WASHINGTON
Regional Association of
GRANTMAKERS

Common Grant Application Format

Formatting notes

- Proposals should be printed on white paper, using a 12-point font (Times or similar) and one-inch margins on all sides; pages should be numbered.
- Proposals should not be placed in binders or folders; one staple or paper clip in the upper-left hand corner, securing all pages, is sufficient.

I. Executive Summary (1-2 pages, single-spaced)

1. Application date
2. Organization's name and contact information (full address, including mailing address if different, telephone, fax, and Web address)
3. Organization's federal tax-exempt number
4. Contact person's name, title, and contact information (telephone, fax, e-mail)
5. Dollar amount of this funding request
6. Total program budget (if applicable)
7. Total current organizational budget and fiscal year
8. Period this funding request will cover
9. Purpose of this funding request, including target population, number of individuals, and geographic area(s) that will benefit from this proposal
10. Brief organizational history and brief description of previous year's accomplishments
11. Total support from this funder for the past three years: List year, amount, and purpose for all support
12. Signature of executive director

II. Narrative (No more than 8 double-spaced pages)

1. **For All Requests:** Information on Your Organization
    1. Describe, in one paragraph, the organization's history, mission, and goals.
    2. Describe current programs and activities, and recent organizational accomplishments.
    3. How will this request enable the organization to build its capacity, address current limitations, and/or improve its ability to meet program or organizational goals?
    4. Describe briefly the involvement of your target population(s) in implementing the work of the organization, if applicable.

PLEASE COMPLETE THE **ONE** SECTION BELOW WHICH IS RELEVANT TO THIS REQUEST. Be sure that the foundation to which you are applying supports the type of request you are making.

B. **For Program Requests** (including capacity building projects)

1. What is the issue/need to be addressed and evidence of that need?
2. For a **new** program: how was the program approach developed?
3. For an **ongoing** program: what measurable *outcomes (defined as concrete changes or impact*) have been achieved over the past year?
4. Does this program use best practices – i.e., is this program based on a program that has been shown to be effective in other settings, based on national standards, etc? If so, please describe.
5. What is the plan for implementation? (Narrative, table, or logic model format is acceptable.) What existing community resources (e.g., facilities, people) will be used? If applicable: what is the target population's involvement in *this program's* development and implementation?
6. Based on the implementation plan, what measurable outcomes will be achieved during this grant period? What are the measurable longer-term outcomes of this program? What methods/strategies will be used to gather data on the project? How will the program evaluation be used?
7. How does this program fit into the work of this organization?
8. How does this program relate to the work of other organizations in the same field and/or geographic area?
9. What resources (financial, personnel, partnerships, etc.) will be needed to sustain this effort over time? How will those resources be secured?

C. **For General Support Requests**

1. What are the issue(s) or need(s) to be addressed and the evidence of those issues or needs?
2. For a **new** organization: how and why was the organization formed?
3. For an **existing** organization: what measurable *outcomes (defined as concrete change or impact*) have been achieved over the past year?
4. Does the organization use best practices – i.e., are any programs or operations based on ones that have been shown to be effective in other settings, based on national standards, etc? If so, please describe.
5. What are the plans for the organization's major program activities? (Narrative or table format is acceptable.) What existing community resources (e.g., facilities, people) will be used?
6. Based on these activities, what measurable outcomes will be achieved during this grant period? What are the measurable longer-term outcomes of the organization's work? What methods/strategies will be used to gather data? How will the evaluation be used?
7. How does the work of this organization relate to the work of other organizations in the same field and/or geographic area?
8. What resources (financial, personnel, partnerships, etc.) will be needed to sustain the organization over time? How will those resources be secured?

D. **For Capital Campaign Requests**: Capital campaign requests are designated for the acquisition, construction, renovation, or improvement of a property. Include information on the following, as applicable to your organization's request.

1. Discuss the need, feasibility, and cost of the capital campaign, and its implications for the organization's ongoing operational expenses.
2. Specify contributions in hand as well as pending or prospective.
3. Specify loans, including amounts and terms.
4. Include the financial participation in the campaign of the board and the capital/leadership campaign committee (percent participating and total contributed).
5. Specify whether purchase agreements or purchase options are signed or imminent. Specify also whether regulatory approvals (e.g., Certificate of Need, zoning, historic preservation, environmental impact) in place or are imminent.
6. Indicate if timing is a factor, i.e., if a "window of opportunity" exists that affects the success of the campaign.

