



Boston Capacity Tank Capacity-Building Grant Overview 2006

Introduction to the Boston Capacity Tank

The Boston Capacity Tank (“the Tank”) was founded in 2002 through a partnership between the Black Ministerial Alliance of Greater Boston (BMA), United Way of Massachusetts Bay (UWMB), Emmanuel Gospel Center (EGC), and Boston TenPoint Coalition (BTPC), to build the capacity of faith-based organizations (FBOs) and community-based organizations (CBOs) in Boston that serve at-risk and high-risk youth. The Tank’s services are funded by a 2005 Compassion Capital Fund grant from the US Department of Health and Human Services in the amount of \$1.4 million over 17 months, from October 2005 through February 2007.

The Tank provides Training Workshops, Individualized Technical Assistance, Capacity-building Grants, and the High-Risk Youth Network. All services are free of charge. The Tank’s services address the following five priority areas: organizational development, leadership development, programs and services, fundraising capacity, and community engagement. These services are intended to help agencies grow stronger and more sustainable, and to provide more effective youth programs. For more information, please visit www.bmaboston.org, click on Programs, click on Boston Capacity Tank.

Capacity-Building Grant Purpose: The purpose of the capacity-building grants is to support activities that foster more sustainable and/or effective youth services and agencies, with an ultimate goal of improved outcomes for youth in Boston. Grants should help an agency or cluster of agencies reach at least two capacity-building goals from among the following categories: leadership development; organizational development; programs/services; fund raising capacity; and community engagement.

High-Risk Youth Network: The Network is a public planning process intended to strengthen the connections between high-risk youth providers, City and State agencies, public schools and faith-based and community organizations, to expand and enhance services for youth at high-risk and reverse the trend of youth violence. The Tank desires to support programs in areas of Boston where high incidences of violent crime exist. The Network meets monthly at Reggie Lewis Track and Athletic Center; all are welcome. The Network has identified three priorities to address: City-wide **Goals** for youth programs, **Gaps** in youth services, and increasing **Jobs** for youth at high-risk. In 2005, the Network completed the following deliverables towards addressing these priorities: Needs Assessment Report, Survival Guide, Promising Jobs Practices Report, and a new website for sharing resources for providers serving youth at high risk, www.bostonyouthnet.org. For more information, please visit the website, where those deliverables are posted for public use.

The Tank’s intent is that the 2006 Capacity Grants would provide an opportunity to advance the goals of the High-Risk Youth Network, and that the Network would provide an opportunity for 2006 Capacity Grantees to reach their goals. Therefore, we encourage Network members to consider their agency’s strategic partnerships, which these grants may help strengthen. We also encourage grant applicants to consider the benefits of participating in the Network. Finally, we encourage all providers serving youth at high risk to take full advantage of the Network deliverables to date. For example, use the Needs Assessment to strengthen your proposals; use the Survival Guide to inform your staff and to support your youth; use the jobs report for referrals and to inform program design.

Number, Size, and Kind of Grants Awarded in 2006:

Total grant pool of \$510,000.

- Approximately \$255,000 to individual CBOs/FBOs, grants up to \$20,000 (Round 1).
- Approximately \$255,000 to lead agencies representing clusters of 3 to 5 CBOs and/or FBOs with similar strategic goals. These grants are to strengthen the sustainability or effectiveness of the cluster's youth services. Grants up to \$50,000 (Round 2).

Important Note: An agency applying for an individual capacity-building grant may also participate in a cluster grant or lead a cluster grant application. One agency may not participate in more than one cluster grant application.

Eligibility Requirements: To be eligible to apply for a capacity-building grant, a CBO/FBO must be a legal non-profit entity, must be enrolled in BCT individualized technical assistance by February 24, 2006, and must submit a complete application by the grant deadline. To enroll in BCT individualized technical assistance, please visit www.bmaboston.org, click on Programs, click on Boston Capacity Tank, and follow instructions to begin the intake process. To be eligible for BCT individualized TA, an agency must:

1. be a faith-based organization (FBO), or a community-based organization (CBO), which provides direct service to youth.
2. have paid staff or plans to hire, at minimum, a 25% paid staff person;
3. operate within Boston;¹ and
4. have a demonstrated record of at least one year of program operations.

