



# CORE GRANTS 101

**A GUIDE TO SUCCESSFUL CORE GRANT SUBMISSION  
FOR SOUTHERN ARIZONA NONPROFITS**



# CORE Grants 101

Thank you for your interest in a CORE Grant from the Community Foundation for Southern Arizona. We know from experience – our own and that of other forward-looking foundations – that general operating support can quicken the arc of change, creating greater results in less time at lower cost.

CFSA developed CORE Grants in 2016 to achieve greater impact through our grantmaking. Through CORE Grants, CFSA provides nonprofits with the flexible working capital necessary to maximize their impact and improve the quality of life in southern Arizona. Characteristics of the well-run nonprofit organizations that can 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 ongoing 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. Well-run nonprofits should be able to demonstrate methods for collecting and evaluating effectiveness.

## Effective Programs

Clearly articulate why their programs and mission are important; well-run nonprofits strategically align their programmatic work with the larger good of the clients that they serve.

The goals of CORE are to increase capacity for nonprofits, build community, evaluate effectively, and support connection and convening for southern Arizona nonprofits. This guide is meant to assist you with learning all about our CORE grants program, the review process and to ensure that you're submitting the most accurate CORE Grant application possible. Please take a few moments to review each section before beginning your application.

Please contact **Jeaiza Quinones Ivory**, Program Manager at 520-447-8927 & [jquivory@cfsaz.org](mailto:jquivory@cfsaz.org) OR **Kelly Huber**, Senior Director of Community Investments, Community Foundation for Southern Arizona at 520-209-2858 & [khuber@cfsaz.org](mailto:khuber@cfsaz.org) for questions regarding this process.

# Grant Reviewers & Process

## What does the CORE application process entail?

### 1. Round 1 – December 2021

- a. After the application deadline CFSA staff will review all submitted applications for eligibility to ensure all applicants meet the criteria and that applications are complete.
- b. Applicants **may** be asked for clarifications and edits to their applications during this round.
- c. At the end of this round applicants who **do not** meet criteria or failed to meet criteria will be declined – all other applicants will be advanced to the next round.

### 2. Round 2 – January/February 2022

- a. In this round the applications are released to our CORE Grants Review Committee for scoring.
- b. Scores are averaged from multiple reviewers and based on CORE values.
- c. At the end of this round the committee will meet to discuss the results of this scoring and decide on finalists for Round 3. Applicants will be notified of their status by **February 14, 2022**.

### 3. Round 3 – March 2022

- a. Finalists in this round will participate in 15-minute presentations for the review committee, donor collaborators, and CFSA staff.
- b. These presentations are also scored by our CORE Grants Review Committee.
- c. These presentations do not include PowerPoints, or any external materials.
- d. Presentations allow the committee to get to know the organization, their mission, their work and their teams.
- e. At the end of this round the committee will meet once again to discuss the results of their scoring and make final recommendations for CORE Grantees for 2022.
- f. Donor Collaborators will separately make their recommendations for organizations they have chosen to fund.
- g. **All applicants will be notified by email of the final results on April 7, 2022.**

The CORE Grant period is for **one year** in duration. Organizations may receive **up to 3** consecutive CORE Grants. If your organization has received 3 consecutive CORE grants, you must wait for a period of at least 1 year before applying again and must meet all eligibility requirements upon applying.

## Who decides on grantees?

**CORE Grants Review Committee:** To ensure that CORE funding reflects community priorities and the annual pool of applicants, CFSA grants committees are structured to reflect the region they serve. We seek volunteers from professional backgrounds including nonprofit, for-profit, governmental, and nontraditional backgrounds who show a clear commitment to our grants process as well as inclusion, diversity, equity, and access. Our CORE grants committee assists with the evaluation and scoring of eligible CORE grant applications. Additionally, this committee participates in several selection meetings along with CORE grant presentations to assist with determining our final list of CORE grantees.

**CORE Collaborators:** Donor Collaborators are comprised of other foundations, DAF fundholders and other donors who want to invest in your organization. Collaborators utilize CFSA's processes, applications and often Grants Review Committee expertise to assist with their grantmaking decisions.

## Core 2022 Timeline

**Please note that dates may change throughout the process to accommodate unforeseen circumstances.** The Community Investments staff at the Community Foundation for Southern Arizona will always notify applicants **via email** of any updates regarding the CORE Grants process.

