



positive solutions
power of individuals
community forums
relationships
partnerships
connected
diversity
regional outreach
philanthropic solutions
leadership opportunity
strengthen connections
neighborhoods
innovative organizations
growing
collaborating
community-based solutions
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The Community Foundation
FOR GREATER ATLANTA

Everything begins with where
you live
and how you're
connected.



Grow and build it from this
starting place
and see the change
you can make.

At The Community Foundation for Greater Atlanta,

we believe in the power of philanthropy to change communities.

These can be communities of place where we live, communities of faith or belief where we worship and share ideas, communities of people with whom we share relationships and more. By working with individuals and organizations across the Atlanta region and beyond, The Community Foundation connects financial, human and intellectual resources with some of the best opportunities for making life better for people in the 23-county region of Atlanta. This can range from supporting an individual donor with his or her goal to increase access to early education, to providing small grants to community leaders interested in improving their neighborhoods to collaborating with statewide funders to create a unified voice for philanthropy in Georgia.

The Community Foundation believes leading and learning are important, and we surround ourselves with knowledgeable, passionate people who are ready to change lives. As a regional organization, we seek out the brightest ideas on philanthropy and its potential to help communities grow and progress. As a foundation, we invest our philanthropic dollars and institutional knowledge to help build networks of people who can work together to address community needs, to infuse those networks with the knowledge they will need to tackle the challenges they face and to help them build the infrastructure the community needs to successfully chart a steady course forward.

There are more than 700 community foundations across the country each with the same goal in mind – to inspire and grow philanthropy in the geographic areas we serve. Together, community foundations serve tens of thousands of individual donors and provide an estimated \$4 billion in impact annually. At The Community Foundation for Greater Atlanta, we serve an incredibly diverse 23-county region in four key ways:

- **Engage philanthropists** – we provide personalized philanthropic advice to individuals and families interested in making a long-term impact with their giving.
- **Strengthen our region's nonprofits** – we support nonprofits through grants and guidance, strengthening their ability to make an impact on critical issues in our region.
- **Advance public will** – we lead and participate in collaborative efforts to provide solutions to community problems, often partnering with other funders, nonprofits and individual donors.
- **Practice organizational excellence** – we are a trusted steward of a long-term charitable resource for our 23-county region, and we value learning, leadership and transparency.



Support for nonprofits, leadership for solutions

The Community Foundation has been growing philanthropy to improve communities since 1951. In that time, we have been an instigator and partner in some incredible solutions and approaches that now exist on their own. What began at the Foundation as a way to provide educational opportunities around issues like fundraising, board development and management for nonprofit organizations has turned into a nationally known statewide membership organization in the Georgia Center for Nonprofits. When a professional business leader came to The Community Foundation looking to share his technology skills and knowledge with the sector, we advised him about how to work with nonprofits and what their needs were. Today that group is known as TechBridge providing IT consulting, hosting and outsourcing services to hundreds of nonprofits by connecting their needs with the skills, experience and financial resources of the technology community. And the Atlanta Women's Foundation, which has granted more than \$10 million to 250 nonprofits, started at The Community Foundation as a giving circle focused on issues affecting women and girls.

The Community Foundation is focused on strengthening the nonprofit sector in our region. We achieve this by providing financial grants for general operations of nonprofits and by providing guidance and support around nonprofit effectiveness through our key competitive grantmaking programs – Common Good Funds, the Atlanta AIDS Fund and the Metropolitan Atlanta Arts Fund.

While many funders focus on providing financial support for nonprofit programs, The Community Foundation believes it's essential to provide unrestricted financial support for a nonprofit to use the way it most needs. This not only allows the nonprofit to make the best choice on how to invest dollars, it also creates a trusting relationship between the Foundation and nonprofits. In order to provide these unrestricted grants, The Community Foundation must have a deep and holistic understanding of how the nonprofit operates – from its board leadership to its diversity in funding to its focus on public policy and advocacy to meet its mission.

The Community Foundation also recognizes that many organizations need more than a financial grant – they need access to resources for professional and organizational development. We've created a focus on nonprofit effectiveness to provide non-cash resources in such areas as strategic planning, board development, fund development planning and advocacy. These include customized packages of management consulting as well as scholarships for specific professional development opportunities such as classes at the Georgia Center for Nonprofits or industry conferences.

Guiding Principles

The principles below were created by our full staff to convey our approach to philanthropy and how we seek to make a difference in our community. They guide us in how and why we do our work each day.

