If you want to go fast, go alone.
If you want to go far, go together.

-African Proverb

GRANT GUIDELINES

Nonprofits achieving more, together
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INTRODUCTION

About Arizona Together for Impact

Arizona Together for Impact is a pilot initiative to encourage and support nonprofits to explore formal, long-term collaborations as a way to maximize impact.

We see sustained collaboration as a relationship between one nonprofit and another nonprofit that:

- changes the way participating organizations do business for the long-term;
- has board involvement and endorsement; and
- preserves, expands or improves efficiency and/or sustainability of services to constituents.

Four Types of Formal Collaboration

- **Associations** (includes coalitions, collaboratives)
  - Working together over an extended period of time to accomplish shared goals
  - May or may not have a formal agreement
  - Governance remains separate

- **Joint Programs**
  - Working with another organization to deliver an integrated program over an extended period of time
  - Formal agreement
  - Governance remains separate

- **Shared Support Functions**
  - Sharing support functions (such as accounting, HR & IT)
  - One organization contracts with another, or two or more organizations jointly form a new entity
  - Formal agreement
  - Governance remains separate

- **Mergers** (includes affiliate and subsidiary structures)
  - Legally linking the governance of two organizations
    - Integrates into one entity, or
    - Establishes an affiliate or subsidiary, or
  - Creates a new entity
  - Governance is linked
What We Provide

1. Encouragement for nonprofit leaders to explore a range of sustained collaborations with other nonprofits or key strategic partners rooted in maximum impact with minimal overlap, including but not limited to:
   - back-office consolidation or shared services (by contract or agreement, or by creation of a new organization)
   - long-term programmatic joint ventures or alliances
   - mergers and acquisitions (fully integrated, or with separate corporate structure)

2. A repository of tools, research and best practices that arm nonprofits with why and how to formally collaborate;

3. Grant funding to pay for third-party costs associated with exploring, designing and/or implementing a sustained collaboration. Grants cover facilitator or consultant time and third-party resources associated with feasibility assessment, planning, implementation and successful collaboration.

4. Arizona Together for Impact aims to stretch these grants by encouraging others to support the collaboration and asks organizations to seek matching grants and additional pro-bono resources. Grants will generally provide up to 50% of the required funding to cover one-time, third party costs depending on the size, scope and financial need of the organizations involved.

Types of Support

There are three grant types: Seed, Exploration and Implementation, which are designed to meet organizations where they are in the collaboration process. Each funding request will be considered independently, as opposed to being part of a formal continuum from readiness assessment and feasibility to planning to implementation. It is anticipated that after conducting thorough exploratory work, some collaborative projects will not proceed to implementation based upon the exploration findings. However, completing the exploratory process does not guarantee another grant for implementation.

Seed grants fund the organizations to convene key parties and/or retain outside experts to educate those parties on the general technical and logistical aspects of collaboration. Seed grants may also be awarded to provide consulting expertise to an organization’s leadership through the process of defining ideal collaboration partners, creating a target list and approaching partners for opportunities. These grants will not exceed $2,500, but will be eligible to cover up to 100% of the associated costs Arizona Together for Impact will make these grants only in situations that it believes are reasonably likely to lead to a follow-on exploration grant (see below).
**Exploration grants** are available to support the one-time third-party costs associated with exploring the feasibility of a proposed transaction. Exploration grants may be used to pay for external facilitators, consultants, offsite meetings for relevant Board members and staff, etc. Grants may not be used to cover staff time.

**Implementation grants** are awarded to support the one-time third-party start-up costs for Sustained Collaborations. Implementation grants may be used to pay for the costs of lawyers, accountants, and consultants, lease-breaking, moving costs, technology integration, severance, collateral materials (new business cards, signs, etc.), and other one-time costs for activities necessary to complete the transactions. Grants may not be used to cover staff time.
Eligibility
Applicants must be in pursuit of a sustained collaboration, be that for initial discussion, exploration, or implementation support. Arizona Together for Impact manages a rolling application process and resources are limited so not all requests for funding will be awarded. For your proposed collaboration to be eligible for any of the grant types, at least one of the partnering organizations must:

1. Be a nonprofit under section 501(c)(3) of the tax code and be based in and serving Arizona.

2. Meet financial criteria including: a complete annual financial report (audit, review, or internal compilation depending on the size of the organization) an annual tax return (990/990EZ), an active board of directors, a board-approved budget for the current year, and an IRS determination letter verifying nonprofit status. New initiatives or nonprofits under fiscal sponsorship must present equivalent financial documentation such as internal financial statements and a board-approved budget.

