Accola

COMMUNITY. SPIRIT. JUSTICE.

# Board Packet

# 10-16-25

Accola

COMMUNITY. SPIRIT. JUSTICE.

**Accola Board of Directors Meeting**
**Thursday, October 16, 2025, 4:00-6:30 pm**
**<u>Hybrid</u>**
**In-Person:** 2nd Floor Conference Room, CSJ Administration Center,
1884 Randolph Ave., St. Paul, MN 55105
**Zoom:** https://us02web.zoom.us/j/84964279699?pwd=1QaMVEadIRd2Nz4zbpd0OcC7N2sUkx.1

**Meeting ID:** 849 6427 9699 **Passcode:** 822857

*We will use a lens of racial and economic justice by working on seeing, hearing, and identifying how to change and improve both individually (in our everyday interactions), and through systemic change in communications, policies, and procedures within the Accola.*

# AGENDA

| Time | Agenda Item | Presenter | Attachment<br>Y=attached<br>P=board portal | Action Required |
|---|---|---|---|---|
| 4:00 | I. Welcome and Equity Statement | Steve | | |
| 4:05 | II. Spiritual Centering | Steve | | |
| 4:10 | III. Approval of August 21, 2025 Minutes | Steve | Y (Lacy) – Attachment #1/Pg 3 | Y |
| 4:15 | V. Staff Reports<br>• Q1 Operations Report<br>• Advancement Dashboard<br>○ Report<br>○ Integrated Fund Development Plan<br>• LIS Update | <br>Matt<br>Andrée<br><br><br>Janine | <br>P (Matt)<br>Y (Andrée)<br>Attachment #2/Pg 7<br>Attachment #3/Pg 9<br>P (Janine) | |
| 5:00 | VII. Committee Reports<br>• Finance and Audit<br>○ August Dashboard<br><br>○ Approval of audited 24-25 financial statements<br>• Investment<br>○ OCIO Selection Process<br>• Nomination and Governance<br>• Programs and Opportunities<br>• Advancement<br>• Mission Education | <br>Brian<br><br><br><br>Mary<br><br>Anita<br>Anne<br>Joel<br>Susan | <br>Y (Tiffany) – Attachment #4/Pg 20<br>P (Tiffany)<br><br>P (Tiffany) | <br><br>N<br><br>Y<br><br><br>Y |
| 5:30 | VII. Earned Revenue Status and Discussion | Matt, Tiffany, Board | P (Tiffany) | |
| 6:00 | IX. Resignation and Recognition of Mark Richards & Maya Missaghi | Anita | P (Lacy) | Y |
| 6:05 | X. Executive Session<br>• President's Review | Steve | | |

Attachment #1

Accola
COMMUNITY. SPIRIT. JUSTICE.

**Accola Board of Directors**
**Thursday, August 21, 2025; 4:00-6:00 PM**
**In-Person & Zoom**

**DRAFT**

**In Attendance**: Kevin Berg; Marjie Blevins; Comfort Dondo; Anita S. Duckor, CSJ-C; Karen Gervais; Steve Kenney; Mary Lydon; Brian Mallaro; Brian Mullen; Susan Oeffling, CSJ; Colleen O'Malley, CSJ; Adele O'Sullivan, CSJ; Joel Rainville; Mark Richards; Kris Smyth; Jill Underdahl, CSJ; Sandy Vargas ; Anne Weyandt; Jean Wincek, CSJ

**Staff:** Andrée Aronson; Cheryl Behrent; Janine Capelle; Haven Green; Matt Halley; Tiffany Melnik; Lacy Sietsema; Elisabeth O'Toole

**Excused Absences:** Gabi Rohde; Angela Schreiber, CSJ

The Accola Board of Directors meeting convened in-person and on Zoom on Thursday, August 21, 2025. The meeting was called to order at 4:03 p.m.

**DEI Statement:** Read by Steve.

**Spiritual Centering**: Led by Adele.

**Agenda:** Steve announced that Fr. Larry Snyder is resigning from the Board and would like to add this to the agenda. Board goals will also be added to the agenda. Hearing no further changes, all present members voted to pass the amended agenda.

**Minutes:** The June minutes were presented for approval. Jean requested that names be documented with regards to motions and seconds. Going forward, this will be documented. Hearing no further changes, Jean moved and Joel seconded to approve the minutes. All present members voted in favor of the minutes.

