

Sustainability Plan

Prepared for:
Accola

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Executive Summary

Accola was created to support and operate three core programs started by the Sisters of St. Joseph of Carondelet, St. Paul Province. With its newly developed mission, Accola will welcome neighbors, cultivate community, and foster justice by responding to the needs of the time.

In 2024, Accola worked with Tangelo Tree Consulting to develop a long-term financial forecast in order to gain clarity regarding the historical and potential future financial performance of the organization and its programs. Through this process, Accola identified a need to develop program- and organizational-level theories of change, build financial tools to support financial oversight by the Board of Directors, and plan for long-term organizational sustainability.

Accola worked with Tangelo Tree Consulting to design and lead the development of a Sustainability Matrix, theories of change, and a sustainability plan to shed further light on the organization's current business model and financial position, support strategic decision-making, and guide operations.

A Planning Team led this effort (Appendix A) with the support of Sustainability Planning Work Groups (Appendix B) who took deeper dives into subject areas for focus.

Accola's Foundational Documents

Three documents developed in 2024 and 2025 will be foundational to the continued impact, growth, and sustainability of Accola:

- **Mission, Vision, and Values:** These statements guide Accola's organizational strategy by defining Accola's core purpose, the impact it seeks to make, and what guides its actions and decision-making.
- **Theory of Change:** This document demonstrates how the activities Accola undertakes, given the environment in which it is conducting those activities, lead to the change that the organization wants to see in the community.
- **Sustainability Plan:** This plan sets out operational strategies that will support Accola in achieving its mission and vision along with the goals laid out in the theory of change

In addition to the foundational documents described above, Tangelo Tree Consulting worked with Accola to develop two additional tools to support financial sustainability and mission impact moving forward: the ten-year financial analysis tool and the Sustainability Matrix.

More information on the full suite of deliverables from this project can be found here: [Accola Summary of Foundational Documents and Tools 6.16.25](#).

Strategic Initiatives

This Sustainability Plan lays out specific plans for Sustainability Initiatives that Accola will pursue in support of long-term financial sustainability:

- **Community Engagement**
The community engagement initiative aims to strengthen Accola's ability to support community needs through deeper partnerships, a robust volunteer program, and increased organizational visibility.
- **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.
- **Facilities Planning**
As programs grow and develop and Accola seeks increased connections across its programs, Accola will consider and plan facilities usage. Clear facilities strategies and plans are important as the organization continues to establish its independence from the Province.


This Sustainability Plan details plans for these initiatives, discusses how each Sustainability Initiative connects to the organizational theory of change, describes a timeline of activities across the initiatives, and identifies staffing required to implement these plans.

Timeline of Activities *(to be affirmed, added, and adjusted as planning progresses)*

	2025	2026	2027	2028	2029
Community Engagement	<ul style="list-style-type: none"> Define “levels” of partnership Create a tool to evaluate the ongoing impact of a partnership Map current partners and the community Map existing volunteer roles Develop a detailed community engagement plan 	<ul style="list-style-type: none"> Develop and implement staff training Develop and implement volunteer training Recruit new, qualified volunteers Retain qualified volunteers Incorporate partnerships into communication strategies Create opportunities for connection Establish new connections Ongoing assessment and evaluation of partnerships 	<ul style="list-style-type: none"> Recruit new, qualified volunteers Retain qualified volunteers Incorporate partnerships into communication strategies Create opportunities for connection Establish new connections Ongoing assessment and evaluation of partnerships 	<ul style="list-style-type: none"> Recruit new, qualified volunteers Retain qualified volunteers Incorporate partnerships into communication strategies Create opportunities for connection Establish new connections Ongoing assessment and evaluation of partnerships 	<ul style="list-style-type: none"> Recruit new, qualified volunteers Retain qualified volunteers Incorporate partnerships into communication strategies Create opportunities for connection Establish new connections Ongoing assessment and evaluation of partnerships
Earned Income	<ul style="list-style-type: none"> Identify opportunities to increase current revenue Prioritize earned income opportunities for further research and analysis Identify and vet revenue sources 	<ul style="list-style-type: none"> Estimate investment spending required for potential new earned income sources Identify and assess expenses for new earned income sources Develop earned income plan 	<ul style="list-style-type: none"> Implement earned income strategies 	<ul style="list-style-type: none"> Implement earned income strategies 	<ul style="list-style-type: none"> Implement earned income strategies
Facilities Planning	<ul style="list-style-type: none"> Engage strategic facilities planning consultant Assess Sarah’s and confirm LIS’s program facilities needs and capacity Initiate contact with City officials Assess options and costs for Sarah’s future facilities 	<ul style="list-style-type: none"> Summarize assessment for Sarah’s future facilities and present to the Board of Directors Work with new Wisdom Ways director to envision future facilities needs Seek Sarah’s participants’ input on future facilities design Conduct a capital campaign 	<ul style="list-style-type: none"> Continued implementation of facilities planning 	<ul style="list-style-type: none"> Continued implementation of facilities planning 	<ul style="list-style-type: none"> Continued implementation of facilities planning

