PETER & ELIZABETH **TOWER FOUNDATION**

Community Change

Application Preview

Through the Community Change portfolio, the Tower Foundation entertains requests to support collaborative work intended to effect community-wide and/or systems-level change. For more information on the types of projects that may be a fit for this funding opportunity, see the Community Change Guidelines. This document provides an overview of the online application process from the preliminary grant submission to the full proposal (by invitation only).

PRELIMINARY GRANT SUBMISSION

Organization Information

We're looking for some pretty standard information here. Where do you work, who do you serve, and what do you do?

1. Which of the Tower Foundation counties does your organization serve? (Barnstable, MA; Dukes, MA; Erie, NY; Essex, MA; Nantucket, MA; Niagara, NY)
2. What age groups does your organization serve? (Children, Adolescents, Young Adults)
3. Organization's current/most recent annual operating budget
4. In what issue areas does your organization work? (intellectual disabilities, learning disabilities, mental health, substance use disorders)
5. What is your organization's mission?
6. What services/programs does your organization provide? Highlight existing programs within the Foundation's service area.

Diversity, Equity, Inclusion Information

The Peter & Elizabeth Tower Foundation strives to incorporate a deliberate diversity-equity-inclusion (DEI) lens in its grantmaking practice. To help the Foundation understand more about the organizations and beneficiaries it supports, we are asking grant applicants to provide us with a better sense of how your organization's leadership, workforce, and governance reflect DEI. The Foundation will give preference to applications from organizations led by people of color and/or people with disabilities and that reflect the communities they serve. No organization will be excluded from consideration solely because it is not led by people of color and/or people with disabilities.

The Foundation recognizes that DEI extends beyond race and disability. We have chosen to focus on these two characteristics because of our interest in serving people with intellectual disabilities and learning disabilities, and in recognition of the systemic racism that persists in our culture and institutions.

1. Does your organization currently collect demographic data about:

	Yes	No
Staff		
Board of Directors		
People Served		

2. If your organization collects demographic data, please enter the number of individuals of each race/ethnicity for each role in the chart below to give us a sense of your organization's racial and ethnic diversity. (Continue to the next question if your organization does not collect this information.) For "People Served," please consider those served in the last fiscal or calendar year.

Race/Ethnicity (Please enter numbers for each)	**Executive Director(s)**	**Staff** (excluding Executive Director)	**Board of Directors**	**People Served**
African American/Black				
American Indian/Alaskan Native				
Asian				
Hispanic/Latina/ Latino				
Middle Eastern/North African				
Native Hawaiian/Pacific Islander				
White				
Biracial/ Multiracial				
Other/Unknown				

3. Is your organization led by a person with a disclosed disability? ☐ Yes ☐ No
4. What additional information about your organization's diversity and inclusion practices would you like to share? (*No character limit*)

Project Details

1. **Project Summary: What are you trying to accomplish?** (*300 character limit*)
   Imagine explaining your project in two very short sentences (or one tweet). That's what we're looking for here. This is the express elevator pitch. Don't worry, we promise to keep reading.
2. **What do you want to do?** (*No character limit*)
   This is the longer, slower elevator pitch. We're looking for a high level, general description of what you're trying to accomplish. Don't get into the concrete details/day- to-day aspects of the project yet — that's going to come up later in the "How do you want to do it?" section.
3. **Why do you want to do it?** (*No character limit*)
   Tell us why you see your project as important and/or urgent. Give us some background information to help us understand the issue(s) and how it affects your community.

   This is also where you'd want to make some really clear connections between your project and the Foundation's goals (they're listed in the grant guidelines).

   If you're trying something completely new, tell us why you think it will work/be helpful. If this is something that's been done elsewhere (or in a different context/with a different population), tell us why you think it will import well to your community and/or the people you serve.

4. **How do you want to do it?** (*No character limit*)
   Now you can get into the nuts and bolts of your project's activities! Be as detailed and concrete as you like (remember: no character limits, but be kind — we have to read 40 or 50 of these!). If your project will depend on the strength of local partnerships, be sure to describe where these stand and what you'll do to develop and nurture them.

5. **What do you need to do it?** (*No character limit*)
   Since you're applying for a grant, we assume you need money. Give us a sense of how much money you need and what you expect to spend it on. If it's not necessarily obvious how an expense fits in with the project you're proposing, feel free to offer a brief explanation here.

   The Tower Foundation allows organizations to apply an administrative and overhead rate of 15% on grant requests over $100,000, and 20% for requests of $100,000 or less. The administrative and overhead rate for colleges and universities is capped at 10%. If, for some reason, you don't want to take any administrative/overhead, that's fine — just be sure to make that explicit in this section so we know that's your plan and not an oversight.

   Even though this section seems focused on the dollars, some required resources might not come with a price tag. If it makes sense, you can also use this section to discuss less tangible requirements (e.g., culture change, interagency cooperation, and community engagement).

