

# INVITATION TO APPLY

## Capacity-Building Support

THE ANNIE E. CASEY FOUNDATION

### 2021 CAPACITY-BUILDING OPPORTUNITY FOR NPU-V COMMUNITY-BASED ORGANIZATIONS

**Funding available:** Grants ranging from \$6,000 to \$20,000, depending on eligibility (see below); total pool \$137,000

**Application deadline:** July 16, 2021, or sooner if all funds have been expended

The Annie E. Casey Foundation is excited to offer capacity-building funding to community-based organizations serving Adair Park, Mechanicsville, Peopletown, Pittsburgh, Summerhill and Capitol Gateway, collectively known as Neighborhood Planning Unit V (NPU-V). This program is part of the Foundation's efforts to ensure residents living in these neighborhoods have access to (1) quality educational opportunities and jobs; (2) financial services and opportunities to build assets; and (3) affordable housing, safe neighborhoods and strong locally owned businesses.

Many young people today have challenges entering adulthood, and some face serious obstacles such as a history of abuse or trauma, the difficulties of being a young parent or homelessness. In NPU-V, Black youth also face structural barriers that have worked to limit their progress. The Foundation has a special interest in ensuring these young people are able to take advantage of the benefits of increased opportunities in their neighborhoods.

The Foundation's Atlanta Civic Site team is working to help prepare NPU-V communities to take advantage of a changing local market and economic expansion. For these efforts to be successful, we rely on partnerships with strong, collaborative community-based organizations. Effective community-based organizations can help ensure that existing residents — especially those who face significant obstacles to opportunity resulting from the legacy of structural racism — experience the long-term benefits of revitalizing areas. A stable network of community-based organizations is critical to developing inclusive communities that provide equitable opportunities for all, including youth and young adults. To that end, the Foundation is committed to promoting racial and ethnic equity and inclusion throughout all aspects of our work (for more information, see the Foundation's [action guide on racial equity](#)).

To sustain their work and thrive, community-based organizations must demonstrate their impact and attract resources and partners. Strong internal capacity and accountability to the community are crucial to being able to achieve significant results. Many public and private entities will only fund organizations with certain

policies, practices and operations in place. Additionally, organizations that achieve a level of excellence in their operations can pursue additional financial support through supplemental awards.

This program includes an organizational self-assessment, support from Foundation staff, training opportunities and financial support. The self-assessment tool (see p. 7) — which draws on several sources, including NeighborWorks America, Community Foundation for Greater Atlanta, the Race Matters Institute and Enterprise Community Partners — serves to help your organization identify and prioritize areas where you need assistance. You can also use this tool to track your progress over time.

Organizations are at different levels of development, and this program aims to help strengthen and advance them individually, recognizing the time and resources required to mature and fully implement ideal policies and practices.

## ELIGIBILITY

- Community-based organizations with missions and services consistent with the Foundation’s priorities in NPU-V, as described above, are invited to participate. **A specific focus on and demonstrated commitment to racial equity is required.** (Please see the [action guide](#) for more information on racial equity and tools and strategies for working toward it.)
- To be considered “community based,” organizations must (1) have two or more NPU-V residents or business owners on their board of directors; (2) provide a significant level of services in NPU-V; (3) participate regularly in NPU-V neighborhood association meetings or NPU-V meetings; and (4) provide a support letter from the NPU-V officers, a neighborhood association in NPU-V, a program participant who lives in NPU-V, or a school or PTA in NPU-V. (For first-time applicants only, on a case-by-case basis, consideration will be given to waiving the first requirement if the applicant provides a clear plan for bringing on at least two NPU-V board members during the grant period.)
- There are two levels of eligibility as it corresponds to possible funding awards: Level 1 organizations are 501(c)(3) organizations with an active board of directors, but without paid staff. Level 1 organizations are looking to grow and move from volunteer to paid staff. They are eligible for grants in the amounts of \$6,000–10,000. Level 2 organizations are 501(c)(3) organizations with an active board of directors and paid staff and are eligible for awards of up to \$20,000.

