



Your Community Foundation is planting the seeds of collaboration and engagement.  
**Applications begin January 7, 2019**

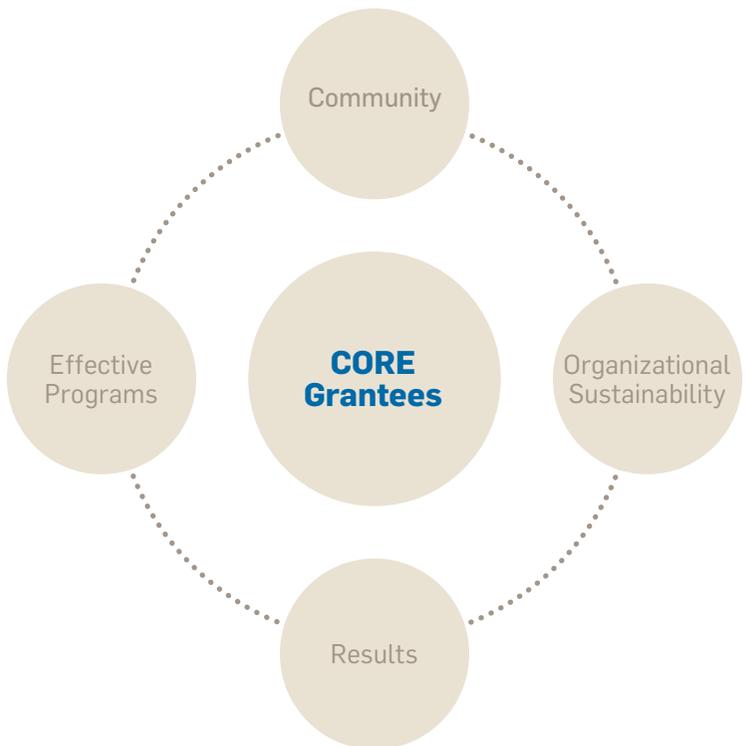
# CORE Grants 2019



For more than 38 years, the Community Foundation for Southern Arizona (CFSA) has been a trusted philanthropic partner helping hundreds of individuals, families, businesses and nonprofits to create a stronger community.

As we prepare for the decade ahead and sharpen our focus, CFSA will be making general operating support grants to high-impact nonprofits. We know from experience — our own and that of other forward-looking foundations — that such gifts can quicken the arc of change, creating greater results in less time and at lower cost.

*The Community Foundation is excited to provide CORE grants to high-impact nonprofits.*



## Building on Best Practices

Since 1980, the Community Foundation for Southern Arizona has distributed more than \$176 million to the regional nonprofits and educational institutions. Dollars have been directed toward programs spanning animal welfare, arts and culture, community development, education, environment, health and human services, and other areas of community need.

In 2016, CFSA changed its grantmaking strategy to confront 21st century challenges and achieve greater impact in our grantmaking. After research and following recommendation of best practices by other foundations, CFSA developed CORE grants.

The purpose of the CORE grants is to provide unrestricted operating support for high-impact nonprofits. We believe in order for our nonprofit community to improve the life of people and places in Southern Arizona they need the core unrestricted working capital to leverage their impact.

Characteristics of the high-impact nonprofit organizations that will receive funding are ones that meet our CORE values of:

**Community** Are continually evolving and growing, meeting the needs of the clients they serve. They are well networked and utilize the strengths of relationships and collaboration.

**Organizational Sustainability** Have business models that provide on-going financial sustainability for their organization as well as the ability to leverage different forms of capital. A robust and balanced fundraising plan is in place and volunteers and staff are balanced in their roles. They have boards and staff that are skilled, diverse, and knowledgeable and have shown longevity and a desire to move the organization forward to achieve the best results.

**Results** Demonstrate results and outcomes which help them improve over time as well as develop appropriate services to their clients. High-impact nonprofits should be able to demonstrate methods for collecting and evaluating effectiveness.

**Effective Programs** Clearly articulate why their programs and mission are important; high impact nonprofits strategically align their programmatic work with the larger good of the clients that they serve.

