



# ORIENTATION

# Today's Orientation

- Overview of the Atlanta AIDS Fund
- What's new for 2011
- Eligibility
- LOI Application Information
- Final Application Highlight Review
- Additional Opportunities

# What is the Atlanta AIDS Fund?

- Launched in 1991, the Atlanta AIDS Fund (AAF) is a **collaborative funding partnership** between United Way of Metropolitan Atlanta, The Community Foundation for Greater Atlanta, the National AIDS Fund, the Elton John AIDS Foundation, the Design Industries Foundation Fighting AIDS and Jeffrey Fashion Cares
- Since 1993, AAF has awarded grants totaling more than \$11 million to help lessen the impact of the epidemic in our community and to improve the lives of those living with HIV/AIDS

# Mission

To support metropolitan Atlanta's  
HIV/AIDS advocacy, prevention  
education and service efforts through  
funding and leadership

*Supporting the metropolitan Atlanta community's  
HIV/AIDS advocacy, prevention intervention and client services  
through funding and leadership*



# What's new?

- Organizations can request a 12-month grant up to \$75,000 or 10% of the organization's last completed fiscal year actual operating (general operating) or program (restricted supported) expenses. To determine the amount your organization can request and the request as percent of the budget, use the last completed fiscal year expenses. ***What's new?: Funding is based on last fiscal year expenses***
- Organizations' strategic plans now must cover at least 24 months. Additionally, the AIDS Fund has provided some guidelines as to what a strategic plan is expected to contain. ***What's new?: In the past the AIDS Fund required 36-month plans***
- Organizations that did not receive cash or financially measurable in-kind contributions from 100% of board members during the last fiscal year are not eligible. ***What's new?: All board members are expected to make contributions to the agency (please note there is no required cash donation amount)***
- Organizations must submit audited financial statements for the past two completed fiscal years for organizations with annual budgets over \$250,000; must have financial statements reviewed by an independent, certified public accountant for the past two completed fiscal years for organizations with annual budgets between \$100,000 and \$249,999. ***What's new?: In the past the AIDS Fund required different financial information (e.g. form 941, 5-month unaudited statements, etc.)***

# What to expect from the AIDS Fund in 2011

## Application Process

- Letter of Intent to Apply for Grant Funding deadline on **August 12**
- Final Application (by invitation only) deadline due **September 19**

## Total amount expected to be awarded: \$400,000

- Average grants to be awarded: 10-15
- Average grant size: \$45,000
- Max grant size: \$75,000; No minimum (budget must be \$100,000 or more)
- Grants ranging \$10,000 to \$75,000 (no more than 10% of an organization's annual operating budget)

Please review eligibility criteria and activities not eligible for funding

# ELIGIBLE ORGANIZATIONS

**To  
apply  
for a  
grant,  
you  
must...**

- Must have a clear organizational focus on advocacy, client services, and prevention intervention designed to positively impact those affected or infected with HIV/AIDS;
- 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

# ELIGIBLE ORGANIZATIONS

**To  
apply  
for a  
grant,  
you  
must...**

- Must have a minimum two-year operating history after the date of receipt of its 501(c)(3) classification;
- Must have an annual operating budget more than \$100,000 as reflected in the most recently filed I.R.S. Form 990;
- Must have at least one full-time paid employee (paid minimum wage or more, working 2,080 hours or more) for at least 12 months prior to submitting a Letter of Intent (please note that contractors or consultants do not count toward this requirement)

# ELIGIBLE ORGANIZATIONS

**To  
apply  
for a  
grant,  
you  
must...**

- 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 statement
  - Evidence of an environmental scan
  - Stakeholder participation (staff, board, etc.)
  - Strategic goals and measurable objectives
  - Implementation plan with assigned staff and/or board responsibilities
  - On-going evaluation to keep plan current
  - Addresses multiple years with regular updates

# ELIGIBLE ORGANIZATIONS

**To  
apply  
for a  
grant,  
you  
must...**

- Must have audited financial statements for the past two completed fiscal years for organizations with annual budgets over \$250,000; must have financial statements reviewed by an independent, certified public accountant for the past two completed fiscal years for organizations with annual budgets between \$100,000 and \$249,999;
- Must have filed their final reports as specified in the grant contract if a former Atlanta AIDS Fund grant recipient;
- Must have a Board of Directors where 100% of members made personal cash donations or made financially measureable in-kind contributions during the last completed fiscal year (*please note there is no required cash donation amount*); and
- Must have a Board of Directors with representation from the community served and committee structure that ensures the necessary mix of skills to succeed.

