

Building on Success (BOS) Products

Point-K Organizational Assessment ToolB-2

BOS Technical Assistance Summary, 2016-2018B-6

BOS Learning Session Feedback Summaries (Individual), 2016 - 2018

- a. September 27, 2016 Feedback SummaryB-8
- b. November 1, 2016 Feedback SummaryB-13
- c. February 21, 2017 Feedback SummaryB-18
- d. April 25, 2017 Feedback SummaryB-23
- e. September 12, 2017 Feedback SummaryB-28
- f. October 17, 2017 Feedback SummaryB-36
- g. February 20, 2018 Feedback SummaryB-42
- h. April 17, 2018 Feedback SummaryB-47

BOS Learning Sessions 1-5 Themes, November 2017B-51

BOS Focus Group Summaries, 2017-2018

- a. April 25, 2017 Focus GroupB-55
- b. September 11, 2018 Focus GroupB-57

BOS Themes from Evaluation, December 2018.....B-59

BOS 2.0 Themes from BOS After-Action Review, December 2018.....B-66

Innovation Network Point K Organizational Assessment Tool

I. Organizational Planning

Mission Statement

- Does your organization have a written mission statement?

If yes...

- When was your organization's current mission statement created?
- How often is your mission statement reviewed and revised?
- Is your organization guided by a written set of core values?

Strategic Plan

- Does your organization have a written strategic plan?

If yes, which of the following elements are included in the strategic plan?

- Organizational goals
- Organizational objectives
- How clients will be affected as a result of the objectives
- Activities or actions that must be taken to carry out the objectives
- The resources necessary to carry out the activities
- The number of items/products the activities will produce
- Multi-year budgets to support plan implementation

Annual Operating Work Plan

- Does your organization have an annual operating work plan?

If yes...

- Does your organization's annual operating work plan have a timeline?

II. Organizational Structure

Board of Directors

- Does your organization have a Board of Directors?

If yes...

- Does your organization have a board matrix that outlines the ideal make-up of the Board?
- Are board members' terms stated at the time of their election?
- Does your organization offer new board members a board orientation?
- Does your Board of Directors have a Chair or President?
- Is your Board Chair or president also the Executive Director?
- Do board members review the performance of the Executive Director based on his/her written job description?
- Does your organization have written bylaws?
- Do your bylaws reflect your organization's current operations?

Staff

- Does the entire staff meet at regular intervals?
- Do all staff members have written job descriptions that detail expectations?
- Are employee performance evaluations conducted?
- Are written expectations used to guide staff performance reviews?

Volunteers

- Does your organization use the help of volunteers?

If yes...

- Does your organization have written job descriptions for volunteers?
- Do volunteers receive a volunteer handbook?

Information Technology

- Does your organization have any computers?

If yes...

- Do all staff members have individual computers?
 - Do all staff members have individual desktop internet access?
 - Do all staff members have individual email addresses?
 - Does your organization have a local area network (LAN)?
 - Does your organization use virus protection software?
 - Does your organization routinely back up its computers?
-
- Does your organization have a web site?
 - Does your organization have a phone system?
 - Does your organization have voice mail?
 - Does your organization have a fax machine (or computers with fax capability)?

Policies and Procedures

- Does your organization use a basic set of forms for repetitive tasks (e.g. time sheets, travel expenses, regular staff reports)?
- Does your organization have a written personnel manual covering personnel policy?

III. Leadership

- Would you say that your leader is mission-focused?
- Does your leader have a strong vision for the organization?
- Does your leader have a strategy in mind to make his or her vision become real?
- Does your leader successfully build relationships inside and outside the organization?
- Does your leader have an open, participatory communication style?
- Does your leader have the ability to motivate employees and other stakeholders?
- Does your leader have strong managerial skills?

IV. Fundraising

- Does your organization have a written fundraising plan?

If yes...

- How often is your fundraising plan reviewed and revised?
 - Does your organization have a fundraising action plan and corresponding timeline to support its fundraising plan?
 - Does your organization review and revise the fundraising action plan and corresponding timeline?
-
- Does your organization have at least one staff member whose primary responsibility is fundraising (other than the Executive Director)?
 - Does your organization have a process in place for writing grant proposals?

For each of the strategies listed below, please indicate whether your organization's primary fundraising staff person uses that strategy to build fundraising relationships.

- Writing grant applications
 - Sending draft proposals to funders
 - Meeting with funders
 - Attending conferences with funders
 - Other:
- Does your board have a fundraising committee?
 - Do fundraising tools (case statements, brochures, sample letters, etc.) exist for board and staff?
 - Does your organization prepare regular updates (budgets, expenses, annual report, etc.) for funders and donors on funding received?
 - How often does your organization evaluate the extent to which it has met its fundraising goals?

V. Finance and Accountability

- Does your organization have an annual operating budget?

If yes...

- Does expected income meet or exceed projected expenses in this year's budget?
- Does your organization use multi-year operating budget projections?

Please provide the approximate percentage of your organization's annual revenue derived from each public funding source listed below.

- Federal
- State
- Local

Please provide the approximate percentage of your organization's annual revenue derived from each private funding source listed below.

- Individual
- Foundation
- Corporation
- Special events/annual fundraisers
- Earned revenue (i.e. fee for service, membership, interest income)
- Other:

- Are invoices normally paid within 30 days?
- Does your organization have insurance coverage?
- Does your organization have a written pay scale?
- Have you considered your organization's potential risk?
- Is the financial status of your organization reviewed at least quarterly by the board?
- Is your organization audited annually?

VI. Communication

- Does your organization have a marketing and communications plan?

If yes...

- Is your organization tracking the effects of its marketing and communications plan?
- Has your organization developed collateral materials based on its marketing and communications plan?

VII. Evaluation

Evaluation

- Does your organization have an evaluation plan for the whole organization (based on the strategic plan, if you have one)?
- Does your organization have a logic model for any of its programs?
- Does your organization have a written program evaluation plan for any of its programs?

If yes...

- Does your organization evaluate how well its programs achieve their outcomes?
- Does your organization evaluate how well its programs are implemented?

Please indicate which of the following data collection strategies your organization is currently using.

- Surveys/Questionnaires
- Interviews
- Document review
- Observation
- Focus groups
- Case studies
- Test of knowledge, skill or performance
- Other:

Building on Success (BOS): Final TA Report

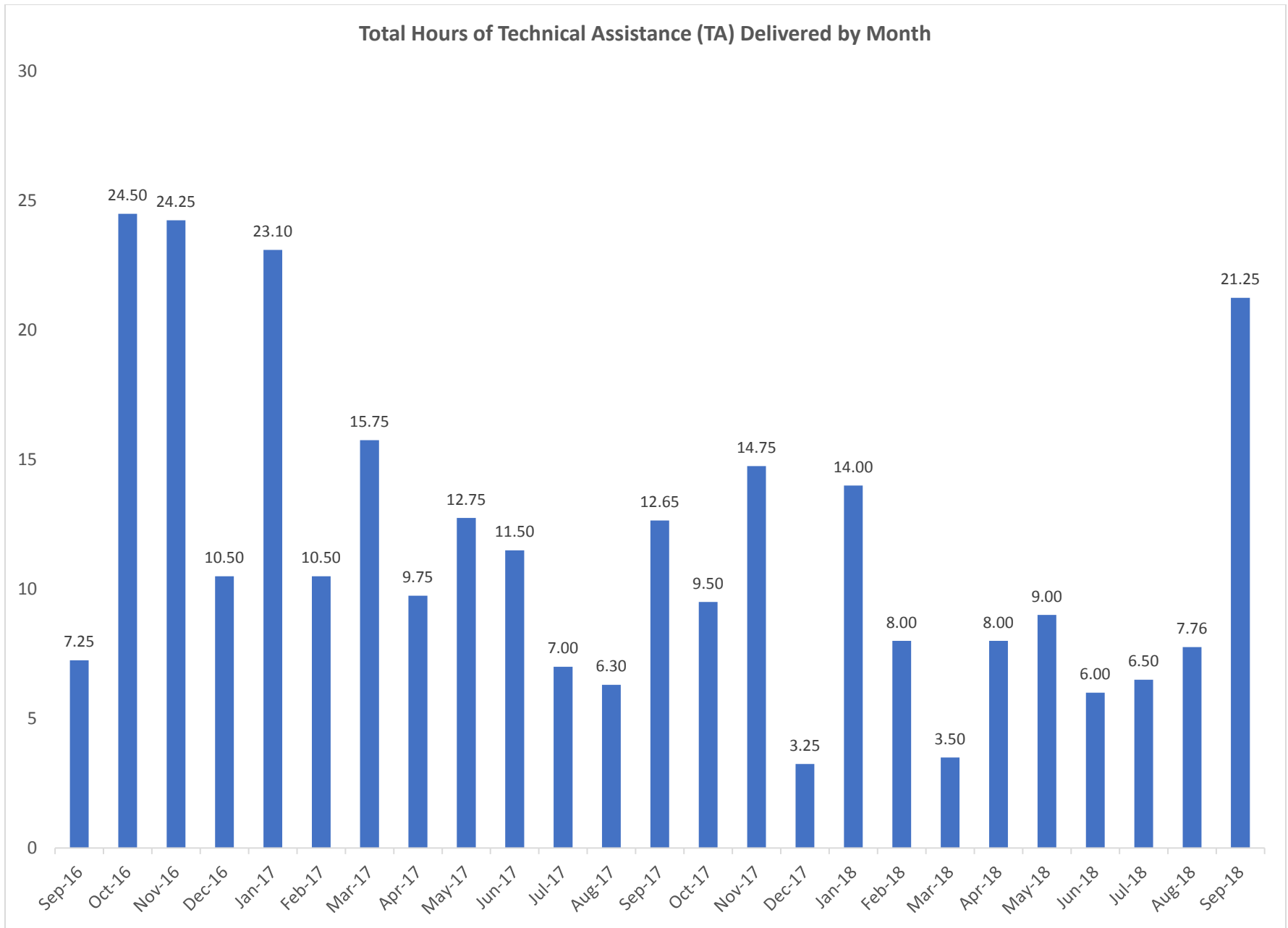
TA Provided from September 1, 2016 through September 30, 2018

