The Foundation’s Children, Youth & Families (CY&F) Program supports nonprofit organizations in our catchment area whose primary mission is to help young people realize their full potential and become caring, productive citizens. The focus is on at-risk, underserved youth who face economic and/or personal barriers to success. The program provides capacity building grants designed to strengthen a nonprofit agency’s overall effectiveness and long-term sustainability.

(For more information about our focus on Capacity Building and our interest in Positive Youth Development, please visit our website.)

<table>
<thead>
<tr>
<th>CY&amp;F Program Calendar</th>
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<tr>
<td><strong>Information Session</strong></td>
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<td>Spring Grant Cycle:-Feb. 12</td>
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<td>Fall Grant Cycle:-Jun. 18</td>
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See Track Descriptions on Page 2.

I. ORGANIZATIONAL ELIGIBILITY CRITERIA

1.) **Agencies must serve children and youth** (birth to age 22)

- **Primary focus:** Preference is given to organizations whose primary mission is youth development. Agencies who serve a broader age constituency may be eligible for a capacity building grant targeted toward youth-serving programs within the organization and will be asked to provide data on the percent of total programming directed to children and youth only.

- **Content Areas:** Successful grant applicants will be nonprofit organizations (or, in some cases, a program within an organization) who address such issues as early health and learning, literacy, academic enrichment and support, skill building, drop-out prevention, college/job readiness, or career exploration; or who focus on personal/behavioral enrichment including leadership development, self esteem building, mentoring, promotion of healthy behaviors, emotional health supports, etc. Agencies offering parenting education and support programs are also eligible to apply.
• **Program Intensity:** We support organizations that offer a medium-to-high level of engagement with children and youth as determined by the number of hours and depth of contact the programming involves. We also support programs featuring a continuum of supports that encourage strong relationships between youth and caring adults. Preference is for underserved populations.

2.) **Agencies must meet geographic criteria**

Nonprofit organizations must be located in **Sudbury** and the contiguous communities including **Acton, Concord, Framingham, Hudson, Lincoln, Marlborough, Maynard, Natick, Stow and Wayland**. Organizations based outside of these communities whose programming substantially benefits residents from one or more of the towns listed may also apply. They will be asked to provide data on the percent of total youth programming vs. youth programming in our catchment area.

**In addition:**
- Nonprofits may receive one capacity building grant per calendar year.
- Applicants who have received prior funding from the Sudbury Foundation must submit their final grant report (or interim report) before applying for additional support. For applicants winding down a current grant, please contact Foundation staff to determine the timing of the report submission.

**II. PROJECT ELIGIBILITY - GRANT TRACKS**

1.) **Applicants must be seeking funding for a project that fits one of the following Capacity Building grant tracks:**

- **Strategic or Business Planning**
  Examples: professional services for growth planning, organizational assessment and design, community needs assessment, market studies, business plans

- **Board or Staff Development/Training**
  Examples: board skills and leadership training, staff professional development training, executive coaching, succession planning (for current board and staff)

- **Fund Development Plans & Systems**
  Examples: professional services for structuring of fundraising programs, support systems and training

- **Communications Plans & Systems**
  Examples: professional services for a marketing and communications assessment and the development of a comprehensive plan, support systems and training

- **Program Evaluation**
  Examples: professional guidance to develop or enhance evaluation tools, systems and training
2.) When a project involves working with a consultant, applicants should consider the following:

- **Consultant Quotes**
  We like to see that applicants have solicited information from several consultants (2 to 3) either through conversation or a written proposal. This is mainly to benefit the nonprofit applicant who will learn something from each consultant discussion.

  While multiple consultant quotes are preferred, they are not required. We recognize that there are some circumstances when multiple quotes may be a burden, not a benefit. If, for example, you’ve worked with a consultant previously and wish to re-hire or have identified someone you feel is appropriate based on a recommendation, there’s no need to search further. Be sure to include your reasoning for selecting this consultant in your proposal.

- **Timing of Submission of Quotes**
  Applicants may submit consultant proposals at any point in the application process – in tandem with the concept paper, or with the application or prior to the board meeting in which proposals are reviewed.

- **Selecting a Consultant**
  Applicants should select the consultant they feel best fits their need. The Foundation will not influence or second guess the nonprofit’s decision.

  We have a database of consultants considered or hired by our grant partners and are happy to share the list with you. We do not endorse these consultants.

- **Using Internal Resources in Place of or in Tandem with a Consultant**
  Our capacity building grants are designed to strengthen an organization, not cover its operating costs. Our policy is not to pay the salary of a staff member working on a capacity building project. However, there may be circumstances where it makes sense to include some salary costs in the project budget. For example, if the project requires that a part-time employee temporarily work more hours to participate in or complete the project, those hours may be included. If you have questions around this issue, we encourage you to contact staff.

- **Working with a Consultant**: Please visit our website for more information and resources.

### III. SELECTION CRITERIA

Projects should be aligned with the objectives and priorities outlined in the applicant organization’s Strategic Plan. If an agency does not have an up-to-date strategic plan, a capacity building grant to fund a planning consultation might be an appropriate grant request. Proposals should include clear capacity building goals, outcomes and measures of success.

The following questions will be considered during proposal review:
The Organization:
• Is the organization meeting a demonstrated need of at-risk children, youth & families in the communities served by the Foundation?
• Is the organization financially stable?
• Is there evidence of experienced leadership at both the staff and board levels?

The Project: Is there a clear case for support? For non-strategic planning grants, does the project align with the current Strategic Plan?
• Is there a compelling explanation of the need and how the proposed project will meet that need?
• Is there a cogent description of how funds will be used?
• Is there a reasonable timeline?
• Has management sought multiple consultant quotes for services and included scope of work plans with the proposal? (Recommended.)
• Has the applicant identified/or narrowed the consultant selection and if so, does the fit seem appropriate?
• Is there a clear definition of project success including measurement and evaluation of results?
• Is there consideration for how the work will be sustained after grant funding has ended, if appropriate?

IV. APPLICATION PROCESS

Information Sessions
The Foundation will hold information sessions on the dates listed on page 1. Sessions will include information on developing the Concept Paper, completing the Application as well as proposal writing tips and additional information on the Foundation’s initiatives. Please RSVP to contact@sudburyfoundation.org or 978.443.0849 by the Monday prior to the session.

Concept Papers
A Concept Paper is required and should be submitted via email to contact@sudburyfoundation.org by 5:00 p.m. on the dates listed on page 1. Staff will provide comments on Concept Papers as quickly as possible.

The Application
The Application’s cover page, proposal narrative and project/organizational budget must be submitted via email (as MS Word, Excel, or pdf) to contact@sudburyfoundation.org by 5:00 p.m. on the dates listed on page 1.

Additional required materials (board member list, IRS Determination Letter and Audited Financial Statements) and additional optional materials (consultant quotes, promotional brochure, etc.) can either be emailed with the narrative as pdf files or mailed as a hard copy packet to our office at 326 Concord Road, Sudbury, MA 01776. Hard copy materials must be postmarked by the dates listed above. Incomplete or late proposals will not be accepted.

The Concept Paper outline can be found on our website: www.sudburyfoundation.org. Application materials will be sent to applicants once a Concept Paper is approved.