# ELIGIBLE ORGANIZATIONS

**To  
apply  
for a  
grant,  
you  
must...**

**NATIONAL ORGANIZATIONS with a local chapter or  
affiliates:**

Special note to national organizations with local chapters/affiliates or programs: Preference will be given to local chapters/affiliates or programs that can demonstrate control over their finances and operations, and those that have a local governing board. Please contact AIDS Fund staff if you have any questions.

# Not Eligible for Funding

Private and publicly funded schools (K-12) and institutions of higher learning. This does not include nonprofit charter schools;

Grants to individuals;

Fundraising and marketing events;

Organizations that provide religious services and education;

Endowment funds;

Organizations that raise funds for publicly funded schools (K-12) and institutions of higher learning;

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.

# **The Atlanta AIDS Fund focuses on helping well-managed organizations do their work to address the region's critical issues affecting the HIV/AIDS community**

AIDS Fund looks for organizations whose strategic plans include:

- A discussion of the mission of the organization. If the organization's goals are not clearly delineated, and priorities set, it will be impossible to develop a suitable plan.
- A cogent review of the environment in which the organization operates. Without an understanding of the constraints and opportunities presented by the outside world, it is difficult to create a strong game plan.
- An honest evaluation of the strengths and weaknesses of the organization. This must give due credit to the assets of the organization while maturely and forthrightly delineating the weaknesses.
- A coherent set of strategies that will help the organization achieve its mission given the environment in which it operates and its own assets and liabilities.
- A detailed implementation plan that assigns responsibility for every strategy to one or several stakeholders.
- A financial plan that reveals the fiscal implications of the plan.

*From The Art of the Turnaround by Michael M. Kaiser*

*Supporting the metropolitan Atlanta community's  
HIV/AIDS advocacy, prevention intervention and client services  
through funding and leadership*



# What is the AIDS Fund looking for in well-managed nonprofits?

Organizations whose fundraising plans/strategies include “right-sized gifts” – gifts that make sense given the budget and the profile of the organization. For an organization with a \$6 million budget and a \$1.5 million deficit, asking for \$50 donations is too low and \$1 million too high. Organizations should seek to have diverse funding sources and, when appropriate, create revenue generating opportunities.

Organizations that understand excellent stewardship of resources: Budget cuts might be advisable but *where* one cuts is crucial. Cutting into non-strategic costs might be beneficial; cutting those activities that lead to revenue could be foolhardy. Leveraging of cash, in-kind contributions and intellectual property, when possible, should be demonstrated.

# What is the AIDS Fund looking for in well-managed nonprofits?

Organizations whose boards of directors have the expertise needed: Board membership should be diverse in terms of age, gender, geography, background, sexual orientation, disability, etc. Additionally, boards provide a vital underpinning to the fundraising success of most organizations, especially with individual and corporate donors.

Nonprofits should strive to add new board members with distinct circles of influence from current board members, and all members should make financial contributions out of their own funds. Board members need to receive an orientation when they join the board, understand the needs of the organization and what is expected of them, be a part of creating the organization's strategic plan and assess themselves on an annual basis to determine if they are meeting the organization's needs.

