

The Forbes Funds: Funding Areas

Capacity	Sub capacity	Definition
Finance	Financial Analysis	<p>“No money no mission” is a common phrase heard today due to the tenuous financial environment that nonprofits face. Our support is directed at varying levels of financial analysis to ensure that an organization is on stable footing. The following are possible areas for which we provide funding:</p> <ul style="list-style-type: none"> • Review and develop internal financial systems and procedures • Develop financial projections for projects and/or ventures • Assess debt and develop financial restructuring plans • Analyze financial needs for continued operations
Strategy	Strategic Priority-Setting	Prioritizing needs and opportunities to complement the mission of an agency can be challenging. Using data and trends from both the internal and external environments, this process works to analyze the mission, capacity, and services of an organization in order to make a determination of appropriate priorities.
	Succession Planning	When transitions are necessary in an organization, leaders at all levels, including the board, need to be ready to act in ways that ensure continuity and stability. Succession planning is a proactive and systematic investment in building a plan and a pipeline of leaders within an organization in order to prepare for such transitions.
	Business Plan	A business plan is a detailed account of how the organization will operate and it becomes a key document for funders and donors when seeking major contributions. While a business plan is typically written for a product or service, there are stages in an organization’s lifecycle when a business plan is critical, such as the start-up phase or expansion. Undertaking a business plan does not mean definitely undertaking the venture, but it is a way to help the organization to make such a decision. The resulting document summarizes the market analysis, operational and financial objectives for the near future (usually 1 – 3 years), overarching strategies, and metrics and milestones.
	Market Research	Before launching a new program or service, it is important for organizations to understand the environmental conditions affecting its potential outcomes. Market research is the process of analyzing information about the prospective market for a product or service. It includes research into the characteristics, location, and needs of the target market, the industry as a whole, and the competitive landscape.
	Organizational Assessment	Organizations change and evolve over time, making the process of assessment an important step in planning and decision-making. It allows for the opportunity to reflect on the pieces within the organization that are working well, as well as those that could be better. Assessments enable management to see where the organization stands, leverage its current assets, and make changes that will support its efficiency and effectiveness.
	Perception Analysis	Perceptions give us perspective on where we are effectively relaying information, and where we could improve. A perception analysis helps agencies understand their strengths and challenges in communicating their brand by looking at how an organization is viewed by external parties, including clients, funders, the general public, collaborators, etc. and enables an organization to calibrate perception versus reality.
	Feasibility Analysis	Before launching a new product, plan, or goal, organizations must understand their capacity to deliver successful outcomes. A feasibility analysis helps to determine this by looking at the validity of key assumptions, what risks are involved, and an agency’s probability

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		of success.
	Scenario Planning	Today's environment is ever-changing in regard to funding sources, outcomes tracking, demographics, and more. For this reason, scenario planning is a valuable tool. It is the process of analyzing and documenting what future conditions/events are probable, what consequences and effects they would incur, and how to respond to and benefit from them. Scenario planning is particularly helpful in budgeting, anticipating funding shifts, or foreseeing changes in the needs or demographics of service populations.
Organizational Realignment	Organizational Restructuring	Organizations are not static and at times need to re-evaluate themselves. Organizational restructuring is the process of determining how to best align the structure, people, and processes of an organization when significant changes occur and/or are anticipated. Oftentimes, an analysis of an agency's staffing responsibilities and skills and structure will ultimately help achieve its mission, as it will ensure that the right positions, people, and organizational structures are in place.
	Stabilization Plan	At times organizations find themselves in a period of transition or chaos that renders them financially unstable. A stabilization plan is a tool for such agencies to move toward financial stability in the short-to intermediate-term. It can be used as a guide for the development of long-term plans needed for complete financial recovery, and is designed to provide the organization's staff and board with a shared set of measurable, timed objectives for monitoring progress.
	Service Collaboration	Across nonprofits in a particular region or subsector there is often an overlap in unmet needs, a duplication of services, or a recurrence in target audience. In such cases, coordinating services through the exploration and development of joint programming can result in greater impact and cost efficiency. These partnerships allow for better service delivery and greater financial efficacy for the partner organizations involved.
	Administrative Collaboration	With limited resources and, at times, limited ability to hire expertise, nonprofits can collaborate in areas where they do not have a core competency and aim to increase their efficiency. In such cases we fund the exploration and implementation of a shared administrative service, which includes a formal agreement for contracting, exchanging, or sharing the service.
	Merger/Acquisition	Mergers and acquisitions (M&A) involving two or more organizations have been traditionally thought of as a reactive step to shore up finances or possibly address a succession vacuum. Leaders of healthy organizations can also consider M&A as a way to strengthen effectiveness, spread best practices, expand reach, and be more cost-effective, making the best use of scarce resources. We support many varying levels of legal mergers and/or acquisitions.
	Dissolution	Closing down a nonprofit can be a legally, financially, and emotionally complicated process. We provide funding and support for nonprofit dissolution, while being sensitive to the history and legacy of the organization.