Examples of Anticipated Use of Grant Funds

Funds must be used to support capacity building activities in five critical areas, see examples below:

Critical areas	Examples
<i>1. Leadership Development</i>	Board: Composition and Function Staff: Professional and Career Development Volunteers: Training and Development Succession Planning
<i>2. Organizational Development</i>	Board: Leadership and Governance Systems: Management, Human Resources, Financial, Information Technology: Planning Documentation: Policies and Procedures Fiscal Controls Comprehensive Communications Strategy Non-profit Incorporation
<i>3. Programs/Services</i>	Program Design that expands or enhances program or service delivery Program Monitoring Evaluating Program Outcomes
<i>4. Funding</i>	Diversified Funding Sources Financial Sustainability Donor Development
<i>5. Community Engagement</i>	Community Asset Mapping Measuring Community Participation

¹ Geographic eligibility for sub-awards made through the BMA's Black Church Capacity Building Program (BCCBP) includes Boston, Cambridge, Somerville, Lynn, and Chelsea. Sub-awards made through the UWMB Faith And Action Initiative (FAA) will be to agencies in 64 towns in Eastern Massachusetts known broadly as Greater Boston. A complete listing of these towns is found at www.uwmb.org/map/index.html.

Community Needs Assessment Leveraging Resources/Collaborative Relationships

Examples of grant use for Individual CBOs/FBOs:

- To hire a consultant from the Tank's pool to provide executive coaching to the executive director in the use of adaptive leadership principles, and to provide technical assistance to the senior staff and Board to apply these adaptive leadership principles to the current agency strategic plan.
- To pay for half of the salary of a new development staff position, specifically limited to the time the development person spends (1) creating the resource development plan and (2) training and orienting the Board and staff regarding new agency development goals and activities. (Grant may not pay for time spent on direct fundraising activities.)
- To purchase 2 new computers for the executive director and the Director of Finance and Administration, to purchase QuickBooks for non-profits, and to hire a consultant to work with the finance staff to streamline the agency's accounting tree and to create new management reports, to set up the new structure on the software, and to train the staff to use it.

Examples for Clusters of 3-5 CBOs/FBOs:

- To hire a consultant from the Tank pool to work with the cluster, including public youth corrections and law enforcement agencies, to develop a strategic partnership re-entry program, which strengthens existing programming components at each agency, and to create a resource development plan to support it. To pay for time of existing staff spent planning the program.
- To hire a new staff Cluster Coordinator to strengthen and direct an existing year-round partnership teen employment training and mentoring program. (Grant may not pay for time spent on direct services to youth.)
- To hire a consultant from the Tank pool to work with the cluster, including public school support service staff, FBO and CBO counseling services, and CBO multi-service centers, to develop a partnership plan to provide counseling services to students and families from four schools living in a target community.
- To hire a new Director of Finance, a new position for each of the 4 cluster members, to serve each one ten hours per week. Job description includes proposing new financial policies and procedures, including fiscal controls, and implementing improved financial systems at each site, with technical assistance as needed from Tank staff. Cluster members have provided youth services collaboratively for the past four years.

Funding Criteria:

Please see an expanded description of the funding criteria on pages 7 and 8 of this packet.

- 1. Organization / cluster is ready to receive capacity-building services.**
- 2. Organization / cluster presents a clear capacity building plan, which provides tools to facilitate key changes within organization.**
- 3. Agency / cluster is positioned to significantly impact outcomes for youth.**

Grant Selection Process:

BCT staff will review all applications for completeness and eligibility and will pre-screen applications for relevance to funding criteria. BCT staff will then submit the eligible applications to the volunteer Grant Review Committee. This committee is comprised of disinterested trained, volunteer proposal reviewers who will apply the above funding criteria to the grant applications. Grant recipients will not be pre-selected. The volunteer Grant Review Committee will make recommendations to the BCT Oversight Committee, which will vote on grant awards.

Cluster Grant Process

The Tank offers the following suggestions for clusters to consider in planning your activities:

- Plan informal times to build relationships
- Require executive director participation in cluster meetings
- Hold partnership meetings on at least monthly basis

The Tank will provide the following support to cluster grantees as needed:

- All FBO/CBO cluster partners will participate in BCT Training/TA for their individual agencies
- A Partnership Coach, provided by the Tank, will provide support to the lead agency as needed to facilitate the cluster activities and cluster learning on strong partnerships.
- A program content expert may help guide the cluster's planning process as needed.

Grant Timeline

Public Orientation to Guidelines	January 27, 2006
<u>Deadline to enroll in TA to become eligible to apply for grants</u>	February 24, 2006
Round 1 Grant Period	Between May 1, 2006-January 31, 2007
Application Deadline	March 1, 2006 at noon
Notification of Awardees	May 1, 2006
Mandatory Meeting of Awardees	May 10, 2006
Round 2 Grant Period	Between June 1, 2006-January 31, 2007
Application Deadline	March 31, 2006 at noon
Notification of Awardees	June 1, 2006
Mandatory Meeting of Awardees	June 8, 2006
Site Visits	July 1, 2006 through January 31 2007
First Program/Financial Report (May to July 2006)	August 18, 2006
First Grant Disbursement	October 6, 2006
Second Program/Financial Report (Aug. to Oct. 2006)	November 17, 2006
Second Grant Disbursement	January 5, 2007
Third Program/Financial Report (Nov. 2006 to Jan. 2007)	February 16, 2007
Third Grant Disbursement	March 17, 2007

Sub-award Requirements

This grant program is intended to provide support for capacity-building efforts to FBOs/CBOs with existing effective youth-serving programs.

