Greater Toledo Community Foundation

The Strategic Alliance Partnership

The Strategic Alliance Partnership funds Toledo-area nonprofits exploring collaborations that strengthen capacity and improve service delivery.

The program covers feasibility studies, professional assistance and training costs for partnerships that increase efficiency and impact through shared resources.

Eligible organizations must demonstrate quality service delivery, board and staff commitment from all partners, and capacity to implement the proposed collaboration.

Funding Guidelines

- **Goals of Strategic Alliance Partnership funding:**
  - To create economies of scale among nonprofits, resulting in cost savings and/or service enhancements (e.g. shared administrative services, shared staff to serve common constituencies, costs related to mergers). To strengthen infrastructure, management capacity and/or service delivery systems by supporting alliances among nonprofit organizations.
  - To encourage collaborative partnerships that employ comprehensive strategies to strengthen
  - community systems (such as improved education, employment, housing and/or health).

- **Previously funded grant proposals included requests for:**
  - Consultants and expert advice on mergers and/or consolidations of two or more organizations. Consultation and implementation for new and improved service delivery systems. Information technology assistance to consolidate “back office” operations (e.g. financial systems, equipment).
  - Assistance with creation of shared benefit packages, policies, training and other human resources costs.
  - Expertise creating coordinated communication systems and advocacy strategies.
  - Purchase, installation and training of automated systems for use by multiple partners.
  - Planning and implementation of shared staffing.

For more information, contact:
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The following activities are not eligible for support through this initiative:

- Projects designed to replace staff lines in individual organizations undergoing funding cuts.
- Projects designed to strengthen the management capacity of individual organizations in isolation. Funding for start-up programs for individual or partnering organizations.
- Project expenses incurred prior to the Foundation's receipt of the signed and dated grant agreement.

Contents of a Full Proposal

Organizations invited to submit a full proposal must include the following information:

- Purpose and Need - Summarize the project for which funds are being requested. Describe the specific issue the proposed alliance is intended to resolve. State the goals and objectives of the proposed alliance. Include documentation of how the proposed alliance will accomplish some or all of the following:
  - Allow the requesting organizations to function more effectively or efficiently through collaboration;
  - Serve to maintain and/or improve services for consumers, both in the short-term and beyond the funding period;
  - Result in cost savings and how those savings will be used to maintain or improve services. Quantify and include a timeline where possible.
  - Implementation - Summarize the plans and time frame for implementation of the project (including a viable plan for how grant funds will be utilized to accomplish the stated goals and objectives). If applicable, indicate how the project will serve as a model for replication. Identify the organizations participating in the alliance and the individuals responsible for governing and managing the project.
  - Evaluation - Include the criteria used to evaluate the success of the proposed alliance. Relate this evaluation to the project's goals and objectives in the Purpose and Need section.
  - Project Budget – Include all sources of income (both solicited and received) for the proposed project. Delineate line item expenses that clearly detail the total project cost and how proposed grant funds would be used.

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- Attachments:

For the applicant organization only, please include:

- Board List - The names and affiliations of the organization's Board of Trustees.
- IRS Letter - A copy of the organization's tax exemption letter from the Internal Revenue Service.
- Background - Brief background and history of the organization, including when and how the organization was established, its mission or purpose, accomplishments to date and a listing of all current programs and services.
- Financial Statements – There are two options for submission of financial statements, which include:
  - Option 1 – If the organization has had an audit prepared within 18 months of the application submission, please provide the full audit. An organization's IRS Form 990 will not be accepted in place of the required financial statements; or
  - Option 2 – If audited financial statements for this timeframe are not available, provide the unaudited income & expense statement (P&L) and balance sheet for the organization's most recent fiscal year-end. An organization's IRS Form 990 will not be accepted in place of the required financial statements. Note that only statements reporting information prepared within 18 months of the application submission will be accepted.
- Operating Budget - A board-approved operating budget for the current fiscal year of the organization.

For each organization participating in the alliance, please include:

- The names and affiliations of current Board members.
- The organization's mission.
- The organizational operating budget.
- A written statement signed by the President of the Board that indicates the Board approves and supports the proposed collaboration.

The Strategic Alliance Partnership strongly encourages pre-application meetings or phone conferences to discuss potential requests for funding. For further information, or to discuss a possible submission, please contact Patrick Johnston.

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