



## **Capacity-Building Grant Program**

### **Application Guidelines FY 2024**

#### **About the Capacity-Building Grant**

The purpose of the Capacity-Building Grant program is to help organizations identify and address their most pressing organizational needs. A commitment of the Broward Cultural Division has been to, annually, dedicate resources for capacity building programs designed to improve organizational effectiveness of the field and regard leadership development of cultural executives, and entrepreneurial acumen of artists, as key strategic investments.

**Award Amount: \$25,000 - \$50,000.**

**Funding period: October 1, 2023 - September 30, 2024, or multi-year.**

**Application Deadline: May 3, 2023 – on, or before, 11:59 PM**

Funding provides support to assist cultural organizations located within Broward County identify the current status and improve their capacity in areas such as mission fulfillment, program delivery, audience /market engagement, management and staffing, financial health, and administrative systems and infrastructure, particularly in areas such as fundraising and resource development, civic engagement, program design, strategic planning, organizational assessment, board and governance. Provides eligible organizations support to implement coordinated capacity-building activities carefully tailored to meet the needs of the Broward cultural sector and is specifically crafted at raising the overall levels of performance throughout the arts and cultural community.

## **Goals**

The funding will focus on program initiatives that are transformational for the applicant organization, that assists their cultural leaders, staff, and board members increase their knowledge, skills and understanding, and to develop the frameworks needed to bring about the desired developmental change:

- To help cultural organizations achieve their goals by providing opportunities for targeted management improvement both at the institutional and individual level.
- To stimulate and sustain “learning organizations” committed to continuous refinement through self-reflection and capacity building.
- To develop leadership, governance and, management capacity by creating a range of learning opportunities that match the needs of the individual organization with appropriate resources to address those needs.
- Encourages local cultural organizations to reach higher levels of health and organizational performance.

## **Program Eligibility**

- Current eligible recipients of the Cultural Division’s General Operating Support (GOS) funding, or selected non-profit organizations whose primary mission is arts and culture and is incorporated in Broward County, FL.
- Non-profit and tax-exempt status: in “good status” as a non-profit corporation in the State of Florida and 501(c)(3) tax exempt status from the Internal Revenue Service (IRS).
- A governing board, which meets regularly and operates under a set of bylaws.
- Majority of the organization’s programming occurs year-round within Broward County.
- Must employ at least one permanent full-time employee or one permanent full-time equivalent (FTE):
  - o A full-time employee for any calendar month is an employee who has on average, at least 30 hours of service per week during the calendar month, or at least 130 total hours of service during the calendar month.
  - o An FTE employee is a combination of employees, each of whom individually is not full-time, but who in combination, are equivalent to a full-time employee.
  - o Employees receive the IRS Form W-2, whereas independent contractors receive the IRS Form 1099-MISC.
- Which presents a regular season of exhibitions, programs, events, or performances open

to the general public.

- Which receives Broward community support through subscriptions, memberships, earned income, and/or planned fund raising.
- Which has been operational in its cultural discipline(s) for a minimum of two (2) uninterrupted years immediately preceding the date of application.

### **Eligibility Requirements**

1. Prior to the submission of the proposal, applicants are to contact the Division staff to discuss their project idea to ensure that it meets the basic fundable criteria.
2. The applicant should then provide a Letter of Intent to notify the Division that they are planning to apply.
3. The eligibility requirements must be met at the time of application deadline. Applicants must have complied with all reports and audited financial reporting requirements of previous Broward County agreements, if any. An applicant organization may not apply under more than one organizational name in one Broward County fiscal year unless a new name is registered with the Secretary of State during that period. A **late** or **incomplete** application will not be eligible for funding. An incomplete application (i.e., missing attachments, lack of proper support materials, etc.) may be rejected at the Division Staff level and not recommended to the Panel for consideration. Applications with deficiencies will receive a lower score. An organization may submit only one application per fiscal year.

### **What May be Funded**

Use of funds will target initiatives that have the possibility to fundamentally change an organization's effectiveness in implementing their mission. Possible fundable initiatives could include strategic planning, board development, leadership development, feasibility studies, funding of key new positions, master planning, needs assessments, etc. Organizations must contact the Cultural Division in advance to discuss potential initiatives before applying.

## **Grant Restrictions**

Funds may not be used for:

- Grants to individuals, including artists.
- Educational institutions, including schools, childcare centers, colleges, and universities are ineligible to apply. Organizations that are closely affiliated with such institutions are encouraged to contact Cultural Division staff prior to applying to ensure eligibility.
- Benefits, fundraisers, or awards programs.
- Organizations whose cultural programs, in whole or in part, are designed to encourage preference of a particular religion.
- Political advocacy.
- Cash reserves or endowments.
- Tuition assistance or scholarships.
- Costs of receptions and social activities, except when they are incidental and related to arts activities.
- Expenditures made before the grant period.
- Costs incurred or obligated outside of the grant period.
- Capital Improvements.
- Direct programmatic expenses such as exhibition expenses, commissions, artist fees and production expenses.
- Duplicate or additional funding for specific projects supported by the Division through other funding programs.

