



**2018-2019 COMPASS CLIENT APPLICATION  
PHILADELPHIA**

**APPLICANT INFORMATION**

1. General Contact Information (full mailing address is required)

Organization:

Street Address:

Street Address cont.:

City:

State:

Zip:

County:

Phone (ex: 555-555-5555):

Website:

Executive Director:

ED Nickname:

ED Office Phone + Ext. (ex: 555-555-5555 + 555):

ED Alternate Phone (ex: 555-555-5555 + 555):

ED Email:

2. Executive Director Title (Select one.)

Executive Director

CEO

Head of School

Interim Director

President

President and CEO

Other:

3. Person completing application

Name:

Title:

Phone (ex: 555-555-5555):

Email:

4. Has your organization previously applied for a Compass project and not been selected?

Yes

No

Not Sure

If yes, which year?

5. Is your organization a previous Compass client?

Yes

No

Not Sure

If yes, please include year of project, the service line, and describe how your organization has implemented the Compass team's recommendations.

6. Please indicate if you have a previous relationship with or currently receive funding from the following foundations. Please check all that apply.

- The Barra Foundation
- Connelly Foundaton
- Dolfinger-McMahon Foundation
- The Alfred and Mary Douty Foundation
- The Samuel S. Fels Fund
- Genuardi Family Foundation
- Independence Foundation
- Knight Foundation
- Lincoln Financial Foundation
- The Nelson Foundation
- The Patricia Kind Family Foundation
- The Pew Charitable Trusts
- The Philadelphia Foundation
- Scattergood Foundation
- United Way
- William Penn Foundation

7. How did you hear about Compass? (Please indicate the name of the organization or individual from whom you heard about Compass.)

**COMPASS CRITERIA**

8. Please verify that your organization meets the following criteria required for all Compass projects. (If you answer “No” to any of the following questions, please contact Compass Executive Director, Beth Dahle, before continuing the application.)

	Yes	No
Non-profit: IRS 501(c)3		
Mission: Benefits the Greater Philadelphia community.		
Mission: Does not promote religious or political beliefs.		
Size: Minimum of 3 full-time paid staff, an active Board of Directors, and an annual operating budget of \$750,000		
Financial Health: e.g., positive cash flows and/or sufficient cash reserves		
Infrastructure: Capacity to implement recommendations from the project.		
Commitment: Will provide most recent financials, strategic plans, organizational charts, and other relevant documents to team.		
Commitment: Board Chair or ED able to commit to 4-8 hours per month as the main point of contact and project liaison.		
Commitment: Will allow team to share final recommendations with entire board or relevant subset of the board.		
Commitment: ED and/or Board Chair will attend the mandatory Compass Project Launch event in early October 2018 and End-of-Project Celebration in late May or early June 2019.		
Commitment: ED will attend the mandatory Client Orientation in mid-September 2018 (exact date TBD).		
Commitment: ED will complete Mid-Project and End-of-Project Surveys.		
Project Selection: Both ED and Board Chair will participate in interviews over the summer with a		

member of the Client Selection Committee. (We require in-person for ED and in-person or phone for BC)		
Outcomes: ED will complete Compass Impact Survey two years after conclusion of project.		

9. If Compass completes a project for you, where would you be willing to recognize Compass?

- Annual Report
- Foundation Grants
- Newsletter
- Social Media
- Website
- Other (please specify):

**MISSION**

10. What is the primary issue area in which your organization works? (Please check one.)

- Arts and Culture
- Children and Youth
- Disability Services
- Education
- Environment
- Healthcare
- Housing and Homelessness
- Human Services
- Senior Services
- Workforce Development
- Other

11. What is the secondary issue area in which your organization works? (Please check one.)

- Arts and Culture
- Children and Youth

- Disability Services
- Education
- Environment
- Healthcare
- Housing and Homelessness
- Human Services
- Senior Services
- Workforce Development
- Other

12. What is your organization's mission statement?

13. Please list and briefly describe the primary programs/services offered by your organization. (Please use bullet points. 200 word limit.)

14. Please describe the populations you serve and quantify the number of beneficiaries you serve or reach each year. (100 word limit.)

15. Does your organization follow a written strategic plan? If so, when was it developed and what time frame does it cover? (50 word limit.)

16. What are the major elements of your organization's strategy or Strategic Plan? (Please use bullet points. 100 word limit.)

