

ACCELERATE ACADEMY

HELPING AFRICA RISE THROUGH ENTREPRENEURSHIP



THESE
NUMBERS
HAVE FACES

SUBMITTED BY

**JUSTIN ZORADI
FOUNDER & CEO**

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EXECUTIVE SUMMARY

These Numbers Have Faces is launching the Accelerate Academy, an entrepreneurship training program empowering tomorrow's business leaders in Rwanda. Our goal is to invest in program development, operational capacity, and digital communications that will offer a world-class program to Rwanda's young business minds. We aim to partner with exceptional students and successful business mentors to give students the real world skills to develop successful small to mid-sized business concepts. Ultimately, they will have the ability and integrity to transform their economies from the inside out.

THE ACCELERATE ENTREPRENEURSHIP ACADEMY

ORGANIZATION	These Numbers Have Faces
OVERALL PROJECT BUDGET	\$126,500 over the first 2 years
PROJECT START/END DATES	September 2014 – June 2015
PROJECT LOCATION	Kigali, Rwanda
PERSON COMPLETING PROPOSAL	Shoshon Tama-Sweet & Tina Anderson

SECTION 1 · PROJECT BACKGROUND

WHAT IS THE PROBLEM YOU WANT TO ADDRESS?

Despite remarkable progress, Rwanda does not have the basic level of skilled human capital and morally-centered leadership necessary to ensure peace, prosperity, and opportunity. This lack of mid-level leadership is the legacy of the 1994 genocide, in which close to 1 million people were killed in 100 days. However, Rwanda has an intelligent population and there is a huge pool of talented, educated, university students graduating at the top of their class. Sadly, high unemployment rates and lack of seed opportunities prevent many of Africa's brightest from finding jobs or creating jobs that will lead the charge.

Effective leadership and business development is indispensable for the healthy development of any nation. This is particularly true of Africa, where 50% of the population is under the age of 18. In part due to genocide, AIDS, and a subsistence farming economy in Rwanda, young people especially lack access to capital. However, these young people, with their intelligence, determination, and faith represent the greatest hope for Africa in the coming decades.

**THERE IS AN
INCREDIBLE
OPPORTUNITY FOR
UNIVERSITY
STUDENTS TO
START SUCCESSFUL
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WHY IS IT HAPPENING?

There are several reasons why the historical under-development in Rwanda still permeates society. Modern education has been slow to expand across the country and universities are still relatively young. This is compounded by the catastrophic 1994 genocide in Rwanda. Underdevelopment, poor leadership, and historical violence have greatly restricted university opportunities for the entire region.

Governments have also made bad policy choices. While the youth population is huge, business opportunities are focused on older, more experienced business people.

Most aid for education has been focused on orphans, nutrition, and basic literacy. Social entrepreneurship education has been evolving and growing throughout Africa, but very few programs provide any working capital to help young entrepreneurs train effectively. Business is a high-risk activity and when poverty invades every aspect of life, even small risks can mean the difference between feeding one's family or not.

The American donor community has only slowly begun to realize that a high school education is insufficient to provide real opportunity, let alone produce a generation of new leaders. Donors need to realize the importance of university and entrepreneurial education and the impact it can have in Africa.

WHO IS AFFECTED?

The Accelerate Academy will directly benefit outstanding young college students who have the potential to become the moral, spiritual, and entrepreneurial leaders of tomorrow.

We will offer initial entrepreneurship training to an estimated 1,000 students through our online application with business planning tools and templates. From these applicants, 100 will be selected for the Accelerate Summit—a two-day series of workshops and seminars from Rwandan and United States business leaders, culminating in the creation of business plans. From those 100 fellows, 20 will be selected for the Accelerate Academy—an extended, intensive training—and given \$100-200 in seed capital. In the final stage, the 20 fellows will present final business plans to a panel of Rwandan and US business people, who will select three winners to receive larger capital investments and additional mentorship opportunities.

By selecting, developing, and guiding a new generation of leaders, we hope to have a lasting, multi-generational impact on thousands of individuals and communities in East Africa.

WHAT IS CURRENTLY BEING DONE ABOUT IT?

Currently, there is great interest in focusing on social impact investing and entrepreneurship in Africa. The government of Rwanda has made entrepreneurship a mandatory subject in high school, and this idea has been adopted by Uganda as well.