The Impact Fund Does Not Support
The Impact Fund does not consider funding the following:

1. Any transaction involving only one organization (e.g., internal reorganization/repositioning);

2. Any short-term activity (e.g., organizing a conference in partnership, a new program pilot, co-branding a one-time advocacy campaign);

3. Membership organizations serving the private sector;

4. Program-level only collaborations that do not involve a fundamental shift in the organizations’ business models (e.g., a nonprofit providing afterschool programming is not eligible for a grant because it “works” with a school).

The Impact Fund will consider requests from faith-based organizations without regard to religious affiliation, provided the primary mission and purpose of the organization is to provide direct human services to the public without a faith-based requirement.
Criteria

The Impact Fund manages a competitive application process and not all requests for funding will be awarded. Applications will be reviewed based on the following criteria:

1. Meets the definition of sustained collaboration and has potential to meaningfully preserve, expand or improve efficiency or services to constituents and/or improve financial health of the nonprofit(s) involved

2. Alignment of purpose among the partners

3. Demonstrated commitment to the success of the collaborative venture among the partners at ED and Board level

4. The degree to which the funds can play a catalytic role in the process

5. Thoughtful pre-planning among partners as demonstrated in well-conceived responses, with clearly articulated costs, goals, timeline and benchmarks as appropriate

Additional Information

For administrative purposes, one contact person must be designated to steward the grant application process.

A single organization may submit multiple applications so long as each collaboration involves a unique partner. If two organizations have multiple collaborative ideas, the strongest idea should be submitted for review.

The size of funding allocations for each grant type will be determined on a case-by-case basis depending on the complexity of the proposed collaboration. In most instances, grants will not exceed 50% of the total dollar amount of estimated cost.

Arizona Together for Impact will maintain, share and look to grow an active list of technical assistance providers and consultants with demonstrated experience. While you will not be required to use any given firm, the expertise of the consultant in sustained collaborations will be considered in a grant determination.

Application Deadlines

The Impact Fund accepts applications on a rolling basis.
HOW ARIZONA TOGETHER FOR IMPACT MAKES GRANTS

Overview of Process

There are four steps in the Impact Fund Grants process:

1. Preliminary consultation (required)
2. Submit brief LOI and Stewardship Information by invitation (Note: LOI serves as the complete application for Seed Grant Applications)
3. Receive invitation-only invitation to submit a full grant and supporting materials
4. Proposal review and recommendation
5. Funding approval

Step One: Preliminary Consultation (required)

To begin the process the Arizona Together for Impact Director is authorized to conduct an initial consultation with potential applicants to discuss the proposed collaboration concept and the status of deliberations to date. *Note: All Preliminary Consultations will be held in complete confidence.* Interested applicants may schedule a phone preliminary consultation online through the Arizona Together for Impact Website at azimpact.org.

Based upon this preliminary consultation, the Arizona Together for Impact Director will provide guidance on next steps, which may include further actions that must be taken by the organizations before a LOI can be submitted. A face-to-face meeting with key leaders from the potential partner organizations may be requested to better understand the proposed collaboration and/or to access the respective organizations’ level of commitment to the process.

The Arizona Together for Impact Director will provide guidance on the appropriate grant type for your collaboration to consider. If your collaboration is eligible, the Director will invite you to move forward with Step 2.
Step Two: Invitation to Submit a LOI

An LOI and Stewardship Request is required for a grant to be considered. Following the preliminary consultation, the Director will invite eligible applicants to submit an LOI and Stewardship Request through an online set of questions which briefly describe what you hope to accomplish with the grant.

Organizations may be invited to submit an LOI for one of the three grant types (outlined below).

Types of Support: (Note: Arizona Together for Impact will consider supporting up to 50% of the costs through this grant initiative. Seed Grants may not require a match.)

1. **Seed Grant**: (Up to $2,500) to help nonprofits learn about various partnership options, clarify what they want from (and can bring to) a collaboration, and examine their readiness to engage in a strategic restructuring exploration. The Seed Grant is expected to be short-term in nature with the objective of allowing organizations to evaluate high-level feasibility of a collaboration and high-level initial analysis on fit, budgets, impact etc. by convening key parties and retaining outside experts as needed. Seed Grants may be used to pay for external facilitators and/or meeting expenses. Seed grants may also be awarded to provide consulting expertise to an organization’s leadership through the process of defining ideal collaboration partners, creating a target list and approaching partners for opportunities.