## **ORGANIZATION AND FINANCE**

17. How long has your organization been in existence as a 501(c)3?

18. How many paid, full-time staff do you employ?

19. How many paid, part-time staff do you employ?

20. Does your organization have a Development Director?

21. How many board members do you currently have?

22. Are all board members required to contribute financially to your organization each fiscal year?

If you have a required Give or Get amount for board members, what is the amount?

23. What percentage of board members contributed to your organization last year?

24. How many board meetings do you have in a typical year?

25. Please list your board committees.

26. Please provide the following financial information for three fiscal years.

- a. TOTAL budgeted revenue for the current fiscal year:
- b. TOTAL budgeted expenses for the current fiscal year:
- c. TOTAL revenue for the most recently completed fiscal year:
- d. TOTAL expenses for the most recently completed fiscal year:
- e. TOTAL revenue for the second to last completed fiscal year:
- f. TOTAL expenses for the second to last completed fiscal year:

27. Briefly describe any issues that might affect the financial stability of your organization during the next 12 months (e.g., loss of major funders, debt due, leadership change, lawsuits, etc.)

28. In addition to tracking beneficiaries served, does your organization measure impact and outcomes?

Yes

No

29. If yes, what systems are in place and how often are results and outcomes tracked?

30. If your organization has used other management consultants (paid or pro bono) in the past three years, what services were provided?

31. If selected as a Compass client, do you anticipate using other consultants (paid or pro bono) during 2018-2019? If yes, please elaborate. Please note that Compass does not conduct projects with organizations who anticipate using strategy or management consultants during the Compass project period.

32. Please outline any major activities and events your organization will engage in during the next 12 months (e.g., acquisitions/ partnerships, milestone anniversary, accreditations, litigation, executive searches, relocation, etc.)

**SERVICE LINE CHOICE**

This year, Compass is offering the following consulting services - Board Development, Funding Strategy, Strategic Alignment, Strategic Marketing, and Strategic Partnerships & Collaborations.

Please check ONLY ONE service line below, and then on the following pages, be as specific as possible in describing the project scope, objectives, challenges, and activities involved. This project will be staffed with volunteers - many of whom have full-time jobs. The more specific you are about the project you need, the more successful the project will be. Please try to narrow your request to a single project that can be accomplished in the amount of time available.

We realize you may need help in more than one area. However, you can only select one service line per year. If you aren't sure which is most important, please contact Beth Dahle (bdahle@compassphilly.org).

**33. Board Development**

The goal of a Board Development project is to improve board effectiveness and engagement to sustain a high performing board. Compass can provide an objective evaluation of board operations. The team will then help the Board build a solid foundation of governance, recruitment, training, committee structures, and meeting and committee practices. Compass helps the Board develop an appropriate style given its current membership and organizational needs, along with best practices for Board operations.

Yes

No

**34. Funding Strategy**

Strategic planning and strong governing boards drive funding strategies. Therefore, we require Funding Strategy clients to have a Strategic Plan in place and a strong governing board. Funding Strategy projects begin with an assessment of current revenue sources and revenue-generation methods. The team then reviews alternative revenue sources as well as opportunities with existing targets and sources. Compass can also evaluate earned income ideas.

Yes

No

35. Partnerships and Collaborations

To leverage expertise and make more efficient use of resources, many nonprofits consider partnering with other organizations as a means to identify complementary strengths and best practices to better fulfill a common mission. For nonprofits interested in options that involve combining resources with another nonprofit, Compass will assist in assessing the value and appropriateness of strategic partnerships or collaborations. Financial and cultural issues will be considered. Compass will recommend potential actions for the board and senior management to consider, along with an analysis of the resulting implications for all organizations involved.

Yes

No

36. Strategic Alignment

Successful nonprofits have a clear understanding of their strategic goals so the entire organization is aligned and working towards those goals. Compass helps clients examine their mission, vision, programs, targeted beneficiaries, desired changes, strategic objectives and supporting activities to understand how to achieve the greatest impact. Strategic alignment projects also look, at a high level, for alignment between the allocation of financial/staff resources and strategic priorities. The exact focus of individual projects varies depending on each client's needs and situation. The result will be a plan to improve the organization's strategic alignment and potential for success.

Yes

No

37. Strategic Marketing

Compass will work with the client to develop an effective marketing strategy. The strategy will help the organization fulfill its mission and vision by identifying opportunities for its services in existing and new markets. Through an understanding of the market, consumers, and internal operations, Compass will help the client create a positioning statement and an overarching marketing strategy to take advantage of new opportunities. The project does not include branding or collateral development.