- Assess market risks



	• Assess market risks				tangelo tree 
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Staffing and Resource Requirements

The priorities and activities outlined in the new community engagement, earned income, and facilities planning initiatives will require dedicated staff time and resources to pursue and implement.

Staffing

- Increased staff capacity to develop a plan and lead the community engagement program (full-time Community Engagement Manager)
- Vice President, Finance and Ops – 25% of time allocated to identification, assessment, and implementation of new earned income streams
- 0.5 FTE of new finance and accounting staff capacity to support new earned income streams
- Some capacity from all staff to support planning, new activities, and nimbleness as the organization grows and changes

Resources

- Capacity from board members to support planning and implementation of new initiatives
- Volunteer database software
- Marketing materials to support volunteer recruitment
- Events (tabling, networking, presentations) to form connections that lead to new partnerships and volunteer recruitment
- Strategic facilities planning consultant
- Due to the exploratory nature of some of the sustainability planning activities, there may be potential unforeseen needs

Financial Implications

In 2024, Accola engaged Tangelo Tree Consulting to develop a financial analysis to help the organization understand its financial position in order to steward and make best use of the founding gift commitment from the Province and put the organization on a path toward long-term financial sustainability. Due to the novelty of the organization and the relationships between the administrative department and the three programs, as well as the complex financial arrangements between Accola and

the Province, it was initially challenging to disentangle program costs and get a view of Accola's financial performance at the appropriate levels of specificity.

The sustainability planning process included the creation of a ten-year financial analysis which estimated Accola's financial performance should there be no major changes to programs or current operations. The analysis also identified flexibility in assets and earnings for nearly all of Accola's investment funds, and it showed operating costs by program for Sarah's, Learning in Style, Wisdom Ways, and Admin. These early conversations established unprecedented clarity on the current state of Accola's financial position and the resulting go-forward options.

In spring 2024, the ten-year financial analysis showed that in the short term, the major gift from the Province would help Accola break even, but that the organization would need to make changes in order to develop financial sustainability once this major gift was spent. This exercise helped to set the focus of Accola's leadership on the need to focus time and resources on building the capacity of a fundraising program. Accola leadership started with the need for clear and compelling mission, values, and targeted impact across its programs as the prerequisites to any effective fundraising campaign.

The ten-year financial analysis tool is in process of being updated with the most recent budget assumptions.

In addition, Tangelo Tree Consulting recommends that Accola's board develop an operating reserve policy for use in decision-making and to provide guidance over assets without restrictions (i.e. unrestricted assets) as Accola continues to investigate and implement sustainability priorities. While the Province's generous funding has provided an essential buffer and allowed Accola to break even in the near term, the ten-year financial analysis makes it clear that such support is temporary. To build lasting financial health, Accola must not only diversify its income streams but also establish strong financial management practices that prepare the organization for unforeseen challenges and opportunities. An operating reserve policy formalizes this commitment, ensuring that leadership has clear guidelines for setting aside and responsibly using unrestricted funds.

Operating reserves serve as a financial safety net that allows organizations to weather cash flow disruptions, respond to unexpected expenses, and invest in strategic initiatives without compromising core operations. This is especially important for a newer organization like Accola, which is still in the process of defining its long-term revenue mix. By creating a policy now, Accola can set intentional targets for reserve levels and clarify the circumstances under which reserves can be used—such as exploring new earned income strategies or investing in capacity-building work. In

short, a reserve policy strengthens both financial resilience and organizational agility, empowering Accola to plan proactively rather than reactively as it grows.

