



**2019-2020 COMPASS CLIENT APPLICATION  
WASHINGTON, DC**

**APPLICANT INFORMATION**

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

Organization:

Street Address:

Street Address cont.:

City:

State:

Zip:

Phone (ex: 555-555-5555):

Ward (if DC):

Website:

Executive Director:

ED Nickname:

ED Office Phone + Ext. (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. How long has the Executive Director been in this position?

4. Do you expect the Executive Director to continue in this position through June 2020?

Yes

Maybe

No

5. Person completing application

Name:

Organization Title:

Phone (ex: 555-555-5555):

Email:

6. 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.

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

Yes

No

Not Sure

If yes, which year?

8. Please indicate if you currently receive funding from the following foundations.

Please check all that apply.

- The William S. Abell Foundation
- ACT for Alexandria
- The Morris and Gwendolyn Cafritz Foundation
- Philip L. Graham Fund
- The J. Willard and Alice S. Marriott Foundation
- The Eugene and Agnes E. Meyer Foundation
- The Community Foundation for Montgomery County
- The William J. and Dorothy K. O'Neill Foundation
- Washington Area Women's Foundation
- World Bank

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

**COMPASS CRITERIA**

10. 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 Director of Consulting Programs, Hallie Smith, before continuing the application.)

	Yes	No
Non-profit: IRS 501(c)3		
Mission benefits the Greater Washington community.		
Mission does not promote religious or political beliefs.		
Have a minimum of 3 full-time paid staff		
Have an annual budget of \$750,000 or greater		
Have an active Board of Directors		
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 on October 3, 2019 and End-of-Project Celebration in late May or early June 2020.		
Commitment: ED will attend the mandatory Client Orientation in mid-September 2019 (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: Will complete Compass Impact Survey two years after conclusion of project.		

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

- Annual Report
- Foundation Grants
- Newsletter
- Social Media
- Testimonial for Compass funder
- Website
- Other (please specify):

**MISSION**

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

- Arts and Culture
- Children and Youth
- Disability Services
- Education
- Environment
- Financial Literacy/Entrepreneurship/Economic Empowerment
- Healthcare
- Housing and Homelessness
- Human Services
- LGBTQ
- Racial Equity
- Senior Services
- Veterans
- Workforce Development
- Other

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

- Arts and Culture
- Children and Youth
- Disability Services
- Education
- Environment
- Financial Literacy/Entrepreneurship/Economic Empowerment
- Healthcare
- Housing and Homelessness
- Human Services
- LGBTQ
- Racial Equity
- Senior Services
- Veterans
- Workforce Development
- Other

14. What is your organization's mission statement?

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

16. Does your organization measure impact and outcomes? If yes, what tracking systems are in place?

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

18. In what counties or neighborhoods do you provide services?

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

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

## ORGANIZATION AND FINANCE

21. How long has your organization been in existence as a 501(c)3?
22. How many paid, full-time staff do you employ?
23. How many paid, part-time staff do you employ?
24. Does your organization have a Development Director?
25. How many board members do you currently have?
26. 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?
27. What percentage of board members contributed to your organization last year?
28. How many board meetings do you have in a typical year?
29. Please list your board committees.
30. Please provide the following financial information for three fiscal years. If you are a chapter or affiliate of a national organization, please provide your local budget.
  - 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:
31. 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.)
32. If your organization has used other management consultants in the past three years (paid or pro bono), what services were provided and by whom?

33. If selected as a Compass client, do you anticipate using other consultants during 2019-2020? 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.

**SERVICE LINE CHOICE**

This year, Compass is offering the following consulting services - Board Development, Funding Strategy, Partnerships & Collaborations, Strategic Alignment, Strategic Planning (two-year projects), Strategic Marketing, and Technology Strategy. Please check ONLY ONE service line below.

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 Hallie Smith (hsmith@compassdc.org).

**34. 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

**35. 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

### 36. 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

### 37. 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

### 38. Strategic Planning

Strategic Planning is a TWO-YEAR PROJECT, best suited for organizations over \$2 million with multiple programs and numerous staff. Compass helps ensure that the board and organization leadership are aligned around key choices that have to be made to advance its mission. Typically, the first year will be spent 1) gathering input from key stakeholders and interviewing the board and staff on the issues to be addressed in the strategic planning process, and 2) conducting organizational and financial analysis, researching comparable organizations, and conducting other research to help the board and leadership identify a set of long-term goals. The second year will be spent walking the board through the strategic planning process of: defining initiatives within each goal and assigning responsibilities, setting forth a timeline, identifying performance indicators and tracking methods, and how to communicate the plan to stakeholders.

Yes

No



\*Note: Only a few organizations will be selected for a two-year project. If not selected, would you like to be considered for Strategic Alignment instead? This project would entail the first year activities of a two-year strategic planning project (Yes/No)

39. 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

40. Technology Strategy Pilot Projects

Compass will offer a limited number of Technology Strategy pilot projects this year. Organizations interested in this opportunity must set up time to speak with Compass prior to submitting an application. These projects will determine how the organization can leverage technology to enhance its ability to deliver on its mission and support the organization's short- and long-term goals. Project objectives may include developing a more cohesive and efficient technology strategy for an organization or may focus more narrowly on how data collection and analytics can better enable strategic decision-making. These projects will assess and provide recommendations for staffing, processes, and technology associated with the organization's stated project objective. We welcome the opportunity to discuss this new offering with interested nonprofits.

Yes

No

**PROJECT DETAILS**

41. Please explain why a project within the service line you have selected is a top priority for your organization.

42. What activities do you envision your Compass team doing to achieve the objectives of your proposed project?

43. Do you have a specific "end product" in mind?

44. Please describe how this project would strengthen your organization.

45. How will this project increase or improve your impact in the community? When would you expect to see this impact?
46. How would you measure the impact you described above? What are the metrics or measurable outcomes you hope to improve through this project?
47. Do you feel that this project can be accomplished in 8 to 9 months by a group of approximately 8 to 9 volunteers working 8 to 16 hours per volunteer per month?
- |     |       |    |
|-----|-------|----|
| Yes | Maybe | No |
|-----|-------|----|
48. 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 |
|-----|-------|----|
49. 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 |
|-----|-------|----|
50. Are there specific challenges that will need to be managed between now and the project conclusion in June 2020? (For example: acquisitions/partnerships, milestone anniversary, accreditations, litigation, executive searches, relocation, etc.) We appreciate your candor, to help ensure success in planning and staffing the project.
51. 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? If not, please explain.
52. 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 2019 - February 2020.



Email:  
Company:  
Title at Company:

63. If the Board Chair's term will expire between June 2019 and June 2020, 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 client application. Your application is not submitted until you click "APPLY NOW" below, at which point you will receive a confirmation screen. Contact Caroline Szakats at [cszakats@compassdc.org](mailto:cszakats@compassdc.org) with any submission issues. 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 Caroline Szakats ([cszakats@compassdc.org](mailto:cszakats@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:** A member of the Client Selection Committee will contact Executive Directors and Board Chairs for interviews in late June or July, and the Committee will 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 late October, with projects completed by late May or early June 2020.

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

Hallie Smith  
Director of Consulting Programs  
(202) 629-2354  
hsmith@compassdc.org