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

The Strategic Alliance Partnership was created to support the exploration and formation of collaborations that would enable Toledo area nonprofits to achieve more efficient use of financial and human resources. The Strategic Alliance Partnership encourages community-level systems thinking to strengthen nonprofit capacity and improve service delivery. Since the process of forming partnerships can be complicated, the Strategic Alliance Partnership will make funds available for non-recurring costs associated with feasibility studies, professional or technical assistance fees, as well as staff and board training. Qualified applicant organizations must have a demonstrated track record in providing quality services, board and staff support from all participating organizations for the alliance and the organizational capacity to carry out the proposed project successfully.

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.

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.
- Grant funds may not be used to cover project expenses incurred prior to the Foundation's receipt of the signed and dated grant agreement.

Grant Application Process
The Strategic Alliance Partnership employs a two-step application process. Step one is the submission of a letter of intent. Step two is submission of the full proposal. Full proposals are by invitation only following review of the letters of intent. Both letters of intent and full proposals must be submitted through the Greater Toledo Community Foundation's online application process. Letters of intent and full proposals must be submitted by 11:59 p.m. of the application deadline in order to be considered for funding.

Full proposals are reviewed by a steering committee comprised of representatives from the Greater Toledo Community Foundation, ProMedica and the Stranahan Supporting Organization. Applicants and identified organizational partners may be asked to submit additional information or meet with Foundation staff during the grant review process.

Contents of the Letter of Inquiry
The following information must be provided in the letter of inquiry:
- **Project Description** - Provide a brief description of the collaboration to be pursued. Identify the organizations that would participate in the collaboration and describe the anticipated roles each would play in the project.
- **Support Requested** - State the amount of support that is requested and specify how grant dollars would be used.
- **Collaboration History** - Briefly outline when discussions started for the proposed collaboration and any efforts that have already commenced to effectuate the collaboration.
- **Outcomes** - Briefly highlight the issues that would be addressed by the collaboration and the anticipated efficiencies and potential cost savings that would result.

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 Information -** Provide a detailed budget as an attachment consistent with the proposed activities. Project budgets must 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 for which funds are being requested.

- **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:
    (1) Option 1 - If the organization has had an audit prepared within 12 months of the date of application, please provide the full audit; or
    (2) Option 2 - If audited financial statements for this time frame are not available, provide the unaudited income & expense statement (P&L) and balance sheet for the organization's most recent fiscal year-end. Note that both statements must be submitted if this option is selected.
  - ° Operating Budget - A board-approved operating budget for the current fiscal year of the organization.
  - ° Project Budget (as referenced in the previous section).

  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.

Deadlines
Letters of Inquiry: February 15 and September 15
Full Proposals: March 20 and October 20

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:

Christine Dziad, Program Officer
Greater Toledo Community Foundation
300 Madison Avenue, Suite 1300
Toledo, OH 43604
(419) 241-5049
chris@toledocf.org