



CHARACTER AT CAMP GRANT PROGRAM

Planning Grant Application Packet

Summer 2025

Dear Camp Leader,

Welcome to ACA's Character at Camp Grant Program! Whether you are a seasoned camp leader or new to the field, we are glad you are considering applying for a grant to support character development at camp. This packet includes important background information about character and the grant program, details about eligibility and how to apply, and a copy of the Planning Grant Application.

The purpose of this program is to provide financial support, training, and technical assistance for organizations starting new character development programs or projects, those enhancing or expanding existing programs, and those celebrating character at camp through communications, development, and/or community partnerships. By the end of the Character at Camp initiative, we anticipate camps in the US will represent one of the largest and most potent contexts for character development in the learning and development ecosystem.

Eligible organizations can apply for a Planning Grant, an Implementation Grant, or a Network Planning Grant. To help you decide which is right for your organization, here is a quick overview of each grant pathway:

| Pathway | Planning Grant | Implementation Grant | Network Grant |
|-------------------|---|--|---|
| Who Should Apply? | Organizations that need a year of planning, training, and capacity building before they can develop and implement a full character proposal | Organizations that have a specific character proposal in mind and sufficient capacity to successfully implement that proposal starting in 2026 | Organizations that serve as the coordinating entity for 6+ camps that are eager to plan and implement a character proposal with their on-site program teams |
| Duration | One year | Two or three years | One year for planning (if applicable); three years for implementation |
| Funding Amount | Up to \$50,000 | Up to \$300,000 | Up to \$375,000 total (\$75,000 for planning grants; \$300,000 for implementation grants) |

The information that follows outlines the **Planning Grant** application process. You can find the packets specific to the Implementation Grant program and the Network Grant program on the [Character Grant Program](#) web page. After determining your organization's **eligibility** to apply for a Character at Camp grant, you should carefully consider which grant pathway is the best fit and apply for that grant. You'll find additional details on each grant pathway as well as resources — such as recordings of informational webinars, FAQs, grant program timeline, and access info for office hours with ACA's grantee success team — on the [Character Grant Program](#) web page.

On behalf of ACA's Character at Camp Grant Team, thank you for the work you do to support character development among the campers and staff you serve. Whether you apply for and receive a grant or expand your understanding of Character at Camp through ACA's [Character Academy](#), we are glad you are joining us in this work. Only together can we reach our ambitious goal of elevating camp as an expansive and effective context for character development.

In the spirit of camp,

Laurie Pearson, PhD

Senior Director, Innovation and Learning
American Camp Association

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Who Is Eligible to Apply for a Character at Camp Grant

Eligible applicants include nonprofit organizations that are physically located in the United States and are exempt from tax under Internal Revenue Code (Code) section 501(c)(3) or are a government/municipal organization. Organizations that are exempt from tax under Code section 501(c)(3) must also be public charities under Code section 509(a)(1) (which incorporates Code sections 170(b)(1)(A)(i)-(vi)), 509(a)(2), or (509)(a)(3) Type I or Type II). Tax-exempt religious organizations (e.g., churches and church-related entities) are eligible to apply so long as they are Code section 501(c)(3) public charities.

Additionally, applicants must represent an organization that currently offers day and/or overnight camp programming, which means that each of the following criteria must apply:

- The organization delivers camp programs consistent with [ACA's mission and values](#). Organizations operating at multiple sites and organizations offering camp programming on rented or leased sites are eligible to apply.
- The organization is currently offering programs and/or services that serve campers for at least one full session of three or more consecutive days during summer and/or non-summer months. Camps are welcome to apply for funds to start new programs if they serve campers according to these criteria in some other capacity. Camps offering sessions in a format other than three or more consecutive days are welcome to apply if you can justify in your application why it makes sense for your population for the camp session to be shorter and that you can still accomplish your proposed outcomes in that time.
- The organization is based in the US, and the camp programs for which the applicant is applying are primarily run in the US.
- The camp program(s) for which the applicant is applying for a grant has a primary audience of campers five years and older. *Applicants proposing projects that focus on adult participants must demonstrate the developmental focus (e.g., character programming for adult participants with special needs, or character programming for families attending a family camp) of the adult-serving program.*

