

Avenue NYC Organizational Development Program Guidelines City Fiscal Year 2023



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Overview

The New York City Department of Small Business Services' (SBS) Avenue NYC program is a competitive grant program that funds and builds the capacity of community-based development organizations (CBDOs) across the five boroughs to execute commercial revitalization initiatives. Avenue NYC is funded through the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) Program, which targets investments in low- to moderate-income neighborhoods.

City-wide Organizational Development in City Fiscal Year 2023

In addition to awarding neighborhood-based CBDOs with multi-year grant funding to carry out commercial revitalization activities in low- and moderate-income communities, SBS also releases a separate grant application under Avenue NYC for Organizational Development (OD). OD awards are specifically intended to fund nonprofit organizations to provide services and technical assistance to enhance the **project and fiscal management, program execution, leadership and strategic capabilities** of CBDOs implementing commercial revitalization activities benefiting residents of low- to moderate-income communities across the five boroughs.

Eligibility

ORGANIZATION CRITERIA

Applicants must be:

- Nonprofit organizations that support CBDOs working in low- and moderate-income neighborhoods within the five boroughs of New York City;
- Incorporated as a nonprofit in New York State;
- Registered in the System for Award Management (SAM), www.sam.gov
- Compliant with annual State and Federal filing requirements, including New York State Charities Bureau filings.

PROJECT SCOPE CRITERIA

Proposed Organizational Development projects must:

- Target CBDOs that operate within defined geographic boundaries of a commercial district. Projects cannot target CBDOs that exclusively provide individual business assistance, such as one-on-one business plan development assistance;
- Support CBDOs that address the needs of small and medium-sized businesses operating in the geographic area;
- Enhance the capacity of CBDOs to address commercial needs of local residents, with an emphasis on low- to moderate-income residents.

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INCOME ELIGIBILITY CRITERIA

Avenue NYC programming and services must demonstrate an area benefit to low- and moderate-income persons in accordance with Community Development Block Grant (CDBG) national objectives. Avenue NYC grantees must target commercial districts serving residential areas designated by the United States Department of Housing and Urban Development (HUD) as low- to moderate-income neighborhoods. Designation prescribes that at least 51% of the residents in the census tracts surrounding the targeted commercial district (also known as the service area) must be low- to moderate-income persons living in households with incomes below 80% of the median household income (\$63,350 for a 4-person household in 2010).

To determine eligibility, SBS, in collaboration with the Office of Management and Budget (OMB), establishes neighborhood service areas using federal census tract information and the trade areas of neighborhood retail businesses served by grantee organizations. Census information is used to determine the total number of residents who reside within a census tract and their incomes. Through New York City PLUTO data provided by the Department of City Planning and the Department of Finance, tax lot and land use information is obtained to determine the total amount of building area within a census tract and the amount of which is residential in use. To learn more about federal CDBG eligibility and to view the city's CDBG-eligible census tracts, please visit the [Department of City Planning \(DCP\)](#). If you have questions about your target area's CDBG eligibility, please email neighborhoods@sbs.nyc.gov.

In the case of Organizational Development Funding, grantees will work with SBS partner CBDOs engaged in commercial revitalization efforts for commercial districts in low and moderate-income neighborhoods.

Program Funding & Term

FUNDING

Grantees will be awarded **up to \$100,000 per year for up to three years**.

Applicants are expected to provide detailed deliverables for the year. Proposals must also demonstrate the following:

- Anticipated costs associated with the various deliverables
- Outcomes for local businesses and residents
- Overall anticipated district impact

TERM

The contract term will begin on July 1, 2022 (CFY 2023) and end on June 30, 2023.

If applying for multi-year funding, the contract would end on June 30, 2024, for two-year grants and on June 30, 2025, for three-year grants.

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Requirements

CONTRACTING & COMPLIANCE

Agency Contracting & Compliance Requirements

Organizations applying for Avenue NYC funding must fulfill the requirements listed below to enter into a registered contract with the City of New York. Applicants must ensure their organization is current and compliant with contracting requirements as soon as possible, including but not limited to:

- Registration on the HHS Accelerator Financials system
- Registration on the NYC Payee Information Portal (PIP) system
- Registration with the New York State Charities Bureau
- Registration in PASSPort with the Mayor's Office of Contract Services
- Current general liability, workers compensation, and automobile insurance
- Audited Financial Statements

Program-Specific Requirements

Avenue NYC grantees must comply with program-specific evaluation and reporting requirements throughout the contract term. Evaluation and reporting requirements include participation in project scoping meetings with SBS staff before the beginning of the fiscal year, participation in regular check-in calls with SBS staff, completion of quarterly progress reports, periodic compliance evaluation, and hosting SBS staff for district site visits upon request.

