



Example of Possible Selection of Services by Each Pathway

Each participating nonprofit will complete a comprehensive assessment which will make recommendations on the development plan for the organization over the next three years. There are two possible pathways for organizations – Catalyst and Booster.

Catalyst Pathway– Nonprofits that move into this pathway have a very small-scale structure. These organizations need a combination of back-office support, policies & procedure technical assistance, planning, and leadership development support to scale and sophisticate their operations. An example of back-office support might be the monthly use of a bookkeeper to appropriately record accounting transactions. As well as access to a finance trainer (or consultant) to help the leader and board determine how to identify what financial data they need, and teach them how to budget, how to develop financial scenarios, and how to develop program budgets.

Below is an example of how an imaginary nonprofit may take advantage of the Accelerator Resources in the Catalyst Pathway

- ❑ *Imaginary Nonprofit has a full-time Executive Director and 2 part-time staff*
- ❑ *The Organizational Assessment they took outlined a development plan would fit with the catalyst pathway and included the following areas for enhancement:*
 - *Board Governance*
 - *Strategic Plan*
 - *Financial and Technology Systems*
 - *Ability to Evaluate Programs*
 - *Fundraising Systems and Planning in Place*
 - *HR Processes in Place*

In addition to the workshops and peer learning, they have access to 500 hours of operational support each of the first two years of the program and 300 hours the final year. Here is how they may use them:

Year 1:	
•Contract for support in bookkeeping, accounting, IT back office:	270 hours
•DANA provides support for market assessment and strategic plan:	150 hours
•DANA provides support for governance coach to assist in board meetings;	30 hours
•ED works with Executive Coach	20 hours
•Research conducted to understand grant opportunities	30 hours
Year 2:	
•Support in developing a case for support and evaluation methods for outcomes	50 hours
•Contract for support in bookkeeping, accounting, IT back office:	200 hours
•DANA helps create strategy and policies for expanded fundraising	100 hours
•Technical assistance is provided to identify donor database and set up	50 hours
•Update HR policies, recruitment & hiring practices	50 hours
•ED works with Executive Coach	50 hours
Year 3:	
•Support in transitioning to in-house bookkeeping, policies, and controls	50 hours
•Seek partners to expand impact– DANA coaches in partnership development	30 hours
•Applies for Standards for Excellence level one accreditation	100 hours
•Develop first annual report with outcome metrics/and financials	30 hours
•Update professional development & evaluation processes	50 hours
•Training with Board on public policy & advocacy and set a policy agenda	40 hours

Booster Pathway – Nonprofits in this pathway have some systems in place but need coaching, planning, and leadership development support to strengthen and scale their impact in community. As an example, they may have a bookkeeper who regularly records expenses, but they don't know how to read financial reports, and are not experienced at financial planning or developing budgets for grants. They may use some of their operational support hours for a finance trainer (or consultant) to help the leader and board determine how to identify what financial data they need, how to budget, how to develop financial scenarios, and how to develop program budgets.

Below is an example of how an imaginary nonprofit may take advantage of the Accelerator Resources in the BOOSTER Pathway

- ❑ *This imaginary nonprofit has a full-time Executive Director, and 1 Full-time and 5 part-time staff*
- ❑ *The Organizational Assessment they took outlined a development plan would fit with the catalyst pathway and included the following areas for enhancement*
 - *Board Governance*
 - *Strategic Plan*
 - *Financial Modelling*
 - *Ability to Evaluate Programs*
 - *Revenue Diversification*
 - *HR Processes in Place*

In addition to the workshops and peer learning, they have access to 200 hours of operational support each of the first two years and 100 hours the final year. Here is how they may use them:

Year 1:

- | | |
|---|----------|
| • Contract for support with HR consultant | 60 hours |
| • DANA provides support for strategic plan | 60 hours |
| • DANA provides support for governance coach to assist in board meetings; | 30 hours |
| • Program Evaluation training and identification on methods to evaluate | 30 hours |
| • ED works with Executive Coach | 20 hours |

Year 2:

- | | |
|---|----------|
| • Contract for support with HR consultant | 60 hours |
| • Support in financial modelling for expansion opportunities | 50 hours |
| • Support in developing RFP for capital improvements project leader | 30 hours |
| • Support in identifying and applying for government contract | 40 hours |
| • ED works with Executive Coach | 20 hours |

Year 3:

- | | |
|---|----------|
| • Support in applying for Standards for Excellence Tier 1 Accreditation | 30 hours |
| • Coaching in developing public policy agenda to change regulatory barriers for clients | 30 hours |
| • Update professional development & evaluation processes | 40 hours |

No matter which pathway a nonprofit is in, they will be part of a larger cohort of nonprofits in the program, having an opportunity to learn from each other.

Eighteen months into the program, another organizational assessment will be taken to see what progress has been made and to determine whether any modifications to the development plan are needed.

Funded in part through a Grant with the U.S. Small Business Administration.