## **Application Restrictions**

Organizations may only submit one (1) application per application deadline. If an applicant receives funding it shall not apply for, or be eligible, to receive additional funding for the same project.

## **Navigating the Online Application Process**

Applications are completed and submitted online. Once a potential applicant's eligibility is determined by Cultural Division staff, the application will be made available in the online portal. Applications and ALL required documentation must be submitted by 11:59 pm on the applicable due date. Applications will be considered incomplete if all required documentation has not been submitted by the applicable deadline. Incomplete applications will not be reviewed by the review panel. For grant-specific application tutorials, visit the Grants Resources section of [Broward.org/Arts](http://Broward.org/Arts)

## **Grant Review Criteria**

Successful applicants will seek to demonstrate the following through their proposal.

### **Applicant:**

- The critical issue(s) to be addressed through the proposed project are clearly stated, including how the organization identified and prioritized this initiative.
- The organizational change sought through this opportunity is clearly stated and how this funding will positively impact the applicant organization.
- Evidence of the board's support and commitment to the proposed initiative, including a clear explanation of their role in the planning and implementation process.
- The applicant's board has approved the capacity building project plan through a letter of support from the board.
- The target dates for implementing and completing the capacity building project are reasonable.
- Project expenses are clearly stated, and the project budget appears reasonable.

### **Consultant:**

- The consultant selection process is clearly explained and appropriate.
- The proposed consultant(s) is qualified and appropriate for the project.
- The applicant organization and the proposed consultant(s) have discussed the potential project with the Cultural Division staff.
- The type of services to be described in the consultant's proposal are clearly explained.
- The proposed consultant's plan of service has correctly prioritized the capacity issues for the organization to address.
- The means for evaluating the project and goal attainment are adequate.

## **Outcomes and Reporting**

Following the funded project period, if applicable, the consultant will be required to:

- Provide an assessment of the recipient organization to the Cultural Division, accompanied by a written report, to be crafted as an organizational "agenda for improvement" or action plan.
- The assessment will provide the recipient organization with a broad work plan for building capacity and will also inform their next grant application to the Broward County Cultural Division.

- In addition, the assessment and report will be shared with the Broward County Cultural Division, to serve as a tool to better identify technical assistance and grant-making opportunities for the recipient cultural organization and others in the field.

### **Review Process**

Staff Review: Cultural Division staff reviews the application for its completeness and compliance with all program policies, guidelines, and requirements. Incomplete applications will not be forwarded to the review panel for consideration. Official documents such as corporate status, bylaws, and board roster are checked and verified for accuracy.

Applications will be reviewed by a review panel consisting of no fewer than three (3) and no more than five (5) members and scored based on the criteria described in the Grant Guidelines.

### **Funding Approval**

Projects recommended for funding will be presented to the Cultural Council for review and approval before being submitted to the County Administrator for final approval. Projects not recommended for funding will receive an official letter of declination along with a summary of panelist comments. Funding recommendations are sent to the Broward County Board of County Commissioners for approval as part of the annual budget process. Funding for successful applications is not considered approved until passed by the Commission and funding is not guaranteed until an agreement has been fully executed.

### **Disbursement and Payments**

Award recommendations as a result of the Citizen Review Panels are not final until the Broward County Board of County Commissioners passes the County's annual budget. Awards are not guaranteed until an agreement has been fully executed. Once an agreement has been fully executed and all required documentation provided, payment will be made in one lump sum to the awarded artist or organization.

Payments: 1.) County shall pay the Recipient 75% of the grant award upon execution of the grant agreement. 2.) County shall pay the Recipient the remaining 25% of the grant award after the Recipient completes the approved capacity-building project and submitted the Outcomes and Reporting requirements and provides the County with the completed Project Report. Project Report, which is due no later than sixty (60) calendar days after the completion of the term (or project period).

## **Insurance Requirements**

If insurance is required by the County's Risk Management Division, the awardee shall furnish a Certificate of Insurance or endorsements evidencing the insurance coverages as specified, as incorporated as part of the agreement. Such required Certificate shall be provided prior to the awardee beginning performance of work under the agreement. The Certificate must name Broward County as an additional insured. Please maintain the organization's coverage with your agent by keeping an up-to-date Certificate of Insurance. Failure to provide an up-to-date, or renewed, Certificate could delay the execution of the agreement, and payments, until the insurance requirements are met.

## **Contacts**

The Cultural Division office is located on the 6th floor of the Broward County Main Library in downtown Fort Lauderdale.

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