Type of TA	Total Number	Total Hours
Face-to-face meetings (1+ hour)	74	141.25
Phone calls (1+ hour)	30	31.75
Brief contacts (email, phone)		114.31
All TA	104	287.31

Topics Addressed in TA	# Agencies	# Times
Organizational Planning	12	167
Organizational Structure	11	69
Leadership	11	69
Fundraising	10	52
Communication	11	41
Finance and Accountability	10	36
Evaluation	10	16
Other	12	174

Participants in TA (meetings and calls only)	Total Contacts (duplicated)
Staff	93
Board members	446
Volunteers	41
All Participants	580

Organization	Brief contact(s)	In person	Phone	Total Hours
Hartford 2000	19.75	25.00	6.50	51.25
Arts Center East	15.75	15.25	8.25	39.25
Hartford Artisans Weaving Center	15.25	19.50	2.00	36.75
CT ALIVE	13.25	12.50	7.75	33.50
Asylum Hill Neighborhood Association	6.07	10.50	3.00	19.57
Ironwood Community Partners	4.25	14.00	0.00	18.25
Building Healthy Families	7.50	8.75	2.00	18.25
Community Accounting Aid & Services	8.15	8.50	0.00	16.65
Hartford Gay Men's Chorus	6.57	8.50	1.25	16.32
Carter Cares	4.57	10.25	0.00	14.82
Circle of Life Arts for All	7.90	3.75	0.00	11.65
Padres Abriendo Puertas	5.32	4.75	1.00	11.07
Total Hours	114.31	141.25	31.75	287.31
Direct Contact Hours / Agency	9.5	11.8	2.6	23.9



**Building on Success Cohort Learning Session
Summary of Feedback Forms
September 27, 2016**

Participation:

- 41 BOS participants
- 37 feedback forms received (included one from HFPG staff)
- 88% response rate among BOS participants

Responses:

	STRONGLY DISAGREE (1)	DISAGREE (2)	AGREE (3)	STRONGLY AGREE (4)	Average
1. I learned what to expect from participating in Building on Success.	0	0	11	26	3.7
2. I was introduced to the different organizations participating in Building on Success.	0	0	16	21	3.6
3. I had sufficient opportunities to interact with other participants at the session.	0	1	21	14	3.4

4. What do you hope to **learn** in Building on Success? (**37 responses**)

Domain	# responses	Illustrative quotes
Fundraising / fund development	10	<ul style="list-style-type: none"> • Expand revenue / funding streams. Confirm instincts / get A+ guidance on fundraising • effective fundraising
Sustainability	8	<ul style="list-style-type: none"> • Sustainability is extremely important to PAP • We have a young organization. As we grow, we need to strategically position our organization to fulfill community needs and sustain ourselves in doing so.
Board development	7	<ul style="list-style-type: none"> • How to develop an effective board structure / composition and implementation team structure. • Board leadership / governance
Expansion	6	<ul style="list-style-type: none"> • How to move our organization into a place where we can see the fruits of so much energy and effort to have a replicable model that can reach more people. • Would like to be able to identify and implement the necessary initiatives to grow our organization.
Communications / outreach	5	<ul style="list-style-type: none"> • Community recognition / outreach. • Communication strategy
Succession planning	4	<ul style="list-style-type: none"> • Develop a framework to sustain our organization for after the founders leave.

Domain	# responses	Illustrative quotes
Leadership development	3	<ul style="list-style-type: none"> As president, what I can do to improve effectiveness of the Board and enhance the likelihood of the organization's long-term success.
Financial mgt	3	<ul style="list-style-type: none"> Financial management
Strategic planning	3	<ul style="list-style-type: none"> long range / strategic planning
Volunteer dev	3	<ul style="list-style-type: none"> Develop a broader volunteer base.
Networking	2	<ul style="list-style-type: none"> An opportunity to network with other organizations.
Program dev	2	<ul style="list-style-type: none"> To learn and find solutions of how to strengthen our program and continue to move it forward.
General capacity building	11	<ul style="list-style-type: none"> Creating steps to move us to the next level. First and most importantly, how to make our organization stronger in a variety of ways -- all capacity building avenues. Everything How to build the non-profit

5. What do you hope **your agency will achieve** in Building on Success? (36 responses)

Domain	# responses	Illustrative quotes
Fundraising	10	<ul style="list-style-type: none"> I would hope the agency would continue in future success of fund raising. Increase our fundraising capacity
Strategic Plan	7	<ul style="list-style-type: none"> Our board is often involved in the little decisions at the expense of looking at the big picture -- strategic planning. To identify our critical goals and leave with a plan and the knowledge to implement. 1. A strategic plan.
Sustainability / resilience	7	<ul style="list-style-type: none"> Greater sustainability 3. A financial sustainability plan
Board development	6	<ul style="list-style-type: none"> Increase size of board, ...develop duties and expectations of board members 2. A board development strategy..
Growth / expansion	6	<ul style="list-style-type: none"> More trucks... more people reached and helped. Be able to expand our reach.
General capacity	5	<ul style="list-style-type: none"> learn best practices of others and put to use
Communications / outreach	5	<ul style="list-style-type: none"> Educate the community about disabilities and advocate for better education and jobs for people with disabilities.
Program dev / impact	5	<ul style="list-style-type: none"> Greater Impact - increase families and children thriving
Clear mission / vision / goals	4	<ul style="list-style-type: none"> Review and realign mission to meet current needs if the community. Cohesiveness, a common vision
New staff	3	<ul style="list-style-type: none"> I would like to see the Center achieve better funding so that key management positions can transition from volunteer portions to paid staff, and that we can find or keep qualified people for these positions.
Networking	2	<ul style="list-style-type: none"> Cross-pollination of ideas with related and seemingly unrelated organization.
Succession	2	<ul style="list-style-type: none"> Come together to create E[xecutive] Director succession plan.
Volunteer dev	2	<ul style="list-style-type: none"> Volunteer outreach.

6. Other comments on the session: **(21 responses)** – Individual comments are split up by theme.

Helpful Session / Thanks (12 responses)

- This gave a good introduction of what to expect and it feels like it is going to be very helpful and useful.
- Great overview and smooth presentations. Thank you!
- It was a very informative session. I will be learning to be better at the job that I do.
- I just want to say thank you for involving PAP as part of this Building on Success program.
- Great orientation and overview. Everyone made me feel very welcome. Staff is very friendly and helpful.
- I like the setup and the interaction with the consultants.
- Thank you for this opportunity.
- Very informative, very professional, very encouraging.
- Thank you for your help.
- Excellent, as everything HFPG does.
- People friendly, very organized. Excellent.
- Program format is creative and exciting

Suggestions (7)

More interactions at future sessions (3)

- I hope we can mix up our table arrangements, and/or not only interact with organizations being served by our consultant. We had the chance to network more broadly at dinner, but a structured ice breaker could be more helpful and less intimidating for all the groups.
- Could use more time to interact with other participants at session.
- Would have liked each organization to share their mission with the entire group so that we understand the types of organizations in our cohort.

Address acoustics (2)

- Acoustics are difficult especially the conversations where many people are talking.
- Need microphones.

Other suggestions (2)

- Small group sessions are more helpful than lecture format
- The online directions need updating. Flower Street is closed. Can't get there from here. Thanks.

Enjoyed interaction (2)

- A chance to work with others that have similar problems.
- Great to interact with other organizations.

Great food (2)

- Great food!
- Food was excellent.

All Responses

Question 4: What do you hope to learn in Building on Success?

- Board development. Succession planning. Financial management.
- Gap fill NPG basics 101 info; board structuring for "organization of association"; communications.
- An opportunity to network with other organizations. To learn and find solutions of how to strengthen our program and continue to move it forward.
- Expand revenue / funding streams. Confirm instincts / get A+ guidance on fundraising; communications strategy; help team develop advisory board in sector related to funding opportunities.
- Financial management, sustainability of organization, succession planning, fund raising, strategic thinking, etc.
- Sustainability is extremely important to PAP, community recognition / outreach.
- Board leadership / governance, effective fundraising
- How to improve and grow the organization.
- Fund development, leadership and board / volunteer development strategies. Also, outreach strategies to bring the community together.
- Hope to learn how to help our nonprofit grow and serve more communities and needy people. Learn how to apply to Foundations for funds.
- Financial, funding, succession plan
- We have a young organization. As we grow, we need to strategically position our organization to fulfill community needs and sustain ourselves in doing so.
- 1. Road map for a sustainable organization. 2. Learn about creative fund's resources.
- How to develop an effective board structure / composition and implementation team structure. Improve our fundraising capacity. Develop a broader volunteer base.
- Develop a framework to sustain our organization for after the founders leave.
- How to galvanize our board to do the following with enthusiasm: board development and organizational capacity, fund development, and long range / strategic planning.
- Strategies for expanding member and donor base.
- New ideas to solve organizational issues. New sources of funding. New outreach opportunities. Learn about other communities.
- How to move our organization into a place where we can see the fruits of so much energy and effort to have a replicable model that can reach more people.
- How to grow our agency and sustain
- How to manage, grow and enjoy leading the board and organization
- Would like to be able to identify and implement the necessary initiatives to grow our organization. Become fluent with the tools we need to carry forward into the future independent of outside assistance. Be competent.
- How to build a system to create sustainability
- As president, what I can do to improve effectiveness of the Board and enhance the likelihood of the organization's long-term success.
- How to develop my capacity in my role as Executive Director.
- Best practices to improve life of the ones we serve
- What others are doing in their communities
- Creating steps to move us to the next level.
- I hope to learn how to continue contributing to the Weaving Center while turning over some of the management to others.
- First and most importantly, how to make our organization stronger in a variety of ways -- all capacity building avenues.
- Everything
- Everything possible to help our organization grow and thrive. Very excited to work with our consultant.
- I am lacking in many areas and find this program a chance to learn and grow.
- How to use best practices of other organizations to set measure and achieve our goals.