For more information on operating reserve policies, Tangelo Tree Consulting recommends [Propel Nonprofits' examples](#) and [this example from the Stanford Social Innovation Review](#).

Initiative Sustainability Plans

1. Community Engagement

Summary

The community engagement initiative aims to strengthen Accola’s ability to support community needs through deeper partnerships, a robust volunteer program, and increased organizational visibility. Full details of this plan can be found in Appendix C.



Goal: Sustained Impact

By strengthening partnerships and expanding the volunteer base, Accola can serve more community members and offer a broader range of services without proportionally increasing staff costs.



Goal: Community

Building long-term relationships and trust among volunteers, partners, and participants fosters a sense of belonging, which leads to higher retention, greater commitment, and ongoing community support.



Goal: Excellence in Execution

Clarifying staff roles, creating structured processes, and investing in tools like a volunteer database help streamline operations, reduce redundancy, and allow staff to focus on their highest-value work.



Input: People



Input: Funding

By increasing awareness of Accola’s work and integrating community engagement into marketing and advancement strategies, the organization is more likely to attract donors, partners, and new volunteers, securing long-term sustainability.



Input: Partners

Partner Screen Example

The Community Engagement Work Group developed the following partner screen. This discussion tool will help Accola make decisions about future potential partnerships with other organizations.

Is/does this potential partnership...

1. Relevant to Accola's mission and strategic priorities?
2. Have commitment from all relevant parties? (Accola has made an effort informed by cultural competency skills to make connections) All potential organizations in this partnership are open/responsive to partnership?
3. Responsive and relevant to the needs of our participants and their communities, without creating harm or safety concerns?
4. Aligned with our values, including cultural competence?
5. Reciprocal, providing measurable and/or easily defined opportunities for both/all partners to benefit?
6. Include clearly defined roles, responsibilities, and resources across the partners?
7. Potentially (or already) a long term relationship?
8. Create organizational risks for Accola? (e.g. Is the partner likely to follow through on its commitments? Is there reputational risk?)

2. Earned Income

Summary

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. Full details of this plan can be found in Appendix D, and a list of potential earned income opportunities for further assessment can be found in Appendix E.



Input: Funding

Through earned income opportunities, Accola can diversify its revenue streams, increasing financial stability and allowing the organization to better plan for the future, invest in innovation, and weather economic uncertainties.



Goal: Excellence in Execution

The process of evaluating current revenue streams and exploring new ones encourages strategic thinking and operational efficiency.



Goal: Sustained Impact

Involving staff, leadership, and partners in this process builds internal capacity and buy-in, setting the stage for successful implementation. When paired with input from program participants, the initiative also ensures that growth strategies are inclusive, respectful, and grounded in real needs.

3. Facilities Planning

Summary

This initiative aims to develop long-term plans for Accola’s programs, with a short-term focus on understanding risks, needs, and opportunities—particularly for Sarah’s programmatic facilities. Full details of this plan can be found in Appendix F.



Input: Physical Space

As programs evolve and expand, having the right physical spaces is essential to delivering high-quality services. Conducting assessments of current and future space needs ensures that facilities won’t become a barrier to growth or innovation.



Goal: Sustained Impact

The integration of a capital campaign feasibility study lays the financial groundwork for sustainable investment in facilities, helping Accola move toward more permanent, independent space solutions if needed.



Goal: Community

By involving stakeholders—such as program participants, city officials, and potential partners—Accola builds buy-in, surfaces valuable insights, and identifies collaboration opportunities that can extend its reach.

Appendix A: Planning Team Members

- Cheryl Behrent, Director, Sarah's... an Oasis for Women
- Kevin Berg, Board Chair
- Matt Halley, President
- Cindy Kaiser, Interim Director, Wisdom Ways
- Steve Kenney, Board Member
- Tiffany Melnik, Vice President, Finance and Operations
- Susan Oeffling, Board Member
- Elisabeth O'Toole, Director, Learning in Style
- Ralph Scorpio, Director of Development

