Accola Earned-Income Initiative: Board Update Summary

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1. Project Overview

Accola recognizes that meeting the needs of the time and continuing to serve its existing community requires continuous evaluation of opportunities, especially surrounding earned income. This initiative aims to explore and expand Accola's earned income by identifying and assessing both short-term enhancements of existing activities and longer-term, investment-worthy opportunities.

Purpose: To strengthen Accola's long-term financial sustainability by identifying mission-aligned earned-income activities that expand existing programs and create diversified revenue streams.

Scope:

- • In Scope: Short- and long-term earned-income activities that represent an expansion of existing services or new revenue-generating initiatives consistent with Accola's mission.
- • Out of Scope: Contributions, capital funds, and other non-earned income (e.g., gifts, grants, or donations).

2. Process Summary

Accola leadership is conducting a structured feasibility study to evaluate potential earned-income activities using a standardized framework. Each opportunity is assessed for mission alignment, financial performance, operational feasibility, legal and legislative considerations, and market demand.

Findings are documented in the accompanying multi-tab workbook, which includes: Feasibility Scoring Matrix, Strategic Contingencies Log, Financial Overview, and Summary of Findings.

3. Opportunities Under Review

The study includes sixteen potential earned-income opportunities across several categories, such as facility use, education and training, professional services, digital media, partnership models, and support services.

4. Key Assessment Criteria

Each opportunity will be evaluated across key dimensions, including mission alignment, financial assessment and ROI, operational feasibility, legal and legislative readiness, market demand, and risk and contingencies.

5. Strategic Contingencies

Each income source will be reviewed for potential barriers or dependencies such as legislative or policy changes, nonprofit tax implications (UBIT), facility use restrictions, contractual limitations, staffing requirements, and community or brand sensitivities.

6. Current Status and Next Steps

Quarter	Key Activities	Status / Deliverables
Q1 (July – Sept)	Project plan development; refinement of identified income sources; identification of potential strategic contingencies (including legislative and policy impacts); project team communication and kickoff.	✅ Completed. Income sources confirmed, project structure approved, and preliminary contingencies identified.
Q2 (Oct – Dec)	Engage stakeholders to refine feasibility criteria; finalize evaluation framework; investigate and address strategic contingencies; select final income sources to assess; provide mid-project update.	🔄 In progress. Stakeholder engagement sessions underway; final scoring framework and contingency responses being developed.
Q3 (Jan – Mar)	Complete feasibility study; analyze results; develop findings and recommendations; create implementation roadmap identifying 'low-hanging fruit' and long-term investment opportunities.	⏳ Upcoming. Draft recommendations and implementation roadmap to be reviewed with senior leadership and shared with Board.
Q4 (Apr – Jun)	Begin implementation of short-term opportunities; integrate long-term investment recommendations into FY26 budget planning; monitor early results.	⏳ Planned. Execution phase pending Board endorsement of priority initiatives.

7. Preliminary Insights

• Board liaisons have been identified and all three have accepted: Brian Mallaro, Anita Duckor, and Ann Weyandt will serve as board representatives throughout the earned-income feasibility process, providing input and guidance at key milestones.

• Several opportunities show high mission alignment and low barriers, such as facility rental, digital studio rental, and CEU-based professional development.

• Some initiatives (e.g., legal services expansion, housing support coordination) will require further legal and operational review.

• Potential income source input confirms strong interest in programmatic extensions that generate modest earned income while advancing Accola's mission.

• The feasibility study will provide clear recommendations distinguishing short-term 'quick wins' from long-term, investment-worthy opportunities.

8. Anticipated Board Actions

• Review fully developed feasibility study, and finalized income sources identified (Q2 FY25-26)).

• Review feasibility findings to confirm alignment with organizational priorities and sustainability goals (Q3 FY25-26).

• Endorse initial pilot initiatives to authorize implementation of short-term, low-risk earned-income activities (Q4 FY25-26).

• Provide input on long-term investment priorities and governance considerations as the initiative progresses.