- How to build the non-profit
- Latest organization metrics and processes.
- What is needed to achieve the goals

Question 5: What do you hope your agency will achieve in Building on Success?

- Review and realign mission to meet current needs if the community.
- Capacity / legacy; fundraising; grant writing; program evaluation.
- I would like to see the Center achieve better funding so that key management positions can transition from volunteer portions to paid staff, and that we can find or keep qualified people for these positions.
- I would like to find a way to employ two young energetic people in order to help work to make our program sustainable. This will require an extension of some of our current programs to increase income and build some fundraising opportunities. Time to reflect and analyze.
- Cross-pollination of ideas with related and seemingly unrelated organization. Come together to create Executive Director succession plan. Expand revenue streams.
- Cohesiveness, a common vision, and a unity goal to help others in the most efficient way possible because we will be a healthy, strong organization.
- I would hope the agency would continue in future success of fund raising. Educate the community about disabilities and advocate for better education and jobs for people with disabilities. Planning for years to come.
- Help with kids
- I am hoping to achieve for my agency a strong board of directors, sustainability and a competitive budget.
- Increase our fundraising capacity
- I hope our organization will be able to recruit and fill all board member seats, develop a strategic plan.
- The ability to grow and achieve our future goals.
- Be able to write grants and be able to increase our budget to be able to pay staff.
- Ultimately outreach strategies that will bring the community together.
- To become stronger, more resilient and successful in attracting new members.
- More funding, more trucks, more volunteers, more recognition, more people reached and helped.
- Give us the resources to build our board and company
- More cohesive team, more buy-in
- Clarity of goals, learn best practices of others and put to use
- 1. Devote programs for small non-profits to network / capacity. 2. Tailor grant opportunities for small non-profits
- Become sustainable. Be able to expand our reach.
- Our board is often involved in the little decisions at the expense of looking at the big picture -- strategic planning. Develop funding for sustainability.
- Ability for succession and outreach through your teaching
- Better institutional knowledge and expertise. Goals and strategies.
- Greater sustainability
- 1. Define areas to improve. 2. Increase financial capacity. 3. Networking opportunities. 4. Development of a strategic plan.
- Strategic plan. Organization assessment. Volunteer outreach. Greater board participation.
- Greater Impact - increase families and children thriving
- A pruning and training up to be more effective as an organization. To see ourselves more clearly.
- Coordination of skills and backgrounds to better manage.
- To use practice - the best possible ways
- More students, more parents of students to understand how important it is to support their children.
- A better more secure future
- Increase size of board, serve more clients, develop duties and expectations of board members
- Flow through of my learning to agency (still a little early to say)
- To identify our critical goals and leave with a plan and the knowledge to implement. 1. A strategic plan. 2. A board development strategy. 3. A financial sustainability plan.

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 1 – Board Leadership November 1, 2016

Participation:

- 34 BOS participants
- 30 feedback forms received
- 88% response rate among BOS participants

Responses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Inclusion exercise / ice breaker	0	3	12	14	3.38
2. Nonprofit sector facts and trends / quiz	0	3	14	13	3.33
3. Basic responsibilities of nonprofit boards	0	0	17	13	3.43
4. Board Self-Assessment Exercise	0	0	11	17	3.61
5. Case Study: Helping a board raise its energy level	0	1	13	14	3.46
6. Handouts and materials	0	0	12	18	3.60
7. Overall usefulness of the session	0	0	13	16	3.55
8. Opportunities to network / interact with peers	0	4	8	16	3.43

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
9. Our organization identified three priorities for building our board capacity	0	0	10	19	3.66
10. I felt comfortable participating in discussions and activities	0	0	9	21	3.70
11. I plan to use the information from this session in my organization	0	0	11	19	3.63

Pages 2-5 list all open-ended responses to questions 12-15, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

12. What was **most valuable** about the session? (28 responses overall)

Basic Board Responsibilities & Board Self-Assessment Exercise (15)

- Inspiration to think through board issues, formulate a plan for improvement
- Learning responsibilities of a board and how inadequate mine is
- The exercise about how the board Board Leadership [fragment] 2. Discussing the questions and reading the material will help our board not to work in that manner.
- Self-Assessment / Identification of 3 priorities
- Board responsibilities list
- The board self-assessment
- Identifying three priorities to build our board.
- Discussion with our team to self-assess where we are needing help.
- Discussion on board member responsibilities
- Tangible evidence / definitions to guide us as we determine priorities and the best way to start thinking (AND acting) on big board / strategic questions.
- Board self-assessment
- The information about educating Boards
- Looking @ 3 priorities for building capacity of our org.
- Board Self-Assessment Exercise was beneficial. Enjoyed Exercise 2: Case Study. A good discussion with our mixed groups.
- Board self-assessment

Case Study Exercise (7)

- The exercise about how the board Board Leadership [fragment] 2. Discussing the questions and reading the material will help our board not to work in that manner.
- Case study
- Facts and trends quiz, case study
- Exercise #2 helped me very much
- Very helpful. Case study was very realistic and generated great discussion
- Exercise 2: Case study
- Board Self-Assessment Exercise was beneficial. Enjoyed Exercise 2: Case Study. A good discussion with our mixed groups.

Collaboration & Networking (6)

- Collaborative thinking + problem solving
- Discussions and sharing (and the food!!!)
- Meeting others in group
- Networking
- Ideas shared & handouts
- The collaborative group work

Handouts & Materials (2)

- Tangible evidence / definitions to guide us as we determine priorities and the best way to start thinking (AND acting) on big board / strategic questions.
- Ideas shared & handouts

Other / General (4)

- The Q & A at the end of the meeting with Cathy & Janna was extremely important and informative.
- Discussions and sharing (and the food!!!)
- Facts and trends quiz, case study
- Working with our core group to pull the information that was most relevant for our organization's needs.

13. How can **this session** be improved? (19 responses)

Meeting Time / Pacing (4)

- Allowing a little more time for the group discussions.
- I wish that it was not as long. The information was valuable.
- A little more time for org. discussions. More direct tools to implement & use w/ board.
- Shorten it

Sharing of Tools / Resources (2)

- A little more time for org. discussions. More direct tools to implement & use w/ board.
- Have other resources listed in handout or send out e-mails with these resources

Networking Opportunities (4)

- This session can be improved by having more time to switch groups and meet other organizations.
- More interactions
- More networking with peers
- Learn from each other

Specific to One Activity (5)

- Reviewing the nonprofit quiz together and discussing as a group. Interesting facts.
- Posting self-assessment items seemed redundant.
- The facts & trends would be more useful if they applied to small non-profits - which we all are
- Might suggest spending a little more time on the ten basic responsibilities of nonprofit board. Perhaps some group discussion.
- More information on how to be a successful board member - qualities, expectations, rationale

Other / General (5)

- n/a
- No real suggestions
- Pre-meeting preparation by participants
- Can't think of anything
- Need time to consider

14. How can we improve **future learning sessions**? (13 responses)

No Suggestions (2)

- n/a - The combination of questions / interactions and Power Points led by an expert is very effective.
- Keep up the good work, fun & exciting.

Networking Opportunities / Interaction (4)

- I like that we do discussions with other people in other organizations.
- A little more time for networking (actually talking to people about what they do 1 on 1)
- Just more time with everyone and perhaps a list of everyone's phone # and email so we can contact each other.
- More networking with the group

Facilitation (2)

- Perhaps a leader from the cohort could help guide the discussions (lots of tangents re: specific boards, less about boards in general)
- Facilitation guidelines for group work.

Other Suggestions (5)

- Possible guest speaker who is on a high performing Board, Board Chair or Board Member
- Focus a workshop on financial resources for small non-profits (Exercise 1 resounding response)
- Shorten the sessions + step up the pace.
- Need time to consider
- **Illegible**

15. **Other comments** on the session: *(12 responses)*

Great Session / Thanks (5)

- Thank you for all the informative activities and handouts and the excellent presentations
- Thank you for the experience.
- Very good session, well planned, fast moving, relevant, focused, good participation
- Great learning session
- Good training

Suggestions (2)

- I was hesitant at first during the "ask the question" session but quickly warmed to it as I met people. At some point, could you explain the concept of "cohort."
- Cathy needed the wireless mic which has better sound quality than podium mic.

Enjoyed Interaction (2)

- Wonderful group exchange & involvement this time. Keep it going!
- Enjoyable. Good opp to interact with other organizations. Good food.