PAYMENTS

Contract Registration

Avenue NYC grantees are reimbursed for contract expenses monthly once the contract has been registered with the New York City Comptroller's Office. Grantees are expected to begin their projects on July 1, 2022 and will submit requests for reimbursement of project-related expenses upon registration of their contract and monthly thereafter as incurred. The length of time required to register a contract varies and is **contingent upon the timeliness and completeness of contracting materials** submitted by organizations.

HHS Accelerator

Avenue NYC grantees will use the HHS Accelerator Financials system to manage contract budgets, invoices, and payments. HHS Accelerator is an online system designed to improve financial processes to providers delivering direct services to clients and communities and will provide grantees a more efficient budget review and approval process, submission of program expense reimbursements, and tracking of expenditures to budget information. SBS will work closely with the HHS Accelerator team to provide Avenue NYC grantees with hands-on training and guidance throughout the contracting process.

Expenses

Avenue NYC funding can be used to cover the following program expense categories, as approved by SBS prior to contract registration:

- Personnel Services (PS) – The salary, fringe, and benefits associated with the full-time Avenue NYC Program Manager.

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- Other Than Personnel Services (OTPS) – Indirect costs or ‘overhead’ associated with the Avenue NYC program. The proportion of these expenses charged to the program will be determined by a cost-allocation framework; examples include rental of office space, utilities, phone/internet, etc.
- Operating Expenses (OE) – Direct expenses associated with Avenue NYC programming and services. These can be charged in full to the program; examples include production of program marketing and communication/advertising expenses, program event expenses, program-specific equipment or space rental, and outside professional services (subcontractors).

Project Guidelines

ORGANIZATIONAL DEVELOPMENT CATEGORY OVERVIEW

PURPOSE

Grantees will be expected to develop and deliver trainings, tools, and/or one-on-one assistance that builds the internal capacity of SBS’ partner CBDOs so that they are better positioned to run well-managed and sustainable organizations and lead impactful commercial revitalization initiatives in low- and moderate-income commercial districts. Previous areas of assistance have included organizational management, strategic planning, marketing and communications, project management, fundraising, and other strategic needs.

APPROACH

The Neighborhood Development Division (NDD) expects that Organizational Development projects will be delivered in a variety of ways and target staff at different levels within a CBDO. Successful engagements will facilitate a **knowledge transfer** (i.e. help CBDOs excel in these areas) by identifying and encouraging best practices in the following areas of organizational development and commercial revitalization strategies:

- Board Governance & Management
- Business Attraction
- Business Retention
- Building Volunteer Networks
- Communications & Marketing
- Community Engagement
- Commercial District Needs Assessment
- District Marketing
- Façade Improvement
- Financial Management
- Fundraising
- Leadership Development & Transition
- Legal Compliance
- Merchant Organizing
- Placemaking
- Program & Service Design
- Program Evaluation and Impact Measurement
- Project Planning & Management
- Public Space Management
- Risk Assessment & Management
- Strategic Planning

COVID-19 AND ORGANIZATIONAL DEVELOPMENT

Programming and activities proposed for Fiscal Year 2023 should seek to incorporate your organization’s COVID-19 recovery efforts into your broader Avenue NYC strategy. Grantees are encouraged to think innovatively and where possible adapt or leverage planned or existing programming and activities to enhance their COVID-19 recovery efforts.

PROJECT EXPECTATIONS

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Avenue NYC Organizational Development projects must have **realistic, well-planned, and measurable** deliverables. When completing the CFY23 Avenue NYC Organizational Development Application, keep the following questions in mind:

Realistic

- Do the stated deliverables form a cohesive project plan that is appropriate for CBDOs working on commercial district revitalization?
- Does the applicant have the capacity to execute these deliverables in a timely manner?
- Do the deliverables clearly dictate what the Avenue NYC funds will be used to accomplish?

Well-Planned

- Has the applicant thought through and identified the activities it must complete in order to successfully execute each project deliverable?
- Do the deliverables and activities support a greater vision for CBDOs working on commercial district revitalization?
- If applicable, how does the project plan for CFY23 build upon past accomplishments and push the envelope for the future?

