



## The Wells Fargo Regional Foundation Supports Collaboratives

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The Wells Fargo Regional Foundation has learned from its grantees, its philanthropic peers, and many others in the field of community revitalization, the importance of supporting collaborative neighborhood revitalization efforts. As such, the Foundation has committed to providing increased grant funds to revitalization initiatives which are implemented by a collaborative group of partners.

### Implementation Grant funding for Collaboratives

A collaborative of partners may apply for an Implementation Grant of up to \$1.25 MM over five years and renewal funding of up to \$825,000 over five years. A larger dollar Implementation Grant is open to collaboratives which consists of one lead grantee and at least two sub-grantee partners representing cross-sector services or expertise, who are coming together to share resources, learn from one another, and broaden and/or streamline services in a neighborhood. Each collaborative must select a lead organization to represent the entire collaborative and serve as the grant's fiscal agent. The lead organization is responsible for coordinating the collaborative's planning and overall implementation of activities, as well as receiving and managing grant funds.

Building and sustaining a strong relationship between the lead organization and collaborative members (sub-grantees) is paramount. As such, the Foundation requires that the lead organization develop, with sub grantees, a Memorandum of Understanding (MOU) that outlines roles and responsibilities. Moreover, this MOU should be approved by all members and their respective Boards of Directors.

It is the responsibility of the lead organization to determine, at the onset of the grant application, the appropriate grant amounts to be requested for each sub-grantee based upon each sub-grantee's demonstrated capacity to implement the requested programming as well as the proposed scope of services. Sub-grantees are members of the funding collaborative who will be receiving grant funds through the fiscal agent (lead organization) to perform specific activities agreed upon at the outset of the grant, or as amended by mutual agreement by the Foundation and lead organization.

### **The lead organization must demonstrate the following to be considered for funding:**

- Sufficient organizational capacity to represent the entire collaborative and serve as the grant's fiscal agent (e.g., operational capacity, financial capacity, leadership capacity, political capacity, communication capacity, evaluation capacity).
- Incorporation as a 501 (c)(3) and ability to provide past 3 years, audited financial statements.

- Strong and engaged Board of Directors who are fully aware of the goals of the coalition and are in support of the lead organization's roles and responsibilities within the collaborative.
- Strong information management systems (e.g., databases, technical capacity) and experienced administrative staff equipped to oversee, manage, and support collaborative partners (i.e. sub-grantees).
- Past experience managing collaborative members (i.e., sub-grantees) and working in coalition.
- Past experience working with consultants.
- Credibility and strong reputation within the communities engaged in the revitalization project.
- Commitment to and equipped with mechanisms for communicating regularly (and transparently) with members of the collaborative, other stakeholders, and residents about the revitalization process.
- Commitment to and equipped with a range of mechanisms for capturing feedback from collaborative members, other stakeholders, and residents about the revitalization process.
- Willing and able to establish and implement a participatory evaluation framework for the overall initiative, holding collaborative members accountable for continuous learning and refinement.
- Willing and able to ensure that each collaborative member develops and tracks measurable goals and makes refinement to these goals as needed to ensure maximum impact.
- Willing and able to manage political issues, bring people together from different factions, manage conflict, and cooperate with elected officials and various government agencies.

**The responsibilities of the lead organization as fiscal agent include, at minimum, the following:**

- Determination of the amounts provided to each sub-grantee (collaborative member) based upon each sub-grantee's demonstrated capacity to implement the requested programming as well as the proposed scope of services.
- Maintenance of separate records of disbursements related to the grant.
- Keeping acknowledgements from sub-grantees of the receipt of funds for at least 3 years following receipt of the grant.
- Making financial records (use of grant funds, 990's, financial audits etc.) available to the Foundation upon request.
- Disbursing funds amongst coalition partners in accordance with the purpose of the grant application and based upon performance against pre-determined milestones and activities.
- Communicating financial or performance issues with the Foundation as they arise.

**Sub-grantees must meet, at minimum, the following financial and operational requirements to be considered for funding as part of a collaborative:**

- Incorporated as a 501 (c)(3) and able to provide past 3 years of IRS form 990's.
- Performs role and responsibilities as stipulated in the Collaborative's Memorandum of Understanding, which is approved by the sub-grantee's Board of Directors.
- Understands and communicates its complementary role in the revitalization project, contributing to the breadth of the coalitions expertise and sphere of influence.

- Participates in the participatory evaluation framework for the overall initiative, developing and tracking measurable goals, and sharing this information with the coalition as relevant and supportive of the revitalization milestones.
- Provides the lead organization with quarterly performance reports against agreed upon milestones and activities in agreed upon timeframes.
- Regularly attends meetings of the coalition members and contributes to communal problem solving.
- Maintains records of grant fund expenditures for at least 3 years following the end of the grant period.
- Provides financial records requested by the lead organization (receipts, 990s, audits, etc.) within agreed upon timeframes.
- Spends funds in accordance with the purpose of the grant.