1. Sub-award must be spent for one-time costs to help applicant reach at least two capacity building goals from among the following categories: leadership development; organizational development; programs/services; funding; and community engagement.
2. Allowable costs include Personnel (to support new capacity-building or organizational development activities only), Fringe, Supplies, Equipment, Contractual, Other.
3. The selection process by grantees for all management consultants hired with grant funds will give strong preference to consultants in the Boston Capacity Tank Consultant Pool, at the BCT rate of \$75 per hour. These consultants have been pre-selected for their expertise in the five critical areas of capacity-building, and for their understanding of the unique needs of community-based and faith-based organizations. They also have demonstrated experience in working within the requirements of the Tank's federal timelines and requirements.
4. Sub-awardees must be familiar with and comply with all relevant federal regulations and requirements, including 45 CFR 87.1, OMB A-110, A-122, and A-133.
5. Sub-awards to BCT grantees may not be used to pay for direct program services, costs of organized fund raising, or attendance at conferences or workshops. Federal CCF funds may not be used to supplant or replace existing funds. Funds may not be used for start-up or capital purposes. Please note that

Construction and Indirect costs (Lines 6g and 6j) are not allowable budget categories for purposes of this grant.

6. Grant recipients must account for their use of CCF funds by completing CCF program, financial, and outcome reports. Complete instructions regarding reporting requirements and timelines will be included with the award letter and at a required orientation meeting for all grantees. Grantees must send appropriate executive, program, and finance staff to participate in the mandatory meeting / compliance training. The compliance training will include a review of all relevant federal regulations and requirements, including OMB A-110, A-122, and A-133.
7. All services provided under this grant must be completed within the grant period. Grant-funded activities may take place during any part of the grant period. Funds granted but not expended and documented during this period will not be paid.
8. This is a cost-reimbursement grant, paid in three quarterly disbursements. Payments are made only after submission and approval of financial reports and complete documentation for allowable costs (for example, payroll records, invoices, and cancelled checks). Please see budget instructions for a complete description of allowable costs. Grantees must have cash on hand sufficient to cover expenses made prior to the first quarterly disbursement.
9. Sub-award recipients must participate in a comprehensive organizational assessment, to be conducted by Tank or Partner staff, and complete a technical assistance plan.
10. Sub-award recipients must participate in the federal CCF evaluation project, including the completion of a 2005 baseline evaluation survey and a follow-up evaluation survey in 2007.
11. Grantees must participate in a site visit to monitor financial and administrative compliance and progress towards capacity-building outcomes.
12. Grantees must participate in the High-Risk Youth Network meetings, approximately monthly.
13. Finally, grantees may only use CCF funds to support non-religious activities; CCF grants must not be used for religious worship, instruction or proselytization. All applicants must indicate how they will separate, in time or location, any inherently religious activities (e.g. religious worship, instruction or proselytization) from the proposed CCF-supported program(s). In addition, grantees may not discriminate against a program participant on the basis of religion. Regulations pertaining to the Equal Treatment for Faith-Based Organizations, which includes the prohibition against Federal funding of inherently religious activities, can be found at either 45 CFR 87.1 or the HHS Web site at <http://www.os.dhhs.gov/fbc/waisgate21.pdf>.

Support for Applicants

Application training will be provided in person to CBOs/FBOs at the public orientation 1/27/06. Additional training and review of application drafts will be provided upon request with BCT/Partner staff to interested CBOs/FBOs between January 27 and grant deadlines. This technical assistance may be accessed by contacting one of us before February 24, 2006, as follows:

EGC: Nika Elugardo, Eva Clarke, Philip Hou 617-262-4567

BMA: Ellen Bass x13, 617- 445-2737

UWMB: Katrina Shaw 617-624-8154

BTPC: Matt Gibson 617-524-4331

Applications may be downloaded from www.bmaboston.org, click on Grants, Apply for a Grant, or by contacting Deandra Robinson at 617-445-2737 x26 or drobinson@bmaboston.org.

The Boston Capacity Tank and Partner services are funded by a \$1.4 million Compassion Capital fund grant, from Administration for Children and Families of U. S. Department of Health and Human Services, representing 78% total project costs. The remaining \$.4 million, representing 22% of total costs, is funded by non-governmental sources.