III. Finances (for all requests) – This information is not considered part of the narrative.

The following information must accompany all proposals, regardless of the size of the request. Not all categories may be applicable to your organization or request. You may submit this information in the format most convenient to you; it must, however, include as much of the following detail as possible. Footnotes may be used to explain budget items.

A. **For all requests**

1. Fiscal year
2. Financial statements:
    a. For previous fiscal year: organizational budget v. actual, for both revenue and expenses (using categories below)
    b. For current fiscal year:
        i. Organizational budget v. actual, for both revenue and expenses (using categories below)
        ii. Organization's year-to-date Statement of Financial Position (Balance Sheet) and year-to-date Statement of Activities (Income Statement)
    c. If this application is being made during the last quarter of the organization's fiscal year, provide the organization's projected/proposed/draft budget for the next fiscal year
3. If available: most recent audited financial statements (include auditor's letter and notes). If you do not have an audit, provide pages 1-6 of most recent IRS Form-990.

B. **For Program Requests** (including capacity building and capital campaign requests) - In addition to the information requested above:

1. Financial statements:
    a. For previous fiscal year: program budget v. actual, for both revenue and expenses (using categories below)
    b. For current fiscal year: program budget v. actual, for both revenue and expenses (using categories below)
    c. If this application is being made during the last quarter of the organization's fiscal year, provide the program's projected/proposed/draft budget for the next fiscal year

Revenue Categories: For each category, list specific amounts requested from foundations, corporations, and other funding sources for this proposal, as well as the status of those requests (pending or committed). For pending requests, please indicate the date you expect notification.

1. Grants/Contracts:
   a. Local/State/Federal Governments (please list source(s))
   b. Foundations
   c. Corporations
   d. United Way/Combined Federal Campaign and other federated campaigns
   e. Individual donors
   f. Other (specify)
2. Earned Revenue
   a. Events
   b. Publications and Products
   c. Fees
   d. Other (specify)
3. Membership Income
4. In-Kind Support (donated goods, services, equipment, non-cash items, volunteer hours)
5. Other (specify)
6. Total Revenue

Expense categories: Include the total amount for each category relevant to your organization. Skip categories where you have no expenses. Please show two columns – one listing the total expense and one listing the specific costs requested in this grant proposal.

1. Salaries (total salary budget, number of positions, and whether full- or part-time)
2. Payroll Taxes
3. Fringe Benefits
4. Consultants and Professional Fees (itemize type(s) of consultant(s) and fees)
5. Travel
6. Equipment
7. Supplies
8. Printing and Copying
9. Telephone and Fax
10. Postage and Delivery
11. Rent and Utilities
12. Maintenance
13. Technology (if budgeted separately – specify hardware/software capital spending, maintenance, and/or training)
14. Evaluation
15. In-kind expenses
16. Other (specify)
17. Total Expenses

IV. Required Attachments (for all requests) –This information is not considered part of the narrative.

1. A copy of your current IRS tax-exempt determination letter. If tax-exempt status is pending, provide an explanation of application status.
2. A one-page organizational chart.
3. Short biographies (no more than 1/2 page) of staff and volunteers essential to the success of this request.
4. List of board members with terms, occupations, and places of employment.
5. Current, dated Memoranda of Understanding or Memoranda of Agreement with other organizations for collaborative or cooperative activities, as appropriate.
6. For Capital Spending Projects: list of members of the capital campaign/leadership committee.
7. Annual report, if available.
8. Please send 7 copies of the proposal and all attachments.

WASHINGTON
Regional Association of
GRANTMAKERS

Washington Grantmakers
Common Grant Formats
Application Format User's Guide

Welcome to the Washington Grantmakers' Common Grant Formats. These formats are intended to streamline the grantmaking process and make it easier for both grant seekers and grantmakers.

This guide will help those seeking grant funds to make the best use of the formats. The guides (there are also guides for the Letter of Intent/Inquiry Format and the Report Format) explain the purposes of key elements of the formats and suggest some possible avenues for responding to particular sections.

This Application Format guide includes sample responses from the pilot phase of the format's development, in which the Washington AIDS Partnership required the new format for its most recent grant round. Examples are taken from those proposals; some identifying information has been changed.

While we have attempted to discuss any points that may be unclear, it is very important that you contact the funder you are approaching if there are any questions about what that particular funder requires.