Planning Grant Program Overview

The Character at Camp Planning Grant Program is designed for organizations seeking to increase capacity to support the development of a Character at Camp Implementation Grant proposal, which could include a request for funding for programs or projects focused, for example, on improving or expanding existing character-focused programs, expanding access to and belonging within character-focused programs, and/or celebrating camp as an important and effective context for character development. Planning grant funds can be used for activities and/or personnel to support, for example:

- Strategic planning related to character development at your organization.
- Planning related to starting a new character-focused program at your organization.
- Evaluating current offerings to identify areas in which to add a character-focused program.
- Travel to conferences, training, or building relationships with potential program partners (e.g., schools or community organizations).

- Other activities and/or personnel that will support the development of a Character at Camp Implementation Grant proposal.

Organizations can request up to \$50,000 for a one-year planning grant that can be used to build capacity to develop a character-focused project. To apply for a planning grant, a representative of the organization should complete the application, which includes a brief description of the proposed activities and a budget to support those activities.

Organizations selected to receive a planning grant will be invited to work with the ACA's Character at Camp Grant Team throughout the planning process. At the end of their one-year planning grant, organizations will be asked to complete and submit a Character at Camp Implementation Grant proposal, which will represent their final year-end report. Planning grant recipients may choose to not submit their proposal for an Implementation Grant; in this case, planning grant recipients will be asked to submit a final report describing their planning activities and outcomes.

Organizations that receive a Character at Camp Planning Grant are not guaranteed to receive a Character at Camp Implementation Grant. Additionally, if at any point an organization realizes that they might not be able to submit a Character at Camp Implementation Grant proposal, they should reach out to the Character Grant Team immediately to discuss and determine an alternate reporting plan.

You should apply for a planning grant if you represent an organization that offers camp programs and/or facilities, either as part of an array of programs/services or as the primary mission of the organization, who:

- ☐ Does not yet have a clear idea of how you would address a need related to character at your camp
- ☐ Does not have significant experience writing grant proposals and/or receiving grants
- ☐ Needs additional capacity, in terms of number of people and/or expertise, to successfully develop a Character at Camp Implementation Grant proposal.

(at least one of the above should apply)

You should consider applying for a **Character at Camp Implementation Grant** if your organization has the capacity and experience to complete an Implementation Grant proposal and, if selected, carry out the activities according to that proposal. Those representing a network organization that includes six or more camps should apply for a **Character at Camp Network Planning Grant**.

Funding is limited, and this is a competitive grant program. Not all applicants will receive awards.

See below for additional guidance on how to decide which type of Character at Camp Grant to apply for:

What grant should we apply for?



“We're a camp ready to invest in character work, but we don't have the capacity or experience to implement something new. We will benefit from a year of planning, training, and internal capacity building so that **we can propose and implement a program next year.**”



Apply for the
**PLANNING
GRANT**



“We're a camp that successfully implements new programs, we're excited about investing in our character work, we have a specific proposal in mind. **With a little support we'd have the capacity to implement that character program now.**”



Apply for the
**IMPLEMENTATION
GRANT**



“We're the **coordinating entity for a network of 6+ camps.** We are excited to plan, build capacity, and work with our on-site program team, and to connect with other networks doing similar work. If we get a Network Planning Grant, we intend to apply for a full Network Implementation Grant the following year.”



Apply for the
**NETWORK
PLANNING
GRANT**



Background

The American Camp Association (ACA) represents a community of camp professionals who share in the mission to create quality camp experiences that build a world of belonging and growth. Our work includes a national accreditation program, in-person and virtual opportunities for professional development and connectedness, research, and support for local, state, and federal advocacy — all fueled by a vast community of volunteers, thought leaders, affiliate partners, and collaborators. The [Character at Camp Grant Program](#) is part of a six-year initiative funded by Lilly Endowment, Inc. that is designed to increase and expand character development programs at camps in the US.

