

## 3. PROPOSAL PREPARATION

### 3.1 Office of Research Responsibilities

The Sponsored Programs (SP) staff of OR reviews all proposals to assure adherence to agency guidelines, and UT policies and procedures. **An official proposal cannot be submitted to a potential sponsor until it has been reviewed and signed by the Office of Research.** A preliminary proposal may be furnished to a potential sponsor for discussion purposes, but (1) it must be clearly marked "DRAFT" and (2) the sponsor should be advised that it may be changed during the official review/approval process. SP staff reviews all proposal yellow sheets, format, budgets, and signatures. Proposals written in response to Requests for Proposals (RFPs) are carefully reviewed by SP staff with respect to the legal requirements of proposed contract clauses.

The Office of Research's listserv, called ORALERT, is designed for researchers, departmental administrators and others who work with proposals, grants and/or contracts for sponsored projects. ORALERT informs and updates on issues such as:

- Sponsors' proposal guidelines
- Electronic submissions
- Changes to grant guidelines
- Grants.gov implementation
- Form revisions
- Changes in graduate student insurance rates
- Other important related issues

To subscribe go to <http://listserv.utk.edu/archives/oralert.html> and select "Join the list."

**Electronic proposals** must be received by the Office of Research **five (5) business days** before the proposal deadline date. This includes the proposal itself, the fully signed Document Review/Approval Sheet, any cost sharing request if applicable, supporting documentation from proposed subcontractors, and a copy of the solicitation. **NOTE:** If submitting an unsolicited proposal to the National Institutes of Health, please furnish only the URL for the solicitation. All parts of the proposal except the proposal narrative must be in final form at that time. A PI can continue to refine the draft **proposal narrative**, but it **must be received in final form** by the Office of Research **two (2) full business days** before the proposal deadline date.

Remember that electronic systems become cyber traffic jams on major proposal deadlines. To ensure that your electronic proposal is accepted by the sponsor by the deadline date, allow more than the required five (5) business days. Please e-mail Grants.gov submission packages to [utkegrants@utk.edu](mailto:utkegrants@utk.edu).

**Hard copy or paper proposals**, i.e. proposals that are not electronically submitted, must be received by the Office of Research **three (3) business days** before the proposal must be mailed in order to meet the established deadline date. This includes the proposal itself, the fully signed Document Review/Approval Sheet, any cost sharing request if applicable, supporting documentation from proposed subcontractors, and a copy of the solicitation, if applicable. All parts of the proposal must be in final form at that time.

## 3.2 Document Review/Approval Sheet ("Yellow Sheet")

The yellow sheet, which accompanies each proposal, is date-stamped when the proposal arrives at the Office of Research and passed to a member of SP staff for review. The yellow sheet must include all requested data. Information on the yellow sheet is compared to the information provided in the proposal. Principal investigator, departmental and college information, compliance requirements, space requirements, cost-sharing figures, and budgetary information are all verified. After the review is completed, the yellow sheet is submitted along with the proposal to the authorized university official for signature.

If an approved proposal is substantially changed prior to being awarded, a revised yellow sheet is necessary and will need to contain all of the above information and new signatures.

### **Signature/Authorization**

SP staff verifies all signatures on the yellow sheet and proposal. The yellow sheet must have a signature by each principal investigator, each department head, and each dean/director involved in the proposal before the authorized institutional representative affixes their signature to the appropriate forms. These signatures are extremely important, as they signify that all of the concerned administrative and budgetary entities are aware of and in agreement with the provisions of the proposal.

See Section 5 for more details.

## 3.3 Proposal Format

Proposals vary in format. While most federal agencies provide guidelines, forms, and checklists that set the format for their proposals, other agencies do not. All proposals should include a cover page (NSF Guide), statement of work, and budget (see Section 3.4.6, Preparing the Budget). SP staff reviews all proposals to ensure that they adhere to agency and University guidelines for format.

### 3.3.1 Writing the Proposal

Federal agencies, research organizations and professional societies usually require that proposals be made in a specific format, often on application forms. These sponsors also have strict deadlines for application. Sponsors are serious about their established proposal format and deadlines. In fact, the most common reason that proposals are turned down is failure to abide by format or deadline requirements.

The first rule of proposal writing, therefore, is to *follow the rules* set by the sponsor. The second rule is to keep the narrative *clear, concise and to-the-point*. Finally, the proposal *narrative and the budget should mirror each other exactly*: activities described in the narrative should be supported completely in the budget, and funds requested in the budget should be justified in the proposed activities.

