

community **matters**

A QUARTERLY NEWSLETTER FROM THE COMMUNITY FOUNDATION FOR GREATER ATLANTA

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 The Community Foundation
FOR GREATER ATLANTA

connecting passion with purpose



Morrow, center, with the 2008 Strong, Smart and Bold scholarship winners

Aiming for full potential

GREAT GRANTS

As a new CEO entering the world of girls' services, with few relationships and plenty of questions, Vikki Morrow knew she and Girls Inc. needed assistance. Last year, that support came in the form of a technical assistance grant from The Community Foundation. The non-financial grant provided for a consultant to work with Morrow and her leadership team to assess how Girls Inc. could increase its abilities to remain financially strong and sustainable.

"The consultant came in and performed an assessment of the staff and board. Part of the conversation was around the culture of the organization, and each group feeling confident and capable of fulfilling our respective roles," says Morrow. "For the board, it's opening up their networks and ensuring fund development practices are sound. For leadership, it's making the right connections and knowing who can help."

For nearly 30 years, Girls Inc. of Greater Atlanta has been "inspiring all girls to be strong, smart and bold." Its research-based programs help girls become self-sufficient, responsible and economically-empowered women. Each year, Girls Inc. serves more than 5,000 girls aged 6 to 18, many of whom live in single parent and/or low income households. Girls are taught how to confront peer pressure, societal messages, and the importance of their scholastic and professional futures.

Board development was an additional area of focus for Morrow and her group. "We learned a strong board is one that is committed, engaged in the community and active in fund development," she says. "Having a strong board is critical to the long-term success of an organization." For Janet Miller, board chair of Girls,

Inc., the assistance could not have come at a better time.

"One of our goals was to expand our board since we weren't nearly at capacity. Having the consultant come in and talk with us about board service, board dynamics and board recruitment, in addition to funding, set the stage," says Miller. "We came together to talk to each other about our service and our difference experiences. It was one of the very best things we could have done for the organization."

According to Morrow, the assistance grant helped give her board a renewed enthusiasm and sense of ownership. In addition, the knowledge she and her board gained has helped Girls, Inc. better diversify its funding, increasing its individual donor base. "We came to this 'aha' moment after our experience," she says. "The assistance we received was very eye opening."

"As a partner, The Community Foundation has challenged and pushed us for the good," says Morrow. "Understanding how nonprofits work, what the donor community wants, and providing that critical linkage is incredibly valuable."

Last fall, The Community Foundation convened Girls Inc., and a dozen other nonprofits in the Atlanta region focused on services for girls. The purpose of the meeting was to explore the possibility of organizations coming together to create a shared vision for girls in Atlanta—and discussing how each can work together to address challenges to achieving the vision. Areas for partnership included programming, training and support, and funding.

"It was a challenging conversation," says Morrow. "But we knew The Community Foundation had our best interest at heart."

"What are the common challenges we face? How do we educate the community that there is still a real need for girls' programs? These questions, these discussions have gotten us going," she says. "I look forward to continuing with the work. In the end, it's all about what we can do to better enhance the lives of the young women we all serve." ♦

Girls are taught how to confront peer pressure, societal messages, and the importance of their scholastic and professional futures.

Letter from the President



“You only find out who is swimming naked when the tide goes out.” It’s a great quote, but I can’t claim it as my own. It’s a classic Warren Buffet quote and is repeatedly being used when talking about the economic problems of today. When times are good as they have been for our economy and the nonprofit sector in the recent past, you don’t necessarily see what’s happening underneath. Once the tide goes out, everyone is exposed.

Today as the economic challenges are shaking every industry to its core, the nonprofit sector is no exception. We are seeing nonprofits struggling to keep up with the high demand of services, shrinking contributions and cuts in staff and budgets. Some nonprofits have even had to close their doors. While none of us want to see a nonprofit fail, we are also keenly aware that this is the time that truly separates the strong and effective nonprofits from the ones that aren’t well staffed, don’t have diversified funding or haven’t planned for such critical times.

At The Community Foundation, we believe that passion for a cause is necessary in this field, but it can not replace smart, strategic thinking and planning about how to meet your

mission. This is not a new area for us—capacity building and operating support are important ways to strengthen nonprofits, and we have been long-time supporters of this work whether it’s initiating the Managing for Excellence program more than 20 years ago, launching the Georgia Center for Nonprofits first as an initiative and then as its own organization, offering stabilization grants and support through the Arts Fund or providing technical assistance/community coaches to Neighborhood Fund grantees.

