



A Program of Resources for Human Development, Inc.

Dear Applicant,

Thank you for your interest in the **New Beginnings Nonprofit Incubator**. New Beginnings provides small and startup organizations with the support and resources they need to build their capacity and effectiveness. Its mission: to enhance the Philadelphia region's nonprofit landscape by helping small, community-based programs grow, build skills, and maximize their impact. The incubator is operated by Resources for Human Development, Inc. (RHD), a large, diversified nonprofit organization based in Philadelphia.

Since its inception in 1981, New Beginnings has helped dozens of regional startups grow into successful nonprofits. Graduates include the Please Touch Museum, Family Care Solutions, ArtReach, Women Organized Against Rape, The Career Wardrobe, Philadelphia Cares, and many more. Each one of these programs first entered the incubator as little more than an idea.

New Beginnings helps its member programs grow through a model that is focused on intensive skill building. Member programs follow a plan designed to equip them with the expertise and information they need to run effective organizations—one-on-one coaching and mentoring.

Through this formula, New Beginnings' current member programs have developed programming, hired first staff members, increased board productivity, received grants from regional and national funders, and earned repeated coverage by media from *The Philadelphia Inquirer* to *The New York Times*. Each program is preparing to "graduate" from the incubator by building the skills, networks, and resources it will need to function independently.

Please review the enclosed information about the New Beginnings Nonprofit Incubator, RHD, and the application process. I wish you the best of luck as you take the next steps toward making your vision a reality.

Sincerely,

Trish Biedron
Director, New Beginnings Nonprofit Incubator

Summary of Member Benefits

Technical Assistance

Upon acceptance to NB, staff helps programs to identify technical assistance needs. Each program will develop an individualized technical assistance and skill building plan based on identified areas of focus. New program directors are required to attend at minimum (4) four of workshops, roundtables and support groups per year and are actively coached by staff over their first years in the program.

- One-on-one mentoring in the areas of:
 - Fundraising
 - Board development
 - Strategic planning
 - Fiscal management
 - Accounting
 - Volunteer coordination
 - Public relations, marketing

- Monthly skill-building workshops, support groups and roundtables
- Access to RHD's Miniversity, which offers a variety of trainings and workshops

Fiscal Services

In addition to RHD's basis financial services of providing fiscal sponsorship and performing an annual audit for all NB member programs, the NB budget manager provides a wealth of services to programs. Program directors do not commonly have backgrounds in finance. Their fiscal education is therefore constant and ongoing.

- Fiscal management
- Annual Audit
- Use of RHD's 501c3 status
- Accounting services (Required to go through New Beginnings/RHD):
 - Accounts payable
 - Accounts receivable
 - Payroll

Benefits

- Opportunity to participate in RHD's benefit plans (depending on size of budget and level of maturity of organization)

Insurance

- Liability insurance
- Directors and Liability (D&O) insurance

Office Space (Upon Availability)

NB provides member programs the opportunity to have a formalized office location for administrative activities. With the following amenities provided at no cost to the member programs.

- Conference rooms
- Desk space
- Shared computers
- Computer consultants on-call
- Communications (internet, fax, telephones)
- Utilities
- Limited administrative support

Evaluation and Assessment Upon acceptance to NB, staff helps programs to identify technical assistance needs. Areas of focus are identified, and plans for addressing those needs are drawn up. New program directors are encouraged to attend all workshops, roundtables and support groups, and are actively coached by staff over their first years in the program.

All NB programs are regularly tracked through three phases of development and each program's phase assignment is reassessed on a quarterly basis. As each program and director differs in levels of experience, work history, and development, each phase may take a different amount of time for different programs.

- **Phase I:** Phase I is characterized by programs that are at the start of their program, fundraising, and fiscal development. Program directors in this category are actively engaged by NB staff in intensive on-on-one technical assistance, must attend at minimum (4) four skill building workshops per year and are guided by NB staff in their education of nonprofit management. These programs normally have income under \$25,000 per year, and have been in the *Incubator* for a relatively short period of time.

The emphasis for these programs is on the following:

1. Intensive skill building.
2. Regular goal-setting and evaluation with NB staff
3. Particular emphasis on development of the following:
 - Mission statement
 - Market research
 - Funding plan
 - Strategic plan
 - Budget
 - Advisory board development
 - Volunteer recruitment
 - Collaboration/Partnerships

- **Phase II:** Phase II is characterized by programs who have been with the *Incubator* for a number of years, have budgets in excess of \$25,000, and have well-developed program, fundraising, fiscal plans and strong advisory boards. Program directors in phase II normally have a well-developed skill set for nonprofit management, and use standard NB technical assistance services on an as-needed basis.