Great food (3)

- Great food
- Enjoyable. Good opp to interact with other organizations. Good food.
- Great seafood - thanks for the fruit!

Other (2)

- I was hesitant at first during the "ask the question" session but quickly warmed to it as I met people. At some point, could you explain the concept of "cohort."
- Need time to consider

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 2 – Financial Management February 21, 2017

Participation:

- 35 BOS participants (2 left during dinner break)
- 30 feedback forms received
- 86% response rate among BOS participants

Responses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Understanding and Monitoring	0	0	10	20	3.67
2. Planning	0	0	9	21	3.70
3. Communicating - Telling your financial story	0	0	8	22	3.73
4. Governance & Financial Management	0	0	11	19	3.63
5. Handouts & materials	0	0	5	24	3.83
6. Overall usefulness of the session	0	0	4	26	3.87
7. Opportunities to network / interact	0	0	15	15	3.50

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
8. I learned new information about financial management	0	0	14	16	3.53
9. I felt comfortable participating in discussions and activities	0	0	13	17	3.57
10. I plan to use the information from this session in my organization	0	0	11	19	3.63

Pages 2-5 list all open-ended responses to questions 11-14, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

11. What was **most valuable** about the session? (23 responses overall)

General (7)

- Was a great session. Water at the table please!
- Topics were made easy to understand, plenty of time for questions
- Building our team's strength, adding a 4th person to team
- Exercises were very good. Handouts excellent to communicate to Board members not in attendance.
- Better understanding of various financial documents
- The entire session was valuable
- Information was well presented, very clean

Budgeting (6)

- Budgeting section was very informative and handouts very useful tools.
- Budgeting info
- Finding ways to explain budget
- Budgeting strategies + methods, visual aids to understanding what our org needs to improve
- More in depth budget planning + reporting
- 1st Telling your financial story. 2nd the budget checklist discussion and accompanying budget worksheets. 3rd Also learning how to report depreciation - sorry too much valuable information to ignore

Telling financial story (5)

- Financial narrative - adding it to financial statements
- Offered the opportunity to evaluate organization financial position in the "narrative"
- Telling the organization's story
- 1st Telling your financial story. 2nd the budget checklist discussion and accompanying budget worksheets. 3rd Also learning how to report depreciation - sorry too much valuable information to ignore
- GAAP: ratio review, financial story template + financial narrative template

Application of session to own organization (4)

- Materials & examples
- Concise handouts to use as a future guide
- Budgeting strategies + methods, visual aids to understanding what our org needs to improve
- Exercises were very good. Handouts excellent to communicate to Board members not in attendance.

Depreciation (3)

- 1st Telling your financial story. 2nd the budget checklist discussion and accompanying budget worksheets. 3rd Also learning how to report depreciation - sorry too much valuable information to ignore

- Understanding depreciation
- Understanding key financial indicators + depreciation, how to [illegible] function of board

Other (5)

- Understand difference between accrual & cash basis - new financial tools to better engage the board.
- Understanding key financial indicators + depreciation, how to [illegible] function of board
- I really liked the formula used to determine how much time we have with the amount of funds that we have on hand.
- I learned more about finances and how to figure out the Quick Ratio.
- GAAP: ratio review, financial story template + financial narrative template

12. How can **this session** be improved? *(11 responses overall)*

No suggestions (5)

- Difficult subject to improve, great job!
- ? It was very thorough
- Very good session
- This session was clear and precise
- Fine the way it is - no improvement needed

Timing / meeting schedule (3)

- Lots of information covered in a relatively short period of time. - maybe review session along the way with new questions on old topics
- I would like to have a break before dinner to stretch my legs.
- Make it shorter, even though I know this is not possible with all the info that was provided

Other suggestions (3)

- Was a great session. Water at the table please!
- Would like to know about issues concerning O + D insurance. When to buy, what it covers + not?
- Might be helpful to look at a 990 form.

13. How can we improve **future learning sessions**? *(9 responses overall)*

No suggestions (3)

- No real suggestions
- This session was informative and I learned a lot. Thank you.
- This was my first session, and I am not certain how future sessions could be improved - this one was very good!

Continued cross-organization work (2)

- Continue to include exercises with other non-profits. Great learning opportunities
- Continue using group exercise

Other suggestions / comments (4)

- Outreach - Mission implementation
- Not have them too long.
- Keep up the good work! Maybe a little pre-work to salt the pot for tough subjects like finance
- Engaging slides on relevant topics

14. Other comments on the session: *(12 responses overall)***Positive feedback on meeting components** (6)

- Handout + work (group) sessions very good! Very concise & educational session!
- Good job - great food!
- Good mix of lecture + interactive group activities.
- The amount of sharing at the tables + in larger session was great for the content presented. Amy spoke clearly, well organized, great pace for material covered.
- Good pace, excellent material, great presentation
- Amy did an excellent job - clear, concise + knowledgeable.

Good job / thanks (5)

- Good job - great food!
- Excellent!
- Thank you!
- Overall well done session!!
- Good work!

Application of session to own organization (2)

- Thank you for the examples given. I will use them at our organization.
- This session was very informative and the information was very useful. We will take back the information to the board.

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 3 – Fund Development (FD)

April 25, 2017

Participation:

- 33 BOS participants
- 27 feedback forms received
- 82% response rate among BOS participants

Responses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Charitable Giving Knowledge Quiz	0	2	22	2	3.00
2. FD: Effective strategies	0	1	17	8	3.27
3. Activity: Your approach to FD	0	2	16	7	3.20
4. FD to Organizational Planning Relationship	0	3	18	4	3.04
5. Creating a culture of philanthropy	1	1	15	8	3.20
6. Engaging your board	0	5	11	8	3.13
7. Telling your story	1	3	13	9	3.15
8. Handouts and materials	0	0	15	11	3.42
9. Overall usefulness of the session	0	0	22	4	3.15
10. Network / peer interaction opportunities	4	10	6	5	2.53

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
11. I learned new information about fund development	1	0	17	8	3.23
12. I felt comfortable participating in discussions and activities	1	0	16	9	3.27
13. I plan to use the information from this session in my organization	1	0	12	13	3.42

Pages 2-5 list all open-ended responses to questions 14-17, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

14. What was **most valuable** about the session? (24 responses overall)**Focus groups (7)**

- Group talk during dinner
- Focus group session
- Discussion @ dinner + exercises
- Feedback session over dinner
- Focus group discussions.
- The evaluation at dinner
- Everything was valuable – most valuable – focus groups

Multiple topics / activities (6)

- The worksheet / group activities that helped us form strategy or at least a path.
- #2, #6 and Sally Weisman Database of small grant opportunities for donor-advised funds
- Growth & funding resources
- Big picture perspective on fund development
- I learned more about raising funds in different ways. Relationship with the donors and funders.
- Discussion @ dinner + exercises

Application to own organization (4)

- Learning new information to use in our organization
- It helped us focus on aspects of fundraising we need to improve
- Takeaway info
- Using new material to do analyses of fund dev.

Telling Your Story activity (4)

- Telling your story- very helpful and interesting
- Story telling
- Resources to tell our story
- Compass video was wonderful example. Info on donor-advised funds – thank you!!

Learning about donor advised funding (4)

- Compass video was wonderful example. Info on donor-advised funds – thank you!!
- Donor advised funding
- Funding database + opp to apply for HFPG donor advised funds – great dinner! Boxed meals better than previous
- #2, #6 and Sally Weisman Database of small grant opportunities for donor-advised funds

Learning about the Board's role in FD (2)

- Articulation of Board role in fund development both individually and collectively
- Importance of Board engagement

Other (1)

- Funding database + opp to apply for HFPG donor advised funds – great dinner! Boxed meals better than previous

15. How can **this session** be improved? (15 responses overall)

Level and type of activities (6)

- Allowing for large + small group activities – more engagement – less sitting
- There is so much information and the session is long and sometimes you need a break to walk around and stretch your legs.
- More hands-on – such as write your own story or tell your story to the group. Too much lecturing, not enough practice.
- Group discussion in smaller groups to aid in hearing + comprehension
- More opportunity for peer interaction
- More engagement and discussion vs lecture on agenda items.

Schedule / timing (4)

- There is so much information and the session is long and sometimes you need a break to walk around and stretch your legs.
- Shorter
- Sound could be improved, presentations a little fast
- Better focused answers vs "where to look" info. Also, not rushed and pushed through.

Information requests (2)

- More regional data, more examples of other funders
- More details culture of philanthropy

Requests for more specifics (2)

- Better focused answers vs "where to look" info. Also, not rushed and pushed through.
- It would help to have more specific examples

Request for grant writing activity/ies (2)

- Actual grant writing
- Grant writing sessions w. the groups

Other (2)

- Need time to digest
- The video was interesting, but not sure how it applies to direct donation solicitation in its utility for a group like ours. Story-telling to whom and what's the goal?

Tailor to agencies (1)

- ↑ focus on [*illegible*] needs of participating organizations

Acoustics (1)

- Sound could be improved, presentations a little fast

16. How can we improve **future learning sessions**? (13 responses overall)**Level and type of activities** (5)

- Movement in room differing types of activities - opportunity to hear what other small nonprofits are doing well
- More engaging activity with useful learning facts and less "lecture"
- More hands-on
- Handouts ahead to preview. Discussion of key points rather than reading handouts. Shorter session.
- There is too much sitting and the sessions are too long.