In this newsletter you’ll read stories about those highly effective nonprofits that are focused on building their business with support from management consultants or collaborating with others. You’ll read about how community foundations as a field are tracking and comparing investments of time and money in programs and services to see where we can improve and where we can better invest our efforts. And you’ll see that at The Community Foundation, we practice what we preach when referring to nonprofit effectiveness.

For the past several months we have dedicated ourselves to learning more about how we can work better with you—donors, nonprofits, community leaders and others—to strengthen the Greater Atlanta region through philanthropy. We appreciate your patience as we focused inward, and we are excited about the new ideas we’re bringing to you whether it’s enhanced engagement opportunities for donors, general operating support for nonprofits or a focus on public policy and advocacy. This is a critical time for all of us in the region as we look toward the future—let’s make sure we’re not out there skinny-dipping.

A handwritten signature in black ink that reads "Alicia Philipp". The signature is written in a cursive, flowing style.

ALICIA PHILIPP
President

Sharing our philanthropic framework

COVER STORY

During the past decade, the Atlanta region has been in the midst of complex change. We are more ethnically and socio-economically diverse. Our commercial development, housing and jobs are more regionally scattered. And the nation’s economic crisis has not only affected and redefined our quality of life, but also lessened our confidence in governmental and corporate institutions. Providing public services in response to social issues requires a more coordinated response and despite a growing nonprofit sector—is becoming increasingly more difficult.

Anticipating the impact of these conditions on our region, The Community Foundation recently embarked on an organizational learning and planning process to discover how we can more effectively connect and engage with the broader community to make us a stronger, healthier Greater Atlanta region.

During this time we surveyed donors, nonprofits and next generation leaders to learn more about how we connect best with them. We held 20 Community Conversations with small focus groups gaining honest feedback about our work. We participated in training

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COVER STORY

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Sharing our philanthropic framework

and conferences focused on evaluation methods, regional service, Atlanta's deep history, technology solutions, project management and more. We researched promising practices by leaders in our field. And we ensured diverse experiences and outlooks through cross-departmental teams and full staff retreats.

From all of this The Community Foundation has created our Philanthropic Framework to strengthen our ability to have a greater impact on communities in our region. By connecting donors, nonprofits, community leaders and others, we will continue to address community needs through philanthropy. The four key goals of our Philanthropic Framework are:

Goal 1: Engage our community.

As philanthropists, people invest resources—financial, human and intellectual—individually and collectively to improve the well-being of our region. Philanthropists are informed and passionate about the issues affecting our community and the institutions addressing those issues.

Goal 2: Strengthen the region's nonprofits.

A strong nonprofit region is a collaborative one made up of organizations that effectively manage operations and high-performing programs based on community need. This requires knowledgeable and capable staff, strong leadership, value for innovation, a clear vision and a plan.

Goal 3: Advance public will.

Individuals and institutions in the Atlanta region understand that the well-being of each community member is connected to that of every other. Community members address critical issues through accessible and collaborative debate, discussion, informed decision-making and targeted advocacy focused on public policy.

Goal 4: Practice organizational excellence.

The Community Foundation must build internal strength to have external community impact. This includes a financial focus on growing an endowment for the region as well as a staff and Board focus on supporting a diverse work environment that encourages learning, leadership and transparency.

One of the first critical strategies that has come out of this framework is our new focus on providing general operating support to eligible nonprofits and access to resources to increase nonprofit effectiveness. The current local and national economic crisis steers us toward these priorities as both logical and necessary, and nonprofits across the region have expressed the importance of this type of support at this time. Throughout 2009 and the coming years, we will introduce additional new strategies based on this framework, and we look forward to your feedback as we continue on this journey. To learn more about our Philanthropic Framework and areas of focus, please visit our new website at www.cfgreateratlanta.org. ♦

Community Foundations focus on benchmarking

Many of you have heard the phrase—if you've met one community foundation, you've met one community foundation. Each geographic area served by a community foundation is different, which requires a wide variety of approaches to building philanthropy. What might work well in the Atlanta region, doesn't necessarily work as well in the metropolitan Chicago area or the state of New Hampshire. However, as a community foundation, we all have similar operating models and offer comparable products and services. For the first time, community foundations across the country will now be able to establish benchmarks based on those operating models through a project called Community Foundation Insights (CF Insights).

