

*All-Member Training Program*

**2021 Grant Process:  
Application to Award  
January 25, 2021**

**Welcome! Our session will begin in a few minutes.  
The session is being recorded.  
We will be using the Chat section for questions.**

## Upcoming Events



### First Week of February

- **Each FAC Chair** will be hosting a **Mock Proposal Review** with her FAC members via Zoom
    - Sessions will be same day as your usual FAC meetings
    - Morning FACs will meet at 9:30 a.m. and evening FACs at 7 pm
- 

### Tuesday, February 9, evening

- **A Conversation about DEI and Structural Racism**
  - With Penn's **Dr. Kevin Ahmaad Jenkins** and
  - **Impact100 Founders Fellow Nnenna Akotaobi**
  - Registration coming soon!

2021 Grant Process: Application to Award



**Presenters:**

**Grants Chairs: Renee Applegate & Beverly Schwartz**

**Financial Review Panel Chairs: Denise Rinear &  
Barbara Renninger**

## Tonight's Agenda



### **Our goal is that at the end of this evening you:**

- understand Impact100 Philadelphia's mission and values and how they operate in the grantmaking process
- become comfortable with Impact100's grantmaking model
- understand the Focus Area Committee (FAC) process
- become familiar with the calendar and its key dates
- learn about the Financial Review Panel (FRP)

**As we go through the presentation,  
please use the Chat section for any questions.**

## Our Mission



### **Impact100 Philadelphia's Mission:**

To engage women in philanthropy and collectively fund high-impact grants that address unmet needs in the Philadelphia region and raise the profile of smaller nonprofit organizations.

Through this work, our goal is to make our community more just, equitable, and healthy for everyone.

## Our Membership



## Who We Are and How We've Grown

- Since 2008/2009, our women members have awarded more than **\$3.6 million in grants** across five focus areas to **55 nonprofit organizations** including **28 high-impact \$100,000 grants**
- Our members live in areas ranging from New Hope to Lower Merion, from Center City to Berwyn; some participate long-distance from other states and regions in Pennsylvania
- Our ages span six decades
- Professionally, we are bankers and lawyers, nurses and doctors, artists and educators, nonprofit managers and government workers, stay-at-home mothers, self employed, entrepreneurs, and people in business

## Young Philanthropists and the Founders Fellows Program



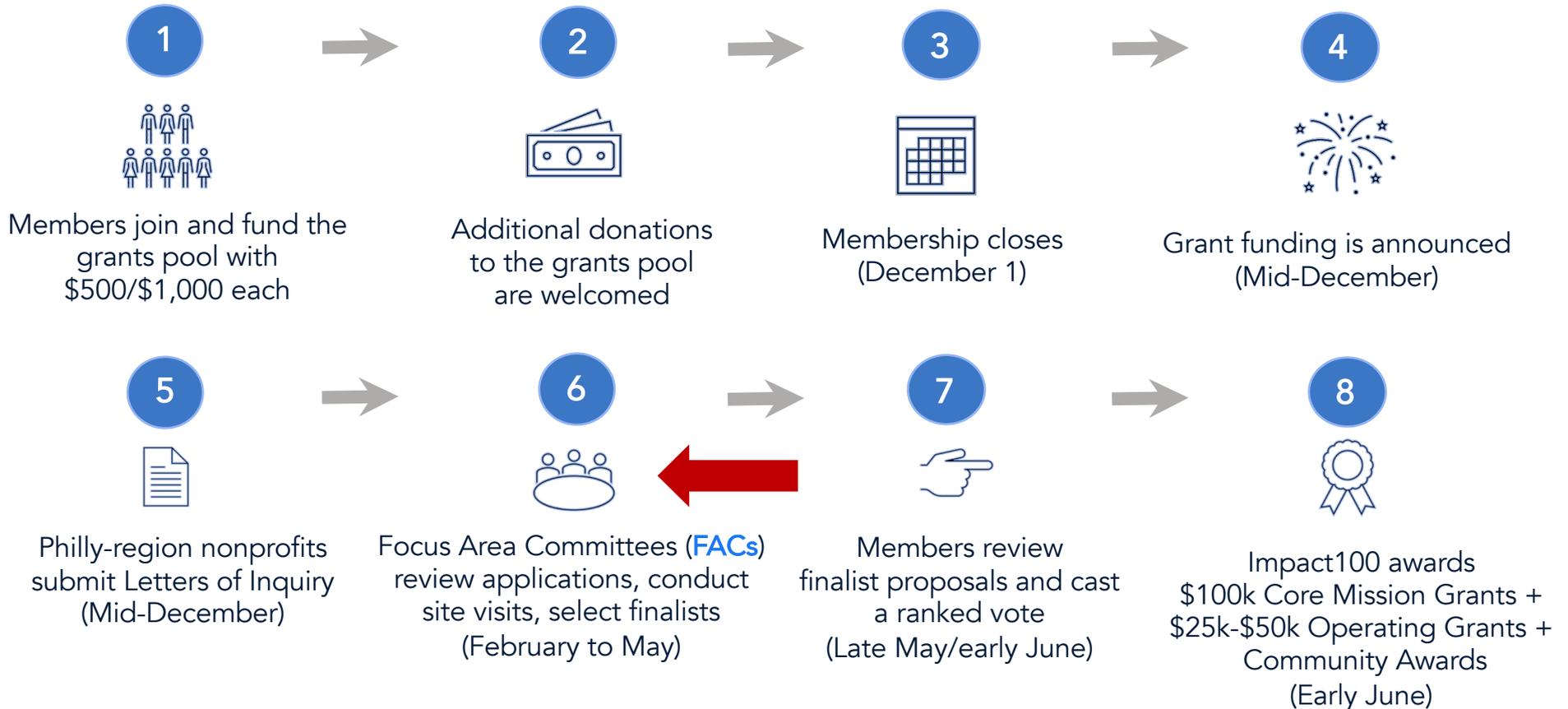
- **Young Philanthropists** are women, ages 21 to 35 who:
  - Are full members of Impact100 Philadelphia
  - Join at half the membership contribution
  - Are able to participate in the proposal evaluation process as well as attending education sessions, YP social gatherings, and more
- **The Founders Fellowship Program** offers Impact100 Philadelphia membership to young women, ages 25 to 35, who apply for these competitive fellowships

