

General Operating Support 2018 Guidelines



ABOUT THE COMMUNITY FOUNDATION FOR GREATER ATLANTA

Since 1951, the Community Foundation for Greater Atlanta has been connecting donors, nonprofits and community leaders to strengthen the 23-county Atlanta region through philanthropy. As a top 20 community foundation of approximately 750 nationally, with approximately \$955 million in current assets, Georgia's second largest foundation exists to connect the passions of donors with the purposes nonprofits strive to improve. Through its quality services and innovative leadership on community issues, the Foundation received more than \$135 million from donors in 2016 (unaudited) and distributed more than \$125 million that same year to support nonprofits throughout the region and beyond. For more information, visit: cfgreateratlanta.org or connect with the Foundation via [Facebook](#) and [Twitter](#).

At the Community Foundation, we believe in the power and potential of individuals and organizations to change communities, whether those communities are physical neighborhoods, a group of individuals with a common interest or a cohort of organizations focused on similar issues. We play a variety of roles, but our key goal is to be the connecting point for the various partners, nonprofit organizations and community leaders working together toward the common vision of stronger greater Atlanta region.

IMPACT AREAS

The Community Foundation for Greater Atlanta fulfills the passions of our donors by investing in our region through grantmaking, partnerships and advocacy. To create meaningful, lasting change, our efforts align via measurable objectives through focused "Impact Areas." We practice what we preach – evolving beyond grantmaking strategies and industry jargon to real, tangible impact.

These five impact areas are our promise to the 23-county region - that in partnership with our donors, nonprofits and collaborators, we vow to make Atlanta a better place for all residents to live and thrive.



Arts



Community Development



Education



Nonprofit Effectiveness



Well-being

Arts >> Build a dynamic arts ecology to ensure all residents in our region will have access to high-quality cultural experiences and diverse artistic programs

Community Development >> Advocate for equitable economic growth, strong civic health and safe, sustainable communities

Education >> Improve outcomes and expand opportunities for all learners across the education spectrum

Nonprofit Effectiveness >> Invest in the region's nonprofits with management and financial resources to equip these organizations to effectively manage operations and high-performing programs

Well-being >> Ensure a healthy, safe and engaged region, where all residents have access to quality health care and nutritious food

All of these impact areas are complex and multi-dimensional and require cross sector, regional collaboration: these are opportunities with solutions that cannot be achieved by any one entity. The Foundation has an extensive base of knowledge and relationships across the region, spanning diverse communities, populations and issues, making us uniquely poised to serve as a hub for impact.

ABOUT GENERAL OPERATING SUPPORT

General Operating Support cash grants are available to support an organization's ongoing administrative and infrastructure costs and to maintain existing, effective programs. Characteristics of successful applicants include: a clear vision of the organization's role in making a difference in the community, a demonstration of effectiveness through the investment of time and personnel in measuring and planning for success and a written strategic plan that covers two or more years, includes goals and methods to measure effectiveness and is used to form an annual work plan. In 2018, support for general operating support grants comes from the Common Good Fund, the Metropolitan Atlanta Arts Fund and the Atlanta AIDS Fund.

These grants are very competitive. Grants will range from \$10,000 to \$75,000 for each 12-month period and may be awarded for 12 or 24 months; exceptions are noted on page 4. *Organizations can request no more than 10% of the organization's last completed fiscal year's expenses for each year funds are requested.* In mid- and end-of-grant reports, each grantee will be asked to reflect on how their organization's mission-related activities have advanced the Community Foundation's impact area metrics during the grant period and the results achieved within the grant period as outlined in their strategic plans. Additionally, grantees will be asked to report on successes and challenges, both programmatically and in general.

The Foundation's General Operating Support grants are directly aligned with our goal of strengthening the region's nonprofits. Grant awards are made based on a number of factors including those outlined on page 8 of these guidelines. The Foundation seeks to continue to support strong, sustainable organizations. In addition, we are eager to support nonprofits that hold great promise.

What is General Operating Support?

General operating support provides unrestricted funding to help support and maintain an organization as it pursues its mission. This type of grant is flexible and gives the grantee the ability to use the funds where they are most appropriate.