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BCT 2006 Capacity-Building Grants to Individual FBOs/CBOs Funding Criteria

1. Organization is ready to receive capacity-building services:

- FBO/CBO demonstrates sufficient organizational capacity to administer a federal grant (evidence of prudent planning and management in budget, financial statements, financial systems, and fiscal controls; strategic thinking in programs; ability to segregate funds in financial records).
- FBO/CBO demonstrates availability to absorb TA services (staffing, Board meeting schedule, other simultaneous capacity-building projects).
- FBO/CBO demonstrates commitment to realistic and meaningful organizational change (past change story, evidence of commitment to proposed plan).
- Mission of FBO/CBO is clearly defined. (Alternatively, organization may request assistance to focus mission statement more clearly.)
- Preference is given to FBOs or CBOs which have not historically received federal funds (individual grants only)

2. Organization presents a clear capacity building plan, which provides tools to facilitate key changes within organization:

- FBO/CBO articulates clear need for TA services.
- FBO/CBO describes, in concrete terms, plans for using funds to improve efficiency, effectiveness, and/or sustainability of agency and/or programs.
- FBO/CBO articulates measurable expected impact of TA services in two or more goals from among the following areas: leadership development; organizational development; programs/services; funding; and community engagement. The FBO/CBO should be able to answer the question “What will the grant enable your agency *to do differently?*”
- FBO/CBO articulates realistic sustainability strategy for related activities continuing beyond the grant period.

3. Agency is positioned to significantly impact outcomes for youth:

- Agency programs clearly lead to meaningful youth outcomes.
- Preference is given to FBOs or CBOs which serve high-risk youth,² addressing one or more recommendations from the 2005 Needs Assessment Report (see Overview of Recommendations attached; see the full report at www.bostonyouthnet.org, click on Needs Assessment), or other data-driven research report.
- Preference is given to FBOs or CBOs which work in collaboration with public agencies and other CBOs and FBOs to serve youth.

² Youth at high risk are between the ages of twelve (12) and twenty-one (21) and are court involved, truant, gang-involved, a chronic substance abuser, homeless, pregnant or a parent.

BCT 2006 Capacity-Building Grants to Cluster Funding Criteria

1. Lead agency and cluster are ready to receive and oversee capacity-building services:

- Lead agency demonstrates sufficient organizational capacity to administer a federal grant (evidence of prudent planning and management in budget, financial statements, financial systems, and fiscal controls; ability to segregate funds in financial records, ability to manage sub-contracts, if planned).
- Lead agency and partners demonstrate availability to absorb TA services (staffing, Board meeting schedule, other simultaneous capacity-building projects).
- Lead agency and partners demonstrates commitment to realistic and meaningful organizational change (understanding of key challenges, evidence of commitment to proposed plan).
- Mission of partner agencies are clearly defined, goals of cluster are clearly defined. (Alternatively, may request assistance to focus mission statement more clearly.)

2. Lead agency describes a clear cluster capacity building plan, which provides tools to facilitate key changes within cluster organizations and/or their partnership:

- Lead agency articulates cluster partnership's clear need for TA services.
- Lead agency describes, in concrete terms, plans for using funds to improve efficiency, effectiveness, and/or sustainability of partner services.
- Lead agency articulates measurable expected impact of TA services for partners in two or more goals from among the following areas: leadership development; organizational development; programs/services; funding; and community engagement. The cluster should be able to answer the question "What will the grant enable our agencies *to do differently?*"
- Lead agency articulates realistic sustainability strategy for related cluster or partner activities continuing beyond the grant period. For cluster applications with outcomes addressing goals in programs/services or community engagement, the cluster activities must clearly address at least one recommendation in the High-Risk Youth Network's Needs Assessment Report.

3. Cluster partners are positioned to significantly impact outcomes for youth:

- Cluster partners (some, not necessarily all) demonstrate a history of partnership relationships.
- Cluster partners show that the members of the cluster are the types of agencies strategically necessary to accomplish the stated outcomes of capacity-building plan.
- Cluster demonstrates how the grant's outcomes lead to significantly improved outcomes for youth at high-risk
- Programs of the partners or collaborative program clearly leads to meaningful youth outcomes.
- Preference is given to clusters of partners which serve high-risk youth.³

³ Youth at high risk are between the ages of twelve (12) and twenty-one (21) and are court involved, truant, gang-involved, a chronic substance abuser, homeless, pregnant or a parent.

High-Risk Youth Network Needs Assessment Report Summary of Recommendations for BCT Grants⁴

Prevention/Social-Emotional Resources

- Make individual, family and group counseling more available and accessible to youth at high risk and their families.
- Make prevention programs that include a) implicit and explicit messages regarding unhealthy or risky behaviors and b) alternative positive skill-based activities more available to youth at high risk.
- The Boston Public Schools, in collaboration with community-based organizations, faith-based organizations, parents and other stakeholders, should develop and implement strategies to prevent chronic truancy in elementary, middle and high schools, and to prevent chronic truants from dropping out.