For over a century, day and overnight camps in the US have fostered character among young people through a diverse array of programs, facilities, and camper populations. While each camp is unique, most share common features such as an immersive setting, supportive relationships with peers and adults, opportunities for fun and challenging activities, and support for reflection and personal growth. ACA's [National Camp Impact Study](#) demonstrated that, together, these features promote campers' growth in ways that last over time and transfer to other settings, such as school and early work experiences. What's more, findings from ACA's recently released [Economic Impact Study](#) suggest the size of the camp industry — which exceeds 20,000 day and overnight camps — is more expansive than previously thought.

We also know that young people today are experiencing loneliness, isolation, and divisiveness within their schools and communities, which is why opportunities for young people to contribute to and thrive within these places are more important than ever before. Fostering character development in young people is increasingly important, and camps in the US are well positioned to do this. **Thus, the Character at Camp Grant Program provides grant support for starting, improving, expanding, and celebrating character development initiatives at camp.**

What Is Character?

Character itself can be defined in different ways, but one commonly used definition in the field of youth development is best stated by [Character Lab](#): “The intentions and actions that benefit both the individual and others.” With this example of a broad definition of character in mind, we encourage organizations interested in applying to the grant program to think about the specific character strengths they are focused on, such as strengths of heart (e.g., empathy, kindness), strengths of mind (e.g., curiosity, creativity), and strengths of will (e.g., grit, self-control), and to submit proposals that focus on one or more specific strengths. While applicants will not be prioritized based on the character strengths they choose to focus on, we see a particular need for opportunities for young people to practice and cultivate honesty and integrity and thus encourage camps to consider if/how their camp might be positioned to focus in this area.

When considering if your organization should apply and what specific initiative you should request funding for from the Character at Camp Grant Program, we encourage teams to ensure they understand how character is defined and developed in youth development contexts like camp. To learn more about character development, we encourage applicants to check out any of the following widely used character resources:

- The [Jubilee Center for Character and Virtues](#) is a leading research center focused on character, virtues, and values in the interest of human flourishing. They've created [frameworks](#) for character

education that can be used by all educators, and they produce influential [research](#) that shapes how institutions think about character development.

- [Character.org](#) is an organization comprised of educators, researchers, and business and civic leaders who advocate for character. Their [11 Principles Framework](#) is a guide to cultivating character in your organization. They [support educators](#) of all kinds to help them develop comprehensive character initiatives.
- [Character Lab](#) connected researchers with educators to create greater knowledge about the conditions that lead to social, emotional, academic, and physical well-being for young people throughout the country. Their [playbooks](#) are research-based guides to cultivating character, including recommended curricula, videos, and books. Their [tips](#) give actionable advice that all educators can use to enhance their work. While Character Lab has concluded their research, their existing resources continue to be available through their website.
- The [VIA Institute on Character](#) has developed the ground-breaking [Character Strengths Survey](#), a scientifically validated assessment designed specifically to measure the 24 core character strengths in individuals. Nearly 35 million surveys have been taken around the world, and VIA supports the advancement of character science through research, personalized reports, books, and more.