Formatting Notes: It may seem trivial, but funders do care about how applications are formatted. This is not about having pretty colors or decorative graphics, but focus on format elements that contribute to the ease of reading – 12-point type size (Times or similar), one-inch margins all around, and page numbers on every page.

Funders frequently need to read dozens or even hundreds of letters or applications in a short period of time, and a document that is easy to read and whose content is clear is much more likely to be given serious consideration. Please observe the formatting requirements.

Also, many funders have to make multiple copies of applications as part of their review process. Complicated bindings, including report covers or binders, interfere with this process and increase the funder's burden. Please observe the binding requirements.

The first section of the Application Format is the **Executive Summary.** (1-2 pages, single-spaced.) The first eight elements of the Executive Summary ask for basic information about the organization making the funding request, including the contact person for the grant proposal, and basic facts about the proposal. This information is used by funders for data-entry and grant tracking purposes; it may also help funders to determine quickly whether or not the application fits in their guidelines.

The next element asks about the *purpose of this funding request, including target population, number of individuals, and geographic area(s) that will benefit from this proposal.* In this section, the grant seeker should succinctly state the need or issue addressed by the request. It should be focused, and not attempt to provide an in-depth introduction to the topic as a whole. Who are you seeking to serve? Where are they?

Example: "ABC is requesting $40,000 in program support to provide and evaluate peer-based HIV prevention activities within D.C.'s sex working community"

This is a very clear statement and says a lot in a small amount of space. One thing is lacking: most funders will want to know approximately how many individuals are in the community at issue and how many or what percentage of that total number the request expects to reach. Some funders would say that this statement should also include a very brief statement about how those prevention activities will be provided – will it be, for example, by outreach van?

Example: "This grant request of $14,836 will be used to fund the work of the Director of Public Advocacy of the NoVa XYC Project. The Director of Public Advocacy will strengthen the network of HIV/AIDS advocates in Northern Virginia, organize legislative and educational initiatives to mobilize policy makers with influence in HIV/AIDS issues, and coordinate HIV/AIDS organizations' efforts in public AIDS awareness events."

Again, this is a clear statement. Advocacy work is inherently difficult to measure, and the exact number of organizations or policy makers is hard to predict in advance.

The next element asks for *total support from this funder for the past three years: list year, amount, and purpose for all support.* This should include technical assistance or capacity building consulting as well as cash grants.

Finally, the Executive Summary asks for the *signature of executive director.* The previous incarnation of the Common Grant Formats required the signature of the Board Chair and Executive Director. The Board Chair signature has been dropped, out of recognition that this is an often burdensome requirement.

The second part of the Application Format is the **Narrative.**

The Narrative section has been extensively revised, and it now has separate sections for program requests, general operating requests, and capital campaign requests. Please include a proposal for only ONE of these; do not combine, for example, a program and general operating request in the same proposal.

We will say this many times in this guide, but it is very important to **contact the funders to which you are applying** to ensure that they accept the type of proposal you are making.

The Narrative section should be no more than 8 double-spaced pages, using the same font and margin guidelines stated before the **Executive Summary** (12-point Times or similar, 1-inch margins on all sides, pages numbered).

The first section is **Section A. Information on Your Organization**. This section is applicable to **All Requests**, no matter what type of proposal you are writing**.**

Describe, in one paragraph, the organization's history, mission, and goals. Here funders are looking for an outline, rather than an exhaustive account. They are interested in understanding the organization's successes and, if applicable, evolution over time. A brief statement of the organization's mission and goals is a fundamental part of organizational self-definition; it is important and should be thought through carefully.

Example: "Founded in1998 by a group of physicians and other health care providers who recognized the need for more HIV/AIDS education for young people, Let's Talk (LT) continues to be the only community-based organization in the Washington, DC area focused solely on the needs of young people as they related to HIV and AIDS. LT outreach and services are provided to youth aged 13 to 24 years in the Washington, DC metropolitan area."

General Operating Support requests will be asked to address similar information later in the application; this section can be shortened somewhat in those cases, and more information provided in the Request information section.

Describe current programs and activities, and recent organizational accomplishments. "Recent" usually refers to the past 12 months. "Accomplishments" may include statistics on the organization's successes in pursuing its mission. Additional appropriate information might include any awards or competitions won by the organization or staff members, significant national grants received, or new programs or products produced.

Example: "VAC's recent organizational accomplishments include:

1. "Awarded a $102,000 planning grant from the Substance Abuse and Mental Health Services Administration to design and plan a mobile HIV testing and counseling program for minority youth populations at high risk for HIV infection.
2. "Hosted a National AIDS Fund AmeriCorps member for the 4th consecutive year. AmeriCorps members assist in the implementation of this peer-based HIV prevention education program."