## Partnering with Donors

CFSA believes in the power of collaboration and engagement of our donor community. Donors who have an interest in CORE grant support can participate with CFSA to select grantees according to their charitable budget and personal choice.

## CORE Funding Explained

General operating and CORE funding can be used interchangeably to describe support that is not awarded for specific projects or programs. As the name suggests, CORE grants can support fundamental needs, including administrative costs, program expenses or salaries.

Grant requests from \$10,000 to \$30,000 will be accepted from qualified nonprofit organizations.

### Why Do It? \*

- Gives nonprofit organizations the flexibility to direct their spending where it is needed.
- Enables nonprofits to build a strong and sustainable infrastructure to run effective programs.
- Eases fund-raising pressures on nonprofit executives, reducing burnout and allowing them to focus on the mission.
- Fosters innovation and risk-taking, providing nonprofits with resources to take advantage of new opportunities as they arise.
- Reduces the power imbalance between grantmaker and grantee, bringing new transparency and trust to the relationship.

### What are CORE's goals?

- Increase capacity for nonprofits
- Build community
- Evaluate effectively
- Connecting and convening

## Application Guidelines

In addition to meeting the CORE values, organizations applying for these grants must meet all of the criteria below.

### Structure and Finances

- Applicant must be a 501(c)3 in good standing and have been operating for at least three years
- The grant period is for one year in duration. An agency can not apply for funding until all reports required are received
- Organization must have a total operating budget of \$200K to \$2M and be able to show a balanced budget for the past three years
- Grants are generally not made to individuals, for profit organizations, government entities, capital fund drives, construction, or renovation (minor capital improvements required to implement programs are allowable), agency endowments, debt reduction, individual schools, religious organizations for sectarian purposes, pure sports teams

\* From *General Operating Support, Grantmakers for Effective Organizations Action Guide*, July 2007

*Giving nonprofit organizations the flexibility to direct spending where it is needed.*

## Leadership and Staff

- Applicant's CEO, ED or equivalent must have been with the organization at least 2 years and management must work in the communities they serve

## Southern Arizona Presence

- Applicant organization must have local leadership in the form of a board of directors or advisory committee, local financial support and local program management and accountability
- Applicant organization must be conducting charitable work in Southern Arizona directly benefiting people and communities located south of the Gila River
- We welcome applicants from CFSA's entire service area, including Tucson, Yuma, Safford, Douglas, Nogales, Sierra Vista, Bisbee and other regional communities
- Organization's programs must serve at least 100 annually

## Diversity and Principles

- Awards made by CFSA's various grant panels support organizations that do not discriminate in their employment practices, volunteer opportunities or delivery of programs and services on the basis of race, color, religion, national origin, ancestry, gender, age, sexual orientation, citizenship, disability, ethnicity, marital status, familial status, gender identity, economic circumstances and/or veteran status. Organization will be required to submit their diversity policy
- Have a clear commitment to diversity, equity, and inclusion and encourage board and staff to reflect the communities they serve
- Must be able to demonstrate and clearly articulate CORE values

*CFSA honors  
the rich  
diversity of our  
community  
and promotes  
equal  
opportunities  
for all people.*

## Documents Required

- Year-end Balance Sheets for the prior three fiscal years
- Year-end Profit and Loss Statements (or Income Statements) for the prior three fiscal years
- Most recent, board approved year to date financial statements, including Profit and Loss or Income Statement. This document needs to reflect how your organization is doing in comparison to your budget.
- List of Board of Directors, professional affiliation, and number of years served
- Diversity policy
- Complete Diversity Matrix

## Important Dates

**January 7, 2019** Applications Open

**March 1, 2019** Applications Due

**March-April 2019** Applications Review

**June 10** Award Notifications

**Summer 2019** Awards Celebration

January 7

### Application Open

RFP announced and released

March 1

### Applications Due

March-April-May

### Applications Review

CFSA staff and committees review eligible proposals

June

### Award Notifications

Organizations notified about awards and funds disseminated

## For More Information

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June

**Awards  
Celebration**

through 2019-20

**Convenings/  
Evaluations**

During funding period Grantees will participate in convenings, evaluations and reporting