

Financial Worksheet 3: Direct Service + Advocacy

Organizational Stage:

Will you be developing advocacy programs and direct service programs from day one or will you be initially be focusing on creating and piloting one area of work prior to launching the second area? This worksheet combines the direct service cost elements and the advocacy elements into a single document. Depending on the anticipated size of your staff and access to resources, you may not be planning to launch both program areas simultaneously but instead will stagger them.

For the first year of your fellowship, you and/or your staff will be spending the majority of your time on:

- Planning
- Research
- Direct Service Program Development
- Direct Service Program Delivery
- Community Organizing
- Lobbying/Case Work
- Writing and Publishing

What will you be spending the majority of your time on in year 2?

Staffing

Which of the following functions will your organization need/perform in your first two years?

Function	Year 1			Year 2		
	In House	Outsource or Consultants	Volunteers/ Pro Bono	In House	Outsource or Consultants	Volunteers/ Pro Bono
Finance <input type="checkbox"/> Accounting <input type="checkbox"/> Bookkeeping <input type="checkbox"/> Payroll <input type="checkbox"/> Financial Analysis/ Planning						
Communications & Marketing						
Fundraising						
Administrative Support						
Technology Support/Website Management						
Legal Support						
Program Development						
Community Outreach						
Service Delivery Personnel						
Community Organizing						
Research						

Other:						
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Based on the functions you describe above, how large of a staff do you envision in Year 1 and Year 2?

Year 1:

- Single employee (or two employees under partnership model): founder(s)
- Founder(s) and consultants for specific projects
- Founders plus Small Staff
- Multifaceted Organization

Year 2:

- Single employee (or two employees under partnership model): founder(s)
- Founder(s) and consultants for specific projects
- Founders plus Small Staff
- Multifaceted Organization

When calculating staffing expenses, be sure to include benefits and payroll taxes for all employees. Depending on the type of organization you are running, the skills and experience of your staff and their responsibilities, you may also need to create a budget for staff education, travel and/or meals and hosting.

If you are relying heavily on donated space/materials, you will need to account for the time and labor to secure the in kind donations and manage the donor relationship. If you are relying heavily on volunteers, be realistic in the amount of staff time required to recruit, manage and motivate volunteers.

Work Place

Where will you work?

- Home Office
- Donated Space
- Rented Space
- The local coffee shop in your neighborhood

Which of the following will you need to support your operations?

- Computers & Office Suite of Software
- Specialized software such as customized data base programs
- Phones
- Internet Access
- Office Furniture
- Business Equipment such as a photocopier, printers, fax machine
- Office supplies
- Postage & Shipping

Legal & Administrative Expenses: Depending on the type of services you are providing, you may be required to protect your organization against certain liabilities

- Liability Insurance
- Directors & Officers Insurance for your Board of Directors
- Background checks for staff members or volunteers (highly recommended and may be required by law if you are working with children or are delivering certain services)
- Incorporation Fees
- Banking Fees

Direct Service Program Delivery

Where will you deliver your program?

- Donated space (such as a local community center, church or school)
- On site at a partner organization's location
- Rented Space
- Purchased Space
- Over the phone or over the internet

How will constituents reach your services?

- Public Transportation or their own transportation
- My organization will provide transportation
- Services are provided over the phone or via the internet

Which supplies are needed to provide your services (e.g., art supplies for after school programs, books/materials for literacy programs, medical supplies for health programs)? Where will your supplies come from? Do you need to have a budget for shipping supplies to the program site? Will you need to maintain a large inventory of supplies requiring storage space? If you will be receiving donated used or "refurbished" supplies (such as donated instruments for a music program or used professional clothing for a job training/placement program), you may need to include a line in your budget for making any necessary repairs or cleaning to make the items suitable for use.

Advocacy Program

The organizations or entities that you will be working with the effect wide scale legislative or policy change are based:

- Locally only
- Locally and Regionally and some local travel will be required
- Mostly outside of my geographic area however in person meetings will be minimal
- Outside of my home area and in person meetings are essential. Heavy travel is required.

How do you plan to use your website?

- For informational purposes only
- To engage different constituency groups in on line dialogues
- To manage large scale organizing efforts such as on line campaigns, petitions or forums

What research tools or resources will you need to be successful?

- Access to free and publicly available information; no or low cost to access but staff time required to research and analyze
- Subscriptions to databases, tools, publications and/or memberships to associations
- Research staff on a contract or full time basis
- Outside experts

Data Management: What sort of systems and processes will you need?

- My work will be data intensive and I will need to invest in standardized systems sooner rather than later
- I can build the systems I need using basic database tools or spreadsheet programs

Community Outreach and Attracting Resources

Which of the following will you be creating in your first two years to communicate your mission/program to constituents, potential volunteers and/or board members, community partners and donors?

- Web site
- Printed materials such as brochures
- Events for constituents or donors

The cost of all of these items will vary dramatically depending on the intended purpose, the intended audience and the expected outcome.

Web Site Expenses: Web site development expenses can vary widely depending on the sophistication of your design; use of graphics, photos or video; and functionality.

When developing printed materials, you may need to:

- Hire a designer and/or writer
- Purchase stock photography or hire a photographer
- Invest in leasing or purchasing equipment that allows you to create high quality desk top publishing in house
- Hire a printer.