**Annual Document Review and Signing:** Steve requested that all Board members sign and turn in the Board Commitment, Conflict of Interest, and Board Information forms.

**Staff Report & Discussions**
**President's Report:** Matt began his report with a statement regarding a negative encounter between police and a Sarah's… an Oasis for resident. Cheryl is working through the encounter with the resident.

Matt reviewed a summary of the Accola Operations Plan. This plan is the result of the strategic direction and sustainability work. Consultants from Tangelo Tree helped guide work groups to determine the main mission impact criteria for Accola. This criteria includes spirituality, social justice, community, sustainability, stability, and empowerment.

There was a discussion about outcomes, responsibilities, and goal progress. Matt stated that there will be a report detailing this process. Matt reviewed donor goals, engagement strategies, and areas of potential growth.

There was a discussion about Accola's relationship with St. Mary's Health Clinics. Matt reported that he and Steve do meet with the SMHC Board Chair and Director. There was a discussion about potential partnerships, either with SMHC or another external source, to address the health equity crisis.

**Finance & Operations:** Tiffany provided an update on Accola's finances and operations. Progress is being made with regards to IT, HR, and facilities. The audit is progressing well. Tiffany explained the hiring of a Facilities Coordinator and the responsibilities of the Province in its role as landlord. Matt reported that work on a revenue project has begun and invited members of the Board to join the workgroup.

**Advancement & Marketing:** Andrée reported that Sam Fernandez has been hired as the new Marketing and Communications Manager. An offer has been made for the Volunteer and Community Partnership Manager position. Both she and Matt have begun reaching out to donors with phone calls. Monthly open houses are being organized to highlight the programs of Accola, provide tours, and increase engagement and awareness.

Andrée reviewed the FY25 end-of-year results. She reviewed upcoming priorities, including a digital newsletter, the FY25 Annual Report, and social media strategies. She explained the Giving Circle Pledge program that she would like to implement. There will be a May event that will bring people together. There was a discussion about what Matt and Andrée are hearing in their conversations with donors. Matt explained some of the themes coming out of these conversations.

**Wisdom Ways:** Haven explained the mission of Wisdom Ways, which is to move from deep listening to courageous action. Current priorities include creating a solid foundation for Wisdom Ways moving forward and team building. Another project involves getting into the history of Wisdom Ways and the current community supporting it. They highlighted fall programming and where programs are taking place.

Wisdom Ways is testing some new offerings this fall. Haven has been thinking about how Wisdom Ways can leverage assets and reach new audiences. Haven explained the timeline for this process.

**Learning In Style:** Elisabeth reported that Learning In Style is preparing for a new school year. She introduced Janine Capelle, who will be taking on a Co-Director position at LIS. Janine explained her history with the program. Elisabeth reported that the summer school program was successful. Elisabeth reviewed registration numbers and new classes.

**Sarah's… an Oasis for Women:** Cheryl reported that LIS is sharing a teacher with Sarah's for the fall season. LIS is also sharing a staff person, which allows Sarah's to expand its services. Cheryl provided an update on the residents.

**Elevator Pitch:** Andrée referred to attachment 10 in the Board packet. This document highlights an elevator speech that Board members can use when talking about Accola. She encouraged Board members to familiarize themselves with the speech and to reach out to her if they have questions.

**Recess:** The Board recessed at 5:35 p.m. The Board reconvened at 5:44 p.m.

**Committee Updates**

Steve reminded Board Chairs to submit committee workplans to himself and Anita. Anita reviewed the point of creating these plans.

Finance & Audit: Brian Mallaro explained that the committee did not meet over the summer but will have an in-person meeting at LIS in September. This meeting will include CLA and the audit results. Tiffany reviewed documents that provide a summary of FY25 and July. Cash and investments performed well overall. She reviewed the dashboard and budgeted results vs. actual results. The YTD income came out higher than anticipated, but expenses were higher than forecasted.
There was a discussion about investment activity and the endowment.

Investment: Mary reported that RFPs have been solicited for an outsourced Investments Manager. She reviewed the status of Accola's investments.

Nomination and Governance: The Board Assessment results were presented. Anita reviewed areas of strength and ways to enhance Board effectiveness.

Anita reported that the Nomination and Governance Committee will send a note out to all Board members. This note will inquire as to member interest in serving as Board Chair/Officers.

