



Community Foundation
for Greater Buffalo

ARTS & CULTURE INITIATIVE

**Year 2 Capacity Building +
General Operating Grant Training
June 2025**

As you arrive...



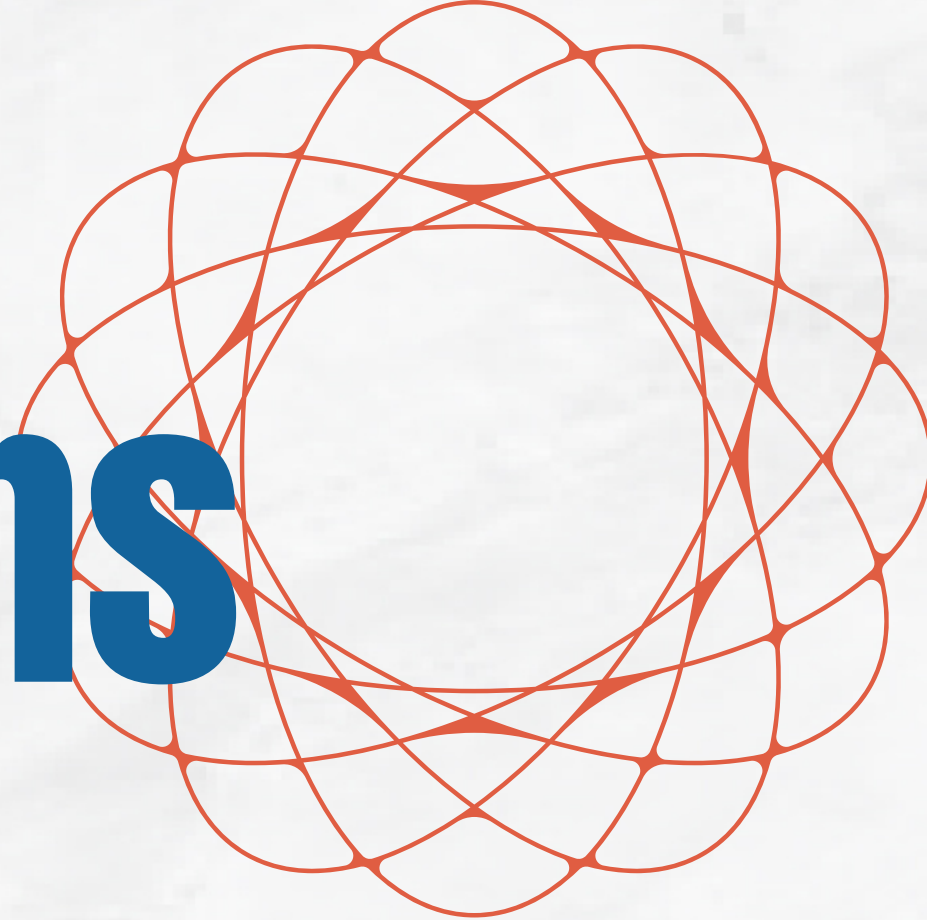
RENAME YOURSELF

- NAME, ORGANIZATION

ex. Yuki Numata Resnick, Community Foundation for
Greater Buffalo



Introductions



Yuki Numata Resnick



Naila Ansari



Linda Franke



Noah Goodling



Lynette Printup

Today's Agenda

 GENERAL GRANT INFO

 SHARED LEARNING

- Nonprofit Lifecycles
- Capacity Building

 APPLICATION DETAILS & GUIDANCE

 COHORT ACTIVITIES



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 continue to build trust and relationship across the arts sector





GOT A QUESTION?

Send them directly in the chat box to Yuki.