Established by FSG Social Impact Advisors in conjunction with the Council on Foundations and the Community Foundations Leadership Team, CF Insights gives participating community foundations access to up-to-date information on the finances, operations and best practices of their peers. This centralized financial data resource was developed to help community foundations create reliable benchmarking data to align operating models and cost structure with the foundation's mission. In 2005 FSG conducted a survey of community foundations to determine if the services of the proposed CF Insights were needed and found nearly unanimous desire among community foundations for more accurate, timely and complete information about comparative costs, revenues and operating models.

"As a field we are dedicated to sharing our learning with each other to strengthen all community foundations," says president Alicia Philipp. "Until now we've never been able to share such comprehensive data on multiple community foundation operating models to better understand efficiencies and new ways to manage our work. In times like these this kind of close attention to operations is essential."

One of the main services CF Insights offers to community foundations is a cost-revenue study model designed specifically around the products and activities unique to community foundation operations. The

NEWS FROM THE FIELD

cost-revenue study collects information on staff and other budgeted costs related to the products the foundation offers, helping create a clear picture of how much each product costs.

This is not the first time The Community Foundation has focused on cost-revenue analysis for the organization. Thanks to the generous support and expertise of the Boston Consulting Group, we have undergone several major studies to identify key products and activities and quantify the cost of our work. As a result we have learned how to better segment our offerings to donors, reach out to professional advisors and create pricing strategies for community initiatives. Recently the Boston Consulting Group agreed to come back to The Community Foundation and do a more extensive evaluation of costs for initiatives.

“We have been able to learn so much about how to operate efficiently and effectively with our own cost-revenue studies, and we’re excited to learn even more after comparing ourselves to other community foundations through CF Insights,” says Philipp.

“We will be completing the cost-revenue study annually to use as a management tool to ensure our operating model is aligned with our mission,” says vice president of finance and operations, Lisa Williams. “Using the cost-revenue data to compare ourselves to our peers will give us a better understanding of improvements we might be able to make or best practices we could share.”

The financial data a community foundation contributes to the CF Insights database allows the foundation to do benchmarking on sustainability, investment management, philanthropy and community leadership, product mix (e.g. donor-advised funds, scholarships, etc.), asset development and operating efficiency. Foundations can review reports that analyze their data and compare their foundation and products to other foundations in various, user-defined peer groups. The ability to create peer groups based on a variety of criteria from the size of the community where a foundation is located to asset size of the foundation to number of donor-advised grants made in a year, allows community foundations to see similarities in markets that may have otherwise been overlooked, and creates an opportunity to share knowledge between foundations that may not have known they shared a common practice.

“The Community Foundation for Greater Atlanta was an early investor in the CF Insights venture because we see the enormous potential in building a field-wide database of current and historical comparative benchmarking data to improve not only the performance of individual foundations but the field as a whole,” says Philipp. “By serving on the CF Insights advisory board, I hope to lend my own observations to the project and help make sure it’s successful. And as more foundations join as members of CF Insights, the quality and richness of the knowledge we share with each other can only grow.” ♦

“Until now we’ve never been able to share such comprehensive data on multiple community foundation operating models to better understand efficiencies and new ways to manage our work.”

ALICIA PHILIPP, president

Alicia Philipp congratulates the 2008 Managing for Excellence winner, the Atlanta Botanical garden. Pictured left to right are executive director Mary Pat Matheson; Philipp; Joerg Matthiessen, senior vice president and managing officer Boston Consulting Group, and board member Allison Cochran.



Excellence in nonprofit management

ISSUES IN OUR REGION

“Pursuing excellence in management is an ongoing process for all organizations. Participating in the Managing for Excellence program with The Community Foundation affirmed Bobby Dodd Institute’s commitment to being recognized as a high impact and well-managed nonprofit. The standards for the award are high, and we came out of the process with a clearer sense of our own strengths, as well as new ideas for taking our organization to the next level.”

WAYNE MCMILLAN, president, Bobby Dodd Institute
2004 Managing for Excellence winner

While passion is what may drive the vision of a nonprofit, its close attention to the mission and business plan is what allows a nonprofit to make a significant impact on communities. The Community Foundation believes in recognizing this management expertise and holding it as a model for other nonprofits through the Managing for Excellence Award. Since 1984, the Foundation has recognized metro area nonprofit organizations that demonstrate outstanding managerial achievement and thoughtful planning through this award, sponsored by the Boston Consulting Group, Atlanta office.

