



## Boston Capacity Tank Cluster Capacity Grant Overview 2009 (Year 2)

### Introduction to the Boston Capacity Tank

A program of the Black Ministerial Alliance of Greater Boston (BMA), the Boston Capacity Tank (the Tank) works with our Partners, United Way of Massachusetts Bay and Merrimack Valley, Emmanuel Gospel Center, and Boston TenPoint Coalition to provide capacity-building services to community-based organizations (CBOs) and faith-based organizations (FBOs) that work with youth in Boston. The Tank helps FBOs and CBOs to become more sustainable and their programs to be more effective. Ultimately, the Tank's services help youth receive needed services and access relationships with supportive adults so they can accomplish positive results in life.

The Tank has received a 2008-2010 Compassion Capital Fund Demonstration grant from the US Department of Health and Human Services in the amount of \$500,000 per year for three years. Each year, we will provide the following services to FBOs and CBOs that serve youth in Boston:

- Capacity Training Workshop Series, plus follow-up TA to 25 agencies
- Extensive Technical Assistance (TA) to 25 agencies
- 5 Capacity Grants to clusters of agencies, up to \$40,000 each
- High-Risk Youth Network

All services are free of charge and address the following five priority areas: organizational development, leadership development, programs and services, fundraising capacity, and community engagement. For more information, please visit [www.bmaboston.org](http://www.bmaboston.org), click on Programs, Boston Capacity Tank.

Cluster Capacity Grant Purpose: The purpose of the cluster capacity grants is to strengthen partnerships of youth-serving agencies. Grants will 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 experienced 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. ***The Year 2 grant period is January 1 to September 29, 2009; the application deadline is Monday, November 24, 2008 at noon.***

High-Risk Youth Network (HRYN): The HRYN 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 the Roxbury Boys and Girls Club Yawkey Center; all are welcome. In 2008-2009, the Network has identified two priorities to address: building the infrastructure of the Network, and organizing a community matrix of youth agencies in targeted neighborhoods, with a pilot process beginning in Mattapan. Since 2005, the Network has completed a number of tools to strengthen and connect agencies that serve youth at high risk: Needs Assessment Report, Boston Youth Survival Guide, Promising Jobs Practices Report, the HRYN's website [www.bostonyouthnet.org](http://www.bostonyouthnet.org), and the Youth Outcomes Report. For more information, please visit the website, where those deliverables are posted for public use.

The Tank’s intent is that the Capacity Grants would provide an opportunity to advance the goals of the High-Risk Youth Network, and that the HRYN would provide an opportunity for Capacity Grantees to reach their goals. Therefore, we encourage Network members to consider their agency’s strategic partnerships, which these grants can strengthen. We also encourage grant applicants to consider the benefits of participating in the HRYN. Finally, we encourage all providers serving youth at high risk to take full advantage of the HRYN deliverables to date. For example, you may 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 and Size of Grants Awarded in 2009: A total of \$200,000 will be awarded to lead agencies representing clusters of 3 to 8 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 \$40,000.

Eligibility Requirements: CBO/FBO must:

1. have provided direct service to youth for at least one year;
  2. provide services in the city of Boston<sup>1</sup>
  3. have paid staff or plans to hire, at minimum, a 25% paid staff person;
  4. submit a complete application; and
  5. agree to participate in the Tank’s training and individualized TA during Year 2 (9/30/08 – 9/29/09)
- Sub-awards may not require 501c3 certification and may not require matching funds. CEY Partners are not eligible to receive sub-awards. Previous-year grantees are eligible to apply for grants in subsequent years, provided the grant is used to support a different capacity-building project. Year 3 grant period is expected to run September 30, 2009 to September 29, 2010.

**Examples of Anticipated Use of Grant Funds**

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

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

<sup>1</sup> 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](http://www.uwmb.org/map/index.html).

Examples of past Cluster Grants:

- GOTCHA! hired a coordinator to work with the partnership, including staff and youth peer leaders from each agency, to create a plan to offer youth jobs on a year-round basis. Best practices established: youth & adults plan vision and evaluate & plan year round employment, established youth & adult representation from each partner agency on decision-making committee, meetings are now planned and facilitated by adult & youth pairs, former staff evaluates & help plan year round program. Raised \$29,200 by end of grant period. *The most important learning for all the planning partners was engaging youth in our collaborative decision-making structure.*
- Madison Park CDC and 3 tenant organizations hired a consultant to work with peer leaders to plan and conduct a community needs assessment, and hired Project Hip Hop to facilitate a program planning process with staff and peer leaders. This cluster brought together previously uncoordinated tenant service programs and implemented best practices into its youth programs.

**Funding Criteria:**

*Please see an expanded description of the funding criteria on page 7 of this packet.*

- 1. Lead agency, cluster are ready to receive and oversee capacity-building services. (4 points/12)**
- 2. Lead agency describes a clear capacity building plan, which provides tools to facilitate key changes within cluster organizations and/or their partnership. (4 points of 12)**
- 3. Cluster partners are positioned to significantly impact outcomes for youth. (4 points of 12)**

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.