Additionally, a number of small non-profits have taken up the challenge of entrepreneurship in East Africa; in particular: Ashoka, Mango Fund, Babson Entrepreneurship, Akilah Institute, Bridge2Rwanda, and others. Each organization has a different implementation model—from broad to narrow, from short-term to long-term. In general, the focus has been on educating potential entrepreneurs or funding currently established entrepreneurs. However, very few are able to create an actual pathway reaching young people and bridge the education-to-implementation gap.

In analyzing the entrepreneurship ecosystem, we found three major weak points. First, very few have the ability to focus on youth, especially college students. Second, most have a lack of meaningful mentors for participants. Third, these organizations do not provide access to the seed capital necessary to actually begin a business.

SECTION 2 · PROGRAM DESIGN & RATIONALE

WHAT IS THE LASTING IMPACT YOU HOPE TO SEE?

The outcome that we hope to see from your support is a fully functional system to recruit, enroll, and support these leaders through Accelerate Academy. This will require a financial commitment of capacity building in our East Africa program. In the big picture, we will have created an institutional mechanism to take deserving, hard working entrepreneurs and produce exceptional business leaders that will create companies. Specifically, we expect the following:

- A viable pathway for students to gain the financial resources and mentoring to actually begin and run a successful business.
- A cohort of new business people who form a cohesive group, with moral values and mutual accountability, that has practical experience giving and receiving mentorship.
- An alumni fellowship with nation-changing values and attitudes.
- A group of young adults inspired to think about how to solve social problems with market-based solutions, who are motivated to invest in their dreams of business creation and ownership.

OUR GOAL IS TO HAVE A LASTING IMPACT ON THE NATIONAL CHARACTER OF THE COUNTRIES WHERE WE OPERATE. THE MECHANISM WE HAVE CHOSEN TO ACHIEVE THIS GOAL IS AN INVESTMENT IN YOUNG AFRICAN ENTREPRENEURS & LEADERS.



WHAT ARE THE NEAR-TERM CHANGES YOU EXPECT TO OCCUR?

After selection and funding, we expect to see entrepreneurs trained and viable businesses thriving.

Over 1,000 university students will be motivated to work individually or in teams to submit a business plan concept for the initial contest. They will have awareness that entrepreneurship is not just a word or a curriculum, but something that a person wakes up and lives out every day, even in the most trying circumstances.

Then, the 100 most qualified participants will attain first-rate training to learn core business elements that will enable them to become successful business and job creators. Students will learn about social entrepreneurship—that businesses can give back to the community within their own neighborhoods, while also getting exposure to both Rwandan and American business leaders.

Next, 20 of those participants will be selected for the intensive Accelerate Academy and will receive one year of top-level mentorship and training.

Finally, three young entrepreneurs or teams will receive funding and one-on-one mentoring to utilize during the first stage of scaling their business.

Students will internalize the concept of “paying it forward” by agreeing to mentor the next class of entrepreneurs, as well as giving Accelerate Academy a 10% stake in their business to provide for training for the next generation.

WHAT WILL YOU DO AND WHOM WILL YOU REACH?

We will reach gifted, Rwandan entrepreneurs with great ideas who have been denied access to training and capital because of extreme poverty. Students include women, orphans, genocide victims, and young people grappling with post-conflict trauma.

We will develop deeper relationships with local partners, universities, and NGOs around the topic of business creation while also recruiting business mentors.

We will work with experts in entrepreneurship, leadership development, and business to offer the best level of curriculum for the program.

We will focus on preparing our staff in entrepreneurship concepts and principles.

We will develop online tools and an application for students in 3rd & 4th year university programs. We expect to reach at least 1,000 students with this resource.

We will conduct an annual recruitment process to identify, evaluate, and accept a small cohort of fellows.

We will provide 100 young entrepreneurs with impactful business training and \$100-200 of capital to the 20 best students for their business start-ups. The top three from that cohort will win a significant capital investment to scale their business.

We will create a group of motivated business men and women that will form a cohort for mutual support, friendship, and accountability.

We expect to inspire many young adults, including 1,000 online applicants, 100 Summit participants, and 20 Academy finalists. Dependent on size and success, the three funded businesses will provide additional employment, which will have a positive effect on families and future generations.

