



## Communities of Color Nonprofit Stabilization Fund Request for Applications

Application deadline: October 5, 2018

### BACKGROUND

In 2014, the Hispanic Federation (HF), Coalition for Asian American Children and Families (CACF), New York Urban League (NYUL), and Asian American Federation (AAF) formed an alliance to provide capacity-building support to Black, Latino, and Asian-led community-based organizations (CBOs) throughout New York City's five boroughs. These four organizations, along with the Black Agency Executives, developed this initiative to generate new levels of support for the city's organizations. As a result, the New York City Council allocated \$2.5 million to establish the Communities of Color Nonprofit Stabilization Fund (CCNSF) in Fiscal Year 2015, an amount that was increased to \$3.7 million in Fiscal Year 2018 and \$3.755 million in 2019. This initiative has supported 309 capacity-building projects for nonprofit organizations to date. Thanks to the continued support from the New York City Council, we are pleased to announce the release of the Request for Applications (RFA) for a fifth round of awards.

The first New York City Council fund of its kind, CCNSF aims to build the capacity of New York City nonprofits in recognition of the fact that organizations led by people of the community are best equipped to meet the needs of the community. CCNSF is also intended to promote learning among CBO leaders.

Applications will be reviewed, and awards will be determined by the partner agencies in three separate funding streams, whose allocations were determined by U.S. Census data. An organization may apply to only **one** partner agency, even if it serves more than one ethnic group.

Awarded organizations will be required to participate in a minimum of three technical assistance seminars on the subject of organizational development, and may be visited by CCNSF staff and/or Department of Youth & Community Development (DYCD) staff for project monitoring, to showcase progress, and for delivery of additional technical assistance.

### ELIGIBLE APPLICANTS

To be eligible for funding, organizations submitting applications must meet the following requirements:

- Have tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and a history of at least two years as an incorporated nonprofit, including faith-based institutions.
- Be current in registration with the Charities Bureau of the New York State Office of the Attorney General.
- Be a New York City-based, direct social service organization that serves primarily (75%+) New York City residents (i.e., not an association or a re-granting or referral service).
- Have experience serving and currently serve communities where 51% or more of the population are people of color.
- Have demonstrated record of outreach to communities of color for recruitment of the executive director or CEO and members of the board of directors.
- Have an operating budget of at least \$150,000. Preference will be given to organizations with budgets under \$2 million.

- Have demonstrated commitment to equal employment opportunities.
- Have demonstrated commitment and capacity to deliver culturally competent services.
- Please note: Organizations that utilize fiscal sponsors/conduits are not eligible.

## NEW YORK CITY COUNCIL REVIEW AND DYCD VETTING

All finalist organizations and consultants will be subject to a vetting process and database searches regarding any outstanding financial obligations, conflicts of interest, or other disqualifying issues. Sources used for vetting purposes will include, but not be limited to, the following:

### I. Agencies

- Lexis Comprehensive Business Report (related entities, principals, tax warrants, liens, workers compensation violations, addresses)
- Lexis News Review (search for negative news)
- PASSPort registration (contract history with the City, cautions, performance evaluations)
- IRS Database (tax-exempt status)
- New York State Department of State Corporations Database (incorporation status)
- New York State Tax Warrant Notice Database
- New York City Department of Buildings (location occupancy status)
- New York City Department of Health and Mental Hygiene: Group Child Care Services
  - Day Care Center Inspections
- Review of use of funds to ensure that monies are not used in any prohibited manner
- Conflict of Interest forms
- Charities Exemption, if applicable, and
- Authorization forms review

### II. Consultants

- Lexis Comprehensive Business Report (related entities, principals, tax warrants, liens, workers compensation violations, addresses)
- Lexis News Review (search for negative news)
- Registration with State Attorney General's Office
- Google and social media
- Conflict of Interest forms

## ELIGIBLE PROJECTS

The purpose of the CCNSF capacity-building program is to help organizations identify and address their most pressing organizational needs. Organizations can apply for funding in one of seven areas. Organizations MAY NOT apply for a project under an area that they previously were funded for through CCNSF:

1. *Management information systems design and development:* This includes securing and/or designing software, and building related staff skills necessary for managing work more effectively (e.g., tracking client demographic data, service utilization, and progress toward outcomes).
2. *Financial management and planning:* This includes assessment, planning, and development of financial systems, as well as staff skill-building to improve reporting systems and enable organizations to identify the most cost-effective services.