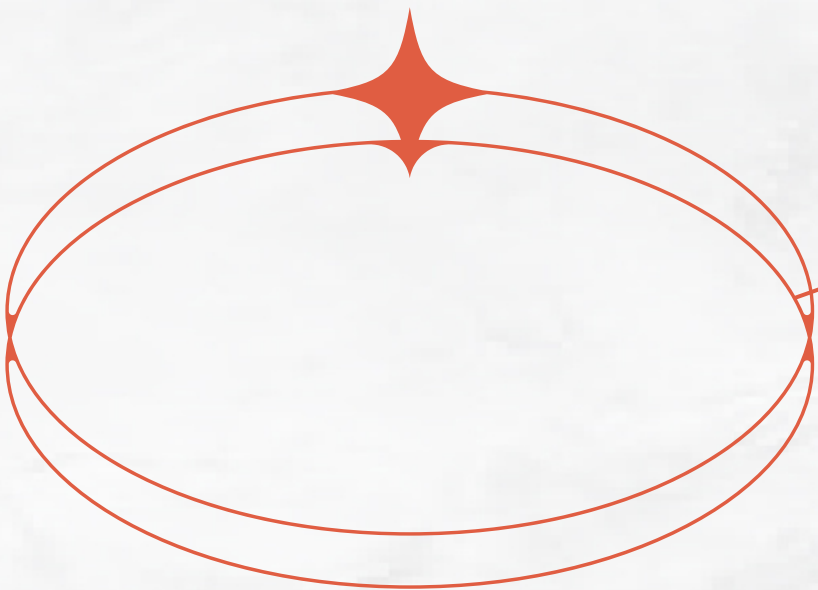
We will take as many questions as possible at the end of the Training.

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



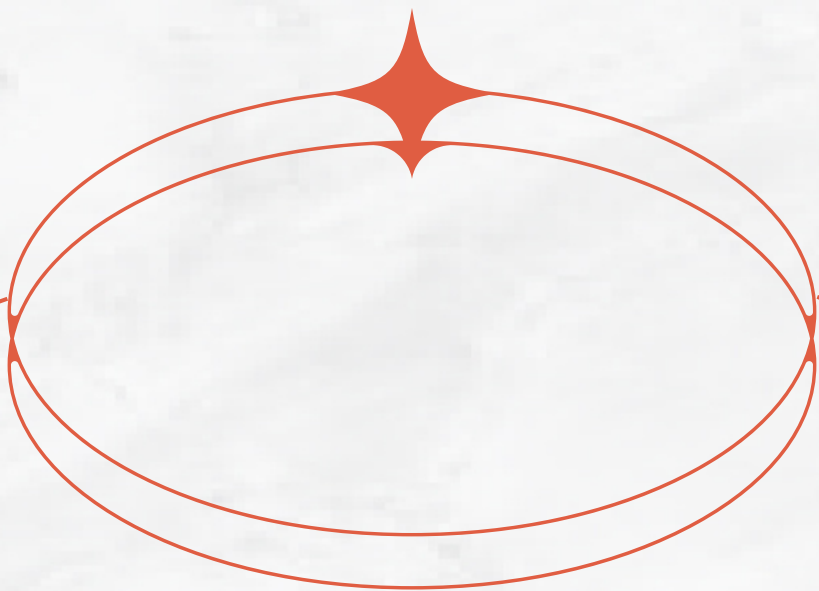
GENERAL GRANT INFO

2025 GRANT OPPORTUNITIES



MICRO GRANT

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



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.



YEAR 2 CAPACITY-BUILDING + GENERAL OPERATING

for 2024 Capacity-Building + General Operating grantees.



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 29.

✦✦ ~~≤ \$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.**

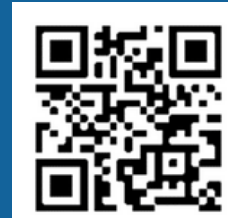
✦✦ **THE 13 ORGS NAMED BY THE RALPH C. WILSON, JR. FOUNDATION RECEIVING DIRECT, YEARLY FUNDING ARE NOT ELIGIBLE.**

✦✦ **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.

ELIGIBILITY



More details available on Arts
& Culture Initiative website

	MONROE COUNTY ORGS	ALL OTHER COUNTIES
Application Portal	Use RACF portal	Use CFGB portal
Evaluation	RACF staff and external evaluators	CFGB staff and external evaluators
Grant Results Notification Letter	From RACF	From CFGB
Award Letter and Check	From RACF	From CFGB
Grant Reporting	To RACF	To CFGB
Questions	General inquiries: Yuki @ CFGB Specific, logistical inquiries: Annette @ RACF	Yuki @ CFGB