*Please note: This program is for established nonprofit organizations. Groups of neighborhood residents, informal associations and start-up efforts can access the Foundation’s Community Investment Fund.*

## PROCESS

1. Applicant organization conducts self-assessment using the attached tool, prioritizes areas for support and, if possible, provides documentation to verify areas needing support (e.g., bylaws, organizational chart, board list, board meeting minutes).
2. Organization develops an action plan to address priority areas, including consideration of opportunities for collaborative work with other organizations, if applicable.
3. Organization’s action plan is submitted with grant proposal (see p. 5 for format).

4. The Foundation will review and award grant proposals as they are received. For eligible organizations, the primary consideration will be whether the proposed action plan will be able to advance the organization's capacity. For previous award recipients, the Foundation will consider progress made thus far in achieving goals.
5. Grantees will identify a consultant or consultants they are interested in working with; they may use a provided list of consultants with whom the Foundation has had prior experience or request proposals from other consultants. Once the grantee has identified a consultant or consultants, the Foundation will review background documentation to ensure a match with the proposed deliverables, including the consultant's proposal and credentials.
6. The Foundation's Atlanta Civic Site staff will conduct periodic technical-assistance visits with grantees over the grant period. Staff will provide guidance, connections to resources and introductions to appropriate opportunities.
7. Foundation staff may encourage the convening of participating organizations as needed to support action plans (e.g., professional development or pursuit of joint funding opportunities).
8. Grantees will submit a report toward the end of the grant period, and Foundation staff will make an assessment of action plan progress.

## INFORMATION SESSION

An information session will be held on January 25<sup>th</sup>, 2021 at 12:30 p.m. virtually via WebEx (please email [aoguntoye@aecf.org](mailto:aoguntoye@aecf.org) for an invite to the information session). Groups new to this application process can learn more and have an opportunity to ask questions.

## HOW TO APPLY

Completed applications should be submitted via email (preferred) or mailed via trackable delivery to Ade Oguntoye no later than 5 p.m. on July 16, 2021. Please note that **since applications will be reviewed on a rolling basis, 2021 funds may be depleted prior to July 16, 2021**; organizations should check with Foundation staff before applying to confirm that funds remain available. Please note that we will keep all application information confidential and for Foundation staff use only.

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Main: (678) 686-0146

## APPLICATION FORMAT

Application narratives should be no longer than four pages (11 point font or larger), not including attachments. Please use page numbers.

## Profile Information

Organization name:  
Primary contact name and title:  
Phone:  
Email:  
Mailing address:  
Site address (if different):  
Finance contact name and title:  
Phone:  
Email:  
Level 1 or Level 2 organization:  
Amount requested (review eligibility guidelines):

### **Organizational Background**

*Describe your mission, organizational history, geographic area served and target population.*

### **Services**

*Briefly describe your major services and activities.*

### **Community**

*Describe your outreach and accountability to NPU-V residents and your level of participation in neighborhood association or NPU-V meetings.*

### **Capacity-Building Action Plan**

*Based on your organizational assessment, describe the community need, your priority areas for capacity building, your planned action steps (including a timeline) and who will be involved. Provide a line-item budget and indicate the amount of your request to the Foundation as well as other sources, if any (matching funds are not required). Please also let us know if you are currently a member of Catchafire.*

### **Tracking Results**

*If you are able to complete your capacity-building action plan, what do you anticipate the result will be? How will you quantify the result? How will this grant assist you in your efforts to promote racial equity in your work?*

### **Attachments**

- IRS 501(c)(3) determination letter (if not already on file with the Foundation)
- Board member list, indicating the members who are NPU-V residents/business owners and the length of service of all members (First-time applicants only: If NPU-V residents are not currently serving on your board, please include in the action plan steps to recruit and onboard at least two NPU-V residents to your board.)

- Current financial statements and most recent audit, if available (audit required if you were previously granted funds toward an audit)
- Current Secretary of State corporate certificate (certificate of existence)
- Documentation of 2019 IRS 990 submission
- Completed self-assessment tool (see next page)
- Letter of support from NPU-V officers, a neighborhood association in NPU-V, a program participant who lives in NPU-V, or an NPU-V school or parent-teacher association/organization.
- Documentation supporting action plan (if applicable)

Complete this organizational self-assessment and use it to help identify priority areas where you need support, by placing a check mark in the “priority for action” column. Please attach the completed assessment to your application. If you are a Level 1 organization without staff, use *N/A* for not applicable in the sections that refer to staff.