In 2003, The Community Foundation revamped the Managing for Excellence program identifying more than 80 specific characteristics of well-managed organizations. The characteristics came from promising practices identified by the Georgia Center for Nonprofits, the United Way of Central

Georgia, the Council on Accreditation, the Maryland Association of Nonprofit Organizations and others and include a focus on the following areas:

- governance
- fiscal management
- planning
- resource development
- marketing and communications
- volunteer management
- human resources
- operations
- collaboration
- program management

“If our goal is to support and strengthen nonprofits in the region, then we need to make sure we’re focused on the whole organization and what truly sets a successful nonprofit apart,” says Kathy Palumbo, director of community partnerships. “By recognizing and rewarding nonprofits with a strong management and business focus, we hope to hold these organizations up as models for the field.”

Although The Community Foundation administers the program, the winner and finalists are selected by a volunteer review committee. The committee is comprised of business professionals, grantmakers, donors to The Community Foundation and previous winners of the Managing for Excellence Award. Committee members not only bring their expertise to the selection process, but they also learn even more about how nonprofits in the Atlanta region are making an impact in communities.

Through a highly competitive process, the Managing for Excellence Award program evaluates the managerial aspects of nonprofit organizations and identifies one winner and up to two finalists as examples of organizations with excellent management. The winner receives a \$25,000 unrestricted grant and recognition at The Community Foundation’s Annual Meeting; the finalists receive a \$5,000 unrestricted grant and recognition at the Annual Meeting. Since its inception, nearly 500 organizations have participated in the program.

Through Managing for Excellence, The Community Foundation creates a conversation among nonprofit staff and boards of directors, leading to increased management ability within the sector. Using the application materials, nonprofits can compare their management practices with standards drawn from recognized promising practices and use this information to identify strengths as well as develop plans for improvement.

“Managing for Excellence is more than an awards program,” says Palumbo. “While there is only one winner each year, we are also able to help nonprofits that participate in the application process by engaging them around promising business practices. Just working through the application with board and staff is a learning process for organizations.” ♦

“While the prize money is a great encouragement for entering the Managing for Excellence competition, the greatest benefit to our organization occurred in the year we didn’t win. We had worked hard on our application but realized during the process that we didn’t have some important policies in place—mainly because we had never needed to use them, which was not a good enough reason! We began looking very carefully at ways we could revitalize our policies and procedures, lower our staff turnover and simplify our financial reporting—not to win an award but because we could see that these would strengthen our organization. The importance of the award to CVI was the process, not the goal, although the grant was a lovely result. Once we received the award, the public recognition that it brought far outweighed the financial gain. The funds were spent long ago but we will always be the 2005 Managing for Excellence Award recipient!”

SUBIE GREEN, president, Center for the Visually Impaired

PREVIOUS WINNERS AND FINALISTS FOR THE MANAGING FOR EXCELLENCE AWARD OVER THE LAST FIVE YEARS:

- 2008** Atlanta Botanical Garden *Winner*
Atlanta Children’s Shelter *Finalist*
- 2007** Atlanta Community Food Bank *Winner*
Sheltering Arms *Finalist*
- 2006** The Alliance Theatre *Winner*
Progressive Redevelopment, Inc. *Finalist*
- 2005** Center for the Visually Impaired *Winner*
Atlanta Children’s Shelter *Finalist*
St. Jude’s Recovery Center *Finalist*
- 2004** Bobby Dodd Industries *Winner*
AIDS Survival Project *Finalist*
Open Hand *Finalist*



MANAGING FOR EXCELLENCE AWARD

Managing for excellence: A quick survey

While there is only one annual winner of the Managing for Excellence Award, many nonprofits speak to the benefit of participating in the application process and learning about areas of strength as well as room for improvement in their organizations. Look at some of the sample characteristics of excellence in management below and see how your nonprofit measures up.

Note: Full management characteristics and application can be found online at www.cfgreateratlanta.org.

Governance

- Board members have written job descriptions.
- Board membership reflects the skills needed to oversee a successful organization.
- The organization has a conflict of interest policy that is signed by board members.

Fiscal Management

- Organization's budget reflects its annual priorities.
- Board receives reports comparing budgeted vs. actual balances at least once each quarter.
- Organization has an annual independent financial audit that conforms to generally accepted accounting principles (GAAP) or has certified financial statements that conform to GAAP.