Schedule / timing (3)

- There is too much sitting and the sessions are too long.
- It's usually a lot of information covered, but at times it feels rushed.
- Handouts ahead to preview. Discussion of key points rather than reading handouts. Shorter session.

Engagement / networking (3)

- Increase small break-out groups sessions with similar mission
- More sharing, networking
- More opportunity for peer interaction

Other (3)

- Not sure.
- Feedback
- Handouts ahead to preview. Discussion of key points rather than reading handouts. Shorter session.

Acoustics (1)

- Better acoustics

17. **Other comments** on the session: *(6 responses overall)*

Session organization (3)

- Obvious strong planning – thank you! For your time and effort.
- good pacing, useful information
- Good presentations!

Learning session content (1)

- Broad themes are well-identified, but not unfamiliar. What is needed are very specific strategies and action items to implement improvements and drive organizational growth in fund development. What have similar organizations done in this situation? How do you fund grants? How do you approach local businesses? Individuals?

Other (2)

- *** Food-related issue – I have a serious dairy allergy, and would really appreciate it if cheese could be left out of salads and sandwiches, or served on the side for those who would like to add it. When it's part of everything, I can't really eat. Sorry to be difficult, but it is a serious concern for me. Thank you!
- 15, 16 were addressed in the focus group – that session was excellent

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 4 – Essential Strategic Plan, Part 1 September 12, 2017

Participation:

- 68 BOS participants
- 56 feedback forms received
- 82% response rate among BOS participants

Reponses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Values	0	3	25	26	3.43
2. Mission	0	2	19	33	3.58
3. SWOT analysis/current situation assessment	0	1	18	34	3.62
4. Critical strategic issues	0	1	19	32	3.60
5. Handouts and materials	0	4	17	30	3.51
6. Overall usefulness of the session	0	1	19	32	3.60
7. Opportunities to network / interact with peers	2	11	18	19	3.07

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
8. I gained new insights about strategic planning for our organization	1	1	29	23	3.37
9. I felt comfortable participating in discussions and activities	1	1	14	38	3.65
10. I plan to use the insights - and work products - from this session in our organization	1	0	18	35	3.61

Pages 2-8 list all open-ended responses to questions 11-14, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

11. What was **most valuable** about the session? (48 responses overall)

Group work / discussion (12)

- The interactive sessions. Real discussion time and not just a "talk to me" seminar.
- Group work
- Discussion
- Discussion with members of the team
- Working with my co-workers
- Group discussion and identifying key components for strategic plan
- Break out sessions were very well explained with clear direction. The time set aside for the breakout was perfect.
- Teamwork within the organization
- Wider conversation with team
- Structured dialogue and planning
- The group led working through the worksheets allowing for brainstorming about nonprofits.
- The way ideas flowed organically, and the bonds between participants. Picking the "essential" as the priority.

Time / space to focus on strategic planning (9)

- Opportunity to focus on strategic planning - board / leadership meetings are focused on business, hard to take a big block of time to strategize long-term.
- Time to discuss strategic issues. Often we are so busy with the daily activities at our organization that there is little time for the bigger long term strategic issues.
- Making the time and space to get together as a group and have these conversations.
- Time to work with our Board and volunteers in a focused manner on our strategic plans with a great facilitator.
- Committing to sitting down and doing it! Strategic Planning.
- The ability to focus our attention on the needs of our organization
- Getting our team together in one place.
- Opportunities to start planning and brainstorming with our board about these topics.
- Just doing it, and being led by someone who is deeply acquainted with the process.

Critical Strategic Issues (7)

- Critical strategic issues
- Identifying critical strategic issues and prioritizing SWOT issues. So helpful!
- Consolidating our ideas -- re-thinking the wording of our mission -- arriving at a list of strategic planning issues.
- Clarifying the current critical issues and the issue that we need to plan for. How can we
- The way ideas flowed organically, and the bonds between participants. Picking the "essential" as the priority.
- Coming up with our critical strategic issues along with coming up with realistic goals.
- Critical strategic issues section brought the pre-work and value/mission/SWOT together in ways we can use right away!

Overall Session (5)

- The whole day. What a great day to interact with our board members and staff. Thank you.
- All was valuable
- The way the day was broken up allowed us to have enough time to talk about important topics and get through several key topics.
- Ability to review materials in a structured setting
- Very well organized

SWOT Analysis (4)

- Identifying critical strategic issues and prioritizing SWOT issues. So helpful!
- The SWOT Analysis
- SWOT Analysis session
- Helps us to see our strengths and shows the work we need to improve ourselves.

Materials / tools / framework (4)

- The materials and tools that provided a road map to successful strategic planning
- Framework to distill ideas into goals. Great presenter!
- Outline and materials to follow along with
- Simplified strategic plan was great for the current situation of our organization.

Mission / Vision (3)

- Consolidating our ideas -- re-thinking the wording of our mission -- arriving at a list of strategic planning issues.
- Mission
- Spending time boiling down the vision and mission of the organization

Facilitator (3)

- Time to work with our Board and volunteers in a focused manner on our strategic plans with a great facilitator.
- Just doing it, and being led by someone who is deeply acquainted with the process.
- Framework to distill ideas into goals. Great presenter!

Other

- Understanding how the board viewed values
- Strategic planning and prep work
- Streamlining shared issues
- Hard work to get consensus
- New ideas from other organizations.
- Finding out that entire staff was very consistent in their thinking about the company and all the components necessary.
- Growing awareness of team members.

12. How can **this session** be improved? (35 responses overall)

None / not sure, other positive comments on session (9)

- No improvement needed
- It was fine
- It was great
- Not sure
- It was fine -- smaller tables would have made it easier to hear others at the table.
- Good strategic flow and structure, lovely venue, excellent lunch, need more tea available for the tea drinkers.
- Jay did a great job. Proven formula for a group session.
- Good flow and use of time.
- Great - time went quickly because we were so engaged.

Time for interaction with other groups (6)

- It would be interesting to have other organizations comment on each other's work -- require that groups change roles.
- It would be great to interact a bit with the other groups.
- Earlier suggestion on group activities
- Provide time to network
- More interaction with other organizations possibly at lunch
- It would be nice to have more time to meet and interact with the other teams, thought maybe it would reduce work time.

More facilitation / directions (4)

- Instruction for preparation not quite clear.
- A bit more facilitation
- Not much interaction with consultants. Would have preferred some reflection from her.
- Use fillable forms to capture insights digitally. Explain the criteria that make an issue "critical strategic."

Different length / times of session (4)

- Have session in non 9-5 hours. Several key members of our team could not take time off work to be here.
- Shorter sessions, maybe half-day sessions?
- Break up the last session in smaller section (1 hour was a bit too long).
- It's too long

Streamline morning for groups completing pre-work (3)

- Pre-work was not necessary. Video and workshops were all repeated during the session. Either no pre-work, or spend less time reiterating the pre-work.
- Morning portion - we had completed all the pre-work, so time allotted was more than we needed. Afternoon was very productive.
- Could we have less time spent on activities in morning session?

Suggestions for materials (3)

- Have printouts of the presentation not only the worksheets.
- Handouts that can work with mobile devices. Creating other options for people to network / meet up. For example, "Meet Up Night" at Café XYZ to talk about what you learned and stories and possible future plans.
- Use fillable forms to capture insights digitally. Explain the criteria that make an issue "critical strategic."

Suggestions for facility (tables, heat, acoustics) (3)

- It was fine -- smaller tables would have made it easier to hear others at the table.
- It was a little cool, a bit more heat, smaller tables.
- Find a quiet room in which to meet and work.

Suggestions for food / drinks (2)

- Good strategic flow and structure, lovely venue, excellent lunch, need more tea available for the tea drinkers.
- Bottled water instead of pitchers of tap water. No fish in buffet.

Interaction opportunities outside sessions (1)

- Handouts that can work with mobile devices. Creating other options for people to network / meet up. For example, "Meet Up Night" at Café XYZ to talk about what you learned and stories and possible future plans.

Physical activities (1)

- Walk about after lunch

Encourage teams to complete pre-work (1)

- We benefitted greatly from the pre-work. It was helpful to have discussed the material with our full board before coming.

Additional topics (1)

- Maybe provide one or two more topics on how to help set things up for a business in order to be more productive.

Options for groups to move ahead (1)

- Levels of achievement. We regurgitated some things we know or have done. Move those people ahead.

13. How can we improve **future learning sessions**? (24 responses overall)

None / not sure, other positive comments on session (9)

- It was well done
- This session was great.
- All aspects went well.
- No suggestions
- Good as currently structured -- just provide skeleton structure and let groups have in-depth discussions.
- Not sure
- This was carefully planned and crafted.
- While nothing is perfect, this session gave our group the time and space in which to work.
- Unsure, I thought everything was GREAT!

Facilitation / activities suggestions (5)

- Some physical activity
- Include a brief icebreaker that will initiate networking
- Facilitator with more energy. Knew the subject, but was not engaging.
- Hands-off facilitation
- More deep background on why these issues are important to board leadership

Length of session / activity suggestions (3)

- Shorten afternoon critical strategy session (90 minutes is too long). Our group went off-topic.
- More diverse hours -- with Saturday or after 5 pm to include all board/team members.
- Shorten the day

Food / drink suggestions (2)

- Bottled water instead of pitchers of tap water. No fish in buffet.
- Chocolate in afternoon would be nice :)

Facility suggestions (2)

- A bit chilly in the room.
- This venue is better than Lyceum for sound and comfort.

Other suggestions

- Short **follow-up videos** for the organization to check out over the next few weeks.
- I am not sure if you have control over this, but maybe having **more organizations** attend because it is really interesting to learn about businesses I have not heard of before.

