

2020-21 Client Application - Chicago

INTRODUCTION

Thank you very much for your interest in applying for a Compass pro bono consulting project. Your time is valuable and we aim to make this process as efficient as possible for you. To that end, please read this section carefully before proceeding to the application.

APPLICATION DEADLINE: Friday, July 24, 2020 at 5:00 p.m.

CHECK YOUR ORGANIZATION'S ELIGIBILITY

Please be sure that your organization meets each of Compass' eligibility requirements. If you are not certain you qualify, please contact Compass before proceeding.

ELIGIBILITY REQUIREMENTS:

- Registered IRS 501(c)3 nonprofit.
- Local mission – benefits Greater Chicago.
- Mission does not promote specific religious beliefs or political party/movement.
- Minimum annual operating budget of \$500,000.
- Active Board of Directors.

INTRODUCTION

Compass grants pro bono consulting services to nonprofits that benefit the Greater Chicago community. Each nonprofit client receives approximately \$150,000 of strategic consulting services - free of charge. We encourage you to set up time to discuss your organizational priorities with us. We welcome the opportunity to provide input and simplify the application process for you.

SELECTION CRITERIA: Compass looks for indications that a potential consulting engagement will be completed successfully and have lasting, meaningful impact. These indications include financial stability, regular Board meetings, capacity of the Executive Director to participate in the project, an engaged Board Chair interested in the proposed project, a well-defined and realistic project scope, and a track record of community impact. When selecting the final roster of clients, Compass looks for geographic diversity, service line diversity, and clients that represent a wide range of issue areas.

Compass does not undertake projects with organizations who anticipate working with other pro bono or paid strategy or management consultants during the Compass project.

CLIENT SELECTION AND PROJECT TIMELINE: Over the summer as applications are received, Compass representatives will contact and interview the Executive Director and Board Chair of applicants that meet the required criteria. We will announce final client selections in late August. Projects kick off in the fall and are completed in the spring.

APPLICATION INSTRUCTIONS & SUPPORT

Before you begin this application in SurveyMonkey, please download the PDF and Word versions of the application. We recommend filling in the Word version of the application and then copying into SurveyMonkey in one sitting to avoid losing your work.

- PDF Document: The PDF version allows you to read the entire application, including all project descriptions, without completing and advancing through various pages (as required in SurveyMonkey).
- Word Document: Sometimes applicants like to work on the application off-line for easy editing and sharing internally, so we provide a Word version. If you use this, please copy and paste your responses into the SurveyMonkey application as we cannot accept the Word version as your submission.

Please contact Danny Merz (dmerz@compassdc.org) with any technical problems or questions.

THANK YOU

Thank you again for your interest in Compass. We hope you will not hesitate to reach out to us!

Natalie Tessler
Executive Director, Compass Chicago
ntessler@compasschicago.org
(773) 848-1706

Melissa Lapica
Program Manager, Compass Chicago
mlapica@compasschicago.org
(201) 838-7510

2020-21 Client Application - Chicago

APPLICANT INFORMATION

1. Organization Name

2. Contact Information

Street Address

Street Address (cont.)

City

State

Zip

Phone

Website

3. Person completing application

Name

Job Title

Phone (ex: 555-555-5555)

Email

4. Executive Director Contact Information

Title (Mr., Ms., Dr., etc.)	<input type="text"/>
Name	<input type="text"/>
Title (CEO, President, etc.)	<input type="text"/>
Office Phone + Ext. (ex: 555-555-5555 x000)	<input type="text"/>
Alternate Phone (ex: 555-555-5555)	<input type="text"/>
Email	<input type="text"/>

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

6. Do you expect the Executive Director to continue in this position through June 2021?

- Yes
- If No or unsure, please explain.

7. Please provide a short biography of your organization's Executive Director. (100 words)

8. Current Board Chair Contact Information

Title (Mr., Ms., Dr., etc.)	<input type="text"/>
Full Name	<input type="text"/>
Home Address	<input type="text"/>
Home Address (cont.)	<input type="text"/>
City, State, Zip	<input type="text"/>
Phone (ex: 555-555-5555)	<input type="text"/>
Email	<input type="text"/>
Company	<input type="text"/>
Title at Company	<input type="text"/>

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

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

- Yes
 Not Applicable

If No or Unsure, please explain.