The committee is establishing a one-year onboarding process for new members.

Resolution Honoring Fr. Larry Snyder: It was stated that Fr. Larry Snyder has resigned from the Accola Board. Anita reviewed a resolution honoring Fr. Larry Snyder for his Board work. Kevin moved to pass the resolution and Sandy seconded the motion. All present members voted to pass the resolution.

Programs & Opportunities: Anne reported that the committee is looking at partnerships, with the intentional goal of increasing the diversity of voices. Sandy has been providing feedback on wisdom figures in the community that can provide this knowledge and help the committee be mindful of the ways that can be used to create creative partnerships.

Advancement: Joel reported that the Advancement committee workplan has been submitted. It is in the process of revising its charter so that marketing falls under staff responsibilities. Joel encouraged members to think about ways to engage with others.

CSJ Mission Education: No update provided.

**Board Goals**
Steve reviewed the Board goals for FY26. This includes member responsibilities and expectations.

Board Retreat:
There will be a retreat in early 2026. This will be a time for socialization and business. A planning committee has been organized for this retreat.

Executive Session: The Board went into Executive Session at 6:28 p.m.

Board Adjourned: The Board Adjourned at 6:50 p.m.

Respectfully Submitted,
Lacy Sietsema, Accola

**Attachment #2**

Advancement Director Update:

1) Integrated Fund Development Plan has been created and approved. The Advancement Committee had an additional meeting focused on the plan and invited 5 additional Board Member for feedback and insights. In the Board Packet there is the plan as well as most of the Q1 metrics.
2) Two Open Houses are coming up – October 30th at Learning in Style and November 19th at Carondelet Village.
3) We have started the monthly Board update and the Accola Newsletter. We will have an additional monthly newsletter from Accola that will focus on our impact stories. Next month we are on track for each program to have a newsletter, we launched Wisdom Ways newsletter already.
4) We are adding to our internal Mar/Com outcomes, this year is a bit of trial and error as we test different content and material to boost engagement and ultimately following. We are supporting all programs, prioritizing Wisdom Ways as they have the greatest need for support at this time. We are making small changes to the website as we "Accolafy" all aspects of our marketing/communication. Adding things like adding Accola to the heading of all programs and email sign up being available on all platforms better connects us with our audience and grow our subscription base.
5) We are consolidating our 'holiday asks' into a cohesive effort. Rather than each program sending out multiple requests just to their group of supporters, we are consolidating an "Accola Holiday Ask" that includes specific funding needs as we move into winter and funding (like gift cards and coats). This will increase awareness across programs of the work of Accola, decrease the large amount of small 'asks' that we are giving donors and volunteers, and present a much better integrated presence to our supporters.
6) Our first large "Welcome to Accola" mailing is going out – People are receiving a cover letter(s) introducing Accola with the trifold brochure. One is focused on our Major Donors (Current and Former) and one on the Sister's and CSJ's.
7) The Annual Report is in process – Distribution planned for Mid November (along side the EOY Annual Appeal.
8) The Advancement team is full! Julie joined us in late September and has jumped in with both feet, hosting a 16 member clean-up crew from St. Kate's Physician's Assistant program.
9) I have met with or plan on meeting all BOD members – almost 100% participation!

10) We are earning the confidence of existing foundational donors (from Major Donor Call list) – this is the result of a deep investment in the cultivation of our donors and the work that Accola has put in to get to this point.
11) Working with Tiffany to update our 25/26 monthly budget to reflect when funding will come in (rather than a set amount each month for the entire year). This will be helpful as we look at where we are at with actual contributions coming in from general donations, restricted donations, events, and grants.

Attachment #3

COMMUNITY. SPIRIT. JUSTICE.

# Accola Integrated Fund Development Plan

## I. Introduction

Accola exists to carry out the essence of compassionate connection—of self and neighbor—through:

- **Housing**: Sanctuary for women through trauma-informed housing and resources.
- **Education**: Culturally relevant education in language, culture, and skills for immigrants.
- **Embodied Activism**: Resources, education and practices that connect spirituality and social justice.

The Integrated Fund Development Plan ensures Accola has the financial resources, engaged partnerships, and donor relationships necessary to sustain and expand its mission.