# What is the review process?

1. Organizations submit Letters of Intent to Apply for Grant Funding
2. AIDS Fund staff reviews all Letters of Intent and invites approximately 15-20 organizations to submit a Final Application
3. Invited organizations submit Final Applications
4. AIDS Fund Advisory Committee reviews all Final Applications and selects organizations to receive site visits
5. AIDS Fund Advisory Committee Members conduct site visits
6. Funding recommendations are made to the United Way and Community Foundation's Board of Directors and grants are awarded

# 2011 Schedule

<b>Deadline for Letters of Intent to Apply for Grant Funding</b>	<b>August 12</b>
AIDS Fund invites organizations to submit a Final Application	Organizations notified by August 26
AIDS Fund notifies declined organizations	Organizations notified after August 26
<b>Invited organizations submit Final Applications</b>	<b>September 19</b>
AIDS Fund selects organizations to receive site visits	Organizations notified by October 5
Site visits	October 17 - 28
Applicants notified	December

# QUESTIONS?

*Supporting the metropolitan Atlanta community's  
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# Letter Of Intent (LOI)

**Tip: Fill in an answer for EVERY question**

Organization Name:		
Mailing Address:		
City:	Zip Code:	County: (Choose One)
Organization Leader:		Title:
Phone:	Email:	
Board Chair:	Phone:	Email:
Request Contact:	Phone:	Email:
Website:		Year incorporated:

<b>Tax ID:</b>	
<b>Organization pays at least one full-time salaried employee (minimum wage or greater)?</b>	(Choose One)
<b>Organization is registered with the Georgia Secretary of State as a nonprofit?</b> (click here to verify: <a href="http://corp.sos.state.ga.us/corp/soskb/csearch.asp">http://corp.sos.state.ga.us/corp/soskb/csearch.asp</a> )	(Choose One)
<b>Organization has two years (three preferred) years of financial statements (audit/review) as appropriate to its budget level as required in the guidelines for submitting a Final Application?</b>	(Choose One)
<b>Primary counties served by the organization:</b> (Primary County); (Secondary County); (Other Counties)	
<b>Do you own or lease your building?</b> (Choose One)	

From the drop-down menus, choose either OWN or LEASE

From the drop-down menus, choose either YES or NO

<b>Financial Snapshot</b> <i>(figures should come from audit/review when possible)</i>	<b>Last Completed Fiscal Year End</b>	<b>Two-Year-Prior Fiscal Year End</b>	<b>Three-Year-Prior Fiscal Year End</b>
<b>Total Revenue</b>	\$	\$	\$
<b>Total Expenses</b>	\$	\$	\$
<b>Surplus/(Deficit)</b>	\$	\$	\$
<b>Net Assets/Fund Balance</b>	\$	\$	\$
<b>How Did Org Report Year End Financials?</b>	(Choose One)	(Choose One)	(Choose One) ←
<b>Fiscal year end date</b>			
<b>Current FY operating budget as approved by board of directors: \$</b>			
<b>What is the total amount of non-mortgage debt carried (loans, lines of credit, credit cards, etc.)? \$</b>		<b>What is the total amount of mortgage debt carried? \$</b>	
<b>List all governmental sources of revenue and amounts for the Last Completed Fiscal Year</b> <i>(500 characters)</i>			
<b>Use this space to provide any clarifications on the Financial Snapshot</b> <i>(500 characters)</i>			

From this drop-down menu, you will choose:

1. Audited
2. Reviewed
3. Audited (in progress)
4. Review (in progress)

From this drop-down menu, you will choose:

1. Unrestricted General Operating Support
2. Restricted Operating Support

Funding Type: (Choose One)

Amount Requested

\$

Request is what % of Fiscal Year Budget?

%

Program Budget for the Current Fiscal Year (Expenses) (For restricted operating support)

\$

Request is what % of Program Budget? (For restricted operating support)

%

**All applicants must answer this question.** Indicate the amount of the total request to the AIDS Fund

**All applicants must answer this question.** Please note that the total request can be no more than \$75,000 or 10% of the organization's budget (regardless if the request is Unrestricted or Restricted)

**Only Restricted Operating Support applicants must answer this question.** Please note that the total request can be no more than \$75,000 or 10% of the program budget

Describe the mission and summarize the history of the organization (1,500 characters)

**Character Limit  
includes spaces**

**In this question, applicants must note that this is a two-part question.**

- In describing the mission, include how the organization is currently implementing its mission through programs

**What to capture in this question?**

- Clearly state the mission
- Describe how the organization accomplishes its mission through core programs and/or services
- Provide the reviewers information on the organization's history
- Articulate that the organization provides services that meet critical needs

**Remember to be specific and succinct**

**How will this funding strengthen the organization as a whole and its ability to address broader community needs and opportunities? (1,500 characters)**

**In this question, applicants must note that this is a two-part question.**

This is one of the most important questions on the LOI. Describe how a grant from the AIDS Fund would allow your organization to meet internal capacity needs such as staffing or utilities and/or external community concerns such as expanding services. Write simply, avoid jargon and write out acronyms the first time they are used.

