

## **NONPROFIT TOOLBOX**

The **Nonprofit Toolbox** is a program of The Community Foundation for Greater Atlanta's Common Good Funds and the Metropolitan Atlanta Arts Fund that provides nonprofit organizations with tools to strengthen their management, governance and operations. Nonprofit Toolbox awards are not financial grants; they are custom-designed packages of management consulting to help solve a key organizational challenge or problem. Organizations selected to receive a Nonprofit Toolbox will work with a specialist who will construct a package of appropriate organizational assistance. The specialist will oversee the award and delivery of professional services to ensure the organization's stated outcome is reached within the designated time frame. The Common Good Funds and the Arts Fund will pay all Nonprofit Toolbox expenses. The goal of the Nonprofit Toolbox program is to provide packages of services and tools to help nonprofit organizations become financially stronger and organizationally strong.

## **ELIGIBLE ORGANIZATIONS**

Nonprofit organizations that meet the following requirements are eligible to apply for a Nonprofit Toolbox:

1. Must be located and providing services within the Foundation's 23-county service area;
2. 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;
3. Must have a minimum two-year operating history after the date of receipt of 501(c)(3) classification;
4. Must be registered with the Georgia Secretary of State as a nonprofit;
5. Must have an annual operating budget more than \$75,000 as reflected in the most recently filed I.R.S. Form 990;
6. Must have at least one full-time paid (at least minimum wage: 2,080 hours and \$13,100/year) employee position, staffed for a minimum of one year;
7. If a former Arts Fund Toolbox or Technical Assistance program recipient, must have completed the end-of-grant report prior to reapplying.

\*Please note that priority will be given to organizations that have received discretionary grants (grantees must have received cash grants, not awards for assessments or management consulting services) from any of The Community Foundation's discretionary grantmaking programs ([Common Good Funds](#), [Arts Fund](#), [AIDS Fund](#), [Neighborhood Fund](#), [Local Funds](#) and [Grants to Green](#)) within the last six years (2004-2009).

## **ELIGIBLE REQUESTS & AWARD GUIDELINES**

1. Nonprofit Toolbox awards are designed to assist in management, governance and administration issues, not programmatic issues.
2. Highest priority will be given to organizations whose applications reflect:
  - Organization-wide planning and decision-making in requesting support;
  - Clarity of mission and a philosophy of inclusiveness; and
  - A readiness to embark on the solutions to issues and/or challenges.
3. Two or more organizations working together are encouraged to apply for an award as a team. Similarly, the awarding committee may observe that several organizations share a similar challenge that would most appropriately be met by receiving a shared or team award.

## NONPROFIT TOOLBOX AWARD OPPORTUNITIES

The first step in many Nonprofit Toolbox awards will be an **organizational assessment**. The assessment involves working with a consultant who will assist the organization in understanding its strengths and challenges. The scope of the assessment will vary from organization to organization. The assessment will either reconfirm the organization's priority challenge (as stated in the application) or identify a more pressing challenge. After the board and staff agree on the priority challenge, the objectives and outcomes will be defined and the Nonprofit Toolbox package of services will be designed.

The services delivered to Nonprofit Toolbox recipients may take a variety of forms, each tailored specifically to the organization receiving the award. A variety of resources may be used to deliver these services, including field experts, professional management consultants, peer mentors, resource information and/or training opportunities.

**In 2010, the Nonprofit Toolbox will focus on assisting organizations with the types of projects below. Although requests for all types of awards will be accepted, priority will be given to strong requests for the following Areas of Focus.**