Timeline for Planning Grants

(Note: all dates subject to change)

| | |
|------------------|--|
| July 29, 2025 | Planning grant application process opens |
| October 15, 2025 | Planning grant application process closes |
| December 2025 | Awards announced, grantees notified |
| January 2026 | Planning period begins, grant funds distribution begins |
| Fall–Winter 2026 | Implementation grant application process opens for planning grant recipients |

Planning Grantee Expectations

You will be asked to identify and designate two members of your organization’s leadership/program team to serve as grant leads. These individuals should be the people at the organization who are directly responsible for the success of the grant and will be actively involved in the planning grant activities. Please read the following grantee expectations as you consider who will serve as your two-member grant lead team. If selected to receive a planning grant, organizations will be expected to:

1. Complete necessary paperwork/reports at the start and at the end of the one-year planning grant period.
2. Use grant dollars according to the proposed budget and report any unanticipated changes to their spending.
3. Maintain a camp membership to ACA (membership funding can be written into the proposed budget if the camp is not already a member).
4. Participate in training and technical assistance opportunities offered by ACA to support the development of the implementation grant application.

5. Attend optional (but encouraged) in-person meetups at ACA regional and national events (travel funding can be written into the proposed budget).

Please note: We recognize that staff and staff capacity can change frequently and sometimes unexpectedly. If selected to receive a grant, grantees are encouraged to communicate these challenges as they arise to determine alternatives to the requirements outlined above.

In addition, we recognize that many camps are led primarily or entirely by volunteers. In this case, at least one of the two individuals assigned to this project should be the camp director/executive director, the chair of the board of directors. or whomever in the organization is accountable for financial management and accounting.

Planning Grant Application Instructions

This application is designed to be completed by members of your organization's leadership and/or program team. We recommend that you bring together a team to work through the self-assessment portion of the application and to identify the character work your organization may want to undertake. While multiple team-member participation is not a requirement, the self-assessment will benefit from multiple perspectives.

We suggest you prepare your answers in a separate document before completing the application in our online grant software, [GLM by Foundant](#), as technology always has its surprises. However, the online grant software saves your responses as you go through each section. You can collaborate on a single application with others on your team; find more about that [here](#).

You will need the following documents to complete the application:

- IRS determination letter and eligibility criteria form.
 - *If your organization does not have an IRS determination letter (some governmental/municipal organizations and church organizations may not be required to obtain an IRS determination letter), you may still be eligible for this grant. Additional information may need to be gathered in a way that is appropriate for your organization.*
- Your organization's most recently filed IRS Form 990.
 - *If your organization does not file a 990, you may still be eligible for this grant. Additional information may need to be gathered in a way that is appropriate for your organization.*
- Board roster
- Organizational chart

If you do not have an organizational chart, please use [Creately](#), Google Slides, or Microsoft PowerPoint to create one.

PLANNING GRANT APPLICATION

Camp Information

1. **What is the name of the organization submitting this application? If the camp name is different than the organization name, please enter that below.**

Organization name:

Camp name:

Camp website:

Affiliation, if applicable (e.g., Girl Scouts of the USA, Salvation Army, Camp Fire, SeriousFun Children's Network, YMCA, faith-based organization, college or university):

If your organization is part of a larger network organization, ACA encourages you to communicate and coordinate with that larger network team before submitting your grant application.

If the camp name is different than the organization name, please enter that as well. Otherwise, type your organization name again. Please enter only the camp(s) for which you intend to use these funds, especially if your organization operates more than one camp at different locations or with different names.

2. **Does the organization submitting this application have current status as a tax-exempt organization under Code section 501(c)(3) or government/municipal or religious entity?**

Yes

No

If yes, please upload documentation verifying your camp's nonprofit or government/municipal entity status here: [Upload]

3. **What is the organization's primary mailing address?**

Street address:

City:

State:

Zip code:

4. **Is the camp location the same as the address listed above?**

Yes

No

5. **What is the camp location (if different from the organization mailing address)?**

Street address:

City:

State:

Zip code:

6. **What is the organization's mission? Please provide your organization's mission statement in the space below.**

[Text Entry – 1000 characters]

Grant Team

While the successful implementation of any proposed planning grant activities relies on many hands to get the work done, leadership is critical to the planning grant's success. The following section requests background information on the two grant lead staff most responsible for carrying out the planning grant activities as well as the key personnel required to implement the planning grant activities.