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## II. Strategic Financial Goals (FY 2025/26–2027/28)

- **FY 2025/26 Goal**: $940,000
    - $750,000 unrestricted donations
    - $190,000 donor-restricted funds (programs, housing, education, immigrant support)
- **Three-Year Growth Target**: Increase overall contributed revenue 33% in year one and 20% annually to reach $1.6M by FY 2027/28.

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## III. Funding Sources & Strategies

1. **Individual Giving**
    - Launch **Accola Giving Circle** (5-year pledge commitments; tiered levels).
    - Strengthen **mid-level donor program** ($1,000–$9,999).
    - Expand **monthly giving program** with impact-driven messaging.
    - Donor stewardship: quarterly impact reports, annual recognition event.

2. **Major Gifts**
    - Identify & qualify top 50 prospects annually.
    - Assign relationship managers (President, Advancement Director, Board).
    - Conduct 1:1 cultivation meetings and strategic solicitations.
    - Create donor-specific proposals aligned with mission pillars.
3. **Events**
    - Signature annual fundraising event (May).
    - Monthly Open Houses at LIS
    - 1 -2 smaller cultivation events for each program.
    - Integrate event guests into stewardship cycle.
4. **Grants & Foundations**
    - Maintain portfolio of top 15 institutional funders.
    - Research 10 new prospects annually.
    - Submit proposals aligned with housing, education, immigrant services, social justice, spirituality & healing.
5. **Corporate & Community Partnerships**
    - Develop “Levels of Partnership” framework (sponsor, program partner, volunteer partner).
    - Target 10 new corporate partners annually.
    - Measure partnership impact & mutual benefit.

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## IV. Board & Staff Roles (Draft)

- **Board of Directors**
    - Monitor progress of Advancement Committee
    - 100% annual giving participation.
    - Identify and introduce 3 new prospects annually.
    - Join solicitations for top-tier donors.
    - Community ambassadors: host table at events, share networks.
- **Advancement Committee**
    - Help BOD meet accountability goals:
        - 100% annual giving participation.
        - Identify and introduce 3 new prospects annually.
        - Join solicitations for top-tier donors.
        - Community ambassadors: host table at events, share networks.
    - Review and report on quarterly goals and BOD engagement
- **President**
    - Engages and supports the Board in fulfilling their fundraising responsibilities.
    - Works closely with the Advancement Director and Advancement Committee to set annual fundraising goals and strategies.

    - Encourages Board members to participate in donor cultivation, stewardship, and community engagement efforts.
    - Lead cultivation and solicitation of top 50 donors.
    - Partner with Advancement Director on Giving Circle growth.
- **Advancement Director**
    - Drive integrated plan implementation.
    - Oversee donor database, reporting, and stewardship systems.
    - Support Advancement Department to meet stated goals.
- **Volunteer & Community Partnership Manager**
    - Manage volunteer pipeline and partner engagement.
    - Track partnership outcomes.
- **Marketing & Communications Manager**
    - Manage marketing & communications for Accola
    - Track and report of marketing & communications outcomes

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## V. Communications & Marketing

- Annual Report + Monthly Newsletter & Impact Reports.
- Case for Support & donor materials (print + digital).
- Brand-aligned donor inserts, volunteer sheets, and event invitations.
- Social media campaigns highlighting donors, volunteers, and partners.

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## VI. Implementation Timeline (FY 2025/26)

**Q1 (Jul–Sep)**

- Develop Giving Circle.
- Plan annual report and year end appeal.
- Prep signature event.

**Q2 (Oct–Dec)**

- Issue Q1 impact report.
- Launch Giving Circle
- Execute annual report & year end appeal.
- Host donor cultivation events.

**Q3 (Jan–Mar)**

- Issue Q2 impact report.
- Conduct mid-year review.
- Execute spring donor campaign.
- Plan signature fundraising event.

**Q4 (Apr–Jun)**

- Issue Q3 impact report.
- Host signature fundraising event (May).
- Year-end appeal.

- Major donor stewardship cycle.
- Evaluate community partnerships.
- Assess annual progress & refine next year's goals.

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## VII. Evaluation & Reporting

- **Monthly Advancement Dashboard**: revenue vs. goal, donor pipeline, event ROI.
- **Quarterly Partnership Reports**: number of existing, new, and pending partners.
- **Annual Board Report**: comprehensive fundraising, partnerships, volunteer, social metrics.
- **Donor Retention Rate**: year-over-year giving analysis.

