



COMMUNITY ARTS DEVELOPMENT PROGRAM
COMMUNITY ARTS LEADERSHIP
FY2013

PROPOSAL GUIDELINES

Overview

Community Arts Leadership is a year-long capacity-building program whose purpose is to fortify small community-based arts organizations by ensuring that their leadership has the skills and capacities to successfully run a New York City non-profit cultural organization. Specifically, the initiative takes the position that managing and working in a constantly changing environment is the norm, and that knowledgeable broad-based leadership is critical for ensuring alignment between vital programming for the community and effective operations to sustain it. Furthermore the program recognizes that investment in leadership and planning capacities can have positive long-term results. And that once core capacities are in place, groups are better equipped to address programmatic, operational, and financial issues as well as function as a stable and vital presence in their communities.

Community Arts Leadership's practical approach provides participants with opportunities to gain knowledge through interactive workshops, one-on-one technical assistance, and presentations from the field. The program's twelve-month curriculum focuses on three core capacity areas: board development, strategic planning, and financial management. Additional presentations and panels will address some of the critical challenges and prospects facing today's nonprofit cultural leaders.

As a result of their participation, groups will be expected to achieve measurable results such as a viable strategic plan, tools for developing a well-functioning and strategically recruited board, and a budgeting framework that supports fiscal responsibility and mission adherence. Upon successful completion of program deliverables, participants will receive additional coaching to address implementation challenges associated with their individual capacity-building efforts.

Eligibility – Legal and Programmatic Requirements

The Community Arts Development Program (CADP) re-grants funds the City receives through the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) Program. In order to meet the primary objectives of the CDBG and CADP programs each applicant must comply with specific federal regulations and meet any local requirements as well. Thus, each *Community Arts Leadership* applicant must meet the following minimum qualifications:

- Has an operating budget of \$250,000 or less in either FY11 or FY12.
- Serves a community where at least 51% of the residents are low- or moderate-income persons (please see a list of eligible neighborhoods on page 7);
- Received DCA Cultural Development Fund support in FY13;
- Has at least one full-time-equivalent staff member;
- Incorporated in New York State and compliant with annual State and Federal filing requirements for nonprofit organizations;
- Certified tax exempt under Internal Revenue Service Code Section 501(c)(3); and
- Commits to participating in all program activities. Executive Directors must attend every session, along with a board member and/or other appropriate staff, depending on the course or seminar topic; a board member must attend at least 50% of the sessions.

Program Design

All applicants must demonstrate a readiness and commitment to engage in the following elements of the *Community Arts Leadership* program:

1. **Nonprofit Organizational Capacity Assessment:** As part of the application process, groups will first complete an in-depth organizational assessment. Formed from diverse stakeholder perspectives, the tool provides a valuable and realistic analysis of the organization's existing capabilities as well as essential competency gaps.
2. **Program Activities and Assignments:** The yearlong program features multi-session interactive workshops, presentations from the field, and best practices to provide participants with the tools necessary to lead a community-based non-profit cultural organization. Three required courses focus on *board development*, *strategic planning*, and *financial management*. It is anticipated that each required course will consist of 4-6 sessions spread out over the course of a year. Generally sessions should last 3-4 hours each, with an occasional all-day session possible. Two sections per course will enable small class sizes, as well as better scheduling flexibility. Furthermore DCA will host three additional seminar/panel sessions designed to focus on issues critical to nonprofit leadership.

Participants are expected to attend all program activities and complete significant mandatory homework assignments between sessions. NOTE: Executive Directors must attend every session, along with a board member and/or other appropriate staff, depending on the course or seminar topic. A board member must attend at least 50 percent of the sessions.

