



**Louisville Asset Building Coalition
Proposed Outline of Work**

Strategic Planning

CNPE will plan, facilitate and document a planning process to produce a three-year strategic plan. Elements of the planning process will include:

Data Gathering CNPE will work with LABC to gather and summarize general organizational information (financial history, programming descriptions, board and staffing structure, etc.). CNPE also will work with LABC to design, administer, and analyze a stakeholder survey.

Retreats After the data is gathered, CNPE will gather the organizational leadership in a retreat setting. Retreat activities will include:

- A review of the data gathered
- A review of the current vision and mission statements
- An analysis of the organization's internal and external environments (typically a SWOT analysis)
- Articulation of a handful of areas of focus for the plan, within which goals and objectives will be developed
- Identification of immediate next steps

Post-Retreat Sessions After the board retreat, CNPE will facilitate post-retreat sessions that focus on building the next layer of the plan's detail. In this step, CNPE will meet with a board-appointed task force (generally a mix of several board members, volunteers, staff, and the executive director) to discuss how each of the areas of focus identified at the retreat can be developed into goals and objectives. Each of these meetings focuses on one area of focus and lasts approximately 90 minutes. In the normal course of this process, it is reasonable to expect five to seven of these sessions to be held. The last of these sessions focuses on developing a timeline and identifying dependencies among the goals and objectives. CNPE will document all the sessions.

Drafting the Plan At the conclusion of the post-retreat sessions, CNPE will provide an outline of the goals and supporting strategies. Typically, the board is asked to review and approve the outline.

If approved, CNPE will provide a comprehensive plan document containing a summary of the data gathered, a summary of the planning process, documentation from all retreats and post-retreat sessions, as well as the goals and objectives of the plan itself. CNPE will also provide an executive summary of the plan and the planning process.

Duration of the Planning Process From the initial data gathering process to the ultimate production of the strategic plan can take three to six months depending largely on (1) the data gathering methods and scope of respondents selected and (2) the frequency with which the board's task force meets after the retreat.

Board Self Assessment and Development Plan

The first step in effective nonprofit governance is coming to a common understanding of the roles, responsibilities, and behaviors that characterize high-functioning boards and assessing current performance in relation to them. In order to assist LABC with this first step, CNPE will administer a board self-assessment survey to members of the board, analyze its results, and report and interpret these results at a board meeting.

This anonymous, online survey will allow leaders to examine and rate the board's effectiveness in these critical areas of governance:

- Values and Vision
- Mission
- Strategic Planning
- Financial Oversight
- Resource Development
- Program Oversight
- Risk Management
- Relationship with ED/CEO
- Board Capacity and Renewal
- Relationship with Staff/Volunteers
- Public Relations
- Operational Effectiveness
- Board Culture
- Satisfaction As Board Member

Beyond helping the board understand where it is fulfilling its responsibilities and where it needs to do some work, many find the survey very educational. Often board members are not clear about the complete range of roles and responsibilities of a nonprofit board of directors. Taking the survey and discussing its results provides some clarification and education about these roles and responsibilities.

Also at the board meeting, CNPE will facilitate a discussion/planning session in which board members will identify board development priorities and next steps. CNPE will document the draft plan as well as the main points of the discussion.

CNPE will then facilitate three one-hour training/education sessions for the board, based on the results of the survey and priorities identified.

General Technical Support

CNPE will work with LABC to further define additional technical support needs and will provide support and/or identify and introduce to LABC other sources of support. Support already identified includes:

- Review of governing documents, policies and procedures (bylaws, policy and procedure handbook, etc.)
- Review of insurance coverage and other aspects of risk management
- Development of a marketing strategy to increase volunteer and customer base