**Both programs bring a valued and valuable perspective to our organization.**

# Overview of our Grantmaking



## OUR GRANTMAKING MODEL



## Impact100 Core Mission Grants



### Proposals cover:

- The organization's leadership and finances
- The organization's mission
- How the organization executes its mission – is it effective?

### Proposals should explain:

- How the grant will strengthen the organization and its core mission
- **Why now?** Why is the timing and the size of this grant going to have a high impact on the organization and the people it serves?

## Organization Eligibility



- Tax-exempt under IRS Section 501(c)(3), independent of a financial sponsor (local affiliates may apply under the 501(c)(3) of the national organization)
- Located in and serve residents of Bucks, Chester, Delaware, Montgomery or Philadelphia County
- Possess at least 3 full years (36 months) of independently prepared audited or reviewed financial statements
- Not a recipient of an Impact100 \$100,000 grant in the past three grant cycles

## Funding Priorities



### Priority will be given to organizations that:

- Have annual operating budgets above \$500,000 and below \$5,000,000
- Target under-served populations
- Highlight unmet needs in the region
- Are led by a staff and board that reflect the diversity of the populations they serve
- Will have a high impact on beneficiaries or communities

## Ineligible Grant Proposals



### Impact100 Philadelphia will **not** fund:

- Debt reduction, operating deficits, interim or bridge funding, or endowment funding
- Individuals or private foundations
- Activities that are religious or political in nature
- Fund drives, annual appeals, fundraising events, or general capital campaigns

## FAC Process Changes 2021



- **New funding preference:** organizations that are led by a staff and board that reflects the diversity of the populations they serve
- **No itemized grant budget**
- **Virtual** meetings and site visits