Planning

- Organization establishes an annual plan and objectives consistent with the strategic plan.
- Planning takes into account and provides for procurement of resources necessary to achieve objectives.
- Consumer/client input is considered in the planning process.

Resource Development

- Resource development plan is in place that reflects organization's mission and goals and that will generate the funds needed to be effective.
- Board recognizes the role it must play in resource development and is actively engaged.
- Organization provides letters to donors indicating the cost and tax deductible portions of certain contributions, like special events and some memberships.

Marketing & Communications

- Organization has a public relations plan and process in place.
- Organization has a clearly stated policy on how it presents consumers to the public in speeches, publications, and other media, including strategies to protect consumer privacy and confidentiality.
- Organization has appropriate materials for use in public relations and marketing.

Volunteer Management

- Organization uses volunteers to expand and enhance services.
- Organization provides orientation, training and supervision for volunteers.
- Volunteers have written job descriptions.

Human Resources

- Board of Directors, senior management and entire staff are comprised of diverse individuals.
- Organization has written personnel policies that are distributed to all staff.
- All staff, including the executive director, receive annual written performance reviews that include a personal conference with the supervisor.
- The organization conducts an assessment of salaries and benefits at least every three years to determine appropriate levels.

Operations

- Organization has a technology and information infrastructure that supports operations and planning.
- Adequate financial resources have been committed for technology.
- Organization has financial systems, policies and resources that enable it to assess, plan for and control facilities-related costs in the short and long term.

Collaboration

- Organization has established collaborative relationships with other organizations in the community.
- These relationships involve significant activities, which may include working together to establish common goals, pooling resources, joint planning, implementing and evaluating services and procedures.
- Collaborative relationships have been in place for at least one year.

Program Management

- Core programs are in alignment with vision and mission.
- Organization measures results against outcomes.
- Consumer input is used in making program revisions. ♦

Increasing the capacity to serve

Funding to support a nonprofit can take many forms. Some donors at The Community Foundation choose to fund an existing program or support the development of a new one. Some designate funds to support general operations. And others choose to focus dollars on strengthening the management of a nonprofit. David and Melanie Couchman's giving crosses the spectrum. It's clear however that the couple has a serious interest in and commitment to helping organizations operate efficiently and effectively.

About five years ago the couple opened a fund at The Community Foundation to supplement the giving they were already doing through their private foundation. As Center for Family Philanthropy members, the Couchmans have worked with Foundation staff to conduct a formal grantmaking process, develop values and mission statements for their giving and, very important to the couple, engage their adult children in the giving process.

The Couchman Noble Family Fund assists organizations in North Fulton and surrounding areas that provide "hands-on programs with measurable results." "Our goal is to create self sufficiency and independence in the North Fulton area," says David Couchman. "Our emphasis is on smaller organizations. We found that a lot had excellent intentions but needed support to strengthen their structure and operations. They didn't have the infrastructure to operate in an efficient manner," he says. "Instead of funding brick and mortar, we realized we could get more bang for the buck by helping organizations get better footing."

About a year ago, the Couchmans, along with several members of the community, revived Community Education Force (CEF), a

nonprofit organization that had a great history in the community but was forced to suspend its operations a few years ago. The Couchmans have worked diligently to build a board of directors consisting of local community leaders. Today, CEF is forming collaborative partnerships with other organizations to provide programs for at-risk youth in the Sandy Springs area.

Through their grantmaking and support, the Couchmans have helped multiple organizations in their local area build upon their management and operations. One such organization is HomeStretch, which gives working homeless families in North Metro Atlanta the support they need to get back on their feet. HomeStretch has experienced many successes in its 15 year history but it lacked an updated plan to guide its future work and impact. As Board president, Melanie is working very closely with the organization to develop a strategic plan.

Upon recommendation from The Community Foundation, the Couchmans provided a grant for a consultant from the Georgia Center for Nonprofits to facilitate an organizational assessment of HomeStretch. In addition, a grant from the Couchmans went to the purchase of software and a new server for the organization, upgrading its technical capacity and enhancing the organization's fundraising ability and volunteer data management system.

David and Melanie Couchman believe that sound management helps an organization more effectively carry out its mission to make an even greater impact. As philanthropists, they support this belief through the investment of their resources—financial, human and intellectual. Through their philanthropic efforts, they are helping strengthen not only nonprofits, but the entire North Fulton community. ♦

PROFILES IN PHILANTHROPY



"Our goal is to create self sufficiency and independence in the North Fulton area."