11. If your Board Chair's term will expire during the Compass project, when will the transition occur?
(Approximate month/year)

12. If the Board Chair's term will expire between June 2020 and June 2021, and the incoming Board Chair has been chosen, please provide his/her name and contact information.

Title (Mr., Ms., etc.)

Name

Street Address

Address (cont)

City, State, Zip

Phone (ex: 555-555-5555)

Email

Company

Title at Company

13. How did you hear about Compass?

- We are a previous Compass Client
 We applied for Compass project previously but were not selected
 Online search
 LinkedIn or other social media
 Referral from Foundation, Community Partner, Nonprofit or Other (Please be specific)

2020-21 Client Application - Chicago

COMPASS CRITERIA

14. Please verify that your organization meets the following criteria required for all Compass projects. *(If you answer "Disagree" to any of the following questions, please contact Compass Executive Director, Natalie Tessler, before continuing the application.)*

	Agree	Disagree
We are an IRS 501(c)3 nonprofit.	<input type="radio"/>	<input type="radio"/>
We have a local mission - our work benefits Greater Chicago.	<input type="radio"/>	<input type="radio"/>
Our mission does not promote specific religious beliefs or political party/movement.	<input type="radio"/>	<input type="radio"/>
We have a minimum annual operating budget of \$500,000.	<input type="radio"/>	<input type="radio"/>
We have an active Board of Directors.	<input type="radio"/>	<input type="radio"/>
We are in a stable financial position (e.g., positive cash flows, sufficient cash reserves).	<input type="radio"/>	<input type="radio"/>
We will provide documents to the Compass team (e.g., financial statements, strategic plans).	<input type="radio"/>	<input type="radio"/>
Both the Executive Director and Board Chair will participate in interviews over the summer with a member of the Client Selection Committee.	<input type="radio"/>	<input type="radio"/>
We will provide opportunities for the Compass team to attend Board meetings.	<input type="radio"/>	<input type="radio"/>
We will allow the Compass team to present final recommendations to the Board.	<input type="radio"/>	<input type="radio"/>
The Executive Director will attend the Client Orientation in September 2020.	<input type="radio"/>	<input type="radio"/>
The Executive Director will complete Mid-Project and End-of-Project Surveys.	<input type="radio"/>	<input type="radio"/>
We will complete the Compass Impact Survey one to two years after the end of the project.	<input type="radio"/>	<input type="radio"/>
The Board Chair, Executive Director, and relevant staff are committed to four to eight hours per month as the main points of contact or project liaisons.	<input type="radio"/>	<input type="radio"/>

2020-21 Client Application - Chicago

MISSION

15. What is your organization's mission statement?

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

- Animal Welfare
- Arts & Culture
- Anti-violence/Violence Interruption
- Children and Youth
- Disability Services
- Economic Development
- Education
- Environment
- Financial Literacy/Entrepreneurship/Economic Empowerment
- Food Security
- Health Care
- Housing and Homelessness
- Human Services
- LGBTQ
- Racial Equity
- Senior Services
- Social Justice
- Veteran Services
- Workforce Development

Other (please specify)

17. What are the secondary issue areas in which your organization works? (Check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Animal Welfare | <input type="checkbox"/> Health Care |
| <input type="checkbox"/> Arts and Culture | <input type="checkbox"/> Housing and Homelessness |
| <input type="checkbox"/> Anti-violence/Violence interruption | <input type="checkbox"/> Human Services |
| <input type="checkbox"/> Children and Youth | <input type="checkbox"/> LGBTQ |
| <input type="checkbox"/> Disability Services | <input type="checkbox"/> Racial Equity |
| <input type="checkbox"/> Economic Development | <input type="checkbox"/> Senior Services |
| <input type="checkbox"/> Education | <input type="checkbox"/> Social Justice |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Veteran Services |
| <input type="checkbox"/> Financial Literacy/Entrepreneurship/Economic Empowerment | <input type="checkbox"/> Workforce Development |
| <input type="checkbox"/> Food Security | |

Other (please specify)

18. Please describe the populations you serve, and quantify the number of beneficiaries each year. Approximately what percentage of the people you serve are low-moderate income? (100 word limit)

19. In what neighborhoods do you provide services?

20. Please list and briefly describe the primary programs/services offered by your organization. Please use bullet points.