Material Needs

- Programs that serve youth at high risk, funders and policymakers should consider ways to provide needed food and clothing to youth who are unable to obtain them otherwise.
- Funders, policymakers, housing providers, providers of services to youth at high risk and other community leaders should collaborate to develop transitional and supported housing for youth with nowhere to stay.

Employment and Training

- More public and private funding of jobs programs is needed, and more attention should be paid to developing year-round, part-time and summer job opportunities by government, foundations and CBOs.
- More programs should offer occupational skills training in a youth-oriented model, and should include pre-employment training, a wage or stipend, and post-placement support.

Parent Involvement and Advocacy

- Parents should be persistent in trying to obtain needed resources for their children.
- Organizations that serve youth should make information about services readily available and accessible to parents, including those with low English proficiency or low literacy.
- Organizations that serve youth (e.g., BPS, DYS) should provide and publicize formalized structures to engage parents.
- Organizations that serve parents and their families should be organized to be user-friendly, e.g., easy to find what is needed.
- Organizations that serve parents and their families should train their staffs to utilize a strengths-based approach in which they partner with parents who are trying to help their children, rather than blaming parents for perceived past or present parenting practices.
- Short and long term parent support groups should be made available to parents of high risk youth who are confronting similar issues.
- Parents of high risk youth need to be able to access a range of services that enable them to address their own issues including depression. A Survival Guide for Parents would be helpful.
- Public and private sector service providers should collaborate to reduce service fragmentation, which is a barrier to effective services, and increase service coordination.

⁴ For a complete description of recommendations and the research leading to them, please refer to the full Needs Assessment Report, found at www.bostonyouthnet.org, click on Needs Assessment, and click on the link to the Report.

- Community-based and faith-based organizations, with their more flexible and responsive structures, should provide support and leadership in helping parents implement these recommendations.
- Funders should require parent advisory boards to be built into most youth programs they fund.

Safety

- Maximize opportunities for police officers and youth at high risk to get to know each other on sight.
- Increase dramatically the number of streetworkers who work with high risk youth.
- Raise the salary and the amount of training of streetworkers to levels closer to that of police and probation officers with whom they work closely.
- Ensure that politics and bureaucratization do not compromise the essential nature of the Streetworker Program.
- Increase the number of center-based programs for youth at high risk, particularly in hotspot areas.
- Provide more resources to pregnant and parenting youth at high risk, and to their children, in order to prevent their children from becoming youth at high risk.
- Ensure that youth released from DYS residential programs have an appropriate place to stay and are connected to necessary support services.

School-Related Services (selected recommendations relevant for FBOs/CBOs)

- The BPS should develop mechanisms to communicate with afterschool programs and counseling and case management programs in the community about individual students' needs and services.
- The number of community-based and faith-based alternative education programs for youth should be expanded and supported. The BPS should routinely communicate with, and provide support for, these programs as long as they are contributing to the education of Boston's youth.
- Community-based and faith-based organizations should collaborate with the BPS to provide more outreach, stronger relationships, and academic and support services, in order to engage more youth in MCAS tutoring and remediation programs for struggling students and for those who have already left school.
- The BPS, in collaboration with parents, experts in the field, and community-based and faith-based organizations, should develop a comprehensive dropout prevention policy in which all teachers and administrators are trained, with the objectives of preventing truancy, increasing grade promotion rates, and offering students the help they need to succeed educationally with students of their own age.

Infrastructure

- Funders, organizations that employ those who provide direct services to youth at high risk, and direct service workers should undertake a serious and sustained campaign to increase the compensation of streetworkers and youth workers to levels that can support a family.
- Funders, organizations that employ those who provide direct services to youth at high risk, direct service workers, and local colleges should create a collaborative, interdisciplinary mechanism to explore the feasibility of a citywide training program for working with youth at high risk.
- Funders, organizations that employ those who provide direct services to youth at high risk, direct service workers, and local colleges should undertake a collaborative examination of the Child Development Associate National Credentialing Program and the Family Development Training and Credentialing Program. These are possible models for a youth development training and credentialing program that would enhance the quality of youth work by defining, evaluating and recognizing the competence of those direct service staff who work with youth.
- Organizations that employ those who provide direct services to youth at high risk, with the support of funders, should provide frequent in-service opportunities for training, networking/team-building and

stress reduction, including low/no cost perquisites such as opportunities for direct care workers to take their families to a ballgame or harbor cruise.

