



## Capacity Building Initiative 2010 Request for Proposals

**Questions? Contact Kate Shirah (Kate@rexendowment.org or 919-781-5852).**

**Organizational Assessment Grant Application Notification and Capacity Building Grant Application Letters of Intent must be e-mailed by noon on Friday, March 12, 2010 to: Kate@rexendowment.org**

**See page 4 and 5 for other application deadlines for this and future grant cycles in 2010.**

*The John Rex Endowment invests in the development and support of activities, programs and organizations that improve the health of underserved people in Wake County. Currently, the Endowment supports visible and measurable improvements in the health of children and youth by improving access to health services, by promoting healthy behaviors and by providing opportunities for growth and development.*

### **Grantmaking Rationale**

Capacity building support is designed to help a nonprofit enhance its internal infrastructure so that it can deliver quality programming more effectively and efficiently, and do so for years to come. Capacity building grants have a specific purpose or issue they are intended to address, such as strategic planning or financial management.

The Capacity Building Initiative (CBI) is a funding program of the John Rex Endowment to:

- Strengthen the organizational capacity of nonprofits that address the health and well-being of underserved children and youth in Wake County; and
- Ensure these organizations can sustain their programs so they can contribute to healthy lives of our target population.

CBI applications will be accepted for all Endowment grant cycles. This request for proposals will be renewed in June 2010 for the next grant cycle deadline in August 2010.

### **Funding Guidelines**

#### ***Eligibility***

The Endowment uses these guidelines to make funding decisions:

- 501(c)(3) tax status and in operation for at least three years
- Primary focus on
  - providing physical, mental or behavioral health services to Wake County children and/or youth,
  - or

- fulfilling a core function in the provision of programs and services for underserved Wake County children and/or youth, or
- ensuring healthy child-specific spaces and environments in Wake County
- Local or regional service area (applications from statewide organizations will be considered if (1) they have a strong policy advocacy component that benefits Wake County children and youth, or (2) their programs and services address a need that is not met by a local or regional organization)
- Operating budget of \$10 million or less

We will consider applications from organizations representing a collaborative of two or more agencies. The collaborative must have the primary focus as designated above and the lead agency have 501(c) 3 status.

We encourage applications from organizations providing services to geographic regions of the county outside of Raleigh.

**Note:** CBI applications and awards do not impact an organization’s eligibility for or consideration as part of other Endowment grant programs. Current grantees may apply.

***Expectations of Grantees***

Those organizations new to working with the Endowment must be available for a grant implementation meeting at the beginning of the grant term. All grantees must be able to submit a final written report.

***Description of Funding Availability***

Two types of support are available through the CBI: (1) Organizational Assessment grants that allow organizations to undergo an assessment of current capacities, and (2) Capacity Building grants for organizations to implement strategies identified through an assessment process to increase their effectiveness and sustainability. We expect that most Organizational Assessment grants will be completed within 4 months or less, and most Capacity Building grants will be completed within 12 months or less. However, there is no minimum or maximum grant term for either type of grant.

The Endowment will pay for an annual membership in the NC Center for Nonprofits for the year in which the grant term begins; the membership fee should be included in the budget request. Grantees are responsible for all communication and coordination of membership with the NC Center for Nonprofits.

Preference will be given to proposals that demonstrate in their narrative:

- Evidence of an approach that is based on established best practices in organizational development work.
- Consideration of recent or expected economic, political, or social changes and their potential impact on the organization and the assessment or capacity building process.

<b>1. Organizational Assessment Grants</b>
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Good capacity building begins with assessment – a process of determining an organization’s current strengths and challenges in order to identify priority needs and recommended steps for improvement.

**Guidelines for organizational assessments**

- Must be conducted by an outside professional consultant who is skilled and experienced in implementing an effective process
- At minimum, involve board leadership as well as staff in the assessment process
- Review multiple, key areas of organization infrastructure to identify strengths and challenges/areas for improvement such as: strategy/planning; governance/board development; financial management; fund development; outreach/marketing/communication; programs and services; human resources; and operations/facility management

- Produce a written document that describes the process completed and recommended prioritized areas for improvement and defined focus for future capacity building work (*Note: The final report is confidential to the organization.*)

## **2. Capacity Building Grants**

Organizations that have completed within the past year an organizational assessment meeting the above guidelines may apply for a Capacity Building grant. If you are unsure that your assessment meets the required qualifications, you may contact Kate Shirah ([kate@rexendowment.org](mailto:kate@rexendowment.org)).