Yes

No

**PROJECT DETAILS**

38. Please describe the project objectives.



39. Please describe the proposed activities associated with these objectives.
40. Do you have a specific “deliverable” or “end product” in mind?
41. Please describe the potential impact on your organization and how this project would strengthen your organization.
42. How will this project increase or improve your impact in the community?
43. Are there metrics that you hope to improve through this project?
44. Do you feel that this project can be accomplished in 6 to 7 months by a group of approximately 6 to 8 volunteers working 8 to 16 hours per volunteer per month?
- |     |       |    |
|-----|-------|----|
| Yes | Maybe | No |
|-----|-------|----|
45. Do the Board, Executive Director and appropriate staff in your organization currently have the capacity to support the project team and provide input during this time frame?
- |     |       |    |
|-----|-------|----|
| Yes | Maybe | No |
|-----|-------|----|
46. Do the Board, Executive Director and appropriate staff in your organization currently have the capacity to implement any approved plans or recommendations that the team delivers at the conclusion of the project?
- |     |       |    |
|-----|-------|----|
| Yes | Maybe | No |
|-----|-------|----|
47. Are there specific challenges that will need to be managed? We appreciate your candor, to help ensure success in planning and staffing the project.
48. At times, the Compass team requests interviews with the Executive Director, Board Chair, or board members outside regular business hours. Does your organization have the flexibility for interviews and meetings in the evening and/or on weekends? Please explain.
49. Compass strongly suggests that volunteer teams get early exposure to the direct service provided by our clients as a way to learn more about the organization that they are serving. Please describe a way in which your organization could provide volunteers with this exposure between November 2018 - February 2019.

50. Will you provide opportunities for the Compass team to attend board meetings, either as participants or observers?

Yes

No

Other (please specify)

## LEADERSHIP

51. How long has the Executive Director been in this position?

52. Do you expect the Executive Director to continue in this position through June 2019?

Yes

Maybe

No

53. Please provide a short bio of the Executive Director.

54. How long has the Board Chair been in this position, and when does his/her term end?

55. How will the Executive Director and the Board of Directors support this project? Please be specific.

56. Does your Board Chair support your organization working with Compass, and support the specific project that you are requesting?

Yes

No

57. Has the Executive Director read this application?

Yes

No

58. Has the Board Chair read this application?

Yes

No

59. If your Board Chair's term will expire during the Compass project, does the incoming Board Chair support the Compass project?

Yes

No

Unsure

60. If your Board Chair's term will expire during the Compass project, when is the transition expected to occur?

61. Board Chair Contact Information

Full Name:

Title (Mr., Mrs., Ms., Miss):  
Home Address:  
Home Address (cont'd):  
Home City, State, Zip:  
Phone (ex: 555-555-5555):  
Email:  
Company:  
Title at Company:

62. If the Board Chair's term will expire between June 2018 and June 2019, and the incoming Board Chair has been chosen, please provide his/her name and contact information.

Full Name:  
Title (Mr., Mrs., Ms., Miss):  
Home Address:  
Home Address (cont'd):  
Home City, State, Zip:  
Phone (ex: 555-555-5555):  
Email:  
Company:  
Title at Company:

#### **NEXT STEPS**

Thank you very much for submitting a Compass client application. We hope to work with you on a Compass project.

**SUPPORTING MATERIAL:** Once your application has been submitted, to help the Selection Committee understand your organization better, please email Evelyn Laurencin (elaurencin@compassdc.org) electronic copies of the following items as soon as possible but no later than June 18:

- 1) A list of board members and their professional affiliations
- 2) A copy of your most recent audited financials
- 3) Any additional supporting material about your organization such as annual reports, brochures, Strategic Plans, news articles, etc.

**ADDITIONAL INFORMATION:** The Client Selection Committee will contact Executive Directors

and Board Chairs for interviews in late June or July, and make final selections in August. Once projects are selected, we recruit Project Leaders. Project Leaders work with clients in September and October to finalize the project scope. Teams will be formed, trained and begin work in earnest in late October, with projects completed by late May or early June 2019.

For foundation-sponsored projects, foundation staff will serve as a liaison to awardees' staff and Compass Project Leaders, and will receive copies of project agreements and final reports.

Please contact me with any questions. Thank you again for your interest in working with Compass.

Beth Dahle  
Executive Director  
(610) 745-3223  
bdahle@compassphilly.org