- Organizations that provide direct services to youth at high risk should, with the support of funders, utilize formalized structures to communicate with each other in structured, systematic ways in order to:
 - Help their staffs know both what resources are available and the relevant eligibility requirements;
 - Foster personal contacts across agencies;
 - Help their staffs coordinate their efforts regarding individual youth and more broadly;
 - Develop collaborative initiatives and networks that can achieve efficiencies, maximize impact and attract funds;
 - Develop unified messages to their funding sources on areas of consensus; and
 - Facilitate capacity-building of individual organizations serving youth at high risk.
- Funders and organizations that provide direct services to youth at high risk should support efforts to build organizational capacity at a system-wide level.
- Funders and organizations that provide direct services to youth at high risk should develop ways to assist organizations, who are not focused on youth at high risk but whose staffs naturally come into contact with them, by assisting them to better understand and interact with youth at high risk.
- Funders and organizations that provide direct services to youth at high risk should assemble and effectively present data regarding unserved youth and regarding services provided, numbers served, and outcomes.

Boston Capacity Tank
Application for 2006 Capacity-Building Grants

INSTRUCTIONS

General Instructions

Please type using no smaller than 12-point type, or print neatly. Please follow the maximum pages allowed for your response to each section.

Please review the eligibility requirements on page 2 above prior to beginning the application. If you have any questions regarding eligibility, please contact the Boston Capacity Tank.

Please review the requirements for the use of CCF grant funds on pages 4 and 5, to be sure that this grant is a good match for your organization and program. Please call the Boston Capacity Tank if you have any questions or concerns.

Please complete all sections, address every question and include all attachments. The Checklist provided lists all required materials. The combination of materials and questions are necessary to help volunteers assess your organization against the review criteria and the goals of the CCF. *Incomplete applications will not be reviewed.*

Please copy and collate your completed application in the order noted on the Checklist. Please submit each copy of your application in a clip; please do not use binders or folders.

Please adhere to the deadlines. Applications for grants to individual agencies are due at noon on Wednesday, March 1, 2006. Applications for grants to clusters are due at noon on Friday, March 31, 2006. Ten copies of the applications should be delivered (by mail or in person) to the Black Ministerial Alliance, 2326-2328R Washington Street, Roxbury MA 02119. Please use the elevator at the side entrance and come to the 4th floor. Electronic copies and faxes will not be accepted.

Following are clarifying instructions for selected questions in the application. Please contact Deandra Robinson at the Boston Capacity Tank with questions about your application, attachments or the process. Phone: 617-445-2737 x 26 or Email: drobinson@bmaboston.org.

Section I: Overview

Applicant is FBO or CBO. For purposes of the BCT grant, an organization is a community-based organization, if it has a secular or non-religious mission and approach to its work and does not offer religious activities. A faith-based organization usually falls into one of the following categories:

- a. **Faith-linked program:** Secular services are hosted by an organization with a faith motivation or heritage. No religious activities or faith content are involved in the actual delivery of the program services, even though services may be delivered by persons of faith, and the organization claims faith as a motivation or heritage in its mission or background.
- b. **Faith-based program:** Faith is neither a prerequisite nor a mandatory element of these programs. But faith plays an integral role in the lives of staff and volunteers. The program offers some optional religious activities or content, which can be separated for funding purposes.
- c. **Faith-filled program:** Faith is a mandatory element of program services; participants must express faith or participate in religious activities to receive related program services. If you checked this option, you may not be eligible for CCF federal funds. Please contact the Boston Capacity Tank to discuss your application further.

All three categories described above are considered FBOs for the purpose of the BCT grant application. This designation is central to the identity and mission of the organization, and should be articulated consistently and clearly in an organization's written and oral public messages.

Total Number: Paid Staff, Board Members and/or other Volunteers. Please report full-time equivalent numbers for paid staff if you have part-time employees. For example, if your organization employs three people, one of whom works full-time, one who works half-time and one who works at 25%, you would report 1.75 FTE in the Paid Staff space. For **Board members** please count all filled positions. For example, if your bylaws establish a board of 25 members but there are currently 3 vacancies you are working to fill, please report 22 in the Board Members space. For **Volunteers**, please only count those volunteers who perform regular roles within the organization but who are not serving on the Board of Directors.

Date Agency Began Operations. This is the year your agency began providing services to the community, even if on a volunteer basis. Please note that the eligibility requirements for BCT Technical Assistance require a demonstrated record of at least one year of program operations.

Summary of Capacity-Building Project (no more than 4 lines). Please summarize the outcomes and activities of the capacity-building project planned. Please summarize the major expenses you plan to pay with BCT grant funds (new half-time Director of Finance and Administration, Board Development consultant). Please do not use this space to make your case for the funds and please keep within the four-line space limit.

Section II: Budget Summary and Requested Grant Amount

This section requests information about the organization's financial, legal status and request for funds. More detailed financial information should be included as part of the attachments.

