



Request for Proposals Seeking a Fiscal Sponsor (Invitation Only)

Background

The Mosaic Network and Fund was established in 2018 by the Doris Duke Foundation and The New York Community Trust, with broad support from the city's private sector arts and culture funders, to direct more resources to ALAANA+¹ arts and cultural organizations in New York City. Administered by The Trust with support from consultants who facilitate Network activities, funder learning, and evaluation, Mosaic has since operated as a time-limited learning network and collaborative fund. Its initial phase of operations, as a program of The Trust, will end in 2023 to make way for a newly independent entity.

The Network is composed of more than 200 active members representing ALAANA+ arts and cultural organizations and City-based arts philanthropies and funding intermediaries.² Activities are guided by a Steering Committee, among other advisory bodies, composed of practitioners and funders. Learning activities have included periodic exchanges, to facilitate dialogue and build relationships among members, and an intensive to help funders operationalize equity practices. Activities are expected to evolve in the future.

At the end of 2021, Mosaic Network members decided to reserve approximately \$3 million, plus any funds raised in excess of this amount, to seed a Mosaic Network and Fund that would operate independently moving forward (Mosaic 2.0). Over the past year, working groups composed of Network members determined future operations, programs, grantmaking, budgeting, and fundraising needs, [further outlined in this plan](#), and the Network voted to restructure Mosaic 2.0 as a fiscally-sponsored project that is expected to operate at least for an initial five-year period.

Opportunity

On behalf of the Mosaic Network and Fund, The Trust requests proposals seeking a fiscal sponsor for Mosaic 2.0. **Proposals are due by 5pm on Wednesday, June 21, 2023. Applicants will be notified about the status of their proposals by August 2023.** Application materials will be made available to Mosaic Network members for review and a vote. Criteria for proposal review are detailed on the following page.

Please note that we are unable to meet individually in advance of proposal submission. A virtual information session will be held on **Tuesday, May 9** from 1pm to 2pm to answer questions. If you would like to attend, please register [here](#). A recording of the info session and FAQs will be made available online afterwards.

¹ The Mosaic Network primarily engages organizations identified within the ALAANA+ acronym, which stands for African, Latiné, Asian, Arab, Native American, Indigenous Peoples, Pacific Islander, Southwest Asian and North African (SWANA), and Middle East, North African, and South Asian (MENASA) cultures and communities. The Mosaic Network acknowledges the complexities of the term Native American, as well as often interchangeable terms such as American Indian, Amerindian, Aboriginal, First Nations, etc. The Network defines Native American, as well as these often interchangeable terms, as persons having origins in any of the original peoples of North, South, and Central America and the Caribbean and who maintain tribal affiliation or verifiable community attachment. There is a clear understanding among Network members that summative phrases are not fully inclusive of all Black, Indigenous, and People of Color (BIPOC) realities. The Network remains open to expanding its engagement protocol to possibly include other cultural communities/constituencies that are not identified within the ALAANA+ acronym.

² Active membership denotes participation in Network activities, such as learning exchanges and working groups. Mosaic's distribution list is much larger, with more than 600 contacts who are kept abreast of and invited to participate in periodic events and ongoing engagement through the Mosaic online portal via Mighty Networks.

Review Criteria

The New York Community Trust will conduct due diligence on submitted proposals to ensure that applicant organizations meet the following criteria:

- At least 4 independent members on the board of directors, with no conflicts of interest on the board;
- Stable financial health (organizations with negative net assets will not be considered);
- Adequate financial controls and sufficient personnel to responsibly manage accounting demands; and
- Appropriate processes in place, or capacity to establish processes, to make and monitor grants.

The Mosaic Network, which will review proposals and identify a fiscal sponsor through a voting process, has identified the following as priority considerations. The fiscal sponsor should:

- Align with the vision, mission, values, and goals of Mosaic 2.0 (*Mosaic 2.0 plan linked on previous page*);
- Allow Mosaic 2.0 to function with as much autonomy as possible, deferring to the wisdom, leadership, and decision-making processes of Mosaic Network members and advisory bodies, while providing experience and guidance to steward Mosaic 2.0's continual development;
- Commit to working with Mosaic 2.0's staff, Transition Committee, and future Steering Committee;
- Be reasonably adaptable and exercise flexibility in response to the Network's evolving needs;
- Practice and uphold transparency regarding organizational processes, priorities, and data; and
- Have financial management, fundraising, and grantmaking experience.