### 3.3.2 Proposal Writing Tips

- Start now for next year's deadlines.
- Project must meet sponsor's interests.
- Think of a proposal as a planning or project management tool.
- Refine your project idea and methodology with colleagues before writing the proposal.
- Follow the rules.
- Be concise and specific.
- Use clear and understandable language (*no jargon*).
- Describe an innovative, testable idea.
- Establish your credibility.
- Expect to spend four hours rewriting for each hour you spend writing.
- Ask for critiques of the proposal before making the final revision.
- Edit carefully for grammar, punctuation, and consistent use of terms; format; style; logical flow; convincing argument; adherence to guidelines.

### 3.3.3 Parts of the Proposal

Although proposal formats differ from sponsor to sponsor, all proposals contain basically the same information. A standard proposal format is described below; this format should be modified according to the sponsor's requirements.

**Abstract/Summary** -- The Abstract stands alone as a description of the project. Relatively short -- no more than a page long. It should parallel the sections of the proposal narrative. It is the *last* thing written.

**Introduction/Literature Review** -- It acquaints the reader with the topic. Establish credibility by demonstrating a thorough understanding of the subject: discuss background and theory, current thinking, cite all relevant studies, theories, or laws. Use precise terminology. Don't overload readers with too much material. Discuss the institution, available resources, and any related prior work, or preliminary results. Lead logically into the next section.

**Problem Statement/Rationale** -- Why is this project worth doing? It is the most important section of the proposal. This section has two objectives: establish the need for the project, then demonstrate the significance.

**Goals/Objectives** -- A goal is a broad statement outlining the direction, purpose or intention of your project. The project's objectives are those results/actions for which you will be accountable. The objectives set out the desired results of the project in concrete terms, while the goal places those results in the context of the larger field, or in terms answering the problem set forth in the previous section.

**Methodology/Work Plan** -- How will you achieve your objectives? Be explicit and exacting. Don't skimp on details. This section should explain all of the items in your budget: personnel costs (how many people, for what amount of time?); travel; equipment; supplies; etc.

**Evaluation** -- Prove the project has accomplished the stated objectives. Focus on the process and/or the outcome. Evaluate performance of the objectives set out for the project above.

**Dissemination** -- How will others learn about the project? Demonstrate that the project results will be made available to others in your field or in the community. The audiences mentioned in the dissemination section should be the same as those defined in the need statement.

**Budget** -- Expresses the proposed project in terms of cost. If the plan of work is detailed and complete, budget preparation should be easy.

### 3.3.4 Representations and Certifications

Effective January 1, 2005, the Federal Acquisition Regulation <http://www.arnet.gov/far/> requires the use of the Online Representations and Certifications Application <https://orca.bpn.gov/> in Federal solicitations as a part of the proposal submission process. Each year, Sponsored Programs staff electronically files the university's representations and certifications, and the filing covers all proposals submitted during the year following such filing. The solicitation will contain a single provision that will allow the PI to certify that the university's representations and certifications in ORCA are current, complete, and accurate as of the date of signature.

### 3.3.5 Contract Clauses

Requests for Proposals (RFPs) occasionally include a list of the contract clauses and/or a sample contract which the funding agency wants to use as the official funding document. The clauses (and/or sample contract) are reviewed by Sponsored Projects staff. In some cases, the contract must be reviewed by the legal office of the University. If the University cannot agree to some of the contract clauses, then a list of the exceptions taken is provided and included with the proposal when it is sent to the funding agency.

### 3.3.6 Preparing the Budget

#### 3.3.6.a. Budget Overview

Each proposal budget is reviewed by SP staff for accuracy regarding salary, fringe benefits, direct costs, facilities and administrative (F&A) costs, and cost sharing. This information must be accurate before the authorized institutional representative signs the proposal cover page and other official forms.

A proposal budget expresses the work statement in monetary terms. If a project is well-planned and the statement of work is explicit, preparing a project budget should be merely a matter of determining how much each activity will cost. For example, how much time will the staff spend on this project? What trips will be necessary? Will a graduate research assistant be employed on the project, and for how long? The costs mentioned above are all examples of *direct costs*. Direct costs are costs that can be directly linked to a project. Budgets also include *facilities and administrative (F&A) costs*. Often, a sponsor will require that the University share some portion of a project's costs. This is called *cost sharing*. See section 2.6 of this manual or visit <http://www.tennessee.edu/policy> and search for "cost sharing."

