ARTS & CULTURE INITIATIVE

Capacity Building + General Operating Grant Training
July 2024
Introductions

Naila Ansari
Linda Franke
Noah Goodling
Lynette Printup
Yuki Numata Resnick
Today’s Agenda

- GENERAL GRANT INFO
- SHARED LEARNING
  - Nonprofit Lifecycles
  - Capacity Building
- APPLICATION DETAILS & GUIDANCE
- SHARED PROBLEM-SOLVING
So That...

- You feel equipped to write a strong application
- We will have a shared understanding of capacity-building
- We can establish and practice habits of transparency and communication
- We can begin to build trust and relationship across the arts sector
GOT A QUESTION?

As questions come to you, please write them down on the card in front of you.

We will take as many questions as possible at the end of the Training.

If we run out of time, please email me at yukinr@cfgb.org.
GENERAL GRANT
INFO

[Building Image]

[Building Image]
2024 GRANT OPPORTUNITIES

CAPACITY BUILDING + GENERAL OPERATING
for organizations with at least 1 full-time (or 1 FTE) staff member to invest in its continued ability to strategically achieve its mission - now and into its future.

MICRO GRANT
for organizations that are volunteer-led or have less than 1 full-time staff member. This grant is to execute immediate programming.

More details available on Arts & Culture Initiative website
ARTS AND CULTURE MUST BE CORE TO THE MISSION. Exceptions may be made in rural counties with limited independent arts and culture orgs. Request an exception via email by August 26.

≤ $500,000 OPERATING BUDGET IN THE MOST RECENTLY-COMPLETED FISCAL YEAR.

WHILE ORGS UNDERGOING SIGNIFICANT CAPITAL PROJECTS ARE ELIGIBLE TO APPLY, ORGS WITH FULLY ACTIVE PROGRAMMING WILL BE PRIORITIZED.

THE 13 ORGS NAMED BY THE RALPH C. WILSON, JR. FOUNDATION RECEIVING DIRECT, YEARLY FUNDING ARE NOT ELIGIBLE.

ORGS MUST “DO BUSINESS” IN 1 OR MORE OF THE 9 COUNTIES OF WESTERN NY.

ORGS MUST HAVE 501(C)(3) STATUS OR FISCAL SPONSORSHIP. The fiscal sponsor does not have to meet the above criteria but the sponsored org does.

More details available on Arts & Culture Initiative website
<table>
<thead>
<tr>
<th>General Grant Info</th>
<th>MONROE COUNTY ORGS</th>
<th>ALL OTHER COUNTIES</th>
</tr>
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<tbody>
<tr>
<td><strong>Application Portal</strong></td>
<td>Use RACF portal</td>
<td>Use CFGB portal</td>
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<tr>
<td><strong>Evaluation</strong></td>
<td>RACF staff and external evaluators</td>
<td>CFGB staff and external evaluators</td>
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<td><strong>Grant Results Notification Letter</strong></td>
<td>From RACF</td>
<td>From CFGB</td>
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<td><strong>Award Letter and Check</strong></td>
<td>From RACF</td>
<td>From CFGB</td>
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<td><strong>Grant Reporting</strong></td>
<td>From RACF</td>
<td>From CFGB</td>
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<tr>
<td><strong>Questions</strong></td>
<td>General inquiries: Yuki @ CFGB</td>
<td>Yuki @ CFGB</td>
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<td></td>
<td>Specific, logistical inquiries: Annette @ RACF</td>
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More details available on Arts & Culture Initiative website.
**APPLICATION OPENS:**
August 1

**APPLICATION CLOSES:**
September 16 @ 4pm

**NOTIFICATION:**
- Micro Grant - November
- Capacity Building - December

**GRANT SPEND DOWN:**
2025 Calendar Year

**EVALUATION:**
October - November

**GRANT REPORTING:**
December 2025

More details available on Arts & Culture Initiative website
GENERAL GRANT INFO

DOCUMENTS YOU MUST REVIEW ON YOUR OWN

- Grant Opportunity
  - Comparison Chart: Capacity-Building vs. Micro Grant

- Detailed Guidelines + Evaluation Section
  - Application PDF
  - Evaluation Rubric
  - More about Capacity-Building

More details available on Arts & Culture Initiative website
MISSION
WHY we exist and WHAT we do

VISION
What the community served will look like when the Mission is achieved

VALUE
What we believe in and HOW we do our work

Shared Learning
Inspired by Karen Lee Spaulding
NONPROFIT CAPACITY

OUR DEFINITION:
The continual investment in the ability of a nonprofit to strategically achieve its mission - now and into its future.