SELF-ASSESSMENT TOOL	ORGANIZATIONAL PRACTICE		ORGANIZATIONAL POLICY		PRIORITY FOR ACTION
	YES	NO	WRITTEN POLICY IN PLACE	NO POLICY	
<b>GOVERNANCE</b>					
Board members have written job descriptions and receive an orientation including programs, policies, finances, roles and responsibilities.					
Board reviews its bylaws at least every other year and makes updates as needed.					
Bylaws include terms and term limits for board members, and board is in compliance with bylaws.					

Board members receive training on board governance at least every other year.					
Board conducts a self-assessment at least every three years to evaluate its own performance and capacity. Assessment informs board planning and practices.					
Procedures are in place to ensure that the board reflects the racial and ethnic composition of the community, and that there is diversity in skills, affiliations and demographics.					
Board has a finance committee with financial expertise, which meets at least quarterly and reviews financial statements including budget-to-actual, cash flow, balance sheet and income statement.					
Board has a policy concerning establishing and using operating reserves.					
All board members are required to make personal cash contributions from their own funds, as well as assist with fundraising outreach and donor recruitment.					
Board maintains agendas and written minutes for each board meeting, and board meetings are held at least quarterly.					
The board evaluates the performance of the executive director/CEO at least annually against established performance goals and job description.					
All board members receive an orientation to racial equity.					
<b>PLANNING AND PERFORMANCE</b>					
Organization has a current board-approved, two- to five-year strategic plan that includes measurable outcomes.					
Organization's strategic plan includes measurable outcomes related to racial equity.					

Organization establishes an annual work plan and measurable objectives for each program consistent with the strategic plan.					
Organization’s annual work plan includes measurable objectives related to racial equity.					
Organization ensures that each program is consistent with its strategic plan and mission.					
Organization has a system for tracking and reporting on its performance, and staff regularly discuss performance progress and adjustments.					
Organization’s performance tracking includes collecting and analyzing data on race to understand underlying disparities.					
Board regularly evaluates progress toward the organization’s annual objectives and is involved in making changes as necessary.					
Organization has a written funding strategy with goals, including diverse sources such as earned income, government sources, foundations, corporations, individuals and events.					
<b>OPERATIONS AND FINANCES</b>					
Organization has a financial procedures manual, including policies for procurement and contracting.					
Procurement and contracting policies encourage racial equity for vendors.					
Organization has up-to-date audited financial statements and IRS 990 submissions.					
Audit reflects that the organization regularly achieves positive net income.					
Organization rotates its auditor periodically (ideally every five to seven years).					

Organization has a board-approved annual budget that includes program budgets.					
Organization has procedures in place to encourage recruitment and hiring of a workforce whose composition reflects the racial and ethnic composition of the community.					
Organization has an employee handbook/personnel manual.					
All new staff receive a thorough orientation to the organization.					
All staff receive an orientation to racial equity.					
All staff have up-to-date job descriptions and receive annual written performance reviews that include a personal conference with their supervisor.					
Organization provides regular professional development opportunities to all staff, based on an annual assessment of training needs.					
Organization has a conflict of interest policy for board members and staff that is signed annually.					
Organization has a current insurance policy (workers' compensation, liability, directors and officers) sufficient for its size and activities.					
Organization has a relationship with legal counsel.					
Organization has established working partnerships with other allied organizations in the community.					
Organization has established a contract management and compliance process with clear oversight and reporting roles.					

**COMMUNICATIONS AND TECHNOLOGY**

Organization has a clearly stated policy to protect consumer/client confidentiality in its public communications and documentation maintenance.					
Organization uses multiple platforms (print, Web, social, mobile, etc.) to regularly communicate its programs and accomplishments.					
Organization maintains a broad distribution list for its communications efforts, including a variety of stakeholders.					
Organization regularly reviews its communications and publications to ensure use of a racial equity lens.					
Organization has a technology and information infrastructure that adequately supports operations, planning and evaluation.					
Organization has in-house expertise or established vendor for technology maintenance.					
Organization has secure backup procedures for computerized records in case of system failures.					