21. How do you measure the impact of your programs/services?

2020-21 Client Application - Chicago

ORGANIZATIONAL AND FINANCIAL DETAILS

22. What year did your organization receive its 501(c)3 IRS tax determination status?

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

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

25. Does your organization currently have a Development Director?

Yes No

26. How many board members do you currently have?

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

Yes No

If yes, what is the required "give or get" amount for board members?

28. Approximately what percentage of board members contributed to your organization last year?

29. 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.

TOTAL budgeted revenue for the current fiscal year.

TOTAL budgeted expenses for the current fiscal year.

TOTAL revenue for the most recently completed fiscal year.

TOTAL expenses for the most recently completed fiscal year.

TOTAL revenue for the second to last completed fiscal year.

TOTAL expenses for the second to last completed fiscal year.

30. Please indicate if you currently receive funding from any of the following foundations.

- The Chicago Community Trust
- The Circle of Service Foundation
- Crown Family Philanthropies
- The Field Foundation of Illinois
- The Joyce Foundation
- The Lloyd A. Fry Foundation
- The John D. and Catherine T. MacArthur Foundation
- The Robert R. McCormick Foundation
- The Pierce Family Charitable Foundation
- The Polk Bros. Foundation
- The Prince Charitable Trust
- Pritzker Traubert Foundation
- The Siragusa Family Foundation
- Other (please specify)

2020-21 Client Application - Chicago

PROJECT CHOICE

Compass is offering consulting project in the following areas: Board Development, Funding Strategy, Partnerships, Collaborations, & Mergers, Strategic Alignment, Strategic Marketing, Digital Strategy, and, new this year, Decision Support Projects.

Each Compass project is tailored to address the unique challenges your organization is facing and provides the support you need to make informed choices. While it's not required, we encourage you to set up a project scoping call with Natalie Tessler, Executive Director, or Melissa Lapica, Program Manager, prior to completing an application (contact info at the end of application). We welcome the opportunity to listen to your concerns and priorities and help determine the best type of project for your organization now, as well as to simplify completing this application.

Please read the Service Line descriptions and select the project that best represents the top priority for your organization. This year you'll also have an opportunity to select a second choice, if you have one.

31. Project Choice

Board Development

The goal of a Board Development project is to improve effectiveness and engagement to sustain a high-performing Board. Compass can provide an objective evaluation of Board operations and offer recommendations for best practices to build a solid foundation of governance, recruitment, training and committee structures. Compass can help the Board develop an appropriate style given its current membership and organizational needs, and offer guidance regarding leadership succession planning and strategies for involving the Board in development efforts.

Funding Strategy

Funding Strategy projects assess revenue sources and revenue generation methods and can provide guidance to broaden or deepen current sources of revenue, recommend untapped sources for funding and screen out less promising avenues. Compass can also evaluate earned income ideas and offer recommendations to improve external communications.

Partnerships, Collaborations & Mergers

To make more efficient use of resources, nonprofits may consider partnering with other organizations with complementary expertise and strengths to fulfill a common mission. Compass can help assess the value and appropriateness of strategic partnerships, collaborations, or mergers and offer recommendations and an analysis of resulting implications.

Strategic Alignment

Compass can help nonprofits examine their mission, programs, targeted beneficiaries, desired changes, and strategic objectives to understand how to achieve the greatest impact. Strategic Alignment projects can examine resource allocation (including financial, staff, technology, data, volunteers, etc.) across programs and evaluate opportunities for program development. These projects can also help ensure that the Board and staff are aligned around mission, vision, and key choices in preparation for strategic planning and/or long-term goal setting (these projects are often the foundation for a full Strategic Plan). The exact focus of individual projects varies depending on a nonprofit's needs and situation.

Strategic Marketing

To help fulfill its mission and vision, Compass can help nonprofits identify opportunities for services and programs in existing and new markets. Compass can help create a positioning statement and develop an effective marketing strategy to take advantage of new opportunities. The project does not include branding or collateral development.