FUNDING PROVIDED BY:

COMMON GOOD FUND

While some donors set up their own donor-advised funds with us, other donors choose to support critical issues in the community by donating unrestricted dollars to our Common Good Fund. Donors who give to the Common Good Fund help us to meet the needs of our community today and for years to come. This pool of unrestricted funds allows nonprofit organizations in our 23-county region to apply for grants through a competitive process. After a rigorous review process, and under the guidance of our Board of Directors, grants are made on the basis of community need and strength of the application proposals.

METROPOLITAN ATLANTA ARTS FUND

General Operating Support for arts organizations is provided by the Metropolitan Atlanta Arts Fund (Arts Fund) of the Community Foundation for Greater Atlanta. The Arts Fund was created to support independent small and medium-sized arts organizations located throughout the 23-county metropolitan Atlanta region. The Arts Fund provides resources to strengthen arts organizations with annual operating budgets under \$2 million. Through its grantmaking, the Arts Fund responds to organizations that demonstrate artistic vibrancy and serious self-assessment, recognize the importance of evolving institutional planning and strong financial management for artistic and operational objectives, and illustrate a long-term commitment.

Guidelines

ATLANTA AIDS FUND

The Atlanta AIDS Fund (AIDS Fund) mission is to support metropolitan Atlanta's HIV/AIDS advocacy, prevention, education and service efforts through funding and leadership. Since 1991, more than \$11 million in grants have been awarded to organizations in the metro area. The AIDS Fund is a collaborative funding partnership between the Community Foundation for Greater Atlanta, United Way of Greater Atlanta, The Allen Thornell HIV Care and Service Fund and Fashion Cares. The AIDS Fund is committed to funding *throughout* the 23-county region.

The Board of Directors for both the Community Foundation for Greater Atlanta and United Way of Greater Atlanta review recommendations regarding policies, programs and grants of the AIDS Fund made by respective staff members, and make the final approval of grants. *HIV/AIDS service organizations may request grants ranging from \$10,000 to \$75,000 for a 12-month period.*

FUNDING OPPORTUNITY

The Community Foundation for Greater Atlanta will offer one funding opportunity in 2018 for General Operating Support:

2018 SCHEDULE

Ongoing	Organizational Profile and Common Grant Application are available to nonprofits
Wednesday, January 31	Online orientation session (via ReadyTalk)
By Friday, March 9	Nonprofits complete or update their Organizational Profile and Common Grant Application*
By Friday, April 13	Selected applicants contacted and invited to submit a Grant Application Supplement
Noon, Friday, May 4	Grant Application Supplement due
By Thursday, June 14	Selected applicants contacted and site visits confirmed
June 25 – August 1	Site visits are conducted
By Friday, November 2	Applicants notified of funding decision

APPLICATION PROCESS

- 1] Organizations must complete or update their Organizational Profile and Common Grant Application using the [Nonprofit Online Portal](#) on our website to be eligible for funding opportunities. Eligible organizations that interested in being considered for a General Operating Support grant must select "Yes" to the question at the end of the Common Grant Application.
- 2] Foundation staff reviews Organizational Profiles and Common Grant Applications to determine which organizations should move forward in the process
- 3] Invited organizations submit Grant Application Supplement and required attachments through the Nonprofit Online Portal
- 4] Foundation staff reviews all Grant Application Supplements and selects organizations to receive site visits
- 5] Foundation staff and board members conduct site visits
- 6] Funding recommendations are made to the Foundation's Board of Directors and grants are awarded
- 7] Organizations receiving grants will be required to report in 12- or 24-month intervals

Nonprofit organizations that meet the following requirements are eligible to apply for a General Operating Support (GOS) grant:

- ◆ Must be located and providing services within the Foundation's 23-county service area; all GOS grant funds must be spent within the 23-county service area;
- ◆ Must be classified by the U.S. Internal Revenue Service under Section 501(c)(3) of the I.R.S. code as a nonprofit, tax-exempt organization, donations to which are deductible as charitable contributions under Section 170 (c)(2) and the I.R.S. determination must be current;
- ◆ Must be registered with the Georgia Secretary of State as a nonprofit (click here to verify: <https://ecorp.sos.ga.gov/BusinessSearch>);
- ◆ Must have a minimum two-year operating history after the date of receipt of its 501(c)(3) classification;
- ◆ Must have annual operating expenses greater than \$100,000 as reflected in the most recently filed I.R.S. Form 990 (click here for more information on Form 990: <https://www.irs.gov/Charities-&-Non-Profits/Form-990-Resources-and-Tools>);
- ◆ Must have at least one full-time paid employee (paid minimum wage or more, working at least 35 hours per week, classified as a W-2 employee) for the 12 months prior to submitting an application (please note that contractors or consultants do not count toward this requirement);
- ◆ Must have a current written strategic or business plan for the whole organization that covers at least 24 months which includes the organization's entire current fiscal year and includes the following:
 - Mission and vision statements
 - Stakeholder participation (staff, board, consumers/clients, volunteers, etc.)
 - Strategic goals and measurable objectives
 - Implementation plan showing action steps, a timeline and assigned staff and board responsibilities
 - Quarterly, semi-annual or annual written assessment by staff and board to measure organizational progress towards goals

Preference will be given to strategic plans that include reference to resources (expenses and staff/board capacity) necessary to achieve goals and objectives

NOTE: The Foundation's evaluation of an organization is heavily dependent on the content and execution of its strategic plan. If the applying organization is finishing its current strategic plan within the next six months and does not already have a replacement plan written or a written, board-approved plan and schedule for replacing it, the Foundation will be limited in ability to fully evaluate the organization and it may impact the grant decision.

- ◆ Must have audited or reviewed financial statements that follow Generally Accepted Accounting Principles (GAAP) or Government Auditing Standards (GAS) for the past two completed fiscal years as required by budget size. Organizations with annual expenses over \$250,000 must have audited financial statements; organizations with annual expenses between \$100,000 and \$249,999 must have reviewed financial statements. *Please note: all applications to the Atlanta AIDS Fund must include audited financials.*

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Eligibility

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- ◆ Must have filed the end-of-grant report for any previous General Operating Support grant (Common Good Fund, Metropolitan Atlanta Arts Fund, Atlanta AIDS Fund, Spark Clayton! and Spark Morgan!);
- ◆ Must have a Board of Directors where 100% of members made personal cash donations or made financially measurable in-kind contributions during the last completed fiscal year (*please note there is no required cash donation amount*);
- ◆ Must have a Board of Directors representing the diversity and demographics of the community served, including individuals with varied skill sets and the committee structure necessary to succeed.
- ◆ **National organizations with local chapters/affiliates or programs:** local chapters/affiliates or programs must demonstrate local control over their finances and operations, and have a local governing board. Written documentation delineating local control over the local chapter/affiliate must be available upon request. *Foundation staff is available to discuss eligibility of these organizations individually.*

ADDITIONAL ELIGIBILITY CRITERIA FOR ARTS ORGANIZATIONS

- ◆ Must have annual operating expenses less than \$2 million as reflected in the expense line on the most recently filed I.R.S. Form 990;
- ◆ Must have a primary focus on presenting, producing or providing arts programming for the public;
- ◆ Must pay artists and performers associated with cultural programming; and
- ◆ Must have an artistic emphasis which falls into one or more of the following art forms: dance, design, folk arts, literature, media arts, music, opera, performance arts, theatre or visual arts.

NOTES ON ELIGIBILITY FOR ARTS ORGANIZATIONS

It is unlikely that the following arts organizations or programs will receive a grant:

- ◆ Programs organizationally or financially connected to colleges, universities or religious organizations, even though the program may be operated separately;
- ◆ Community or civic centers, unless the organization's mission is solely arts-oriented or it can be demonstrated that the grant funding will directly support a major arts division with its own administration; and
- ◆ Arts service organizations that do not directly present, produce or provide arts programming.

In most cases, organizations must have received at least one grant from the National Endowment for the Arts, South Arts, Georgia Council for the Arts or a local arts agency in the two years prior to submission of an application.

