

## Strengthening Organizations

The Foellinger Foundation identifies and funds mission-driven, well-managed, results-oriented organizations. The Foundation is interested in assisting organizations to seize timely opportunities to improve their effectiveness or to engage in the Assessment Phase of strategic restructuring. Since opportunities may arise at any time, the Foundation encourages organizations to apply when it is appropriate for their circumstances. Decisions on Strengthening Organizations grant requests will be made within 60 days after submission of a completed application.

The Strengthening Organizations grant category is open to any eligible organization in Allen County, Indiana and is not limited to those serving children and families. Applicants must submit a copy of their organization's current letter from the Internal Revenue Service advising that their organization is tax-exempt under section 501(c)(3) of the Internal Revenue Code and that it is not a private foundation. This letter or another organizational governing document must include information about the organization's status under Internal Revenue Code sections 170(b)(1)(A), 501(c) and 509(a). The name of the organization in this letter must be the same as the current legal name of the organization seeking the grant.

All eligible organizations may apply for Strengthening Organizations support to address organizational effectiveness as outlined in the Foundation's *Evaluation Materials* and *Guide to Capacity Outcomes* or for an Assessment Phase of strategic restructuring. Grants in the Strengthening Organizations category are for one-time projects and requests may not exceed \$10,000. Examples of eligible projects in this category include:

- Strategic Planning
- Board Governance
- Staff Development
- Financial Planning
- Succession Planning
- Mentoring/Coaching
- Research and Evaluation
- Assessment Phase of Strategic Restructuring (negotiation and/or Implementation Phases will be considered on a case-by-case basis)

*Other projects related to organizational effectiveness may also be considered.*

***Grant funds may not be used for capital, program or operating expenditures, including staff.***

- Eligible organizations may apply for up to \$10,000 in the Strengthening Organizations category and generally the grant will extend for no more than 12 to 18 months.
- The Foundation will only fund a consultant for the Assessment Phase of strategic restructuring that has been trained by LaPiana Consulting and that utilizes the LaPiana Consulting model. The Foundation will only fund consultants from LaPiana Consulting for the Negotiation and/or Implementation Phase.
- Eligible nonprofit organizations may have only one active grant in the Strengthening Organizations category. The organization may not request another Strengthening Organizations grant until the first grant is completed. This does not affect your organization's eligibility to submit an operating or program support grant in another grant category.
- Rarely will subsequent grant applications for the same purpose be accepted within a three-year time period.
- The Foundation will review and respond to Strengthening Organizations requests within 60 days of receipt of a completed application.

- Successful applicant organizations must enter into a grant agreement with the Foundation specifying due dates for financial reports and progress reports.
- Learning and evaluation are critical components of Strengthening Organizations grants. You may be asked to discuss your project with Foundation staff and other grantees, who will share their information with you.

You will need the *Evaluation Materials* included in the grant packet to prepare your grant application. These *Evaluation Materials* may also be found on the Foundation's website at [www.foellinger.org](http://www.foellinger.org). Additional resources to help in preparing your grant application are also on the Foundation's website. These include: *Shop Talk*; Recommended Resources; Sample Budget Format; Sample Grant Agreement; Publicity Policy; and templates for completing your grant application.

**➤ Step One – Grant Application Checklist**

The Grant Application Checklist serves as the cover sheet for your grant application. Please attach the required documents on the checklist in the order listed below:

**Type of organization** (*Check only one box and submit appropriate document*):

- 501(c)(3) public charity with funding primarily from private sources. (*Private foundations may not apply*). If you checked this box, please submit a copy of your organization’s current letter from the Internal Revenue Service advising that your organization is tax-exempt under section 501(c)(3) of the Internal Revenue Code and that your organization is not a private foundation. This letter or another organizational governing document must include information about the organization’s status under Internal Revenue Code sections 170(b)(1)(A), 501(c) and 509(a). The name of the organization in this letter must be the same as the current legal name of the organization seeking the grant.
- Governmental entity.

**Grant Narrative** (*In your narrative, please rewrite each question from the application before writing your response. Templates are available for download on the Foundation’s website ([www.foellinger.org](http://www.foellinger.org)). Numbering the pages of your grant application narrative is appreciated.*)

**Other documents** (*Please submit all of the documents listed below.*)

- A copy of the section from the board meeting minutes that outlines the discussion about the issue identified and indicates the board’s full support to address the issue identified. This document must be signed by the board president and the executive director.
- OR**
- If your organization is applying for an Assessment Phase of strategic restructuring, please include a copy of the section from the board meeting minutes from *each* participating organization that outlines the discussion and indicates the board’s full support. These documents must be signed by each board president and executive director.
- A one-page logic model completed as outlined in the grant application and evaluation packet.
- A copy of your organization’s most recent strategic plan.
- Resumes and proposals from two consultants – individual(s) and/or firm(s) – including the specific evidence of their credentials and work on similar projects with nonprofits.
- Project timeline.
- Names and terms of your organization’s board members or trustees (please list all officers).