3. *Evaluation and outcomes system development:* This includes efforts to implement systems to keep information related to client needs, referral sources, and services provided; implement systems to measure and/or service recipient satisfaction and/or service recipient outcomes; develop programmatic success measures; and develop evaluation capacity.
4. *Leadership development:* This includes leadership succession planning; creation and implementation of volunteer management/recruitment plan; management/leadership training for staff; training for board of directors; and creation of board policies.
5. *New program planning and development:* This includes conducting a needs assessment of community needs and assets, planning of new programs through research on effective practices, and staff development in support of the new initiatives.
6. *Strategy and organizational development:* This includes efforts to create a staff performance review process; a strategic or operational/annual plan; a communications or marketing plan; and a fundraising or donor development plan.
7. *Collaboration and strategic alliances:* This includes efforts to establish partnership agreements, create action plans to collaborate with other agencies, and develop a plan for organizational mergers.

## **TOTAL AWARDS**

Under this RFA, CCNSF will make awards of up to \$35,000 for organizations with organizational budgets between \$150,000 to \$500,000 and awards of up to \$45,000 for organizations with budgets that are \$500,001 and above. Priority is given to community-based organizations with budgets under \$2 million. All awarded funds must be expended, and all services must be completed by June 30, 2019. There are no exceptions to this requirement. The possibility of future awards is contingent on the New York City Council's decision to continue funding CCNSF in FY 2020. Funding during one year of the program will not guarantee funding in subsequent years. However, successful implementation of a CCNSF grant may contribute to favorable consideration for renewed funding. In the event that additional funding becomes available, organizations will have to re-apply with a new project and proposal.

Award decisions will be made by three allocations panels, each organized by one of the CCNSF partners (HF; CACF and AAF; or NYUL). Each panel will be an independent and transparent body comprised of at least five voting members with expertise in philanthropy and capacity-building, as well as at least two non-voting representatives from each of the other CCNSF partners.

Awards will be subject to terms of the contract between the City of New York and Hispanic Federation, New York Urban League, or Coalition for Asian American Children and Families. Awardees will be required to enter into an Awardee Agreement with the organization to which they applied. Funds will not be distributed to any awardee unless and until all contract requirements are met.

## **MONITORING AND AWARD RECIPIENT LEARNING ACTIVITIES**

Awardee organizations will be required to submit monthly financial reports, a mid-year progress report in March 2019, and a final report in July 2019. During the award period, awardee organizations will also be required to send at least two staff members to three seminars on organizational development topics held by one of the four partners. In addition, each awardee may be asked to host a site visit for CCNSF representatives to showcase progress and activities, as well as identify gaps or additional assistance needed.

## EVALUATION CRITERIA

The strongest applications will be those that meet all or most of the following criteria:

- Project is focused, well-defined, and clearly aligns with one of the project areas identified on pages 2-3. Organizations MAY NOT apply for a project under an area that they previously were funded for through CCNSF.
- Needs statement is compelling, relates to organizational effectiveness and fulfillment of mission, and addresses (when relevant) how increased capacity will enhance organization's ability to offer services in a culturally and linguistically competent manner. If you received an award in the last four years, briefly describe the project(s), results, and any impact.
- Organization demonstrates linguistic and cultural capacity; a track record of providing culturally competent and language accessible services; an understanding of cultural and linguistic needs of population served; demonstrated and successful record of outreach to communities of color for recruitment of the executive director or CEO and members of the board of directors; and a record of involving the community in the planning, implementation, or promotion of programs.
- Staff and consultants leading the project must show the necessary qualifications and experience needed to implement the project successfully. Project includes a plan to sustain the newly-developed capacity after the award period ends.
- Project identifies a clear and realistically achievable timeline (project MUST be completed by June 30, 2019), as well as outcomes and indicators of success, and how outcomes will be sustained.
- Organizations with an annual budget that exceeds \$2 million must provide a strong rationale for the request.
- Plan identifies a reasonable process for measuring progress towards benchmarks and overall success of project.
- Project budget is clear and relates to the program design.
- Project budget costs are reasonable, and revenue is sufficient to accomplish goals of the project.
- Consultant is chosen with the following considerations:
  - Consultant cannot be existing staff, a current/former intern, or family/relatives of staff or board members
  - Consultant has been properly interviewed and references checked
  - In line with CCNSF goals to support and build capacity within communities of color, the initiative also encourages the use of consultants of color, organizations that are led by people of color, or organizations that are M/WBE certified or otherwise eligible.

Note: There is a monetary cap on how much each Consultant can be paid under this grant; it is a collective cap across all awardees. The cap on for-profit consultants is \$50,000 and the cap on non-profit consultants is \$75,000. A list of consultants used over the last four years, non-profit and for profit will be provided at the information sessions. This is not an endorsement of the consultants themselves or the services they provide.

## APPLICATION

Please prepare the application using the following format:

### I. Cover Sheet

Please complete or recreate the cover sheet provided as part of this RFA.

### II. Project Abstract

Please complete or recreate the project abstract sheet provided as part of this RFA.

### III. Narrative

The application narrative must not exceed five single-spaced pages (excluding cover page and attachments). Please number each page of the narrative and use 11-point Arial font and 1" margins. In preparing your narrative, please use the following outline:

**A. About the Organization** (one page)

- Date the organization was established and incorporated
- Mission statement
- Brief overview of community served
- Brief overview of key programs and accomplishments
- How the organization meets each of the RFA's eligibility criteria

**B. Need/Opportunity** (half-page to one page)

- Describe the organizational issue or problem to be addressed, why it is important to undertake the proposed project at this time, and the anticipated impact the project will have on the organization's clients. Where relevant, describe how the project will increase the organization's ability to deliver services in a culturally and linguistically competent manner.
- **If you received an award in the last four years, briefly describe the project(s), results, and any impact.**
- For organizations with budgets over \$2 million, please describe your past investment in capacity-building, project undertaken, and the impact on your organization.

**C. Goals, Activities, and Timeline** (one page)

- Describe the goals for the project
- Describe the project activities and how CCNSF funding will be used
- Describe the rationale for project activities
- Include a timeline of the project
- Describe how this project will help to advance the mission of the organization or achieve a broader goal

**D. Outcomes** (one page)

- What are the outcomes you hope to achieve through this capacity-building project, and how will you know if your outcomes are achieved? What is your measure of success?

**E. Organizational Capability and Project Sustainability** (one page)

- Describe the organization's current and past record of providing services in a linguistically and culturally competent manner.
- Describe how the organization engages the community in planning, implementation, and promotion of programs.
- Describe the key staff, board, volunteers, and/or consultants to be involved in the proposed activity. Provide (as attachments) resumes and/or a description of roles for key staff. If consultants have already been identified, provide a justification. If consultants will be selected, include a list of desired qualifications and selection criteria.
- Describe how the capacity that the project develops will be sustained after the grant period.

**IV. Required Attachments**

- Project budget and budget narrative: Please use the template provided as part of this RFA. Some general expense limitations include: (See attached sample awardee agreement for additional information on eligible expenses)
  - Salary expenses allocated to CCNSF may not exceed 30% of the project's awarded budget and are allowed only under the following two scenarios: 1) existing staff are delivering training or professional development to other staff to enhance the capacity of the CBO and is currently not compensated for offering this training; 2) existing staff are participating in training and other existing staff have to cover programs so there is no disruption to services.

