

## THE STRATEGIC ALLIANCE PARTNERSHIP

### Introduction

Effective nonprofit organizations are vital to the healthy development and quality of life in our community. Problems and opportunities for growth are diverse, complex and often best addressed through multi-disciplinary and/or multi-organizational approaches.

The Strategic Alliance Partnership was created by the Stranahan Foundation, United Way of Greater Toledo and Toledo Community Foundation to support the exploration and formation of strategic alliances that will enable Toledo area nonprofits to enhance program delivery and/or achieve more effective and efficient use of financial and human resources.

A variety of options exist for nonprofits that wish to enter into collaboration with other organizations. These range from shared back office operations to consolidation of two or more organizations into one nonprofit. Since the process of forming new or different partnerships can be awkward and full of questions, the Strategic Alliance Partnership will make funds available for non-recurring costs associated with feasibility studies, professional and/or technical assistance fees or staff/board training.

### Funding Guidelines

*The Strategic Alliance Partnership will place priority on alliances that will result in one or more of the following:*

- Create economies of scale, resulting in cost savings and/or service enhancements (including shared administrative services, shared staff to serve common constituencies, costs related to mergers).
- Strengthen the infrastructure, management capacity or service delivery systems of the partners.
- Create new or improved strategies for solutions to community problems (which can be documented and replicated by others).
- Stimulate partnerships among organizations that may not typically work together.

*Desired outcomes which may result from proposed alliances include:*

- New/improved service delivery systems (such as managed care).
- Shared “back office” operations (e.g. financial systems, payroll).
- Shared benefit packages, policies/procedures and other human resources costs.
- Coordinated communications, public education and advocacy strategies.
- Shared fundraising and development, including automated systems.
- Common purchase of services.
- Mergers and/or consolidations of two or more organizations.
- Combined staff/board development/training.
- Shared program services (e.g. clinical services).

*Applicant organizations should have:*

- A demonstrated track record in providing quality services locally.
- The organizational capacity to carry out the proposed project successfully.
- Board support (from each participating organization) for the alliance.
- Board leadership in helping the organizations to achieve the project objectives.
- A clear commitment to the project by the CEO and other managerial staff.

*Activities NOT eligible for support through this initiative include:*

- Projects designed to replace staff lines in individual organizations which have received funding cuts.
- Projects designed to strengthen the management capacity of individual organizations in isolation.
- New/start-up programs for individual organizations.

## **Grant Application Process**

There are two cycles during which proposals will be considered. **The two deadline dates for receipt of proposals are: February 15 and September 15, and must be submitted through the Toledo Community Foundation's online application process.** The online application can be accessed via the Foundation's website at [www.toledocf.org](http://www.toledocf.org). Only proposals submitted using the Foundation's online application process will be considered. Proposals, including all required attachments, must be received by the application deadline.

Requests will be carefully reviewed by a Steering Committee comprised of Board representatives from the Stranahan Foundation, United Way of Greater Toledo and Toledo Community Foundation. In general, applicant organizations will be notified, in writing, of approval or denial of funding requests within 60 days following the deadline date for receipt of proposals. The partnership reserves the right to delay action on any request in the event that additional information is required in order for a final decision to be made. Grant funds cannot be used to cover project expenses incurred by an applicant organization prior to the Foundation's receipt of the signed and dated grant agreement or subsequent to the grant expiration date.

## **Contents of a Proposal**

The following information must be included in all proposals:

- **Purpose and Need** - Summarize the project for which funds are being requested. Describe the specific problem/issue the proposed alliance is intended to resolve. State the goals and objectives (i.e. desired outcomes) 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 (in the near-term and/or over the long-term) and how savings will be used to maintain or improve services.
- **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/objectives). If applicable, indicate how the project will serve as a model for replication. Identify the organizations participating in the alliance and the organization/individuals that will be responsible for overseeing the project. Indicate how the project will be governed and managed.
- **Evaluation** - Include a description of the criteria that will be used to evaluate the success of the proposed alliance. Relate this evaluation to the project's desired outcomes.
- **Budget Information** - In addition to the information contained in the narrative, provide a detailed budget consistent with proposed activities. Project budgets shall include: all projected income and expenses; all sources of projected income (both solicited and received); the amount being requested from the Strategic Alliance Partnership and the period (beginning and ending dates) for which funds are being requested.

## **Attachments**

The following attachments must be included with all proposals:

- ***For the lead (applicant) organization, please include:***
  - The names and affiliations of the applicant organization's Board of Trustees.
  - Brief background/history of the applicant organization, including: When and how the organization was established; its mission/purpose; accomplishments to date; and a listing of all current programs and services.
  - The organization's most recent audit. If audited financial statements are not available, the unaudited income and expense statement and balance sheet must be provided.
  - The organization's current operating budget.
  - Copy of the applicant's tax exemption letter from the Internal Revenue Service.
  
- ***For each organization participating in the alliance, the following must be included:***
  - The names and affiliations of current Board members.
  - A summary of each participating organization's mission.
  - A written statement from each participating organization – signed by the President of the Board of Trustees – indicating that the Board approves and supports the proposed initiative.

**For additional information, please write or call:**

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