3. **DCA assistance:** DCA staff will help advance the overall program by providing both ongoing technical assistance as well as a supportive environment for learning and improvement.
4. **Final products:** The capacity-building coursework is designed to strengthen and prepare organizational leadership to take on the tasks relevant to small community-based nonprofits. Through vigorous engagement, participants are expected to achieve
 - Viable three-year strategic plan that can guide and focus the organization's efforts, and helps allocate human and financial resources effectively.
 - A mission-related, board-approved operating budget, along with the tools and concepts to manage budgets, set internal controls, and establish oversight roles.
 - A fully compliant governance structure that clearly establishes roles and responsibilities regarding members, officers, and committees, and that is compatible with the organization's mission statement; a strategic recruitment process that ultimately identifies and fills critical gaps on the board.
5. **Coaching assistance:** Upon completion of all required program deliverables, each group may receive up to 15 hours of individual coaching from course instructors. The additional support is designed to provide participants with follow-up assistance in addressing program implementation.

Grant Awards

Grantees will not receive funding directly, but will participate in all program activities free of charge. DCA staff will select and work with qualified technical service providers to develop and deliver program activities.

All awards are contingent upon receipt of sufficient funds from the U.S. Department of Housing and Urban Development's Community Development Block Grant Program.

Application Process

February 12, 2013* February 15, 2013* February 19, 2013* February 20, 2013*	1. Application Seminars	All interested applicants must attend one Seminar
February 22, 2013*	2. Pre-Application DEADLINE	Limited to Application Seminar attendees
March 25, 2013*	3. Proposal DEADLINE	Limited to Eligible applicants only

* See **Timeline** for times and locations.

1. Application Seminar

Organizations that are interested in applying for a *Community Arts Leadership* grant are required to attend one of four Application Seminars. Issues to be covered in detail include: program goals, expectations, and deliverables; understanding and meeting eligibility requirements; and reporting requirements. Additionally, DCA staff will answer questions about the application process.

2. Pre-Application – Eligibility Determination

Organizations that have attended one of the application seminars and want to apply for a *Community Arts Leadership* grant are required to submit a Pre-Application. Staff from both DCA and the City’s Office of Management and Budget will review and act upon each Pre-Application on a rolling basis. Applicants will receive their eligibility determination within two weeks of submission. Only applicants meeting program eligibility requirements will be invited to submit full proposals. Organizations that do not qualify will not be considered further. **We strongly encourage you to submit your Pre-Application immediately following your attendance at an Application Seminar since a favorable notification enables you to proceed with your full proposal.**

Understanding CDBG Eligibility Requirements

CADP’s *Community Arts Leadership* is a re-grant program of the U.S. Department of Housing and Urban Development’s Community Development Block Grant (CDBG) Program. The purpose of the Pre-Application guidelines is to define the criteria which must be met in order for an activity to have satisfied the eligibility requirements of the CDBG program. Please read the following carefully.

The CDBG Program rules state that in order for an organization to be eligible for technical assistance funding, its activities must **benefit low- and moderate-income persons (L/M) on an area basis**. That is, a qualifying organization must establish that their regular activities are available to L/M income persons residing in an area where at least 51% of the residents are L/M income persons. The following are fundamental components of determining CDBG eligibility.

A) Defining the organization’s Service Area (applicant’s responsibility) – The determination of the area served by an organization’s activities is critical. The defined region should be broad enough to encompass the area where the majority of individuals served reside. If the applicant draws a predominance of its constituency from beyond the local community, as reasonably defined, the organization would not qualify as meeting an area benefit. The largest acceptable area is a NYC borough. (See Page 7 for *Eligible Neighborhoods*.)

B) Determining L/M percentage of a Service Area (DCA’s responsibility) – In compliance with CDBG requirements, DCA will analyze your service area against federal census data and determine whether your organization qualifies for support. Applicants will receive a copy of the complete analysis with their eligibility determination letter.

3. Proposal Submission

DCA will notify organizations that have demonstrated their eligibility in the Pre-Application process, and request the submission of proposals.

Review and Evaluation Procedures

DCA will convene a panel in April. The panel will review each proposal and score it based on the Evaluation Criteria below. The total possible number of points is 100. The panel members' individual ratings will be averaged to determine a score for the proposal. Proposals must receive a minimum average score of 70 to be considered for funding. Following panel review, applicants will be notified in writing of the outcome.