The emphasis for these programs twofold:

1. Active, intensive technical assistance toward the following goals:
 - Sustainable funding
 - Financial Viability
 - Solid Board
 - Sound fiscal management
 - Strategic plan
 - Strong program goals and achievements
2. Moving program off some of the direct service benefits of NB

- **Phase III:** Once programs have reached Phase III, they are ready for graduation to independence. Most programs graduate to independence after a short period of success at this level. However, RHD does offer ongoing fiscal sponsorship to a limited number of graduates, depending on their natural relationship with RHD, or their specific sponsorship needs. Phase III programs are characterized by having achieved Phase II goals.

Regular one-on-one technical assistance The first meeting with a New Beginnings program is an opportunity to begin to develop a technical assistance plan and timeline for the coming months, to identify strengths and address weaknesses, and to design an individualized path for skill-building. In the first year of a program's tenure in the *Incubator*, they are required to attend at least 4 skill-building workshops, and to meet regularly with NB staff.

For both new and more experienced program directors one-on-one technical assistance meetings are required. For new programs, a monthly in-person meeting is complimented by a bi-weekly phone conversation at the very least. Veteran program directors are required to fulfill the once monthly check-in with NB Staff.

With these regular meetings as a base, program directors often are in contact at the very least once a week. Help with the following aspects of nonprofit management are ongoing for all programs, and are constantly being sought from program directors:

- Proposal editing and feedback
- Assistance with the development of project and program budgets
- Approval of all expenses
- General support and advice
- Assistance with legal, fiscal, grant-related, and program related challenges
- Many miscellaneous questions

For each meeting held, or significant conversation, a progress sheet is kept. The progress sheet documents the following:

- Goals met from the previous meeting
- Achievements
- Challenges
- Goals for subsequent meeting
- Action items for New Beginnings staff
- Next meeting date

This simple recordkeeping method allows for continuity in following a program's individualized plan, and keeps both NB staff and NB program directors on track.

Workshops/Roundtables/Support groups Monthly workshops, roundtables and support groups offer NB member programs the opportunity to share their experiences, achievements and challenges with their peers, learn from local nonprofit leaders and experts, and delve in-depth into specific issues of concern to their programs.

Opportunities for NB member groups to attend outside trainings in the area are made available and encouraged. NB makes these available at low-or no cost to the programs themselves.

Fiscal Services In addition to RHD's basis financial services of providing fiscal sponsorship and performing an annual audit for all NB member programs, the NB budget manager provides a wealth of services to programs. Program directors do not commonly have backgrounds in finance. Their fiscal education is therefore constant and ongoing. The following fiscal services are among the most time-intensive:

- **Approving expenses** Each expense for NB programs must be approved. A significant amount of the NB Budget manager's time is dedicated to checking and double-checking that each submitted expense from a NB member program will be offset by funds available in that programs unit. While some program directors are able to keep track of income and expenses, most do not.
- **Assisting with budget development and financial reporting** All NB programs seek assistance with both budgeting and financial reporting throughout the year. Again, these are skills that

require a great deal of coaching, review, and oversight. NB staff spends a significant amount of time providing one-on-one coaching for these important tasks.

- **Recordkeeping and reporting** In addition to financial reporting for grants received, the NB budget manager is required to not only keep records on all transactions of all NB programs, but also have these records available at a moments notice. Retrieving files, creating reports for NB programs, double checking, clearing up discrepancies, is all part of the NB budget manager's job.

Benefits Once a NB member program has achieved a level of competence and is able to accrue six months' salary, it has the opportunity to:

- Provide salary to their director through RHD's payroll system.
- Purchase RHD health, dental, life, and other benefits at the RHD group rates.

Liability insurance Both D&O and general liability insurance are covered for a nominal fee of \$225 per program. For some of the NB member programs, this is a savings of thousands of dollars. Also, programs have access to additional riders for events and special programs at low costs.

Office Space NB provides member programs the opportunity to have a formalized office location for administrative activities. With the following amenities provided at no cost to the member programs, the Midvale office building is an incredibly useful and convenient resource for the organizations:

- Conference rooms
- Desk space
- Shared computers
- Computer consultants on-call
- Communications (internet, fax, telephones)
- Utilities
- Limited administrative support