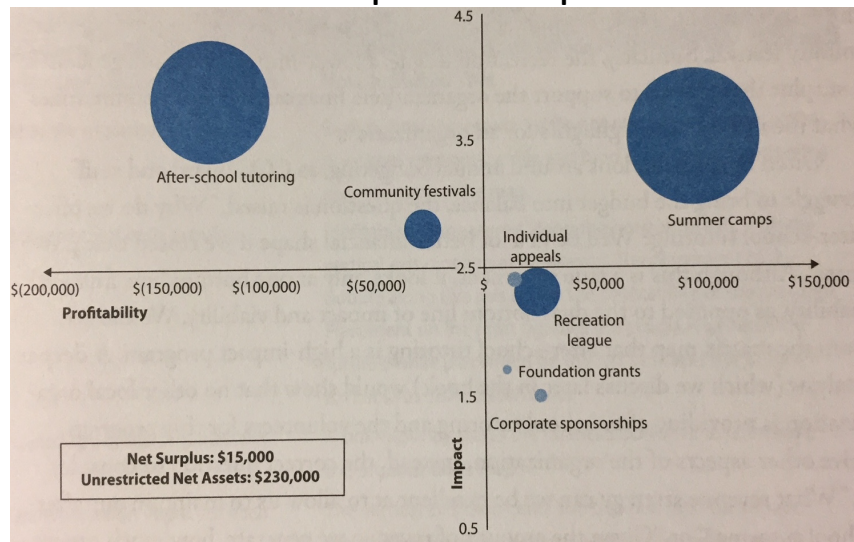




Finance Committee Update Mott Sustainability Initiative

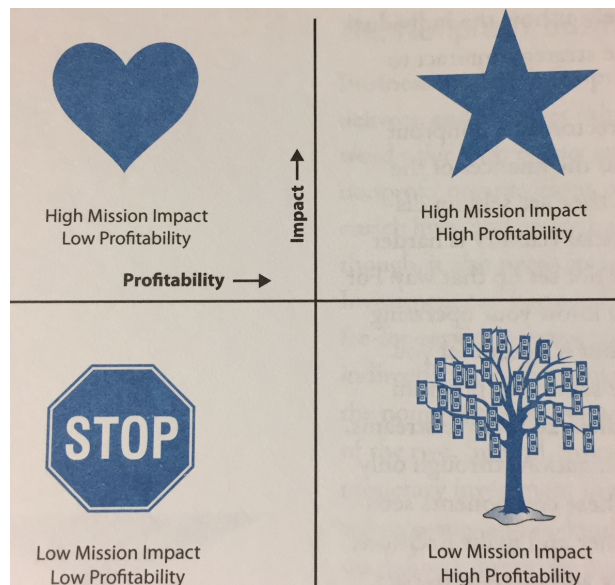
Background and Context: The CAN Finance Committee is working with Spectrum Non-Profit Services. The organization was founded by Steve Zimmerman, author of *Non-Profit Sustainability: Making Strategic Decisions for Financial Viability* and *The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions*. The Committee is going through a process to create a Matrix Map as a foundation for the development of a sustainability plan including strategies for future fund development.

A sample Matrix Map



Implications of a Matrix Map

We will utilize to create a sustainability plan and fund development strategies including what to double down on and what to “strategically abandon.”



The Finance Committee Process

Building the Matrix Map



Brief Summary of Progress

The Finance Committee has completed phase one and two of the process and is beginning to Assess Mission Impact and determine profitability of each of CAN's initiatives. To do so, the committee will utilize some universal elements and others of our choosing. Following is a summary of our progress, as well as a proposal to the Leadership Team for the "customized criteria" CAN will use in addition to universal criteria. **We hope for a discussion of this proposal to support our progress moving forward at today's meeting.**

Detailed Summary of Progress:

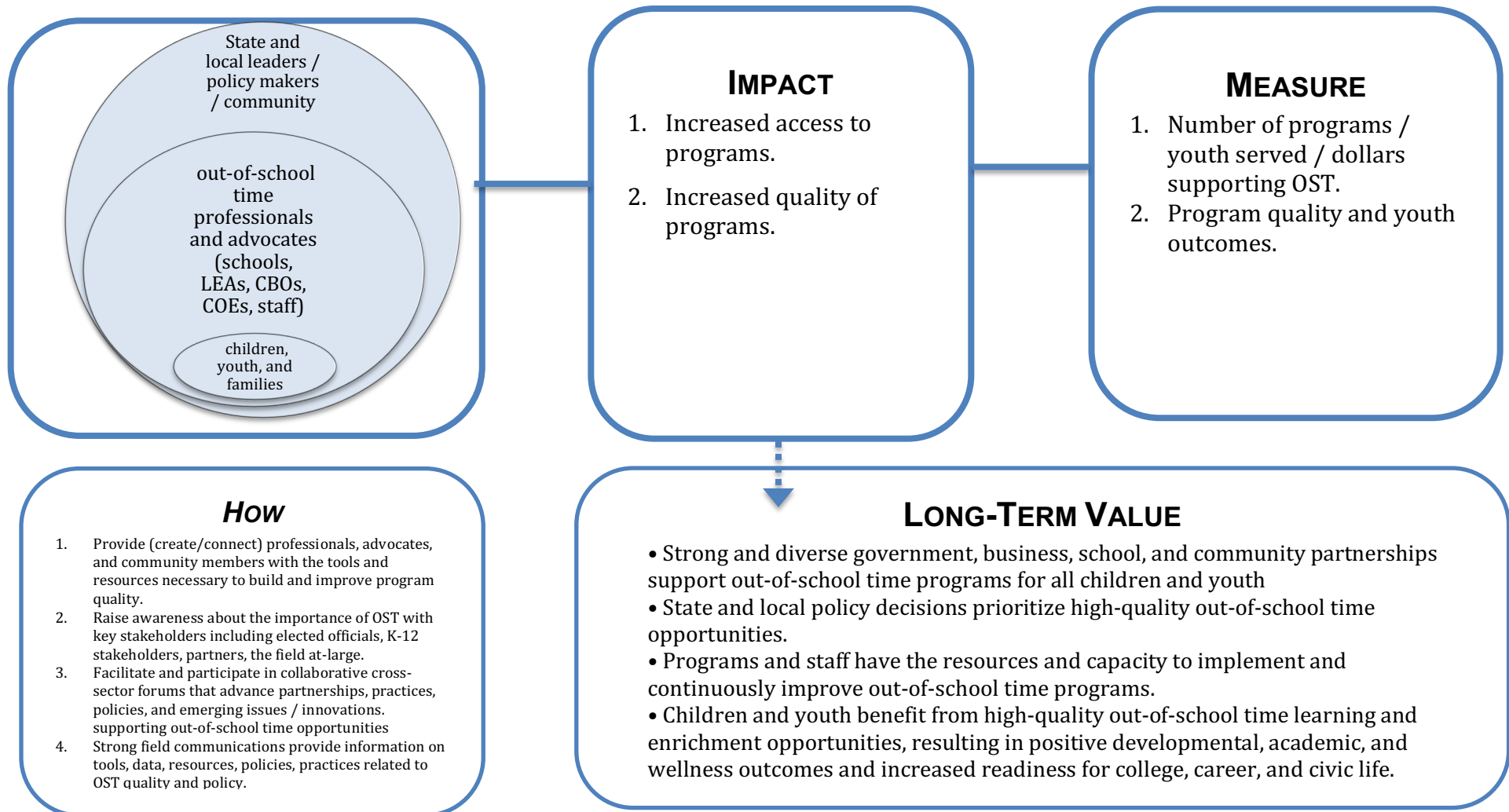
The following detailed summary includes the Finance Committees work including:

- Completed intended impact worksheet
- Completed defining initiatives worksheet
- Completed activity information worksheet containing detailed information on CAN's initiatives.
- Update and question/proposal to the Leadership Team regarding the customized criteria that will help us assess our mission impact and determine profitability.



NETWORK: CALIFORNIA

Intended Impact Outline





Intended Impact

Intended impact statements are internal statements, not meant to be “wordsmithed” and distributed widely. However, they are essential in having a shared understanding of how the organization will measure its success and useful as a prioritizing tool for future programs and strategies. In the space provided below,

Mission	Intended Impact
<p>The purpose of the California AfterSchool Network is to increase access to high-quality out-of-school time programs that support success for all children and youth.</p> <p>The Mission of the California AfterSchool Network is to provide professionals, advocates, and community members the tools and resources necessary to build high-quality OST programs in CA.</p> <p>The Vision of CAN is for CA to boast an abundance of high-quality OST opportunities that enable children and youth to maximize their potential.</p>	<p>The California AfterSchool Network will increase access to tools, resources, and professional development to increase program quality throughout CA, support the statewide collaborative of CA3 to advance effective OST policies, expand our partnership base beyond ASES and 21st CCLC programs, and increase the effectiveness of organizational communications in order to enhance field knowledge and access to information, tools, and resources.</p> <p>This is reflected in the numbers and types of programs, their access and uptake of resources and information, the number of and kinds of partnerships that support them, and ultimately their level of quality and the outcomes they produce for youth.</p>

