The Nonprofit Sustainability Initiative (NSI) fosters long-term partnerships for nonprofits interested in exploring strategic restructuring to create sustainable impact. The NSI is a funding collaborative of over a dozen foundations that helps nonprofits achieve their mission by providing stability in a funding environment constantly influenced by changing policy and priorities.

The goal of the NSI is to normalize strategic restructuring by establishing an environment where service providers, funders and consultants understand and regularly engage in the activity as a strategy for enhancing impact and sustainability.

**WHAT IS STRATEGIC RESTRUCTURING?**

Strategic restructuring (SR) is a range of formal, long-term partnerships, that lead to greater organizational effectiveness and efficiency. These partnerships can range from jointly managed programs, shared administrative services and joint programming, to mergers and acquisitions.

These strategic restructuring grants ensure that nonprofit leaders have the right tools in place to adapt to external changes and create sustainable impact. These partnerships create opportunities that help build the capacity to sustain the nonprofit mission and scale the vision.

**PARTICIPATING FUNDERS**

- The Ahmanson Foundation
- The Annenberg Foundation
- Ballmer Group
- California Community Foundation
- The California Endowment
- Carol & James Collins Foundation
- Conrad N. Hilton Foundation
- Durfee Foundation
- First 5 LA
- James Irvine Foundation
- JPMorgan Chase
- The Ralph M. Parsons Foundation
- UniHealth Foundation
- Weingart Foundation
INTERESTED IN APPLYING?

The NSI application and related information, including award criteria, can be found at: calfund.org/NSI

Here's a summary of the major steps:

1. NSI grants typically range from $20,000 to $40,000 and are used to hire consulting services associated with the exploration and negotiation of an SR partnership

2. Identify a potential partner(s) and agree upon general, high-level strategic partnership goals and objectives

3. Each grantee needs to get a signed Board resolution to enter into good-faith negotiations

4. Interview consultant candidates and select consultant. Agree upon the consultant’s scope of work, timeline and budget

5. Complete and submit NSI application

6. NSI Project Manager will contact applicants with follow-up questions and due diligence

NEED ADDITIONAL INFO?

For more information on the NSI or the application process, please contact Lynn Alvarez, Project Manager, at alvarezlynn@sbcglobal.net or Ann Sewill, Vice President, Health & Housing at asewill@calfund.org.

Additional resources can also be found at: calfund.org/NSI
Nonprofits Achieving More, Together

At the Arizona Together for Impact Fund, we support nonprofit sustainability through permanent collaborations, including program partnerships, back office consolidations and organizational mergers, as a way to increase community impact.

$1.5 MILLION OVER 3 YEARS

The Arizona Together for Impact Fund has committed approximately $1.5 million over three years to provide tools and resources for those interested in entering into sustained collaboration with one or more organizations.

INTERESTED IN APPLYING FOR FUNDING? HERE’S HOW THE PROCESS WORKS:

1. **Start a Conversation**
   Your organization holds an internal conversation about potential long-term partnerships. You identify the organization(s) with which you’re interested in collaborating.

2. **Reach Out**
   Using tools and resources provided by Arizona Together for Impact, you can initiate a conversation with these organizations. You may seek financial support from the Impact Fund to assist with the costs associated with these “seed” conversations.

3. **Contact Us**
   If all organizations agree to formally explore the possibility of a permanent collaboration, contact Arizona Together for Impact. We can assist by helping you engage an experienced consultant or facilitator, and by providing funding for a portion of the exploration costs.

4. **Apply for Funding**
   If organizations agree to a permanent collaboration (program integration, office consolidation or merger), you may request financial support from the Impact Fund for a portion of the costs of implementation.

5. **The End Result**
   When nonprofits join together to maximize the impact of their work, they have the potential to realize improved organizational and financial capabilities, provide expanded or deeper services, and more effectively serve their constituents and the greater community.

CONNECT WITH US

Interested in learning more about the Arizona Together for Impact initiative? Visit azimpact.org to learn more details about the Impact Fund and sign up for updates.

FOR ADDITIONAL QUESTIONS NOT INCLUDED ON THE WEBSITE, EMAIL:

Nora Hannah, Director, Arizona Together for Impact, at nhannah@azgrantmakers.org.
Nonprofits Achieving More, Together

The Arizona Together for Impact Fund supports nonprofits as they create an enduring future through collaboration.

**WHY WE EXIST**

We believe that through providing resources for sustained collaborations, such as program partnerships, back office consolidations and organizational mergers, we can support nonprofits in delivering programs and increasing their impact.

**WHAT WE DO**

As a funder collaborative, we understand that the social sector continues to deliver vital programs and services to our communities; however, nonprofits face looming challenges such as inconsistent funding and increased demand for their services. Now more than ever, Arizona’s nonprofits need to unite around a common purpose. The Arizona Together for Impact Fund has committed approximately $1.5 million over three years to provide tools and resources for those interested in entering into a sustained collaboration with one or more organizations.

Resources may take the form of:

- Confidential advice on the process and resources available
- Funding for initial discussion, exploration and implementation phases
- Access to tools and research to support collaborative efforts
- Workshops and speakers to learn more about sustained collaboration

By providing nonprofits with the resources they need to achieve long-term viability, we aim to strengthen the entire sector and ensure that vital nonprofit services are available to our communities for the foreseeable future.

There is power in going beyond organizational boundaries and doing together what we may not be able to do alone.
WHO WE ARE
The Arizona Together for Impact Fund is an initiative of Arizona Grantmakers Forum, the statewide network for philanthropic foundations. The initiative is led by a collaboration of Arizona foundations:

- Arizona Community Foundation
- Bidstrup Foundation
- Burton Family Foundation
- Community Foundation of Southern Arizona
- Flinn Foundation
- Hickey Family Foundation
- Kiita Foundation
- Legacy Foundation of Southern Arizona
- Lodestar Foundation
- Satterberg Foundation
- Steele Foundation
- Virginia G. Piper Charitable Trust
- Vitalyst Health Foundation
- Whiteman Foundation

CONNECT WITH US
Interested in learning more about the Arizona Together for Impact initiative or applying for funding? Visit azimpact.org to sign up for updates.

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Nora Hannah, Director, Arizona Together for Impact, at nhannah@azgrantmakers.org.
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**THE POWER OF PARTNERSHIPS - INITIATIVE OVERVIEW AS OF April 2018**

- **177** Nonprofits
- **$2.7** Million in Grants Disbursed
- **63** Strategic Restructuring (SR) Grants
- **33** Partnerships
- **19** Negotiations in Progress
- **21** Integration Grants

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KEY EVALUATION FINDINGS

- Consultant brings structure, time-frame, expertise, and objectivity; critical to the process
- Regardless of outcome, SR process considered educational and valuable
- 100% of grantees believe their SR agreement will result in improved organizational impact
- Going through SR process builds experience and knowledge for future partnership opportunities
- Key success factors include: time to devote to process, internal clarity, honest upfront conversations, trust, positive previous working experience, compatible cultures and mission, and clear understanding of SR process and “deliverables”
- NSI’s role has been as a catalyst or “accelerator” of SR discussions
- SR process provides many unanticipated grantee benefits, including relationship development and increased strategic thinking