

**Building Community Services that Grow Local Economies (BCS)
Capacity Building Assistance Policies & Procedures
CYCLE TWO, Released 7/16/10**

I. Purpose Statement

The **Building Community Services that Grow Local Economies (BCS)** project is a joint effort of ACTION, Inc., Community Connection of Northeast Georgia (CC), and the Institute for Nonprofit Organizations in the School of Social Work at the University of Georgia (The Institute). This project is made possible through the 2009 American Reinvestment & Recovery Act through the Department of Health & Human Services' Strengthening Communities Fund. **This Policies & Procedures document is designed to assist you in the application process. Please review the Policies & Procedures thoroughly before beginning the Application.**

The BCS project recognizes that social service providers are contributing to economic recovery issues by addressing barriers to full participation in the economy. Their activities address local needs and include everything from providing job-skills training to creating jobs.

The primary purpose of the BCS project is to build the capacity of community and faith based nonprofits that are addressing the broad economic recovery issues present in Barrow, Clarke, Elbert, Greene and Jackson counties, including helping low-income individuals secure and retain employment, earn higher wages, obtain better-quality jobs, and gain greater access to state and Federal benefits and tax credits. Capacity building assistance refers to activities that **enhance the organization's long-term ability to provide** the economic recovery services discussed.

Capacity Building Assistance is designed to increase the organization's ability to respond to organizational needs, expand services, diversify funding, engage in effective long-term planning, and create collaborations that enhance performance in 3 major areas:

- Creating a system of support that transitions clients from unemployment to self-sustainability, addressing gaps in this process
- Helping clients overcome barriers to securing and retaining employment
- Partnering with public and private sectors to increase job creation and enhance business retention and expansion activities

To achieve these objectives, organizations participating in the BCS project will receive free, tailored Capacity Building Assistance in at least three of the following five critical areas: 1) leadership development, 2) organizational development, 3) program development, 4) collaboration and community engagement, and 5) evaluation of effectiveness.

Capacity building is accomplished in the following three ways: 1) training, 2) technical assistance, and 3) financial assistance that supports the training and technical assistance. All training and technical assistance is provided free of charge to successful applicants (Awardees). **Please note: The main award is the training and technical assistance; not all Awardees will receive financial assistance. All funded and non-funded Awardees are required to participate in at least 8 hours of group training and up to 16 hours of technical assistance as outlined in a mutually agreed upon Training & Technical Assistance Work Plan.**

Trainings will be designed based on best practices as well as needs identified by the BCS Team and Awardees. The one-on-one technical assistance will be tailored to meet the unique capacity building needs of each organization identified through a needs assessment resulting in a Training & Technical Assistance Work Plan.

II. Eligibility

The BCS program welcomes applications for Capacity Building Assistance from community and faith-based nonprofit organizations engaged in economic recovery. The organization is not required to be tax-exempt according to Section 501(c)(3) of the Internal Revenue Code, **but must provide evidence of charitable activities outlined in the Economic Recovery Services listed below and must show proof of nonprofit status**. Organizations must be located in and serve clients in one or more of the following counties: Barrow, Clarke, Elbert, Greene, and Jackson. **Over the two cycles, BCS has committed to provide 60 organizations with training and technical assistance; at least half of these organizations will also receive financial assistance.**

CYCLE ONE AWARDEES (current awardees):

Your organization is **NOT** eligible to apply if:

- You received training, technical assistance **AND** a financial award during Cycle One.

Your organization **IS** eligible to apply if:

- You did **NOT** receive a financial award—you only received training and technical assistance during Cycle One.
 - If awarded financial assistance during Cycle Two, your organization will receive capacity building training and technical assistance support on a limited, as needed basis during Cycle Two (up to 5 hours).
- Please note: if you received a mileage allowance and/or any ‘incidental funds’ related to your training and technical assistance, you **ARE** eligible to apply for a financial award during Cycle Two. If you have any questions about your eligibility, please contact Jennifer Cantwell.

III. Economic Recovery Services

This section describes types of economic recovery services that **nonprofit organizations applying for Capacity Building Assistance must currently provide or desire to enhance their ability** to provide. Below is a list of **examples** of types of economic recovery services that are priorities:

A. Foster job creation

- Help potential employers create jobs by addressing barriers to business retention and expansion
- Promote Social Enterprise through entrepreneurship and small business development

B. Help low-income individuals secure and retain employment

- Act as a liaison between clients, employers, other nonprofits, and educational institutions
- Align job training activities with the local job market
- Provide effective training that meets the needs and job-readiness of clients
- Target services to help low-income individuals earn higher wages and obtain better-quality jobs
- GED preparation and assistance
- Higher education assistance