### **Guidelines for capacity building projects**

- Must be derived from priorities identified through the completed organizational assessment
- Focus on one or more of the following organizational development areas:

**Mission, Vision and Strategy**—Activities to strengthen the core planning of an organization to improve performance and community impact. Examples include but are not limited to strategic planning and scenario planning, or strategic restructuring such as collaboration or merger.

**Governance and Leadership**—Activities geared towards strengthening organizational governance and fostering leadership. Examples include but are not limited to board development, succession planning, or executive coaching.

**Resource Development**—Activities designed to ensure financial sustainability. Examples include but are not limited to business or financial planning, financial resource system development, or fundraising strategy development.

**Strategic Relationships**—Activities aligned with improving the organization's relationship with external stakeholders. Funding in this area will be limited to marketing and communications systems or website planning and/or development.

**Internal Operations and Management**—Activities contributing to a strong and sound core infrastructure. Examples include but are not limited to staff development planning or implementation, operations analysis and back office restructuring, or risk management program development.

**Program Delivery and Impact**—Activities intended to enhance an organization's overall program impact. Funding in this area may include program or service efficiency assessments, evaluation planning or development, or community (or client) assessment. (*Note: At this time, requests for new program or service assessment and/or planning activities will not be considered.*)

Capacity Building grants will not be made for the following activities: general operating support; construction or rehabilitation of facilities; emergency repairs; personnel costs except as they directly apply to the work of the proposal; debt liquidation; expenses associated with capital campaigns; or routine administrative costs. Projects requesting a consultant to perform staff functions will not receive funding.

### **Consultant Qualifications and Criteria**

Consultants, if applicable, must be selected prior to application. Please note that the Endowment does not endorse or recommend any particular consultants or consultant agencies. Should you need assistance in identifying a consultant to work with your organization, please contact Kate Shirah ([Kate@rexendowment.org](mailto:Kate@rexendowment.org)) to obtain a directory of local consultants.

We expect these criteria for consultants that assist nonprofits through Endowment funding:

- A minimum of three years nonprofit experience (as staff, board, volunteer, or consultant)
- A minimum of two years recent experience in a nonprofit consulting role
- Demonstrated skill in stated area(s) of practice
- Demonstrated effectiveness in working in a consulting role with nonprofit clients

## **Application Instructions**

### ***Application assistance***

Questions? Contact Kate Shirah (Kate@rexendowment.org or 919-781-5852).

### ***Proposal process and timeline***

Only one CBI application can be submitted per grant cycle.

Different from our program grantmaking, the Endowment is requiring organizations to have Board approval for the work being conducted. We strongly feel that sustaining the impact of capacity building over the long-term requires ownership of and commitment to the process by organization leadership and staff.

The grant review process involves these steps:

- Organizational Assessment applications:
  - ⇒ Organizations planning to apply for assessment funding must send an e-mail to Kate Shirah (Kate@rexendowment.org) as notification of intent to apply. E-mail notification need only include the name of the organization and a sentence stating intent to apply and must be received by **noon on Friday, March 12, 2010**. *Notification of intent to apply in the fall grant cycle will be due in July and in the winter grant cycle in October. Specific dates will be added to the Endowment website (<http://www.rexendowment.org/funding-process/capacity-building-rfp>) at least one month in advance of the deadline.*
  - ⇒ Applications for assessment funding must be submitted in hard copy and by e-mail no later than **noon on Friday, April 23, 2010**. Applicants will be sent an e-mail confirming receipt of their application (please follow up should you not receive confirmation). *Assessment applications in the fall grant cycle will be due in August and in the winter grant cycle in November. Specific dates will be added to the Endowment website (<http://www.rexendowment.org/funding-process/capacity-building-rfp>) at least two months in advance of the deadline.*
- Capacity Building applications:
  - ⇒ Organizations that have received prior CBI funding from the Endowment must send an e-mail to Kate Shirah (Kate@rexendowment.org) as notification of intent to apply. E-mail notification need only include the name of the organization and a sentence stating intent to apply and must be received by **noon on Friday, March 12, 2010**. *Notification of intent to apply in the fall grant cycle will be due in July and in the winter grant cycle in October. Specific dates will be added to the Endowment website (<http://www.rexendowment.org/funding-process/capacity-building-rfp>) at least one month in advance of the deadline.*
  - ⇒ Organizations that have not received prior CBI funding from the Endowment must submit a letter of intent via e-mail no later than **noon on Friday, March 12, 2010**, to be considered for full review. Applicants will be sent an e-mail confirming receipt of submitted letter of intent (please follow up should you not receive confirmation). Organizations will be notified of consideration status no later than noon on Friday, March 19, 2010. *Letters of intent in the fall grant cycle will be due in July and in the winter grant cycle in October. Specific dates will be added to the Endowment website (<http://www.rexendowment.org/funding-process/capacity-building-rfp>) at least one month in advance of the deadline.*
  - ⇒ Organizations submitting a full proposal must do so in hard copy and by e-mail no later than **noon on Friday, April 23, 2010**. Applicants will be sent an e-mail confirming receipt of submitted materials (please follow up should you not receive confirmation). *Capacity building*