The proposal narrative (or work statement) and budget should be in agreement. There should be nothing requested in the budget which is not described in the narrative; the narrative should not describe activities which are not supported in the budget.

A proposal budget should reflect *all* costs related to a project, even if some of the costs will be absorbed by the applicant institution or borne by other sources. Those costs that will be supported by the applicant or by third parties can be shown in additional columns in the budget.

Office of Research staff will provide budget preparation assistance upon request.

### **3.3.6.b. Budget Specifics**

Budgets can be quite complex, and they require knowledge of typical costs and of university fiscal policies. The budget also depends on the project scope and design. If you are relatively new to grant writing, you are strongly encouraged to discuss the budget with an SP pre-award staff member before writing a detailed proposal. All budget amounts must be rounded to the nearest whole dollar.

A separate budget should be made for each year of a multi-year project, and a summary budget giving the total project costs should also be prepared. A standard annual rate of increase (no more than 5%) should be applied to salaries and other direct costs.

All requested budget items should be documented in the budget explanation. This is a page or two detailing such costs as co-personnel. Faculty working on several sponsored projects must be careful not to commit more than 100% of their effort to their normal University responsibilities plus their sponsored projects. *Effort* is the proportion of time a university employee expends on an activity that is identified as part of their total professional performance. It is not based on a 40-hour work week but on total activity.

University personnel performing work on federal grants or contracts cannot be paid more per month than their institutional base salary provides. Salaries requested must be consistent with the regular practices of the university and are subject to any salary cap imposed by the sponsor. Salary increases should be included for each year of a multi-year project and anticipated promotions.

If project personnel will receive longevity payments during the project period (i.e., if their anniversary date falls within the project period), those payments should be figured into salary.

Faculty with 9-month appointments should divide their total annual salary by 9 to find their monthly base salary. This monthly amount can then be requested for any time spent on the project during the summer. A maximum of 3 summer months may be included for the whole summer. Some federal agencies impose limitations on summer salaries (for instance, NSF limits summer salary to 2 months).

The regular workload for faculty or staff on 9-month appointments is 168 days, or 1344 hours. For those on 12-month appointments, the workload is 223 days or 1784 hours. Summer salary for people on 9-month appointments can be requested for up to 3 months, or 56 work days.

Students should be paid at the regular departmental rates for research assistants. If undergraduate or work-study students will be assisting with a project, they should also be paid at the average rate.

Administrative and clerical salaries are normally charged as F&A costs. If a PI believes a situation warrants exception for direct charging these types of costs, he/she should submit a Direct Charge Justification form (Link) to the Office of Research along with the signed Document Review/Approval Sheet and proposal.

If a project will require hiring new personnel, the PI should check with the wage and salary administration section at <http://www.tennessee.edu/policy> and search for "wage and salary" for salary ranges for new positions.

Fringe benefits are charged on all employees except students and temporary, part-time personnel. Actual fringe benefits for an employee can be calculated using a spreadsheet located at (Link), or an average based on the previous experience of the PI. The most recent study of fringe benefits rates covering all university employees netted an average rate of 28%.

Please be aware, though, 28% for fringe benefits may be way too low for the employees on a specific project. Graduate student medical insurance should be calculated at the current rate. If you need specifics in this area, please call SP staff at 974-3466.

Longevity pay should be included in the salary category (see above).

A budget should include some estimation of expendable supplies and materials to be used on a project, if needed. It is helpful to the sponsor (and for future project administration) to have a detailed list of supplies included in this estimate. The items can be detailed in the budget explanation. Software packages and memory upgrades to existing computers are classified as supplies regardless of price. The exception to this rule is when software packages are purchased simultaneously with computer equipment; in this case software is listed in the "equipment" category.

OMB Circular A-21, Section F.6.a. (3) states that general office supplies are not allowable costs. Pens, pencils, paper, tablets, files, folders, binders, transparencies, staples, and Post-it notes are examples of unallowable general office supplies. If a PI believes a situation warrants exception for direct charging these types of costs, he/she should submit a Direct Charge Justification form (Link) to the Office of Research along with the signed yellow sheet and proposal.

List the type and extent of travel, both foreign and domestic (including consultant travel), and its relationship to the project. The standard UT rates should be used in figuring travel costs (Link).