How will this request enable the organization to build its capacity, address current limitations, and/or improve its ability to meet program or organizational goals? Funders are interested in how the current request fits into, and furthers, the work of the organization. They are interested in organizations improving their operations and service delivery over time, as they learn from their experiences. New programs should fit and further already-established goals.

Example: "This request will enable ALA to improve its ability to meet its program goals in several ways. Nearly 90% of ALA funding is restricted to specific programs and services. This restriction presents a significant burden because as ALA expands in size and staff there are not enough funds for administrative and support needs faced by the agency. In addition, ALA, like other AIDS agencies, is facing cutbacks in government spending [three examples follow]…. ALA has historically had only a small percentage of its total budget coming from individual donations. These donations are even smaller because of the economic downturn that is affecting the nation and members of the target population."

This example, for general operating support, discusses the particular financial situation of the organization and how it will apply the funds requested.

Describe briefly the involvement of your target population(s) in implementing the work of the organization, if applicable. Funders are concerned that organizations are engaging their target population(s) in their work. They often prefer to support organizations with strong ties to their target population and community which can increase the relevance and efficacy of the organization's programs and activities.

Example: "The youth served by LT are key partners in conducting the outreach and education activities that are the organization's hallmarks. A cadre of youth peer educators are trained each year and, together with professional staff and adult volunteers, make thousands of outreach and education contacts. This past year we revitalized our peer education and internship programs with young people playing key roles in the design and implementation…. This year we are implementing a Youth Advisory Board that will provide direction and oversight for our programs…. The youth help design the layout of the center and assist with creating its programming…. Young staff who reflect the population we serve: Our staff members, interns and volunteers closely resemble (and are often from) the communities we serve."

This concludes the organizational information portion of the Narrative. The next sections focus on the specific requests – program, general operating and capital campaign. Please consult the specific section that refers to the request you are making.

B. For **Program** Requests (Including Capacity Building Projects)

Capacity building requests are frequently lumped with general operating requests. However, more often than not, capacity building requests are for specific projects or undertakings, such as engaging a board consultant or purchasing computer hardware or software. For this reason, we have included capacity building projects in the program request section.

What is the issue/need to be addressed and evidence of that need? This is essentially the same as the "purpose of the grant request" in the **Executive Summary**. However, it should be somewhat more expansive and present specific information about the need. It is not necessary, for example, to trace the entire development of homelessness in the United States or to provide in-depth economic analyses of unemployment.

*For a **new** program: how was the program approach developed?* Funders here are interested in understanding how you decided to take the particular approach you did. What factors went into your decision? Was there demand from the community or target population? Was there a change in circumstances: disaster, rise of an epidemic? Why did this particular response emerge as the best?

*For an **ongoing** program: what measurable outcomes (defined as concrete changes or impact) have been achieved over the past year?* This question is intended to focus on the specific changes that have been achieved recently. These should be meaningful and relevant, and ideally should point to larger changes or improvements that are the focus of the organization's mission.

Example: "In the past fiscal year, VAC's peer education HIV Prevention Education Programs trained 153 peer educators, 72% of whom were youth of color. These peer educators worked with VAC personnel to reach nearly 15,000 youth with traditional education programs and community outreach, 2/3 of whom were youth of color.

"Preliminary results of evaluation of program outcomes for the fiscal year indicate improvements in peer educator HIV risk behaviors:

1. "28% improvement in frequency of latex condom use during sexual intercourse.
2. "62% reduction in the number of reported sexual partners in the past 3 months.
3. "42% decrease in those reporting that they used alcohol or drugs the last time they had sexual intercourse.
4. "24% increase in those who had been tested for STDs, including HIV."

Does this program use best practices – e.g., is this program based on a program that has been shown to be effective in other settings, based on national standards, etc? If so, please describe. Funders are interested in knowing whether the program conforms to common understandings of "what works" – whether it's HIV prevention, teaching reading, dealing with foster children, training homeless men for jobs, or any other program. However, funders recognize that it is not always the case that a program draws on best practices.

What is the plan for implementation? (Narrative, table or logic model format is acceptable.) What existing community resources (e.g., facilities, people) will be used? If applicable: what is the target population's involvement in this program's development and implementation?

