Why We Are Here Today

- Align assumptions with current reality
- Confirm Accola's financial strength today
- Prepare the Board for governance work ahead
- This is a framing conversation — not a decision point

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What We Knew at the Start

Replacing a one-time $5M gift within five years was always a stretch

CSJ gift provided runway to replace Province support

Assumption was intentional and aspirational

YTD Fundraising: Results vs. Plan

- FY Contributed Revenue Goal: $940,000
- YTD Contributions (as of 12/31): $328,756
- YTD Budget Target: $638,934
- ~52% of YTD goal achieved (consistent with prior year)
- Primary variance: grant revenue expectations

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Asset Position: Strength with Complexity

- Total Assets: ~$28M
- Investment Assets: ~$26M
- ~$19M unrestricted / board-designated
- ~$7.6M restricted
- No immediate liquidity risk; more than one year of runway

From Foundation Model to Operating Nonprofit

- Assets accumulated under a foundation model
- Accola is now a spiritually driven service-delivery organization
- Startup complexity underestimated
- Staff resistance underestimated
- External funding environment tightened

bold moves for real change

Ministries Foundation

St. Paul Province

Sisters of St. Joseph of Carondelet & Consociates

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Why Asset Rigidity Creates Risk

- Asset rigidity can limit grant eligibility
- It can slow capacity-building
- It increases short-term pressure
- Revenue diversification requires time and capacity

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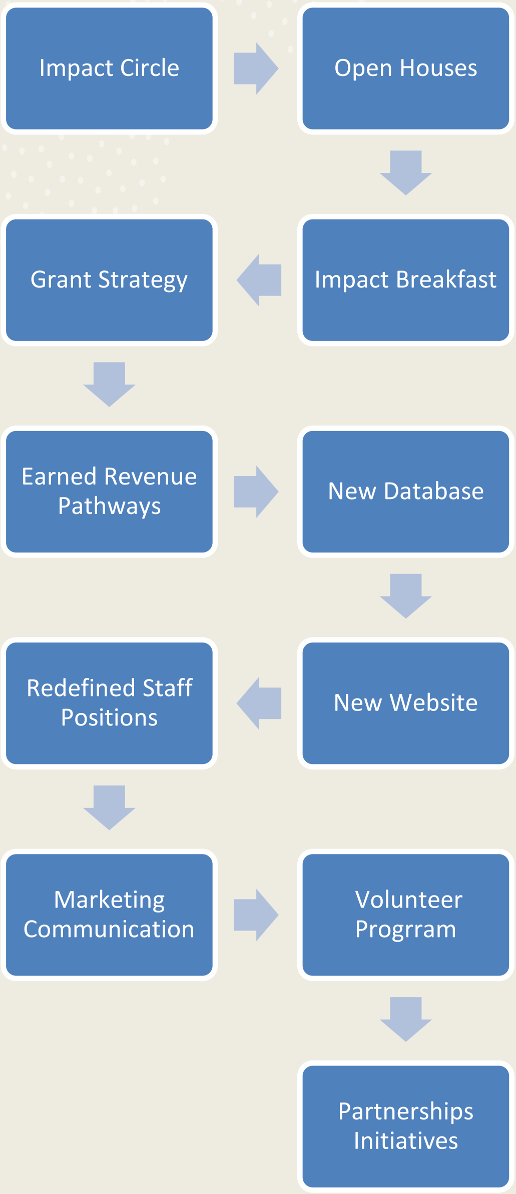
How Assets Support — Not Replace — Revenue Growth

- Assets provide financial flexibility
- Flexibility enables capacity-building
- Capacity enables revenue diversification
- Revenue growth reduces long-term asset reliance

Momentum Already Underway



Why Capacity Matters Right Now

- Accola is still in a capacity-building phase
- Reducing capacity would slow future revenue growth
- Stability and flexibility enable success

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Generative Questions for Board Discussion

How should Accola steward assets for mission and sustainability?

What does fiduciary responsibility mean and require in this moment?

How should Accola balance short-term stability with long-term growth?

Under what conditions does protecting capacity reduce risk?