C. Stabilize low-income individuals for employment by

- Improving credit and personal reputation
- Building human capital and social bonding
- Addressing criminal record
- Addressing non-work related issues that are currently a barrier to employment
- Increasing access to stable, affordable housing
- Increasing access to dependent care
- Increasing access to transportation
- Connecting eligible people to public, work-support benefits including SSI, EITC, Food Stamps, TANF

- D. Creating a system of support that transitions clients from unemployment to self-sustainability, addressing gaps in this process
- Increase collaboration with and capacity of other service providers to meet the employment needs of low-income individuals

IV. Capacity Building Assistance Services

This section describes the types **of free technical assistance and training that successful applicants will receive**. If chosen, an organization will receive Capacity Building Assistance that is individualized to meet its unique strengths and needs. The BCS Project's goal is to make organizations stronger so their program delivery can be stronger. Capacity Building Assistance will be provided in the **five capacity building areas** identified in the above Purpose Statement. **Below is a list of examples of types of training and technical assistance available per capacity building area (financial assistance must also fall within these areas):**

A. Leadership Development

- Create a volunteer management plan
- Create a volunteer recruitment plan
- Create board policies
- Create an executive succession plan
- Engage an executive coach
- Implement a volunteer management plan
- Provide management/leadership training to staff
- Provide training to staff and/or volunteers
- Provide training/written information for board of directors
- Recruit board members
- Recruit volunteers (non-board)
- Trainings: Board Roles & Responsibilities, Volunteer Management, Leadership and Management of Nonprofits, etc

B. Organizational Development

- Create a staff performance review process
- Create a strategic plan
- Create financial management procedures/improve internal controls
- Create job descriptions
- Create marketing materials
- Develop and/or Revise Marketing Plan/Tools
- Create/revise organizational identity
- Create/update an annual report
- Implement a new accounting system
- Implement a new budgeting process
- Implement a staff performance review process
- Implement new financial management procedures
- Incorporate as a legally recognized organization
- Install IT infrastructure
- Obtain 501(c)(3) status with the IRS
- Create a revenue development plan
- Identify potential funding sources
- Implement donor tracking software
- Provide revenue development training to staff
- Create or update Communication Systems

- Create, update, or formalize Organizational Structure
- Create, update, or formalize Organizational Policies & Procedures
- Project Management (budgeting, managing financial award, reporting, etc.)
- Trainings: Grant Writing, Effective Fundraising, Strategic Planning, Marketing for Nonprofits, Legal Issues for Nonprofits, Planned Giving, Business Income for Nonprofits, Financial Reporting Systems, etc.

C. Program Development

- Analyze outcome data/evaluate effectiveness of current services
- Collect information related to service recipient outcomes
- Collect information related to service recipient satisfaction
- Create an outcome measurement plan
- Obtain program-related equipment and durable supplies
- Research and develop new programs or services
- Take steps to expand current services to new geographic area
- Take steps to increase the effectiveness of existing services
- Take steps to increase the number of clients served in existing geographic area
- Take steps to increase the number or scope of services
- Take steps to reach an underserved population in existing geographic area
- Trainings: Case Management, Program Evaluation, etc.

D. Collaboration and Community Engagement

- Assess effectiveness of existing collaborative efforts
- Conduct assessment of community needs
- Create a map/inventory of community assets
- Create action plan for coordinating/collaborating
- Create or update a brochure
- Create or update a website
- Create processes for collaborating with partners
- Develop new strategic partnerships
- Establish partnership agreements
- Make presentations to community groups
- Create, update, or distribute Organizational materials
- Develop a Social Media Presence
- Trainings: Organizational Communication, Inter-Organizational Communication, etc.

E. Evaluation of Effectiveness

- Implement systems to keep information related to client needs, referral sources, and services provided
- Implement systems to keep records on service recipient satisfaction and/or service recipient outcomes
- Collect information related to service recipient outcomes
- Collect information related to service recipient satisfaction
- Trainings: Program Evaluation, etc.

V. Financial Assistance:

Of the 60 organizations BCS has committed to provide free training and technical assistance, at least 30 will also receive financial assistance totaling \$600,000. The financial assistance awards must support capacity building activities. Financial awards will range from \$5,000 -- \$30,000 each with an average of \$20,000. Organizations that apply for financial assistance will be required to submit a detailed proposed budget and budget narrative in their Application for Capacity Building Assistance. Please note that proposed budgets may not be funded in their entirety or for all items requested. **For**

purposes of budgeting, keep in mind the assistance period for Cycle Two is December 1, 2010 – August 31, 2011. All monies must be spent by August 31, 2011.