Total (Current) Operating Budget. This is the board-approved operating (not capital) budget for the current fiscal year. If your organization operates on a January – December fiscal year you are reporting the total budget for the twelve-month period that started in January 2006. If your fiscal year is July - June, you should report the budget for the twelve-month period that began in July 2005.

Fund Balances (at last fiscal year end). Also called net assets. Again, figures should be for the operating fund only and reported as of the end of the organization's last fiscal year. This amount may be found in your agency's financial statements, either on the Balance Sheet, under liabilities, or at the bottom of the income statement (or statement of functional expenses or statement of activities).

Organization Fiscal Year End. This is the last day of the twelve-month budget year under which your organization operates. For a fiscal year of January – December, the fiscal year end would be December 31st. For a July – June fiscal year, the year end is June 30th, etc.

Section III (for Individual Applicants) or Section V (for Cluster Applicants): Agency Overview

At-risk / high-risk youth served. Please review the definition for youth at high-risk: *Youth at high risk are between the ages of twelve (12) and twenty-one (21) and are court involved, truant, gang-involved, a chronic substance abuser, homeless, pregnant or a parent.* Based on your understanding of and relationship with your youth, tally the number of your youth who demonstrate each risk factor. The total number of risk factors may be much greater than or much less than the total number of youth your agency served last year.

Budget Instructions for Grant Applicants

Section V (for Individual Applicants) or Section VII (for Cluster Applicants): Attachments

Enclosed is the package to complete the grant budget and grant budget narrative for the grantee award period 5/1/06 – 1/31/07 for individual agencies, or 6/1/06 – 1/31/07 for clusters. Please complete and submit all the following forms and include them in the application package by the deadline. **Note that all required attachments are included in the checklist.**

The following forms must be submitted:

- _____ Standard Form 424A (page one only)
- _____ Budget Narrative

Please review the grant requirements listed on pages 4 and 5 of this Overview. In accordance with Compassion Capital Fund (CCF) guidelines, sub-awards to BCT grantees may not be used to pay for direct program services, costs of organized fund raising, or attendance at conferences or workshops. Federal CCF funds may not be used to supplant or replace existing funds. Funds may not be used for start-up or capital purposes. Please note that Construction and Indirect costs (Lines 6g and 6j) are not allowable budget categories for purposes of this grant.

This is a cost-reimbursement grant paid in three quarterly disbursements. Payments are made only after submission and approval of financial reports and complete documentation for allowable costs (for example, payroll records, invoices, receipts) and proof of payment (general ledger printout or copy of cancelled checks). Grantees must have cash on hand sufficient to cover expenses made prior to the first quarterly disbursement.

The Boston Capacity Tank encourages grantees to consider carefully which expenses will be simplest to document for reimbursement under this grant. Prior grantees have found the easiest categories of cost to document are personnel, fringe, and contractual.

If you need technical assistance with this budget package, please contact Bob St. Julien at the Black Ministerial Alliance at 617-445-2737 x31 to schedule an appointment. Federal Form 424A should be used to describe the costs on which you plan to spend the federal capacity-building grant amount.

These federal dollars must be used in accordance with the terms outlined in the cooperative agreement #9OEJ0057/01, more specifically, as the dollars relate to Capacity-Building activities.

These instructions are only applicable for the purpose of this specific grant, as some categories have been negotiated with the federal awarding agency. Black Ministerial Alliance of Greater Boston, the lead agency on the CCF grant, has been granted authority by the Office of Grants Management to approve all budget items which require prior approval by the awarding agency. Such items are identified in the instructions.

It is the responsibility of the contact person to comply with all financial and administrative requirements of the grant as identified in the award letter. Failure to comply with the above terms and conditions will result in default. Default may jeopardize the organization's level of funding and relationship with the grantor in subsequent periods. Review of financial reports and records may require payment adjustments if not all costs were spent in accordance with the approved budget and award letter conditions.

Step 1: Complete the Standard Form 424A - Section B –Budget Categories

Purpose: To report budget categories as it relates to the federal award amount and grant period.

- **Line 6a – Personnel:**

Description: Costs of employee salaries and wages for this grant.

Justification: Identify the staff positions who will be paid under this grant for *time spent on new capacity-building activities for the agency*. Staff positions must either be new positions or the time of existing staff will spend on new capacity-building activities. Grant funds may not be used to pay for direct services to youth, including supervision of direct service staff. For each person, provide the description of the activity, title, time commitment to the project in hours or FTE equivalent/percentage, annual salary, grant salary, wage rates, etc. Do not include the costs of consultants or personnel costs of delegate agencies or of specific projects or businesses to be financed by the applicant.

