

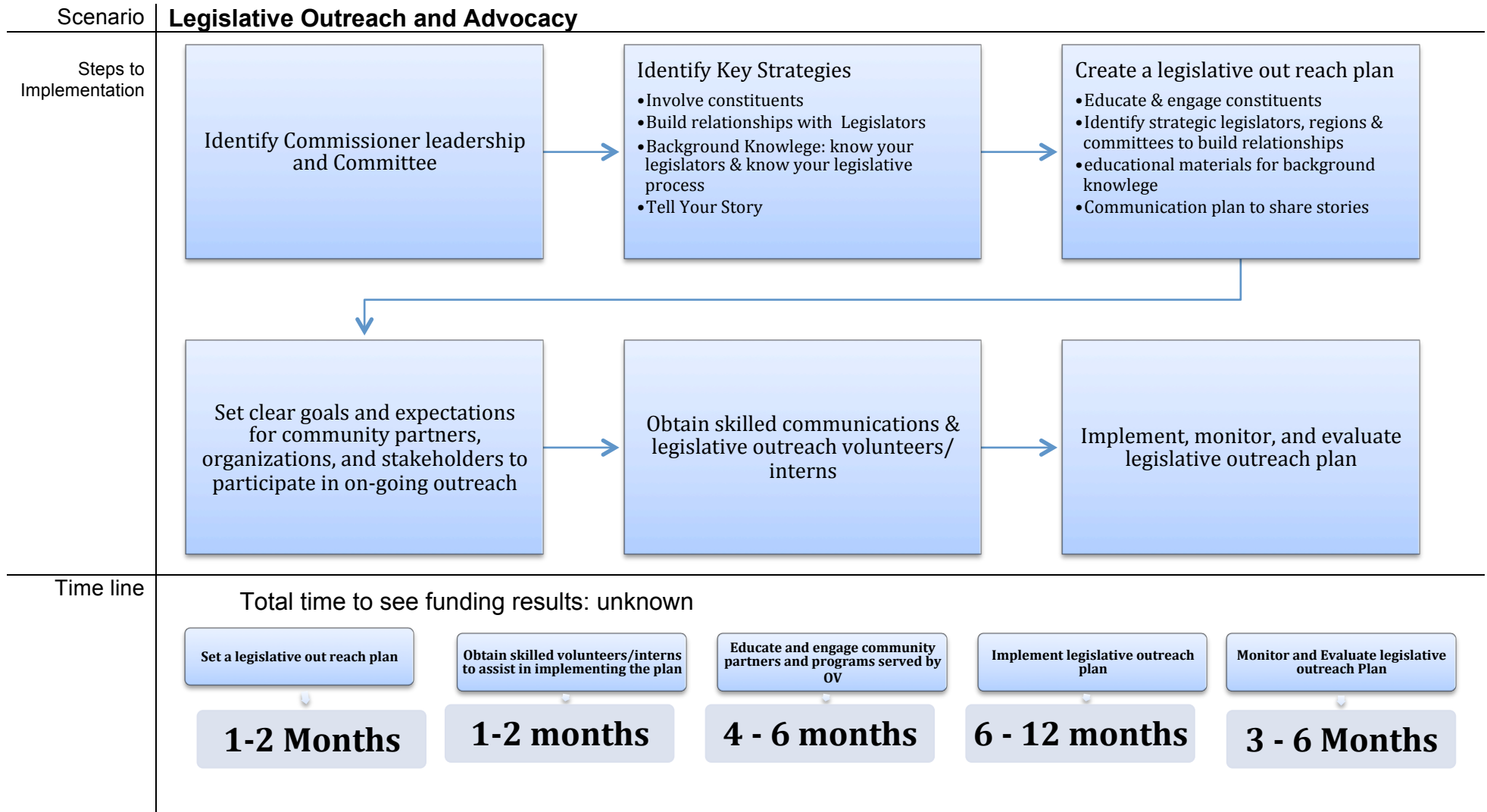
Appendix A: Scenario Planning

Scenario	501c3 Nonprofit Application and Fund Development Plan		
Steps to Implementation	<div><div>Identify Commissioner leadership and Committee</div><div>Decide on a nonprofit framework<ul style="list-style-type: none">Charitable OrganizationEducational OrganizationSupporting Organization</div><div>Obtain consultant &/or legal assistance</div><div>Write nonprofit application and articles of incorporation</div><div>Apply for Nonprofit Status</div><div>Write 501(c)3 application</div><div>Submit 501(c)3 application</div><div>Obtain skilled fund development volunteers</div><div>Write a fund development plan<ul style="list-style-type: none">grantscorporate sponsorshipdonors</div><div>Approve & Implement fund development plan</div><div>Monitor and Evaluate fund development plan</div></div>		
Time line	<div>Total time to see funding results: 2+ years</div> <div><div>Write Articles of Incorporation</div><div>1-2 Months</div><div>Register with Department of Justice & Apply for a Federal Tax ID Number</div><div>2-4 weeks</div><div>Complete 501(c)3 application within 27 months of organizing the nonprofit group</div><div>1-2 months</div><div>Submit 501(c)3 application</div><div>6-12 months</div><div>Complete Fund Development Plan</div><div>2-3 months</div><div>Implement Fund Development Plan</div><div>12+ months</div><div>Monitor and Evaluate Fund Development Plan</div><div>2-3 Months</div></div>		
Nonprofit/ 501(c)3 Classification Options	Charitable Organization <ul style="list-style-type: none">Provide services to poor or under privileged/Improving communitiesPromote public welfare	Educational Organization <ul style="list-style-type: none">Teaching individuals to develop their capabilitiesInstructing the public on topics useful to individuals or communities	Supporting Organization <ul style="list-style-type: none">Connected to a governmental unitOperated, supervised, controlled by supported organizationOV must pass FASO test (does not currently pass)
Case for Support	Charitable Organization Helping other nonprofit organizations succeed through increased volunteer support	Educational Organization Improving statewide volunteer experience and strengthening community nonprofits through educating volunteer managers and providing a support network to areas of Oregon with low access	Supporting Organization Supporting the work of the Oregon Service Commission to help other nonprofit organizations succeed through increased volunteer support