We also will see thousands inspired to dream of starting their own business.

WHAT WILL YOU NEED?

While the initial stages of Accelerate Academy will require a variety of inputs, we are specifically requesting an investment in those items that will have a permanent effect on our program capacity. By investing in program architecture and development, as well as technology infrastructure, we will be able to continually implement a world-class entrepreneurship program.

Major inputs include the creation and dissemination of curriculum, expert trainings for staff in program management and entrepreneurship principles, consulting by recognized business leaders, and initial program implementation costs. These key inputs will build a foundation of excellence, professionalism, and efficiency that will serve our target population for many years into the future.

PROGRAM NEEDS DETAIL

- ENTREPRENEURSHIP PROGRAM DEVELOPMENT
- MENTOR TRAINING & RECRUITMENT
- CURRICULUM DEVELOPMENT
- PERSONAL COMPUTER (2X)
- PRINTER
- PROJECTOR
- DIGITAL COMMUNICATIONS TECHNOLOGY (2X)
- STAFF SUPPORT
- PROFESSIONAL CONSULTING
- OFFICE

TRAVEL EXPENSE

- AIR TRANSPORT



WHY DID YOU CHOOSE THIS SOLUTION TO THE PROBLEM?

While there is enormous value in child sponsorship, basic nutrition programs, and primary and secondary education in Africa, this investment is not enough. There is a giant gap when it comes to young entrepreneurs of moral character and amazing talent, who simply cannot obtain the investment needed to be successful in business. Upon graduation from university, students return to their village with very little practical training. Their potential is squandered. If they do manage to get access to a small amount of start-up capital, they don't have the guidance to successfully transition to the rigors and challenges of building an impactful business. We want to address these problems by partnering with students to provide the resources and training to create viable businesses, and mentorship and support as their businesses expand and grow.

This opportunity creates a meaningful pathway to engage, inspire, and impact a large pool of talented young individuals. The selection process also allows us to identify top entrepreneurs and invest deeply in the most creative business minds in Rwanda. As we empower entrepreneurs through the years, we will create a cohort of moral, values-based business leaders that will be able to impact the economic climate of Rwanda.

Entrepreneurship training is fundamentally an investment in human capital. This increase in individual capacity, and magnifies individual talents. By providing the credentials necessary to join the decision-making class of African professionals, we allow empowered young people to permeate the highest levels of society. This has impact for decades and influence for generations to come.



WHAT IS YOUR EXPERIENCE?

We invest in students, and they succeed.

These Numbers Have Faces has six years of leadership program experience in Africa. In that time, we have established procedures for the phases of program creation and implementation. We continually review these procedures, and have a formal review process for continuous improvement. We have streamlined and automated procedures where possible, and focused extensively on human resources so that we have the right individuals for each role, especially on the ground in Africa.



We have established procedures for the recruitment of students, program applications, a student evaluation metric, and ongoing monitoring and evaluation. In addition, we have developed in-house curriculum that is culturally relevant to young African university students. We focus on education, leadership, and personal growth. Equally as important, we know when to partner with other organizations that provide expertise in our program areas, and integrate them into our ongoing trainings. In Uganda and Rwanda, we are blessed with amazing partners that have decades of experience in the country and provide a depth of expertise that is key to our success. We have already operated within the fold of these partners for over two years and our staff has made multiple trips to visit partners, businesses, and associated institutions as we develop this program.



Since 2012, we have successfully expanded our university program from South Africa to Rwanda and Uganda. Despite growing up in dire poverty throughout Africa, our young scholars attend some of the most prestigious universities in all of Africa. One of our students, an AIDS orphan who survived sexual abuse, was recently accepted into a competitive entrepreneurship program in partnership with three American universities. We invest in students, and they succeed. Our university programs have allowed us to refine and improve our programming, teaching materials, and human resources procedures, and we are excited to transfer that expertise to entrepreneurship training.

WHEN WILL THE PROJECT BE COMPLETED?

The program development phase will conclude with a kickoff event in June 2015 and the first year of the Accelerate Academy will conclude with the 2nd Annual Accelerate Summit in June 2016. Monthly status reports will evaluate progress, risks, needs, and changes. Additionally, we will have bi-annual reviews with the American and Rwandan teams in November and May.