Project Team

You will need to identify individuals in your organization that will serve as primary contact, signatory contact (the person responsible for signing grant agreements), and fiscal contact (the person to contact regarding payments). If they do not already exist in our grants management system, you will need to add them.

Once submitted, the Foundation reviews each application to determine whether it wishes to explore the opportunity further through a phone call or meeting. Applicants will be notified by email approximately three weeks after submitting their preliminary grant request as to whether the Foundation will invite further discussion. Further discussion is not an indication of likely support.

FULL PROPOSAL

You will be paired with a Program Officer who will guide you through the full proposal process. Your Program Officer will work with you to provide feedback on your preliminary online application, develop a timeline for narrative revisions and submissions of each additional component, and facilitate a conversation about performance indicators for your project. There is no specific timeline for development or award of Community Change grants, as projects vary in their scope and readiness for funding.

The narrative required for the preliminary online application and the full proposal is ***identical***. In fact, your prior responses will be copied over to your full proposal for you. Your Program Officer will most likely have some revisions to suggest in these sections.

Additional Proposal Components

In addition to any revisions to the narrative section, there are several additional components included in the full proposal:

1. **Work Plan**
   The work plan can take lots of forms. For some it might be a table, for others it may be a logic model or theory of change. We are open and flexible to the format that works best for you and your team as long as we have the information we need to fully understand your project (who, what, by roughly when).

2. **Performance Indicators (Evaluation)**
   We are interested in the data that is most important for you in your learning and monitoring progress with this project. The performance indicators section should capture your answers to three questions: (1) How much did we do? (2) How well did we do it? (3) Is anyone better off as a result of our project?

   Your Program Officer will facilitate a workshop with you and your project team (lasting about an hour) either in-person or via videoconference to identify a handful of indicators for each of those questions. We've found this workshop format saves applicants time in developing measures that are both realistic and informative. It also ensures that applicants and the Foundation are on the same page as far as what's important to track and measure.

3. **Budget & Budget Narrative**
   Last, we are looking for a detailed budget and budget narrative that describes how much you are requesting of the Foundation, how much (if any) you have secured as requested from other sources, and how much (if any) in-kind or cash support your organization is providing. More budget guidance can be found on page five (5).

Attachments

The following documents are also required:

- Quotes for goods or services exceeding $1,000
- Current list of board members
- Resumes or job descriptions of key personnel associated with the project
- Letters of collaboration from relevant partners
- Current board approved annual operating budget, including expense and income
- Most recent annual financial statement

How Do I Get in Touch with the Foundation If I Have More Questions?

If you have questions about the Foundation's Programs & Services funding opportunity, please contact us. You can send us an email at info@thetowerfoundation.org or schedule a 30-minute phone call with a Program Officer at https://towerfdn.link/30-min-call

Community Change Budget Guidelines

Applicants to the Community Change portfolio who are invited to submit full proposals will develop a budget and budget narrative for each year of the project. The budget and budget narrative should clearly outline all expenses associated with implementing the proposed project. They should also include all revenue sources known, including any cash and in-kind contributions from the organization and funding from other sources. Quotes are required for purchases of goods or services exceeding $1,000.

A budget template is available on the website and in the online grant system. If you have another template or budget form you prefer to use, please do so provided the information below is addressed.

1. **Direct Expenses**

   Direct expenses are costs that can be directly attributed or allocated to the project.

   a. ***Personnel***

      Itemize all personnel costs for staff directly involved in the project. In the budget narrative, include the full annual salary for the individual and what percentage of their time will be spent on the project. Please include pro-rated figures for payroll taxes and fringe benefits (e.g., health insurance and retirement benefits) as a separate line item.

   b. ***Non-Personnel***

      Itemize all non-personnel costs, including costs needed to directly support the implementation of the project (e.g., consultants, travel, and supplies). Consultant services may be detailed in the budget narrative or referenced in an attached scope of work.

      The budget narrative must offer a detailed breakdown of each expense. For example, a line item for $1,200 in teacher training supplies could be detailed in the budget narrative as: $12 per binder, including handouts, for 100 teachers.

      Under most circumstances, we will only accept costs such as rent and phones as part of your indirect costs.

2. **Indirect Costs (Administrative/Overhead)**

   Indirect costs are expenses that benefit the organization as a whole. While we do not require that indirect costs be itemized, expenses classified as indirect typically include:

- Rent and utilities
- Audit and legal
- Accounting
- Human resources
- Finance
- Administration
- Fundraising costs
- Maintenance
- Information technology (including telephone)

Applicants for grants with direct costs totaling $100,000 or less may request up to 20% of their grant-funded expenses in indirect costs. Applicants for grants with direct costs totaling $100,001 or more may request up to 15%. (For example, a grant request for $130,435 in direct costs may include up to $19,565 for indirect costs, for a total grant of $150,000.) Indirect costs for grants from colleges and universities are limited to 10%.