Mission Sustainability Initiative Grant Application: July 2023

Forefront

Partnering Organizations

The Mission Sustainability Initiative (MSI) at Forefront is dedicated to helping nonprofits thrive by providing the resources for leaders to regularly and thoughtfully explore collaboration and partnership strategies. Three types of grants are available:

Pre-exploratory: Our pre-exploratory grants provide funding for an organization to assess its readiness to engage in a strategic partnership, or for multiple organizations to either assess their preliminary compatibility or define their goals before exploring a formal partnership. The maximum amount available for a pre-exploratory grant is $5,000.

Exploratory: Our exploratory grants are to provide financial support to two or more organizations as they engage in good faith negotiations regarding a strategic partnership. These grants are often used for consultants to assist with negotiations or for outside financial or facilities experts to assist with due diligence. Exploratory grants range from $5,000 to $75,000.

Implementation: Our implementation grants are to help cover one-time costs of implementing partnerships that have been consummated or finalized. Implementation grants range from $5,000 to $75,000.

For inquiries related to MSI or the application below, please email MSI@MyForefront.org.

Type of Mission Sustainability Initiative grant for which you are applying*

Choices
Pre-Exploratory
Exploratory
Implementation

Project Name*
Please provide a project name that briefly describes the nature of your partnership work.
Examples:

- Family Center Inc / Youth Services Inc Merger
- Bright Futures Partnership Assessment
- Food Pantry Co-Location Implementation

Character Limit: 250
**Organization and Contact Information**
Please provide the following information about each partnering organization. Any columns that are not relevant to your application may be left blank.

Pre-exploratory projects: Only one organization is required.

Exploratory projects: At least two partnering organizations should be listed here. The order in which partners are listed is not important, but the organization listed as Partner #1 should be the organization that will receive any grant funds awarded.

Implementation projects: If the partnership resulted in a newly merged organization, please list the resulting organization as Partner #1. If the partnership resulted in a joint venture or other newly formed organization, please list that organization as Partner #1 and the member organizations as Partners #2, #3, etc.

If you have any questions about how to complete this section, please don't hesitate to ask! Contact us at msi@myforefront.org.

<table>
<thead>
<tr>
<th>Partners</th>
<th>Applying Organization / Partner #1</th>
<th>Partner #2</th>
<th>Partner #3</th>
<th>Partner #4</th>
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<tbody>
<tr>
<td>Organization Name</td>
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<td>Primary Address</td>
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<td>CEO / Executive Director Name</td>
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<td>Primary Contact Person for this Application</td>
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<td>Primary Contact Person’s Title</td>
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</table>
**Primary Contact Person’s Email Address**

**Current Fiscal Year Projected Revenue**

**Current Fiscal Year Projected Expenses**

**Mission Statement**

### Additional Partners
If your project includes more than four partners, please provide information about those organizations here.

*If the mission statement of any partnering organization is longer than 250 characters and will not fit in the space above, you may include it here.*

*Character Limit: 2500*

### Service Area*
MSI Grants are available to organizations that serve the following Illinois counties. Please select all of the counties below that one or more of the partnering organizations serve.

**Choices**
- Cook
- DuPage
- Kane
- Kendall
- Lake

### Additional Organization Information*
Sharing demographic and information about your organization helps Forefront to more fully understand the reach and impact of the Mission Sustainability Initiative. We ask each partnering organization to provide as much information as they feel comfortable sharing in the following survey: https://www.surveymonkey.com/r/3TKXXKQ

The information collected in this survey will not be factored into MSI funding decisions but will help us to evaluate our overall outreach and grantmaking strategy.
Please affirm that each organization has submitted this survey.

**Choices**
All partnering organizations have responded to the MSI Impact Survey

**Strategic Partnership Experience**
Do any of the organizations involved in this project have prior experience with a strategic partnership? If yes, please describe that experience.

Please enter "N/A" if none of the involved organizations have prior experience with strategic partnerships.

*Character Limit: 2000*

**Proposed Strategic Partnership - Pre-Exploratory**

**Partnership Description**
Please describe the strategic partnership you are exploring. At the pre-exploratory phase, this information is likely still in flux, so please provide as much detail as is currently available or relevant to your exploration. In describing the partnership, please address the following questions:

- What format will the proposed partnership take? (i.e. co-location, merger, shared staff, etc.)
- What prompted your organization to consider a strategic partnership at this time?
- How will or might the organizations’ missions further align after the proposed strategic partnership takes effect?
- How much progress, if any, has your organization already made with the proposed strategic partnership?
- What essential questions must be answered or obstacles must be overcome before your organization can make the decision to move forward with a formal collaboration?

