501 COMMONS

springboard

Program Guide
2017

OFFICE OF ARTS & CULTURE
SEATTLE

4 CULTURE
KING COUNTY LODGING TAX

BOEING

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.

A team of three people from each organization, including at least one board member will work with two 501 Commons Service Corps members who serve as volunteer project managers, facilitators, and consultants.

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 team, you define the changes you would like to see and develop a specific 12-18 month action plan to achieve your goals.

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 Service Corps members you work with during Springboard are volunteering their time to support the success of your organization. Without their contribution, the cost of the program to you would be nearly $28,000 at market rate consulting fees. Please be considerate of them by responding to their messages, keeping to the program schedule, and expressing your gratitude—often! If you have a production, show, or event, consider providing them with free tickets to thank them and help them more fully understand and appreciate your organization.

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 over 501 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.

Self Assessment → Key Issues Report → Develop Springboard Plan → Implement Springboard Plan
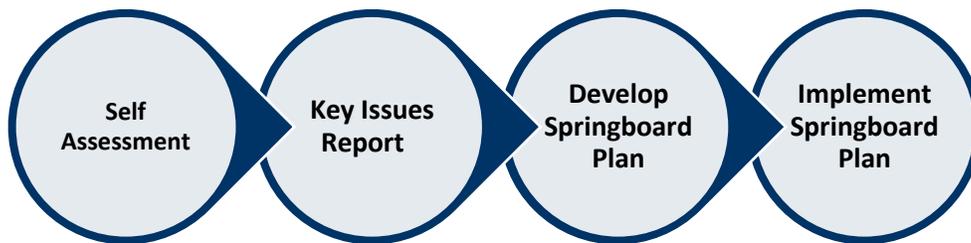
GETTING STARTED

Appoint your Organizational Leadership Team (OLT)

Organizations are responsible for maintaining a team of three participants for the duration of the program. At least one of the participants must be a board member and one must be a staff member. The third can be from the staff or board. If a staff person or board member leaves, be sure to appoint a new team member right away. Designate one person to be the primary point of contact with your consultants and for 501 Commons staff.

Schedule Springboard Meetings

Members of the OLT will each spend approximately 35 hours during the four-month planning process, including attending five to six team meetings and five cohort gatherings, and reviewing plans. Read through the program guide so you get a sense of what will happen when, view the program schedule, and put all program dates on your calendar.

Meetings with your consultants are scheduled when mutually convenient. While many Service Corps members work full time, many 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. Change your password to something easy to remember like "Artrocks" or "HurrayArts. "

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. Need help? Ask the 501 Commons program staff and your consultants – we are here to help.

ORGANIZATION EXPECTATIONS

The organizational leadership team (OLT) are expected to participate throughout the Springboard process. Participants are asked to:

- Complete the Organizational Capacity 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.
- Provide input on and review the Key Issues Report.
- Provide input on and review 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 four to five team meetings between March and June.
- Help the organization learn to use Basecamp, including setting up bookmarks.
- Take notes and prepare the draft and final versions of the Key Issues Report (KIR) and Springboard Plan.

  - ✓ Upload draft KIR 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 approval on the KIR and Springboard Plan and post clean, final versions to Basecamp.

- Finalize the **Springboard Plan, including outcome measures, by June 30, 2017.**
- Complete the "Lessons Learned" self-evaluation

Optional activities:
- Attend the Springboard Forum and graduation celebration

PART 1: ORGANIZATIONAL SELF-ASSESSMENT

The Springboard Organizational 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.

Overview of the process

Step 1: The Organization Leadership Team (OLT) will hold an internal meeting to 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: The OLT will send the completed assessment and summary data to the Program Manager. Program Manager will review the results and share them with the consultants assigned to your project team prior to the launch. The summary should include a listing of participants.

Step 3: At the launch you will discuss what the assessment revealed regarding areas of strength and improvement in the organization. You will identify areas where there are divergent views or questions to discuss further with the help of your consultant team. This 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:
1. Provide an overview of the results, looking for high-level threads or commonalities, and identify areas of alignment and divergence.
2. Lead a discussion to further clarify. Suggested prompts:

- Let's review the results. What observations do you have? Where 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 priority issued for Springboard? Why is this a priority.

PART 2: KEY ISSUES REPORT

The purpose of the Key Issues Report is to choose three issues identified in the Assessment that the organization wishes to address. The consultants 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?"

The Key Issues Report is a tool to assist all parties in defining and agreeing on which issues will be addressed. Key issues are the problems that limit the organization's mission reach or sustainability. When defining a key issue, it is important not to identify a task or product, such as a new website or a strategic plan, but rather to focus on the underlying problems. Examples of key issues are:

- A large percentage of people in our target audience do not know about our organization.
- 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 consultants 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 consultants examine the organizational self-assessment priorities, begin generating a list of possible key issues, determine organizational priorities and begin drafting the Key Issues Report (KIR). The consultants are charged with assisting the OLT to focus on a manageable set of key issues during the Springboard process. Consultants should use the meeting agenda provided by 501 Commons and draw from the questions below to guide the OLT team through the assessment results; shifting priorities to more specific key issues.

Using the questions below to facilitate the OLT discussion of Key Issues, consultants can adapt the questions below based on Assessment summary data. 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.**

You each identified critical issues and management needs for your organization in your Self-Assessment. (Review what these were.) Does this capture the current situation after your internal review? If not, what should be added to this picture? Review each of the five assessment areas:

Governance and Boards

Please tell me about leadership in your organization. How are decisions made and implemented? How do the staff and board communicate strategic efforts and decision making? How would you characterize the clarity of roles for your staff/board? Who makes decisions relating to human resources and board development?

