ABOUT ARIZONA TOGETHER FOR IMPACT

Many nonprofits are grappling with inconsistent funds and increased demand for services. The philanthropic sector sees these challenges and has responded in a new way, creating Arizona Together for Impact, which helps nonprofits pursue their missions through sustained collaborations with other organizations. Initiated as a part of Arizona Grantmakers Forum, Arizona Together for Impact is a funder collaborative — a collection of funders aligned in support of a specific initiative. Now more than ever, Arizona’s nonprofits and funders need to consider how to maximize impact and unite around a common purpose. One opportunity is through long-term, formal collaborations. Arizona Together for Impact has allocated over $1.5 million 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:

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

These resources have one purpose: helping nonprofits that choose sustained collaboration to continue their vital services to our communities into the future.
Nonprofits matter. Sustained collaboration is a path out of short-term thinking and scarcity and into long-term strength and greater impact.

**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>About Arizona Together for Impact</td>
</tr>
<tr>
<td>3-6</td>
<td>Who We Are</td>
</tr>
<tr>
<td>7-8</td>
<td>Grants Awarded</td>
</tr>
<tr>
<td>9-10</td>
<td>Collaboration Success Factors</td>
</tr>
<tr>
<td>11-14</td>
<td>Nonprofit Spotlights:</td>
</tr>
<tr>
<td></td>
<td>- From the Community, For the Community: Spaces of Opportunity</td>
</tr>
<tr>
<td></td>
<td>- From Pandemic to a Path Forward: Help &amp; Hope for YOUth; Arizona Youth Partnership</td>
</tr>
</tbody>
</table>
The work of nonprofits is extraordinarily valuable. From healthcare, to homelessness, to the arts, nonprofits provide the programs and services that serve the very fabric of our community. And, when nonprofits collaborate and join forces, they can build greater capacity and create long-term sustainability.

At Arizona Together for Impact, we believe in sustained collaboration. At every level, in every sector, collaboration is a catalyst for innovation, an igniter for positive change, and a means to do more good work than we ever could alone. Grants from Arizona Together for Impact can facilitate, fund, and support strategic, sustained collaborations — which can take many forms — so that organizations can make a deeper impact. And, when organizations make a deeper impact, the entire nonprofit sector, and the community at large, become stronger for it.
The sense of excitement about what it means to collaborate, and the synergy and innovation that emerges from that, is the most exciting work we’ve been doing.”

– Leah Fregulia, Phoenix Youth Arts Collective

Arizona Together for Impact is part of the national Sustained Collaboration Network. For the organizations we work with, that means access to an incredibly wide-ranging network of expertise, experience, and funding.

Learning about or beginning to design a sustained collaboration is a big deal — one that can raise questions and concerns for a nonprofit staff or board. That's why the process always begins with a confidential conversation with the Arizona Together for Impact team. In fact, the first step of the process isn't deciding what kind of collaboration to pursue, but just discussing the full range of possibilities.

Arizona Together for Impact provides a full slate of resources for every step of the process, including funding for initial discussion and exploration phases. We provide financial support to organizations as they engage consultants and technical advisors that can help their nonprofit and potential collaborators find the most effective solutions possible.
Sustained collaboration is a powerful tool that can make organizations stronger, but we know there's no one-size-fits-all solution. We don’t pressure small nonprofits to merge into larger ones. We don’t urge any organization toward any specific outcome. We believe in helping nonprofits realize their missions — in a way that is thoughtful, community-centered, and mission-focused.

Collaboration can help organizations achieve greater impact in three main ways:
- Financial: A sustained collaboration can produce economies of scale, stabilization of financial positions or advancement of fundraising opportunities.
- Programmatic: Expansion of programs geographically or with greater market penetration through partnership or integration can help increase program impact in the community.
- Organizational Capacity: Finding and deploying resources like physical space and talent can be more cost effective when pursued with an adjacent organization.

Every nonprofit faces challenges in these areas at some point or another. But that doesn’t mean the answers are the same for everyone. That’s why Arizona Together for Impact offers a variety of collaborative solutions illustrated in the graphic below. From smaller-scale collaborations like a shared space or joint programming, to large-scale alliances and organizational integrations, we work with organizations on an individual basis to discover the best path forward. The resources we provide — especially funding for expert facilitation — honor organizational culture and mission alignment.

The goal of a discussion about collaboration is always centered around an organization's individual needs and unique impact.