- Fringe benefits are capped at 15% of the salary line item.
- All consultants (for-profit and nonprofit) are capped at 60% of the awarded budget.
- Computer hardware and software expenses are capped at 30% of the awarded budget. No other capital expenses are allowed.
- The budget narrative should explain how amounts were calculated and include any necessary details to illustrate how the award funds would be used. Please use attached template (downloadable).
- For identified consultants, attach the following documents:
  - Resume
  - EIN/Social Security Number
  - Contact Information
  - Conflict of Interest Disclosure Certification – Exhibit B (Attachment)
  - Client List
  - Description of consultant appropriateness/rationale for choosing the consultants
- IRS determination letter
- Proof of registration with the New York State Office of the Attorney General (Attached)
- List of board of directors and senior officers, and the affiliations, race, and ethnicity of each member
- MOCS Doing Business Form  
Download: <http://on.nyc.gov/1wA3jxz>
- MOCS Conflict of Interest Disclosure and Compliance Certification  
Download: <http://on.nyc.gov/1xErOJc>
- Agency budget for current fiscal year
- Key program staff's resumes, and consultant qualifications or description of qualifications (if applicable)
- Organization's most recent financial audit. If prior to 2017, also provide a preliminary report for 2017 and budget analysis YTD with variance. If the organization does not have an audit, please submit the most recent internal financial statements and/or IRS form 990 and also provide an explanation, in the cover sheet, as to why there is no audit.

## HOW TO SUBMIT YOUR APPLICATION – Please submit your application to only one partner

A copy of your complete application can be submitted by email in one (1) PDF file to one (1) CCNSF partner no later than **5:00 p.m. Eastern Time on October 5, 2018**.

Applications submitted by mail must be postmarked on or before **October 5, 2018**.

***Incomplete applications and applications received after the stated date and time will not be considered.***

## FOR APPLICATION SUBMISSIONS AND ADDITIONAL INFORMATION

### Coalition for Asian American Children & Families

Anita Gundanna at [agundanna@cacf.org](mailto:agundanna@cacf.org) or 212-809-4675, ext. 108

### Hispanic Federation

Fernando Aguilar at [faguilar@hispanicfederation.org](mailto:faguilar@hispanicfederation.org) or 212-233-8955, ext. 137

### New York Urban League

Yvonne Smothers at [ssmothers@nyul.org](mailto:ssmothers@nyul.org) or 212-926-8000, ext. 142

## COMMUNITY BRIEFINGS

Potential applicants are strongly encouraged to attend any of the Community Briefings listed below to learn more about the grant and the application process:

Tuesday, September 11, 2018 at 10:00 a.m.  
Hispanic Federation (MANHATTAN)  
55 Exchange Place, 5<sup>th</sup> Floor, New York, NY 10005  
RSVP: [faquilar@hispanicfederation.org](mailto:faquilar@hispanicfederation.org)

Further informational sessions in September TBA

### APPLICATION PACKET CHECKLIST

- Cover sheet
- Project abstract
- Application narrative
- Project budget and budget narrative
- IRS determination letter
- Proof of registration with the New York State Office of the Attorney General
- List of board of directors, officers, and affiliations
- Agency budget for current fiscal year
- MOCS Doing Business Form
- Key program staff's resumes
- Description of proposed consultant qualifications
- If Consultant(s) are used, must submit consultant resumes, description of consultant qualifications, and Conflict of interest forms/Exhibit B

### IMPORTANT DATES

Request for Applications Released	August 27, 2018
Deadline for Application Submissions	October 5, 2018
Grant Awards Announced	January 7, 2019
Interim Report Due	March 16, 2019
Services Delivered/Funds Expended By	June 28, 2019
Final Report Due	July 8, 2019

## Nonprofit Stabilization Fund Application Cover Sheet

**Legal Name:**

**Other Names Used:**

**EIN #:**

**Website:**

**Legal Address:**

**Executive Director:**

**Executive Director's Email Address:**

**Contact Person/Title:**

**Email Address:**

**Phone Number:**

**Location(s) of Services:**

**Organizational Budget:**

**City Council District:**

**Project Area:**

**Amount Requested:**