Date	Time	Event
October 22 <sup>nd</sup>	4:30 PM – 5:30 PM	CORE Webinar
November 1 <sup>st</sup>	12:00 AM	CORE Application Opens
December 3 <sup>rd</sup>	5:00 PM	CORE Application Closes
December 6 <sup>th</sup> – 12 <sup>th</sup>	N/A	Application Eligibility Review
December 21 <sup>st</sup>	N/A	<b>1<sup>st</sup> Round Finalists Notified (VIA EMAIL)</b>
January 2022	N/A	Committee Begins Application Scoring
February 14 <sup>th</sup>	N/A	<b>2<sup>nd</sup> Round Finalists Notified (VIA EMAIL)</b>
March 1 <sup>st</sup> – 4 <sup>th</sup>	<b>Schedule Finalized in February</b>	CORE Grant Presentations (Virtual or In Person <b>TBD</b> )
April 7 <sup>th</sup>	By 5:00 PM	<b>CORE Grantees Notified (VIA EMAIL)</b>
May 3 <sup>rd</sup>	9:00 AM	CORE Grants Awards Ceremony

## Application Guidelines

In addition to meeting the CORE values, organizations applying for these grants must meet all criteria listed below. To better explain criteria, this guide will provide some answers to frequently asked CORE grant questions.

### How much can I request?

We accept grant requests between **\$10,000** and **\$30,000** from qualified nonprofit organizations. We do not give recommendations on how much you **should** request. No one knows what your organization needs better than you, so we recommend that you **ask for what you need**. Nonprofits are not penalized for asking for “**too much**” in this grant round. **Remember:** CORE grants are general operating support grants.

### Why do you collect demographic information?

You may notice a section for demographic information in your CORE application. This information is gathered in order to help The Community Foundation for Southern Arizona assess how we can provide local nonprofits with tools and training tailored to where they are. **These questions are not used as a part of the evaluation/award/decision making process for CORE grants.**

### What makes my organization eligible to apply?

In Round 1 our staff will make sure that your organization meets the following criteria in order to advance to the next round:

- 1. Applicant must be a 501(c)3 in good standing and have been operating for at least 3 years.**
  - a. You will be asked to provide your EIN which will be used to verify this information.
- 2. The applicant must be current in all reporting to CFSA**
  - a. We ask that applicants not have any outstanding reports due in any previous/current grant cycles with CFSA.
- 3. Organization must have a current annual budget between \$100k - \$2M**
  - a. This number should be reflected in your current year-to-date profit and loss statement compared to approved operating budget as your **total income** expected for the year.
  - b. This budget can include things like in-kind income.
- 4. Organizations must have strong financial oversight and governance**
  - a. Please double check the “**Financials**” section for more information on what we look for when examining your financial documents.
- 5. Your current executive director/CEO/president or equivalent must have been with the organization for at least 1 year as of the application deadline.**
  - a. This guideline helps us to ensure organizational stability and sustainability. While we don’t assume that all CEO/ED transitions point to instability, we use this as a guideline to ensure that organizations can focus on using CORE to take their work to the next level.
  - b. If you have questions regarding this guideline and how it applies to your organization, please call us.
- 6. Grants are generally not made to individuals, for-profit organizations, government entities, capital fund drives, agency endowments, debt reduction, individual schools, religious organizations for sectarian purposes, or pure sports teams.**
  - a. Capital improvements required to implement programs and services are allowable.
  - b. Schools with 501c3 status may apply and individual colleges within universities may use their foundation as a fiscal agent.

7. **Applicant must have local leadership in the form of a board of directors or advisory committee, local financial support and local program management and accountability.**
  - a. Must have some board representation in the southern Arizona region. This information will be verified in “Board List” document by the city of residence.
8. **Applicants must be headquartered or providing services in Cochise, Graham, Greenlee, Pima, Pinal (South of the Gila River), Santa Cruz and Yuma counties.**
  - a. Applicants must have headquarter/location/charter conducting charitable work in one of these counties. Grant funding cannot be used outside of southern Arizona region.
9. **Have a clear commitment to inclusion, diversity, equity, and access and encourage board and staff to reflect the communities they serve.**
  - a. Awards made by the foundation’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, Religion, Gender or Gender Identity (including gender nonconformity and status as a transgender individual), Gender Expression, Sexual orientation, Age, Ancestry, Citizenship, Ethnicity, Familial Status, Socioeconomic Status (economic circumstances), Color, Creed, Sex (including pregnancy), Phases of Parenthood, National Origin, Marital Status, Veteran Status (past, current, or prospective service in the armed forces), Genetic Information, Physical Characteristics or Appearance, Mental or Physical Disability, Any other status prohibited by applicable law.