### Four Types of Sustained Collaboration

<table>
<thead>
<tr>
<th>Associations (includes coalitions, collaboratives)</th>
<th>Joint Programs</th>
<th>Shared Support Functions</th>
<th>Mergers (includes affiliate and subsidiary structures)</th>
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<tbody>
<tr>
<td>• Working together over an extended period of time to accomplish shared goals</td>
<td>• Working with another organization to deliver an integrated program over an extended period of time</td>
<td>• Sharing support functions (such as accounting, HR, IT)</td>
<td>• Legally linking the governance of two organizations</td>
</tr>
<tr>
<td>• Formal agreement</td>
<td>• Formal agreement</td>
<td>• One organization contracts with another, or two or more organizations jointly form a new entity</td>
<td>- Integrates into one entity, or</td>
</tr>
<tr>
<td>• Governance remains separate</td>
<td>• Governance remains separate</td>
<td>• Formal agreement</td>
<td>- Establishes an affiliate or subsidiary, or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Governance remains separate</td>
<td>- Creates a new entity</td>
</tr>
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Less | Level of integration | More
When a nonprofit decides to move forward on a sustained collaboration, it can request financial support to offset the one-time costs of implementation. Arizona Together for Impact will also provide access to tools and research to support the effort, special workshops, and informative talks from experienced leaders. We'll provide the information needed to make a collaboration as effective as it can be.

Arizona Together for Impact is incredibly proud of the organizations we’ve worked with so far and the many ways they’ve maximized their impact through collaboration. As a collaborative fund, we’ve raised over $1.5 million to create and facilitate collaborative opportunities, and we’re just getting started.

“
You’d think nonprofits merge to save money.

We’re doing this as a growth platform.”

– Marcia Mintz, CEO of the Boys & Girls Clubs of the Valley

Be a part of it! If you’re ready to explore growing the impact of a nonprofit through sustained collaboration, or want to support nonprofits as a partner in our initiative, please reach out to us at impact@azgrantmakers.org. We are more than happy to discuss the possibilities with you.
### List of Grantees

- Anonymous* (2)
- Alliance of Arizona Nonprofits
- Arizona Autism United Inc.
- Arizona Dental Foundation
- Arizona School for the Arts
- AZSTRUT
- Arizona Youth Partnership
- Artistry Afterschool (formerly the Leading Tone)
- Beyond Foundation
- Boys & Girls Clubs of the East Valley
- Boys & Girls Clubs of Metro Phoenix
- Caregiver Training Institute
- Central Arizona Dental Society Foundation
- Chicanos Por La Causa
- Civitan Foundation, Inc.
- CommunityShare
- Congregation Or Chadash, Inc.
- Daring Adventures
- Experience Matters
- Florence Crittenton Services of Arizona, Inc.
- Help & Hope for YOUth
- Helping Ourselves Pursue Enrichment, Inc.
- Jewish Community Foundation of Greater Phoenix
- Jewish Community Foundation of Southern Arizona
- Jewish Federation of Greater Phoenix
- Jewish Federation of Southern Arizona
- Keep Arizona Beautiful
- Keogh Health Connection
- Local First Arizona Foundation
- Native American Connections
- Operation Enduring Gratitude Foundation
- Orchard Community Learning Center
- Organization for Nonprofit Executives
- Phoenix Center for the Arts
- Phoenix Children’s Chorus
- Phoenix Conservatory of Music
- Pima Council on Aging
- Rebuilding Together Valley of the Sun
- Roosevelt School District No. 66
- Southwest Autism Research & Resource Center
- Stardust Building Supply
- Tanner Community Development Corporation
- Temple Emanu-El
- The Desert Botanical Garden, Inc.
- The Phoenix Youth Symphony
- TheaterWorks
- Tia Foundation
- TigerMountain Foundation
- Treasures 4 Teachers
- Unlimited Potential
- Wellness Connections
- West Valley Arts Council

*Some organizations wish to remain anonymous until the collaboration is finalized.
Mission Areas of Grantees

Note: Many grantees identified more than one mission area.

<table>
<thead>
<tr>
<th>Mission Area</th>
<th>Count</th>
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<tbody>
<tr>
<td>Aging &amp; Elderly Population</td>
<td>13.6%</td>
</tr>
<tr>
<td>Arts, Culture &amp; Humanities</td>
<td>12.9%</td>
</tr>
<tr>
<td>Children, Youth &amp; Families</td>
<td>10.2%</td>
</tr>
<tr>
<td>Community Capacity</td>
<td>10.2%</td>
</tr>
<tr>
<td>Education &amp; Literacy</td>
<td>9.5%</td>
</tr>
<tr>
<td>Environment</td>
<td>7.5%</td>
</tr>
<tr>
<td>Food, Agriculture &amp; Nutrition</td>
<td>6.8%</td>
</tr>
<tr>
<td>General Human Services</td>
<td>6.8%</td>
</tr>
<tr>
<td>Health Care</td>
<td>5.4%</td>
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<tr>
<td>Housing &amp; Shelter</td>
<td>5.4%</td>
</tr>
<tr>
<td>Mental Health &amp; Crisis Intervention</td>
<td>5.4%</td>
</tr>
<tr>
<td>Other</td>
<td>5.4%</td>
</tr>
<tr>
<td>Public Safety &amp; Disaster Preparedness/Relief</td>
<td>2.7%</td>
</tr>
<tr>
<td>Science, Technology &amp; Social Services</td>
<td>0%</td>
</tr>
</tbody>
</table>