### **What to capture in this question?**

- Include the critical community need (connected to HIV/AIDS) to be addressed (mental health, access to food, education, etc.) through the agency's signature program(s) and state how the approach to this need is effective
- Connect the current need (broader community needs and opportunities) to how it is included in the agency's strategic plan
- Provide information on how resources from the AIDS Fund will support the core needs of the agency

**Remember to be specific and succinct**

<i>Organization is required to have a current, written strategic plan. Fill in key plan dates to the right.</i>	Date plan first effective:	Date plan expires:
	Date last updated by board:	Duration of plan in months:
What is the value of the strategic plan to the organization? (1,000 characters)		

**In this question, applicants must note that this is a multi-part question.**

The AIDS Fund requires organizations to have a current written strategic or business plan for the whole organization that includes measureable goals and methods to assess effectiveness that covers at least 24 months which includes the organization's current fiscal year

### **What to capture in this question?**

- Describe how the strategic plan guides the organization as it operates. In discussing the value of the plan, share how the plan is monitored, updated and revised
- Describe the plan's metrics and how often it is reviewed by the board
- Describe the plan's specific and measurable action items, timelines and accountability
- Identify the strategic planning committee as the group that oversees the plan's implementation and updates
- If the plan is ending, explain plans for creating a new strategic plan and include timeline for new plan

**Remember to be specific and succinct**

Specify how the organization knows it is effective and why the AIDS Fund should invest in it. (1,500 characters)

**In this question, applicants must note that this is a two-part question.**

Share what measureable evidence is available to demonstrate the organization's effectiveness in meeting its mission as well as enhancing its structure. This question is about the organization's internal and operational effectiveness, NOT about community impact

**What to capture in this question?**

- Include how the agency monitors itself and describe what it is doing to strengthen this area of their operations
- Describe any evidence-based models used to measure effectiveness or efficiency
- Detail how the board monitors effectiveness
- Inform the reviewers about how the investment will improve the outcomes for HIV/AIDS in metro Atlanta

**Remember to be specific and succinct and character limit**

**For organizations that received an AIDS Fund grant in 2009 and/or 2010, what has changed since you received the grant(s). Do not answer if organization did not receive a grant in 2009 and/or 2010. (1,500 characters)**

**Use this space to tell the AIDS Fund reviewers anything else about the organization. (500 characters)**

**Authorizing signatures:** *Typing in your name acts as your official signature and certifies that you have personally reviewed this application and that the information presented is complete and meets all eligibility criteria as outlined in the 2011 AIDS Fund guidelines.*

**Organization Leader:**

**Date:**

**Board Chair:**

**Date:**

**Submit grant application to [AIDSFund@cfgreateratlanta.org](mailto:AIDSFund@cfgreateratlanta.org)  
Applications with blank or incomplete fields will not be considered.**

# Submitting a Letter of Intent

- **Current Form:** Applicants must use the current form (with the date of the current deadline) provided on The Community Foundation for Greater Atlanta and United Way of Metropolitan Atlanta's website. The AIDS Fund will only consider LOI submissions that use the most current forms; old or outdated forms are not acceptable and will not be reviewed. Please check the date at the top of the LOI before completing and submitting the form
- **LOI Deadline:** The AIDS Fund's deadline is 5:00pm on August 12, 2011. Submissions received after the 5:00pm deadline will NOT be accepted