Building Capacity provides and strengthens the org foundation so that you can sustain and support your Programs and Mission.

Administrative Systems - efficiency, process
Business Model - finances, revenue sources
Governance - leadership, policies
Management - efficiency, effectiveness, culture
NONPROFIT LIFE CYCLE

Inspired by Karen Lee Spaulding
FOOD FOR THOUGHT

We’ll provide a quick overview of each phase of the nonprofit life cycle, focusing mainly on Idea, Start-Up, and Growth.

Disclaimer: This is a lot of information to take in. If any of it sparks your interest, please consider signing up for deep dive on Nonprofit Life Cycles, offered by the Nonprofit Support Group. Sign-up info will be provided later in this presentation.

As we walk through each phase, here are some guiding questions:
- Are there parts of a phase that sound familiar to your org?
- Do you see your org fitting into one or more phases?
- Is there a particular detail of a phase that stands out to you as something you want to address through capacity building?

adapted from Nonprofit Lifecycles, Susan Kenny Stevens
IDEA

Perceived community need sparks a founding idea or vision of what could be.

Program
- not yet defined, only the intense mandate to fill the identified gap

Administrative Systems
- minimal to no systems but may have some in-kind services, equipment, etc.

Business Model
- reliance on sweat equity, unless the originators have deep pockets or an “angel” supporter

Governance
- no Board yet, only supporters with a personal connection to the mission

Management
- originators are DO-ers with a commitment to the proposed purpose
START-UP

The beginning stages of operation - energy and passion are at their highest! Systems generally take a backseat to program.

Program
- Simple, experimental
- Willingness to do almost anything to prove that services can and should exist
- Energy and dedication might take precedence over quality and protocols

Administrative Systems
- Financial and admin systems are minimal

Business Model
- Typically low budget, bootstrap operation unless there’s an “angel” supporter
- Budget is the sole financial document

Governance
- First Board convened, members likely have personal connection to mission or founder
- Respect for founder may mean that members defer board decisions to founder/staff

Management
- Leader is charismatic, a “spark-plug”, and the group’s most experienced person
- First staff wear many hats, live the mission with total enthusiasm
GROWTH

Program opportunity and service demand exceed current systems and structural capabilities.

Program
- Program begins to understand its “edge” - what separates its programming from others

Administrative Systems
- Systems must now be improved in order to meet the growing demands of the program, including compliance, procedure and protocols

Business Model
- More sources of income create greater accounting complexities
- Introduction of additional financial tools like balance sheets and profit and loss documents

Governance
- Board moves beyond “friends”, begins to recruit professionals with specific skills AND increased expectations for performance
- Board structure begins to appear

Management
- Staff begin to feel exhaustion - there’s always something more to be done, there’s not enough time and everything feels urgent
- First staff specialists are hired, may also require competitive compensation
MATURE

The organization has a reputation for providing steady, relevant and vital services to the community. Operates with a solid organizational foundation and overall sense of security.

Program
- Well-organized, results-focused, and in touch with community needs
- Balance core programming while remaining imaginative and creative

Administrative Systems
- Org has systems, protocol, and procedure for routine program, board, and personnel matters

Business Model
- Multiple and well-balanced sources of income
- Accurate financial forecasts are made and deficits generally avoided
- Has some financial flexibility to at least partially self-fund new initiatives

Governance
- Board sets direction, is policy-oriented, and leaves management to the ED
- There is a plan for succession planning at the Board and staff level

Management
- Executive leadership may be 2-3 generations away from founders
- Staff is seasoned and able to delegate
- ED inspires confidence in staff, Board, and community
DECLINE

The organization makes decisions based on internal factors rather than external community needs, resulting in diminished community input and insufficient funds to cover operating expenses.