Appendix B: Sustainability Planning Work Groups

Community Engagement

- Leslie Aktan, Volunteer Coordinator, Wisdom Ways
- Lindsey Albrecht, Volunteer Coordinator and Registrar, Learning in Style School
- Cheryl Behrent, Director, Sarah's... an Oasis for Women
- Kevin Berg, Board Chair
- Mila Centrella, Resident Support Lead, Sarah's... an Oasis for Women
- Anita Duckor, Board Member
- Matt Halley, President
- Megan Leys, Resident Support Lead, Sarah's... an Oasis for Women
- Elisabeth O'Toole, Director, Learning in Style School
- Anne Weyandt, Board Member

Earned Income

- Cheryl Behrent, Director, Sarah's
- Matt Halley, President
- Brian Mallaro, Board Member
- Tiffany Melnik, Vice President, Finance and Operations
- Elisabeth O'Toole, Director, Learning in Style

Facilities Planning

- Matt Halley, President
- Steve Kenney, Vice Chair
- Tiffany Melnik, Vice President, Finance and Operations
- Joel Rainville, Board Member
- Sandy Vargas, Board Member
- Jean Wincek, Board Member

Appendix C. Community Engagement Sustainability Plan

Goals	Metrics
<p><i>What are the goals of this initiative?</i></p>	<p><i>What will we measure to show progress? How will we know when we've achieved our goals?</i></p>
<ol style="list-style-type: none"> 1. Together with our partners and volunteers, strengthen and build the capacity of our community at large to respond to the needs of community members through social justice 2. Enhance and increase Accola's capacity to support the community by leveraging our resources more effectively 3. Attract and retain diverse volunteers, including past program participants 4. Create a sense of belonging for program participants, volunteers, partners, and staff by supporting the development of long-term relationships and building trust 5. Build awareness about Accola's work, make connections across Accola programs and partner organizations, and grow the donor base 	<ul style="list-style-type: none"> ● Volunteers and partnerships increase Accola's capacity <ul style="list-style-type: none"> ○ Additional program participants served ○ New services added to Accola programs ○ Additional hours of service provided ○ Additional financial and appropriate in-kind support ○ New volunteers ○ Returning volunteers ○ Volunteers who donate ● Accola has highly engaged partners within key identified communities or service providers (e.g. the top level of partnership) ● Accola collaborates on demonstration project(s) for new services or service models with new community partner(s) ● Volunteers and partners report high satisfaction with their engagement with Accola ● Program participants report high satisfaction with their engagement with volunteers and partners ● Staff are able to focus on their core/highest level of responsibilities (best use of resources)

Key Activities	Timeline	Responsible
<i>What key activities will be required to carry out this initiative?</i>		
<p>Create a tool to evaluate the ongoing impact of a partnership (e.g. how many additional community members are served?) and indicate when a partnership is no longer successful.</p> <p>Define “levels” of partnership (e.g. partner, pre-partner, referral), define targets for the number of partners at each level, and identify which types of organizations are eligible (e.g. churches, nonprofits, for profits, etc.).</p>		Community Engagement Manager
<p>Map our current partners: conduct a census and establish a central data source of current partners, referral sources, and sources for recruitment of new volunteers and partnerships; use the centralized data to coordinate outreach</p>	Summer 2025	Community Engagement Manager
<p>Map existing volunteer roles and document formal process for matching volunteers with volunteer opportunities.</p>		Community Engagement Manager
<p>Map the community: identify organizations that serve same/similar people and communities, understand shared goals; identify potential new partnerships and recruitment opportunities</p>	Fall 2025	Community Engagement Manager Advancement Director
<p>Develop a detailed community engagement plan</p> <ul style="list-style-type: none"> Identify new potential volunteer roles (e.g. direct service opportunities for volunteers to supplement paid professional staff; projects where participants and volunteers work together) Clarify staff roles for partnership and volunteer management Identify key sources of volunteers (e.g. Consociates) 	By January 2026	Community Engagement Manager Advancement Director Program Directors