DAVID COUCHMAN,
Center for Family Philanthropy donor

The Couchmans and fellow CEF board members—Ava Wilensky; Julia Bernath, vice president, Fulton County Board of Education; David Couchman, chairman; Carolyn Axt, executive director, Leadership Sandy Springs; Melanie Noble-Couchman, president of HomeStretch; members not pictured: Tamara Carera, executive director, Community Action Center; Harold Hamilton, president of 100 Black Men of North Metro Atlanta

FOUNDATION HIGHLIGHTS

The Community Foundation gains new Board members

The Community Foundation is governed by our Board of Directors. These 17 volunteers provide stewardship for the Foundation and our charitable activities by establishing policy, setting priorities and making final grant decisions. We are excited to welcome two new Board members to The Community Foundation and look forward to their expertise and guidance.

Deborah Hicks Ellis, Community Volunteer

Debbie Ellis' deep interest in community development motivated her to join The Community Foundation's Board in February 2009. Debbie also serves on the board of the Center for Puppetry Arts, the nation's largest organization dedicated to the art form of puppetry. Debbie and her husband Bert Ellis were one of the first donor families to join The Community Foundation's Center for Family Philanthropy. For nearly 10 years, The Community Foundation has worked with the couple's two daughters to identify organizations of interest and facilitate annual grantmaking to organizations of their choice.



New Board members Deborah Hicks Ellis and Ronit Walker

Ronit Walker, State of Georgia

Ronit Walker is an administrative law judge for the State of Georgia. She has also served as a municipal judge for the City of Atlanta. Prior to entering the judiciary, Ronit worked for the Atlanta Volunteer Lawyers Foundation as director of its Domestic Violence Project, and as a federal public defender for the Northern District of Georgia.

Ronit has been active in and a board member of numerous nonprofit organizations including the Atlanta Bar Association, the Georgia Association of Women Lawyers, Shearith Israel Synagogue and Women's Shelter and the Bremen Museum. For her efforts she has been selected as a member of the Leadership Atlanta Class of 2002, an Outstanding Atlantan and winner of the Anti-Defamation League's Pro Bono Award. Ronit grew up in Atlanta, attended University of Pennsylvania and Harvard Law School and is a donor here at The Community Foundation. She lives in Morningside with her husband, Matt Bronfman, and their three children. ♦

Established
between
8/1/08 and
1/31/09

WELCOME TO OUR NEW FUNDS

Rob and Christel Adams Foundation Fund

Karen S. Bernhardt Fund

James Cox Fund

CCHR Glenn Fund

Gallatin Fund

Lantz-Royall Fund

Lukens Family Fund

Betty and Conn McConnell Charitable Fund

McKenna-Daniel Family Fund

Annette Prosser Mount Fund

M. Winnifred O'Dell Fund

Patterson Giving Foundation Fund

Philanthropy and Faith Fund

Social Enterprise Fund

UGA Chair Fund

Van Epps Charitable Fund

Acknowledging hard work

We're proud to announce the promotion of Lesley Grady to senior vice president of community partnerships. Grady has dedicated nearly 10 years to the mission of The Community Foundation of strengthening the Greater Atlanta region through philanthropy, and her significant contribution is evident in her leadership inside and outside the Foundation. Most recently Grady led the entire organization in transforming the work we do and developing a new organizational framework.

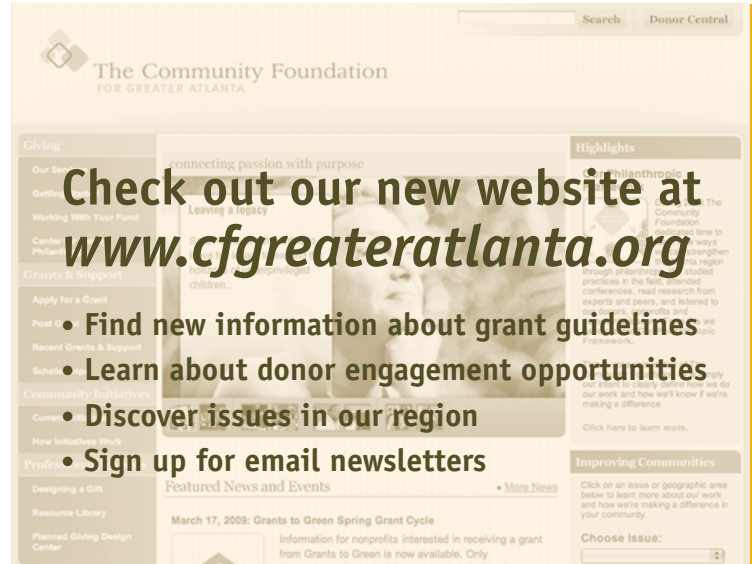
"Lesley has not only been instrumental in providing new ways to support and strengthen nonprofits through community partnerships," says president Alicia Philipp, "but she has also challenged and pushed The Community Foundation to think differently about the roles we play in engaging people to improve communities across all areas of our work."