Equipment is defined as computers and peripherals, education and scientific equipment, vehicles, and heavy equipment and other **nonexpendable property costing more than \$5,000 per unit and having at least 3 years of useful life.** NOTE: General purpose computers are not generally an allowable cost on a sponsored project. However, if a PI feels a situation warrants exception for direct charging these types of costs, he/she should submit a Direct Charge Justification form (Link) to the Office of Research along with the signed yellow sheet.

The budget or the budget justification should include an itemized list of requested equipment. The list should contain the type of equipment, a model number, price and how the price was derived, e.g. catalog, and description of how it will be used for the project. Prior to purchasing needed equipment, however, each PI is responsible for ensuring that such equipment is not otherwise reasonably available.

The total cost of each subcontract should be listed as a line item in the project budget. A detailed subcontract budget (approved by the subcontracting agency or institution) must be appended to the proposal. The subcontractor's proposal is generally sent directly to the PI, who incorporates it into the proposal to the external funding agency. Certain limitations apply to subcontracts with firms in which University employees or their families have an interest. The **UT Conflict of Interest Policy** governs these relationships. For more, visit <http://www.tennessee.edu/policy> and search for "conflict of interest." Section 7.9, Subawards, contains detailed information about subcontracting procedures.

When a person not employed by UT will be providing special expertise to a funded project, that person is employed as a consultant on the project. Many federal agencies specify a maximum daily rate for consultants.

The Communications category includes such costs as telephone, fax, postage, express delivery, and shipping. OMB Circular A-21, Section F.6.b(3) dates that ". . . postage, local telephone costs . . ." are normally charged as F&A. If a PI believes the situation warrants exception for direct charging these types of costs.

Charges for Information Technology and computer-based services vary from no cost to hourly rates for consultation services. Per-project rates for storage, backups, and computing time can be estimated based on your proposed project requirements and timeline. Faculty can search the Office of Information Technology's "IT Support for Faculty Research" database available at <http://itc.utk.edu/>. This database contains all of the IT-related services available to faculty and includes descriptions and contact information for each service. The Office of Information can also provide descriptions of the campus, system, and statewide information services and networking infrastructures to use in preparing narratives that call for describing IT-related infrastructures in support of a research/grant proposal. If you do not find the particular IT service you need from the database or would like further information regarding the University of Tennessee information infrastructure, please contact Dr. Julie K. Little at [jkittle@utk.edu](mailto:jkittle@utk.edu) or 865-974-9450, Office of the CIO.

The Duplication category includes, report preparation and publication, and page costs.

Student maintenance fees -- Any graduate student whose fees are paid from project funds is classified as *in-state*. PIs should calculate their budgets using in-state maintenance fees only. Maintenance fees increase every year: current fee schedules are available at <http://web/utk.edu/~bursar/volxfees.html>. **Do not use the amounts published in the *Graduate Catalog*, as these are always at least one year out-of-date.** Allow for fee increases when preparing budgets for multi-year projects. In recent years, fees have increased at approximately 8% a year. NOTE: When a tuition category does not exist on budget form, list amount requested under "Other."

Participant support includes the costs of transportation, per diem, stipends, and other related costs for participants or trainees attending project-sponsored symposia, workshops, meetings, etc. Subject support is incurred when human subjects are provided stipends, transportation costs, child care, and so on to participate in a study.

Other direct costs not included in the above categories should be itemized. Such costs could include equipment rental, maintenance agreements, etc.

### **Facilities and administrative (F&A) costs**

UT has several F&A cost rates, based on the type of activity being sponsored and the location where most of the work will be performed. The rates are different because different costs are included in figuring rates to be applied to different activities. For instance, the *Research* F&A cost rate include building use and depreciation, equipment use, operation and maintenance, library, and general administration. The *Instructional* and *Other Sponsored Activities* rates include all of the above, plus student services costs. The instructional rate also includes costs for classroom use and depreciation.

There are also different F&A cost rates for work performed on- and off-campus. This is easily understood when you consider that work performed off-campus does not incur charges for utilities, space, maintenance, and so on.

**Who sets UT's F&A cost rates?** UT F&A cost rates are determined by the US Department of Health and Human Services, in negotiation with the university's Assistant Vice President and Controller. For a quick look at the current rates, visit <http://controller.tennessee.edu/grants/>.