2. **Exploration Grant** (Generally ranging between $5,000 and $15,000) to support one-time costs of facilitators and consultants associated with activities to assess, negotiate, and design a formal implementation plan, timeline, and business model for the collaboration

3. **Implementation Grant** (Generally ranging from $5,000 to $30,000 depending on the size and scope of the project) to support one-time third-party startup costs associated with an integration of two or more organizations. Funds may be used to pay for the costs of lawyers, accountants, consultants, lease-breaking, moving costs, technology integration, severance, collateral materials, and other one-time costs necessary to complete the transaction. Prerequisites for Implementation Grants include formal board approval, a formal implementation plan detailing scope, timeline, project budget (including proposals from qualified vendors) and business model, as well as an agreed upon set of metrics to measure the success of the collaboration.
<table>
<thead>
<tr>
<th>Grant Type</th>
<th>Questions to be completed in the online LOI</th>
</tr>
</thead>
</table>
| Seed Grant (LOI serves as the grant application) | 1. What is the motivating interest in a collaboration at this time? (~1000 characters)  
2. Have you already initiated or begun conversation with potential partners? If so, please describe. (~600 characters)  
3. What is the nature of the collaboration you are pursuing? (~600 characters)  
4. What outcomes does your organization(s) hope to achieve through the exploration of a permanent collaboration and what will be completed through a Seed Grant? (~1,000 characters)  
5. Which of the following statements best describes my organization’s financial situation:  
   - □ Stable and/or growing  
   - □ Stressed and stretched, but maintaining programs and services  
   - □ Vulnerable – cutting programs and concerned about sustainability  
6. Amount requested (30 characters)  
7. What is your organizations annual budget? (30 characters)  
8. Describe the proposed use of the funding. (350 characters)  
9. Project start and end dates |
| Exploration Grant | 1. Amount requested (30 characters)  
2. Describe the proposed use of the funding. (~1,000 characters)  
3. Briefly describe the proposed collaboration and what the potential partnering organizations could accomplish together that cannot be done individually. (~2,500 characters)  
   a. How will it fundamentally change the way the two entities conduct business for the long-term?  
   b. What might the potential impact of these changes be on the individuals/in communities served?  
4. What are the intended outcomes your organization hopes to achieve through the Exploration Grant? (~2,500 characters)  
   a. What are the key issues you must address during this phase? What are the potential deliverables? |
| **Implementation Grant** | 1. Amount requested  
2. Describe the proposed use of the funding. (~350 characters)  
3. Briefly describe the proposed collaboration and what the potential partnering organizations could accomplish together that cannot be done individually. (~1,200 characters)  
   a. *How will it fundamentally change the way the two entities conduct business for the long-term?*  
   b. *What might the potential impact of these changes be on the individuals/communities served?*  
4. Include the intended outcomes your organization hopes to achieve through the Implementation Grant.  
   a. *What are the key issues you must address during this phase? What are the potential deliverables?* (~1,000 characters)  
   b. Note: LOIs for Exploration and Implementation Grants must also include a brief statement confirming that each board (i.e., not just the board chair) has formally approved the exploration or implementation for the proposed project. (~500 characters) |

This LOI can be submitted directly via a link to the web portal sent by the Director of Arizona Together for Impact. The Director will determine whether your collaboration is eligible to move to Step 3, and you will be notified either way.

All applicants must submit Stewardship information for all organizations involved in the collaboration at the time they submit their LOI.
Step Three: Receive invitation-only application to submit a full grant online proposal and supporting materials

The Impact Fund accepts applications on an ongoing basis. Generally, requests will receive a response within 60 days. However, proposal review can be expedited upon request if the nature of the request is time-sensitive.

Please refer to the attached applications for the respective required materials.

Grant funding decisions are approved by the Governance Committee and awarded through the Arizona Community Foundation.

Step Four: Proposal Review and Recommendation:

The Proposal Evaluation Rubric (Included at the end of this document) is the tool the Arizona Together for Impact Director will use to evaluate each proposal.