AUGUST · OCTOBER 2014

- In-country meetings with university business staff, partners, and business owners
- Staff interviews and hiring
- Basic office, internet, and software implementation

NOVEMBER · JANUARY 2015

- Development and selection of curriculum
- Recruitment of mentors and business leaders
- Scouting for event locations
- Development of marketing plan
- Consulting and weekly mentorship of new staff on software and systems training, policies, and procedures

FEBRUARY · APRIL 2015

- Development and launch of online tools and applications
- Execution of marketing plan
- Continued event planning
- Continued recruitment of mentors and partners

MAY 2015

- Online applications reviewed by a panel of Rwandan business people
- Final preparation for kick-off event
- Adjust staff job descriptions, hours, or personnel as necessary
- Review reporting, monitoring, and evaluation procedures and content

JUNE 2015

- Host the corporate-sponsored Accelerate Summit in Kigali for top 100 students
 - Evaluate participants' plans and select the top 20

JULY -AUGUST 2015

- Accelerate Academy launches in Kigali
- All fellows given \$100-200 seed capital and a strategy for starting their businesses

OCTOBER · APRIL 2015

- Monthly meetings and check-ins with mentors
- Marketing campaign and online application launch for 2016 participants

JUNE 2016

- Included in the 2nd Annual Accelerate Summit will be Pitch Day for all 2014-2015 fellows. They will be reviewed by a panel of Rwandan and US business people.
- The panel will select the top three fellows, who will then present to the next potential academy class gathered at the Accelerate Summit.
 - Each of the top three will receive a portion of \$6,000-10,000 in seed capital for expansion of their businesses.
- After the Summit, there will be two days of workshops and the top 20 new fellows will be invited to the 2016 class of Accelerate Academy.

SECTION 3 · PROJECT FUNDING

TOTAL PROJECT BUDGET

PHASE I: PROGRAM DEVELOPMENT & 2015 LAUNCH

2015 ACCELERATE SUMMIT	\$3,000
CURRICULUM & TRAINING MATERIALS	\$8,000
SEED CAPITAL	\$10,000
OFFICE RENT, EQUIPMENT, SUPPLIES, ETC.	\$5,400
TRANSPORTATION & FACILITATION	\$3,000
PROFESSIONAL CONSULTING	\$6,000
STAFFING	\$10,000*
ENTREPRENEURSHIP TRAINING	\$6,000
	TOTAL \$51,400

PHASE II: 2015/2016 ACCELERATE ACADEMY & 2016 SUMMIT

2015/2016 ACCELERATE ACADEMY	\$4,000
2016 ACCELERATE SUMMIT	\$4,500
CURRICULUM & TRAINING MATERIALS	\$8,000
SEED CAPITAL	\$10,000
PROGRAMMING	\$7,200
OFFICE RENT, EQUIPMENT, SUPPLIES, ETC.	\$5,400
TRANSPORTATION & FACILITATION	\$6,000
STAFFING	\$10,000
	TOTAL \$55,100
PROGRAM ADMINISTRATION	\$20,000

ACCELERATE ACADEMY

TOTAL \$126,500

COMMITTED FUNDING

MAJOR DONOR - ANONYMOUS: COMMITTED FUNDS	\$5,000
CHURCH DONOR - ANONYMOUS: COMMITTED FUNDS	\$10,000
CORPORATE DONOR - ANONYMOUS: COMMITTED FUNDS	\$10,000

HAVE YOU SUBMITTED PROPOSALS TO OTHER DONORS FOR THIS PROJECT?

Yes



HAS THE LOCAL COMMUNITY BEEN ASKED TO PARTICIPATE FINANCIALLY IN THIS PROJECT?

The local business community will be invited to support this venture financially. We will be taking steps to engage the business community in Kigali, Rwanda, over the course of the next twelve months. We are also working with US business people to engage with and invest in this new generation of African entrepreneurs.

ONGOING FUNDING STRATEGY



HOW WILL THIS PROJECT PAY FOR ITSELF AFTER INITIAL DONOR INVOLVEMENT?

As the project develops, our funding base will evolve. We expect greater participation from the local business community in Rwanda. This will be derived from both marketing and communications opportunities as well as access to promising young entrepreneurs with proven ability.