14. Other comments on the session: (25 responses overall)

Great session / helpful (16)

- Overall this was very good to allow us to really look at our agency's strengths and weaknesses in depth.
- Keep up the good work
- We had a Board retreat with our consultant in June, that was invaluable in assisting with this project. We began addressing many of these issues and were well prepared. This session was extremely valuable and we're delighted to be participating.
- Good location, adequate breaks, good food.
- As someone who has not had many opportunities to learn about these topics, it was helpful to learn and talk more about them.
- Awesome. (I'm now completely motivated to say less)
- Great atmosphere! Great food!
- Great setting
- Jay was great
- Very good working session
- Great location!
- Great work HFPG staff!
- This session was great. The presenter taught us great ways to come up with our SWOT and getting down to the most critical. Excellent!
- A great opportunity to learn about each member's thoughts on the organization.
- Great, loved it!
- I know it doesn't help you to be told everything you do is just peachy-keen... but heck, it has been wonderful.

Facility / food / drink suggestions (4)

- Something other than coffee and water please.
- Refreshments. Please offer non-sweet breakfast options (bagels, plain croissants, etc.) [and] healthy options (yogurt, granola). Loved the fish at lunch, but suggest additional protein or disclosing lunch choice ahead of time so an alternate can be requested.
- Please provide something other than coffee in the afternoon. Soda please!!
- Pond House is a lovely location but it got quite cold.

Suggestions for next steps / additional activities (3)

- You should have a "Next Steps" organizational group meeting for us to summarize and plan before next sessions; very quick turn-around between Session One and Two.
- Getting ED's together for brainstorming on [ideas] and suggestion on organization and managing a nonprofit.

Shorten session (2)

- Our organization was prepared and did our homework. Therefore, much of the day seemed to spend much more time than really needed, especially the morning session
- Too much wasted time. It could have been done in 4 hours instead of 6.

Prep work with consultant was helpful (1)

- We had a Board retreat with our consultant in June, that was invaluable in assisting with this project. We began addressing many of these issues and were well prepared. This session was extremely valuable and we're delighted to be participating.

Offer outside work hours (1)

- Program offered during work hours makes it difficult to get [vested] members here

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 5 – Essential Strategic Plan, Part 2 October 17, 2017

Participation:

- 61 BOS participants
- 48 feedback forms received
- 79% response rate among BOS participants

Reponses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Vision and goals	0	1	22	25	3.50
2. Objectives	0	2	20	26	3.50
3. Success metrics	0	4	22	22	3.38
4. Business model	1	7	15	21	3.27
5. Handouts and materials	0	3	15	28	3.54
6. Overall usefulness of the session	0	1	18	29	3.59
7. Opportunities to network / interact with peers	3	10	22	13	2.94

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
8. I gained new insights about strategic planning for our organization	0	0	25	21	3.44
9. I felt comfortable participating in discussions and activities	0	0	18	28	3.59
10. I plan to use the insights - and work products - from this session in our organization	0	0	11	35	3.73

Pages 2-6 list all open-ended responses to questions 11-14, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

11. What was **most valuable** about the session? (38 responses overall)

Strategic planning components and/or process (17)

- Open & focused discussions about objectives, goals etc.
- The time to discuss our vision, outcomes and metrics
- Metrics
- Business model
- Success metrics
- Business model
- Going over metrics & business model
- Determining goals and having discussions about each.
- Ability to have directed, focused conversation on our organization's strategic planning
- The step by step progress that leads to success in developing vision and goals leading to objectives and metrics
- Learning about metrics and business models
- Objectives
- Process was simple but gave info of great depth
- The 10 year high level aspirations
- Shortened mission statement.
- #2 for our organization. [Identifying objectives] Interaction and discussion with team members was very beneficial and productive.
- Identifying necessary areas for financial sustainability improvement - helping to gain consensus on our vision and goals.

Opportunity for group engagement / discussion (13)

- The time to discuss our vision, outcomes and metrics
- Once again, having the time to discuss our strategic plan. It's very difficult for members of our organization to gather & discuss this topic.
- Board engagement in the process.
- Access to the program itself is first. Starting to really "gel" after today's sessions
- Determining goals and having discussions about each.
- Open & focused discussions about objectives, goals etc.
- Having time set aside to discuss with others how to improve our program
- Dedicated time away from organization to focus on these items
- Structure of session, discussion with team mbrs.
- Ability to have directed, focused conversation on our organization's strategic planning
- #2 for our organization. [Identifying objectives] Interaction and discussion with team members was very beneficial and productive.
- Being able to work as a group to learn more about the organization.
- Opportunity to focus on our strategic challenges.

Strengthening overall understanding of organization (4)

- New insights about how some of our current challenges interrelate with each other
- Being able to work as a group to learn more about the organization.
- Understanding sustainability. Understanding the actual value of our organization.
- Brevity, self-reflection

Clarifying organization's direction / future plans (3)

- The breakout sessions giving us time to look at + plan for our future
- Work together w/ people in my organization to move in a new positive direction
- Getting a clear set of direction / (extremely comprehensive to-do list) to move forward with over the next year

Resources and tools (3)

- Having templates + samples
- The concepts and framework and the verbal explanation. We need the powerpoint to further review and learn and read
- Framework for the process and availability of assistance as we work. Chair yoga was great!

Other (3)

- Helps others in our organization begin to own the needs and choose to step up to more responsibility.
- Better awareness of possibilities
- Learning how much is involved

Chair Yoga (2)

- Providing a yoga moment to relax and wake up a little
- Framework for the process and availability of assistance as we work. Chair yoga was great!

Meeting Pace (2)

- Brevity, self-reflection
- Structure of session, discussion with team mbrs.

12. How can **this session** be improved? (24 responses overall)**None/not sure, other positive comments (9)**

- This was a great session!
- It was great! Maybe more examples of business model statements?
- It was great
- No real improvements needed. Too much sitting – need to get out of chairs. (Any possibility of solving this issue) Thanks for chair yoga!! *Information was very helpful and delivered in a clear manner
- This session was well thought out
- Great session overall!!
- Not sure – need to digest materials discussed today
- (no suggestions)
- Thank you for the small changes to make the session comfortable

Meeting pace and structure (7)

- We have an existing business model so one hour was too much time for that topic
- We could have used more time with goals + objectives and less with business models
- Moving from goals into metrics was difficult
- Not sure I feel this was a good balance of presentation + breakout time
- The PowerPoint with the frameworks and explanations should be made available. It was very difficult to take notes because he talked too fast. We need the PowerPoint.
- Remove the part that is reporting out. It's not helpful.
- It was very long. A shorter session would be better.

Improving session (5)

- It was great! Maybe more examples of business model statements?
- More consultation / support
- More concrete examples of metrics
- Consider having countdown screen which tells everyone how much time is left
- More concrete real world examples of successful orgs + unsuccessful & why they succeeded or failed

Additional supports / resources (3)

- More to follow up later with large team for our organization
- Post all working sheets of organization to facilitate sharing among organizations
- The PowerPoint with the frameworks and explanations should be made available. It was very difficult to take notes because he talked too fast. We need the PowerPoint.

Meeting Logistics (2)

- Starting around lunch time, the room got colder and made it a little hard to concentrate
- No real improvements needed. Too much sitting – need to get out of chairs. (Any possibility of solving this issue) Thanks for chair yoga!! *Information was very helpful and delivered in a clear manner

13. How can we improve **future learning sessions**? (17 responses overall)

Supportive resources to guide process (4)

- It's really hard to go back and try to remember what he told us. The templates are helpful, we just need the information we can review – especially samples of what other organizations have done
- Put page numbers in book, refer to page number on agenda
- Include discussion slides in participant materials
- Same as above [*“more concrete real world examples of successful orgs + unsuccessful & why they succeeded or failed”*]. Less overlap of information on worksheets. *Include list of other participating groups + info or BCs [*business cards*] to swap.

Leadership / Guidance (3)

- Maybe have a Foundation person begin each topic as a facilitator
- Moderator should talk less. A single example of each task is sufficient
- Stay with us

Timing and pacing of meetings (3)

- Maybe divide the sessions into 3 shorter sessions.
- Long days; maybe break up sessions
- More time for sharing

Seating (2)

- I love coming to these sessions. I would love a comfortable chair. These chairs are not friendly for a herniated disc.
- Better seating! Harder to work while in physical pain / discomfort. I'm glad I & others brought alternative proteins - vegetarian; gluten free

No feedback (2)

- n/a
- I can't think of anything

Clarity of task/directions (2)

- It was a little hard to understand what we were supposed to do at times so maybe try to make sure instructions are clear for the future
- Better outline of work to be done at each phase

Other (2)

- Better seating! Harder to work while in physical pain / discomfort. I'm glad I & others brought alternative proteins - vegetarian; gluten free
- Have the movement session standing up

14. Other comments on the session: (18 responses overall)**Good food (7)**

- Terrific setting, great food, wonderful groups & good speaker!
- Food was great! Jay was a great facilitator + resource - "Real" examples from other small organizations were very helpful.
- Food was excellent! Jay is awesome! Thank you Hartford Foundation for Public Giving! :)
- Really appreciate the delicious food. I'd really appreciate NOT having cheese in multiple dishes - severe allergy. Thanks.
- Thank you for cookies in afternoon
- Well organized. Clear steps. Good food.
- Breakfast and lunch was delicious. Thank you!