Grantee Primary Geographic Areas

CENTRAL ARIZONA - 28
NORTHERN ARIZONA - 1
SOUTHERN ARIZONA - 13
STATEWIDE - 11

Offering Statewide Services

Yes - 21
No - 32
Collaboration Success Factors

- **Time** to devote to the process
- Demonstrated internal **clarity** about goals for the process
- Engage in upfront **conversations** with partner(s)
- Some amount of positive working **experience** with one another
- **Compatible** or complementary missions and organizational cultures
- Clear **understanding** of the sustained collaboration process
- Involvement of a third party **consultant** to facilitate the negotiation process

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"...We were able to uncover many more potential strategic collaborators than we would have imagined."

– Tia Foundation

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**Types of Support**

<table>
<thead>
<tr>
<th>Grant Types</th>
<th>Purpose</th>
<th>Pre-requisites</th>
<th>Size</th>
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</thead>
<tbody>
<tr>
<td>Seed Grant I</td>
<td>Support to explore: 1. Organizational readiness for formal collaboration 2. Defining ideal partners and creation of a target list 3. Guidance on approaching potential partners May include readiness self-assessment, half-day onsite consultation led by facilitator.</td>
<td>✓ LOI with support of Executive Director and Board ✓ Budget with proposal from qualified consultant</td>
<td>Single grant available up to $2,500</td>
</tr>
<tr>
<td>Seed Grant II</td>
<td>Support to explore: 1. Feasibility with potential partner(s); and/or 2. High-level analysis on fit with potential partners May include readiness self-assessment, half-day onsite consultation led by facilitator.</td>
<td>✓ LOI with support of Executive Directors and Boards ✓ Budget with proposal from qualified consultant</td>
<td>Generally ranging $5,000–$15,000</td>
</tr>
<tr>
<td>Exploration Grant</td>
<td>Support for one-time costs associated with activities to assess, negotiate, and design a formal implementation plan, timeline, and business model for the collaboration. Will be used to fund external facilitators/consultants. May include developing a vision for what the entities aspire to pursue together.</td>
<td>✓ LOI with support of Executive Directors and Boards ✓ Exploration grant application ✓ Rationale for the potential collaboration ✓ Budget with consultant proposals</td>
<td>Generally ranging $5,000–$30,000</td>
</tr>
<tr>
<td>Implementation Grant</td>
<td>Support for one-time costs associated with executing a sustained collaboration between two or more organizations. Will be used to pay for third-party costs of lawyers, accountants, consultants, and other one-time costs necessary to complete the transaction.</td>
<td>✓ LOI with formal Board approval ✓ Implementation grant application ✓ Implementation plan detailing scope, timeline, and business model ✓ Agreed upon set of metrics to measure collaboration success ✓ Budget with proposals from all outside vendors/consultants</td>
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Consultants and Technical Assistance are Key

Collaboration is standard in the nonprofit sector: 68 percent of nonprofits plan to collaborate (formally or informally) with other nonprofits over the coming year, according to the Nonprofit Finance Fund. But most nonprofits struggle to find the time, resources, and funding to make collaboration real. Neutral outside consultants can help nonprofits put together a plan over the months, and sometimes years, these efforts can take to complete. Technical assistance includes financial and legal research and analysis, human resources compensation, fundraising feasibility reviews, and more.

There are many moments when a collaborative discussion can derail. Common challenges to successful negotiations include:

- Allocating the time for the necessary negotiation meetings and due diligence process
- Insular process: Executive directors, as fact-keepers and process organizers, can insulate boards from the realities of the business
- Multiple, strong CEOs with different visions are participating in the planning
- Outside influencers: Funders and founders can provide distractions from the core objectives
- Different realities: “Facts” can be open to interpretation

Having an objective, experienced facilitator to assist the parties in viewing the possibilities objectively, and without undue emotions and influence, ensures that mission takes primacy over all else. Surveys completed through the national Sustained Collaboration Network revealed the vast majority of nonprofits served believed that a third party consultant was “important” or “essential” to their decision making.