Please Note: Specific details about the scope and cost of the partnership exploration project will be requested later in the application.

*Character Limit: 3000*

**Proposed Strategic Partnership - Exploratory & Implementation**

What is the requested grant amount?

*Character Limit: 20*
Proposed Strategic Partnership Description*
Please describe the strategic partnership for which you are seeking funding. In describing the partnership, please be sure to address the following specific questions:

- **What format will the proposed partnership take? (i.e. co-location, merger, shared staff, etc.)**
- **What prompted the partners to consider a strategic partnership at this time?**
- **How will or might the organizations’ missions further align after the proposed strategic partnership takes effect?**
- **How much progress, if any, have the partners already made with the proposed strategic partnership?**
- **What essential questions must be answered or obstacles must be overcome before the partners can make the decision to implement a formal collaboration?**

*Please Note: Specific details about the scope and cost of the partnership exploration/implementation project will be requested later in the application.*

Character Limit: 3000

Mission Alignment*
How do the missions of the partnering organizations align? How will the proposed partnership preserve or expand upon the existing missions?

Character Limit: 2000

Previous Experience*
Have the Applicant and Potential Partner(s) worked together before? If yes, please briefly describe that experience

*While past collaboration is not required, we have found that organizations with a history of collaboration, even on short-term projects, are more likely to develop sustainable long-term partnerships.*

Character Limit: 2000

Project Lead*
Please provide the name, title, and affiliation of the person(s) identified to oversee the development of the proposed partnership. If the person is not the CEO or Executive Director of one of the partnering organizations, please note how was this person selected?

Character Limit: 1500
**Goals/Impact**

**Partnership Goals**
Please describe your goals for this strategic partnership. Partnership goals may evolve during development, particularly in the pre-exploratory and exploratory phases, but please provide as much information about your goals as is applicable to the current phase of your partnership.

*Character Limit: 1500*

**Impact of Partnership**
What is the expected impact of the proposed strategic partnership on the clients and communities served by the partnering organizations.

*Character Limit: 2000*

**Project Budget**

**Project Budget**
Please provide a project budget detailing the one-time expenses associated with this phase of your partnership development. You may upload your own budget document or list the expense items in the table below (you don't need to do both).

You may include all of your project costs in the budget, but please remember that MSI funds may not be used for ongoing programmatic, operational, or capital costs of any of the partnering organizations, including staff costs paid to employees or independent consultants serving in the role of employees. *If you're unsure about whether a cost is eligible for MSI funding, please include it in your budget. You will not be penalized for including ineligible costs in your budget, and understanding the true cost of partnership development helps the MSI to regularly evaluate and improve our grantmaking.*

*File Size Limit: 2 MB*

**Budget**
Please use only as many rows as you need.

<table>
<thead>
<tr>
<th>Expense Item (&quot;consultant&quot;, &quot;meeting facilitation&quot;, etc.)</th>
<th>Description (name of consultant, type of services, etc.)</th>
<th>Cost</th>
<th>Requesting MSI Funds?</th>
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Mission Sustainability Initiative Grant
Application: July 2023

Printed On: 21 June 2023
Proposals

For each consultant or service provider for which you are seeking funding, please attach a related proposal or scope of work summary provided by the consultant or service provider. The document should include the following:

- A description of the work to be done or services to be provided
- A project timeline or timeframe
- A budget/fee
- Information about the person or person(s) that will provide the services, including name, title, affiliation, and relevant expertise

If none of the expenses in your budget involve a consultant or service provider, please upload a note stating as much.

Proposal #1*
*File Size Limit: 2 MB

Proposal #2
[if applicable]
*File Size Limit: 2 MB

Proposal #3
[if applicable]
*File Size Limit: 2 MB

Proposal #4
[if applicable]
*File Size Limit: 2 MB

Choosing a Consultant*
Briefly describe your process for selecting consultants and/or service providers. If applicable, include any prior projects for which you engaged the services of these firms.
**Additional Project Funding**
Please describe any additional funding available for this partnership development project. This may include funds allocated by the partnering organizations, project grants, or other sources or funding. If you have applied for and/or received grants for this partnership development project, please list the source, amount, and status of those grant requests.