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## VIII. Logic Model

**Inputs:** Staff, volunteer pipeline, donor database/CRM, Board members, communication materials, financial resources, community partnerships

**Activities:** Map partners, host cultivation meetings, train staff, manage donor stewardship cycles, execute fundraising events, track donor retention and metrics, publish impact reports.

**Outputs:** # donor cultivation meetings, # of partners, # of volunteer & hours, # of impact reports.

**Outcomes:** (short-term) Increased donor & partner engagement, improved volunteer capacity (medium-term) Higher donor retention, expansion of Giving Circle, strengthened community trust and visibility, (Long-term) Diversified and sustainable revenue base, deeper and more resilient partnerships

**Impact:** Sustainable ecosystem of support for housing, education & immigrant services, and spirituality & social justice.

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## IX. Long-Term Impact

By 2028, Accola will have:

- Increased annual contributed revenue to $1,600,000.
- Secured 25+ active community partnerships.
- Established a sustainable Giving Circle pipeline.
- Enhanced visibility as a regional leader in compassionate connection.

# Logic Model

### Inputs (What We Need)

- Staff
- Volunteer pipeline
- Donor database/CRM
- Board members
- Communications materials
- Financial resources
- Community partnerships

### Activities (What We Do)

- Map and categorize partners
- Donor cultivation meetings
- Staff/volunteer training
- Manage stewardship cycle
- Fundraising events & appeals
- Track donor metrics
- Publish impact reports

### Outputs (What We Measure)

- # partners engaged annually
- # donor cultivation meetings
- # volunteers trained
- # fundraising events
- # donor communications
- # impact reports shared

### Outcomes (What Will Change)

**Short-term:** Increased donor engagement, robust partner participation, improved volunteer capacity

**Medium-term:** Higher donor retention, Giving Circle expansion, strengthened community trust

**Long-term:** Diversified sustainable revenue, resilient partnerships

### Impact (Our Impact)

- Mission sustained & scaled
- Stable funding base
- Strong partnerships
- Engaged donor & volunteer community

**Fund Development Plan Dashboard by Quarter**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | Q1 | | |
| **Financial Goals** | | | **Target FY 2025/26** | | **Actual (to-date)** | **% to Goal** | **On Track?** |
| | Donations | | | | | | |
| | | Advancement | $650,000 | | | | |
| | | Sarah's | $90,000 | | | | |
| | | LIS | $25,000 | | | | |
| | | WW | $75,000 | | | | |
| | Total Donations | | **$840,000** | | | | |
| | | | | | | | |
| | Event Revenue | | $100,000 | | | | |
| | | | | | | | |
| | Total Contributions | | **$940,000** | | | | |
| | | | | | | | |
| | Grants | | | | | | |
| | | Advancement | $95,000 | | | | |
| | | Sarah's | $20,400 | | | | |
| | | | | | | | |
| | Total Grants | | **$115,400** | | | | |
| | | | | | | | |
| **Donor** | | | | | | | |
| | Donor Retention Rate | | 75% | | | | |
| | Event ROI | | 150% | | | | |
| | Number of New Prospects | | 30 | | | | |
| | Giving Circle Members | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Grants Submitted | 40 | | | | |
| | Grants Received | 10 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Engagement** | | | | | | |
| | | | | | | |
| **Event & Campaigns** | | | | | | |
| | Event ROI | 150% | | | | |
| | Attendees Converted to Donors | 50 | | | | |
| | | | | | | |
| **Partnerships** | | | | | | |
| | Active Partnerships | 20 | | | | |
| | New Partnerships | 5 | | | | |
| | Pending Partnerships | 10 | | | | |
| | Volunteer Hours | 500 | | | | |
| | Volunteer #'s | 50 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Mar/Com** | | | | | | |
| | # of Social Media Campaigns launched | 4 | | | | |
| | Open Rate of Donor Emails (%) | 45% | | | | |
| | Click-Through Rate of Donor Emails (%) | 2% | | | | |
| | # of Social MediaPosts (FB/Insta) | 500 | | | | |
| | Social Followers | 6,000 | | | | |
| | Increase # followers by 5% across all platforms | Increase by 1.25%/quarter | | | | |
| | New Followers - All Accounts | 500 | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Board Engagement** | | | | | | |
| | Board Giving Participation | 100% | | | | |
| | Prospect Introductions | 63 | | | | |