As senior vice president, Grady oversees all grantmaking, scholarships and multiple community initiatives helping connect this work with donors interested in critical community needs. This past year, she led Foundation staff in a visioning process to research and examine best practices for grantmaking, donor engagement, organizational efficiency and regional impact to strengthen the Foundation's work in the 23 counties we serve. The result was our new Philanthropic Framework providing an outline for the ways we can have a greater impact on communities in our region.

Grady's extensive knowledge of supporting nonprofits and communities has also helped to inform The Community Foundation's response to the current economic crisis and engagement with our more than 600 donor families. Congratulations on a job well deserved! ♦



Lesley Grady



Check out our new website at www.cfgreateratlanta.org

- Find new information about grant guidelines
- Learn about donor engagement opportunities
- Discover issues in our region
- Sign up for email newsletters

UPCOMING EVENTS

- April 13** Deadline for Grants to Green Letter of Intent for Assessment grants
- May 3-5** Council on Foundations Annual Conference will be held in Atlanta
- May 11-12** Georgia Center for Nonprofits Summit
- June TBD** Annual Donor Appreciation Event
- June 14** Deadline for Common Good Funds Summer Grant Cycle
- July 2008** Grants to Green Assessment grants awarded

Our Mission

The Community Foundation for Greater Atlanta strengthens our region by providing quality services to donors and innovative leadership on community issues.

 Confirmed in Compliance with National Standards for U.S. Community Foundations

STAFF PROFILE

Board of Directors

MICHAEL KAY, *Chair*
LSG Sky Chefs (Retired)

KENNETH L. BERNHARDT
Georgia State University

RAY CHRISTMAN
Peachtree Corridor
Partnership

JEFF GIGLIO
Inglett & Stubbs

D.R. GRIMES
Community Volunteer

JOHN L. HATHFIELD
Hatfield Philips (Retired)

DEBORAH ELLIS HICKS
Community Volunteer

REV. DR. JAMES T. LANEY
Emory University

BERTRAM L. LEVY
Arnall, Golden Gregory

STEVE LINOWES
Damballa

DAVID SATCHER, MD
Morehouse School of
Medicine

BEVERLY DANIEL TATUM
Spelman College

ISAIAH TIDWELL
Wachovia Bank
(Retired)

RONIT WALKER
State of Georgia

LYNN WENTWORTH
Community Volunteer

JEANNIE WRIGHT
Community Volunteer

BENJAMIN T. WHITE
Legal Counsel
Alston & Bird

Kathy Palumbo



As director of programs at The Community Foundation, Kathy Palumbo focuses on achieving community impact through our competitive grantmaking programs, community initiatives, scholarships and community leadership. She also works closely with the philanthropic services and finance and operations departments to ensure donors are engaged and supported in their philanthropy.

Prior to joining the Foundation, Palumbo devoted 18 years to the Atlanta Community Food Bank where she served as community services director. Now, at The Community Foundation, Palumbo plays a tremendous role in helping the Foundation strengthen the region's nonprofits.

"I research and interact with nonprofits to determine how best we can support these organizations," she says. "We must understand the issues and challenges in our community, have good information about nonprofits in the region and realize what makes a strong nonprofit."

A critical component of Palumbo's job is evaluating and making recommendations on grantee applications and assessing the impact of grants and support. Determining which organizations receive funding and how successful previous grantees have been is no easy feat.

"We are paying increasing attention to a nonprofit's management—*how* they do what they do versus *what* they do. We have to ask ourselves, 'Who is going to be around in the long run? And how flexible are these organizations going to be in responding to change.'

In addition, as we learn more about how nonprofits are working in our communities, we relay that knowledge to our donors interested in understanding more about the issues and the organizations in our region. ♦