This question has several parts:
The *implementation plan* is a description of how the program will address the need – the specific tasks (daily, weekly, monthly) that will take place. For the format of this section,

please c**heck with the funder you are approaching** to determine if he or she prefers a narrative, table or logic model.

Existing community resources can include: the church basement in which the after-school program is meeting; a bus company that transports seniors to the fitness center; or the church pastor who will work with recovering alcoholics.

The *involvement of the target population in this program*: this is **not** the same question as the one in the organizational information section. This question refers to this specific program request.

Based on the implementation plan, *w*hat measurable outcomes will be achieved during this grant period? What are the measurable longer-term outcomes of this program? What methods/strategies will be used to gather data on the project? How will the program evaluation be used?

Again, this question has several parts:
Measurable outcomes to be achieved: what specific changes or impact will this program have in the grant period? And, looking longer term, what does this program hope to achieve? If, for example, you are able to reduce HIV infection rates among African-American males in Ward 8 by 5% this coming year, what does that mean for your program going forward? Will you be able to lower them significantly next year?

Example: "Short-term goals include: Increase sex workers' knowledge of the skills base for preventing HIV through harm reduction oriented peer-based strategies; develop a curriculum for future integration of female sex workers into peer education programming; develop and strengthen discussion formats for weekly support groups. Long-term goals include: Collaborate with other peer-based programs around the country to establish strategy-sharing sessions; develop strategies that encourage long-term participation in peer education and reduce attrition rates; increase the network of services available to sex workers through a coalition of service providers."

Data gathering methods and strategies: How will you be gathering information on your program? Will there be surveys or tests? Will data be gathered by staff, or by a consultant? Will data gathering be ongoing, or just at the beginning and end? What are the reasons for the methods you are proposing?

Example: "Peer educators will provide weekly data on their foot outreach activities, including demographic descriptions, number of contacts and referrals given out. In addition, attendees of workshops and support groups will be given knowledge, attitude and behavior assessments on their first day of participation and will be given follow-up assessments at the conclusion of eight sessions"

How will the evaluation be used? Will information be used to influence development of the program? Will information be shared with anyone outside the organization?

Example: "Data collected from peer educators will allow ABC to examine what information clients come to the program with and behavior change is affected through open dialogue with peers. ABC will utilize this information to strengthen existing documents such as ABC's Best Practices project and Peer Education Training Manual."

How does this program fit into the work of this organization? Is this program the core of the organization's work, or substantially similar to other work? Is it a departure or expansion? If so, why does the organization see it as important to depart or expand in this way, at this time?

How does this program relate to the work of other organizations in the same field and/or geographic area? Are there other organizations working in your subject area? If so, is this program complimentary? Is it unique? How? How does your work fit into the work of other organizations in the neighborhood or area you are working in?

What resources (financial, personnel, partnerships, etc.) will be needed to sustain this effort over time? How will those resources be secured? Assuming the need that generated this program is not going away any time soon, what will be required to sustain and grow the program over time? If you are successful, will more staff need to be hired? Can the program model be expanded to other areas? Can revenue be produced from your activities? What plans are in place, or soon will be in place, for continued support of the program?

C. For **General Support** Requests

The questions in this section are very similar to those in the Program Support Requests section above, except that the focus is on the organization as a whole, rather than on a specific program.

What are the issue(s)/need(s) to be addressed and the evidence of that need? This fits in with the question in the Organizational Information section about the organization's mission and goals. Ideally, there should be a clear fit between the mission of the organization and the needs the organization attempts to address.

For a new organization: how and why was the organization formed? This is similar to the question about the organization's history, but here is an opportunity to discuss at more length the purposes of the organization, especially as they relate to this request.

The remaining elements of this section are directly parallel to those in the Program Requests section, except that the focus is on the organization as a whole, rather than on one particular program. See the Program Requests section for discussions of, for example, outcomes, best practices, and sustainability.

D. For **Capital Campaign** Requests

Capital campaign requests are designated for the acquisition, construction, renovation, or improvement of a property, whether owned or leased. Include information on the following, as applicable to your organization's request.

Discuss the need, feasibility and cost of the capital campaign, and its implications for the organization's ongoing operational expenses. This section should include a summary of your external feasibility study (if done), identification and qualifications of the consultant and firm that did the study, the amount estimated that your organization can raise, and the time period required to do so.

Specify contributions in hand, as well as pending or prospective.

Specify loans, including amounts and terms.

Include the financial participation in the campaign of the board and the capital/leadership campaign committee (percent participating and total contributed). Funders are interested in knowing that the board is fully behind the campaign.