# Impact100's Focus Areas



### **FAC Chairs coordinate all contacts with applicants**

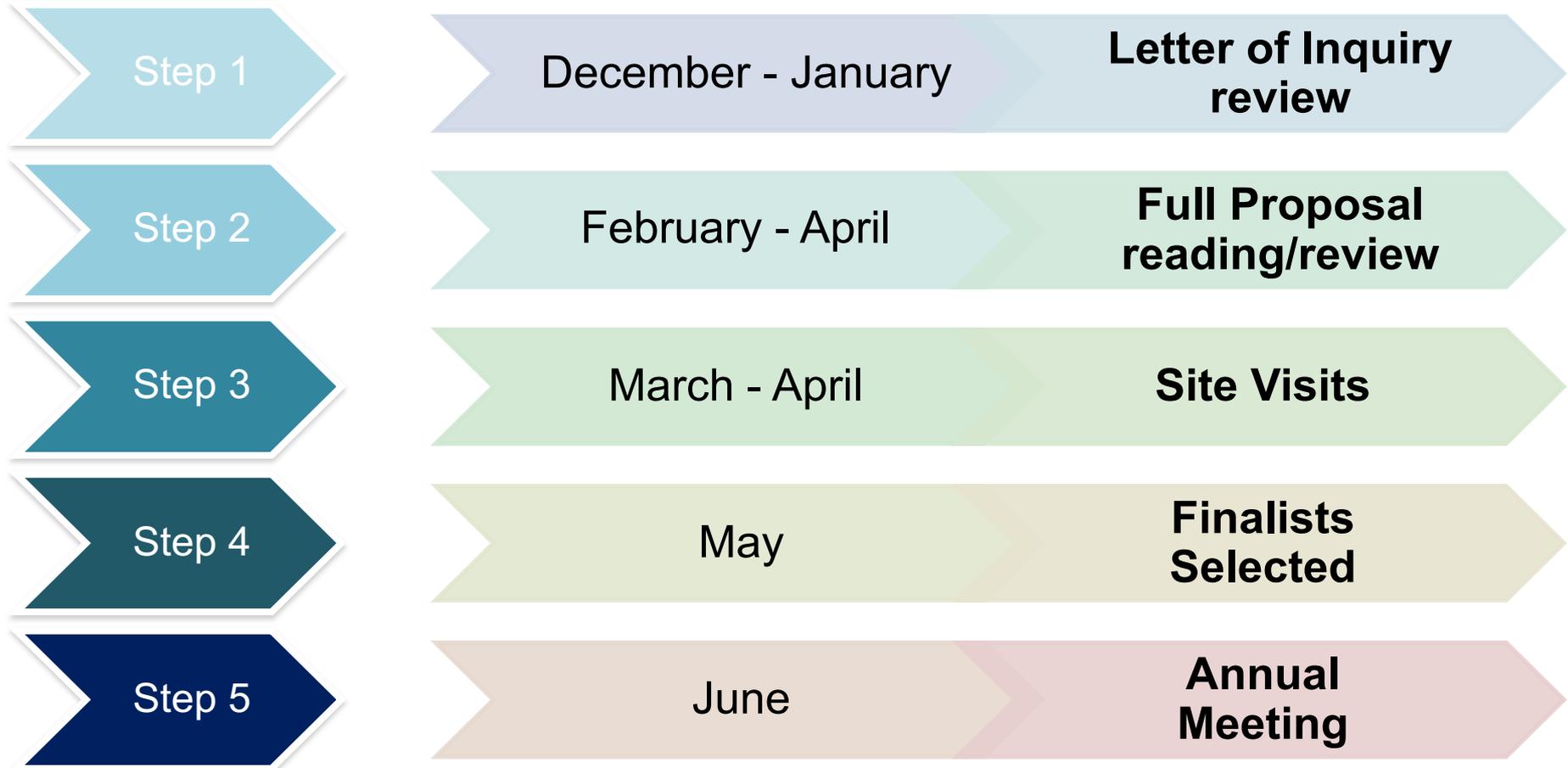
**Within the membership, we maintain:**

- **Confidentiality:** no discussion of proposals outside FAC process
- **Impartiality:** no lobbying others on behalf of an applicant
- **Avoidance of conflicts of interest:** no engagement or contact with applicants during the grant cycle

**With applicants, we strive to be:**

- **Respectful of their time and effort**
- **As transparent as possible**

# Grantmaking Overview



## Focus Area Committee (FAC) Calendar



**December:** Focus Areas receive Letters of Inquiry (LOIs)

**January:** Small committees of experienced members evaluate LOIs, select those invited to submit a Full Proposal

**February:** FAC Members begin reading proposals

**March – May:** Member volunteers evaluate proposals

- Each FAC divides into 2-3 smaller Teams
- Each Team reads 4-6 Full Proposals, conducts some site visits, and ultimately selects Team Finalists

**May:** Teams unite to select one FAC Finalist.

**(Note:** A different committee oversees our new **Community Awards**)

**June:** Annual Meeting – Grants and Community Awards announced

## FAC Team Meetings



**NOTE:** Each FAC has 2 to 3 teams

### First Team Meeting

- **Before the meeting:**

- You will read all of your Team's proposals
- You will enter preliminary ratings in SlideRoom
- **You will use the Team's average ratings simply as a starting point for discussion at the First Meeting**

- **At the meeting:**

- Team discusses the pros and cons of the proposals
- Team selects which applicants to Site Visit

### **Your Team leader coordinates and schedules Site Visits**

- Site Visits are a wonderful opportunity to learn about the nonprofit firsthand, meet the leadership, and get answers to your Team's questions
- Although Site Visits will be handled **virtually** this year they will be structured to ensure that you can ask questions and see as much of the organization's operations as possible, including thorough pictures and videos
- If you attend more than one Site Visit, you can compare proposals

## FAC Team Meetings



### Second Team Meeting

- The Team reviews Site Visit reports and compares experiences
- A **Financial Review Panel (FRP) member** presents final financial information
- The Team selects a Team Finalist to present to the Full FAC at the third meeting

## **Third Meeting – Full FAC**

- Before the meeting, members will read all Team Finalist proposals and Site Visit reports
- **All Teams come together and meet as one FAC**
- FAC members discuss all Team nominees and select a Focus Area Finalist to present at the Annual Meeting in June

## After the FAC Meetings



### **After FACs wrap up:**

- You'll receive information about all Finalists, including those for Community Awards
- You'll read Executive Summaries, Full Proposals, etc.
- Voting will take place before the Annual Meeting

### **At the Annual Meeting:**

- You'll see the power of collective giving in action!