Program
- Status-quo, generally focused on taking pride in past achievements
- Programs are losing participants to others

Administrative Systems
- Systems might be antiquated, physical space may be deteriorating

Business Model
- Budgets are fixed-cost, expense heavy, with income projecting past experience rather than current reality

Governance
- Board is unaware that something is wrong... a new board member is generally the “whistle-blower”, calling status quo into question
- Strategic plan may exist but is more focused on “what we want to do” instead of community need

Management
- May feel trapped by commitment to the status quo, no matter how poorly it’s working
- Organizational slippage is unseen, denied, or blamed on external factors
**TURNAROUND**
An organization is at a critical juncture but, through self-awareness and determination, has taken decisive action to reverse prior actions in favor of viability and relevance.

**TERMINAL**
An organization accepts responsibility to cease operations in a manner respectful of its past.

Terminal stage can also be a strategic decision - going out of business with eyes wide open and with a positive sense of accomplishment. Circumstances might include:
- a “limited life” gift with specific number of years in place
- examples from the arts world where an artistic founder and board mutually plan to disband rather than continue upon founder retirement
PHEW!
NONPROFIT LIFE CYCLE DEEP DIVE

Offered by Nonprofit Support Group of WNY
For more info, contact Katie Pieri: katie@wnynsg.org
BACK TO NONPROFIT CAPACITY

OUR DEFINITION:
The continual investment in the ability of a nonprofit to strategically achieve its mission - now and into its future.

FOOD FOR THOUGHT:
- What phase might your org be in? Are you straddling several phases? Are you firmly in one phase?
- Do you want to move toward another phase? If so, when might be the best time to start planning for that?
- Do you see ways capacity building can help you build stronger “table legs” so that you can move more easily?
**NOTEWORTHY ITEMS**

I.E. READ IN DETAIL ON YOUR OWN TIME!

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<th>Application</th>
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<tr>
<td>• Identify Staff and Board leads</td>
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<td>• Letter from Board is REQUIRED</td>
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<td>• You may submit 2 capacity-building requests for $15,000 each - if awarded, you will be awarded 1 request only though both will be equally considered</td>
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<th>Rubric</th>
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<tr>
<td>• Keep this open as you write your application</td>
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<tr>
<td>• Provides detailed understanding of what reviewers are looking for in each answer</td>
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<tr>
<th>Capacity Building vs. Micro Grant</th>
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<tr>
<td>• Provides comparison between 2 grant opportunities</td>
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<td>• Provides DETAILED definition of full-time staff</td>
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<th>FAQ's</th>
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<tr>
<td>• Provides answers to, well, frequently asked questions!</td>
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SCENARIO: A music education organization is brand new and they are serving the immigrant and refugee community. The founders are experienced educators so they have strong teaching skills but still, they’re having trouble retaining students.

Initial Problem: We lose a lot of students after their first semester with us.

Digging Deeper - why might this be happening?
- Families aren’t involved
- Most parents do not speak English and we only communicate in English so parents don’t really understand what their kids are doing.
- Parents don’t value our program. They think of us as babysitting.

Early solutions - anything is possible!
- Find out what languages our families prefer to communicate in
- Hire interpreters
- Learn more about our families’ cultures and figure out what’s meaningful to them
- Communicate more with parents
SCENARIO: A music education organization is brand new and they are serving the immigrant and refugee community. The founders are experienced educators so they have strong teaching skills but still, they’re having trouble retaining students.

Capacity Building Plan - Which solutions are realistic? How will you implement them?

- Identify the parents who ARE committed to our program and ask for their help.
- Research interpreter resources in the community. Begin developing relationships with these resources.
- Change our registration form to include a field for preferred language. Translate our registration form into the top 5 languages in Buffalo Public Schools, then adjust as we better understand our families.
- Hold parent meetings 2 times/semester with interpreters so that we can begin building a relationship. Also use these meetings to showcase student work and talk more about the program.

Request - what will it take?

- $2,000 - honorarium for parent ambassadors
- $6,000 - staff time for research, relationship-development, and running parent meetings.
- $3,000 - Cultural Humility training for staff and volunteers
- $3,000 - interpretation and translation services
- $1,000 - unrestricted General Operating

TOTAL REQUEST: $15,000
Remember our goals for today?

- You feel equipped to write a strong application.
- We will have a shared understanding of capacity-building.
- We can establish and practice habits of transparency and communication.
- We can begin to build trust and relationship across the arts sector.
How did we do?

Please complete this brief, anonymous survey to let us know if we reached our goals or if we need to keep working on it. Your feedback matters!

bit.ly/aci-training-survey