**Required financial documents**

- Line-item project budget.
- Current year agency operating budget including revenue and expenses and a comparison of budget to actual.
- A complete copy of your organization's most recent federal tax return (IRS Form 990).
- A complete copy of your organization’s most recent audit report including a copy of the management letter. Please provide an explanation if an audit and/or management letter is not attached.

You may submit your budget(s) in the format used by your organization.

One copy of your checklist with all required documents should be submitted to: Cheryl Taylor, President, Foellinger Foundation, Inc., 520 East Berry Street, Fort Wayne, Indiana 46802

➤ **Step Two – Grant Narrative** (*Organizational Effectiveness Projects Only*)

If your organization is applying for support to address organizational effectiveness, you **must** answer all of the questions below.

<b>MISSION-DRIVEN</b>	<ul style="list-style-type: none"> <li>▪ What is the mission of your organization? Explain how the needs and/or issues addressed by your organization are related to its mission.</li> <li>▪ What process does your organization use to determine how programs, services, and activities align with your mission? Give specific examples of how these programs, services, and activities support the mission.</li> </ul>
<b>WELL-MANAGED</b>	<ul style="list-style-type: none"> <li>▪ Describe how the organization’s strategic plan is used by the Board to set organizational priorities on an ongoing basis. Please give specific examples.</li> <li>▪ Describe how the organization uses financial data, including the audit, Tax Form 990, and financial statements, in its decision-making processes. Please give specific examples.</li> <li>▪ What organizational capacity need will you address with your Strengthening Organizations grant? What process was used to identify this issue?</li> <li>▪ What specific activities will be undertaken with the support of this grant to address the need?</li> <li>▪ If your organization is planning to utilize the services of a consultant for this project, please submit the resumes and proposals of the two individuals or firms you interviewed. Please provide a written narrative describing the interview process, questions, and responses. Then indicate which consultant would be contracted with for the project provided a grant is awarded. Include specific evidence of their nonprofit credentials and work on similar nonprofit projects.</li> <li>▪ How will board and staff members participate and/or be engaged in the project?</li> <li>▪ In addition to the Strengthening Organizations grant from the Foellinger Foundation, what other resources will be dedicated to these activities?</li> <li>▪ Please provide a timeline outlining the various elements of the project.</li> <li>▪ Please provide a line-item budget for the project.</li> </ul>
<b>RESULTS-ORIENTED</b>	<ul style="list-style-type: none"> <li>▪ Please complete a logic model for this project using the Foundation’s <i>Evaluation Materials</i> “Guide to Capacity Outcomes.”</li> <li>▪ What tangible benefits to your organization will result from this Strengthening Organizations grant project to improve organizational effectiveness?</li> <li>▪ How will your organization sustain the results of the project over a three-year period?</li> </ul>

**➤ Step Two – Grant Narrative** (*Assessment Phase of Strategic Restructuring Only*)

If your organization is applying for an Assessment Phase of strategic restructuring, you **must** answer all of the questions below.

<b>ORGANIZATIONAL CONTEXT</b>	<ul style="list-style-type: none"> <li>▪ Provide the mission statements and a brief history of the organizations interested in participating in the Assessment Phase of a strategic restructuring process.</li> <li>▪ What motivated the organizations’ interest in pursuing this Assessment Phase of strategic restructuring?</li> <li>▪ How have the organizations worked together in the past and how has that work impacted the decision to move forward with this grant opportunity?</li> <li>▪ What discussions and activities have taken place within each organization to reach this point?</li> </ul>
<b>ORGANIZATIONAL LEADERSHIP</b>	<ul style="list-style-type: none"> <li>▪ Who on the staff of the organizations will be involved in this process?</li> <li>▪ How will you ensure adequate staff time is devoted to this planning project?</li> <li>▪ What board members will be providing leadership for this project?</li> <li>▪ What is the communication/engagement plan for the full board of directors, staff and key leaders who need to be involved in the project?</li> </ul>
<b>STATUS OF PLANNING WORK</b>	<ul style="list-style-type: none"> <li>▪ Briefly describe the opportunities and challenges that might be involved in this process.</li> <li>▪ If your organization is planning to utilize the services of a consultant for this project, please submit the resumes and proposals of the two individuals or firms you interviewed. Please provide a written narrative describing the interview process, questions, and responses. Then indicate which consultant would be contracted with for the project provided a grant is awarded. Include specific evidence of their nonprofit credentials and work on similar nonprofit projects. The Foundation will only fund a consultant for the Assessment Phase of strategic restructuring that has been trained by LaPiana Consulting and that utilizes the LaPiana Consulting model. (The Foundation will only fund consultants from LaPiana Consulting for the Negotiation and/or Implementation Phase.*)</li> <li>▪ Please include with this application the proposed work plan (including timeline) and budget provided by the consultant your organization is considering to use for this process.</li> </ul>
<b>FINANCIAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>▪ Describe how the organizations use financial data, including the audit, Tax Form 990, and financial statements, in decision-making processes. Please give specific examples.</li> </ul>

*\*Please note: If your organization has completed the Assessment Phase of strategic restructuring, you may contact the Foundation to discuss applying for the Negotiation and/or Implementation Phases.*