*applications in the fall grant cycle will be due in August and in the winter grant cycle in November. Specific dates will be added to the Endowment website (<http://www.rexendowment.org/funding-process/capacity-building-rfp>) at least two months in advance of the deadline.*

- ⇒ The Endowment's Health Improvement Committee will review spring/summer cycle proposals by mid-June 2010. Grantseekers will be notified of status following the Health Improvement Committee meeting. *Fall cycle proposals will be reviewed in September, and winter cycle proposals will be reviewed in January 2011.*
- ⇒ The Health Improvement Committee will take spring/summer cycle funding recommendations to the Board of Directors at the end of June 2010 for funding approval. Grantseekers will be notified of status following the Board meeting. *Fall cycle funding decisions will be made in October, and winter cycle proposals will be made in February 2011.*

The capacity building grant review process is competitive, regardless of whether an organization has received prior Endowment CBI funding.

Terms of grants approved at the June Board meeting will begin when a letter of agreement is signed. The earliest possible start date for approved grants awarded in the spring/summer grant cycle is August 1, 2010.

### **Organizational Assessment Applications**

Funding requests for Organizational Assessment grants are limited to \$5,000. If expected costs for the assessment exceed this limit, the Endowment will consider requests greater than \$5,000 provided sufficient justification and availability of funds.

You must send notification of intent to apply by e-mail ([Kate@rexendowment.org](mailto:Kate@rexendowment.org)) no later than **noon on Friday, March 12, 2010**. E-mail notification need only include the name of the applicant organization and a sentence stating intent to apply.

Your proposal must be received as a **hard copy** (Attn: Kate Shirah; John Rex Endowment; 3716 National Drive Ste. 206; Raleigh, NC; 27612) and via **e-mail** ([Kate@rexendowment.org](mailto:Kate@rexendowment.org)) no later than **noon on Friday, April 23, 2010**. Only one hard copy is required, no staples, paper clips, or other binding. Do not send any attachments except those specified in these guidelines: any additional attachments received will not be provided to reviewers.

### **Proposal Contents**

1. Complete the Endowment's proposal cover page.
2. Complete a narrative that argues the case for funding of your organizational assessment. You should include all of the sections listed below using the section titles as provided. At minimum, you must answer each question listed under the section title. You may choose to include additional content as appropriate. The narrative must be typed using a font size of 10 pt or larger and must not exceed three pages. Recommended word counts are provided for each section; nevertheless, we expect that section lengths may fall outside of these recommendations depending on the nature of the organization and the assessment process.
  - A. Organizational Information (*recommended 600 words or less*)
    - 1) Briefly describe your organization's mission, population served, and programs and services.
    - 2) What is your geographic service area?
    - 3) Quantify and/or qualify the impact of your work on Wake County children and/or youth.
    - 4) Quantify and/or qualify the percentage of your programs and services that benefit Wake County children and/or youth directly and/or indirectly. If applicable, include the number of unique children and/or youth served by your organization.

- 5) Articulate whether and how your organization plays a critical role for Wake County children and/or youth in addressing a particular need or needs. For statewide organizations, please describe (1) the advocacy component of your work that impacts Wake County children and/or youth, and/or (2) what need your organization addresses that is not met by local or regional organizations serving Wake County.
- 6) How long has your organization (or collaborative) been in operation? When did you receive your 501(c)(3) status?
- 7) (If applicable) If the request is on behalf of a collaborative, please list the names of each partner organization with primary contact information.

B. Organizational Interest and Commitment (*recommended 350 words or less*)

- 1) What prompted your interest in the Capacity Building Initiative?
- 2) Why is your organization (or collaborative) wanting to undertake this assessment work now?
- 3) Speak to the organization's (or collaborative's) readiness to change and commitment to follow through on areas for improvement as they are identified through the assessment process.
- 4) Indicate the date on which the proposed assessment process was discussed and approved by the Board (or other leadership entity for collaborative).
- 5) Do you expect any turnover on your Board in the coming year? If so, how might these changes in the Board impact follow through on identified areas of improvement?