We will ask you to confirm the two grant lead positions who will be most responsible for carrying out the grant activities, as well as what support other personnel will provide.

7. Who is the first grant lead at your organization who will oversee the grant award and the planning activities described in this application?

First name:

Last name:

Email:

Phone:

8. What best describes this person's employment at the organization?

Full-time year-round

Part-time year-round

Full-time seasonal

Part-time seasonal

Volunteer

Other, please describe:

9. What is this person's role/title at the organization?

[Text entry]

10. Who is the second grant lead at the organization who will oversee the grant award and the programs or projects described in this application?

First name:

Last name:

Job title:

Email:

Phone:

11. What best describes this person's employment at the organization?

Full-time year-round

Part-time year-round

Full-time seasonal

Part-time seasonal

Volunteer

Other, please describe:

12. What is this person's role/title at the organization?

[Text entry]

13. What is the name and contact information for the organization's leadership (CEO, executive director, etc.)?

First name:

Last name:

Job title:

Email:

Phone:

14. Is the organization leader identified above aware and fully supportive of this grant application?

[check box]

Character at Camp

When defining character, the Character at Camp Initiative draws upon well-established resources, including Character Lab. While there are many definitions of character, [Character Lab](#) defines it as “Intentions and actions that benefit other people as well as ourselves” and defines character strengths as strengths of heart, mind, and will.

For the following question, you should identify (up to) three character strengths that your organization will prioritize to cultivate through the character-focused programs and projects that this grant would help you propose and implement. The options we provide do not constitute an exhaustive list of all possible character strengths. Please feel free to write in an additional character strength under “Other” if necessary.

Your organization likely has more than three character strengths that you seek to cultivate in your participants, but within the context of this grant proposal your organization should select the three character strengths on which you will focus. You will refer back to these three character strengths throughout the rest of the grant application.

15. What are (up to) three character strengths that your organization will prioritize in your grant funded character-focused programs and projects?

Kindness
Respect
Confidence
Teamwork
Appreciation of diversity
Leadership
Compassion
Curiosity
Creativity
Integrity
Honesty
Perseverance
Gratitude
Autonomy
Critical thinking
Self-control
Volunteering
Motivation
Humility
Judgment
Spirituality
Responsibility
Resilience
Independence
Community-mindedness
Other [Text entry]

16. Why did you select these character strengths? Please describe, in your own words, the rationale behind identifying these character strengths as those that your organization focuses on over all others.

[Text Entry – 3000 characters]

Character at Camp Self-Assessment

The purpose of this self-assessment is to help your team understand where and how support for character development can be found at your organization. As a self-assessment, there are no right or wrong answers; instead, we are interested in how you link the results of the assessment to your potential character-focused project ideas.

The grant program is open to organizations at all stages in this work, thus a higher score on the self-assessment does not mean your organization is more suitable for funding.

The self-assessment has seven sections: prioritization, programming, training, staff support, evaluation, communication, and community engagement.

Please use the following scale to complete the self-assessment, taking care to choose the number that best reflects your organization right now. Where possible, respond using the 0 to 4 scale. If you feel a simple “yes” or “no” is the best response, use “4” for “yes” and “0” for “no.”

0 — No, or Not Yet Started: Our organization has not considered this, or we do not have enough information to respond.

1 — Ready to Start / Developing: Our organization has identified this as something we want to do, but we have not yet done it.

2 — Launched: Our organization has just recently launched this, but it is too early to know if we are doing this effectively.

3 — Implementing: Our organization has been doing this work with some evidence of success, but some challenges remain.

4 — Yes, or Leading / Continuously Improving: Our organization is achieving its desired outcomes in this area and is continually adapting as needed.

In completing this self-assessment, please focus on the character strengths you identified in your earlier response.