#### What documents will I have to submit?

The documents listed below are all requirements for a complete CORE Grant application. Please double check the descriptions under these documents to ensure yours are accurate. **If possible, please convert all documents to PDF before uploading.**

1. **Organization Diversity Policy/Non-discrimination Policy**
  - a. We do not accept full HR manuals/employee handbooks or employment-based non-discrimination statements.
  - b. Your diversity policy should state the commitment of your organization as a whole to diversity, equity, and inclusion – not just in employment practices.
  - c. An example of a diversity policy can be seen [here](#).
2. **List of Board of Directors**
  - a. This list **must include** the name, email, title, city and number of years served for each board member.
  - b. This document should be separated from your list of key staff.
3. **List of Key Staff**
  - a. Even if your organization is an all-volunteer organization, we ask that you include key volunteers/**leaders** within your organization.
  - b. This list **must include** the name, email, title/role, city and number of years employed for each key staff member.
4. **Financial Documents**
  - a. ***Please see the next section for a detailed description of the required documents.***

## CORE Grant Financials

Please **do not** combine these documents into a single file – instead we ask for **separate PDF documents** if possible. **PLEASE NOTE: we do not accept full financial audit documents in place of CORE financials.**

### Annual Operating Budget Between \$100k and 2M

If your organization has in-kind income, this can be reflected in your budget and calculated in the total. In-kind income should be demonstrated in the current year-to date financials.

### Strong Financial Oversight and Governance

We like to see that your organization has up-to-date and accurate financial documents and an active, engaged board and staff who look at how the past, present, and future reflect in your financial documents.

### Balance Sheets (Assets and Liabilities) – FOR MOST RECENTLY COMPLETED FISCAL YEAR

Please submit a balance sheet, sometimes called a statement of financial position. This will show the assets and liabilities for your organization. Please make note on the balance sheet when your accounting year ends for the most recently completed fiscal year; for example, June 30. **An example is shown below.**

### Profit And Loss Statement (Income and Expense) - FOR MOST RECENTLY COMPLETED FISCAL YEAR

Please submit a profit and loss statement, sometimes called a statement of financial activities or income statement. This will show the income and expenses for your organization. Please make note on the statement when your accounting year ends when your accounting year ends for the most recently completed fiscal year; for example, June 30. **An example is shown below.**

### Year-To-Date P&L (Profit and Loss) Against Operating Budget – CURRENT YEAR

In this document we'd like to see your current operating budget presented **against your current** profit and loss statement, sometimes called a **budget to actual**. This document allows us to see how your organization is doing in the current year in relationship to your budget.

1. Most organizations will only show a partial year or year-to-date (**this is OK**) for your P&L however, if your financial year begins close to the deadline, you can choose to send in your previous fiscal year or current fiscal year, whichever is available.
2. The current operating budget line in this document is also important for us to verify your eligibility and **MUST MATCH** the current operating budget stated in the application.
3. Please make sure to clearly mark the dates on this report.

# CORE Grant Financials – BALANCE SHEET (ASSETS AND LIABILITIES)

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(Not a template, please use your own form)

