



501 COMMONS

springboard

Program Guide
2018



CULTURE
KING COUNTY LODGING TAX



OFFICE OF ARTS & CULTURE
SEATTLE



WELCOME TO SPRINGBOARD

Springboard is a planning program for arts and cultural organizations designed to provide staff and board leaders with the skills, tools, and information they need to advance their organizational mission with strength, adaptability, and clarity. The program was developed by 501 Commons in cooperation with Claudia Bach of AdvisArts Consulting. In the past nine years, 49 organizations have benefited from participating in Springboard's planning process.

Springboard begins with an organizational self-assessment of five core competency areas. Next, you identify three issues or opportunities that rise to the top of the organizational self-assessment discussions. Working with your 501 Commons consultant, you define the changes you would like to see and develop a specific 12-18 month action plan to achieve your goals.

A team of three people from each organization, including at least one board member, will work with a 501 Commons Executive Service Corps member who serves as volunteer project manager, facilitator, and consultant.

Peer learning is encouraged at two cohort gatherings and an afternoon Arts Forum, providing the opportunity to connect with other cultural leaders and to share resources, strategies, and challenges to strengthen the sector.

501 Commons Consultants

The Executive Service Corps members you work with during Springboard are volunteering their time to support the success of your organization. The consultants' role is to facilitate conversation and ideas, advise on organizational best practices, help prioritize key issues and opportunities, and document the process and the Springboard Plan. While the consultants are primarily responsible for facilitating productive discussions, providing guidance, feedback, and drafting and finalizing deliverables, organizations are expected to contribute ideas and strategies which are consonant with their missions.

Program Funders

Springboard is made possible with support from 4Culture, the Seattle Office of Arts & Culture, and the Boeing Corporation, as well as contributions of financial support, time, and talent from members of the 501 Commons Service Corps.

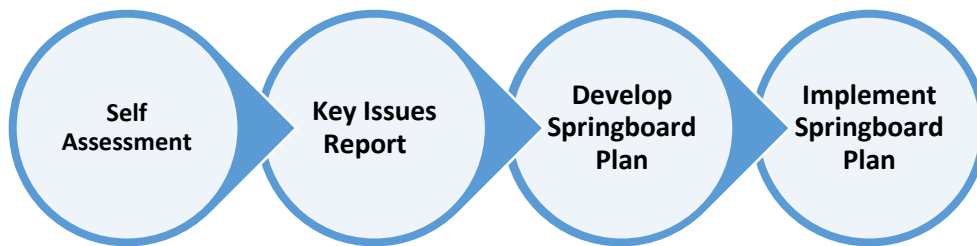
ABOUT 501 COMMONS

501 Commons was founded in 1989 as the Executive Service Corps of Washington. We have been engaging skills-based volunteers in consulting projects with nonprofits and schools for 25 years. In 2011, we changed our name to 501 Commons to better reflect our role as Washington State's nonprofit management support organization. In 2012, we integrated the technology services of NPower Northwest. Volunteerism remains an integral part of 501 Commons. The Service Corps currently consists of just 550 volunteers with a wide range of professional backgrounds in government, business, health care, education, and the nonprofit sector.

501 Commons' programs and services support organizations so they have access to the expertise needed to advance their mission. We offer a wide variety of affordable consulting services including leadership coaching, board governance, strategic planning, human resources, financial and technology services, and much, much more.

PROGRAM GOALS AND PROCESS

1. Provide leadership development opportunities to inform and strengthen the participating organizations' operations and governance.
2. Deliver organizational capacity building skills sessions that build on participants' skills and knowledge.
3. Create opportunities for peer-based learning and knowledge sharing.
4. Provide strategic support for key capacity building issues within the organization.
5. Provide expertise to develop an action plan that will strengthen and advance the organization.



GETTING STARTED

Appoint your Organizational Leadership Team (OLT)

Springboard requires the participation of three individuals from the organization throughout the 4-month program and at the final graduation. One participant must be the Executive/Managing Director or equivalent; a board member; and the third can be from the staff or board. If a staff person or board member leaves, appoint a new team member right away. Designate one person to be the primary point of contact with your consultant and for 501 Commons staff.