RACF

+

CFGB

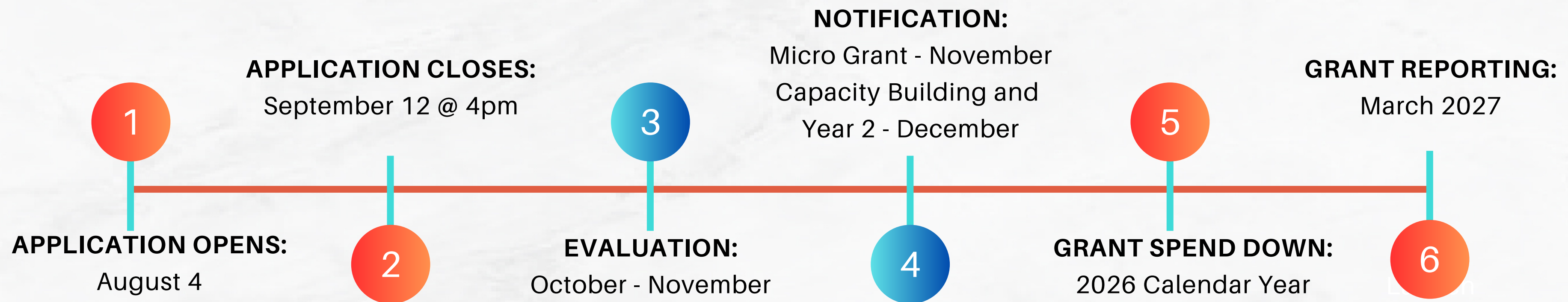


More details available on Arts & Culture Initiative website

TIMELINE

Grantee Responsibility

CFGB Responsibility



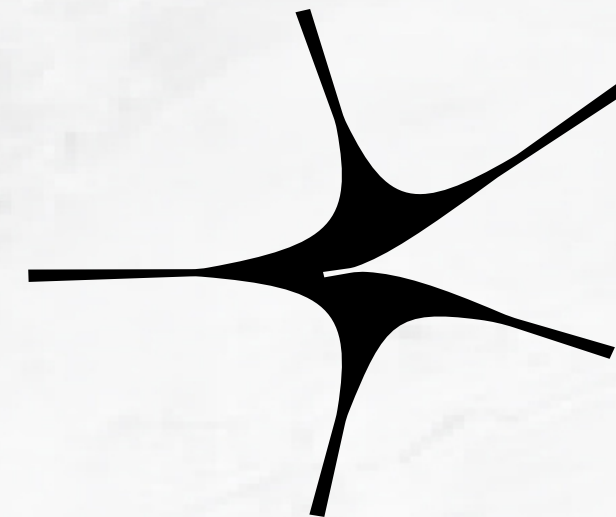
More details available on Arts &
Culture Initiative website



SHARED LEARNING



MISSION VISION VALUE



MISSION

WHY we exist and WHAT we do

VISION

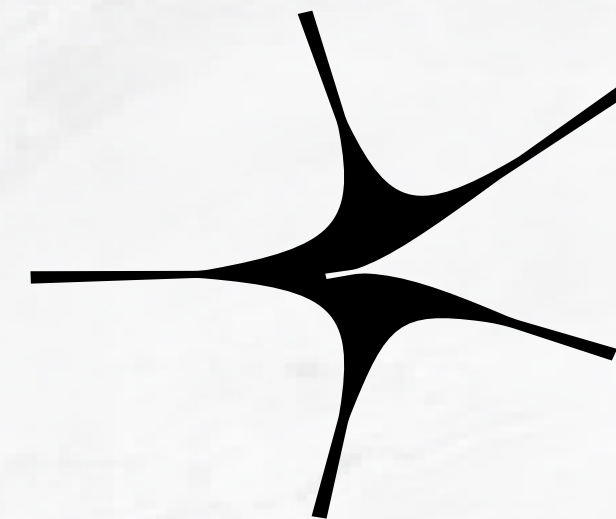
What the community served will look like when the Mission is achieved