All application materials will be reviewed by the Arizona Together for Impact Director and a funding recommendation will be made. The Governance Committee will refer to our established set of criteria as well as the project’s alignment with goals and mission of Arizona Together for Impact. Occasionally the Director may request additional information and/or ask clarifying questions prior to reaching a funding decision.

Step Five: Funding Approval

The Governance Committee will review all funding requests for each application and promptly notify the primary contact.

Best efforts will be made to notify applicants as soon as possible following the Governance Committee meetings. Similarly, if applicants are time-sensitive in nature, the Impact Fund will make every effort to notify applicants of the funding decision as soon as possible after receipt of a complete application package. All grant recipients will be required to submit a report on the final outcomes of the exploration process and/or implementation to the Fund.
STEWARDSHIP INFORMATION – Required for all Organization Included in the Application

[OUTLINED BELOW FOR YOUR REFERENCE. INVITATION-ONLY APPLICATIONS ARE RECEIVED AND SUBMITTED THROUGH AN ONLINE PORTAL]

Have you completed this Stewardship Request Form in the last 12 months?
Are you the Applicant Organization for this grant?

Primary contact for this grant
First and Last Name:
Organization:
Title:
Phone:
Email:

Organization Information
Legal name of the organization:
Doing business as (if applicable):
Mailing address:
Organization website:
EIN:

Mission statement:

Primary Mission Area:
- Arts, Culture and Humanities
- Community Capacity
- Education and Literacy
- Environment
- Animal Welfare
- Science, Technology and Social Sciences
- Health Care
- Mental Health and Crises Intervention
- Aging and Elderly Populations
- Housing and Shelter
- Crime and Legal Related
- General Human Services
- Public Safety and Disaster Preparedness and Relief
- Food, Agriculture and Nutrition
- Children, Youth and Families
- Other (100 characters)

What is the primary geographic area(s) where you serve your mission: (check all that apply)?
- Northern Arizona
- Central Arizona
- Southern Arizona
- Eastern Arizona
- Statewide
Diversity, Equity, & Inclusion
Arizona Together for Impact supports organizations in communities representing the geography and demography of Arizona. You may opt the ‘Prefer Not to Answer’ selection in the following questions. Arizona Together for Impact respects your privacy and in no way uses the information gather to negatively impact your ability to receive grant funding.

Please indicate if the following communities are represented in your organization's primary service population:

- LatinX
- African American
- Native American
- LGBTQ
- Young Arizonans (0-35 years)
- Other
- None of the Above
- Prefer Not to Answer

Please indicate if your organization's leadership (e.g., executive director, CEO, board members, etc.) includes the following communities:

- LatinX
- African American
- Native American
- LGBTQ
- Young Arizonans (0-35 years)
- Other
- None of the Above
- Prefer not to answer

For any community selected above, please provide a description of the leadership role. Be specific.

Will these funds be used to provide services across the state?
Will these funds be used to provide services to specific counties?
Briefly describe the services/activities/programs you provide: (~700 characters)
Number of full-time employees:
Number of part-time employees:
CEO, President or Executive Director name:
CEO, President or Executive Director phone:
CEO, President or Executive Director email:
Board Chair name:
Board Chair phone:
Board Chair email:

3 For all Grants, each partnership will designate a lead organization and contact person to steward the process from an administrative perspective. All organizations involved in the collaboration must submit stewardship information (form). If an organization is not a 501c3, complete this section as applicable.
Documentation Required for all Grants

Please submit these documents in the online Stewardship Request for EACH collaborating organization.

1. **Financial Statements** - Most recent financial statements. (Audit, Review or internally compiled, depending on organization size)

2. **Management Letter (If Applicable)** – If the most recent audit had a management letter (also known as internal control deficiency letter) with it, please submit a copy of that management letter and your service provider’s formal response. (A management letter is a detailed letter from the auditor that is usually addressed to the board of directors or the audit committee. It presents weaknesses identified during the audit and offers recommendations to address them.)

3. **Tax Return** - Most recent IRS Form 990 or 990EZ.

   **NOTE:** You MUST SUBMIT an IRS Form 990/990EZ unless your organization is a church or other house of worship, and thus not required by the IRS to file a return. This exemption DOES NOT apply to general faith-based nonprofit service organizations.


5. **Budget** - Most current board-approved operating budget with comparison to previous year.

6. **Board Roster** – Most current roster of your Board of Directors indicating those who are officers, members of the Executive Committee and all standing committees. If applicable, note which board members will be involved in the Collaboration Exploration or Implementation.