**Which rates apply to this project?** First, determine the type of project. Will the project include classes taken for undergraduate or graduate credit? If so, use the *instructional* rate. Distinguishing between *research* and *other sponsored activity* can be more difficult. In general, *other sponsored activity* rates apply to service projects, while the *research* rate applies to basic or applied research. The distinction can be especially difficult to make for education or social science projects which involve

testing or demonstration of new service models. When in doubt about which rate to apply, principal investigators should consult with one of the SP staff of OR.

Second, determine whether the project is predominantly on- or off-campus. This is done by figuring the proportion of salaries being paid for on-campus and off-campus work. The site where most of the salaries will be earned is the project site for F&A cost calculations. If project salaries are evenly divided between on- and off-campus sites, the on-campus rate should be used.

The following table gives an example of how to determine whether a project is on- or off-campus, using salaries.

	On Campus	Off Campus
<b>Principal Investigator</b>		
50% on campus	\$25,000	
50% off campus		\$25,000
<b>Graduate Research Assistant</b>		
100% off campus		\$12,000
<b>Technicians</b>		
75% on campus	\$30,000	
25% off campus		\$10,000
	\$55,000	\$47,000

Total Salaries \$102,000

$\$55,000/\$102,000 = 54\% = \text{on campus}$

$\$47,000/\$102,000 = 46\% = \text{off campus}$

Because more than 50% of the work will take place on campus, this project would use the on-campus F&A rate.

**Calculating facilities and administrative (F&A) costs on a project.** UT charges F&A costs on a base of "Modified Total Direct Costs," or MTDC. **This base consists of salaries and wages, fringe benefits, materials and supplies, services, travel, and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract).** Equipment, student maintenance fees, and that portion of each subgrant or subcontract that exceeds \$25,000 are three common items of cost that are not included in the F&A cost base. Those costs should be subtracted from Total Direct Costs before calculating F&A costs.

**Sponsor differences regarding support of F&A costs.** Some sponsors limit the amount of F&A costs they will pay. For example, the US Department of Agriculture will only pay 20% on any sponsored project. The US Department of Education pays

only 8% F&A costs on training grants. Some foundations also limit "overhead" to 10% or less of project costs.

If a proposal will be submitted to an agency that limits the payment of F&A costs, attach a copy of the sponsor's statement regarding F&A cost reimbursement to the proposal when it comes to OR for final review and signature.

Some sponsors allow F&A recovery based on Total Direct Costs. For federal and federal flow-through projects, the lesser of F&A based on TDC or the university's MTDC will be charged.

### 3.3.7 Cost Sharing

When the University absorbs any part of the cost of performing a sponsored project, **cost sharing** is involved. Permission must be obtained in advance from the Associate Vice Chancellor for Research when a proposed project involves cost sharing.

There are several categories of cost sharing. Cost sharing is *mandatory* when the sponsor requires the recipient to bear some part of a project's costs. For instance, many agencies and most foundations limit the amount of F&A they will support. When the agency or foundation has a formal, written policy of limiting F&A payments, the difference between the university's normal F&A rate and the amount the agency will support is mandatory cost-sharing of the F&A costs of the project. Many equipment or facilities improvement grants also contain provisions for mandatory cost sharing.

*Discretionary* cost sharing occurs when the sponsoring agency does not require that the recipient share a portion of the costs of a project. Discretionary sharing of a project's costs is often performed as an indication of the university's commitment to a project. Investigators should be wary of agency staff suggestions to share the costs of any project. Agency staff understandably tries to keep their costs down; however, in the absence of written agency policy it is illegal for the staff of federal agencies to insist on recipient cost sharing. The university also has limited resources and cannot absorb significant costs for most sponsored projects. Remember that the funds for cost sharing usually come from departmental or college/center accounts.

#### **Obtaining permission for cost sharing**

In those instances when there is supporting documentation for mandatory cost sharing, the principal investigator need only attach a copy of the sponsoring agency's policy to the proposal when it comes to OR for review and institutional signature. When an investigator is requesting discretionary cost sharing, the procedure requires more steps. The investigator should first draft a cost sharing authorization letter describing the type and amount of costs to be shared. The letter should be addressed to the Associate Vice Chancellor for Research, and should include signature lines for the principal investigator's department head, dean/director, and the Associate Vice President for Research. A draft of the proposal, the budget, and sponsoring agency program information should accompany the letter.

