

**Nonprofit Repositioning Fund
Confidential Grant Recommendation
Presented:**

Org 1 – Org 2		Grant Type:	
Organization 1:			
Executive Director:		Operating Budget:	(Current FY)
Organization 2:			
Executive Director:		Operating Budget:	(Current FY)
Sector:		Geography:	
Referral Info:		Initial Contact:	
Collaboration Type:		Request:	
Use of Funds:		Staff Rec:	
Grants Open with NRF Funders:			

Executive Summary

Description of Organizations

Potential Benefits/Opportunities of Collaboration

Potential Risks/Barriers to Collaboration

Questions to be Answered in Exploratory Phase

Exploratory Phase Budget

Implementation Plan/Expected Outcomes (for implementation grants)

Implementation Budget (for implementation grants)

Staff Recommendations

**The Arizona Together for Impact Fund
Confidential Grant Recommendation
April 1, 2020**

Organization Names			
Organization 1:	XXXX	Grant Type:	Exploratory
Organization 2:	XXXX	One-time Costs:	\$37,500
Sector:	Health Care & Aging and Elderly	Grant Amount:	\$15,000.00
Type of Collaboration:	Merger	Grant Conditions	1:1 Match
Legal Form:	A full program integration of XXXX into XXXX	Together for Impact Introduction	October, 2019
Consultants & Contractors:	Jane Doe, Facilitation; John Doe, Legal Resources		Costs are to be applied through June 30, 2020 to ensure a thorough review prior to merger

Executive Summary & Case for Funding:

XXXX's programming in workforce development includes XXXX at Home, LLC, the subsidiary homecare agency of XXXX, which employs nearly 100 Direct Care Workers (DCW). Additionally, a state approved AZ Direct Care Worker Certification program featuring a hands on home setting skills lab. XXXX also participates in the AHCCCS Workforce Development Action Team and the AZ DCW Alliance. It services older adults in Yuma County and relies heavily on the success of these programs, as well as programs such as those offered by the XXXX.

XXXX has been unable to scale their programming to meet the needs of the community due to increasing costs and lack of administrative infrastructure. It has recently experienced funding challenges with the loss or reduction in funding from two key sources.

A collaboration between the two agencies will allow XXXX to better serve the community and accomplish its mission more effectively through increased community visibility with access to a larger market and support from XXXX. With the support of XXXX, XXXX will have a stronger financial position as it will have access to new and existing XXXX programming, access to XXXX infrastructure support and increased access to additional funding sources. This partnership will further XXXX's existing impact in the area of workforce development. This partnership will increase and improve overall competitiveness for all in this space which will raise the standard for the competence of the health care workers in the greater community.

Outcomes to be Attained:

XXXX can offer administrative support and capacity to XXXX and the integration would allow XXXX to continue to grow its programming to meet the needs of its clients. In moving forward with XXXX as a subsidiary of XXXX, there is an opportunity to consolidate administrative functions including, but not limited, to Finance, Human Resources, Development and Fund Raising and programmatic oversight.

Both organizations have agreed to work through a due diligence process with the intent to ultimately corporately restructure XXXX from an independent organization to a subsidiary of XXXX. As part of this process, both organizations have selected Board Members and the respective CEO's to be part of a joint exploratory committee. This committee will work together, along with guidance from their attorney's and the help of a consultant, to review critical documentation, complete a financial audit and chart a desired path forward for the organizations.

This collaboration will allow the two agencies to build a platform for growth that is capable of supporting services for the aging adults who need them most.

Description of Organizations:

XXXX: Since 1967, XXXX has led the way to improve the experience of aging for the communities in Yuma County, Arizona. XXXX is a nonprofit organization dedicated to inclusive, innovative, and integrated services that meet the changing needs of Yuma County's older adults. Providing expert services, advocacy, and unbiased information for older people and their families is at the heart of their work.

XXXX's mission is to promote dignity and respect for aging, and to advocate for independence in the lives of Yuma County's older adults and their families. XXXX primarily serves individuals age 60 and older, with some services beginning at age 55 and some available to physically disabled adults 18 and older. They also serve family caregivers providing care for adults age 60 and older, or for those of any age with Alzheimer's or related dementias. Their service area is all of Yuma County, which includes significant LatinX and Native American populations, and a smaller African American population. They provide specialized services designed for LGBTQ+ older adults and their families, as well as cultural sensitivity training to those in caring professions regarding the unique histories, needs and concerns of LGBTQ+ older adults.

For over five decades, XXXX has grown to a \$12 million a year organization, employing nearly 80 staff and 150 volunteers in service to our community, and serving more than 20,000 people each year. They offer an array of healthy living programs, fall prevention, home delivered meals, home repair, in-home help, education, advocacy rights, benefits assistance, and family caregiver services.

XXXX: The XXXX's vision is to transform lives through healthcare education. It's mission is to be the leader in healthcare education by elevating standards in training, inspiring excellence in our students, and positively impacting our community

They currently offer a Six week day, and 12 week evening, dual certification course for CNA's and certified caregivers for a total of 16 classes with 10 to 14 students per class. Additionally they offer a 2 1/2 week

standalone certified caregiver course monthly for approximately 10 students, and an assisted living manager program every two months. A bridge course for those nursing assistants desiring certification as a caregiver is also incorporated into existing classes.

90% of XXXX students receive financial assistance through the Yuma county one stop program as an equal percentage of their students are at the federal poverty level or below. Approximately 82% are women, of those, 34% are head of household and approximately 60% are people of color. Approximately 33% are unemployed and the vast majority are under-employed.

XXXX employs 3 full-time staff and 14 part-time employees. The budget has averaged at \$750,000 per year. But, as mentioned above, has been dramatically reduced in recent months and cash reserves are very limited. They have been operating with loans from XXXX in order to keep the training of new caregivers.

Exploration Budget and Proposed Grant

The funding will be used for attorney fees from both XXXX and XXXX, for the consultant fees and for a financial auditor. The attorneys are working on behalf of XXXX and XXXX to provide guidance, draft a restructuring agreement that includes amended By-Laws and Articles of Incorporation and ensure all legal aspects of the transition are completed. Jane Doe, is providing project management and guidance in this phase of the transition. As part of due diligence, it is important for an independent financial consultant, TBD, to conduct an audit of XXXX's agreed upon procedures and prepare a 990 for the organization. The proposed funding will cover the cost of the consultant to facilitate the meetings, manage negotiation issues, and design the formal implementation plan with timeline and a final business plan.

One Time Costs		Proposed Funding
Jane Doe, Nonprofit Consultant	\$5,000	
John Doe, Attorney	\$15,000	
John Doe, Attorney	\$17,500	
Total	\$37,500	\$15,000

Matching funds will be provided through a local foundation, in-kind accounting support, and in-kind technical support. The balance of funds will be provided from XXXX resources.

During a Board Meeting on January 13, 2020, the XXXX Board voted unanimously in support of a resolution to move forward with the due diligence of exploring a merger with XXXX. The XXXX Board of Directors voted unanimously in support of a resolution to move forward with the due diligence of exploring a merger with XXXX on January 15, 2020.