Digital Strategy

Compass can help nonprofits understand how to design and implement existing or new services that could only be offered using digital technologies. Project objectives include understanding how to use digital technologies to better serve the organization's objectives overall or within a specific service area. These projects will help define the new service process, identify candidate enabling digital technologies, and provide a high-level plan to implement the new digital service(s) (including key activities, investment and staffing).

Decision Support

As nonprofit leaders navigate the ongoing impact of COVID-19, many will need to make significant decisions and trade-offs over the next 12 months. Our new Decision Support Projects are designed to provide flexible consulting support to nonprofit leaders as they address challenges created by the crisis and focus on recovery and rebuilding. Whereas our other project options provide deep analysis and recommendations in one focus area (service line), Decision Support Projects can address priorities in several different areas. A Compass team can 1) generate data, analyze information, and create frameworks to support decision-making, 2) evaluate the consequences of course adjustments, 3) establish a communications plan around decisions made, and finally 4) help nonprofits plan for recovery, rebuilding, and ultimately greater sustainability.

Please indicate your second choice for Service Line, if applicable.

2020-21 Client Application - Chicago

PROJECT DETAILS - DECISION SUPPORT PROJECTS

As nonprofit leaders navigate the ongoing impact of COVID-19, many will need to make significant decisions and trade-offs over the next 12 months. Our new Decision Support Projects are designed to provide flexible consulting support to nonprofit leaders as they address challenges created by the crisis and focus on recovery and rebuilding. Whereas our other project options provide deep analysis and recommendations in one focus area (service line), Decision Support Projects can address priorities in several different areas. A Compass team can 1) generate data, analyze information, and create frameworks to support decision-making, 2) evaluate the consequences of course adjustments, 3) establish a communications plan around decisions made, and finally 4) help nonprofits plan for recovery, rebuilding, and ultimately greater sustainability.

32. What are the biggest concerns that you and your board have about the impact of the COVID-19 crisis on your organization?

33. To the best of your knowledge at this point, please identify the 3-4 highest priority areas where you may need to make decisions over the next 12 months:

- Program adjustments
- Staffing and management
- Finances
- Fundraising
- Events
- Marketing & Communication
- Operations
- Collaborations or Mergers

Other (please specify)

34. To the best of your knowledge at this point, what activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Cash Flow Analysis: Evaluate cash inflows and outflows over a fixed period
- Financial Model Creation: Forecast for revenues and expenses for a fixed period, based on a revised assessment of finances impacted by recent events
- Current Donor Analysis: Identify most loyal and valuable donors for outreach, based on historical giving trends
- Donor/Member/Patron Experience and Stewardship: Design process for tracking and monitoring donor engagement, interaction, and activities to deepen relationship
- Crisis Communications: Develop resources, templates, documents, etc. for use on all media platforms
- Merger Assessment: Explore options and define the pros and cons of merging with another nonprofit, now or in the future or options for saving valuable programs and staff positions; Develop criteria for potential merger partner
- Programs Assessment: Evaluate feasibility of existing programs for the short-term and long-term, cash flow required to support programs, virtual options, suspension, partnerships with other nonprofits or organizations
- Digital Assessment: Explore existing or new services that could be offered using digital technologies.
- Staffing: Evaluate staffing needs and options; plan for future needs
- Board Engagement: Improve effectiveness and engagement to sustain a high-performing Board; identify gaps and develop improved recruiting and on-boarding processes.

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - BOARD DEVELOPMENT

The goal of a Board Development project is to improve effectiveness and engagement to sustain a high-performing Board. Compass can provide an objective evaluation of Board operations and offer recommendations for best practices to build a solid foundation of governance, recruitment, training and committee structures. Compass can help the Board develop an appropriate style given its current membership and organizational needs, and offer guidance regarding leadership succession planning and strategies for involving the Board in development efforts.