Secondly, we expect increased participation from US-based business entrepreneurs, an under-engaged segment of our donor base.

WILL THE PROJECT GENERATE REVENUE AFTER IT IS ESTABLISHED?

Our Rwanda registered company, Social Impact Inc., will receive a 10% equity stake in every business that we fund. This equity stake will increase our commitment to supporting viable business opportunities, and eventually return capital back into the Accelerate Academy.

WILL YOU INCORPORATE THE PROJECT EXPENSES INTO YOUR GENERAL OPERATING BUDGET?

There will be a division in allocations depending on different aspects of the project and how different funding streams will impact our operating budget and financial reporting.

CONTINGENCY

IF YOU ARE UNABLE TO RAISE ALL THE NECESSARY FUNDS, OR IF INFLATION SIGNIFICANTLY INCREASES THE EXPENSES, HOW WILL THIS PROJECT BE AFFECTED AND HOW WILL YOU RESPOND?

We have an extensive fundraising strategy that engages individual donors, corporate sponsors, churches, foundations, and large individual contributors. We are already utilizing each of these mechanisms to raise funds for this specific project. If funds are lacking, we will make a needs-specific campaign plan.

While inflation, local currency devaluation, or insufficient resources may limit the scope, scale, or timeline of our project, we will not be dissuaded from investing in a robust entrepreneurship program. In fact, we have already funded one student-led business in Rwanda, in which our refugee students are buying wholesale staple foods for distribution to families in their refugee camp. Revenue will be reinvested to grow the business and profits will help support their university education.

Providing training, mentorship, and opportunity to young entrepreneurs is a vital part of our mission to empower a new generation of African leaders. While a reduced resource base will make our program launch less impactful, we will carry forward nonetheless.

SECTION 4 · CONCLUSION

ADDITIONAL OR CONCLUDING REMARKS

On behalf of the many talented students in East Africa that we partner with, we thank you for empowering them to transform their communities.

ORGANIZATION OVERVIEW

MISSION: AFRICA IS RISING.
WE INVEST IN STUDENTS TO
LEAD AND EMPOWER THEIR
COUNTRIES.

FOUNDED: 2008



ORGANIZATION PROFILE

GENERAL INFORMATION

These Numbers Have Faces
537 SE Ash Street, Suite 204
Portland, OR 97214

503-489-8643
info@thesenumbers.org

thesenumbers.org

Justin Zoradi, Founder & CEO

Number of US Employees: 4
Number of Africa Employees: 5
Number of Volunteers: 2

These Numbers Have Faces was founded by Justin Zoradi in 2008 after a transformational summer working in South Africa. While building houses in the townships of Cape Town with Habitat for Humanity, Justin kept hearing the same story from dozens of South African young people. He heard of talented and ambitious high school students graduating as top scholars in their high school who desperately wanted to attend a local university. But because of financial hardship and a legacy of poverty in their neighborhoods, many of these young people would instead find themselves sitting at home after high school. For the women, that meant a higher likelihood of getting pregnant; for the boys, it meant a higher likelihood of crime and gangsterism.

After leaving South Africa, Justin moved to Portland, Oregon, to start graduate school. One day, he was sitting on a park bench when he was forced to ask himself a challenging question: “Will I deny for others what I demand for myself?” Feeling convicted, Justin got up from the bench and walked to a bookstore, where he purchased the book *How To Start and Build A Nonprofit Organization*. He rallied his friends and family around him, and together they started These Numbers Have Faces.

Early on, the mission was a simple one: fundraise enough money to get a few talented South Africans into a local university. The vision grew quickly as the program scaled from three to ten to twenty students. Justin and his staff built the Community Impact Program, where scholars would complete community service, leadership training, and financially reinvest in the program. The opportunity for expansion to East Africa came soon after, as did the expansion of staff in both Portland, Oregon, and throughout Africa. Today, we invest heavily into almost 80 young leaders and have an additional 300 benefiting from elements of our program. These Numbers Have Faces is poised to become one of the most cutting edge global education nonprofits working in Africa, enabling and empowering hundreds of African young people to become leaders in their own communities.