Measurable

- How will the applicant measure its success in CFY23?
- What tangible outputs will the applicant track as evidence that the deliverables have been completed?
- Has the applicant identified the overall outcome or impact on CBDOs working on commercial district revitalization that completing the project plan entails? How will the applicant measure these outcomes?

Application Process

APPLICATION REVIEW & RANKING SYSTEM

Applications will be reviewed by a committee comprised of representatives from SBS. The committee will judge each application on a competitive basis. All organizations applying for the Avenue NYC program will be evaluated on three criteria:

Existing Organizational Capacity

Applicants will be evaluated on their ability to meet contractual obligations, their experience delivering high-quality projects, and the sustainability of past activities. Evaluation of organizational capacity will be based on dedication of human resources to the project, the applicant's experience in related organizational development and/or commercial revitalization activities, and the applicant's experience in executing contracts with the New York City Department of Small Business Services.

Strength of the Avenue NYC Project Proposal

Proposals will be rated on the overall strength of the project. Strong proposals are those that demonstrate in-depth planning and a comprehensive overall design. Evaluators will assess the extent to which proposals effectively and

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logically articulate the organization’s specific approach. Proposals should set clear targets and define objectives. We will favor proposals that are innovative and/or build significantly upon previous initiatives.

Overall Fit & Impact

Successful proposals will clearly demonstrate strengths as an organizational capacity building program and potential for meaningful impact of the proposed service. Particularly, we will evaluate whether the proposed project/service can have a long-term positive impact on the participant CBDs and be scaled out across other neighborhoods.

INFORMATION SESSION

Groups interested in applying for the CFY 23 Avenue NYC Organizational Development program are strongly encouraged to participate in a Webinar information session on **Wednesday, May 25, 2022 from 4-5 p.m.**, During the session, SBS staff will provide a comprehensive overview of the program and will walk prospective applicants through the application process.

To RSVP for the information session, [visit our Eventbrite page](#).

APPLICATION SUBMISSION

All completed applications must be submitted via [SurveyMonkey Apply](#). Organizations with questions on completing the application should direct their inquiries to NDD via email at neighborhoods@sbs.nyc.gov. Applications must be received via email by **Sunday, June 12, 2022, at 11:59pm** in order to be considered for CFY2023 funding.

Complete CFY23 Avenue NYC applications will include:

- Organizational Development Application, including the following sections:
 - Organization Information
 - Project Information
- Organizational Budget
- Organizational Board, Staff, and Volunteer List

OPTIONAL

Organizational Development:	<input type="checkbox"/> Letters of commitment from Project Partners (optional, please limit to 3)
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All inquiries can be directed to neighborhoods@sbs.nyc.gov.

Appendices

I. APPLICATION BUDGET PAGE INSTRUCTIONS

These instructions provide details on the information your organization must include in the Avenue NYC Application Budget Page. Please read through the entire set of instructions carefully before filling out the Budget Page.

Organization Name

Enter the name of your organization at the top of the budget page.

Annual Operating Budgets

Use the columns on the left-hand side of the budget page to provide information on your organization's overall operating budget for three consecutive fiscal years. Use the drop-down menus to indicate your fiscal year start and end dates.

Enter the total amount of each source of revenue for your organization and the total amount of each category of expenses on the specified lines in your organization's Annual Operating Budgets. See below for budget category definitions.

Proposed CFY2023 Avenue NYC Project Budgets

Use the columns on the right-hand side of the budget page to provide information on the budgets for your proposed Avenue NYC project(s) for City Fiscal Year 2023

Select the project category that you are applying for within the corresponding City Fiscal Year column. You should include all sources of revenue that your organization will utilize in support of each of your proposed Avenue NYC projects, i.e.; your requested Avenue NYC funding as well as any other funds that you plan on allocating to the project.

Enter your project's categories of expenses to detail how you propose to spend the Avenue NYC funding for which you are applying. All expenses that you include in your proposed Avenue NYC Project Budget should relate directly to the work that your organization will be doing to carry out the proposed project.

Definitions of Budget Categories

- Unearned/Non-Government Income:

Foundation/Corporate Grants – Funding derived from private and/or corporate foundations.

Individual Contributions – Support from private individuals. Do not include corporation, foundation, or government contributions and grants.