Specify whether purchase agreements or purchase options are signed or imminent. Specify also whether regulatory approvals (e.g., Certificate of Need, zoning variances, historic preservation, environmental impact) are in place or are imminent. Specify whether lease or purchase contracts for land and/or building(s), options, or letters of intent are signed, imminent, or planned.

Indicate if timing is a factor, i.e., if a "window of opportunity" exists that affects the success of the campaign. For example, do you have potential matching grants, an opportunity to leverage other financial resources, a deadline for a certain level of funds to be in place for site control, etc.?

III. Finances (for all requests)

This information is not counted as part of the narrative.

The financial information must accompany all proposals, regardless of the size of the request. Not all categories may be applicable to your organization or request. You may submit this information in the format most convenient to you; it must, however, include as much of the detail enumerated in the Format as possible. Footnotes may be used to explain budget items.

A. For All Requests

Fiscal year

Financial statements:

a. *For previous fiscal year: organizational budget v. actual, for both revenue and expenses (using categories below).*

b. For current fiscal year:

i. Organizational budget v. actual, for both revenue and expenses (using categories listed in the Format).

ii. *Organization's year-to-date Statement of Financial Position (not Balance Sheet) and year-to-date Statement of Activities (not Income Statement*)

Note that this section requires a Statement of Financial Position and Statement of Activities. These are the FASB-approved documents that have replaced the Balance Sheet and Income Statement, respectively. Many accounting software packages have a non-profit module that permit generating the correct, non-profit reports.

c. If this application is being made during the last quarter of the organization's fiscal year, provide the organization's projected/proposed/draft budget for the next fiscal year

These reports should be provided in the order requested – that is, all reports for the previous year, followed by reports for the current year, then the projected figures for the next year (if applicable).

3. If available: most recent audited financial statements (include auditor's letter and notes). If no audit, provide pages 1-6 of most recent IRS Form-990.

Audited statements or 990 pages are to be provided in addition to the reports generated internally.

B. For Program Requests (including Capacity Building and Capital Campaign Requests) In addition to the information requested above:

2. Financial statements:

a. For previous fiscal year: program budget v. actual, for both revenue and expenses (using categories listed in the Format).

b. For current fiscal year: program budget v. actual, for both revenue and expenses (using categories listed in the Format

c. If this application is being made during the last quarter of the organization's fiscal year, provide the program's p[rojected/proposed/draft budget for the next fiscal year

These statements relate specifically to the program. They should be in the order requested: prior year, current year, projected year.

Revenue and Expense Categories

For each category, list specific amounts requested from foundations, corporations, and other funding sources for this proposal, as well as the status of those requests (pending or committed). For pending requests, please indicate the date you expect notification.

Funders are interested in knowing to what other sources you have applied for funding of the request, and for what percentage of the total they are being approached.

If a category has no amount attached, it can be omitted. If there are categories not listed in the Format, include them as appropriate.

For expense categories, please show two columns – one listing the total expense and one listing the specific costs requested in this grant proposal. Funders are interested in seeing what percentage of a program or organization they are being asked to support.

IV. Required Attachments (for all requests)
This information is not counted as part of the narrative.

While the following are required, there are certain items that should NOT be sent without prior discussion with the funder. These include, but are not limited to, newspaper clippings, video tapes, or any bulky or irregularly shaped items. Most funders do not have the capacity to store such items.

A copy of your current IRS tax-exempt determination letter. If tax-exempt status is pending, provide an explanation of application status.

A one-page organizational chart. This does not have to be fancy or complicated. Many word processor and presentation programs have simple templates. Generating an organizational chart is important in understanding the flow of responsibilities in an organization.

Short biographies (no more than 1/2 page) of staff and volunteers essential to the success of this request. Here funders are interested in finding out something relevant about those people most important to the success of the request. It is not necessary to include all biographical or career data. Given the particulars of a program it is possible, for example, that "essential" personnel may not include the executive director.

List of board members with terms, occupations, and places of employment.

Current, dated Memoranda of Understanding or Memoranda of Agreement with other organizations for collaborative or cooperative activities, as appropriate. If you have no significant partnerships, this is not an applicable attachment. Attached Memoranda should clearly delineate the responsibilities of all signatories. Funders are interested in ensuring that any Memoranda are current, and that they show the date.

For Capital Spending Projects: list of members of the capital campaign/leadership committee.

Annual report, if available.