7. **Disclosures (If Applicable)** – Please list any major changes and/or circumstances, fraud, litigation, investigation or other related occurrences since your most recent audit that would affect the financial health of your organization. If there are not any disclosures, please indicate such when completing form online.
EXPLORATION GRANT APPLICATION

[OUTLINED BELOW FOR YOUR REFERENCE. INVITATION-ONLY APPLICATIONS ARE RECEIVED AND SUBMITTED THROUGH AN ONLINE PORTAL]

1. How much are you requesting from the Together for Impact Fund for a collaboration Exploration Grant?

<table>
<thead>
<tr>
<th>Budget Amounts</th>
<th>Amount Requested from Together for Impact Fund</th>
<th>Total Exploration Phase Expenses</th>
<th>Budget Amount Percent</th>
</tr>
</thead>
</table>

Please list other sources of support for this project (funding or in-kind). (~300 characters)

2. Briefly describe the collaboration you are looking to explore. (~500 characters)

3. A. What are the reason(s) both organizations are considering collaboration and what prompted each organization to consider a collaboration at this time. (~1,000 characters)

Examples of reasons for considering collaboration may include:

- potential departure of one or more senior leaders,
- advancement of a shared goal,
- competition for funding donors and/or clientele,
- difficulty funding necessary technological initiatives,
- difficulty in meeting external standards/requirements imposed on our organization
- financial problems/pressures within one or more of the partnering organizations,
- funder initiated/mandated the collaboration,
- high/increasing costs,
- parent organization request,
- response to a community need, and/or
- response to a funding opportunity
- Other (if other please explain)

B. Please briefly elaborate on any reasons for the collaboration that were indicated above (~1,000 characters)

4. Briefly describe the potential benefits of this collaboration. How might the collaboration meaningfully change how the organizations involved will operate? What might the potential impact of these changes be on the individuals/communities served? (~1,000 characters)

5. What are the projected beginning and end dates of this project? (~300 characters)

Submit these documents online:

1. Exploration phase budget and narrative – Line-item budget and narrative describing the technical assistance support that is being requested. Narrative portion should identify name, cost, and timing for each technical assistance provider.

2. Copies of all vendors proposals to support budget
IMPLEMENTATION GRANT APPLICATION

[OUTLINED BELOW FOR YOUR REFERENCE. INVITATION-ONLY APPLICATIONS ARE RECEIVED AND SUBMITTED THROUGH AN ONLINE PORTAL]

1. How much are you requesting from the Impact Fund for a collaboration implementation grant? Reminder: Implementation grants fund one-time costs necessary to execute a formal collaboration between two or more organizations. This type of grant does not support expenses for program operations.

<table>
<thead>
<tr>
<th>Budget Amounts</th>
<th>Amount Requested from Together for Impact Fund</th>
<th>Total Implementation Phase Expenses</th>
<th>Budget Amount Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please list other sources of support for this project (funding or in-kind). (~300 characters)

2. Briefly describe the collaboration you are looking to explore. (~500 characters)

3. A. What are the reason(s) both organizations are considering a collaboration and what prompted each organization to consider a collaboration at this time. (~1,000 characters)

Examples of reasons for considering collaboration may include:
- potential departure of one or more senior leaders,
- advancement of a shared goal,
- competition for funding donors and/or clientele,
- difficulty funding necessary technological initiatives,
- difficulty in meeting external standards/requirements imposed on our organization,
- financial problems/pressures within one or more of the partnering organizations,
- funder initiated/mandated the collaboration,
- high/increasing costs,
- parent organization request,
- response to a community need, and/or
- response to a funding opportunity
- Other (if other please explain)

B. Please briefly elaborate on any reasons for collaboration that we indicated above (~1,000 characters)

4. Discuss the potential benefits of the collaboration. How might the collaboration meaningfully change how the organizations involved will operate? What can you accomplish together that you cannot do separately? What might the potential impact of these changes be on the individuals/communities served. (~2,000 characters)

5. Discuss potential challenges of the collaboration. What are the key issues you must address together? (e.g., governance, culture, programming, staffing) (~1,000 characters)
6. What are the essential questions that must be answered before each organization can make the decision to implement a formal collaboration? To the extent possible, identify the sequence by which you need to answer these questions (e.g., what questions must you answer first before deciding whether to proceed further in the exploration?) (~2,000 characters)

7. How will you measure successful completion of the Planning Phase? Consider what success would look like even if your organizations elect not to proceed with implementing the proposed collaboration. (~1,000 characters)

8. What are the projected beginning and end dates of this project? (300 characters)

Submit these documents online:

☐ 1. Implementation phase budget and narrative – Line-item budget and narrative describing the technical assistance support that is being requested. Narrative portion should identify name, cost and timing for each technical assistance provider.