Membership Dues – All income that your organization derives from fees paid by members of associations and organizations (e.g.; merchant associations, chamber of commerce, etc.).

Other Unearned Income – Include any other contributions and grants not specified above.

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- **Unearned/Government Income:**
 - SBS Avenue NYC – Funding from the New York City Department of Small Business Services Avenue NYC Program.
 - SBS Other – Include funds from any other SBS Programs allocated to your organization.
 - Other City – Include funds from any other department of New York City government (e.g.; Department of Housing Preservation and Development, Department of Youth and Community Development, Department of Education) allocated to your organization. Please specify the agency in Column G of the Budget Page.
 - State/Other State – Include funds from New York State programs (e.g.; New York State Division of Housing and Community Renewal, Empire State Development Corporation) allocated to your organization. Please specify the agency in Column G of the Budget Page.
 - Federal – Include funds from federal programs. Please specify the agency in Column G of the Budget Page.
- **Earned Income:**
 - Special Events – Income derived from special events that your organization sponsors or holds, including fundraisers.
 - Other Earned Income – All other sources of earned income (e.g.; interest on bank accounts, revenue from real estate or housing rentals, class/workshop fees, contracted services, and any other income not included in categories listed above. Do not include membership income (include this under membership dues). Please specify the additional sources of income in Column G of the Budget Page, and if necessary, in Cells E30 and E31 of the Budget Page.
- **Expenses:**
 - Personnel – This item should include those staff members who are on salary and for whom you make withholding deductions. Figures should include gross salaries and fringe benefits such as health insurance, Social Security, pension fund payments, and payments to retirees.
 - Outside Professional Services – Payments to firms or persons on a fee-for-service basis including consultant fees, honoraria, stipends for non-staff, public relations, fundraising, outside security, instructors, etc.
 - Space Rental/Utilities – Expenses for rental of office space; meeting/classroom and other spaces; and utilities such as electricity, water, gas, etc.
 - Office Equipment/Supplies – Expenses for equipment (e.g.; computers, furniture) and supplies with an estimated useful life of less than two years (consumables required for daily operations, such as paper, photocopying, pencils, pens, soap, etc.).
 - Advertising/Promotion/Marketing – All costs for advertising, marketing, publicity and/or promotion. Include costs of newspaper, radio, and television advertising; printing and mailing of brochures, flyers, and posters; and space rental when directly connected to promotion, publicity, or advertising. Do not include payment to individuals or firms that belong under "Personnel" or "Outside Professional Services." For fundraising expenses, see "Other Expenses."

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Other Expenses – All expenses not entered in other categories. Include fundraising expenses, storage, postage, telephone, internet service, interest charges, publication purchases, insurance fees, nonstructural renovations or improvements, etc.

- **Surplus/(Deficit):** When you complete the Budget Page electronically, the Excel spreadsheet will automatically calculate the sum of your budgets' total income and total expenses and populate the Surplus/ (Deficit) field.

II. APPLICATION TERM GLOSSARY

Data Universal Number System (DUNS) Number- a nine-digit unique numeric identifier assigned to a single entity by a proprietary system developed and regulated by Dun & Bradstreet.

To obtain DUNS number please visit:

<http://fedgov.dnb.com/webform/displayHomePage.do;jsessionid=81407B1F03F2BDB123DD47D19158B75F>

Deliverable – a tangible object, action or event produced by organization to deliver services/create change for beneficiaries of the nonprofit organization

Example: a report, marketing collateral, or an event/meeting produced by the nonprofit organization

Goal – a desired result that the nonprofit organization plans and commits to achieve, or the organization's desired end-point in some sort of assumed development

Example: to increase foot traffic and business revenues on a commercial district

Indicator – an observable, measurable, and concrete characteristic that suggests an outcome has been achieved

Example: the number of attendees at events produced by the nonprofit organization during series

Long-Term – defined as 3 or more years after project completion

Outcome – observable changes or benefits to a district and/or constituent after deliverables have been completed on the commercial district

Example: the degree to which the placemaking event series coordinated by the nonprofit organization enhanced the business environment on the commercial district

Output – a measurable and direct result of deliverables and/or tasks

Example: the number of events produced by the nonprofit organization during the year

Project Partner – an organization, business, or government office that will provide necessary participation and/or resources to the project

Short-Term – defined as 1 to 3 years after project completion

Task – an activity or action needed to accomplish a deliverable

Vision – expresses an organization's goals and reason for existence