The Associate Vice Chancellor for Research will determine whether cost sharing can be justified, based upon the above endorsements and willingness to participate in the cost-sharing effort.

The principal investigator must obtain cost-sharing authorization before the proposal comes to OR for review. The cost-sharing approval memo is either signed (signifying approval) or returned to the PI unsigned with a cover letter of explanation.

The chances of approval are greatly enhanced when:

- Support for undergraduate students or graduate students with maintenance fees are included in the budget.
- The PI has reduced the direct costs as much as possible, or has explored sharing some part of the direct costs with his or her department head and dean or director.
- The department, college, school, or center is willing to provide some in-kind cost sharing.

### **Sharing facilities and administrative (F&A) costs**

The University of Tennessee has occasionally allowed portions of F&A cost recovery funds to be used as cost sharing in proposed grant and contract budgets. The following policy was developed as a result of our need to recover adequate amounts of F&A cost funds.

The appropriate federally negotiated facilities and administrative (F&A) cost rate should be applied to modified total direct costs in budgets of proposals and contractual agreements submitted to all outside agencies and foundations. Adjustments to the F&A cost rate must be approved in writing by the Associate Vice Chancellor for Research prior to negotiations. The only exception to the requirement for prior approval is if the principal investigator has a written statement documenting an agency's or foundation's policy of paying less than the federally negotiated rate.

NOTE: A preferred manner of cost sharing is to provide from SARIF a grant-matching award for some specific aspect of the project, e.g., a piece of equipment, a student, etc. See Section 2.2.1. Approval of cost sharing is made on a case-by-case basis. Should cost sharing be approved, the specific amount to be cost shared will be communicated in writing to the principal investigator, the department head, and the dean or director.

## 3.4 Proposal Development Checklist

- Obtain permission from the department head for leave from full teaching/service workload.
- Obtain accurate salary or fee information from collaborators and consultants.
- Obtain letters of commitment or support from all individuals and/or organizations mentioned in the narrative.
- Obtain full budgets, with institutional approvals, from all subcontractors.. These budgets will be attached to the full proposal budget, so should be obtained before the proposal goes to OR for institutional approval. Special approval is necessary if the subcontractor is an employee-owned company. See UT Conflict of Interest policy at <http://www.tennessee.edu/policy> and search for "conflict of interest."
- Work out cost sharing *before* submitting the proposal for final approval. This applies even for cost sharing of faculty or staff time. (See Section 3.4.7 on institutional policy and procedures for obtaining approvals.)
- Obtain approvals for any use of animals, human subjects, or controlled or radioactive substances, or at least have the approval process started by the time the proposal is mailed.
- If requesting support for graduate assistants, check with the department's graduate coordinator regarding availability, identification of appropriate students, stipend levels, and so on.
- If hiring new personnel for the duration of the project – see Chapter 8 herein.
- Notify the SP staff in OR about any intellectual property or patent clauses in your application materials. The SP staff will work with the University's legal staff to reconcile sponsor requirements and UT policy. You can submit a proposal before these clauses are modified, but will not be able to accept an award should there be problems with patent or intellectual property rights.

## 3.5 Preparing the Final Copy

**Appendices and Attachments** -- Each sponsor, funding program, and proposed project has different requirements for supplementary information. Some sponsors request a copy of the university's F&A cost agreement which is available online at <http://controller.tennessee.edu/grants/>. Others require a copy of the letter approving the university's tax-exempt status (See link above and select "IRS Determination Letter"), or a breakdown of the fringe benefits rate. Some sponsors want a copy of the university's equal employment opportunity statement or affirmative action plan. The attachments listed in this paragraph are all examples of backup materials which verify the university's accounting and other business practices.

A second type of appendix consists of materials which have bearing on the content of a proposal. These include vitae of the investigators, technical or scientific information, copies of surveys or evaluations to be used, and so on. One important type of appendix which falls into this category is **letters of support** or commitment from partners in the project. If there will be consultants working on a project, vitae for those consultants should be included that prove they have special expertise which is essential to the conduct of the project. Similarly, if other organizations in your community will participate in a project, letters from those organizations (on organizational letterhead and signed by the director, president, or other responsible official) indicating an awareness of the project and a willingness to participate are crucial to a proposal's success.

The kitchen-sink approach to appendices will often make a negative impression on proposal reviewers. Include only essential materials, and be careful to read the program guidelines for any requirements or restrictions with regard to appendices or attachments.