BCS Project Update:

- Cycle One:
 - 31 organizations were awarded training and technical assistance; 29 are currently participating.
 - 18 of those organizations were awarded financial assistance totaling approximately \$300,000.
- Cycle Two
 - 30-34 organizations will be selected for training and technical assistance.
 - At least 12 of those organizations will be selected to receive financial assistance totaling approximately \$300,000.
 - Financial awards are made based on amount of available funds as well as the demonstrated need of the applicants, and amount of allowable expenses requested; therefore over 30 organizations total **may** receive a financial award.

VI. Financial Assistance Restrictions

In order to comply with Federal guidelines, financial assistance is NOT available for the following:

- A. Providing direct social services or supplanting direct services: Financial Assistance should not be used for “direct” services. Rather, they should be used to improve Awardees’ efficiency and capacity. See the following examples:
 1. An organization that distributes food to the poor is not allowed to use financial assistance simply to purchase additional food. This type of organization could use the financial assistance to send workers to trainings regarding new developments in food distribution and hunger policy or to develop an internal system to better manage their program.
 2. An organization that provides substance abuse treatment services could not use financial assistance to enable it to provide exactly the same services to more people (i.e. hiring a new Substance Abuse Counselor). This organization could use funds to hire a consultant to perform an evaluation on the agency or to purchase additional supplies or equipment that will enhance the organization’s programs (i.e. new computer software specialized to their specific treatment program, a van to transport clients).
 3. Although the unallowable uses described above might enable the organizations to assist additional individuals, they would not serve to improve the organizations’ overall, long-term sustainability, efficiency, or capacity.
- B. Providing medical services
- C. Direct fundraising activities
- D. Purchase of real property (buildings or land)
- E. Construction activities
- F. To build capacity to provide inherently religious activities. **Note: if organization provides programs or services that include inherently religious activities, then such activities must be separate in time or place from the programs or services the organization is seeking to improve through the BCS Project (this includes all three components: training, technical assistance, and financial assistance).**
- G. Pre-award costs
- H. Food

VII. Financial Assistance Uses: please refer to Section IV: Capacity Building Assistance Services above for types of activities that financial assistance can be used for. Activities that support the types of activities listed will be allowed. Funds must support or improve the organization’s capacity to provide economic recovery related services, but not provide DIRECT services. We recommend that organizations requesting financial assistance contact the project director, via email, within 15 days following the release of the Application if they have questions regarding the eligibility of their plans for the use of financial assistance.

1. EXAMPLES of allowable uses of financial assistance include, but are not limited to:

A. Leadership Development

- Staff/Volunteer training (to hire trainer or send someone to a training/conference); purchasing Volunteer Management Software; creating a Volunteer Management Handbook (paying someone to create it, printing costs, etc); Board Development activities (such as retreats, sending board member to training, developing board manuals, consultants)

B. Organizational Development

- Developing financial, organizational, communications systems (purchasing financial software, paying a consultant to set up new financial system, updating phone system); Install IT Infrastructure (new computers, connecting computers to the internet or to a network, etc); conducting an audit; paying 501(c)(3) application fee; hiring a consultant to create a fundraising plan; developing Financial Systems and Fundraising capacity (purchasing QuickBooks; hiring a consultant to develop a fundraising plan; paying someone to input data into QuickBooks for initial set-up; hiring a part-time administrative assistant

C. Program Development

- Purchasing or creating needed curriculum to enhance service delivery; equipment to enhance the efficiency and effectiveness of the program (computers, software, etc.); translating and printing program documents; building capacity to provide job training related to job searching, interviewing, resume writing, and computer skills (setting up computer lab, training staff, purchasing curriculum or supplies for clients); to support **capacity** to provide education /training (academic remediation, general education development, English as a Second Language classes, job retraining or training for new job skills such as those needed for green jobs); to purchase computers or to set up a computer lab to provide free, online information on state and Federal benefits for low- and moderate- income individuals; to perform a local workforce assessment or other research designed to connect workers to employers; to develop a resource directory to help increase access to the benefits for which individuals and families are eligible; to establish a one-stop center where individuals can obtain free, customized benefits information, tax information, and/or apply for benefits and file tax returns; vehicles that are directly linked to client services

D. Community Collaboration & Community Engagement

- Printing organizational materials to be distributed within the community; supplies to do community outreach (laptop, video, etc); design/create a website (pay someone to design the website, hosting fees); develop new strategic partnerships and establish partnership agreements (pay someone to do networking and relationship building)

E. Evaluation of Effectiveness

- Evaluation costs (cost for evaluation tools, to pay an evaluator); staff/consultant to collect information or implement an evaluation plan.

