

## OVERVIEW

Having strong local partners that support small businesses is key to the success of New York City's commercial districts. We strengthen community-based organizations (CBOs) across the five boroughs by partnering with experts in the fields of **organization management** to provide services and programs.

Through partnerships with the [Lawyers Alliance for New York](#) and the [Support Center for Nonprofit Management](#), CBOs will have the opportunity to work one-on-one with an expert to either:

1. Assist your organization to navigate matters of nonprofit governance and other legal issues
2. Assess potential areas for organizational and programmatic growth and assist in the implementation of an organizational development work plan.

### **There are two Nonprofit Operations Coaching programs available.**

The **Legal Assistance** program matches Business Improvement Districts with an attorney to provide legal, compliance, and governance support - for free. Whether you have questions about how to incorporate your organization, your lease or some other type of contract, or the roles and responsibilities of your organization's leadership, we will put you in touch with attorneys who can offer you pro-bono services

The **Nonprofit Management Coaching** program matches local community-based organizations with experts in fundraising, financial management, governance, Human Resources, strategic planning, marketing, and more. Participants work one-on-one with a coach to assess internal effectiveness and determine priority areas for improvement, then implement a short-term or long-term organizational development work plan that addresses key challenges and leverages their existing strengths.

## REQUIREMENTS

### ELIGIBILITY

#### **Legal Assistance:**

- Business Improvement Districts (BIDs) operating within the five boroughs of New York City
- Incorporated as nonprofit organization in New York State;
- Compliant with annual State and Federal filing requirements.

#### **Nonprofit Management Coaching:**

- Nonprofit community-based organizations (BIDs, local development corporations, merchant's associations, and others) operating in New York City and incorporated in New York State
- Incorporated as nonprofit organization in New York State;
- Compliant with annual State and Federal filing requirements.

### PROJECT SCOPE

Through the **Legal Assistance** program, **AN ATTORNEY** will work with a Business Improvement District to help the organization navigate matters of nonprofit governance and other compliance issues. Types of projects include:

# Nonprofit Operations Coaching Program Guidelines

**Board Governance and Leadership:** Assistance for newly formed and established nonprofits to choose the corporate structure that is best for their organizations, understand the role of directors and officers, and implement sound governance practices that can aid in their stability and success. This includes drafting or revising bylaws and other governance documents, including conflicts of interest policies, whistleblower policies, and audit procedures.

**Employment Law:** Working one-on-one to draft policies and procedures for background checks, preventing harassment of staff and clients, structuring the employment relationship for part-time or seasonal staff, providing stipends and other incentives to program participants, and developing and updating personnel policies and manuals.

**Contracts and Partnerships:** Guidance and assistance for BIDs undertaking contractual obligations, such as collaborations, partnerships, and joint ventures on how to best structure the relationship and conduct the required due diligence before making a binding commitment.

Through the **Nonprofit Management Coaching** program, **A NONPROFIT MANAGEMENT COACH** will work with a community-based organization to develop strategic priorities and execute short- or long-term impactful commercial revitalization projects. Organizations that chose to participate in the short-term coaching engagement will receive up to five hours of technical assistance, while organizations that chose long-term coaching will receive up to 35 hours with a coach.

Types of projects include:

**Financial Management and Fundraising:** Targeted, specific consultation on how best to revise the organization's budget, monitor systems and allocate costs based on the organization's revenue streams and expenses, develop a multi-year operating budget, or identify funding prospects for the overall organization and economic development projects.

**Strategic Planning:** Working one-on-one to devise a strategy and collateral for attracting businesses to the corridor, strategies for identifying and engaging key stakeholders and potential partners, including businesses, property owners, real estate brokers, City agencies, residents, or developing strategic priorities for short-term and long-term growth.

**Board Governance and Leadership:** Work directly with the board and Executive Director to develop a board committees, as well as structure or train the board.

**Outcomes Measurement:** Develop program performance and evaluation measures.

**Human Resources/Staffing:** Assistance in developing on-boarding plans and trainings for new employees, volunteers, and consultants.