<ul style="list-style-type: none"> ● Define cultural competencies required for effective outreach and partnership ● Research and incorporate best practices for volunteer recruitment and retention ● Create a process for developing a partnership agreement ● Create a process to support board members, staff, and volunteers in helping Accola make new connections in the community ● Identify key strategies for building relationships and trust between volunteers, staff, participants, board members, and partners ● Incorporate partner and volunteer feedback and learning into Accola programs ● Define a process to capture and follow up with visitors (e.g. everyone who interacts with our programs but are not long-term volunteers or partners, like schools, churches, former participants, service organizations) 		
<p>Develop training and train staff on relationship-building, partner and volunteer management, communication, and other relevant topics</p>	<p>Spring 2026</p>	<p>Community Engagement Manager Program Directors</p>
<p>Develop training and train volunteers:</p> <ul style="list-style-type: none"> ● Trauma-informed, culturally competent training that prepares volunteers to experience and be resilient to discomfort; to work with our communities (e.g. communication strategies, how to work with interpreters) ● Training is customized to the role; honest and realistic about the challenges present in each volunteer opportunity ● Clearly communicate expectations for volunteers and what volunteers can expect from Accola ● Training begins at onboarding and is ongoing ● Consider what training looks like with a partner organization that is providing volunteers (e.g. church, school) 	<p>Spring 2026</p>	<p>Community Engagement Manager Program Directors</p>
<p>Recruit new, qualified volunteers</p>	<p>Starting</p>	<p>Community</p>

<ul style="list-style-type: none"> • Coordinate with Accola partners • Conduct background checks and other assessments as needed to ensure that Accola volunteers are safe and qualified 	Spring 2026	Engagement Manager All Staff
<p>Retain qualified volunteers</p> <ul style="list-style-type: none"> • Coordinate with partners' volunteer programs to create opportunities to work together • Develop practices for volunteer appreciation, including celebrations and showcasing volunteers in newsletters and the annual report • Create a system for feedback from and to volunteers (including effective ways to give critical/constructive feedback and feedback from participants) • Demonstrate volunteers' impact, e.g. quantifying the value of volunteer work 	2026-2029	Community Engagement Manager All Staff
<p>Incorporate partnerships into Accola's communication strategies</p>		Advancement Team
<p>Create opportunities for connection: hold open house-style events; networking with peer orgs in public spaces to make personal connections; work with board, staff, partners, and volunteers to find new opportunities for connection and networking</p>	2026-2029	Community Engagement Manager Advancement Team
<p>Establish new connections and referral relationships with partners from culturally specific orgs</p>		Community Engagement Manager Program Directors
<p>Ongoing assessment and evaluation of partnerships</p>		Community Engagement Manager
<p>Staffing and Resources Required</p>		

What staffing capacity will be needed to carry out this initiative, and when?

- Increased staff capacity to develop a plan and lead the community engagement program (full-time Community Engagement Manager)
- Key staff capacity to manage relationship-building activities at the organizational level and delegate relationships among staff (e.g. all staff have relationship management duties across volunteers and partnerships)

What funding or other resources will be needed, and when?

- Volunteer database software
- Marketing materials
- Events (tabling, networking, presentations) - representing as Accola, and not just as individual programs

Interdependent Projects

Note other work planned or underway that will influence this project. What will be important to consider as we implement this plan, with regard to other ongoing work of the organization?

- Volunteers, partnership, advancement, and marketing all have shared goals and activities = community engagement and outreach. This will be key to Accola’s long-term sustainability.
- Partner organizations will be sources of volunteers, and volunteers will connect Accola with new partnership opportunities.

Implementation Risks

Mitigation Plan

What are the risks to implementing this plan?

What steps will we take to mitigate the risks identified?

- Initiating and coordinating partnerships requires high effort
- Unclear roles or expectations for staff
- Changes in the regulatory and funding environment

- Regular staff training on expectations, cultural competency, and other key topics
- Humility as a central value
- Keep a finger on the pulse of the nonprofit sector
- Ongoing risk evaluation of organizational partners and