VALUE

What we believe in and HOW we do our work



NONPROFIT CAPACITY



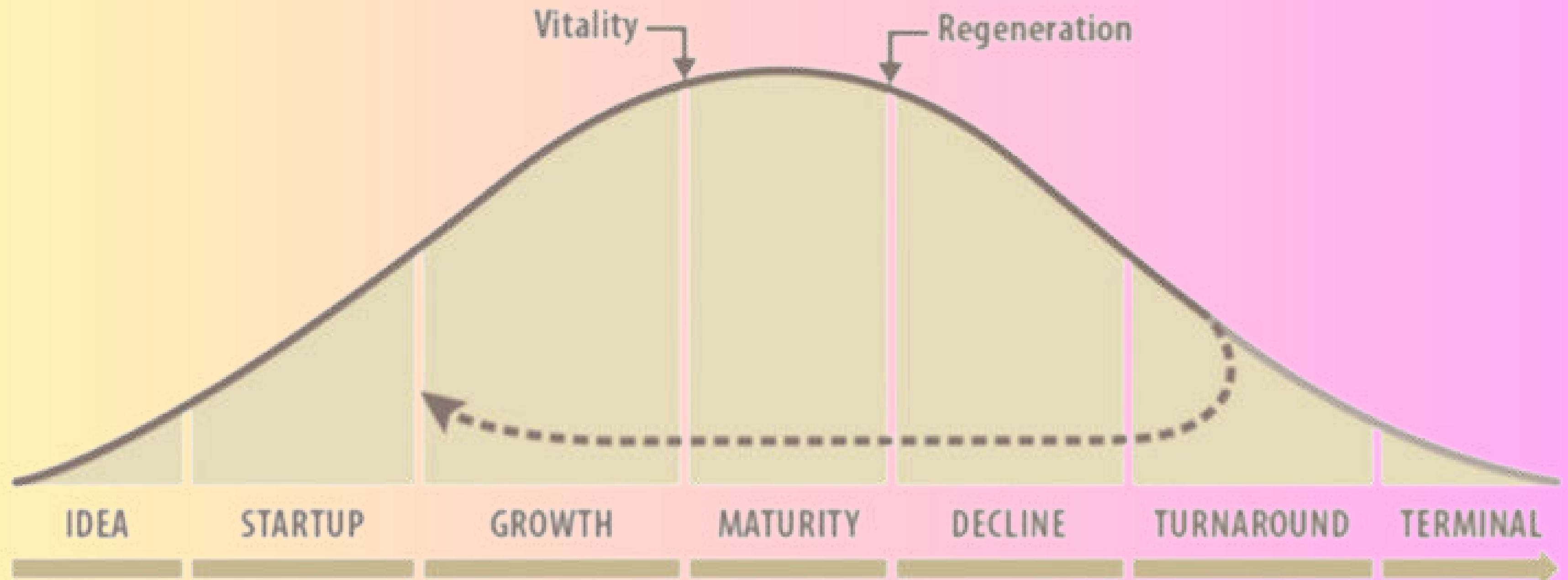
OUR DEFINITION:

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





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, especially if it's brand new to you. These slides will be posted online so you can refer back to it them.

As we walk through each phase, here are a 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?





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

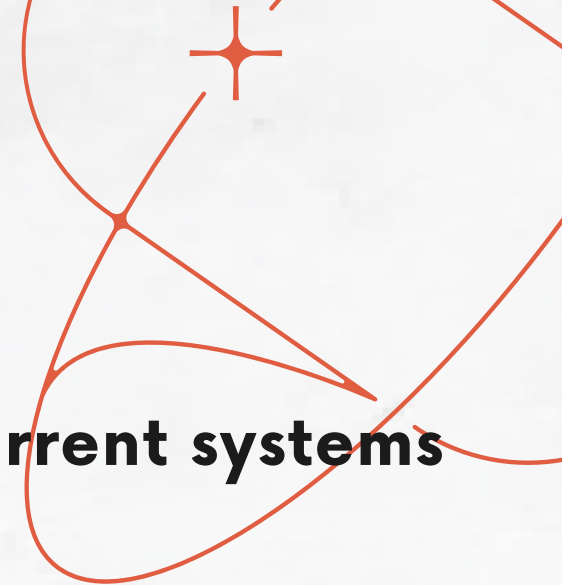
- More sources of income create greater accounting complexities
- Introduction of additional financial tools like balance sheets and profit and loss documents