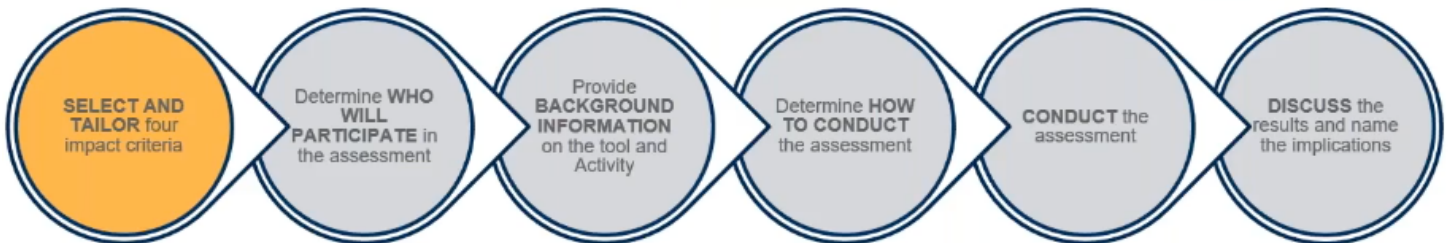
Defining CAN's Initiatives

Mission Specific	Fund Development
<p>Those activities whose primary purpose is fulfillment of the organization's mission through program activities. These activities may or may not also directly generate revenue.</p>	<p>Those activities whose primary purpose is the generation of unrestricted funds to be allocated to other activities in accomplishment of the organization's mission.</p>
<p>Goal one:</p> <ol style="list-style-type: none"> 1. Action Teams and Work Groups (Site Coordinator, CQI Guidebook Work Group, Policy, STEM, Nutrition and PA) 2. Participation in other field committees including CDE SSEL, CDE SEL, CDE Quality Design Team, CDE Summer, Child Development Coalition, CA3, Environmental Literacy Steering Committee, Proposition 64 stakeholder group, NCASE. <p>Goal two:</p> <ol style="list-style-type: none"> 3. Capacity building (training, ToT, etc.) on quality standards and continuous quality improvement (including servicing CDE Contract, Foundation proposal development, reporting, etc.) 4. Site Coordinator Initiative and Site Coordinator Symposium 5. Creating a CQI system including a revised QSA, CQI Guidebook, and online quality data system (Packard, Bechtel). <p>Goal three:</p> <ol style="list-style-type: none"> 6. State of the State of Expanded Learning 7. After school programs database 8. Field and Site Coordinator surveys 9. Communications (web, newsletter, social media) 	<ol style="list-style-type: none"> 1. New funder engagement – fund development outreach 2. Fee-generating activities including speaking and sub-contracts

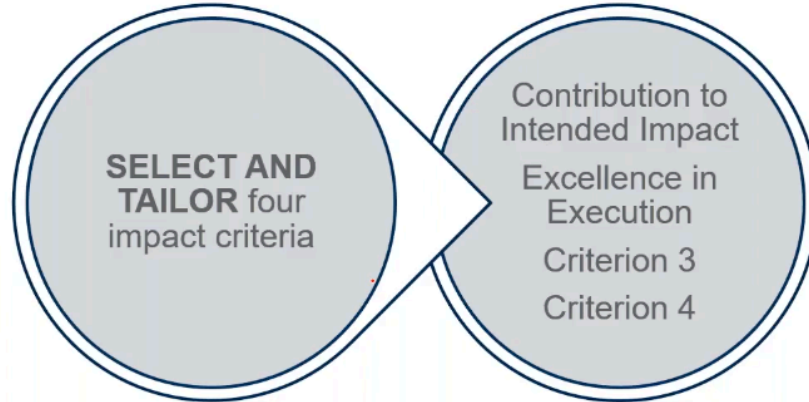
Assessing Mission Impact and Determining Profitability

The next phase is to complete a “mission impact calculation.” The mission impact calculation is grounded in the notion that, “everything has value by design, but not everything has the same value.” Some initiatives have higher impact than others. We will be examining and assessing our mission impact through two universal criteria, and two customized criteria.

The overall process:



Our immediate next steps:



Universal Criteria	Potential Customizable Criteria
<ul style="list-style-type: none"> • Contribution to Intended Impact • Excellence in execution 	<ul style="list-style-type: none"> • Scale • Depth • Significant unmet need • Community Building • Leverage

Potential Customizable Criteria	Description
Scale	How many people are touched or influenced by this activity?
Depth	How profound is the level of intervention with this activity?
Significant unmet need	Is there significant competition or are there similar offerings of this activity? Is there an adequate supply of services to meet the demand for them in the community?
Community Building	Does the activity build community around the organization as a whole?
Leverage	Does the activity benefit from and nurture important relationships and the partnerships inside and outside the network?

Why is the decision on which customizable criteria important?

This decision is important because it becomes the basis by which we as an organization determine the profitability of our initiatives. This will be the basis of strategic decisions related to CAN fund development and sustainability planning for CAN.

What does the Finance Committee Propose for customizable criteria and why?

1. Significant Unmet Need
2. Leverage

Significant Unmet Need: CAN is a big tent. It is important that the work CAN do in the field promotes, supports, and enhances existing in the work and that CAN’s work is not in competition with other agencies. Rather, it is important that CAN fill important and relevant niches in the field. CAN should fill gaps in the field. Doing so creates a unique identity for CAN in the field.

Leverage: Leverage seems to encompass similar notions of Community Building, and is at the very heart of how a network works. CAN does not work without well-nurtured relationships in the field.

However: This does leave out two important notions of scale (California is a large state), and depth (which is of course related to stronger outcomes, but perhaps for less individuals). This is the basis of our discussion today. **Does the Leadership Team support the proposal above or should the Finance Committee consider an alternative arrangement of customizable criteria?**