*Character Limit: 2000*

**Board of Directors - Pre-Exploratory**

**Board List**
Please provide a list of your organization's board members' names and professional affiliations using whichever of the following methods is easiest for you:

- Provide a link to a webpage that includes your board list.
- Enter your board list below.
- Upload your board list on a single-page document.

*Please Note: This information is used to identify any potential for conflicts of interest among the grant review panel.*

*Character Limit: 2500 | File Size Limit: 3 MB*

**Board Support**
Indicate if your board has done any of the following in support of the proposed strategic partnership. *Please check all that apply, but only form of board engagement is required for your application to be considered.*

This information is important because research has shown that significant board engagement plays a key role in developing successful partnerships.

**Choices**
- Formed a board committee
- Passed a board resolution in support of the process
- Determined that the proposed partnership aligns with the organization’s current strategic plan
- Other (Enter details below)

**Other Board Support**
If you selected "Other" above, please describe.

*Character Limit: 500*
Evidence of Board Support*
Please upload evidence of the board support indicated above. This may include a board resolution, meeting minutes, or similar documentation.

*Your grant application will not be considered without written evidence that the Applicant’s board supports this project.*

File Size Limit: 1 MB

Board of Directors - Exploratory & Implementation

Board Lists*
Please provide a list of each partnering organization’s board members’ names and professional affiliations using whichever of the following methods is easiest for you:

- Provide a link to a webpage that includes your board list.
- Enter your board list below.
- Upload your board list on a single-page document. If you need to upload more than one board list, you will be able to upload additional files at the end of this application.

*Please Note: This information is used to identify any potential for conflicts of interest among the grant review panel.*

Character Limit: 5000 | File Size Limit: 1 MB

Board Support*
For each partnering organization, please describe the actions the Board of Directors has taken in support of the proposed strategic partnership. Actions may include forming a board committee, passing a resolution in support of the process, determining that the partnership aligns with the organization’s current strategic plan, and/or another indication that the board is a willing and engaged part of developing this partnership.

This information is important because research has shown that significant board engagement plays a key role in developing successful partnerships.

*Character Limit: 2500*

Evidence of Board Support*
For each partnering organization, please upload evidence of the board support indicated above. This may include a board resolution, meeting minutes, strategic plan, or similar documentation.

*Your grant application will not be considered without written evidence that the Applicant’s board supports this project.*
**For Implementation Grants Only**

**Partnership Details**
If you are applying for an Implementation grant, please describe the legal structure and mission of this partnership, including information about the role(s) of the ED/CEOs of the partnering organizations going forward and any plans for the retention or combination of staff positions and facilities.
If these details are available in a Memorandum of Understanding or other partnership agreement, you may attach that document as an answer to this question.

*Character Limit: 2500 | File Size Limit: 2 MB*

**Scope of Partnership**
Please describe the scope of the strategic partnership including any agreed upon implementation steps (e.g., establishing a timeline).

*Character Limit: 3500*

**Evaluation**
How will the Applicant and Proposed Partner(s) evaluate the success of the strategic partnership?

*Character Limit: 3500*

**Projected Post-Partnership Budget**
Please include a projected post-partnership annual budget for the Applicant or the newly formed entity.

*Character Limit: 2000 | File Size Limit: 2 MB*
Financial Statements & Additional Attachments

Audited Financial Statements*
Please upload a copy of the applying organization (Partner #1)'s most recent audited financial statements. If the Applicant is not required to have their financial statements audited, please upload the organization's most recent 990.

File Size Limit: 4 MB

Current Year Budgets*
Please upload a current fiscal year operating budget for each partnering organization. Organizations may be contacted for additional financial information if needed.

Partner #1 - Current FY Budget*
File Size Limit: 2 MB

Partner #2 - Current FY Budget
[if applicable]
File Size Limit: 2 MB

Partner #3 - Current FY Budget
[if applicable]
File Size Limit: 2 MB

Partner #4 - Current FY Budget
[if applicable]
File Size Limit: 2 MB

Additional Attachments

[optional]

If there are any additional files that you would like to include in your application, please upload them here.

Optional Attachment 1
File Size Limit: 2 MB

Optional Attachment 2
File Size Limit: 2 MB

Optional Attachment 3
File Size Limit: 2 MB