will the program have a meaningful impact?
5. What is the capacity of the applicant to deliver what it proposes?
6. Is this the best possible use of GWCF’s limited resources?

Second, and equally important, your proposal will be used to help GWCF more deeply understand the issues facing our community and the resources and strategies available to address them. It is our hope that this information and knowledge will itself become a resource to our community.

General Considerations. Here are a few things to keep in mind as you prepare your proposal:

1. Less is more. It is important to keep your answers as brief and concise as possible. After your first draft, ask yourself, “How can I convey what I mean using fewer words?”
2. Answer the question. Among the most common complaints among reviewers is that the answer given doesn't address the question asked. Be direct. Avoid redundancy.
3. Bullets are better than paragraphs. Beyond basic grammar and understandability, no one is judging you on your creative writing prowess. In fact, flowery language and extended descriptions tend to work against you.
4. An extra set of eyes is important. Have someone else review your work before submitting your proposal.
5. Recycle. If there is language you put together for another funder’s grant application, and it works for ours, use it again. Just be sure you are answering the question we asked.
The Application

Note: Required questions are marked with an asterisk.

Program Name*

PRIMARY AREA OF INTEREST for THIS PROGRAM (check one)*
While we realize that a program may address more than one interest area, we are asking you to prioritize its primary focus. If your program also addresses other areas, describe how in the Program Summary.

The three options align with our Early Childhood Grant Guidelines.

Organization Questions

Organization’s Mission Statement*
A simple mission statement is best. Reviewers want to know what your organization is about, above and beyond your proposed program.

Total organizational operating budget for the proposed fiscal year*

Describe your organization’s current programs and services.*
This is intended to give the reviewer an overview of the kinds of programs and resources your organization provides for the community. Often they will have heard of you but not know much about what you actually do. They may also be familiar with you from an earlier point in your history, so noting changes in the last couple of years will be helpful.

Program Questions

Amount Requested*
If this program has not been funded by GWCF before, or if you are requesting an amount different from your prior funding, present an argument under Program Summary (see below).

Total Cost of Program*
This number is then explained on the Program Budget Summary form.

Request is for Fiscal Year Ending*

APPLICATION TYPE: Check one.*
PROGRAM SUMMARY: Describe the program for which this grant will be used.*

Be as specific as you can about who, what, when, where and how. Concentrate on what you will do. Do not repeat material from other questions. What you write here should clearly connect to the need, program goals and indicators. If GWCF has not previously funded this program, or if you are requesting increased funding, describe how the additional resources will increase the reach or effectiveness of your program.

NEED: Describe the need/issue you plan to address.*

Be as specific as you can, and provide backup information or data that supports your case. Use local information where you can and cite sources. Use national data sparingly, and make the local application of the data clear. You want to demonstrate that the need is real and significant.

EVIDENCE BASE: Describe the evidence or research that supports your programmatic approach.*

The previous question is about what you intend to do. Here you want to demonstrate why you think it will work. What evidence can you cite that would give an impartial reader (who is not an expert in your field) confidence that this approach will be effective?

OUTCOMES AND INDICATORS: List your 2-4 most important program outcomes for this program, and, for each, the indicator of progress or success that will guide your work.*

Outcomes are the new knowledge, skill, or improved life conditions that participants will experience as a result of your program. They should be concise and observable. Your outcomes can be short term or long term, but should be logically connected to your program. Please be sure to describe benefits to participants, NOT program activities.

Indicators are items of information that provide evidence that your program is achieving its desired outcomes. They should be observable and quantifiable, and they should provide useful information for improving your program in the future or correcting your course as you proceed.

For more information on outcome measurement we recommend:


DIRECT IMPACT: Enumerate the population your program is intended to serve/impact.

For this set of questions, you can only enter numbers, and it is appropriate to draw those numbers from your indicators.

INDIRECT IMPACT: Enumerate how many others will benefit indirectly from the program/service.

Direct service programs often yield indirect impact on family members, colleagues, etc., and help us understand broader impact of your work.