Additional consideration may also be given to the following:

- Existing membership within the Mosaic Network;
- Racial/ethnic composition of the applicant organization's board and staff, and/or commitments to fostering racial equity internally; and
- In-house capacity to provide technical assistance or professional development to Network members, and fundraising support to Mosaic 2.0.

Application Materials

The **proposal narrative** should not exceed five pages and should generally respond to the following.

1. **Background:** Please tell us about your organization, including its:
 - a. Mission, vision, values, and goals;
 - b. Programs or services provided; and
 - c. Communities served, specifying demographics and geographies where possible.
2. **Alignment:** Mosaic 2.0 envisions a more equitable, pluralistic cultural ecosystem, inclusive of a changed philanthropic landscape. Please tell us how your organization might align with this vision, including any:
 - a. Prior involvement with the Mosaic Network and Fund, or related initiatives for ALAANA+ arts and cultural organizations;
 - b. Commitments to racial equity, including how these commitments are put into practice; and
 - c. Prior experience with participatory practices, such as stakeholder engagement in decision making, collaborative program design, or participation in cooperative initiatives.
3. **Readiness:** Please tell us how your organization is best suited to meet the needs of Mosaic 2.0. Noting people, resources, processes, and responsibilities involved, indicate any prior experience:
 - a. Operating as a fiscal sponsor;
 - b. Managing complex projects;
 - c. Making and monitoring grants (if available, please include links or lists of past grants); and
 - d. Raising and managing large sums of money.

4. **Additional Support:** The Mosaic Network will vote to select a fiscal sponsor by July 2023, and the Mosaic Network and Fund is expected to transition out of The Trust by August 2023, at which point The Trust will award a grant to Mosaic 2.0 under the leadership of a Transition Committee, led by two Co-Chairs/Signatories, and the stewardship of a fiscal sponsor. Relatedly:
 - a. Both parties will need to sign grant agreements and be responsible for fulfilling annual reporting obligations to The Trust until existing donor commitments have ended in early 2025. Does this timeline or obligation present any challenges for your organization?
 - b. The Transition Committee will provide oversight through early 2024, and the Co-Chairs will liaise with the fiscal sponsor. A separate Search Committee composed of 5-11 Network members will help to identify staff in the fall, beginning with an administrative lead who can assume day-to-day management of Mosaic 2.0 and take over subsequent hiring. Until this first hire has been made, Mosaic 2.0 will require hands-on assistance with the search process, including creating and posting job announcements, managing applications, organizing interviews, and securing health insurance and retirement benefits for staff. Is your organization able and willing to assist with this process in the fall of 2023?

A five-year **budget** should estimate:

1. an annual rate for fiscal sponsorship, noting what this fee covers; plus
2. any other expenses anticipated for additional services
 - a. in the first year, until Mosaic 2.0 has hired staff; and/or
 - b. in subsequent years should your organization be able to meet some of the programming or fundraising needs of Mosaic 2.0.

You are welcome to reference the estimated budget in Appendix A of the Mosaic 2.0 plan, understanding that these are placeholders and will require adjustment. Fees and other expenses may be negotiated by the Mosaic 2.0 Transition Committee and The Trust before executing any grant or contractual agreements.

Support materials should include the following:

1. The New York Community Trust proposal cover sheet, to be submitted through The Trust's grants portal [here](#). **Note:** *You will be asked to upload a single PDF file of your application (proposal narrative, budget, and items 2-5 below) to the proposal cover sheet online. Please have the PDF ready in advance.*
2. Projected operating budgets for fiscal or calendar years 2023 and 2024.
3. Audited financial statement, IRS Form 990, or CPA review report for fiscal or calendar year 2022 (if this is not yet available, please provide it for fiscal or calendar year 2021).
4. If the audit, 990, or CPA review report is for fiscal or calendar year 2021, please provide a profit and loss statement for fiscal or calendar year 2022.
5. List of board of directors, including professional affiliations.

Applications must be submitted on the NYCT grants portal by 5pm on Wednesday, June 21, 2023.

The Trust may reach out to your organization to request additional information.

Please email questions to mosaic@nyct-cfi.org.

Note: *This invitation is open only to organizations on [this list](#), as well as [existing Mosaic Network members](#). If your organization is interested in responding to this RFP but has not been invited to apply or is not an existing member of the Mosaic Network, please email mosaic@nyct-cfi.org. We are able to consider requests to be added on a case-by-case basis.*