- **We are a regional institution;** therefore we understand and actively support communities throughout the 23 counties.
- **We value working with others;** therefore we partner with people and institutions to strengthen our communities.
- **We value learning;** therefore we dedicate time to research, discuss, study and reflect upon the most proven and promising practices and reports in our field.
- **We believe in the power of individuals to build community will;** therefore we nurture and support effective leadership.
- **We value a strong nonprofit sector;** therefore we support nonprofits to do innovative, impactful work.
- **We value quality service;** therefore we openly listen and respond to our constituents with a readiness to adjust our approach.
- **We are an organization that values shared contributions;** therefore we support an environment that encourages diversity of thought, teamwork, ethical conduct, transparency and trust.

guiding principles

Convener

The Community Foundation is a neutral meeting ground for many. We create a safe space to bring groups together for further knowledge and discussion and to explore ways to work collaboratively.

In some circumstances, the Foundation is a direct partner in a specific effort while other times we're simply the gathering voice that calls to others and acknowledges an opportunity for collaboration around a shared issue. The Community Foundation believes that by bringing diverse voices and skills to the table around areas of common interest, we all have a better chance of creating the smart community-based solutions that make a difference in the lives of others.

Regional Mapping Project

Key to our success as a place-based funder is ensuring we have a deep understanding of the issues and communities in our region. To gain greater insight into the critical needs, strengths and challenges of delivering human services in metro Atlanta, The Community Foundation has partnered with some of the region's leading nonprofit organizations. The partnership includes the Atlanta Community Food Bank, Families First, Kaiser Permanente, United Way of Metropolitan Atlanta and The Community Foundation.

Starting with four very diverse counties in 2010 – Butts, Cherokee, Clayton and Rockdale – the project worked with Georgia Tech's Enterprise Innovation Institute (EI2) to speak with and learn from local nonprofits, government agencies and community leaders. Nearly 200 community members then attended a unique community forum in each county to hear a presentation on data most relevant to their community and participate in roundtable discussions. From these discussions, we are growing their understanding of human service challenges and potential community actions. The partnership expanded its focus to Coweta County as well.

Georgia Grantmakers Alliance

Often The Community Foundation brings a wide variety of nonprofits and/or community leaders together, but we recognize that it's just as important for funders to be sharing ideas and resources as well. Recently, we provided leadership and resources to the Southeastern Council on Foundations to form the Georgia Grantmakers Alliance.

This group brings private grantmakers in Georgia together to strengthen connections, explore statewide issues and better understand connections to public policy and the implications for grantmaking. By sharing learning within and beyond the grantmaking community, the Alliance is focused on promoting sound public policy and expanding its impact. This includes building more effective relationships with Georgia legislators and gaining a greater understanding of current statewide policies and around issues such as tax reform, health, human services and education policy and how they affect the communities we serve.

Place-Based Funders

There are several foundations in the Atlanta region focused on improving the quality of life in specific communities in the Atlanta region, regardless of the issue. Convened by The Community Foundation, the Atlanta Place-Based Funders is a learning and action group of funders that focus on this idea of place together. The intent is to capture and leverage the learnings and investments made to improve each of the communities and the region as a whole.

Together, the group has explored issues related to public housing for residents, early childhood education, community-based healthcare and prisoner re-entry. Several partnerships have been formed, one of which resulted in a state grant to two funders to keep youth active during the summer. Participants to date include The Community Foundation, the Annie E. Casey Foundation, the CF Foundation, the Zeist Foundation and the Enterprise Foundation.



Community Leader

As a community foundation, we believe that it's essential to recognize and highlight the critical issues facing individuals and communities in our region and to create a way to meet those needs. We may not be able to address every single issue that impacts our region, but we are able to put a spotlight on areas we feel need significant support and leadership.

Atlanta AIDS Partnership

The Community Foundation has served as the philanthropic resource for AIDS service organizations in the region for more than 20 years. Working with United Way of Metropolitan Atlanta, the National AIDS Fund and the Elton John AIDS Foundation, we have provided more than \$11 million in grants to nonprofits focused on education, prevention and advocacy efforts through the Atlanta AIDS Partnership Fund.