Food/beverage suggestions (3)

- Really appreciate the delicious food. I'd really appreciate NOT having cheese in multiple dishes - severe allergy. Thanks.
- Glad to have had coffee all day. Missed a gf snack in PM. – Morning scones were sub-par.
- For drinks, especially when the weather starts to get cold, maybe provide hot chocolate for those who do not like coffee or tea.

Thank you / other positive comments (9)

- Excellent!
- Great by Jay! Wow! I didn't think we could do that.
- Thank you
- Thank you for everything.
- Well organized. Clear steps. Good food.
- Terrific setting, great food, wonderful groups & good speaker!
- Food was great! Jay was a great facilitator + resource – "Real" examples from other small organizations were very helpful.
- Food was excellent! Jay is awesome! Thank you Hartford Foundation for Public Giving! :)
- Love the location! Very conducive to productive efforts. Both sessions were enormously helpful to our organization and completely accessible to the rest of our Board.

Follow-up from session (2)

- Love the idea of the February follow-up. Looking forward to it.
- There is a lot of material to digest.

Other (2)

- Digital forms that can be edited
- The success metrics became much clearer (regarding expectations) after the presentation ... During the prework it was confusing

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 6 – Strategic Plan Implementation February 20, 2018

Participation:

- 38 BOS participants
- 29 feedback forms received
- 76% response rate among BOS participants

Responses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Key elements for moving SP forward	0	2	15	12	3.34
2. Sharing SP and key learnings	0	3	12	13	3.33
3. Developing a 90-day action plan	1	1	12	14	3.36
4. Putting the pieces together	0	3	12	13	3.33
5. Handouts and materials	0	1	16	12	3.38
6. Overall usefulness of the session	1	1	15	11	3.26
7. Network / peer interaction opportunities	1	3	13	12	3.24

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
8. I learned new information about implementing my strategic plan.	0	1	18	8	3.21
9. I felt comfortable participating in discussions and activities.	0	0	17	12	3.41
10. I plan to use the information from this session in my organization.	0	0	15	14	3.48

Pages 2-5 list all open-ended responses to questions 11-14, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

11. What was **most valuable** about the session? (23 responses overall)

90-day Action Plan (12)

- Getting to a greater level of detail on Action Plan
- Action Plan worksheet
- 90 day Action Plan
- 90 day plan time
- The networking & exercises of the action
- Working on the action plan
- Time to plan immediate actions for next 90 days + prioritize items
- Action planning
- Action Plan template
- 90-day action plan
- Time to keep rolling on our 90-day plan was helpful. Since we already use this kind of plan, more time for that would have been good for us tonight.
- Discussion + group interaction + sharing of ideas re strategic planning process. Beginning the action planning process

Networking / Working with other agencies (8)

- Networking
- Networking and learning new tactics
- Other organizations' ideas
- The networking & exercises of the action
- When we talked amongst the group on our success and weakness + struggles
- Interact with other organizations
- Sharing on strategic plan with the other organization at our table
- Discussion + group interaction + sharing of ideas re strategic planning process. Beginning the action planning process

General next steps (3)

- Getting our organizational Essential Strategic Plan adding more information
- Learning we're moving in right direction
- Agreement we will track plan at Board meetings

Working with team members / consultant (2)

- Working with members of the Board in a focused session with support from consultant
- Working with Roosevelt

12. How can **this session** be improved? *(14 responses overall)*

Length and pace (4)

- Can tighten the discussions – a bit drawn out
- Shorten the session
- It is very long.
- Don't cut off table talking times too early

Requests for session materials (3)

- Provide access to templates during session so you can bring your laptop to type your responses in the moment of the activity
- More examples of action plan samples
- Provide hard copies of the video material

No improvements (3)

- This session was great
- Worked well
- No improvement needed

Session content: Directions (2)

- More clarity about sharing w/ other orgs during #2
- Some inconsistencies in instructions vs reality – prevention of that

Session Content: Exercises (1)

- Less group sharing. Lovely, but not incredibly helpful for us.

Others (1)

- Tour of lettuce garden

13. How can we improve **future learning sessions**? *(12 responses overall)*

Length and pace (4)

- Reduce to 3 hours–
- Shorter & w/ the consultants being used in more individual time & less group time
- If the session was shorter with less information
- Allow time for orgs to talk about successes + failures

Dinner (4)

- More food!
- More dessert! Leave the fruit filled tart
- The cookies ran out and I didn't get one. :(
- Bottled water

Other suggestions (4)

- The more online links / helps the better. Social media training and how to harness its power.
- Keep an evening schedule
- Shorter & w/ the consultants being used in more individual time & less group time
- 90-day action plan – might have been better use of time to actually work a solid example(s) as a group

General positive comments (1)

- The acoustics here are better! Thank you

14. Other comments on the session: *(11 responses overall)***Positive feedback** (7)

- Food was fabulous
- Great location! Great food.
- Like dinner topics and mix up
- Thank you for dinner! Great session, looking forward to learning more
- Very nice location + food, good sound system + amount of space. Have you dropped volunteer engagement? I hope you will offer this some time.
- Thank you for everything
- Very helpful

Session content (3)

- Materials to be complete onsite should be sent ahead of time so we can bring laptops & complete them onsite
- I didn't gain a lot from hearing how others are implementing the plan.
- Wish we had more time to work on the 90 day plan

Questions (1)

- Very nice location + food, good sound system + amount of space. Have you dropped volunteer engagement? I hope you will offer this some time.

Refreshments (1)

- Soda please!!

Building on Success Cohort Learning Session Summary of Feedback Forms

Session 7 – Planning for Sustainability: Adaptive Capacity & Inclusion April 17, 2018

Participation:

- 35 BOS participants
- 32 feedback forms received
- 91% response rate among BOS participants

Reponses:

Please rate the following aspects of the session.	<u>POOR</u> (1)	<u>FAIR</u> (2)	<u>GOOD</u> (3)	<u>EXCELLENT</u> (4)	<u>Average</u>
1. Adaptive capacity	0	0	15	15	3.50
2. Organizational lifecycles & sustainability	0	0	11	20	3.65
3. Panel discussion	0	5	7	19	3.45
4. Components of adaptive capacity case study	0	3	13	15	3.39
5. Handouts and materials	0	0	14	17	3.55
6. Overall usefulness of the session	0	1	13	16	3.47
7. Opportunities to network / interact	0	3	16	12	3.29

Please indicate whether you <u>disagree</u> or <u>agree</u> with the following statements.	<u>STRONGLY DISAGREE</u> (1)	<u>DISAGREE</u> (2)	<u>AGREE</u> (3)	<u>STRONGLY AGREE</u> (4)	<u>Average</u>
8. I learned new information about adaptive capacity, sustainability, inclusion	0	0	20	11	3.35
9. I felt comfortable participating in discussions and activities	0	0	17	13	3.43
10. I plan to use the information from this session in my organization	0	0	14	16	3.50

Pages 2-4 list all open-ended responses to questions 11-14, categorized by theme. Note that responses fitting under more than one theme are listed more than once, with the relevant portion underlined.

11. What was **most valuable** about the session? (22 responses overall)

Panel Discussion (9)

- Really enjoyed the panel discussion and Q+A session
- Panel discussion
- Diversity experience could we have board speed dating experience with diverse individuals?
Loved the panel
- One of the best parts of the session was the three people that came to speak to us. They were very informative.
- Panel discussion & the sustainability formula + life cycle.
- The panel was great
- The panel discussion
- The answering of Qs
- Discussion of board roles in association w/ ED role

Life Cycle (7)

- Life cycle matrix
- Life cycle
- Review where my org was on the graph
- Understanding life cycles & how to access.
- Panel discussion & the sustainability formula + life cycle.
- Love the organizational life cycles information. The case study also helped put next action steps in stark relief. The extreme examples helped uncover some truth in our organization
- The life cycle of an organizational chart / diagram. Also case study helped

Case Study (4)

- The case study, and interacting with others
- Integration offered by the case study
- Love the organizational life cycles information. The case study also helped put next action steps in stark relief. The extreme examples helped uncover some truth in our organization
- The life cycle of an organizational chart / diagram. Also case study helped

Whole Session (2)

- I thought the whole session was valuable
- This was one of the best sessions. Very timely for us, as we are going through staff transition.

Other comments (5)

- Diversity experience could we have board speed dating experience with diverse individuals?
Loved the panel
- Holding people accountable. Work together – follow strategic plan
- The case study, and interacting with others
- Great food!
- Learning our weaknesses

12. How can **this session** be improved? *(12 responses overall)*

No suggestions (4)

- Fine the way it is
- I liked the variety of activities / modalities
- This session was fantastic. Especially the group project.
- A work well done

Content (3)

- Would like more on volunteers. Panel was way too far ahead – not as helpful as someone.
- Offer tips on how to handle difficult discussions of sustainability
- Reflect + have each participant write 3 things they learned + could take back to their organization

Pace / length (3)

- Shorter sessions with less material.
- Case study too long – could get to points of case much faster.
- Finish earlier

Other suggestions (2)

- Do it at the beginning (1st) session!
- The more interactive it could be the better

13. How can we improve **future learning sessions**? *(9 responses overall)*

No suggestions (4)

- I don't think they need to be improved
- Keep it on the track it is
- No changes really needed
- Everything was great! Thank you!