Schedule Springboard Meetings

Members of the OLT will each spend approximately 8-10 hours per month for the 4-month planning process. This time includes attending up to 6 planning meetings, 4 cohort gatherings, coordinating with the consultant between meetings, and reviewing and providing feedback on deliverables. Meetings with the consultant are scheduled when mutually convenient and are typically held at the organization's office. While many Service Corps members work full time, some have flexibility to meet during business hours.

Use Basecamp to Stay Informed and Connected

You will use an online program called Basecamp during Springboard. Basecamp makes it easier for teams to coordinate and allows 501 Commons to manage and support the project. Basecamp is a virtual file cabinet that contains all of the project materials, emails, draft and final reports and plans in one spot.

You will receive an invitation to join your Basecamp project, including your temporary password. To make Basecamp a quick two-click process, set your browser to remember your password and drag the Basecamp icon in front of the URL onto your toolbar so you can click on the icon and get immediately to your project. 501 Commons can help if you have any questions setting up.

Organization Expectations

The organizational leadership team (OLT) is expected to participate throughout the Springboard process.

Participants are asked to:

- Complete the Five Elements Self-Assessment **prior** to the program launch.
- Attend **all** scheduled program events and team planning meetings between February and June. Three of the team meetings will be three-hour mini-retreats. See program schedule for details
- Attend and present at the graduation in September.
- Review and contribute ideas for the Key Issues Report.
- Review and contribute ideas for the Springboard Plan.
- Complete the program evaluation upon completion of the program. Your feedback is valuable!
- Complete six and twelve-month plan progress reports using the online survey provided by 501 Commons.
- Fully participate as a team and arrive on time for all meetings.

Consultant Expectations

Consultants are asked to:

- Attend consultant orientation, program launch, consultant check-ins and combined cohort gathering.
- Schedule, plan, and facilitate five to six planning meetings between February and June.
- Review the organization's organizational application **prior** to launch.
- Take notes and write the draft and final versions of all program deliverables.
 - ✓ Upload draft Key Issues Report and Springboard Plan to Basecamp.
 - ✓ After 501 Commons has reviewed drafts, meet with organization to discuss both the organizations' and 501 Commons' feedback, and incorporate edits.
 - ✓ Get OLT approval on all program deliverables and post proofread and copy-edited final versions to Basecamp, using only the templates provided by 501 Commons.
 - ✓ Facilitate strategic discussions that inform the Springboard Plan process and ensure OLT completes it on time.
- Finalize the **Springboard Plan, including outcome measures, by Friday, June 29, 2018.**
- Complete the "Lessons Learned" self-evaluation.
- (optional) Attend the Springboard Forum and graduation celebration.

PART 1: ORGANIZATIONAL SELF-ASSESSMENT

The Five Elements Self-Assessment is designed to help you examine your organization's current position relative to commonly accepted nonprofit management principles and structures. It is organized to provide a snapshot of strengths and areas for improvement.

Step 1: The Organizational Leadership Team (OLT) will complete the self-assessment **prior** to the program launch. It may be possible for all staff and board to participate, or the OLT may need to select a smaller group of participants, although we hope you can get at least half your board to participate. The more broadly you are able to gather insights, the more the OLT will benefit.

Step 2: At the launch, the OLT will discuss with each other and with the consultant their responses and what the assessment revealed regarding areas of strength and improvement in the organization. You will review the results, looking for high-level threads or commonalities, and identify areas where there are divergent views or questions to discuss further with the help of your consultant.

Together, the OLT will fill out a final, consolidated assessment which will be uploaded online. The assessment and discussion will be preparation for your first team meeting to determine key organizational issues for the Key Issues Report (KIR).

Below are suggested prompts for the launch assessment discussion:

- What observations do you have? Were there any surprises? Confirmations? Other issues revealed?
- How well do the responses align? Why or why not?
- Do the assessment results shift internal perspectives on the organization's strengths and weaknesses?
- What emerges as a priority issue for Springboard? Why is this a priority?

PART 2: KEY ISSUES REPORT

The purpose of the Key Issues Report is to **prioritize** three issues identified in the Assessment that the organization wishes to address. The consultant will plan and facilitate Key Issues meetings, take notes, and prepare the draft and final versions of the Key Issues Report (KIR) for review by the OLT and 501 Commons.