| Annual Objectives | Objective Description | Key Activities | Measurement | Outcomes |
|---|---|---|---|---|
| Grow Overall Revenue | Increase annual contributed revenue from $940,000 in FY 2025/26 to $1.6M by FY 2028/2029, 20% annual growth. | Expand donor base through appeals and campaigns; Launch Giving Circle; Strengthen mid-level donor program | Total revenue vs. goal; % growth rate | 26: $1,128,000; 27: $1,353,600; 28: $1,624,320 |
| Strengthen Donor Retention & Loyalty | Achieve at least 75% donor retention annually and build lifetime value through consistent stewardship and impact reporting. | Quarterly impact reports; Personalized stewardship; Donor recognition events | Retention rate; LYBUNT/ SYBUNT analysis | Move donor retention to 80% by FY 27/28 |
| Expand Major Gift Portfolio | Identify 150, qualify, and cultivate 50 major donor prospects annually; secure multi-year commitments through the Giving Circle (5-year pledges). | Identify and qualify top 50 prospects; Assign relationship managers; Conduct cultivation and solicitations | # of major donors; $ secured in multi-year commitments | #20 Giving Circle Pledges/Year, Cultivate #50 donors, #30 New Donors |
| Diversify Revenue Streams | Balance income across individual giving, major gifts, grants, events, and partnerships to ensure no single source exceeds ~20% of total revenue by FY27. | Balance fundraising efforts across individual, major gifts, events, grants, unanticipated estate gifts, and partnerships | % of total revenue by source | Current: Annual Dist = 24%, Province = 28%, Unanticipated Estate = 4%, Contributions = 27%, Grants = 3%, Gov. Contracts = 3%, InKind = 11% |

| | | | | | |
|---|---|---|---|---|---|
| Deepen Community Engagement & Partnerships | | Deepen 15 corporate/community partnerships annually (5 new) and strengthen mutual benefit through volunteer, sponsorship, and programmatic collaborations. | Develop partnership framework; Deepen/expand 15 existing partnerships; Engage 5 new partners annually; Evaluate mutual benefit | # of new and active partnerships; Partnership satisfaction surveys | #15 Active Partnerships, #5 New Partnerships |

| **Annual Objectives** | | **Objective Description** | **Key Activities** | **Measurement** | **Outcomes** |
|---|---|---|---|---|---|
| Maximize Event Impact | | Generate $100,000 in annual net event revenue and leverage events for donor acquisition and cultivation. | Host signature fundraising event; Host 12 (Monthly) Open House cultivation events, Host 1 Event Program Specific; Integrate attendees into stewardship cycle | Event ROI; # of donors acquired | Complete #1 May Event, #12 Open Houses, #3 Program Events; Total New Donors: #144 |
| Enhance Donor Pipeline & Acquisition | | Expand monthly giving program and mid-level donor base; add 144+ new donors annually through events, campaigns, and partnerships. | Expand monthly giving; Target mid-level donors; Add 144 new donors through campaigns and events | # of new donors; Growth in monthly donors | #5 new donors through OH/Month (#60);#200 attendees and #84 new donors through May Event |

| | | | | | |
|---|---|---|---|---|---|
| Integrate Marketing & Communications with Fundraising | | Produce 1 Annual Report and 12 Impact newsletters each year; launch 6 major social campaigns; improve engagement (45*% open rate, 2% click-through* ). | Produce annual report; Quarterly updates; 6 social campaigns; Create donor inserts & invitations | Open/click rates; Growth in Social engagement; # of materials produced | #4 Social Media Campaigns, Open Rate of .45, Click Through Rate of .02, #96 Social Media Posts/quarter & 5% growth in followers (across all platforms) |
| Engage and Empower the Board | | Achieve 100% board giving participation annually; each board member identifies and introduces at least 3 new prospects annually. | Ensure 100% giving; Train board on prospecting; Require 3 new introductions per member | % board giving; # of new introductions | 100% Board Giving, 60 new introductions from BOD, 15 donor/partner support/visits |
| Measure, Evaluate, and Adapt | | Maintain a monthly Advancement Dashboard tracking revenue, pipeline, donor retention, and partnerships; conduct quarterly reviews with the Advancement Committee to adapt strategies. | Maintain Advancement Dashboard; Conduct quarterly reviews with Board; Adjust strategies | Dashboard completion; Board review outcomes | Report Quarterly on Metrics |