Based on our own partnership experience, 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 selected cluster meetings; hold partnership meetings on at least monthly basis.

Grant Timeline

Application released	October 27, 2008
Guidelines Review Meeting (Optional)	November 13, 2008, 9:30 – 11:00 am
<b>Grant Period</b>	<b>Between January 1, 2009 to September 29, 2009</b>
Application Deadline	Monday, November 24 at noon
Notification of Awardees	Friday, December 19, 2008
Mandatory Meeting of Awardees @ BMA	Thursday, January 8, 2009, 10 am to 3 pm
Site Visits	April, 2009 through June, 2009
First Financial Report (Jan. to Mar.)	April 17, 2009
First Grant Disbursement	May 8, 2009
Second Financial Report (Apr. to June)	July 17, 2009
Second Grant Disbursement	August 7, 2009
Third Program/Financial Report (July to Sept.)	October 16, 2009
Third Grant Disbursement	November 6, 2009

### Sub-award Requirements

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

1. Sub-award must be spent for one-time costs to help cluster 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 financial and capacity-building 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 partnership 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. Grantees must participate in a site visit to monitor financial and administrative compliance and progress towards capacity-building outcomes.
11. Grantees must participate in the High-Risk Youth Network meetings, approximately monthly.
12. Sub-awardees' activities are governed by all applicable Federal laws and regulations including those in 45 CFR 87.1, which states that direct Federal grants, sub-award funds, or contracts under the CCF Demonstration Program shall not be used to support inherently religious activities such as religious instruction, worship, or proselytization. All faith-based applicants must indicate how they will separate, in time or location, any inherently religious activities from the proposed CCF-supported program(s). In addition, grantees may not discriminate against a program participant on the basis of religion. For more information, please visit <http://www.os.dhhs.gov/fbci/waisgate21.pdf>.

### Support for Applicants

Application training will be provided in person to CBOs/FBOs at the Guidelines Review Meeting on November 13, 2008, 9:30 – 11:00 am, tentatively at Twelfth Baptist Church, Roxbury (to be confirmed via email no later than 10/31/08). Additional training and review of application drafts will be provided upon request to interested CBOs/FBOs between October 27 and November 17. This technical assistance may be accessed by contacting Ellen Bass before November 17, 2008, at 617-445-2737 x13 or [ebass@bmaboston.org](mailto:ebass@bmaboston.org).

Applications may be downloaded from [www.bmaboston.org](http://www.bmaboston.org), click on Grants, Apply for a Grant, or by contacting Deandra Robinson at 617-445-2737 x26 or [drobinson@bmaboston.org](mailto:drolinson@bmaboston.org).

*The Boston Capacity Tank and Partner services are funded by a \$500,000 Compassion Capital fund grant, from Administration for Children and Families of U. S. Department of Health and Human Services, representing 80% total project costs. The remaining \$125,000, representing 20% of total costs, is funded by non-governmental sources.*

**Boston Capacity Tank Capacity-Building Grant Overview 2009**  
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## **BCT 2009 Cluster Capacity Grants 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.)
- Preference is given to FBOs or CBOs which have not historically received federal funds.

### **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 youth at high-risk.<sup>2</sup>

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<sup>2</sup> 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 Grants<sup>3</sup>**

### ***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.

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<sup>3</sup> 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](http://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 Cluster Capacity Grants 2009 (Year 2)***

**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 cluster. 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 clusters are due ***at noon*** on Monday, November 24, 2008. Ten copies of the applications should be delivered (by mail or in person) to the Black Ministerial Alliance, 2326R Washington Street, Roxbury MA 02119. Please ring the bells at the front door and be prepared to walk up to the 4<sup>th</sup> floor. Electronic copies and faxes will not be accepted.

Following are clarifying instructions for selected questions in the application. Please contact Ellen Bass at the Boston Capacity Tank with questions about your application, attachments or the process. Phone: 617-445-2737 x 13 or Email: ebass@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 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 2008. If your fiscal year is July - June, you should report the budget for the twelve-month period that began in July 2008.

**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 31<sup>st</sup>. For a July – June fiscal year, the year end is June 30<sup>th</sup>, etc.

## Section V: 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 VII: Attachments

Enclosed is the package to complete the grant budget and grant budget narrative for the grantee award period 1/1/09 – 9/29/09. 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.**

Please review the grant requirements listed on page 4 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, equipment, and contractual.

If you need technical assistance with this budget package, please contact Ellen Bass at the Black Ministerial Alliance at 617-445-2737 x13 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 #9OEJ0107/02, 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 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 contracted 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. Please ensure that **all sub-contracting agencies and the lead agency** have cash on-hand to cover the costs of grant-funded activities until grant disbursements are received and those costs are reimbursed.

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.

<b>Step 2: Complete Budget Narrative</b>
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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.*

<b>Other general information</b>
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- 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. The finance staff completing the budget and financial reports is also required to attend a mandatory grantee meeting on Thursday, January 8, 2009, 10 am to 3 pm at the BMA 4<sup>th</sup> floor conference room, 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 x 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.**