

Stronger Nonprofits Initiative – Application Guide

Below is an overview of questions found on the online application. ***This is not the actual application form.*** Use this guide to organize your thoughts and prepare your answers before starting the online application form. **All applications must be submitted using the online portal at www.StrongerNonprofits.org.**

The deadline to apply has been extended through Monday, August 31, 2020. If you have any questions, please contact lwilliams@iff.org or StrongerNonprofits@iff.org.

I. APPLICATION OVERVIEW

Each of these items is required to complete your application at www.StrongerNonprofits.org. Please be sure to attach any requested documents when you submit your application online.

ORGANIZATION INFORMATION

1. Organization Information

- a) Legal name of agency
- b) Agency headquarters address, city, state, and zip
- c) Phone
- d) Year of agency incorporation or formation
- e) Agency mission statement
- f) List of agency programs and services
- g) An overall organizational chart (submit attachment)

2. Financial Information

- a) Most recently completed audit or financial review (submit attachment)
- b) Current year budget (submit attachments)
- c) Most recent annual budget versus actual results (and projections through end of the year, if available) (submit attachment)

3. Completed Board and Staff Demographic Profile

This section is optional. If any answer is zero, please enter the number 0 in that field. The Board Member demographics should not include any internal staff, e.g., Executive Director.

| | Board (Staff should NOT be included as part of Board totals) | Total Staff (Total Staff includes Senior Staff. DO NOT include volunteers) | Senior Staff |
|--|--|--|--------------|
| Identify as Female | | | |
| Identify as Male | | | |
| Identify as Non-binary, third gender, a gender not listed, or prefer not to disclose | | | |

| | | | |
|--|--|--|--|
| Gender Identity Total | | | |
| American Indian or Alaskan Native | | | |
| Asian | | | |
| Black or African American | | | |
| Native Hawaiian or Other Pacific Islander | | | |
| White | | | |
| Hispanic or Latinx | | | |
| Other | | | |
| Persons with Disabilities (voluntary disclosure) | | | |
| LGBTQ+ | | | |
| Total | | | |

PARTICIPANT INFORMATION

At a minimum, it is expected that three members of your leadership team will actively participate in the program. Ideally this will include your lead finance staff member (e.g. CFO or Director of Finance) in addition to leadership staff that representing the following functions:

- Lead executive (e.g. CEO, Executive Director)
- Programs
- Fundraising
- Operations (facilities, HR, IT, etc.)

Board members who play a significant role in an organization’s fiscal operations may also benefit from participating in the program. **Up to four** members from your organization (including staff and board) can participate in the workshop series.

4. Please provide the contact information for all confirmed participants from your organization including staff and Board members.

Participant 1

First and Last Name:
Race/Ethnicity:
Gender:
Title:
Email:
Lead Contact (Yes/No):

Participant 2

First and Last Name:

Race/Ethnicity:
Gender:
Title:
Email:
Lead Contact (Yes/No):

Participant 3

First and Last Name:
Race/Ethnicity:
Gender:
Title:
Email:
Lead Contact (Yes/No):

Participant 4

First and Last Name:
Race/Ethnicity:
Gender:
Title:
Email:
Lead Contact (Yes/No):

Administrative Professional

First and Last Name:
Title:
Email:

NARRATIVE QUESTIONS

For the Narrative section of the application, please answer each of the questions that follow in short paragraph responses (3-5 sentences maximum).

Diversity, Equity and Inclusion

What we're looking for: nonprofit leaders who prioritize equity, diversity, and inclusion in their strategy and resource decisions.

1. Please provide 1-2 examples of ways in which your organization champions the values of diversity, equity, and inclusion. These examples can reflect overall program strategy, operational policies/practices, human resource decisions, organizational culture or any special initiatives at your organization.

Managing Through Crises

What we're looking for: to better understand how the COVID-19 pandemic, the resulting economic downturn, and the civil unrest tied to dismantling systemic racism have affected your organization's financial and facility needs to better inform how IFF and FMA can best support SNI participants.

1. Which of the below reflects your organization's experiences and/or strategies in the wake of the current crises (check all that apply):
 - Increases in core programs/service delivery

- Decreases in core programs/service delivery
 - Development of new programs and services
 - Increases in funding and new funding opportunities
 - Decreases in funding and new funding opportunities
 - Reductions in program and operating expenses
 - Increases in program and operating expenses
 - Changes in workforce (headcount, compensation practices, staff schedules/availability)
 - Other (please describe)
2. In a couple sentences, further describe how have the current crises have impacted your organization's programs and operations.
 3. What efforts have been taken sustain your organization's financial health and address facility needs in the wake of these crises?
 4. As a result of these crises, what major challenges and/or needs around financial management and facilities. does your organization anticipate going forward?

Financial Management Goals

What we're looking for: nonprofit leaders who are ready to make significant strides in their organizations' financial management practices.

1. What are 1 – 2 changes (big or small) that you would like to see occur in your organization's financial management practices in the next few years?
2. How do you think these changes will help improve your organization?
3. Has your organization ever completed a strategic plan? If so, when was it completed/updated?
4. Does your organization have a succession Plan (yes or no)?
5. What is the extent of your organization's involvement with its Bank? *Please write a brief explanation after each item.*
 - a) Depository Services only (i.e. checking, savings, etc.):
 - b) Cash Management and Electronic Services (i.e. payroll processing, electronic bill pay, etc.):
 - c) Loans:
 - d) Other:
6. Please describe any barriers you have faced when accessing capital (through loans, philanthropic support, etc.),

Real Estate Goals

What we're looking for: organizations that are ready to think strategically about how to build their institutional net assets and maintain optimal physical operating facilities in order to ensure their financial resilience and long-term ability to meet their communities' needs.