However, the disease continues to have a devastating impact on our communities. In 2007, The Community Foundation and United Way recognized the need for a game-changing approach to HIV/AIDS and enlisted an all-star AIDS Leadership Team co-chaired by Dr. David Satcher, former U.S. Surgeon General, and Sandy Thurman, former White House AIDS Czar, for creative, expert advice. After several community-led forums with Atlanta's AIDS service organizations and community leaders, the Leadership Team conceptualized a bold vision of *A Community without AIDS: No New Cases*. To achieve this powerful goal, they also supported the creation of a new movement to coordinate the AIDS-focused efforts and leaders in the region to realize large, important gains in ending the epidemic. As a result, the Atlanta AIDS Partnership Fund was split into two entities – the Atlanta AIDS Fund providing unrestricted grants and support to AIDS service organizations and the Atlanta AIDS Partnership leading the collaborative, community plan to end HIV/AIDS.

Georgia Youth Opportunities Initiative

Each year in Georgia approximately 400 youth age out of the foster care system, many without the basic support, family network, community connections, jobs, housing, health insurance and resources needed to become self-reliant, responsible adults. Created through a funding partnership with the Jim Casey Youth Opportunities Initiative from 2003-2009, the Metropolitan Atlanta Youth Opportunities Initiative (MAYOI) helped provide better outcomes for youth transitioning out of foster care in the Atlanta region.

By collaborating with individuals, policymakers, service providers and government agencies, MAYOI created a system-wide approach to address the needs of youth transitioning from foster care in the areas of education, employment, healthcare and housing. A critical aspect was working directly with the youth to ensure their voices were heard. As a result, they learned how to advocate for policies that affect them and work within the system to improve outcomes. MAYOI is now the Georgia Youth Opportunities Initiative and is working to implement these ideas statewide.

Over the years The Community Foundation has brought certain issues to the forefront in our community, putting our financial, human and intellectual resources behind them and finding other partners who can do the same. These are typically in areas where we see gaps in support or opportunities for greater impact in collaboration with others. They may end up being a focus for three to five years, or they can become long-term initiatives of ours, ultimately influencing the overall work of the Foundation.

Neighborhood Fund

Neighborhood leaders change communities. They inspire others to work together around issues and use their individual voices to improve the place where they live. The Atlanta region's neighborhoods are incredibly diverse and made up of passionate people willing to lead and take on significant community projects.

Recognizing the importance of these leaders, The Community Foundation started the Neighborhood Fund in 1991 with an initial grant from the Charles Stewart Mott Foundation. Today, the initiative continues to build upon grassroots ideas, energy and passion to empower community members to improve their neighborhoods. The philosophy of the Neighborhood Fund is built on an asset-based, capacity-building model that helps residents and neighborhood groups organize around strengths and assets instead of focusing on needs and deficiencies. By providing small grants to community groups (non-501(c)3) and partnering these groups with a Community Coach to help see the project through, the Neighborhood Fund has given an estimated \$2 million in resources to more than 300 neighborhood projects around issues such as community organizing, neighborhood gardens, youth fitness activities, cultural events and more.

Metropolitan Atlanta Arts Fund

The arts community in the Atlanta region is made up of a diverse array of smart, innovative organizations who challenge us each day to better understand the world in which we live. At the same time, metro Atlanta is significantly behind other like-sized regions when it comes to our artistic offerings. With more than 200 professional arts organizations in the 23-county Atlanta region, only eight independent arts organizations have annual operating budgets over \$2 million.

In 1993, The Community Foundation partnered with the Metro Atlanta Chamber of Commerce and with significant funding from the Coca-Cola Company launched the Metropolitan Atlanta Arts Fund to strengthen small and midsized arts organizations. Since that time, the Arts Fund has focused on grants to support specific staffing positions at arts organizations as well as general operating support and management consulting. As a result of the funding and leadership, Arts Fund grantees have reported a stronger artist product, increased revenue, improved profile in the community and more, resulting in more stable, sustainable financial organizations.

the many faces of

Partnering and Partnership

The Community Foundation has long recognized the importance of working with a variety of other leaders and organizations to improve communities in our 23-county region. We bring our talents and skills to the table and value the opportunity to collaborate with others who are willing to do the same.

Together, we find that this shared common purpose allows us to create innovative solutions to some of the region's most pressing needs. Sometimes our role in the partnership is to serve as the grantmaker while other times we serve more as a safe gathering place. Whatever our role for the specific initiative, The Community Foundation sees the significant impact we're able to make by partnering with others to get the job done.

Grants to Green

When The Kendeda Fund came to us in 2008 interested in improving the environmental efficiency of nonprofit building structures, we were intrigued. Not only would this improve environmental impacts, but it also would increase the capacity of nonprofits to use energy savings to better meet their missions. Yet we knew that green building practices were outside of our area of expertise, so we turned to local partner Southface.