Evaluation Criteria

The application asks a series of questions specifically designed to provide panelists with information that is pertinent to the established evaluation criteria. Thus, the overall proposal should effectively address the following:

Understanding of capacity building need and its impact on the organization 25%

- Organization has demonstrated the need and rationale for the proposed assistance and adequately described how its involvement in the program will enhance the organization's health, stability, and vitality.

Practical ability to participate and benefit 50%

- Board and staff members are open to in-depth organizational assessment.
- Key Board and staff understand time commitment and have sufficient time available to devote to all workshops and all homework assignments.
- Board and staff leaders have designated a project team to engage in the capacity building efforts; the Executive Director can attend 100% of the sessions and a Board member can attend at least 50% of the sessions.
- Board and staff leaders have a shared commitment to addressing governance and management deficiencies.

Public service commitment and community connectedness 25%

- Organization demonstrates significant value to community; provides unique and important services.
- Organization provides opportunities for free or reduced admission, especially for persons of low- and moderate-income.
- Organization is engaged in its community and receives support through dedicated attendance, contributions, volunteers, collaborations, etc.

Appeal Process

Any organization considered for CADP support is free to contact CADP staff for an explanation of how funding was awarded or to find out why a proposal was declined. If, thereafter, an organization believes it has been rejected unfairly, the organization is entitled to submit a written appeal no later than 21 days from the date of DCA's written notification. The organization's appeal must set forth reasons why the organization believes reconsideration is appropriate. Specific deadlines established for the appeals process will be adhered to, and failure to respond in accordance with those deadlines will invalidate the appeal. The grounds for reconsideration are either:

- Non presentation of information: Information available in the proposal prior to the panel review was not presented and might have altered the outcome of the decision; or

- **Misrepresentation of information:** Information known prior to the panel review was not appropriately interpreted and, if presented differently, might have altered the outcome of the decision.

Once an appeal is received, it will be reviewed by the Commissioner and sent to the Director of CADP for comments and recommended action. The Commissioner will consider these recommendations and render a final decision within 30 business days. The Commissioner's written determination is final and will be sent to the appellant.

Appeals are limited to CDBG eligible applicants, applications, and activities.

Grant Administration and Legal Requirements

When an organization is allocated funds, DCA prepares a Grant Agreement with the organization. A person with signatory authority then signs the Grant Agreement. All groups receiving DCA support must comply with all pertinent City, State and Federal legal requirements. We will notify organizations separately of particular applicable regulations. Every applicant should be aware of the following:

CDBG reporting requirements: Every funded organization must provide the status of their program work each January for insertion into the City's CDBG Annual Performance Report. In addition, groups must provide a follow-up report six-months after completion of the capacity-building program.

Acknowledgement of local and federal support: Proper public acknowledgement of DCA and HUD funds is essential in informing the community that public funds are used to support local cultural institutions. Therefore, it is required as part of the Grantee Agreement that grantees credit DCA and HUD in all printed matter and electronic media that describe the funded project (including press releases), as well as advertisements that acknowledge other funding sources. Suggested language: "(Project name) is made possible in part by public funds provided through the New York City Department of Cultural Affairs and the U.S. Department of Housing and Urban Development."

Where possible, the DCA logo is also required to appear on these materials. Groups will be informed about how to obtain the agency's logo upon notification of award. In addition to the logo and credit line stipulated, any printed list of contributors to a project funded by DCA, either alphabetical or by contributory category, is required to include the New York City Department of Cultural Affairs and the U.S. Department of Housing and Urban Development.

Challenge to Presumption of Eligibility – Federal regulations provide that "in any case where there is substantial evidence that an activity might not principally benefit L/M income persons, even though the activity conforms to a literal reading of the L/M Income Benefit criteria, the presumption that the activity meets the national objective may be rebutted." That is, reasonable fees may be charged for activities assisted with CDBG funds, but charges that have the effect of precluding L/M income persons from participating in activities (such as excessive tuition or admission fees) are not permitted.

Questions

For all inquires about the *Community Arts Leadership* application process contact DCA staff at:

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