C. Consultant Description (*recommended 350 words or less*)

- 1) Provide the name, phone number, and email address for the consultant who will be conducting the assessment. If you are working with more than one consultant, provide names and contact information for all consultants. Designate which consultant will serve as the primary contact to your organization.
- 2) Describe how you selected this consultant. With how many consultants did you speak? Who were involved in the decision making regarding the selection of the consultant? What was the selection process?
- 3) Why did you select this consultant? Why did you think they would be a good fit for your organization?
- 4) Articulate how the consultant meets these Endowment criteria:
  - Minimum of three years nonprofit experience (as staff, board, volunteer, or consultant)
  - Minimum of two years experience in a nonprofit consulting role
  - Demonstrated skill in conducting comprehensive organizational assessments
  - Demonstrated effectiveness in working in a consulting role with nonprofit clients

D. Assessment Description (*recommended 400 words or less*)

- 1) Describe the assessment process as well as the basis for the strategy selected, including what organizational areas will be addressed.
- 2) What are the major activities associated with this project? What is the timeline for these activities? Note: This information may be presented in narrative, with a table, using a logic model, or any combination of these.
- 3) Who will be involved in the assessment process (such as board members, staff, your constituency or other community stakeholders)?

E. Project Finances (*recommended 250 words or less*)

- 1) List your past three years' income total and expense total for each year.
- 2) Summarize what the requested amount of funds will be used for in support of this project.
- 3) (If applicable) Provide justification if your budget request includes personnel expenses. For each personnel line item, document: (a) the planned activities or responsibilities of the staff member, (b) a brief rationale as to why these activities or responsibilities must be carried out by this particular staff member, (c) the number of estimated hours the staff member will spend on

carrying out each activity or responsibility, and (d) the percent time and dollar amount of support requested specific to the grant term (e.g., 2% FTE for 3 months for a total request of \$800).

- 4) (If applicable) Provide justification for any budget line items that are atypical or not self-explanatory.
- 5) (If applicable) Provide justification if your budget request exceeds \$5,000.

**Note:** A detailed budget justification for all expenses should be kept on file with your agency and available to the Endowment if requested.

3. Please attach these supporting documents:

- A. The proposed program budget using the Endowment's budget spreadsheet. Total requests for assessment funding should not exceed \$5,000 without justification. Endowment funds may be used to cover both direct and indirect expenses associated with the assessment. If desired, please include the cost of annual membership with the NC Center for Nonprofits.
  - 1) Direct expenses—costs that are clearly and easily attributable to the assessment—include personnel and project expenses such as consultant expenses, education and training fees, and convening or meeting expenses.
  - 2) Indirect expenses (not to exceed 10% of Endowment-paid direct expenses), or overhead costs, such as rent, utilities, housekeeping, bookkeeping, and internet charges.
- B. A list of your organization's board of directors with affiliations and key management staff including position titles.
- C. For the Endowment's financial review of the organization, please provide the following supporting documents:
  - 1) Your organization's operating budget for the current fiscal year showing revenue (with sources) and expenses.
  - 2) Your organization's most recent independent financial audit. If an audit is not available please state why.
  - 3) The two most recent financial statements including (1) Statement of Financial Position (Balance Sheet), and (2) Statement of Activities (Income Statement).
  - 4) Please note that the Endowment will access Guidestar to review the 990.
- D. A copy of the consultant's resume and, if available, the consultant contract. If not available at time of application, a signed consultant contract will be required before funds are disbursed.

4. Complete the Endowment's proposal signature page.

***Capacity Building Applications***

Funding requests for Capacity Building grants are limited to \$35,000. If expected costs for the capacity building work exceed this limit, the Endowment will consider requests greater than \$35,000 provided sufficient justification and availability of funds.

**Letter of Intent Instructions**

Organizations that have received prior CBI funding from the Endowment are not required to submit a letter of intent. Instead, you must send notification of intent to apply by e-mail (Kate@rexendowment.org) no later than **noon on Friday, March 12, 2010**. E-mail notification need only include the name of the applicant organization and a sentence stating intent to apply.

