

United Way of Santa Cruz County Nonprofit Effectiveness Fund

Thank you for your interest in the Nonprofit Effectiveness Fund. The goal of the Fund is to assist nonprofit organizations to rethink and regroup in response to the economic downturn. Grants will be made to support agencies in exploring, negotiating and/or planning implementation strategies for reorganizing the way in which they do business. The aim of this effort is to help local nonprofits to better serve their clients, customers and ultimately the community.

To assist non-profits in this work and to understand your organization's mission, motives and readiness to engage in the Nonprofit Effectiveness Fund grant process, the application is designed in four parts that include the following considerations:

Context: Why is your organization (and possibly along with organization partners) interested in pursuing restructuring/transition activities at this time? How does the activity align with your strategic goals and the current environment in Santa Cruz County?

Leadership: Successful transitions and reorganizations require the commitment and energy of the organization's leadership. Is the board and staff leadership of your organization(s) committed to this work? Have you identified the key internal and external players and how this work will proceed, given the various existing demands on the organization's leadership? Is the organization ready to make decisions that may change in fundamental ways how the organization operates?

Status: Is your organization at the beginning stages of this activity, or have you already identified potential partner(s)? How deeply engaged are you in conversation with potential partners? Have you sought outside counsel and/or other resources to aid you in planning and implementing this work?

Financial Condition: What is your current financial condition? How secure are current and future funding sources? How are the financial challenges facing your organization driving your proposed transitions? How has the economic downturn impacted your organization? Do you have the financial capacity to partner with another organization?

We hope the questions and considerations listed above will help your team in determining the viability and appropriateness of proposed transition activities at this point in your organization's development.

The Santa Cruz County Nonprofit Effectiveness Fund has limited dollars for grants. We regret that not all worthy proposals may be funded. We thank you for taking the time to apply to the program. We also realize that transitions and restructures may contain risk and requires confidentiality from all parties involved. Applications and information within will be kept in strictest confidence.

Grant Application Preparation:

- Grant applications should be typed (in an 11-point or larger font size) and should be no longer than four pages in length (plus the cover sheet and required attachments).
- Please group the application responses by the three areas listed: Context, Leadership, and Status. Only respond to those questions that are relevant to your application.
- Financial information will be analyzed from the required attachments and does not require a narrative explanation.
- Please include the signature page as an attachment.
- Be sure to include all required attachments. Please do not send any additional collateral material.

GRANT APPLICATION

COVER SHEET (Please provide a one-page cover sheet with the following information):

- Organization Name
- Executive Director
- Address
- Phone Number
- Email address
- Website
- Contact for application (if other than the Executive Director)
- Contact phone number and email (if other than the Executive Director)
- Grant Amount Requested
- Time Period for the Grant
- If you are applying with another organization or agencies, please list the name of the organization or agencies and other applicable information as per the above items.

Please specify the phase of activity or activities for which you are seeking grant support.

- Exploration Phase**
 - Single organization applications will be accepted for this phase. If two or more organizations are applying for exploration, each must complete an application.
- Negotiation Phase**
 - Each organization engaged in the negotiation phase must complete a separate application. Please submit all applications in one envelope.
- Integration Planning Phase**
 - If multiple agencies are engaged in the integration-planning phase, each must complete a separate application. Please submit all applications in one envelope.

NARRATIVE QUESTIONS

CONTEXT

1. Provide a brief history of your organization. Describe its overall purpose, objectives, clients served, and geographic service area. Please explain how the proposed transition actions are compatible with your mission.
2. Please describe what you see as the greatest potential benefits to your organization as a result of a restructure (organizational efficiency, financial and/or organizational stability/growth, influence/voice, etc). Additionally, what do you see as the greatest risks in not undertaking this activity?
3. Describe how the community and/or your clients may be better served as a result of your transition activities/restructure. (Considerations may include: community/client outreach, service delivery effectiveness and/or span of services, etc.)
4. Describe your organizational strategic plan, and how this proposed change process is consistent with your strategic plan. (If this process is not part of your current plan or if you do not maintain a strategic or long range plan, describe in what way and how a decision to engage in restructuring was reached.)

5. Please describe any financial/legal matters (such as asset restrictions, endowments, bequest issues, current liabilities, deferred revenue, pending lawsuits, and any other financial/legal barriers) that may be an obstacle to success.

ORGANIZATIONAL LEADERSHIP

1. Please explain how your organizational leadership (staff/volunteers/stakeholders) has been involved in this process thus far and will be in future work.
2. Please explain your communication/engagement plans for informing and engaging the organizational leadership (staff/volunteers/stakeholders) as you go forward.

STATUS OF ORGANIZATIONAL/PLANNING WORK

1. *If applicable*, please list the organization(s) that you are in negotiations with, or have contacted, regarding a joint venture process and a brief description of each.
2. Please indicate if you have you already chosen a consultant to assist in the process. If yes, please submit bio information about the consultant, along with any relevant work plan and budgetary expense information.
3. As you think about a new structure, what changes do you anticipate relative to your organizations competitive position?

For organizations applying for integration of two or more agencies, please answer the following additional question.

1. Please describe the current cultures of the organizations involved, and explain how you will address the opportunities and challenges in integrating the cultures.

SUPPORTING MATERIALS

Please attach the following support material in the order listed. If more than one organization is involved, please provide applicable information for each organization.

Organizational Information

- A copy of IRS certification of tax-exempt status.
- A copy of current strategic plan (if applicable)
- A current roster of your Board of Directors
- An organization brochure or recent newsletter.

Financial Information

- The most current independently audited financial statements
- A copy of your current operating year budget
- A comparison of year-to-date actuals with budget

Project Budget and Plan

- Project budget, including revenue and expenses. Please include staff, meeting, and consultants' costs as well as any other expenses you anticipate.
- Please explain how the funds from the grant will be utilized.

PLEASE NOTE – THESE GRANT FUNDS ARE NOT INTENDED TO FULLY PAY FOR EXPENSES INCURRED THROUGH A RESTRUCTURE, MERGER, JOINT VENTURE OR OTHER ACTIVITY.

SIGNATURE AUTHORIZATION

The below-signed agree that United Way of Santa Cruz County, the organization responsible for administering the Nonprofit Effectiveness Fund, may verify all the above information provided, including contacting any individual who may have relevant knowledge regarding the operations and finances of the organization.

Executive Director

Board President

Executive Director (printed)

Board President (printed)

If more than one organization is involved, please provide additional signature authority below:

Executive Director

Board President

Executive Director (printed)

Board President (printed)

Date of Application: _____

Date Received: _____

Return completed application to (Mail or Delivery):

United Way of Santa Cruz County, Attn. Mary Lou Goeke
1220 41st Avenue, Ste. C
Capitola, CA 95010
831.465.2202