- **Line 6b – Fringe benefits:**

A listing of fringe benefits must be identified. The standard allowable fringe benefits are typically:

- FICA
- Unemployment Compensation
- Workers Compensation (no premiums paid out)
- Health and Dental Insurance

All rates must be identified and calculated based upon the total federal salaries reported in your budget. Please note the FICA taxes are fixed at 7.65% of total federal salaries reported. Any items not included in this list that are specific to your organization require prior approval by the lead agency.

- **Line 6c – Travel:**

Description: Cost of project-related travel by employees for the applicant organization (does not include consultant travel).

Justification: For each trip, show the total number of travelers, destination, purpose, duration of trip, per diem, mileage allowances, vehicle used and owned by and any other related costs.

- **Line 6d – Equipment:**

Description: Equipment is defined as an article of tangible, non-expendable, personal property having a useful life of more than one year and an acquisition cost, which equals or exceeds the lesser of (a) the capitalization level established by the organization for the financial statement purposes, or (b) \$5,000.

Justification: Specify type, amount and use.

- **Line 6e – Supplies:**

Description: Supplies specifically used for capacity-building purposes (no general office or program supplies). Equipment cannot be included in this line item; please see line d.

Justification: Specify type, amount and use.

- **Line 6f – Contractual:**

Description: Costs of all contracts and services and goods except those that belong in the other budget categories. All contracts must contain the appropriate contract provisions as required by federal guidelines. Applicants should not attempt to select a consultant until grant awards are announced.

Successful applicants will conduct a consultant selection process shortly after grants are awarded. A list of the Boston Capacity Tank Pool Consultants will be distributed at the mandatory grantee meeting for all grantees who receive awards.

Justification: All procurement transactions shall be conducted in a manner to provide to the maximum extent practical, open and free competition.

Note: Whenever the applicant intends to delegate part of the project to another agency, the applicant must provide a detailed budget and budget narrative for each sub-contracted agency, by agency title, along with the required supporting information referred to in these instructions.

Note: A summary of qualifications will need to be submitted for each consultant reported on this line. You will be notified of this if your application is approved and you receive an award.

- **Line 6h – Other:**

Enter the total of all other costs with a detailed description of the items and use. Such costs, where applicable and appropriate, may include but are not limited to meetings expense, professional services costs, space and equipment rentals, printing and publication for grant purpose (no general advertising), computer use, and staff development costs. The cost of workshops and conferences is not an allowable cost under this grant, per federal guidelines.

Step 2: Complete Budget Narrative
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Purpose: To illustrate and support assumptions for costs identified in the budget.

- **Please complete on a separate sheet of paper in memo format, no longer than one page.** Each budget line category on the SF424a must be separately identified in the budget narrative with all of the required information. Budgets will not be approved without this information. *Please see sample, page 18. The sample is intended to show how to illustrate costs in each budget category. It is not intended as an example of a competitive or desirable grant budget.*

Other general information

- Please note that Lines 6g and 6j are not allowable budget categories for purposes of this grant.
- All amounts reported in the budget will require reporting on actual costs incurred with supporting source documentation.
- If approved for an award, you must submit the budget template, which provides more detail, related to personnel costs. You will also be required to attend a mandatory grantee meeting in May or June, 2006, which will provide an overview of financial and administrative requirements related to this grant.

Compassion Capital Fund
Sample Grant Request Budget Narrative
For Subaward Grantees

Instructions: All applications must have a detailed budget narrative explaining and justifying the federal grant expenditures. The budget narrative must accurately describe the budget breakdown of Section B (Budget Categories) of the 424A form. For clarification and simplicity, discuss each expense by category in the order they appear on the SF424A.

Personnel

John Doe – Executive Director – providing facilitation of Board development and strategic planning activities. .1 FTE (4 hours per week / 40 hours) x \$80,000 annual salary = \$8,000. **Total cost: \$8,000.**

Fringe Benefits

Fringe benefits are charged at a rate of 20%, which includes the following: FICA (7.65%), Unemployment (2.3%), Medical and dental (10.05%). $\$8,000 \times 20\% = 1,600$. **Total cost: \$1,600.**

Travel

Travel funding will be required for parking expense for 3 visits for the Executive Director to meet with Partner agencies. The cost includes 3 visits @ \$25/visit. **Total cost: \$75.**

Supplies

Office supplies for use in the capacity-building project: pens, pencils, paper, staples, folders, file cabinet etc. (\$350). **Total cost: \$350.**

Contractual

Consultant will be hired to provide technical assistance and executive coaching to the Executive Director regarding Board Development and strategic planning activities (100 hours @ \$75/hour). Consultant will prepare the final abbreviated strategic plan report. **Total cost: \$7,500.**

Other

Meetings expense, 10 Board members x 6 meetings x \$5 per member = \$300. **Total cost: = \$300.**

Total federal budget request = \$17,825.