Organizations that have not received prior CBI funding from the Endowment are required to submit a letter of intent. Your letter of intent must be received via e-mail (Kate@rexendowment.org) no later than noon on Friday, March 12, 2010. The letter of intent must not exceed two pages and must be typed using a font size of 10 pt or larger. Do not send any attachments.

The letter of intent must include the following information in the order listed:

1. Include a primary and alternate contact name, telephone number, and e-mail address.
2. What is the name of the organization (or collaborative) requesting funds? If a collaborative, list names of partner organizations.
3. Briefly describe your organization's mission, population served, and programs and services.
4. What is your geographic service area? If your geographic service area extends beyond Wake County, what percentage of your work involves direct services to Wake County children and/or youth? If you do not provide direct services to Wake County children and/or youth, describe how your work benefits Wake County children and/or youth. For statewide organizations, please describe (1) the advocacy component of your work that impacts Wake County children and/or youth, and/or (2) what need your organization addresses that is not met by local or regional organizations serving Wake County.
5. How long has your organization (or collaborative) been in operation? When did you receive your 501(c)(3) status?
6. Describe the completed organizational assessment process including key activities, who were involved, what organizational areas were addressed, and what were the primary findings. Include the timeframe in which the assessment was completed. Please refer to **Guidelines for organizational assessments**, pg. 2.
7. Summarize the nature and scope of the capacity building work including:
  - A. The rationale for this capacity building work as identified by the completed organizational assessment.
  - B. Expected outcome of the capacity building work, i.e., how this assistance would strengthen your organization and/or improve your service to the community.
8. State the estimated term and amount of your budget request for this work.

### **Full Proposal Instructions**

All grantseekers invited to submit a full proposal are strongly encouraged to meet with Kate Shirah to review and discuss their proposal. **Review of proposal drafts must be scheduled by Friday, April 9, 2010.** Grantseekers may continue to ask specific questions about their proposal through the April 23 application deadline.

Your proposal must be received as a **hard copy** (Attn: Kate Shirah; John Rex Endowment; 3716 National Drive Ste. 206; Raleigh, NC; 27612) and via **e-mail** (Kate@rexendowment.org) no later than **noon on Friday, April 23, 2010.** Only one hard copy is required, no staples, paper clips, or other binding. Do not send any attachments except those specified in these guidelines: any additional attachments received will not be provided to reviewers.

## Proposal Contents

1. Complete the Endowment's proposal cover page.
2. Complete a narrative that argues the case for funding of your capacity building work. You should include all of the sections listed below using the section titles as provided. At minimum, you must answer each question listed under the section title. You may cut and paste any repeat information from your letter of intent. You may choose to include additional content as appropriate. The narrative must be typed using a font size of 10 pt or larger and must not exceed five pages. Recommended word counts are provided for each section; nevertheless, we expect that section lengths may fall outside of these recommendations depending on the nature of the proposal.
  - A. Organizational Information (*recommended 600 words or less*)
    - 1) Briefly describe your organization's mission, population served, and programs and services.
    - 2) What is your geographic service area?
    - 3) Quantify and/or qualify the impact of your work on Wake County children and/or youth.
    - 4) Quantify and/or qualify the percentage of your programs and services that benefit Wake County children and/or youth directly and/or indirectly. If applicable, include the number of unique children and/or youth served by your organization.
    - 5) Articulate whether and how your organization plays a critical role for Wake County children and/or youth in addressing a particular need or needs. For statewide organizations, please describe (1) the advocacy component of your work that impacts Wake County children and/or youth, and/or (2) what need your organization addresses that is not met by local or regional organizations serving Wake County.
    - 6) How long has your organization (or collaborative) been in operation? When did you receive your 501(c)(3) status?
    - 7) (If applicable) If the request is on behalf of a collaborative, please list the names of each partner organization with primary contact information.
  - B. Needs Statement (*recommended 600 words or less*)
    - 1) Describe the completed organizational assessment process including key activities, who were involved, what organizational areas were addressed, and what were the primary findings. Include the timeframe in which the assessment was completed. Please refer to **Guidelines for organizational assessments**, pg. 2.
    - 2) Discuss the specific need(s) that you wish to address. Why was this need or needs prioritized over other needs identified through the assessment process? Be sure to explain the people, skills, systems/processes and/or structure that must improve.
  - C. Project Description (*recommended 800 words or less*)
    - 1) Succinctly state the nature and scope of the capacity building work for which you are submitting a request.
    - 2) How will it address the need you've identified, and what evidence do you have that this is a sound strategy for addressing the need?
    - 3) What are the major activities—key steps required to successfully complete the capacity building work—associated with this project? Required for each activity: detail individual(s) responsible; deliverables expected; the date by which the activity will be completed; and, if applicable, the estimated hours a consultant would spend on the activity. You may use a table format (see Example Work Plan) to present this information. If you are working with a consultant, the copy of the consultant contract may be substituted if it includes the requested information.
    - 4) What, if any, potential challenges or obstacles might affect the progress of this capacity building work?
  - D. Organizational Interest and Commitment (*recommended 350 words or less*)
    - 1) What prompted your interest in the Capacity Building Initiative?
    - 2) Why is your organization (or collaborative) wanting to undertake this capacity building work now?