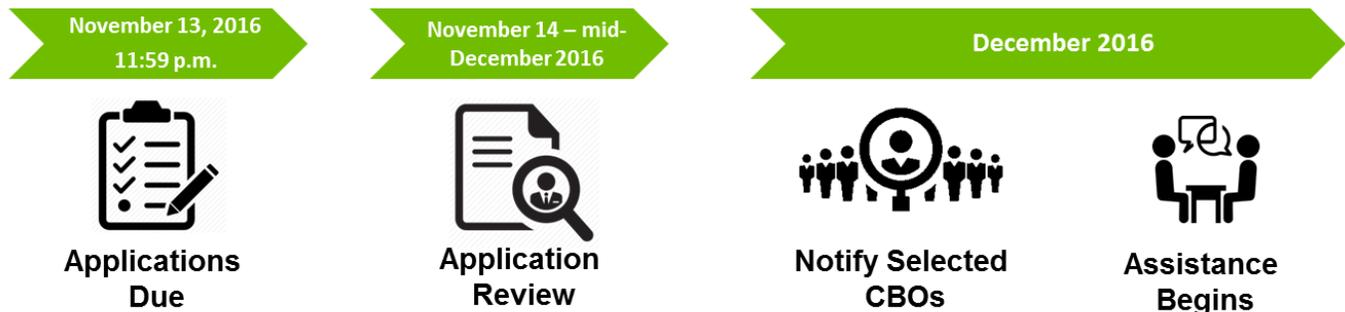
**Marketing/Communications:** Develop plans and collateral for marketing and branding the organization, neighborhood, and commercial area.

## PROGRAM TIMELINES

### Nonprofit Management Coaching Program



### Legal Assistance Program



## APPLICATION PROCESS

The application for the Nonprofit Operations Coaching programs is open until **November 13, 2016, at 11:59 p.m.** You must provide information about your organization, commercial area, long- and short-term goals, and propose a project for the attorney or coach in order to be considered for the program. The “Program Interest” section will help us determine if your organization and project is a good match for working with one of the experts, so all responses should be clear and specific.

*Key elements to highlight in the “Program Interest” section:*

- Clear articulation of strengths, challenges, and desired improvements
- Evidence of future vision for the organization
- Consideration of which program would be best for your organization and how the selected program will help the organization achieve its goals and mission
- Articulation of deliverables or collateral you would like to develop through working with the expert.

Both the Nonprofit Management Coaching and Legal Assistance programs are **free** for selected organizations. [You can apply online now.](#)

## Q&A

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### Application

*Where can I find the application?*

You can access the application for both Nonprofit Operations Coaching programs [here](#).

*When is the application deadline?*

Applications for the Nonprofit Operations Coaching programs are due **November 13, 2016, at 11:59PM**.

*Can I apply to be part of both programs?*

Yes, your organization can work with both an attorney and nonprofit management coach. In order to be considered for both programs, please submit only one application where you designate *Legal Assistance* in the “*Project Proposal*” for your organization. To strengthen your chances of being chosen for both programs make sure to state what projects you would work on with an attorney versus the coach in the “*Project Proposal*” question.

### Program Elements

*What is the Core Capacity Assessment Tool (CCAT)?*

The CCAT is a tool developed by the TCC Group to help organization’s understand and measure four core capacity areas: leadership, adaptability, management, and technical. This assessment is only part of the Nonprofit Management Coaching program.

*Will the CCAT be used to determine my selection into the program?*

The CCAT will be administered after candidates are selected to take part in the program to provide the coach and organization with a comprehensive understanding of the leadership, adaptability, management and technical capabilities of the organization and provide a sounding board for the strategic priorities discussion.

*When will I be matched with a coach/attorney and meet my counsel?*

All participants are matched with a coach based on the needs stated in the application. Participants in the Legal Assistance program will be paired with their attorney by the end of the year. Participants in the Nonprofit Management Coaching program will be paired with a coach early in the new year.

*What is the difference between the two programs?*

The Legal Assistance program is exclusively for Business Improvement Districts, while the Nonprofit Management Coaching program is available to all CBOs. In addition, through the Legal Assistance program, participants will work with an attorney to develop core operational documents. Through the Nonprofit Management Coaching program, participants will work with a coach to assess their organization’s capacity for growth and assist the organization to implement short-term or long term strategic projects to strengthen an organization.

### Other Questions

You can direct additional inquires to [NDevelop@sbs.nyc.gov](mailto:NDevelop@sbs.nyc.gov).