

Nonprofit Toolbox 2019 Guidelines



Overview

ABOUT THE COMMUNITY FOUNDATION FOR GREATER ATLANTA

Since 1951, the Community Foundation for Greater Atlanta has been connecting the passions of philanthropists with the purposes of nonprofits doing that work. With nearly 70 years serving the 23-county Atlanta region and a robust team of experts, the Foundation inspires philanthropy to increase the vitality of our region and the well-being of all residents, empowering our donors to focus on the joy of giving. For more information, visit: cfgreateratlanta.org or connect with the Foundation via [Facebook](#), [LinkedIn](#) 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 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.

Overview

ABOUT NONPROFIT EFFECTIVENESS

The Community Foundation's commitment to strengthening and supporting our region's nonprofits includes more than giving financial grants. Effective organizations exhibit strengths across five areas: clear mission and purpose; volunteer and staff leadership; decision-making and strategy; strong financial, governance and program development practices and policies; and the ability to advocate for themselves and their clients.

WHAT IS THE NONPROFIT TOOLBOX?

The Nonprofit Toolbox is a program of the Community Foundation for Greater Atlanta that provides nonprofit organizations with tools to strengthen their management, governance and operations. Nonprofit Toolbox awards are custom-designed management consulting packages to help solve a key organizational challenge or problem. Most awards provide 50-100 hours of consulting services. Organizations selected to receive a Nonprofit Toolbox award will work with a specialist from the Georgia Center for Nonprofits who will oversee the award and delivery of professional services to ensure the organization's stated outcome is reached within the designated time frame.

HOW ARE APPLICATIONS PRIORITIZED?

Nonprofit Toolbox awards are designed to assist in management, governance and administration issues, not programmatic issues. The Nonprofit Toolbox will give priority to organizations that:

- ◆ Clearly define organizational challenges and goals
- ◆ Demonstrate readiness to embark on the solutions to issues and/or challenges
- ◆ Have board support for the project
- ◆ Demonstrate staff and board capacity to complete the project
- ◆ Exhibit organization-wide planning and decision-making in requesting support
- ◆ Demonstrate an understanding of how strategy can propel the organization
- ◆ Show clarity in mission and vision
- ◆ Align with the Foundation's [Impact Area](#) metrics
- ◆ Are requesting support for strategic planning for the first time or are developing their first strategic plan
- ◆ 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](#))

Be sure to review page 5 of the guidelines for complete eligibility criteria.

TYPES OF NONPROFIT TOOLBOX PROJECTS

In 2019, Nonprofit Toolbox has refined its scope and will award grants for the following projects:

- ◆ **Strategic Planning:** An award in this area might include assistance with stakeholder interviews, conducting an environmental scan, outlining priorities/goals, defining strategies to implement goals and identifying ways to measure strategic plan goals. Effective strategic plans should include the following characteristics:
 - Evidence of an environmental scan, which includes assessing stakeholder and community needs and SWOT (strengths, weaknesses, opportunities and threats) analysis
 - Planning that covers a longer period of time (generally at least two or more years) and includes quarterly, semi-annual or annual written assessment by staff and board to measure organizational progress toward goals
 - Stakeholder participation, including input from staff, board and consumer/clients throughout development
 - Clear goals, measurable objectives and annual work plans with assigned staff and/or board responsibilities
 - Planning that takes into account and includes resources—costs and staff capacity—necessary to achieve objectives

Strong applicants articulate in their application how consulting services will help the organization develop an effective strategic plan that meets the characteristics listed above.

- ◆ **Board Development:** An award in this area might include an assessment of the skills, expertise and diversity present or needed on the organization's board and the development of a *strategy* to recruit board members who fill the gaps. It could also include working with the board to clearly define its role and to develop committees and processes to fulfill its role.

Eligibility

ELIGIBLE ORGANIZATIONS

Nonprofits that meet the following requirements are eligible to apply for a grant from the Nonprofit Toolbox:

- ◆ Must be located and providing services within the Foundation's 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: 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 \$75,000 as reflected in the most recently filed I.R.S. Form 990 (click here for more information on Form 990: 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*); and
- ◆ Must have filed the end-of-grant report for any previous Nonprofit Toolbox award.

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 religious 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 REQUESTS

- ◆ Applications for consulting services that take place outside the grant period or consulting contracts signed before the start of the grant period (see page 6 for grant period);
- ◆ Requests to work with a consultant that has a significant conflict of interest with the organization (e.g. consultant sits on the organization's board);
- ◆ Applications requesting cash grants to pay for staff salaries or expenses associated with infrastructure challenges

2019 SCHEDULE

Thursday, April 25, 2019 at 2 p.m.	Online grant orientation. Register here . A recording of the webinar will be available after April 25.
Friday, June 14, 2019 at noon	Application deadline <i>Complete applications include an Organizational Profile, Common Grant Application and Nonprofit Toolbox Grant Application Supplement with attachments.</i>
By August 16, 2019	Applicants notified of funding decision
September 2, 2019-October 30, 2020	Grant period

HOW TO APPLY

A complete application includes an Organizational Profile, Common Grant Application and Nonprofit Toolbox Grant Application Supplement submitted through the Foundation's [Nonprofit Online Portal](#). As part of the Nonprofit Toolbox Application Supplement, applicants must upload their most recent strategic plan *if you have one* and a completed [board information form](#).