## Community Awards



**New in 2021, we have a sixth grant process.** As the FACs are doing their work, the parallel **Community Awards candidates** are being reviewed.

### **Community Awards:**

- Pilot program involving smaller funding amounts
- Created in response to Impact100 members' desire to expand our funding to a more diverse group of nonprofits
- Reflects our efforts to include principles of diversity, equity and inclusion along with trust-based philanthropy to make our grantmaking more equitable and effective
- Our volunteers need to have two years' experience on an FAC in order to serve on Community Awards

## *Financial Review Panel (FRP)*



- FRP members serve as consultants to FAC members regarding **financial characteristics of applicants**
- Each FAC is supported throughout the grantmaking process by one or more **Financial Review Panel (FRP) members**

## FRP Responsibilities



### FRP activities include:

- Evaluating each applicant's financial strength, long-term viability, and ability to handle a \$100k grant
- Highlighting red flags that suggest a financial weakness or areas of concern
- Following up with applicants as needed to clarify applicant information and confirm financial concern(s) identified
- Reporting findings to all FAC members so they can make a more informed decision

# Four Case Studies (illustrative only)



## **Agency #1**

**Profile:** Three-year-old agency serving migrant children and families

**Financial strength(s):** Diversified list of donors and revenue sources

**Financial concern:** Application says founded in 2016 and has three years of financial statements; However, the agency was unable to provide 3-years of audited financial statements

**Additional area(s) of concern:** Small Board does not include donors

## **Agency #3**

**Profile:** After school education program that is a local arm of a national organization

**Financial strength(s):** Stable operating history

**Financial concern:** Local funds not segregated from national; no local control of funds

**Additional area(s) of concern:** None

## **Agency #4**

**Profile:** Provider of English language services to non-native speakers

**Financial concern:** Funding sources concentrated in one or two donors and trend shows a decline in the funds provided by these donors; three years of operating deficits

**Additional area(s) of concern:** In follow up conversation with agency Executive Director, confirmed that agency's key donor is expected to continue withdrawing support and the agency is beginning to build a new long-term donor base. Funds to be used for marketing and fund raising

## **Agency #2**

**Profile:** Affordable housing provider celebrating 35<sup>th</sup> anniversary

**Financial concern:** Multi-year trend of asset deterioration and cash burn; projected budget indicates continued deficits

**Additional area(s) of concern:** Key man risk in a retirement age - charismatic leader with no identified successor; indirect affiliation with a religious organization. Turnover in finance manager role

### We use an online proposal review system:

**SlideRoom**

<https://review.slideroom.com>

- Very user friendly
- You may read online, download and/or print
- First time users – ***once they have completed their Conflict of Interest (COI) form*** – will receive a password to go with their email address
- You can use our User Guide or SlideRoom’s Help icon

## Useful Documents for Your Evaluation



1. Impact's Eligibility Criteria and Funding Priorities
2. Your Focus Area's specific definition
3. Full Proposal Evaluation Worksheet
4. Evaluation Tip Sheet

***You will receive these documents from your Team Leader.  
Feel free to keep them handy when evaluating.***

### **In addition to our funding priorities, consider:**

- Compatibility with the Focus Area
- Credible and compelling (goals, staff, implementation)
- Potential for excellence (helping beneficiaries; strengthening the organization; advancing the field)
- Potential ripple effect

## Beyond the Full Proposal



### Resources:

- Organization's website
- GuideStar (nonprofits' financial and other information)
- News stories about staff or programs

**These resources can contribute  
meaningfully to your Team's discussions.**

## Next Steps



- **Attend the mock proposal review session in February with your FAC Chair**
- **Participate in FAC process**
- **Vote for Grant Recipients and Community Awards**
- **Attend Annual Awards Meeting**



**Questions?**

## Remember - Upcoming Dates



### First Week of February

- **FAC Chairs** will be hosting **Mock Proposal Review** with their FAC members via Zoom
  - Sessions will be same day as your usual FAC meetings
  - Morning FACs will meet at 9:30 a.m. and evening FACs at 7 pm

---

### Tuesday, February 9, evening

- **A Conversation about DEI and Structural Racism**
  - With Penn's **Dr. Kevin Ahmaad Jenkins** and **Impact100 Founders Fellow Nnenna Akotaobi**
  - Registration coming soon!