17. These statements are about **prioritization**. They ask you to consider how deeply character building is embedded in your organization's core outcomes and how it influences leadership priorities and planning.

| Prioritization | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| The three character strengths we will primarily focus on are explicitly named in our organization's mission, vision, or values. | | | | | |
| Organizational leadership has defined outcomes for character-based programming. | | | | | |
| We prioritize character-based outcomes when making decisions. | | | | | |

18. These statements are about **programming** — in other words, your organization's point-of-service activities and programs. They ask you to reflect on the extent to which programs are designed to build character and whether character development outcomes drive adjustments in programming.

| Programming | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| We have one or more key programs that are intentionally designed to develop the three character strengths chosen in the previous section. | | | | | |
| We integrate character development to promote the three character strengths chosen in the previous section across multiple programs. | | | | | |
| To achieve desired character development outcomes, we change programming as needed. | | | | | |

19. These statements are about **training for camper-facing staff** such as counselors, counselors-in-training, and activity leaders. They ask you to reflect on the extent to which training explicitly addresses character development and equips staff with the knowledge and skills they need to support character development.

| Training | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| Key components of our staff training are intentionally focused on the three character strengths chosen in the previous section. | | | | | |
| Frontline staff understand their role in promoting the three character strengths chosen in the previous section. | | | | | |
| Our organization has dedicated resources for training frontline staff to support character development. | | | | | |

20. These statements are about **staff capacity** for character development work. They ask you to consider the level of support that exists for staff to engage in character development work.

| Staff Capacity | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| “Champions” exist who strongly support our organization’s character development work. These champions could be, but are not limited to, staff members, parents, volunteers, board members, or involved community members. | | | | | |
| Staff time is intentionally dedicated to supporting character development work. | | | | | |
| In general, we have dedicated resources to support character development. | | | | | |

21. These statements are about **evaluation**. They ask you to reflect on the extent to which your organization has specific processes in place to measure progress toward character development outcomes (e.g., surveys, staff observational measures, parent interviews, focus groups, etc.).

| Evaluation | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| We assess our organization's progress toward character development outcomes. | | | | | |
| We measure camper outcomes related to the three character strengths chosen in the previous section. | | | | | |

22. These statements are about **community engagement**. They ask you to assess the extent to which your organization involves its broader community (campers, families, and partners) in shaping and supporting character development efforts.

| Community Engagement | 0 | 1 | 2 | 3 | 4 |
|--|---|---|---|---|---|
| Campers have opportunities to provide input about our organization's character development work. | | | | | |
| The families of participants have opportunities to provide input about our organization's character development work. | | | | | |
| We partner with one or more outside organizations to support the design and/or implementation of our character development work. | | | | | |

23. These statements are about **communication**. They ask you to consider the extent to which your organization shares information about character at camp with invested parties.

| Communication About Character | 0 | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| We communicate with families about the importance of character development at our organization. | | | | | |
| We communicate with campers about the importance of character development at our organization. | | | | | |
| We communicate with staff about the importance of character development at our organization. | | | | | |
| We communicate with funders, donors, and/or supporters about the importance of character development at our organization. | | | | | |

Planning Grant Purpose and Outcomes

In this section, you will be asked to reflect on your organizational capacity, the self-assessment you completed, and other factors, and then provide information on the type of planning efforts your organization hopes to undertake. Potential uses of planning grant funds include (but are not limited to) staff time for planning, project development, professional development, strategic planning consulting fees, etc.

We do not expect you to have a fully developed character program or project in mind to apply for a Character at Camp Planning Grant. Rather, we want to see a clearly articulated, actionable plan on how your organization will use planning grant funds (if awarded) to develop a Character at Camp Implementation Grant proposal. Your plan should align with your character self-assessment and fit your organization's current capacity, demonstrating that you understand your organization's strengths and limitations and have a good grasp on how you could use grant funding to prepare for future character-focused programs or projects.

24. Based on the character self-assessment you just completed, and any other relevant factors, please describe two to three of the character programs or practices you currently have in place. These could include, for example, a challenge course program in which campers reflect on character strengths they used to help their group succeed or an evaluation strategy that measures character-related outcomes that campers gain during their time at camp.