35. What are your objectives for this project and why is this a priority for your Board and organization?

36. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview the Board of Directors
- Survey and/or interview key staff and relevant external stakeholders
- Review the Board's structure, roles and responsibilities, processes and goal setting
- Review Board committee roles and responsibilities
- Review by-laws and Board policies
- Survey and/or research comparable organizations to identify the best practices in performance evaluation and measurement
- Research and develop performance metrics and/or dashboards for Board use

Other (please specify)

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

* 38. One to two years after the Compass project concludes, what would you like to have achieved, or what capabilities would you like to possess? (Check all that apply)

- Increased Board size
- Increased Board engagement
- Improved Board diversity (may include skills, age, ethnicity, experience, etc.)
- Increased Board financial contributions
- Improved Board fundraising capacity
- Established Board committees, revised bylaws, and clarified roles and responsibilities
- Transitioned from one type of Board to another (e.g. advisory to fundraising)
- Implemented evaluation or assessment tools for organizational leadership

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - FUNDING STRATEGY

Funding Strategy projects assess revenue sources and revenue generation methods and can provide guidance to broaden or deepen current sources of revenue, recommend untapped sources for funding and screen out less promising avenues. Compass can also evaluate earned income ideas and offer recommendations to improve external communications.

39. What are your objectives for this project and why is this a priority for your organization?

40. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview the Board of Directors
- Survey and/or interview key staff and relevant external stakeholders
- Analyze funding sources and uses
- Analyze donor data
- Evaluate donor cultivation, tracking, and stewardship processes
- Interview/survey and/or hold focus groups with current or prospective donors
- Investigate how comparable organizations raise funds
- Analyze the cost effectiveness of various fundraising strategies
- Research investment required to generate new funding source
- Investigate benefits most attractive to specific donor demographics
- Evaluate a proposed earned income venture
- Evaluate an existing earned income program

Other (please specify)

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

42. One to two years after the Compass project concludes, what would you like to have achieved, or what capabilities would you like to possess? (Check all that apply)

- Additional fundraising or development capacity
- Diversified revenue streams
- Established or increased earned income revenue
- Increased corporate revenue
- Increased foundation revenue
- Increased individual donor engagement and giving
- Increased membership income
- Utilization of assessment tool to analyze opportunities
- Increased Board fundraising participation
- Established or increased endowment

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - PARTNERSHIPS, COLLABORATIONS & MERGERS

To make more efficient use of resources, nonprofits may consider partnering with other organizations with complementary expertise and strengths to fulfill a common mission. Compass can help assess the value and appropriateness of strategic partnerships, collaborations, or mergers and offer recommendations and an analysis of resulting implications.

43. What are your objectives for this project and why is this a priority for your organization?

44. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview the Board of Directors
- Survey and/or interview key staff and relevant external stakeholders
- Survey and/or interview potential partners
- Identify and evaluate prospective partner(s) or collaborations
- Evaluate an existing partnership/collaboration
- Identify and evaluate peer organization partnerships/collaborations
- Create a tool to evaluate existing/future partners
- Identify and consider criteria to explore a potential merger
- Identify and evaluate prospective organizations with which to merge

Other (please specify)

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

46. One to two years after the Compass project concludes, what would you like to have achieved, or what capabilities would you like to possess? (Check all that apply)

- Established new partnerships and/or collaborations
- Utilization of evaluation parameters for consideration of future potential partnerships and collaborations
- Addition of new programs
- Provision of services to a greater number of people
- Programs better aligned with current or new partners
- Provision of additional services with shared resources

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - STRATEGIC ALIGNMENT

Compass can help nonprofits examine their mission, programs, targeted beneficiaries, desired changes, and strategic objectives to understand how to achieve the greatest impact. Strategic Alignment projects can examine resource allocation (including financial, staff, technology, data, volunteers, etc.) across programs and evaluate opportunities for program development. These projects can also help ensure that the Board and staff are aligned around mission, vision, and key choices in preparation for strategic planning and/or long-term goal setting (these projects are often the foundation for a full Strategic Plan). The exact focus of individual projects varies depending on a nonprofit's needs and situation.

47. What are your objectives for this project and why is this a priority for your organization?

48. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview the Board of Directors
- Survey and/or interview key staff and relevant external stakeholders
- Evaluate the alignment of programs and resources in accordance with mission
- Evaluate and review mission, vision, and/or values
- Assess the return on programs and related resources
- Identify measures and key performance indicators for programs and outcomes
- Create a tool to evaluate current and/or new programs

Other (please specify)

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

50. One to two years after the Compass project concludes, what would you like to have achieved, or what capabilities would you like to possess? (Check all that apply)

- Implementation of new organizational chart
- Ability to evaluate the alignment of programs and resources
- New or revised strategic plan
- Ability to assess the return on programs and resources
- Ability to identify measures and key performance indicators for programs and outcomes
- Eliminated program(s)
- Allocated greater resources to identified strategic initiatives
- Increase in individuals served
- Resources applied more efficiently

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - STRATEGIC MARKETING

To help fulfill its mission and vision, Compass can help nonprofits identify opportunities for services and programs in existing and new markets. Compass can help create a positioning statement and develop an effective marketing strategy to take advantage of new opportunities. The project does not include branding or collateral development.