	Organization Name	
<b>Balance Sheet</b>	<b>(also known as</b>	
<b>Date</b>		
	2020	
<b>ASSETS</b>		
Current Assets:		
Cash in Checking		
Money Market		
Petty Cash		
Interest Receivable		
Grants Receivable		Grants Receivable due within one year
Accounts Receivable		Receivables such as pledges receivable due
Prepaid Expenses		
Total Current Assets	0	
Investments		
Accounts Receivable		Receivables such as pledges receivable due in
Property and Equipment, net		
Security Deposits		
Other Assets		
<b>Total Assets</b>	<b>\$0</b>	
<b>Liabilities and Net Assets</b>		
Current Liabilities:		
Accounts Payable		
Grants and Distributions Payable		
Deferred Revenue		
Notes Payable, Current Portion		Notes Payable due to be paid within one year
Payroll and Payroll Taxes Payable		
Total Current Liabilities	0	
Notes Payable, Non-current Portion		Notes Payable due to be paid in over one year
Total Liabilities	0	
Net Assets:		
Without Donor Restrictions		
With Donor Restrictions		
Total Net Assets	0	
<b>Total Liabilities and Net Assets</b>	<b>\$0</b>	
<b>LIABILITIES</b>		
Current Liabilities		
	Other Current Liabilities	
	Income Tax Liabilities	
	Payroll tax liability	
	<b>Total Current Liability</b>	
Other Current Liabilities		
	Accounts Payable	
	Total other Current Liabilities	
<b>EQUITY</b>		
	Net assests	
	Unrestricted net assets	
	permanently restricted net assests	
	<b>Total Net Assets</b>	
	Unrestricted Net Assests	
	Net Income	
	<b>Total Equity</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>		



# CORE Grant Financials – PROFIT & LOSS (INCOME AND EXPENSE)

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(Not a template, please use your own form)

Organization Name		
Income Statement (also known as Statement of Activities)		
		2020
<b>Revenue and Support:</b>		
Contributions		
Grant Revenue		
Interest and Dividends		
Investment Income (Loss), Net		
Fundraising Revenue, Net		
Gifts In Kind		
<b>Total Revenue and Support</b>		\$0
<b>Expenses:</b>		
Direct Program Services		
Grants Expense		
Salary Expense		
Payroll Taxes		
Employee Benefits		
Consulting Services		
Marketing, Advertising & PR		
Dues and Subscriptions		
Meetings		
Conferences		
Travel		
Bank Fees		
IT Expense		
Rent Expense		
Insurance		
Office Supplies		
Postage and Shipping		
Print and Copy Expense		
Telephone		
Depreciation Expense		
License Fees		
In Kind Expense		
<b>Total Expenses</b>		\$0

# CORE Grant Financials- YEAR TO DATE P&L AGAINST OPERATING BUDGET

*This is not a template, please use your own form.*

Current Financials (Not a template, please use your own form)

Organization Name						
Budget to Actual FY 22						
June 30, 2022						
	Dec 21 MTD			Annual		
	Actual		Budget	Variance	Budget	%
<b>Revenue and Support:</b>						
Contributions						
Grant Revenue						
Interest and Dividends						
Investment Income (Loss), Net						
Fundraising Revenue, Net						
Gifts In Kind						
<b>Total Revenue and Support</b>	\$0		\$0	\$0	\$0	
<b>Expenses:</b>						
Direct Program Services						
Grants Expense						
Salary Expense						
Payroll Taxes						
Employee Benefits						
Consulting Services						
Marketing, Advertising & PR						
Dues and Subscriptions						
Meetings						
Conferences						
Travel						
Bank Fees						
IT Expense						
Rent Expense						
Insurance						
Office Supplies						
Postage and Shipping						
Print and Copy Expense						
Telephone						
Depreciation Expense						
License Fees						
In Kind Expense						
<b>Total Expenses</b>	\$0		\$0	\$0	\$0	

## Pro Tips!

1. Save and exit any other application drafts that you may have open in **Common Grant Application** before trying to edit your CORE Grant application.
2. Submit **well before** the deadline and ensure you have hit “submit” on your grant application BEFORE 5:00 PM MST - have someone on staff to double check!
3. Feel free to work on your application offline/using a word document and then add your wording to your application once you’re ready to submit.
4. Utilize this CORE 101 guide as a section-by-section helper for your application.
5. In your application narrative, be sure to tell us who you are right away. Do not rely too heavily on your mission statement. Some reviewers may have never heard of your organization.
6. If you need the CORE application translated in Spanish, please let us now so that we can send you a PDF copy. / Si necesita esta solicitud traducida al español, háganoslo saber ahora para que podamos enviarle una copia en PDF.
7. In Common Grant Application, please use the “help boxes” marked with a blue question mark box to guide you.
8. Please convert all documents to PDF before uploading them to your application to ensure formatting doesn’t change.
9. If you are confused by any CORE criteria, please contact staff for clarification.

We know that any grant process can be stressful and taxing on an organization and its employees. We encourage you to reach out to any member of our staff with questions regarding the application via phone or email. Our team is here to help and we wish you the best of luck with the entire CORE Grants experience.

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