- Risks related to what partners might want from us (e.g. photos of participants, forced appreciation)
- Risk of public information (such as event address)

evaluation of values alignment

Appendix D. Earned Income Sustainability Plan

Goals	Metrics	
<i>What are the goals of this initiative?</i>	<i>What will we measure to show progress? How will we know when we've achieved our goals?</i>	
<ol style="list-style-type: none"> 1. Identify and assess opportunities to expand or increase current earned income 2. Form a recommendation on whether, and for what services, Accola should pursue increased earned income 3. Create clear understanding of the resources that would be required – including compliance requirements, optimal use of staff and volunteers, revenue sources, expenses, and risks – for any earned income strategies 4. If appropriate, develop an implementation plan 	<ul style="list-style-type: none"> ● Increased earned revenue from current activities ● Increased earned revenue from increasing program activities in ways that do not require significant incremental expenses or investment spending ● Vetted plans for longer-term earned income opportunities, with estimates for new earned income that justify the related investment spending (e.g. billing for case management) 	
Key Activities	Timeline	Responsible
<i>What key activities will be required to carry out this initiative?</i>		
Identify opportunities to increase current revenue	April 2025	Earned Income Work Group
Complete a preliminary assessment of earned income opportunities for short-term implementation	April 2025	Earned Income Work Group
Prioritize earned income opportunities for further research and analysis for potential longer-term implementation	May 2025	President Vice President, Finance and Operations

Identify revenue and expenses assumptions relevant for the fiscal year 2026 budget	For May 2025 Finance Committee	Vice President, Finance and Operations
Identify and vet revenue sources while surfacing related risks	July - December 2025	Finance Team
Estimate investment spending required of potential new earned income sources	January 2026	Finance Team
Identify and assess expenses (i.e. one-time implementation and ongoing) for new earned income pursuits	January - March 2026	Finance Team
Develop an earned income plan for presentation to Finance Committee and Board	March 2026	President Vice President, Finance and Operations
Implement earned income strategies	2026-2029	President Vice President, Finance and Operations

Staffing and Resources Required

What staffing capacity will be needed to carry out this initiative, and when? Please identify what current staff time will be required and/or if one or more new roles will be required.

- An allocation of the Finance staff team to further research and assess the identified prioritized opportunities
 - VP, Finance and Ops – 25% of time allocated
 - 0.5 FTE of new finance and accounting staff capacity

Partnership Opportunities

What partnership opportunities will support this initiative?

New partner/customer opportunities for various potential new earned income streams

Interdependent Projects

Note other work planned or underway that will influence this project. What will be important to consider as we implement this plan, with regard to other ongoing work of the organization?

The Community Engagement initiative will introduce new partners and volunteers to Accola’s work. This could lead to new earned income partnerships or strategies.

Implementation Risks

Mitigation Plan

What are the risks to implementing this plan?

What steps will we take to mitigate the risks identified?

- Investment of time, energy, and direct expenses in new earned income stream that isn’t realized
- Risk of damaging relationships with current program participants

- Staged assessment of new earned income opportunities to ensure appropriate level of confidence at key investment points
- Seek input and feedback from program participants who could be affected by the change

Appendix E. Potential Earned Income Sources

Potential Source	Program	Source	New or Existing	Priority
Rental income from other organizations using facility when not used by Accola	LIS	Commercial market	New source	Near-term implementation
Sliding scale rent	Sarah's	Current residents with ability to pay	Increase existing source	Near-term implementation
Expanded class schedule, increased contact hour pace, quicker milestones ¹	LIS	Minneapolis Public Schools	Increase existing source	Near-term implementation
Increase number of people served via non-housing services (e.g. alumni, those served in other Accola programs)	Sarah's	Billing for services	Increase existing source	Near-term implementation
Increase non-housing services (e.g. legal) to current individuals served	Sarah's	Billing for services	Increase existing source	Near-term implementation
Full curriculum coursework	Wisdom Ways	Individuals with ability to pay	Increase existing source	Near-term implementation
Ad hoc coursework	Wisdom Ways	Individuals with ability to pay	Increase existing source	Near-term implementation

¹ Given the mechanics of the Minneapolis Public Schools contracting for Adult Basic Education services, such an increase in services would likely lead to an increase in revenue in future contract periods

Computer classes	LIS	Partner contracts	Increase existing source	Assess long-term opportunity
Case management	LIS Sarah's	Billing for services	New source	Assess long-term opportunity
Offsite classes with partners	LIS	Partners with ability to pay	New source	Assess long-term opportunity
Professional development offerings (e.g. for CEUs)	LIS Sarah's Wisdom Ways	Individuals with ability to pay	New source	Assess long-term opportunity
Sliding scale fee-for-service	LIS	Individuals with ability to pay	New source	Near-term implementation
Workplace classes	LIS	Businesses	New source	Assess long-term opportunity
Legal services	Sarah's	Billing for services	New source	Assess long-term opportunity
Housing support/rental assistance	Sarah's	Billing for services	New source	Assess long-term opportunity
Digital studio rental	Wisdom Ways	Individuals, nonprofits, businesses	New source	Near-term implementation