For more than 30 years, Southface has promoted energy-, water- and resource-efficient workplaces, homes and communities throughout the Southeast. It provides education programs, hands-on technical assistance, advocacy and research all with one goal in mind – to improve sustainable development practices. Securing funding from our donor, The Kendeda Fund, Southface and The Community Foundation partnered to create Grants to Green – an initiative providing environmentally focused knowledge and funding to strengthen nonprofits. Grants to Green offers assessment awards to have experts conduct an environmental efficiency scan of the building as well as implementation grants for nonprofits to receive funding for specific efficiency recommendations. In just the first two years of operation, Grants to Green provided awards and grants to more than 100 nonprofit organizations and saw a 16% reduction in energy consumption among grantees.

Neighborhood Nexus

Smart decisions are made when individuals and organizations have direct access to consistent and comprehensive knowledge about their communities. Too often these data sources are proprietary, difficult to find and simply challenging to access. The Community Foundation recognizes the power of data and how it can help nonprofit organizations and community leaders make better-informed decisions as to the best use of their resources as well as develop a deeper understanding of the region.

Neighborhood Nexus is a collaborative attempt to bring better data to the table for the thousands of decision-makers throughout metro Atlanta. This comprehensive information resource provides current data about critical issues in the Atlanta region down to the street level. Neighborhood Nexus also includes personnel committed to maintaining and updating the data repository, communicating with interested parties and providing training. To ensure its success a team of community data and research partners, funding sources and technology and community service providers have committed to this vision of universal access to information and collaboration for community building. Partners include the Annie E. Casey Foundation, Atlanta Regional Commission, Civic League for Regional Atlanta, Emory University-Office of University-Community Partnerships, Georgia State University-Andrew Young School of Policy Studies, United Way of Metropolitan Atlanta and The Community Foundation.



community leadership

Atlanta AIDS Fund

The Community Foundation was an early and leading supporter of HIV/AIDS initiatives, making our first grant in 1981. At that time the disease was still known as “GRID” – Gay Related Immune Deficiency – and no one knew what a devastating effect it would have on communities, particularly right here in the Atlanta region. When in 1988 the Ford Foundation and the National AIDS Fund offered to make matching grants to community foundations that raised local dollars for the issue, The Community Foundation recognized the opportunity. The partnership provided a platform for local leadership on HIV/AIDS and it strengthened Atlanta’s capacity to respond to the AIDS epidemic by providing early funding for many of the region’s core AIDS service organizations. In addition, the collaboration helped organize a coordinated delivery system making direct service to those individuals living with HIV and AIDS more effective.

United Way of Metropolitan Atlanta joined as a funding and leadership partner in 1991 and the Atlanta AIDS Fund was born. Since its inception the Atlanta AIDS Fund has supported metro Atlanta’s HIV/AIDS advocacy, prevention, education and service efforts through more than \$11 million in grants.

Local Funds

Serving a 23-county region requires support from individuals at the local level. While The Community Foundation staff is out in the region regularly through our work, we also rely heavily on the knowledge, skills and passion of volunteers in local communities. In some occasions these volunteers pull together to create their own advisory board focused specifically on their county and its unique assets and opportunities. This has been the case with the Clayton Fund, the Fayette Fund, the Morgan Fund and the Newton Fund.

Each local fund is different because the people who make up these advisory boards and their communities are different. But they all have one common goal – to raise awareness of

critical issues in their county and provide grants to nonprofits making an impact. The Community Foundation supports these efforts by providing a \$10,000 challenge grant for fund grantmaking and providing administrative support. Through this unique partnership, The Community Foundation is gaining on the ground knowledge about the issues and organizations in specific counties while the local funds are receiving both financial and staffing support.

Healthy Belvedere

Often national funders need a partner at the local level to help them better understand individual community needs and opportunities. When Kaiser Permanente approached The Community Foundation about helping to identify local communities that might have both the health disparities as well as leadership capacity to implement one of their national “Community Health Initiative” sites, we were eager to provide support. Through an environmental scan, we found several Atlanta communities that could meet these characteristics and ultimately settled on Belvedere in southeast DeKalb County.

Many individuals living in Belvedere face a variety of health issues including obesity, heart disease and diabetes that Kaiser wanted to improve upon. At the same time, this community is also fortunate to have several strong resources committed to promoting positive change, including an active neighborhood organization, elementary school, several faith-based institutions and county government officials. Bringing these groups together, The Community Foundation and Kaiser created Healthy Belvedere to promote healthy eating and active living through community-based and community-driven strategies. Led by community leaders, Healthy Belvedere has provided small grants to residents and community stakeholders who create programs and activities to improve eating and exercise habits in youth and adults, held health fairs, started a community garden and established walking clubs through the community.