Hiring consultants to assist in any of the approved capacity building activities is allowable (i.e. a consultant who will create a volunteer management plan, create a staff performance review process, analyze outcome data/evaluate effectiveness of current services, assess effectiveness of existing collaborative efforts, implement a system to keep information related to client needs, referral sources, and services provided, etc.). **Please note:** funds used for personnel/consultants should not be the sole item requested as the BCS Project Team can provide some of these items for free; funds used for these purposes are acceptable, they will just need to be clearly justified and balanced in your request.

1. Examples of non-allowable uses of funds include, but are not limited to:

- Any of the activities listed above in the Financial Assistance Restrictions Section
- Salaries for staff to provide current direct services
- Direct support services such as emergency cash or food assistance, gas cards, bus tickets, etc.

VIII. Deadlines

Cycle	Application Deadline	Screening Committee Decision	Capacity Building Assistance Period
One	January 22, 2010, 5pm	February 12, 2010	March 1 – December 31, 2010; 44 weeks
Two	September 10, 2010, 5pm	October 22, 2010	December 1, 2010 – August 31, 2011; 40 weeks

IX. Review Process

The BCS Team will contact you by email throughout the review process. It is very important you check your email regularly and respond to all BCS emails. If you have a barrier to email communication, please discuss with Jennifer Cantwell, Project Director.

When ACTION, Inc. receives a proposal, an acknowledgment of receipt email will be sent within seven business days. Proposals are initially screened by BCS Project staff for eligibility and completeness. If the request clearly falls outside these guidelines or is incomplete, it will be declined. If information is missing or additional items are required, you will receive an email from BCS Project staff requesting missing information and a deadline for submission. Any proposals that remain incomplete after this deadline will not be considered.

A Screening Committee will then review proposals. Applicants will be notified of the Screening Committee's decision no later than October 22, 2010 for Cycle Two. The Screening Committee includes representatives from the following: ACTION, Inc., Community Connection of Northeast Georgia, Inc., The Institute for Nonprofit Organizations in the School of Social Work at the University of Georgia, Athens-Clarke County Unified Government, Barrow County Commission, Elbert County Commission, Greene County Commission, Jackson County Commission, Athens Area Community Foundation, Athens-Clarke County Department of Human & Economic Development, and the Independent Evaluator.

Other Review Process Considerations:

- The application process for receiving capacity building assistance is completely open. No recipients will be preselected or otherwise given a competitive advantage or discriminated against, including discrimination on the basis of the organization's religious character or affiliation.
- There is no requirement for financial assistance applicants to provide matching funds. No preference will be given in the selection process if applicants offer matching funds in their applications.
- Activities by organizations receiving financial assistance will be governed by all applicable Federal laws and regulations.
- Priority (through bonus points on the application) is given to nonprofits with budgets of less than \$500,000 and those that are working in partnership with the Department of Family and Children Services regarding access to TANF funds.

X. Requirements for Awardees:

- If Capacity Building Assistance is awarded, the Awardee will be asked to sign a Memorandum of Understanding (MOU) which outlines the terms of the training, technical assistance, and financial assistance and obligations including agreements for disbursement of funds and financial and programmatic reporting. No BCS funds will be disbursed until the MOU is signed and returned to ACTION, Inc.
- All publicity should appropriately recognize assistance has been received from the 'Building Community Services that Grow Local Economics Grant,' a partnership of ACTION, Inc, Community Connection of Northeast Georgia,

and The Institute for Nonprofit Organizations in the School of Social Work at the University of Georgia made possible by the Strengthening Communities Fund through the Department of Health and Human Services.

- To evaluate the effectiveness of this Capacity Building Assistance, all Awardees must participate in an online pre and post assessment and cooperate with the Independent Evaluator.
- The BCS Project has the authority to withhold and/or recover financial assistance in cases where it is, or appears to be, misused.
- **Awardees will be required to attend an Awardee Orientation Session.** The Orientation is scheduled for Thursday, October 28, 2010, 4-6pm, Location TBA. More information will be provided via the acknowledgement of receipt email. Please save the date.

XI. Assistance for Applicants

The Project Director, Jennifer Cantwell, is available by phone and email to answer questions up until the Application Deadline: Friday, September 10, 2010, 5pm. We will also host four Applicant Workshops (Bidder's Conferences) to provide a general overview of the project, to review the Application, and to answer questions. Attendance at Workshops is recommended but not required. Pre-registration is greatly appreciated; however, anyone interested is welcome to attend even if they failed to register. Please see the registration form included in the Application for more information.

All application materials and the registration form (as well as online registration for the Applicant Workshops) are available at the project website: www.bcsgrantproject.weebly.com on the Cycle Two Information page.

Jennifer Cantwell, BCS Project Director
Building Community Services that Grow Local Economies Project
ACTION, Inc.
706/546-8293 ext. 40—office
706/424-8635—cell
cantwelljenn@gmail.com