Arizona Together for Impact provides grants for nonprofit consultants and technical assistance providers to support the exploration and implementation of sustained collaborations. Consultants engage directly with the nonprofits involved in the project. Each collaboration team determines the selection of the project consultants as well as the execution and administration of their contracts.
The South Phoenix community has been a food desert for years and with no quick fix. Multiple nonprofits have started with goals of assisting South Phoenix, each trying to tackle monumental challenges by themselves. These organizations have moved the ball forward, but in a community where one-third of children live in families of poverty, with inaccessibility to food, and a seemingly constant struggle for equity, there had to be a way to do more.

It was out of this desire to do more for their community that a group of nonprofits and stakeholders came together to combine and focus their resources and expertise on how to turn a food desert into a food oasis to boost health equity in South Phoenix. From a desire to be “from the community, for the community,” Spaces of Opportunity was created. There was no merger, no buy-out. These nonprofits came together in a pure collaborative effort on behalf of the neighborhoods they serve.

“Bringing an impact to your community is not singularly your struggle,” said Darren Chapman, CEO and Founder of TigerMountain Foundation. “Joining Spaces of Opportunity represented a jump from the smaller community gardens we used to manage, around 1.5 acres each, to a 20 acre space.”

This exponential growth was felt by every member of Spaces of Opportunity. The collaborative has five defining pillars: Education, Mobilization, Collaboration, Cultivation, and Nutrition & Food Security. These pillars gave Spaces of Opportunity a double-meaning — by both improving the opportunity of the community of South Phoenix and giving space to each nonprofit to do what they do best.
So, what’s next for this group of collaborators? After nearly eight years of uniting efforts, Spaces of Opportunity is thriving and ready to formalize its process. “We realized we were doing so much by bringing our community together, and we needed to build a guide so we could share our experiences with others,” explained Emma Viera, Executive Director of Unlimited Potential.

“This codification process means true sustainability for us,” said Chapman. Viera echoed that sentiment, “A positive change for the health of the community does not happen in isolation,” she said. “It’s the collaborative effort that makes the change sustainable and conversations richer.”

And sustainability is the goal, not because they are building a community garden, a farmers market, or an education space, but because sustainable change is what will truly help South Phoenix thrive.

Sometimes the most complex situations have the simplest answers. While there is still plenty of work to do to bring health equity to South Phoenix, the first answer made the most sense: bring together the nonprofits who know the struggles of the community so they can work together to be better, together.
Cindy Godwin was on a mission to expand mental health education to every young person in Arizona and reduce the stigma around this pervasive health issue. The initiative she was working on with the National Alliance on Mental Illness Southern Arizona (NAMI SA), Help & Hope for YOUth, had two challenges: the organization had finite resources and limited reach.

Then a once-in-a-generation pandemic hit and suddenly everyone was talking about mental health. “If there is one benefit to the pandemic, it is that it has pushed mental health to the forefront of a lot of people’s minds,” said Cindy.

Cindy knew the work of Help & Hope for YOUth was effective, but she also knew this conversation was needed state-wide. She felt the answer lay in finding a new, stable, and growing partner with more extensive reach. She started making calls.

Sometimes you have to take that leap of faith before the path becomes clear.

When Lori Malagone, CEO of Arizona Youth Partnership (AZYP), received an unidentified phone call in late June of 2020, she thought it was a wrong number and almost didn’t pick it up. But she took a chance. “We both could tell there was a good fit from the first conversation.”

Nine months after that first call, the Help & Hope for YOUth initiative has transferred from NAMI SA to AZYP. Lori and Cindy have still never met in person, but that hasn’t slowed them down. “We have had an incredibly effective transition team,” explained Lori.
Lori and Cindy both attested this partnership could not have happened without Arizona Together for Impact. Before they received their exploratory grant or started seeking out a consultant, Cindy took advantage of azimpact.org’s webinars online, which helped her ask better questions when talking with potential partners and clarify what Help & Hope for YOUth needed.

Between early discussions with Arizona Together for Impact, bringing in a consultant early in the transition process, and constantly refining their joint vision and mission, Help & Hope for YOUth has made a nearly seamless transition.

“"The number one thing for us has been connecting the dots between mental health and the work AZYP does," Lori elaborated. "Help & Hope for YOUth joining AZYP allows both groups to expand our impact. Once we start making the connections between all of the different partnerships we have, we can start doing some really innovative work."

This collaboration works because Help & Hope for YOUth retains its identity, which is important to the 50+ members of the Help & Hope for YOUth Alliance. Because AZYP manages several community coalitions, it understands the needs of Help & Hope for YOUth and can provide the organizational support to help the initiative expand and grow.

Both groups are incredibly comfortable with the balance, and their teams could not be more excited for all that can be accomplished together.
There is power in going beyond organizational boundaries and doing together what we may not be able to do alone.

CONNECT WITH US

Interested in learning more about Arizona Together for Impact initiative or applying for funding?

Visit azimpact.org to sign up for updates.