1. Please describe your organization's existing facility or facilities.
 - a. Do you own or lease?
 - i. Number of sites that are owned: _____
 - ii. Number of sites that are leased: _____
 - b. Do you believe your current facility/facilities are adequate for the type of work that your Agency is involved with? What if anything would you change about your current facilities (outside of adhering to the CDC's COVID-19 guidelines, which can be addressed in the COVID-19 section)?
 - c. Do have any immediate plans to move, add an additional location, expand, downsize or substantially renovate your current location?
 - d. How would you describe the condition of your facilities?
 - e. How would you describe your approach to facility maintenance? *Please mark an X after the most applicable answer. If "Other," please explain your approach.*
 - i. Landlord responsibility: _____
 - ii. Repair as needed: _____
 - iii. Facility maintenance plan followed: _____
 - iv. Other: _____

Time Commitment and Engagement

What we're looking for: organizations that are committed to learning and able to put in time, both during and outside all of the program workshop sessions, towards their leadership and organizational development goals.

1. Are you currently receiving any additional capacity building support, including participation in other cohort-based programs? Are there any other circumstances that might impact your team's ability to engage in all aspects of the 14-month program? If yes, please list and briefly describe.
2. Is your organization going through any significant leadership transitions or organizational changes? If yes, please describe.

Peer Learning

What we're looking for: nonprofit leaders who enjoy sharing and learning from their peers.

1. What are 1-2 areas of expertise or experience in financial and/or real estate management that you could contribute to your cohort?
2. What are 1-2 practices in financial and/or real estate management you would want to learn from other organizations?

Team Leaders

What we're looking for: nonprofit leaders who will bring program learnings back to their organizations and support their teams in introducing change.

1. How do you plan to take workshop insights back to your larger staff and Board?

2. What will you do to help ensure the capacity and ability of your team to implement necessary changes as a result of program participation?

II. APPLICATION SUBMISSION INSTRUCTIONS

1. Use this printed guide as a tool to organize your thoughts and responses
2. Gather digital versions of the requested attachments listed below:
 - a. An overall organizational chart
 - b. Most recently completed audit or financial review
 - c. Current year budget
 - i. Include the most recent actual results (against budget) and projections through end of the year, if available
3. Go to www.StrongerNonprofits.org and enter the information on the online application for your city
4. Submit the application and attachments listed above by **Monday, August 31, 2020**.
5. Please save a copy for your records.
6. Questions? Email Lisa at lwilliams@iff.org or StrongerNonprofits@iff.org

III. STRONGER NONPROFITS PROGRAM OVERVIEW

IFF is a Community Development Financial Institution (CDFI) that operates as a mission-driven lender, real estate consultant, and developer, creating opportunities across the Midwest for low-income communities and people with disabilities.

In our work, we frequently partner with and serve nonprofits that share our mission – and we're excited to invite applicants to a program launching this fall in Detroit and Milwaukee: the Stronger Nonprofits Initiative (SNI). **This intensive cohort program's primary goal is to support leaders of color.** It is open to nonprofits led by people of color and/or serving low-income communities of color in Detroit and Milwaukee. Participants will work to improve aspects of their organizational performance alongside other nonprofit leaders.

The Stronger Nonprofit Initiative is made possible through the generous support of [JPMorgan Chase & Co. Corporate Responsibility](#). IFF is also partnering with [Fiscal Management Associates \(FMA\)](#), a nationally-known consulting firm that specializes in helping nonprofits build their fiscal management capacity, to deliver workshops and technical assistance.

This program is ideal for organizations poised and ready for change, and willing to devote meaningful senior staff and leadership time to the program. Participating nonprofit leaders will:

- Build their **core financial management skills** through a series of virtual workshops and peer learning opportunities.
- Work on customized goals through **one-on-one financial management coaching** with FMA.
- Be connected to flexible **financing for facility-related projects** that meet their organization's needs.
- Engage in a **community of learning and practice**, where they will share, collaborate, and learn from other organizations' best practices.
- Access **targeted, subsidized professional services** in real estate planning.

IV. ELIGIBILITY

To be eligible for the Stronger Nonprofits Initiative, a nonprofit must:

- Be a 501(c)(3) tax exempt public charity in good standing with executive operations based in Detroit or Milwaukee
- Have at least one paid staff on the leadership team who is a person of color
- Serve low-income communities of color
- Have a paid, full-time permanent CEO/Executive Director
- Have at least three members of the leadership team ready and willing to actively participate in a 14-month long program starting **October 2020**, which includes:
 - All virtual workshops and peer learning sessions listed below
 - Individual bimonthly financial management coaching sessions over 14 months
 - Development of a financial management action plan for implementation
 - Individualized real estate consultation services
 - Two ad-hoc training sessions in 2021 (to be scheduled at a later date)
 - Participation in the evaluation of the cohort including feedback on workshops

There is no minimum or maximum operating budget size, but priority will be given to organizations for which this program reflects a critical investment for capacity building.

For additional information, go to www.StrongerNonprofits.org or contact Lisa Williams at williams@iff.org.