# Submitting a Letter of Intent

- **Filing Your LOI:** The AIDS Fund accepts LOI submissions any time prior to the deadline. Email your LOI as a MS Word attachment to [AIDSFund@cfgreateratlanta.org](mailto:AIDSFund@cfgreateratlanta.org) **no later than 5:00pm the deadline day. Submissions** received after 5:00pm on the deadline day based on the AIDS Fund's computer date and time will be automatically declined as late.
- No staff may extend an AIDS Fund deadline. Staff urges you to file your LOI several hours in advance of the deadline to avoid any computer-related problems that could arise when many LOIs are filed at one time. Note the name of the applicant organization and the phrase "Letter of Intent to Apply" in the subject line of the email

# Submitting a Letter of Intent

- **Risk of Automatic Declination:** The AIDS Fund will decline any LOI that does not meet the eligibility criteria. Incomplete LOIs (those with any blank fields) will be automatically declined; **every question and field must be completed**
- **Acknowledgement of Receipt of LOI:** Every applicant will receive an automatic email notifying them that the AIDS Fund has received their LOI within minutes of submission. If your organization does not receive the acknowledgement email, please contact our Grants Administrator by calling (404) 688-5525

# How are Letters of Intent evaluated?

The AIDS Fund will look for organizations that:

- Are able to communicate concepts in an clear and efficient manner
- Have a strategic plan that meets eligibility criteria; if plan is several years old, have recently updated it
- Demonstrate a history of financial stability (and clarity)
- Have a clear vision of the organization's role in the community and provide relevant programs and services based on community needs
- Clearly and persuasively express how an AIDS Fund grant can positively impact the organization as a whole and the community served by the organization
- Demonstrate effectiveness through the investment of time and personnel in measuring and planning for success
- Indicate how the organization has positively impacted the HIV/AIDS population in the region

# **Deadline for the Letter of Intent to Apply for Grant Funding Form:**

**Friday, August 12, 2011  
5:00 p.m.**

Email: [AIDSFund@cfgreateratlanta.org](mailto:AIDSFund@cfgreateratlanta.org)  
(No attachments)

# QUESTIONS?

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# Final Application

- Invitation only
- Covers all aspects of the organization (even if the organization is applying for Restricted Operating Support)
- Similar to the LOI, all questions must be answered
- All final applicants will receive an AIDS Fund site visit (*Unless the applicant does not meet the eligibility criteria*)

# Preparing for the Final Application

- Site visit availability – We will be scheduling site visits by October 5, 2011. Please be ready to provide a selection of times for which your key staff and board members will be available
- Financial documents are prepared and accessible
- Be familiar with the Final Application before submitting the LOI form

# Final Application Sections

1. Organizational Overview
2. Human Resources
3. Mission-Related Activities
4. Public Will & Policy
5. Governance
6. Financial Information
7. What else/Clarification
8. Attachments include financial documents (YTD documents and audits/reviews), strategic plan, annual operating plan, board information form and organizational chart

# Final Application: Attachments

**Attachments Checklist – label your attachments using the letters A – M**

**Required Attachment** (*see Instructions document for more details*)

## **Human Resources**

- A. Organizational chart showing titles, employee names and vacant positions
- B. Brief biographies of senior management staff

## **Governance**

- C. Board Information Form  
(<http://www.cfgreateratlanta.org/Repository/Files/2011BoardInformationForm.doc>)

## **Financial Information**

- D. Current fiscal year operating budget as approved by the board of directors
- E. Most current year-to-date Profit & Loss statement (P&Ls)
- F. Most current Balance Sheet
- G. List of nongovernmental sources of revenue of \$25,000 or more for the organization's current fiscal year
- H. Most recent financial report as presented to the board
- I. Two (*three preferred*) most recent audited or reviewed financial statements as dictated by budget size
- J. If financial statements (H & I) do not include the most recent year-end, provide internal year-end financials including a Balance Sheet, P&Ls and budget with actuals

## **General**

- K. Current strategic or business plan (*send the AIDS Fund the entire strategic plan*)
- L. Summary of current fundraising plan
- M. Annual report (*1 copy if available*)

