

The Lenny Zakim Fund

BRIDGING COMMUNITIES



The Lenny Zakim Fund Sample Application

IMPORTANT NOTES:

- Example uploads, including example board list, example current FY budget, example funders form, and example form 990 can be found on page 15.
- **Do not feel obliged to copy the tone or structure of narrative questions in this sample application.** This sample is meant to provide you with a reference of a complete, accurate, and strong grant application to LZFF; however, your unique voice matters to us.

Cover Page

Organization Name*

Community Organization, Inc.

Year Founded*

20XX

Mission Statement* (600 characters maximum)

Community Organization empowers adult immigrants to gain upward mobility through personalized, scalable English tutoring.

Funding Area*

While your work may fall into multiple funding areas, please select the ONE funding area that you feel most strongly aligns with your organization's work.

- Access to Food, Housing, and Economic Opportunity
- Child and Youth Development and Education
- Civil and Human Rights Advocacy and Support
- Health Promotion and Accessibility for All
- Organizing and Support for Immigrants and Refugees
- Violence Prevention, Criminal Justice Reform and Family Outreach
- LGBTQIA+ Community Support and Organizing

Specify the cities, towns, communities, and/or neighborhoods you serve.* (600 characters max)

Ex. Waltham, Hyde Park, Roslindale, North Shore, Pioneer Valley, Greater Boston Area

Greater Boston Area

Organization Street Address*

123 Main Street

Organization City or Town*

Boston

Organization Zip Code*

02111

Organization Website URL

<https://communityorganization.org/>

Social Media Handles (if applicable)* (600 characters max)

Please provide a list of social media and handles used.

- LinkedIn: @communityorg-inc
- Instagram: @communityorg_inc
- Youtube: @communityorginc

Organization Information

EIN*

Please input your organization or your Fiscal Sponsor's EIN.

01-2345678

Does your organization have a Parent or Affiliated Organization?*

If your organization is an affiliate, chapter, or otherwise part of a parent, regional, or national organization, please select yes.

Yes

No

Does your organization have a Fiscal Sponsor?*

If organization is fiscally sponsored, please select yes.

Yes

No

Do you currently serve as a fiscal sponsor for another organization?*

Yes

No

Have you applied to LZF before?*

Yes

No

Have you received an LZF grant before?*

Yes

No

Contact Information

Primary Contact First and Last Name*

Jane Doe

Primary Contact Title*

Co-Founder/CEO

Primary Contact Email*

janedoe@communityorg.org

Primary Contact Phone Number*

123-456-7890

Secondary Contact First and Last Name*

John Doe

Secondary Contact Title*

Co-Founder/COO

Secondary Contact Email*

johndoe@communityorg.org

Secondary Contact Phone Number*

123-789-1234

Grant Writer First And Last Name (if applicable)

Grant Writer Email (if applicable)

Grant Writer Phone Number (if applicable)

LZF Application History

Has your organization implemented any changes since your last application?

If you would like to share any changes your organization has implemented since your last application that may address feedback LZF provided, please do so here.

NOTE: This question will only appear if you selected “Yes” to the question asking whether you have applied to LZF before. This question is OPTIONAL.

Grant Questions

Character count reflects the maximum, not the minimum. Please do not feel the need to write excessively lengthy responses. Bullet points are welcome.

Tell us about your organization's history.* (1,000 characters max)

Community Organization (C.O.) is an early-stage, growing nonprofit rooted in Boston, Massachusetts. Founded by two immigrants, C.O. is dedicated to empowering adult immigrants to gain upward mobility through personalized, scalable English language tutoring. Since launching in 2022, we've focused on local impact in Eastern Massachusetts, providing affordable, personalized English tutoring to those who struggle to access traditional English classes. Our belief is simple: Learning English shouldn't be a luxury for adult community members. It should be accessible, human, and empowering. We are growing intentionally: investing in systems, relationships, and people. We have started to stretch our wings, thanks to early funders and supporters from our friends, board, and a few local foundations. We believe that we are at a critical moment to invest in the systems that sustain impact, the relationships that build trust, and the people who reflect and understand the communities we serve.

Programming*(1,000 characters max)

Please list all active programs in bullet points with one sentence descriptions. Please include how frequently each program runs.

C.O.'s programmatic offerings are listed below:

- **Individualized 1:1 online tutoring sessions for adult immigrants** (18 years of age or older) living in the United States. Each tutoring session costs \$5, and lasts for one hour. Each 10-week semester of instruction includes 10 sessions, with tutees attending one session per week. Learners commit to a minimum of 7 classes per semester (70% completion rate).
- **Comprehensive tutor training and chapter model for tutor engagement** ensure that our volunteer tutors, many of whom do not come from teaching backgrounds, feel confident and prepared to work with our learners. Upon sign-up, tutors complete a self-paced training covering lesson planning, communication strategies, and trust-building exercises. C.O.'s tutor community is strong; chapters at local schools and businesses bring tutors together, allowing them to grow their practice and get advice from others in their position.