Efficient Pipeline

Often community foundations are an incredibly flexible partner for individual and institutional funders interested in facilitating specific solutions. Because we know the issues most affecting our local communities and the nonprofits on the ground that are making a difference, other funders will invest in us to achieve some of their own strategies.

This can be a simple pass-through of funds based on a designated area of interest, or it may be as involved as us selecting a specific partner for the effort based on significant community input. The approaches will vary, but our ability to quickly move resources to the appropriate places and organizations means our Atlanta region is receiving more philanthropic support in an efficient and effective manner.

King Papers

In the summer of 2006 Sotheby's in New York City announced they were auctioning a historic collection of writings from Rev. Martin Luther King Jr. That announcement sparked speculation on where the papers belonged and the possibility of Atlanta leaders working to secure the extensive collection. Two days before the June 30 auction was to take place, The Community Foundation received a call from then Atlanta Mayor Shirley Franklin requesting the Foundation's help in bringing The King Collection home to Atlanta.

This extensive collection is comprised of more than 10,000 manuscripts and 7,000 handwritten notes including drafts of King's "I Have a Dream Speech," his letter from a Birmingham jail, theological writings and his Nobel Prize addresses. The Foundation was able to make the acquisition happen quickly by establishing ATLCF Collections LLC with The Community Foundation as its only member to facilitate the complex process. After the Mayor raised the funds to complete the full purchase, The Community Foundation transferred ownership of the King Papers to Morehouse College, King's alma mater.

Centers of Hope

When Kasim Reed was running for Mayor of Atlanta in 2009, one of the promises he made was to reopen the City's recreation centers for kids, which had been closed due to City budget cuts during the fallout from the Great Recession. Once elected, Mayor Reed immediately began soliciting support from both the City Council and the private sector to reopen these recreation centers, which he called Centers of Hope, to benefit the City's children.

As the Mayor began receiving commitments from corporations and foundations to help these recreation centers reopen, as well as interest among City Council members to devote budget resources to this effort, the Mayor and the funders turned to The Community Foundation as a trusted, experienced and impartial partner. The City established a fund at The Community Foundation in 2010 to receive donations from these private sector funders, and to play a key role in closely monitoring and managing the grants process to support the reopening of and programming for the Centers of Hope.

Grady Hospital and The Woodruff Foundation

At the height of Grady Memorial Hospital's financial and organizational challenges in early 2008, a group of civic, business and philanthropic leaders came together to propose changes to Grady's structure, management and governance, and to commit support for a completely rethought and redesigned organization. Among the early supporters was The Robert W. Woodruff Foundation, which committed \$200 million over four years to help Grady replace aging capital infrastructure and acquire state of the art equipment, technology and systems.

The Woodruff Foundation chose to establish a donor-advised fund at The Community Foundation through which to donate the first \$50 million of its four-year commitment to Grady, tapping The Community Foundation's fund oversight, grant processing and due diligence experience and expertise to help facilitate this significant support for Grady. Over the course of the next three years, The Woodruff Foundation continued its multi-year commitment to Grady through this donor-advised fund, and through that partnership will flow its \$200 million in committed grants for Grady's transformation.

Champions for Children

In the 2006 session, the Georgia Legislature set aside \$7.6 million to assist medically fragile and special needs children and their families. Through the Champions for Children with Exceptional Needs initiative (Champions), we brought together people and resources to identify a group of nonprofit organizations able to provide support services for these children and families throughout Georgia.

Champions held community forums with those affected, mapped the existing services, identified gaps and developed recommendations to meet those gaps with an appropriate network of nonprofits across Georgia. A literature review and interviews and focus groups conducted with parents and service providers revealed that direct financial assistance to families was the most pressing need for families of special needs and medically fragile children. Ultimately, Champions selected the Easter Seals Georgia Coalition to receive the significant allocation from the government to serve these children and families.

interested in **learning more?**

The Community Foundation is an eager partner in the Atlanta region and continues to work with a diverse array of individuals and organizations to create smart philanthropic solutions to community challenges. Each initiative and leadership collaborative is unique, but they all have a common goal of bringing a variety of resources to the table to address critical issues and opportunities that improve quality of life throughout the region. If you have questions or ideas to share, please don't hesitate to contact us at 404-688-5525 or by visiting our website at www.cfgreateratlanta.org.



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