☐ 2. Copies of all vendor proposals to support budget

☐ 3. Readiness assessment results (if applicable)

☐ 4. Additional work to date (if applicable) – Share description and/or summaries of collaboration feasibility work completed to date.
## PROPOSAL EVALUATION RUBRIC – Used for Internal Evaluation

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Seed Grant</th>
<th>Exploration Grant</th>
<th>Implementation Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Mindset</strong></td>
<td>Executive Director and Board Leadership understand the benefits of permanent collaboration and believe it may enhance the sustainability and mission of the organization(s).</td>
<td>Both Executive Directors and the majority of Board leadership understand the benefits of permanent collaboration and believe it will enhance the sustainability and mission of the organizations. Boards have formally agreed to moving forward with exploration.</td>
<td>Boards of both organizations have approved a resolution to complete the integration. Decisions have been made regarding alignment of staff, programs, facilities, etc. Organizations are well equipped to see the effort through.</td>
</tr>
<tr>
<td><strong>Financial Strength</strong></td>
<td>One or both organizations indicate capacity for sustainable funding and leadership.</td>
<td>One or both organizations have financial sustainability and believe a permanent collaboration will only enhance their program reach and/or the financial stability.</td>
<td>The collaboration has developed a solid financial projection model which indicates financial sustainability and long-term opportunities for cost savings and/or program scale.</td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>Both organizations realize this is a preliminary discussion and have specific goals for the meeting(s) which include a short list of next steps. Open attitude to discussing potential roadblocks and collaboration issues. A facilitator will be involved.</td>
<td>Both organizations are highly mission focused and enjoy a high-trust relationship. Neither organization is in crisis and have flexibility about the ultimate outcome. Leaders have an open attitude to discussing potential roadblocks and collaboration issues. Board members are included in the process. A capable facilitator has been identified whose credentials match the project.</td>
<td>Both organizations are highly mission focused and enjoy a high-trust relationship. Transitions are well planned for the necessary time window with contingency plans in place. Staffing and leadership models have been clearly identified and all external and internal issues have been discussed. The organizations have identified gaps which need to be filled through funding and have found the professional resources to address these gaps.</td>
</tr>
<tr>
<td><strong>Quality of Application</strong></td>
<td>Desire for collaboration and mission-oriented objectives are clear. Agreement about goals of the meeting exist and considerable thought has been given to the format, agenda and desired outcomes.</td>
<td>Rationale for permanent collaboration is clear. Applicants have completed a Statement of Work for a facilitator which includes desired outcomes, timelines, and benchmarks.</td>
<td>All components of the implementation are clear and well organized. The rationale for funding need is well documented with a well-organized budget and contract proposals which match the budget and narrative.</td>
</tr>
<tr>
<td>Impact of Grant</td>
<td>Organizations would likely not have the financial capacity to move forward (or move forward quickly) without Impact Funds or Together for Impact Funds provide validation for the effort and encourage third party financial support moving forward.</td>
<td>Impact Funds are important to the organizations ability to resource a thoughtful discussion, be inclusive, and use a qualified facilitator to assist in managing the project. One or both organizations would be stretched to proceed without grant funding.</td>
<td>The proposed collaboration is considered to have a positive impact on the community/State: i.e., it will provide financial stability to a valuable program, will allow the long-term future of a needed resource to be continued, and/or will allow a valuable program/organization to scale. The amount of the grant may be impacted by the financial need of the organizations and by the ability to leverage the collaboration story to improve the normalization of future conversations.</td>
</tr>
<tr>
<td>Diversity, Equity and Inclusion</td>
<td>Priority is given to organizations serving under-represented communities: Communities of color, LGBTQ+, people with disabilities, and others.</td>
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<td>Priority is given to organizations serving under-represented communities: Communities of color, LGBTQ+, people with disabilities, and others.</td>
</tr>
<tr>
<td>Geographic Coverage</td>
<td>Consideration is given to pool of grants to ensure State-wide impact of Together for Impact resources.</td>
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