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

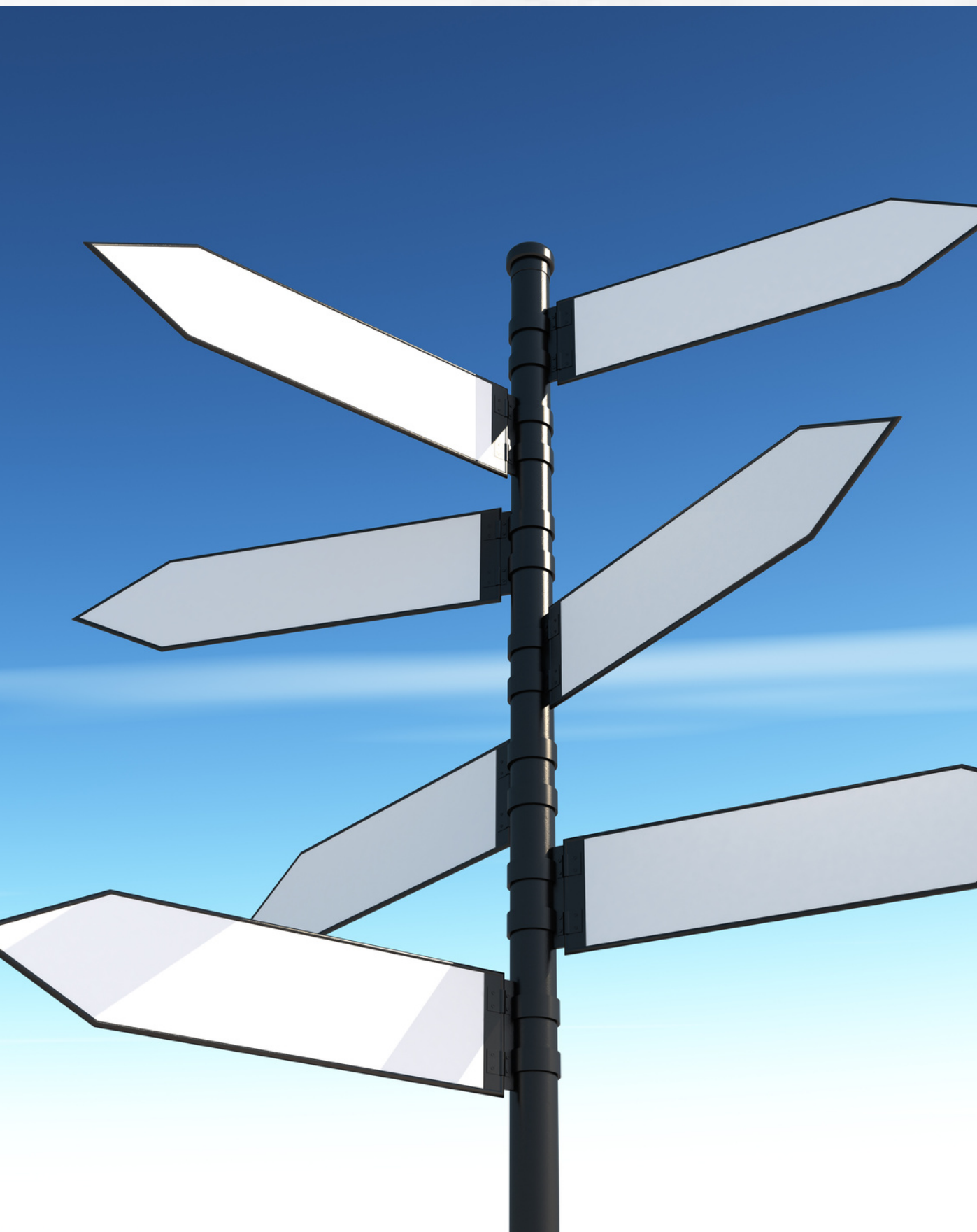
- Budgets are fixed-cost, expense heavy, with income projecting past experience rather than current reality

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

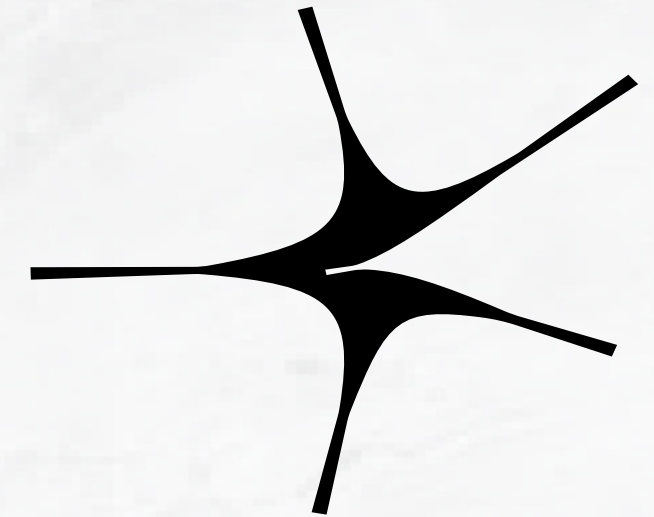
An organization accepts responsibility to cease operations in a manner respectful of its past.