TIPS FOR COMPLETING THE APPLICATION

- ◆ [Instructions for Completing the Organizational Profile](#)
- ◆ [Instructions for Completing the Common Grant Application](#)
- ◆ [Nonprofit Toolbox Application Supplement Instructions](#)

IF AWARDED, HOW IT WILL WORK?

Following the notification of the funding decision by the Foundation, grantees are contacted by Foundation staff who explain the consultant selection process and what to expect throughout the grant. Foundation staff will connect the grantee with the Georgia Center for Nonprofits (GCN) Toolbox coordinator to begin the consulting engagement.

- ◆ The GCN Toolbox coordinator will schedule a meeting with your organization's lead staff members and your board chair, where you will discuss the expectations for the project, the consulting engagement process, what to expect at the end of the engagement (report, plan, templates, etc.), examples of different styles or processes used by consultants and questions to ask when interviewing consultants.
- ◆ The grantee will work with the GCN Toolbox coordinator to identify an appropriate consultant. The grantee will contract for the mutually agreed-upon services that will include a project plan and timeline, specific outcomes stated in the award and a declaration of time commitment by all parties.
- ◆ Grantees who want to work with a consultant outside of GCN's Nonprofit Consulting Group will still be required to work the GCN Toolbox coordinator on engagement expectations and Toolbox reporting. The GCN Toolbox coordinator may ask your preferred consultant for examples of past work before starting the project to better understand the consultant's style to better assist you throughout the project. If grantees choose to contract with consultants not affiliated with GCN's Nonprofit Consulting Group, they may have to supplement the Nonprofit Toolbox award with funding of their own in order to make up the difference in fees.

WHAT ARE THE REPORTING REQUIREMENTS?

- ◆ Nonprofit Toolbox projects are considered completed when the identified project outcomes are met and evaluated. Depending on the project, it may take six to 12 months to complete the work.
- ◆ Grantees are required to submit an end-of-grant report (also known as an evaluation report) immediately following the completion of the Nonprofit Toolbox project; a link to the report will be provided to the grantee by the GCN Toolbox coordinator or Foundation staff. The electronic report is utilized in assessing the immediate impact of the grant and the effectiveness of the Nonprofit Toolbox program and consultants.
- ◆ Grantees are required to meet with the GCN Toolbox coordinator 12 months following the completion of the Nonprofit Toolbox project to report on progress toward the project's long-term goals. This is required regardless of the consultant with whom the grantee contracted. A link to the report will be provided by the GCN Toolbox coordinator or Foundation staff.

DO I NEED TO IDENTIFY A CONSULTANT TO WORK WITH BEFORE APPLYING?

No. If awarded, the Georgia Center for Nonprofits' Nonprofit Toolbox coordinator will help you identify and select a consultant.

CAN I APPLY IF I HAVE ALREADY IDENTIFIED A CONSULTANT?

The Foundation partners with the [Georgia Center for Nonprofits'](#) Nonprofit Consulting Group to implement Nonprofit Toolbox. Recipients are not required to contract with consultants associated with the Georgia Center for Nonprofits to complete their Nonprofit Toolbox project, however, most do. Nonprofits that identify their own consultant not affiliated with the Georgia Center for Nonprofits may receive up to \$15,000 in consulting services. Organizations may receive partial funding and should be prepared to supplement the Toolbox award with other funds. The Foundation will not pay for work already completed, consulting contracts that were signed before the start of the grant period or consultants that appear to have a strong conflict of interest with the recipient organization (i.e. consultant sits on the recipient's board).

MAY I APPLY FOR MULTIPLE TOOLBOX AWARDS IN ONE APPLICATION DEADLINE?

Organizations may only submit one Toolbox application per deadline. Strategic planning and board development work can be time intensive. For most organizations, it is best to have a current strategic plan before working on board development.

MAY I APPLY FOR A SECOND TOOLBOX IF I HAVE A CURRENT TOOLBOX GRANT OPEN?

No, organizations must complete an end-of-grant report (also known as an evaluation report) for any previous Nonprofit Toolbox awards before applying.

HOW DO I LEARN MORE ABOUT THE NONPROFIT TOOLBOX?

The Community Foundation staff will provide one online orientation session on **Thursday, April 25 at 2 p.m.** It will be recorded. The webinar recording be available on the [Nonprofit Toolbox](#) page after April 25. If you have any questions, email us at Grants@cfgreateratlanta.org.