# Accola - Attachment #4

YTD REVENUE FROM OPERATING ACTIVIES
$1,169,714
Budget: $1,272,693

YTD OPERATING EXPENSES
$587,770
Budget: $657,856

YTD NET OPERATING INCOME
$581,944
Budget: $614,837

ADMINISTRATIVE EXPENSE YTD RATIO
30%
Current Year Budget: 44%
Long-term Target: 30%

## BALANCE SHEET

| | AS OF Aug 31, 2025 | AS OF Aug 31, 2024 |
|---|---|---|
| CURRENT ASSETS | | |
| CASH | $871,059 | $989,630 |
| ACCTS RECEIV. | $5,313 | $11,725 |
| PREPAIDS | $38,413 | $37,245 |
| LONG TERM ASSETS | | |
| FIXED ASSETS | $30,973 | $- |
| PLEDGES RECEIV. | $2,260,300 | $3,260,300 |
| INVESTMENTS | $25,036,348 | $23,743,833 |
| *TOTAL ASSETS* | $28,242,406 | $28,042,733 |
| CURRENT LIABILITIES | | |
| ACCT. PAYABLE | $38,761 | $35,030 |
| ACCRD. LIABS. | $214,916 | $170,800 |
| FHFO & ANNUITES | $20,508 | $53,016 |
| *TOTAL LIABILITIES* | $28,242,406 | $28,042,733 |
| *Net Assets* | $27,968,221 | $27,783,887 |
| NET ASSETS AND TOTAL LIABILITIES | $28,242,406 | $28,042,733 |

## REVENUE BY SOURCE

| Revenue | Total | % of Income |
|---|---|---|
| Accola Annual Distribution | $ 518,317 | 44.3% |
| Province Payments | $ 500,000 | 42.7% |
| In Kind Revenue | $ 95,011 | 8.1% |
| Contributions | $ 29,693 | 2.5% |
| Grants | $ 10,000 | 0.9% |
| Program Fees | $ 6,230 | 0.5% |
| Fundraising Service Fees | $ 5,463 | 0.5% |
| Latin America Emergency Fund | $ 5,000 | 0.4% |
| Unanticipated Estate Gifts | $ - | 0.0% |
| Government Contracts | $ - | 0.0% |
| Total | $ 1,169,715 | 100% |

**Contributions include Event Revenue*

## ADVANCEMENT PERFORMANCE

| Advancement Performance | | | |
|---|---|---|---|
| Operating Revenue | 2025-2026 YTD | 2025-2026 Budget | Variance |
| Grants | $10,000 | $19,233 | ($9,233) |
| Contributions | $29,693 | $156,667 | ($126,974) |
| Unanticipated Estate Gifts | | $20,833 | ($20,833) |
| Events Revenue | | $16,667 | ($16,667) |
| *Total Revenue from Solicitation* | $39,693 | $213,400 | ($173,707) |
| Endowments | | | |
| Planned Giving- Endowment | | $0 | |
| *Total Revenue from Solicitation & Endowments* | $39,693 | $213,400 | ($173,707) |

**Results include restricted donations*

## PROGRAM PERFORMANCE

### SARAH'S... AN OASIS FOR WOMEN

Revenue: $232,957
Budget: $184,159

Expense: $199,794
Budget: $197,395

Net Income: $33,163
Budget: ($13,236)

Net Income W/O Support: ($110,245)

### LEARNING IN STYLE

Revenue: $183,401
Budget: $178,701

Expense: $128,316
Budget: $189,189

Net Income: $55,084
Budget: ($10,488)

Net Income W/O Support: ($88,324)

### WISDOM WAYS

Revenue: $425
Budget: $25,000

Expense: $76,875
Budget: $87,266

Net Income: ($76,450)
Budget: ($62,266)

Net Income W/O Support: ($76,450)

**Support= Accola annual distribution and Province payments (if received).*

## INVESTMENT ACTIVITY-YTD

VALUE AS OF AUG 31: $25,036,349

| | |
|---|---|
| BEGINNING BALANCE (AUG 1, 2025) | $24,380,001 |
| MONTHLY ADDITIONS & SUBTRACTIONS | |
| CHANGE IN INVESTMENTS | $656,348 |
| ENDING BALANCE (Aug 31st, 2025) | $25,036,349 |

Dashboard results are for management use only and not GAAP-compliant.