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ADDITIONAL ELIGIBILITY CRITERIA FOR AIDS ORGANIZATIONS

The Atlanta AIDS Fund offers restricted operating support to fund the ongoing program, administrative and infrastructure costs for organizations that have a clear HIV/AIDS (intervention, prevention and advocacy) component to their work, but not necessarily stated in their missions. Funding will be restricted to up to \$75,000 for a 12-month period or no more than 25% of the HIV/AIDS program budget.

Applicants must meet all of the following criteria:

- ◆ HIV/AIDS program budget greater than \$60,000;
- ◆ Program budget must be delineated within the organization's budget;
- ◆ At least one dedicated salaried program staff (no contractors/consultants);
- ◆ Programs/activities must be detailed in the organization's strategic plan and be able to demonstrate that the program is an integral component to the organization and HIV/AIDS advocacy, prevention education and service community;
- ◆ Programs/activities must be based on Evidence Based Interventions (EBIs)/Diffusion of Effective Behavioral Interventions (DEBIs) or be innovative in nature and provide a research based hypothesis on why they are effective; and
- ◆ 2017 grantees must have submitted mid-grant reports to be eligible; prior year grantees must have submitted the end-of-grant reports to be eligible.

INELIGIBLE ORGANIZATIONS

The following organizations are not eligible to apply for funding:

- ◆ Private and publicly funded schools (K-12) and institutions of higher learning. This does not include nonprofit charter schools;
- ◆ Organizations that exclusively raise funds for publicly funded schools (K-12), institutions of higher learning and government agencies;
- ◆ Organizations that require participation in religious services and/or education as a condition of receiving services; and/or
- ◆ Organizations that have discriminatory policies and/or practices on the basis of race, color, national origin, age, disability, sex/gender, marital status, familial status, parental status, religion, sexual orientation, genetic information or political beliefs.

INELIGIBLE USES OF FOUNDATION FUNDS

- ◆ Foundation funds may not be used to support the following:
 - ◆ Religious services and/or religious education;
 - ◆ Fundraising and marketing events;
 - ◆ Endowment funds;
 - ◆ Capital campaign contributions (for building construction or renovation) or use of funds to cover capital campaign feasibility studies or campaign implementation expenses. This does not include regular maintenance and capital improvements.

Questions/Answers

How are organizations evaluated?

There are several stages of evaluation. At the first stage, in reviewing Organizational Profiles and Common Grant Applications, the Foundation will prioritize organizations that:

- ◆ Show clarity in mission and vision;
- ◆ Submit Organizational Profiles and Common Grant Applications that reflect organization-wide planning and decision-making;
- ◆ Have a clear and articulated vision for implementation and success;
- ◆ Are located and providing services outside of Fulton, Cobb, DeKalb and Gwinnett counties (Note: all applicants must be located and providing services within the Foundation's [23 county service area](#));
- ◆ Demonstrate a high value for diversity in all forms;
- ◆ Exhibit strong financial management; and
- ◆ Provide programming/services that align with the Foundation's [Impact Areas](#) and associated metrics.

When reviewing Grant Application Supplements, the Foundation will prioritize organizations that:

- ◆ Demonstrate active use of a current strategic or business plan through the use of a comprehensive implementation plan and regular written assessments by staff and board that measure organizational progress towards goals;
- ◆ Are continually updating plans and programs to reflect the current economy and community needs;
- ◆ Have board members who represent the diversity of the community served and are engaged in fundraising;
- ◆ Demonstrate solid financial practices related to budgeting, forecasting and reporting to the board;
- ◆ Invest in their people, operations and technology;
- ◆ Clearly articulate organizational challenges and goals and develop innovative solutions and partnerships to address them; and
- ◆ Are appropriately engaged in matters of public policy.

How do I learn more about general operating support?

Community Foundation staff will provide one online orientation session on **Wednesday, January 31 at 10AM**. A link to register for the webinar is on the [General Operating Support](#) page on our website. Prospective applicants who are unable to join the session are encouraged to review the online orientation session presentation (PowerPoint and audio) that will be posted on our website in the week following the session.

If you have questions after reviewing the guidelines and the orientation session webinar, please email us at grants@cfgreateratlanta.org.