Community Need* (1,000 characters max)

Please describe your community's needs and how your programming addresses them.

Massachusetts is home to one of the fastest-growing immigrant populations in the country. More than 1 in 5 residents speaks a language other than English at home, yet 95% of adult English education needs go unmet. The consequences of this gap are urgent and far-reaching. Limited English proficiency is not only a personal barrier. It is a social cost that ripples through our economy, our health systems, and our communities. Community Organization steps into this gap by providing human, accessible, one-on-one online tutoring that meets people where they are. We tap into a powerful, often overlooked resource: everyday people who want to support immigrant communities but don't know how. We train these community members as volunteer tutors, who lead sessions that are:

- **Flexible**
- **Affordable (\$5 or waived)**
- **Personalized to student goals**

This model especially works for adults who have rigid working schedules, specific learning goals, or limited access to transportation.

For the following questions, please choose the options that best describe the community served by your organization.

Gender Identity

- Cisgender Female**
- Cisgender Male**
- Transgender Female**
- Transgender Male**
- Gender non-conforming/non-binary/gender queer**
- Two-Spirit**
- Individual(s) decline to state**
- Other**
- We do not collect this information**

Race and Ethnicity

- Asian/Asian American/of Asian descent
- Black/African American/of African descent
- Hispanic/Latino/Latina/Latinx/of Latinx or Spanish-speaking descent
- Middle Eastern/North African/of North African descent
- Native American/American Indian/Alaska Native/Indigenous
- Pacific Islander/Native Hawaiian
- White/of European descent
- Multi-racial or multi-ethnic (2+ races/ethnicities)
- Individual(s) decline to state
- Other
- We do not collect this information

Sexual Orientation

- Lesbian, Gay, Bisexual, Queer, Asexual
- Heterosexual or Straight
- Individual(s) decline to state
- Other
- We do not collect this information

Disability Status

- Person with a disability
- Person without a disability
- Individual(s) decline to state
- We do not collect this information

What does success look like for your organization? How do you know you are moving toward it?* (1,000 characters max)

How can LZP partner with you to achieve this? (This question comes from the Philanthropy MA Common App)

For Community Organization, success is more than teaching English. It means immigrant adults have the skills, confidence, and support to pursue opportunity, advocate for themselves, and feel belonging. It also means neighbors volunteering as tutors gain empathy and ways to contribute, creating civic bridges across communities.

We know we are moving toward this vision when:

- **75% of students completing 10 sessions report greater confidence**
- **60% advance in work or education after 30 sessions**
- **Most tutors stay engaged for 20+ sessions**

These outcomes would show both impact and sustainability, as relationships extend beyond the classroom into leadership and inclusion.

Community Organization is still early-stage and leanly resourced, yet we are at a turning point to provide essential education in the frontline. Support from LZF would be catalytic: providing capacity-building support in governance, team management and evaluation, and connecting us with grassroots leaders to share knowledge and strengthen community impact.

What is the greatest barrier your organization faces?* (1000 characters max)

What stands in the way of your organization being able to achieve success as you define it?

As an early-stage organization, C.O.'s largest barrier is its lack of visibility in the English teaching landscape of eastern Massachusetts. A partnership with LZF would be transformative, allowing C.O. to share promotional and communication strategies with other grassroots organizations, deepen its connection to the nonprofit community, and continue moving toward its long-term goals while strengthening its credibility in the field.

How do you envision engaging with LZF's grantee partner community?* (500 characters max)

Through collaboration, knowledge-sharing, or discussion with other grassroots organizations and leaders, etc. LZF prioritizes supporting organizations committed to community engagement.

C.O. is eager to join LZF's grantee community as both learner and collaborator. We believe strong grassroots movements grow through shared learning.

We envision contributing by:

- **Sharing insights from serving immigrant communities**
- **Sharing our model of multicultural volunteerism and volunteer engagement**
- **Offering practical tools and strategies** like our tutor recruitment strategies
- **Collaborating locally** through co-hosted events, shared outreach strategies, and amplifying each other's work.

Executive Director Bio* (1,000 characters max)

How has your Executive Director's (or equivalent leadership) professional background and/or lived experience informed their leadership of your organization?

Jane Doe, Co-Founder/CEO

Jane believes in the power of education to realize potential and expand opportunities. She grew up in a small town in Vietnam and taught herself English through American shows and English literature. She has experience in marketing, finance, and nonprofit management. During her free time outside of Community Organization, she volunteers as an entrepreneur mentor/instructor at Local University, and as a judge for start-up competitions. Jane holds a BS in economics and finance from the University of City, and an MS in Innovation and Management from Local University.