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!



Inspired to learn more?

Visit NonprofitLifecycles.com



*Strong Nonprofits.
Stronger Communities.*

NONPROFIT
LIFECYCLES
INSTITUTE®



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?

The background image is a faded, grayscale photograph of a city square. In the center is a tall, ornate building with a pointed top, likely a government or institutional structure. In the foreground, there is a large, multi-tiered stone fountain with two lion statues on either side. The sky is overcast with clouds. The text 'APPLICATION DETAILS & GUIDANCE' is overlaid in a bold, blue, sans-serif font, centered horizontally and partially obscuring the building and fountain.

APPLICATION DETAILS & GUIDANCE

- **Application Purpose**

- To build upon the capacity-building work begun in 2025.

- **Strongest Applications**

- Demonstrate learnings and strategic next steps as a result of the original capacity-building project.
-

- **What if We Had to Shift Direction?**

- Your original project may have naturally moved in a new direction as you began to work on it. The application provides you with the opportunity to explain this evolution and detail your revised plans moving forward.

- **Award Amount**

- \$10,000

Year 2 funding is not guaranteed for all 2024 Capacity-Building and General Operations grantees.

OVERVIEW



More details available on Arts
& Culture Initiative website

**NOTEWORTHY ITEMS
I.E. READ IN DETAIL ON YOUR OWN TIME!**

**Accessing Your
2024 Application**

- Log in to the grant portal
- Locate your 2024 application
- Click “Application Packet” to download

2025 Application

- Reflect on your learnings
- Help us understand how your Year 2 request is related to your 2025 capacity-building activities

Rubric

- Keep this open as you write your application
- Provides detailed understanding of what reviewers are looking for in each answer

2025 APPLICATION



More details available on Arts
& Culture Initiative website

COHORT ACTIVITIES

The background of the slide features a faded, grayscale image of a tall, classical-style building with many windows, likely a government or institutional structure. In the foreground, there is a large, ornate stone monument with a central column and two lion statues at its base. The sky is overcast with soft clouds. A thin white circle is partially visible behind the text.

- **Zoom Meetings**
 - 4 meetings facilitated by external consultants
- **In-Person Gathering**
 - At least 1 gathering in a centralized geographic location to the 9 counties
- **2025 Feedback**
 - Feedback is encouraged and welcome at all times via your consultant or directly to Yuki
 - A survey will be offered to 2024 grantees at the end of this year
 - anonymous responses permitted for maximum transparency
 - Feedback will inform 2026 cohort activities
- **2025 Grant Reporting**
 - Scheduled via Zoom for each cohort
 - Micro Grant awardees will be invited
 - Informal sharing out of 2024 Capacity-Building project and learnings

YEAR 2 COHORT INFO



More details available on Arts
& Culture Initiative website

- **Brief Questionnaire**
 - Complete questionnaire BY MONDAY, JUNE 9
- **Review Agenda**
 - The day will be action-packed!
- **Pre-Event Preparation**
 - Review Agenda Details
 - Preparation is minimal but there's some thinking to do ahead of time
- **Mapping**
 - Pilot project with the hope of including all arts orgs across Western NY
 - Born out of needs expressed by the arts sector through June 2024 survey

**JUNE 18
IN-PERSON
GATHERING
REMINDERS**

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 continue to build trust and relationship across the arts sector



QUESTIONS

The background image is a faded, grayscale photograph of a cityscape. In the center, the Empire State Building rises prominently. In the foreground, the Unisphere is visible, surrounded by a low wall and some landscaping. The sky is overcast with soft clouds. The word 'QUESTIONS' is superimposed in the center in a large, bold, blue sans-serif font. A thin, light-colored circular line is also visible, partially encircling the text.



GOT A QUESTION?

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

Refer to the Arts & Culture Initiative website for details.