What is a "key issue?"

Key issues are challenges that limit the organization's ability to fulfill and sustain the mission. When defining a key issue, it is important not to identify a task or product, such as a new website or a new hire, but rather to focus on the underlying problems. Examples of key issues are:

- We think our audience demographics are changing, but we have no data to support this assumption.
- We are providing too many offerings to too few people and do not know which programs to focus on.
- Our lack of administrative staff destabilized the organization and has resulted in lost revenues from patrons and donors.

PLANNING MEETINGS 1 & 2

The consultant and the OLT meet for Planning Meetings #1 and #2 to review the assessment results and develop the Key Issues Report.

Planning Meeting 1: 3-Hour Retreat: The OLT and consultant examine the organizational self-assessment priorities, generate a list of possible key issues, determine organizational priorities, and draft the Key Issues Report (KIR). The consultant will help the OLT to focus on a manageable set of key issues during the Springboard process.

Be sure to allow enough time at this point in the process for discernment and reflection. **The success of the Springboard process hinges on the clarity and insight you draw from the process of determining your Key Issues.**

Based on the OLT responses and the discussion, the consultant will develop the draft Key Issues Report and send a draft to the OLT for review. The Key Issues Report template is available on Basecamp. After incorporating feedback from the OLT, the consultant will upload the draft Key Issues Report to Basecamp by **Friday, March 16, 2018**. 501 Commons will provide feedback on the Key Issues Report by Friday, March 23, 2018.

Planning Meeting 2: The OLT and consultant will finalize the Key Issues Report, and begin Springboard Plan development. After the meeting, the consultant will finalize the Key Issues Report and send the final draft and meeting notes to the OLT for review, feedback, and approval. The consultant should upload the organization's final Key Issues Report to Basecamp no later than **Friday, April 6, 2018**.

PART 3: SPRINGBOARD PLAN

After completing the KIR, you will develop a Springboard Plan to address the Key Issues. The purpose of the plan is to describe current conditions, define organizational goals, and detail the actions the organization will need to take to achieve those goals. The plan is typically 10-25 pages long.

Development of the organization's Springboard Plan is a responsibility shared by the OLT and the consultant. The consultant will schedule and facilitate the meetings, take notes, and take the lead in producing the plan.

Plan Overview

The Plan is available on Basecamp. The plan includes:

- An executive summary of the organization, including the Springboard process (used to brief board members or as part of a request for support from a donor or funder)
- Introduction and organization overview
- Results of the self-assessment
- Description of the Key Issues
- A list of organizational goals
- Action plans for identifying milestones and steps to achieving each goal
- Three outcome measures
- Relevant attachments

The plan should include narrative explanations, not just lists. The plan should also include specific milestones and detailed action steps. The plan defines who will be responsible for actions and sets target dates for completion of action. Based on the plan, the OLT will be asked to identify three specific outcome measures and set targets for each of them for the next year. The organization will be asked to report to 501 Commons on these measures in March and September 2019.

Planning Meetings 3-4:

The Executive Summary can be completed once anticipated outcomes of the program are established. The Executive Summary should include a narrative explanation of the goals that capture the discussions in the planning meetings. **The consultant will draft Sections 1-3 of the plan as soon as the Key Issues Report is completed.**

In **Planning Meeting 3**, the team will confirm the goals, determine milestones and action steps, and select outcome measures and preliminary targets. As you develop the plan, identify potential barriers to achieving the goals. Focus on those barriers that you can directly influence. Identify the resources needed to address the barriers.

For each action step, identify the staff/board position that is accountable for completing the step and the due date for completion. **Do not wait until the end to assign responsibility and set the due dates.** The plan is not actionable until the people who are going to do the work have been identified and the timelines for completion have been discussed and aligned with other work.

After Planning Meeting 3, the consultant will send the draft Springboard Plan to the OLT for review. The OLT will provide prompt feedback. The consultant will incorporate OLT feedback and upload the draft Springboard Plan to Basecamp by **Friday, May 4, 2018**. 501 Commons will provide feedback by Friday, May 11, 2018.