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Stakeholders	Charitable Organization Community organizations Community members Rural Oregon communities with low access to volunteer support	Educational Organization Community organizations Community members Rural Oregon communities with low access to volunteer support High Schools Volunteer management professionals Volunteer network organizations (ie. NOVAA)	Supporting Organization Community organizations Community members Rural Oregon communities with low access to volunteer support High Schools Volunteer management professionals Volunteer network organizations (ie. NOVAA) Commissioners Business members Legislators
Resources	Time to implement Volunteer time to implement Staff time & Commissioner time to implement \$150 application fee Consultant &/or Legal fees Travel expenses to meeting & program sites		
Analysis & Practical Considerations	This scenario poses a long time frame with no certain return on investment; the newly formed nonprofit has no guarantee of obtaining grants or sponsorships and building a case for support to potential donors will take additional time. This process will involve a significant amount of ongoing work that will require considerable volunteer assistance, staff time, commissioner time, and consultant or lawyer assistance.		
	Charitable Organization This option is easier to set up but is hard to make a case for support. The services provided are indirect and broad making it hard to attract funders.	Educational Organization This option has a stronger case for support because it focuses on the direct services and funders who want to support this work will give directly to the nonprofit. Because this option is usually for schools and universities, it may require consultant assistance to set up. The focus is more narrow which helps focus on the direct service, but also potentially limits activity.	Supporting Organization This option is very complex and will require legal assistance. The services provided here are potentially broad and indirect making it hard to attract funders. Funders may also be hesitant to indirectly fund government work.

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Case for Support (to legislators)	<ul style="list-style-type: none"> • 55% of existing state Service Commissions already receive state funding and funding matches. • Oregon cannot receive federal AmeriCorps dollars without a commission and communities all over Oregon depend on AmeriCorps programs. • Volunteerism is a very important part of Oregon communities and culture and there is a great need for further volunteer management education, resources and support, especially in rural parts of Oregon that would not otherwise have access to this. • All Oregon nonprofits benefit when volunteer management is improved. • The commission can leverage statewide reach to engage volunteers in accomplishing state-wide legislative goals (ie. Education, mentoring, elderly care etc.)
Stakeholders	<p>Commissioners Legislators Governor Voters Oregon nonprofit organizations partnered with OV Community members</p>
Resources	<p>Time to implement Volunteer time to implement Staff time & Commissioner time to implement Travel expenses to meeting & program sites</p>
Analysis & Practical Considerations	<p>Although this option is the cheapest and easiest to begin and the case for support is compelling, the returns are the most uncertain. This has the potential to be time consuming without any increase in funding. However, this also has the potential to lay groundwork for future state funding if Oregon's financial situation improves.</p> <p>This option is also compatible with both other scenarios and should be considered no matter what choice is made.</p>

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Scenario	Fiscal Sponsorship
Steps to Implementation	<div><div>Identify Commissioner leadership and Committee</div><div>Identify potential fiscal sponsors with compatible mission & purpose<ul style="list-style-type: none">•NOVAA•Hands on Portland•NAO</div><div>Create preliminary proposal and approach potential sponsors<ul style="list-style-type: none">•Research legal options and requirements</div><div>Negotiate fiscal sponsor agreement<ul style="list-style-type: none">•obtain legal assistance•decide on the type of sponsorship ie. project, contractor, grantee, etc</div><div>Complete and submit paperwork and agreements</div><div>Implement sponsorship project agreements</div><div>Monitor and evaluate</div></div>
Time line	<div>Total time to see funding results: 12+ months</div> <div><div>Identify, strategize and approach potential sponsors</div><div>Negotiate fiscal sponsor agreement</div><div>Complete and submit paperwork</div><div>Implement fiscal sponsorship plan</div><div>Monitor and Evaluate</div></div> <div><div>2 - 4 Months</div><div>3 - 6 months</div><div>3 - 4 months</div><div>6 - 12 months</div><div>3 - 6 Months</div></div>
Case for Support (to potential sponsors)	<ul style="list-style-type: none">• Mutual benefit to reach mutual goals• Joining forces serves Oregon better – more efficient and effective use of resources and funding• Greater capacity and capabilities for both organizations

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Stakeholders	Nonprofits serving Oregon with similar mission (ie. NOVAA) Oregon Volunteers staff Commissioners Oregon nonprofit organizations partnered with OV Community members served by the common mission Volunteer managers
Resources	Time to implement Staff time & Commissioner time to implement Legal fees Sponsorship payments (negotiated)
Analysis & Practical Considerations	<p>This option presents the most benefit for the most manageable amount of effort. The primary challenge is to identify potential partner organizations and negotiate the agreement. This option is not likely to work as a long-term solution and should be approached as a step along the way towards financial sustainability.</p> <p>It is also important to keep in mind:</p> <ul style="list-style-type: none">• This is not a pass-through option, the fiscal sponsor will have control and authority over:<ul style="list-style-type: none">○ funds obtained with their 501(c)3 status○ financial reports○ expenditure approval for the project○ Staff hiring & firing for the project• The sponsor may have to assume some liability for the project• PR; OV & the sponsor will be perceived as associated