Fundraising & Financial Management

How are you funded? What sources make up your major revenue streams? Who is responsible for fundraising/earned income? What barriers do you experience in fundraising/income generation? How are accounting and/or financial records handled? Are you able to get a clear and accurate financial picture on a regular basis? How are they used?

Communications & Relationships

How do you identify your target audience(s)? Has this changed recently? If so, how and why? How do you communicate with them? What is working/not working regarding outreach, education or audience development?

Planning, Technology & Administration

Can you describe briefly how planning occurs for the short and long term in your organization? How do you plan for your organization's programs, services, and administration? What would enhance the process for you? Tell me a little about how you use computers/technology. What might take you to the next step? What would this accomplish for your organization?

Management & Culture

Can you describe your organizational values and behaviors that shape the organizational culture? How do you address and navigate change? Tell me about your efforts to promote diversity and inclusiveness at the staff/board/volunteer level.

Based on the OLT responses and the discussion, the consultants will develop the draft Key Issues Report and send a draft to the OLT for review. This should be done using the Key Issues Report Section 1 and Section 2A, with Section 2B added to reflect what was learned from the internal assessment that the OLT conducted. The Key Issues Report template is available on Basecamp. After incorporating feedback from the OLT, consultants will upload the draft Key Issues Report to Basecamp by **March 17, 2017**. 501 Commons will provide feedback on the Key Issues Report by March 24, 2017.

Planning Meeting 2: The OLT and consultants will finalize the Key Issues Report, and if there's time, initiate Springboard Plan development. After the meeting, consultants will finalize the Key Issues Report and send the final draft and meeting notes to the OLT for review and approval. The OLT will provide feedback to the consultants. Consultants should upload the organization's final Key Issues Report to Basecamp no later than **April 7, 2017**. These reports will provide helpful input for the program staff to design a tailored Arts Forum in June.

**Combined Cohort Gathering
#2 & Planning Meeting #4**:
May 16, 4-6:30pm
12th Avenue Arts

Milestone: May 5
Consultants upload draft
Springboard Plan to Basecamp

**Planning Meeting #5:
Week of May 22**
Finalize Springboard Plan
3-hour mini-retreat

**Springboard Forum and
Cohort Gathering #3:**
June 12, 3-6:00 pm
Pacific Tower

**Planning Meeting #6:
Week of June 12**
Optional meeting to finalize
the Springboard plan

Milestone: June 16
Consultants upload final
Springboard Plan to Basecamp

Graduation:
September 20, 4-7pm
12th Avenue Arts

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 should be at least ten pages long, up to 25 pages.

Development of the organization's Springboard Plan is a responsibility shared by the OLT and the consultants. Consultants 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 2018 and September 2018.

PLANNING MEETINGS 3-6

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. **Consultants draft Sections 1-3 of the plan as soon as the Key Issues Report is completed.**

In **Planning Meetings 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, consultants will send the draft Springboard Plan to the OLT for review. OLT will provide prompt feedback to the consultants. Consultants incorporate OLT feedback and upload the draft Springboard Plan to Basecamp by **May 5, 2017**. 501 Commons will provide feedback by May 19.

Planning Meeting 4 will occur at the same time as the Cohort Gathering #2, on May 16, 2017. 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, on May 16.

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. When the plan is final, Consultants will upload the Springboard Plan to Basecamp **by June 16**. 501 Commons will share feedback by June 30. Consultants will upload final changes to Basecamp by **June 30**.

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 so far to the cohort group and funders. The organization will be asked to report to 501 Commons again on their progress in March 2018 and September 2018.

Program Questions, comments and suggestions, please contact Debra Webb, Springboard Program Manager at debra@501commons.org or 206-682-6704 x. 294.

SPRINGBOARD 2017 PROGRAM SCHEDULE	
Consultant Orientation	**Feb 2**
OLT Completes Organizational Self-Assessment Prior to Launch	**Feb 13**
PROGRAM LAUNCH	**Feb 21**
Planning Meeting #1: Week of March 6. Three hour mini-retreat to review assessment and discuss Key Issues Report (KIR)	
OLT reviews draft KIR and provides feedback to consultants	**March 15**
MILESTONE: Post draft KIR to Basecamp for 501 Commons review	**March 17**
501 Commons review of KIR draft	**March 24**
Consultant Check-in #1: Review KIR report, discuss any issues.	**March 30**
Planning Meeting #2: Week of March 27. Finalize KIR. Initiate Springboard Plan development.	
MILESTONE: Post final KIR to Basecamp for 501 Commons review	**April 7**
Planning Meeting #3: Week of April 17. Three hour retreat to discuss Springboard Plan, outcome measures and timeline	
Cohort Gathering #1	**April 18**
Consultant Check-in #2: Review Springboard Plan, discuss any issues.	**May 1**
MILESTONE: Post draft Springboard Plan to Basecamp for 501 Commons review	**May 5**
Combined Cohort Gathering #2 & Planning Meeting #4	**May 16**
501 Commons review of Springboard Plan drafts	**May 19**
Planning Meeting #5: Week of May 22. Three hour retreat to assign accountability for the Springboard Plan and determine how progress will be monitored, measured and reported	
Springboard Forum and Cohort Gathering #3	**June 12**
Planning Meeting #6 (Optional): Week of June 12	
MILESTONE: Post final Springboard Plan to Basecamp for 501 Commons review	**June 16**
501 Commons review of final Springboard Plan	**June 30**
Organizations and consultants complete program evaluation survey	**June 30**
Graduation & Final Cohort Gathering #4	**Sept 20**