GEOGRAPHY: Describe where in Greater Worcester the program will be delivered.*
Indicate the specific location/locations where the program will be held, and/or where its impact will hopefully be most felt.

**KEY PERSONNEL:** List and identify the qualifications of the individuals with program responsibility.*

Among the key determinants of a program’s success are the skills and experience of the people responsible for its implementation. Please describe the skills and backgrounds of those people as they relate to this program. Please list job titles but not names. And, please, no resumes.

**COLLABORATORS:** If applicable, list other organizations involved in this program, and the designated program roles.

This includes both formal and informal collaborators.

---

**Financial and Organizational Uploads**

Most of the items in this section are self-explanatory, but for those that are not, some information is included below. For the “program budget summary,” the “organizational budget summary,” and the “financial trends report,” applicants are expected to use our templates which can be downloaded from our website.

**Board List**

**Program Budget Summary**

**Program Revenue**

- **GWCF:** This would include funds received from any of our funds (e.g. Community, Fallon OrNda, Fairlawn, etc.)

- **Other Philanthropy:** This would include funds you have secured from other major funding sources (e.g. foundations, corporations, United Way), as well as individual gifts earmarked for this program. In the comments section, provide a short summary.

- **Government.** Funding from any government entity, including both grants and contracts.

- **Fees.** Fees paid by program participants for services, including membership dues.

- **Internal Organizational Funds.** Often, program costs are not fully covered by designated outside resources. In those cases, organizational funds (local, national) are used to subsidize the program. This line should reflect that subsidy. If this item is completed correctly, this form will not show a deficit.

**Program Expenses**

**Program Costs**

- **Personnel/ Employees.** Salaries, benefits and related expenses for employees of the organization working on this program, prorated by their allocated time.
**Personnel/Contracted.** Payments to outside contractors or consultants working on this program.

**Transportation.** For programs that involve transportation, we know that is often a major expense.

**Materials/supplies.** Again, specific to the program.

**Other Direct Program Costs.** All other programs costs, including materials and supplies, would fall into this category.

**Indirect Costs.** Costs associated with administration, facilities, or other expenses not directly attributable to the operation of this program.

**Comments**

Use this space to explain significant changes over time or any items whose meaning may not be clear to a reviewer who is not a specialist in your field.

---

**Organization Budget Summary**

**Sources of Funds**

**Grants and Contracts**
- Greater Worcester Community Foundation
- Other Foundations and Corporations
- Government

**Other Fundraising**
- Individuals
- Events
- Membership/Dues

**Earned Income**
- Fees
- Draw from Reserves or Endowments - this refers to funds taken from endowment distributions or organizational reserves to cover operating expenses in a given fiscal year. (describe below)
- Other Income (describe below)

**Expenses**

**Item**
- Personnel - Employees
- Personnel – Contracted
- Professional Development
- Capital Maintenance
- Other Expenses

---

**Financial Trends Report**

The purpose of this form is to help us understand your financial situation over time. Please provide a brief statement of your Board’s overall financial strategy, which might include items such as raising capital, addressing deficits, establishing reserves, etc.
Use the space at the bottom to explain significant changes over time or any items whose meaning may not be clear to a reviewer who is not a specialist in your field. We are especially interested in understanding large changes in revenue or expenses. If you experienced an operating deficit in your most recent fiscal year, describe your plan for addressing the shortfall going forward and your progress to date.

**Memorandum of Understanding/Fiscal Sponsor Agreement**
This applies only to organizations that do not have their own 501(c)(3) status, and have made an arrangement with an established organization to collaborate so as to allow the program to happen.

**Progress Report**
If this particular program was funded in the last year, upload your progress report here.

**Financial Statement**
Audited financial statements are preferred in all circumstances, but only required of organizations with annual revenue of $500,000 or more. Otherwise, these requirements are identical to those of the Internal Revenue Service.

**Optional Attachments**
This could include your theory of change, logic model, summary of results used with other funders or other supplemental information. There is a size limit on attached documents. Please do not attach large PDF’s or graphics-intensive documents. If your upload exceeds the limit you will receive an error message. Email onlinehelp@greaterworcester.org with questions.