How many paid full-time staff do you currently have?*

2

How many paid part-time staff do you currently have?*

0

How many volunteers do you currently have?

193

Board List* (Upload)

Please upload a list of current board members. Include years of service, professional affiliations, and board meeting attendance over the past year.

Upload – See page 16 for example.

How is the community you serve represented in your organization's leadership, staff and/or board?* (1,000 characters max)

LZF centers community in our grantmaking, specifically prioritizing organizations where the majority of staff and/or board reflect the community served. Please be detailed regarding how your organization incorporates community voices in your decision-making process.

Community Organization is immigrant-led and community-rooted. Our co-founders, Jane Doe and John Doe, are adult immigrants whose lived experiences navigating educational and language barriers inform our student centered, culturally humble approach.

Our Board reflects diverse immigrant and professional backgrounds. In 2024, we welcomed three members: Anonymous board member 1, anonymous board member 2, and anonymous board member 3. They all bring lived experience as immigrants, which informs our decision-making and strengthens our strategy and cultural relevance.

Our Advisory Board includes former Community Organization students, tutors, and young professionals, serving as a leadership pipeline and keeping governance connected to community realities. Over 60% of Community Organization volunteers are first- or second-generation immigrants, many of whom later take on peer coaching, community outreach, or leadership roles, extending representation and empowerment.

Are you expecting a change in key leadership, such as staff or board? (600 characters max)

If yes, describe the situation and how it is impacting your organization.

We are not anticipating major leadership changes soon, but we are investing in long-term sustainability and growth, ensuring our leaders reflect the communities we serve.

Our goals:

- **Leadership pipeline:** Creating training, mentorship, and pathways for tutors, students, and Advisory Board members, many with immigrant experience, to grow into coaching or coordinator roles.
- **Board expansion:** Recruiting members with lived immigrant experience to ensure representative leadership.

LZF can support this work through mentorship, peer learning, and connections to board candidates aligned with our values.

How many individuals do you serve directly?*

We understand that you may not be tracking this, so give us your best guess. This can include constituents if your programming is organizing/advocacy.

107

[Optional] If you would like, you can provide context behind the # of people you serve here:

Such as: significant fluctuations, program quality limitations and capacity, etc.

Unfortunately, we have experienced a drop in participation in recent years due to fear around ICE.

Please describe any collaborations or work with other organizations. (1,000 characters max)

Community Organization’s model is designed to be additive, not duplicative. We intentionally pursue partnerships to expand access to English learning for immigrant communities who are often left out of traditional programs.

We’ve been piloting the following initiatives at micro-scale:

- **City of Boston MOIA:** We co-create a pilot program for 20 newly arrived immigrants at emergency shelters to support stability and belonging.
- **Community organizations:** We partner with grassroots groups like Anonymous ESOL Organization and Anonymous Immigrant Support Organization to identify students, build trust, and co-design culturally relevant outreach.
- **Workforce development:** Working with Anonymous Asian Women’s Organization and XYZ Boston, we link English learning to career advancement, helping students gain skills and confidence for workforce programs. These partnerships allow Community Organization to provide low-barrier, personalized tutoring that complements existing services and bridges language learning to opportunity and integration.

Which areas of non-profit management would you like support with?*

This helps us tailor the workshops we offer to our grantee partners' needs.

- Board Development**
- Fundraising**
- Marketing and Outreach**
- Program Management**
- Staffing and Employment Law**
- Strategic Planning**
- Succession Planning**
- Other**

Identify your organization’s greatest need and how LZF's capacity building offerings can address it.* (1,000 characters max)

Some of LZF's capacity building offerings include coaching, pro bono legal support,

educational opportunities/seminars, and networking events. Additionally, please feel free to elaborate on the areas of non-profit management you selected in the question above.

As a young, immigrant-founded nonprofit, Community Organization's greatest need is building organizational capacity for long-term sustainability. While we've shown early proof of impact with our blended human-connection and technology model, our small team lacks the systems, infrastructure, and expertise to grow sustainably.

LZF's capacity-building offerings can help address our needs through:

- **Coaching:** Guidance on major gift fundraising, partnership/pilot program development, and board development would help us diversify revenue streams and strengthen governance.
- **Legal support:** Legal guidance to ensure compliance, safeguard both students and tutors, and strengthen partnership agreements.
- **Educational opportunities:** Training on nonprofit management, program evaluation, community outreach, and fundraising to build in-house skills and practical tools.

These supports would help Community Organization transition from an early-stage nonprofit to a sustainable, long-term partner advancing immigrant opportunity.

Is there anything else we should know? (1,000 characters max)

We have removed the original response to this question; we encourage you to use this space to express any additional information that may be helpful for us to know.