Appendix F. Facilities Planning Sustainability Plan

Goals	Metrics	
<p><i>What are the goals of this initiative?</i></p>		
<p>Short-Term:</p> <ol style="list-style-type: none"> 1. Develop a clear understanding of the risks and opportunities for the future of Sarah’s programmatic facilities 2. Connect organizational sustainability planning and external partnership development with opportunities for increased offsite programming <p>Long-Term:</p> <ol style="list-style-type: none"> 1. Develop a long-term vision for Accola’s facilities needs for all programs that is rooted in values and can support programmatic growth and development 2. Conduct a capital campaign feasibility study as the first step toward developing a financial plan to support Accola’s facilities needs 	<p><i>What will we measure to show progress? How will we know when we’ve achieved our goals?</i></p> <ul style="list-style-type: none"> • Develop an understanding of options and costs for Sarah’s facilities by March 2026 • Capital campaign feasibility study supports long-term planning • Partners (e.g. Province, City of Minneapolis) support Accola’s facilities planning 	
Key Activities	Timeline	Responsible
<p><i>What key activities will be required to carry out this initiative?</i></p>		
<p>Position the Executive Committee as owners of the facilities planning topic, with the understanding that many/most committees' work intersects with facilities</p>	<p>Summer 2025</p>	<p>Executive Committee</p>

Identify and engage strategic facilities planning consultant	Summer 2025	Executive Committee
Assess Sarah's program facilities usage, needs, and capacity	Summer 2025	Executive Committee
Confirm LIS program facilities usage, needs, and capacity	Summer 2025	President LIS Director
Initiate contact with City officials for the purpose of opening up conversation regarding Sarah's facilities	Summer 2025	President
Assess the options and potential costs of future facilities for Sarah's in partnership with the strategic facilities planning consultant, including new construction and existing facilities	By February 2026	Executive Committee
Assess how market risks with respect to current and potential future facilities usage could affect Accola	By February 2026	Executive Committee
Summarize assessment completed in a deliverable for Board review and present in conjunction with FY 2027 budget	March 2026	Executive Committee
Work with new Wisdom Ways director to envision future facilities use in conjunction with Wisdom Ways program development and planning for Sarah's future facilities	2025-2026	President Wisdom Ways Director
Seek Sarah's past and current program participant input on future facilities design	2026	Program Directors Community Engagement Manager
Conduct a capital campaign feasibility study to support facilities plan	2026	President
Maintain close relationship with Province for ongoing facilities partnership	Ongoing	President

Staffing and Resources Required

What staffing capacity will be needed to carry out this initiative, and when? Please identify what current staff time will be required and/or if one or more new roles will be required.

Strategic facilities planning consultant, as discussed in preliminary fiscal year 2026 draft budgets at April Finance Committee meeting

Partnership Opportunities

What partnership opportunities will support this initiative?

- Programs will be exploring opportunities to increase and expand external partnership with hopes of Accola programming being offered offsite at partner sites
- Ongoing partnership with the Province
- Relationship with the City of Minneapolis

Interdependent Projects

Note other work planned or underway that will influence this project. What will be important to consider as we implement this plan, with regard to other ongoing work of the organization?

- Administrative staff relocation
- Launch of Wisdom Ways 2.0
- Exploration of earned income opportunities such as space rental (e.g. WW digital studio, LIS space rental contract)
- Community engagement initiative can support community engagement around facilities planning

Implementation Risks	Mitigation Plan
<p><i>What are the risks to implementing this plan?</i></p>	<p><i>What steps will we take to mitigate the risks identified?</i></p>
<ul style="list-style-type: none"> ● Loss of current favorable facilities access ● Programs outgrow facilities more quickly than planned ● Facilities do not meet participant, volunteer, or partner needs 	<ul style="list-style-type: none"> ● Maintain good working relationship with the Province and local government ● Plan for future independent facilities for Accola ● Maintain accurate assessments of programs' facilities needs and plan for growth ● Maintain community engagement to get feedback about facilities needs