51. What are your objectives for this project and why is this a priority for your organization?

52. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview the Board of Directors
- Survey and/or interview key staff and relevant external stakeholders
- Interview/survey and/or hold focus groups with current or prospective audiences or populations
- Evaluate existing marketing strategy and tactics
- Identify new target audiences for current products or services
- Devise marketing strategy and tactics for new products or services
- Research comparable organizations and differentiation
- Review and evaluate new/existing social media plans
- Evaluate positioning statements or value propositions
- Identify opportunities to improve engagement and awareness

Other (please specify)

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

* 54. One to two years after the Compass project concludes, what would you like to have achieved, or what capabilities would you like to possess? (Check all that apply)

- Established new services in existing or new markets
- New or revised positioning statement or value proposition, providing differentiation from peers
- Increased or expanded reach to a target audience or population
- Improved engagement and awareness with a target population or community stakeholders

Other (please specify)

2020-21 Client Application - Chicago

PROJECT DETAILS - DIGITAL STRATEGY

Compass can help nonprofits understand how to design and implement existing or new services that could only be offered using digital technologies. Project objectives include understanding how to use digital technologies to better serve the organization's objectives overall or within a specific service area. These projects will help define the new service process, identify candidate enabling digital technologies, and provide a high-level plan to implement the new digital service(s) (including key activities, investment and staffing).

55. What are your objectives for this project and why is this a priority for your organization?

56. What activities do you envision your Compass team conducting to achieve the objectives of your proposed project? Please check any that seem appropriate and/or add others.

- Survey and/or interview key staff and relevant external stakeholders
- Survey peer organizations to search for best practices, technology insights and potential models to emulate.
- Review the organization's website (e.g., objectives, structure, strengths, limitations, technological management, usability)
- Assess existing technology capabilities throughout organization
- Evaluate the organization's data capture and management methodologies
- Assess how data collection processes, tools, and analysis can better support decision-making
- Assess and evaluate strategies for more effective use of existing technology to support the organization's strategic goals or to improve efficiency, effectiveness and internal collaboration
- Determine opportunities to use new or different technology to support the organization's strategic goals or to improve efficiency, effectiveness and internal collaboration
- Assess a program area or key function (e.g., finance, development, etc.) and evaluate options that could improve efficiency, effectiveness and/or reduce costs.
- Explore existing or new services that could be offered using digital technologies.

Other (please specify)

57. What existing service or new service do you envision creating that can only be offered by leveraging digital technologies?

58. Describe how this service will further your mission in 1-2 years.

2020-21 Client Application - Chicago

NEXT STEPS

59. Please confirm the Executive Director has read this application.

- Yes
- If No, please explain.

60. Please confirm the Board Chair has read this application.

- Yes
- If No, please explain.

SUPPORTING MATERIAL

Once your application has been submitted, to help the Client Selection Committee understand your organization better, please email Danny Merz (dmerz@compassdc.org) electronic copies of the following items as soon as possible because applications will be reviewed on a rolling basis.

1. A list of board members and their professional affiliations (required)
2. A copy of your most recent audited financials (required)
3. Any additional supporting material about your organization such as annual reports, brochures, strategic plans, news articles, etc. you would like to share (optional)

INTERVIEWS

As soon as we have your application and supporting materials, a member of the Client Selection Committee will contact your organization's Executive Director and Board Chair to schedule an interview.

Thank you very much for submitting a client application. Your application is not submitted until you click "Submit" below, at which point you will receive a confirmation screen. Please contact us with any questions. Thank you again for your interest in Compass.

Natalie Tessler
Executive Director
(773) 848-1706
ntessler@compasschicago.org

Melissa Lapica
Program Manager
(201) 838-7510
mlapica@compasschicago.org