Finance

Please Upload your Current Fiscal Year Budget*

Please [click here](#) to access the budget sheet template. Please make a copy, fill it out, and upload it here.

Upload – See page 16 for example.

What is the start date and end date of your fiscal year?*

January 1st to December 31st

Current FY Budget - Expenses*

Please provide your budgeted expenses for the current fiscal year.

\$96,500

Current FY Budget - Revenue*

Please provide your budgeted revenue for the current fiscal year.

\$111,000

Amount in Reserves/Savings (If any)

\$16,000 (roughly two months operating expenses)

Amount in Endowment (If any)

N/A

Please Upload your Funders Form*

[Click here](#) to download and make a copy of the funders form. Please fill out with the status of the grants you have applied for **in the past 12 months**.

Upload – See page 16 for example.

What are your current fundraising strategies?* (1,000 characters max)

List how you fundraise from donors, foundations, and corporations.

As a young, growing nonprofit, Community Organization operates with a lean team and relies heavily on volunteers and early philanthropic supporters. Our focus is on building a sustainable fundraising model rooted in transparency, strong community relationships, and aligned partnerships. While resources are still limited, these early efforts are laying the groundwork for long-term stability.

Donors: Engage individuals through email updates, social media, and small board-hosted events, many personally connected as tutors, students, or friends. Sharing impact stories and regular updates helps build trust and a culture of giving.

Foundations: Currently identifying and cultivating a small number of local and regional funders with a shared mission, prioritizing meaningful partnerships over broad outreach.

Corporate partners: In the early stages of identifying value-aligned local companies for potential collaborations, employee volunteer engagement, and in-kind contributions.

In-kind Goods (500 characters max)

Please list all in-kind goods and services that your organization receives together with their

value. An in-kind goods are physical donations that help your program run and are substantial. Examples include: transportation, office space. An in-kind service is donated TECHNICAL expertise by a professional. Examples include but are not limited to: legal, consulting, bookkeeping. Do not include auction items or volunteer time.

All the values of the in-kind services below are estimated. Total in-kind support value: \$40,000.

- **Goods:** \$30,000 office space
- **Services:** \$10,000 pro bono legal services

Anything else we should know regarding financial information? (1,000 characters max)

Ex. Received a number of pass-through or emergency grants, budget is inflated due to in-kind donations, etc.

Our budget is slightly inflated due to the value of in-kind donations that were expensed.

Please upload your most recent Form 990. *

For organizations that are fiscally sponsored, please upload your most recently completed fiscal year's balance sheet and income statement (P&L).

1. Balance sheet is also known as a statement of financial position. It should include: assets, liabilities, and net assets categorized by with/without donor restrictions.
2. Income statement are also known as a profit & loss statement. The statement of activities should include: revenues, expenses, net surplus or deficit (aka change in net assets)

Upload – See page 16 for example.

Please include any additional context below. (1,000 characters max)

Fiscal Sponsor

NOTE: This section will only appear if you select “Yes” to the question asking if you have a fiscal sponsor.

What is the name of your fiscal sponsor*?

How long has this organization been a fiscal sponsor?*

List all of the services performed by the fiscal sponsor on your behalf.* (1,000 characters max)

Please upload a copy of the agreement between your organization and your fiscal sponsor. *

Upload – See page 16 for example.

[Only if not fiscally sponsored] Please upload your 501(c)(3) determination letter.

Upload – See page 16 for example.

Site Visit

Site Visit Information* (600 characters max)

If you were to advance to an in-person site visit, please share where it would take place, what time of day it would be, and how many site visitors you are able to accommodate.

Currently, our program operations are based out of a co-working location, with staff working on a hybrid basis. A site visit could take place at LZP's office, or we can book a community meeting room. We would bring program participants, and we can accommodate up to 4 visitors. We prefer noon–5 pm but can adjust to visitors' schedules.

Fiscal Sponsor for Another Organization

NOTE: This section will only appear if you selected "Yes" to the question asking whether you fiscally sponsor another organization.

Please share the name of the sponsored organization(s) and the purpose of your fiscal sponsorship.*

EXAMPLE ATTACHMENTS

Example 501(c)(3) Determination Letter

NOTE: You will only be asked for this document if you selected “No” to the question asking whether you are fiscally sponsored.

Example Board List

Example Current FY Budget

Funders Form Template (with example)

Example Form 990

NOTE: This is a **BLANK** form 990. This form should be filled out with your organization’s information.

Example Fiscal Sponsor Agreement

NOTE: This is a **BLANK** template and can be used as a basis for your own fiscal sponsor agreement if you don’t have an existing agreement. You will only be asked for this document if you selected “Yes” to the question asking whether you are fiscally sponsored.