Planning Meeting 4 will occur at the same time as the Cohort Gathering #2, on **Tuesday, May 15, 2018**. 501 Commons feedback on the Springboard plan drafts will be provided in advance of the meetings. Discussion time on the feedback will be provided at the Cohort Gathering #2.

Planning Meeting 5:

- Determine who is accountable for updating and implementing the plan
- Define how you will monitor progress and collect data for outcome measures
- Confirm the reporting process and schedule

If needed, you can schedule a Planning Meeting 6 to finalize the Springboard Plan, discuss how the OLT will communicate the plan internally, and ensure that the organization is prepared to monitor the milestones and impact measures. The consultant will upload the second draft of the Springboard Plan to Basecamp **by Friday, June 8, 2018**. 501 Commons will share feedback by June 22, 2018. The consultant will upload final changes to Basecamp by Friday, **June 29, 2018**.

PART 4: IMPLEMENTATION OF YOUR SPRINGBOARD PLAN

The Springboard Plan will only work to add capacity to the organization if the organization “works the plan.” This means keeping the document updated and visible in the organization and incorporating the work into daily activities. The organization will designate one person who is accountable for ensuring that the organization implements the plan. This means revising the plan as circumstances change and modifying the due dates and accountabilities as needed.

At the final cohort meeting and graduation in September, the OLT will report on planning and implementation progress to the cohort group and funders. The organization will be asked to report to 501 Commons again on their progress in March and September 2019.

For program questions, comments and suggestions, please contact Catherine Nueva España, Springboard Program Manager, at catherine@501commons.org or 206-682-6704 x 113.

SPRINGBOARD 2018 PROGRAM SCHEDULE		
Consultant-only Orientation	501 Commons, Pacific Tower, 8 th Floor, #810	Th, Feb 1 4 – 5:30 pm
OLT completes Five Elements Assessment		F, Feb 2
PROGRAM LAUNCH	12th Avenue Arts	Wed, Feb 7 4 – 7 p
Planning Meeting #1. Three hour mini-retreat to review assessment and develop Key Issues Report (KIR)	Organization's office	By week of Mar 5
OLT reviews draft KIR and provides feedback to consultants		Week of Mar 12
MILESTONE: Post draft KIR to Basecamp for 501 Commons review		F, Mar 16
Consultant-only Check-in #1	501 Commons, Pacific Tower, 8 th Floor, #810	T, Mar 20 4-6:30 pm
501 Commons provides review of KIR draft		F, Mar 23
Planning Meeting #2: Finalize KIR. Initiate Springboard Plan development.	Organization's office	Week of Mar 26
MILESTONE: Post final KIR to Basecamp		F, April 6
Planning Meeting #3: Three hour mini-retreat to discuss Springboard Plan, outcome measures and timeline	Organization's office	Week of April 16
COHORT GATHERING #1	12th Avenue Arts	T, April 17 4 – 6:30 pm
Consultant Check-in #2	501 Commons, Pacific Tower, 8 th Floor, #810	Th, May 3 4 – 6:30 pm
MILESTONE: Post draft Springboard Plan to Basecamp for 501 Commons review		Fri, May 4
501 Commons provides review of first draft of Springboard Plan		F, May 11
COMBINED COHORT GATHERING #2 & PLANNING MEETING #4	12th Avenue Arts	T, May 15 4 – 6:30 pm
Planning Meeting #5: Three hour mini-retreat to assign accountability for the Springboard Plan and determine how progress will be monitored, measured and reported	Organization's office	Week of May 21
SPRINGBOARD FORUM & COHORT GATHERING #3	Pacific Tower, 8th Floor	T, June 5 3 - 6 pm
Planning Meeting #6 (optional): Finish Springboard Plan	Organization's office	Week of June 4
MILESTONE: Post second draft of Springboard Plan to Basecamp for 501 Commons review		F, June 8
501 Commons provides review of second draft of Springboard Plan		F, Jun 22
Organizations and consultants complete program evaluation survey		F, Jun 22
MILESTONE: Post final Springboard Plan to Basecamp		F, Jun 29
GRADUATION & Final Cohort Gathering #4	12th Avenue Arts	T, Sept 18 4-7 pm