# How will Final Applications be evaluated?

- Dedicate time to evaluate, plan and assess
- Offer programs and services that align with their missions
- 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 statement
  - Evidence of an environmental scan
  - Stakeholder participation (staff, board, etc.)
  - Strategic goals and measureable objectives
  - Implementation plan with assigned staff and/or board responsibilities
  - On-going evaluation to keep plan current
  - Addresses multiple years with regular updates
- Demonstrate financial stability and the potential for sustainability
- Have an engaged and accountable Board
- Employ staff in leadership positions who have the necessary education, experience and certifications needed to perform their duties well
- Engage in public policy

# Final Application

Deadline for (invited)

Final Applications:

**Monday, September 19, 2011**

**5:00 p.m.**

Email: [AIDSFund@cfgreateratlanta.org](mailto:AIDSFund@cfgreateratlanta.org)

Mail: Attn: AIDS Fund

50 Hurt Plaza, ste 449

Atlanta, GA 30303

# QUESTIONS?

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# **Additional Resources for AIDS Fund Applicants**

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# Nonprofit Loan Fund

**The Nonprofit Loan Fund helps nonprofit organizations in our 23-county service area meet short-term funding needs by providing bridge loans. The Loan Fund allows organizations to weather times of short-term cash crunches, seize immediate growth opportunities that require some investment or maintain steady operations while waiting for pledged public or private grant funds or contracts. Because of its year-round accessibility and quick underwriting process, the Loan Fund serves as a valuable source of alternative short-term financing for organizations that typically juggle cyclical grant payments.**

- Nonprofit organizations with operating budgets between \$250,000 and \$3,000,000
- 3-year history as a 501(c)3
- Organizations must be located in our 23-county Metro Atlanta service area
- Short-term loans of \$10,000 to \$50,000
  
- Applications are accepted on a rolling basis
- Applications and guidelines can be found on our website [www.cfgreateratlanta.org](http://www.cfgreateratlanta.org). For more information, please contact Lauren Hayes, 404-526-1110 or Lisa Cremin, 404-588-3200 .

# Nonprofit Effectiveness

Four primary focus areas:

1. Strategic Planning & Business Analysis
2. Board Development
3. Fund Development Planning
4. Advocacy

How do nonprofits access these resources?

- **Nonprofit Scholarships** – current and past grantees (2004-2010) can apply for scholarships for professional development and participate in classes and other learning opportunities
- **Nonprofit Toolbox** – see next slide
- **Grants Plus** – management consulting packages offered to some general operating support grantees and NOT something you can apply for; this will be discussed at site visits

Please check the website ([www.cfgreateratlanta.org](http://www.cfgreateratlanta.org)) for more information.

# Nonprofit Toolbox

The Nonprofit Toolbox is a program of The Community Foundation of Greater Atlanta that provides nonprofit organizations with tools to strengthen their management, governance and operations.

## Areas of focus:

- Strategic Planning
- Financial Management
- Board Development
- Resource Development & Marketing Planning
- Organizational Collaboration or Efficiencies
- Strategic Planning (update of existing plan)/Scenario Planning
- Evaluation

**2011 Cycles:** Nonprofit Toolbox applications are accepted throughout the year. The 2011 deadlines will be ~~March 22~~ and August 2.

Materials (Guidelines and the application form) are posted at [www.cfgreateratlanta.org](http://www.cfgreateratlanta.org)

# Additional Opportunities can be found at

❖ **United Way of Metropolitan Atlanta**

**[unitedwayatlanta.org](http://unitedwayatlanta.org)**

**The Community Foundation for Greater Atlanta**

**[cfgreateratlanta.org](http://cfgreateratlanta.org)**

❖ **AIDS United**

**[aidsunited.org](http://aidsunited.org)**

❖ **Elton John AIDS Foundation**

**[ejaf.org](http://ejaf.org)**

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# Contact Information

Mary Spanburgh, Director, Community Engagement

United Way of Metropolitan Atlanta

404-527-3514 email: [mspanburgh@uwma.org](mailto:mspanburgh@uwma.org)

Tené Traylor, Program Officer

The Community Foundation for Greater Atlanta

404-588-3201 email: [ttraylor@cfgreateratlanta.org](mailto:ttraylor@cfgreateratlanta.org)