### AREAS OF FOCUS

- **Strategic Planning:** Strategic planning will allow the board and staff to determine the organization's goals/directions and define strategies to implement these goals.
- **Financial Management:** This could mean working with designated staff and board members to evaluate, develop and refine the organization's financial systems and processes such as billing, payables, budget creation and monitoring, and working through audit compliance issues.
- **Board Development:** Assistance might include an assessment of the skills, expertise and diversity needed or present on the organization's board and the building of a strategy for the recruitment of board members to fill the gaps. It could also include working with the board to clearly define its role and to develop the committees and processes to fulfill its role.
- **Resource Development & Marketing Planning:** An award in this area might include an assessment of current fundraising and/or marketing capacity and a plan for future fundraising and/or marketing strategies.
- **Organizational Collaboration or Efficiencies:** Two or more organizations can apply jointly to work together on an organizational or management level project or to explore collaborating to create greater efficiencies or merging into a larger organization. An award could make it possible to have a consultant facilitate these conversations and prioritize shared goals. *Organizations applying jointly should fill out the first part of the application independently for each organization. For the seven longer questions, organizations can either collaborate on one set of answers or both answer the questions on their own.*
- **Strategic Planning (update of existing plan)/Scenario Planning:** If an organization is working under a current strategic plan that is out-of-date because of change in the organization or the environment, this quick intervention could provide an update to make the plan more relevant. Scenario planning is a method used to test the viability of alternative strategies and examine what results these strategies will yield under different external circumstances. By using scenario planning, organizations develop means to deal with uncertainty and keep themselves adaptable and flexible. A scenario planning Nonprofit Toolbox could help an organization understand and undertake this process.
- **Evaluation:** An award could be given to enable an organization to evaluate an area or areas of its organization and to report progress to stakeholders. Designing an effective measurement system would include agreeing on what goals the organization is working to achieve, what indicators will be used to measure success and what sources and methods will be used to collect data.

## APPLICATION PROCEDURE

**Nonprofit Toolbox applications are accepted throughout the year and in 2010 will be reviewed in mid-January, mid-April and mid-August.** A completed application includes:

1. Nonprofit Toolbox **Application Form**, including answers for questions 1-7;
2. A copy of the organization's current **strategic or business plan** if you have one (in Microsoft Word or PDF format); and
3. A completed **Board Information Form** that can be downloaded from The Community Foundation's website (<http://www.cfgreateratlanta.org/Repository/Files/20090803BoardInformationForm.doc>).

The complete application must be received via **email** by NOON on **January 15, April 1 or August 20, 2010**. All materials should be attached to an email and sent to [NonprofitEffectiveness@cfgreateratlanta.org](mailto:NonprofitEffectiveness@cfgreateratlanta.org).

Please note: Applicants must use the Nonprofit Toolbox application form found on The Community Foundation's website, [www.cfgreateratlanta.org](http://www.cfgreateratlanta.org). **Incomplete or faxed applications will not be considered.** Please plan ahead.

## **TIMELINE**

**Within three business days of application submission:** Nonprofit Toolbox applicants will receive notification that the Foundation has received their application and required attachments. If you do not receive an email from the Foundation, please contact us as that means we did not receive your application.

**By late February, late May and late September:** Nonprofit Toolbox applicants will receive notification of the status of their request.

**Each Nonprofit Toolbox grantee will be contacted shortly after notification** to begin design of its Nonprofit Toolbox.

## IF AWARDED, HOW IT WILL WORK

1. In many cases an organizational assessment will be done by a professional consultant with the participation of the organization's staff and board. Your individualized Nonprofit Toolbox package will be designed from this assessment.
2. Your organization will contract for the mutually agreed-upon package of services. The package will include a project plan and timeline, Nonprofit Toolbox components to be used (professional consulting, volunteer consulting, training, classes, peer counseling, use of field experts and/or related materials), specific outcomes sought by the award and the declaration of commitment of time by all parties.
3. Nonprofit Toolbox packages are considered completed when the identified outcomes are met and evaluated. Depending on the project, the whole process will take from three to 12 months to complete.
4. Grantees are required to submit an end-of-grant report 12 months following the completion of the Nonprofit Toolbox.

## QUESTIONS

If you have any questions, email us at [NonprofitEffectiveness@cfgreateratlanta.org](mailto:NonprofitEffectiveness@cfgreateratlanta.org). You may also contact Lita Pardi, Program Officer, or Kristina Morris, Program Associate, at 404-688-5525.