- 3) What is the organization's (or collaborative's) readiness to change?
- 4) Indicate the date on which the proposed capacity building work was discussed and approved by the Board (or other leadership entity for collaborative).
- 5) Do you expect any turnover on your Board in the coming year? If so, how might these changes in the Board impact follow through on this capacity building work?

E. (If applicable) Consultant or Professional Assistance Description (*recommended 350 words or less*)

- 1) Provide the name, phone number, and email address for the consultant or professional who will assist in or carry out this capacity building work. If you are working with more than one consultant, provide names and contact information for all consultants. Designate which consultant will serve as the primary contact to your organization.
- 2) Describe how you selected this consultant. With how many consultants did you speak? Who were involved in the decision making regarding the selection of the consultant? What was the selection process?
- 3) Why did you select this consultant? Why did you think they would be a good fit for your organization?
- 4) For consultants providing expertise in nonprofit capacity building work only, articulate how the consultant meets these Endowment criteria:
  - Minimum of three years nonprofit experience (as staff, board, volunteer, or consultant)
  - Minimum of two years experience in a nonprofit consulting role
  - Demonstrated skill in stated area(s) of practice
  - Demonstrated effectiveness in working in a consulting role with nonprofit clients

F. Evaluation (*recommended 300 words or less*)

- 1) As a result of this proposed intervention, what will be the short and long term results for your organization? How will the engagement improve the functioning or performance of the organization? How will the engagement allow the organization to more effectively serve its mission?
- 2) What specific deliverables will be a result of this capacity building work? You may use a table format (see Example Evaluation Plan) to present this information.

G. Project Finances (*recommended 250 words or less*)

- 1) List your past three years' income total and expense total for each year.
- 2) Summarize what the requested amount of funds will be used for in support of this project.
- 3) (If applicable) Provide justification if your budget request includes personnel expenses. For each personnel line item, document: (a) the planned activities or responsibilities of the staff member, (b) a brief rationale as to why these activities or responsibilities must be carried out by this particular staff member, (c) the number of estimated hours the staff member will spend on carrying out each activity or responsibility, and (d) the percent time and dollar amount of support requested specific to the grant term (e.g., 2% FTE for 3 months for a total request of \$800).
- 4) (If applicable) Provide justification for any budget line items that are atypical or not self-explanatory.
- 5) (If applicable) Provide justification if your budget request exceeds \$35,000.

**Note:** A detailed budget justification for all expenses should be kept on file with your agency and available to the Endowment if requested.

3. Please attach these supporting documents:

- A. The proposed program budget using the Endowment's budget spreadsheet. Total requests for capacity building funding should not exceed \$35,000 without justification. Endowment funds may be used to cover both direct and indirect expenses associated with the assessment. If desired, please include the cost of annual membership with the NC Center for Nonprofits.

- 1) Direct expenses—costs that are clearly and easily attributable to the assessment—include personnel and project expenses such as consultant expenses, education and training fees, and convening or meeting expenses.
  - 2) Indirect expenses (not to exceed 10% of Endowment-paid direct expenses), or overhead costs, such as rent, utilities, housekeeping, bookkeeping, and internet charges.
- B. A list of your organization's board of directors with affiliations and key management staff including position titles.
- C. For the Endowment's financial review of the organization, please provide the following supporting documents:
- 1) Your organization's operating budget for the current fiscal year showing revenue (with sources) and expenses.
  - 2) Your organization's most recent independent financial audit. If an audit is not available please state why.
  - 3) The two most recent financial statements including (1) Statement of Financial Position (Balance Sheet), and (2) Statement of Activities (Income Statement).
  - 4) Please note that the Endowment will access Guidestar to review the 990.
- D. A copy of the consultant's resume and, if available, the consultant contract. If not available at time of application, a signed consultant contract will be required before funds are disbursed.
4. Complete the Endowment's proposal signature page.