If you do not have any current character programs or practices, please enter "no current character programs or practices" in the space below and move on to the next question.

[Text Entry – 3000 characters]

- 25. Reflecting on your answers from the character self-assessment, please describe the organizational needs, or areas for growth, that you identified related to character in one or two paragraphs.**

[Text Entry – 3000 characters]

- 26. How will a planning grant help prepare your organization to address your identified needs?** Please use this space to describe specific activities your organization will undertake during the planning period to prepare to submit a full implementation grant proposal.

Please note that we are not asking you to propose a character program or project. Rather, we want to understand how a planning grant will help you work toward developing a feasible character program or project that is aligned with your self-assessment and your camp's organizational capacity. Provide sufficient information for us to understand what your camp needs to do this year to prepare to apply for a Character at Camp Implementation Grant next year.

[Text Entry – 3000 characters]

- 27. What supports/structures does your organization have in place currently that you plan to dedicate to support the planning activities described above (e.g., additional grants, partnerships, systems of program evaluation)?**

[Text Entry – 3000 characters]

- 28. How much grant funding is your organization requesting to support the planning activities described above?** You can request up to \$50,000. Please also use the space below to identify and justify up to five activities and/or expenses that will be supported by the planning grant funds you are requesting.

[Text Entry – 3000 characters]

- 29. How will receiving this planning grant help you better fulfill your organization's mission?**

[Text Entry – 3000 characters]

- 30. One goal of the Character at Camp Initiative is to increase the accessibility of character-development opportunities for all campers, staff, families, organizations, and communities, including those who are currently underrepresented within the camp industry. If the planning activities you are proposing help to achieve this goal, please detail how and why you believe they will do so.**

Please note that answering this question is not required to complete this application or to be considered for a grant. If you do not wish to answer, please skip to the next question.

[Text Entry – 3000 characters]

Organizational Capacity

This section will help us understand factors that will help you to achieve your desired outcomes in the future programs or projects you design. This will include information about your finances and your organizational structure.

31. **What is your organization's total operating budget (e.g., the total cost of running your camp program(s) for one year)?**

[Text Entry]

32. **What are your organization's sources of revenue? Please list key sources of revenue (e.g., camper enrollment income, individual donors, grants) and approximate percent of total revenue from each source. Note: the total should equal 100 percent.**

[Text Entry – 1000 characters]

33. **Considering the revenue mix you outlined in the previous question, in what area does your camp need the most support?** This can include strengthening existing revenue sources and/or identifying additional revenue sources.

[Text Entry – 1000 characters]

34. **Please upload a copy of your organization's board roster.**

[Upload]

35. **Please upload a copy of your organizational chart.** You can use free templates in [Creately](#), Google Slides, or Microsoft PowerPoint if you do not have an organizational chart already.

[Upload]

36. **What is your organization's approach to professional development for your leadership staff (e.g., nonseasonal staff, such as camp director(s) and program director(s))?**

[Text Entry – 3000 characters]

37. **If any of the grant lead(s) that you name in this application to oversee your Character at Camp Planning Grant work (if funded) had to leave their role tomorrow, how would your organization manage the grant award and complete the program or project?**

[Text Entry – 3000 characters]

Application Review Criteria

In the review process, we will evaluate and make decisions based on the following aspects of each individual application:

- Self-Assessment and Need
 - We will be looking for camps that articulate a clear and accurate view of themselves and that demonstrate a clear need for a planning grant based on their capacity and level of expertise.
- Budget and Outcome Alignment
 - We will be looking for camps that clearly articulate how they will use grant funds to meet their stated needs and how they will effectively build sufficient capacity to submit a compelling implementation grant application at the end of the planning grant period.
- Overall Assessment
 - We will be looking for all aspects of the application to be clear, realistic, and warrant confidence that a planning grant will be used in an impactful and effective way.