MAIN PROGRAMS

UNIVERSITY LEADERSHIP LOANS TO STUDENTS IN SOUTH AFRICA, UGANDA, & RWANDA

COMMUNITY SERVICE PLACEMENT, OVERVIEW, AND EVALUATION

TUTORING AND MENTORING SERVICES TO STUDENTS

FOOD AND HOUSING EXPENSES ON AN AS-NEEDED BASIS

A TRANSPORTATION REIMBURSEMENT PROGRAM FOR OUR LOW-INCOME STUDENTS

FREE PROFESSIONAL COUNSELING FOR SURVIVORS SUFFERING FROM TRAUMA, ABUSE, OR SEXUAL VIOLENCE

TRAINING PROGRAMS FOCUSED ON LEADERSHIP, FINANCIAL LITERACY, ENTREPRENEURSHIP, AND PROFESSIONAL DEVELOPMENT

RETREATS FOR STUDENT COMMUNITY BUILDING



GEOGRAPHICAL AREA AFRICA

IMPORTANT PARTNERS

AFRICA NEW LIFE MINISTRIES, RWANDA

CORNERSTONE DEVELOPMENT, RWANDA

CORNERSTONE DEVELOPMENT, UGANDA

BRIDGES OF HOPE, SOUTH AFRICA



FOUNDER & CEO BIO

Justin Zoradi is the Founder and CEO of These Numbers Have Faces. He started These Numbers Have Faces after spending a summer in Cape Town, South Africa. An avid soccer fan, Justin is passionate about global education and entrepreneurship. He lives with his lovely wife Trisha, daughter Josie, and their chickens in Portland, Oregon.

REGISTERED WITH YOUR GOVERNMENT? YES

LOCAL/NATIONAL SOURCES?

97% OF OUR FUNDING IN THE LAST YEAR CAME FROM THE UNITED STATES, WITH 3% COMING FROM SOUTH AFRICA.

REGULAR AUDITED FINANCIAL REPORTS NO. WE HAVE AN ANNUAL EXTERNAL REVIEW BY A CERTIFIED CPA.

CURRENT YEAR'S OPERATING BUDGET? \$545,200

2010

TOTAL REVENUE: \$93,956
TOTAL EXPENSES: \$76,636

2013

TOTAL REVENUE: \$393,866
TOTAL EXPENSES: \$351,794

2011

TOTAL REVENUE: \$199,561
TOTAL EXPENSES: \$135,255

2012

TOTAL REVENUE: \$190,302
TOTAL EXPENSES: \$168,371

WE HAVE NO DEBT OR OPERATING DEFICITS AND BEGAN THE YEAR WITH 25% OF OUR ANNUAL BUDGET IN SAVINGS.

BOARD MEMBERS

JUSTIN DERNISON – BOARD CHAIR

STEFANI WILLIS - VICE CHAIR

YUNG OUYANG – TREASURER

VANESSA PADGALSKAS – SECRETARY

REGINA INGABIRE

RICHARD ELIXMAN

RYAN HOPPE

BRIAN MCCAULEY

SUSAN HALLIDAY

MATT O'DONEL

FINANCIAL OVERVIEW • TOP 10 DONORS

1. MICAH 6:8 FOUNDATION - \$50,000 (FOUNDATION)
 2. TARSADIA FOUNDATION - \$39,600 (FOUNDATION)
 3. SOLID ROCK CHURCH - \$24,000 (CHURCH)
 4. IMAGO DEI FOUNDATION - \$15,000 (FOUNDATION)
 5. FITE FOUNDATION - \$10,000 (FOUNDATION)
 6. SEACRET DIRECT - \$8,000 (CORPORATE)
 7. GREENLEAF FOUNDATION- \$7,500 (FOUNDATION)
 8. JOHN COLLINS - \$5,000 (INDIVIDUAL)
 9. CAROLYN MADRID - \$5,000 (INDIVIDUAL)
 10. EUGENE WILLIS - \$5,000 (INDIVIDUAL)
-

IRS DETERMINATION LETTER

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **FEB 19 2008**

THESE NUMBERS HAVE FACES
PO BOX 3402
PORTLAND, OR 97208

Employer Identification Number:
26-0416765
DLN:
17053324002047
Contact Person: SUSAN Y MALONEY ID# 31210
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
May 9, 2007
Contribution Deductibility:
Yes
Advance Ruling Ending Date:
December 31, 2011
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