Content / Structure (4)

- Follow the model of this session
- Allow more time to apply information to own organization
- If you had shorter sessions, a few more sessions, and less information at the sessions. Some of the activities not always helpful.
- Have other successful nonprofits in discussions

Pace / length (2)

- If you had shorter sessions, a few more sessions, and less information at the sessions. Some of the activities not always helpful.
- A little shorter

14. **Other comments** on the session: *(6 responses overall)*

Positive Feedback (5)

- Great job
- Sound was good, food great, comfortable. Nice not to have to wait for bathroom – great location
- This session was very smooth and the topics were informative and will be useful at PAP.
- Very informative
- The salmon for dinner was DELICIOUS!!!

Other comments (1)

- There are really different & divergent opinions & skill sets in the room. That can be an asset & it can slow some down

BUILDING ON SUCCESS (BOS): LEARNING SESSIONS 1-5

INTRODUCTION

This document summarizes themes from the first five BOS learning sessions:

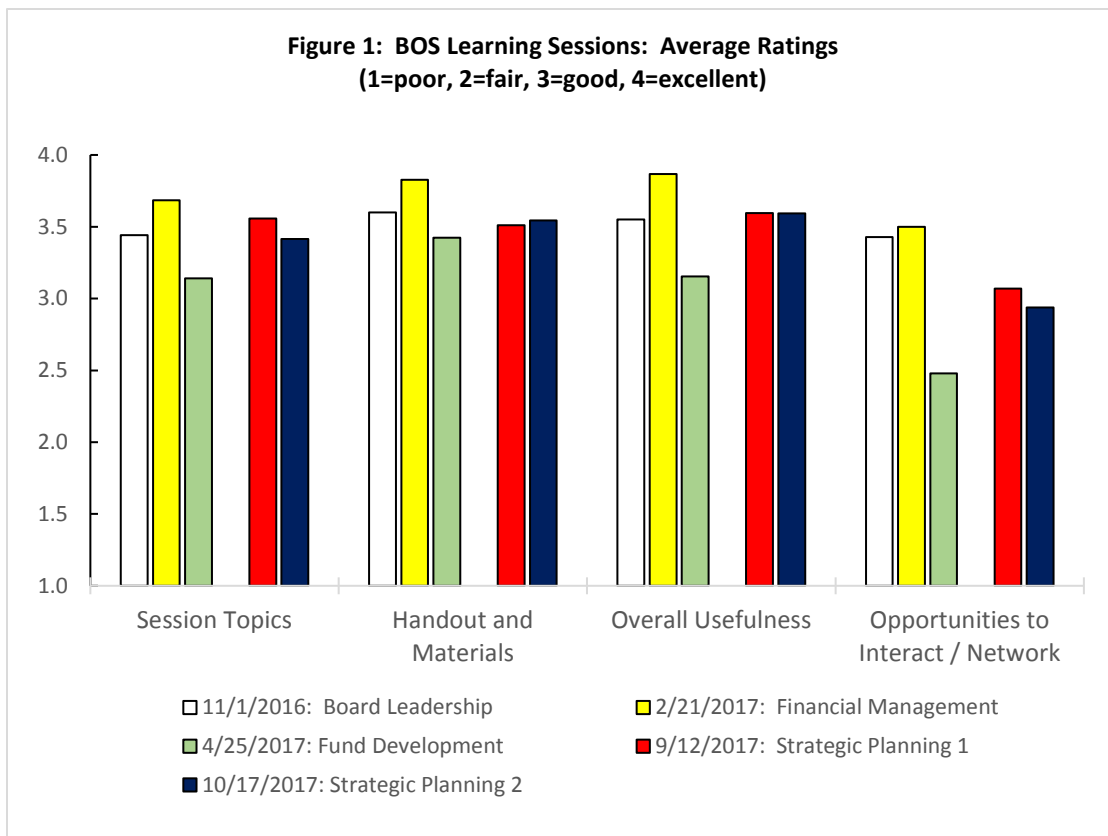
- **Session 1 | Board Leadership:** November 1, 2016
- **Session 2 | Financial Management:** February 21, 2017
- **Session 3 | Fund Development:** April 25, 2017
- **Session 4 | Essential Strategic Plan, Pt. 1:** September 12, 2017
- **Session 5 | Essential Strategic Plan, Pt. 2:** October 17, 2017

PARTICIPANT FEEDBACK FORMS

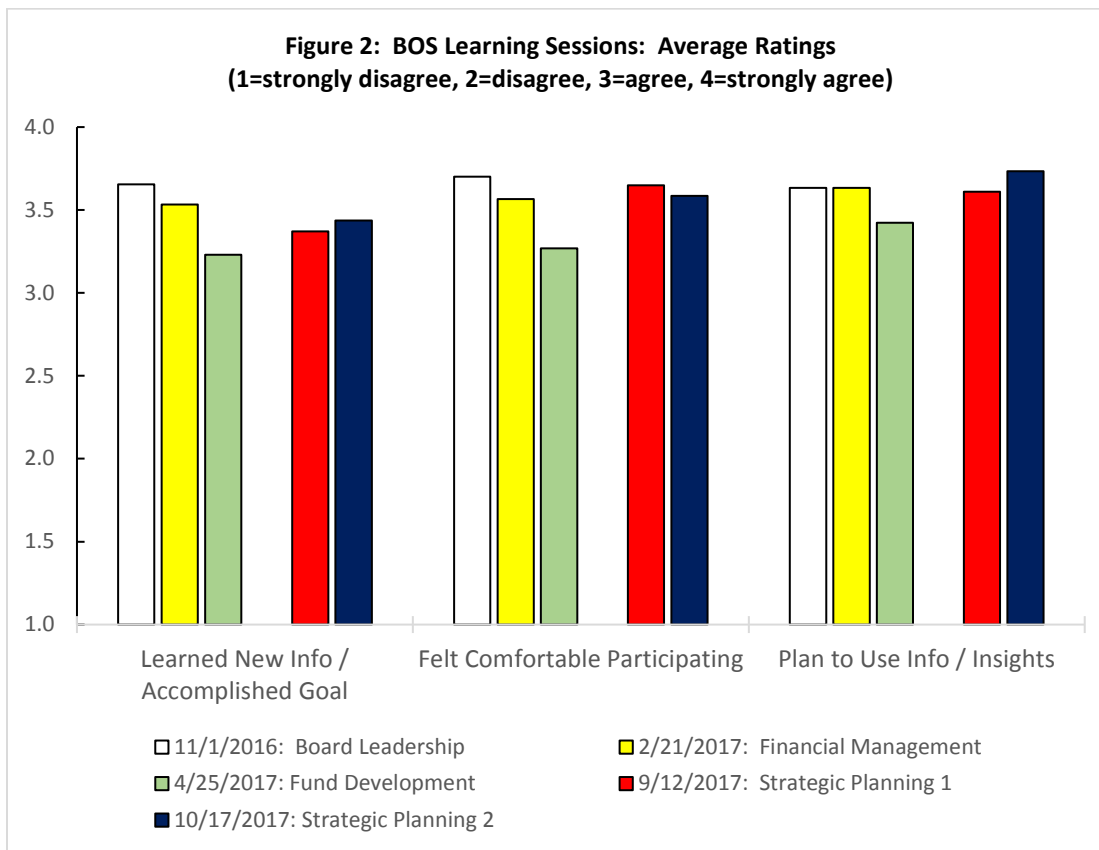
A total of 191 feedback forms were collected across the 5 sessions, approximately 38 forms per session. On average, 83% of session participants completed feedback forms.

Participants generally rated the 5 sessions positively:

- **Figure 1.** Participants rated the session topics, handouts and materials, and overall usefulness of sessions as good to excellent. The Financial Management session had the highest average ratings. The ratings for “opportunities to interact / network with peers” varied by session, with the Fund Development and Strategic Planning sessions having lower ratings (note that Strategic Planning was designed for within-agency discussions rather than interactions across agencies).



- **Figure 2.** Across all 5 sessions, the vast majority of participants agreed or strongly agreed that they learned new information, felt comfortable participating, and plan to use the information in their organizations.



The feedback forms included the following **open-ended** questions:

- What was most valuable about the session?
- How can this session be improved?
- How can we improve future learning sessions?
- Other comments on the session?

Themes from these questions are presented below. Note that Sessions 4 and 5 – focused on producing Strategic Plans and structured differently from the other sessions – yielded one theme that did not appear in feedback from the more “traditional” sessions. This theme is marked by an asterisk.

Positive Feedback

The majority of feedback on each session was positive, corresponding with similarly high ratings on the feedback forms’ quantitative questions. *“What was most valuable about the session?”* was the most-answered open-ended question (161 responses overall, or an average of roughly 32 responses per session). Participants also frequently submitted positive feedback (57 positive comments, including several comments citing multiple positive components) on the forms’ *“Other comments on the session?”* section.

1. General thanks. Positive comments were often general; several participants responded to the “Other comments” section to share general praise for the session, its components, and for a thorough job well done by staff. Comments included *“Obvious strong planning - thank you! For your time and effort.”* and *“Very good session, well planned, fast moving, relevant, focused, good participation.”* Overall, roughly 46 comments supported this theme. Several additional participants cited “no suggestions for improvement” when prompted.

2. Feedback specific to one activity or concept during the session. Each session revealed at least one activity that especially resonated with participants, with participants rating this activity as most valuable. Specifics varied by session, but between 11 and 23 participants shared positive feedback about a specific activity or concept per session. Examples include the Board Self-Assessment Exercise (11/1/16) and learning about Donor-Advised Funds (4/25/2017).

3. Handouts / materials / tools. Roughly 13 participants across the five sessions cited specific meeting materials as the most valuable component, often noting the ways that the tools shared during the session would be applicable to their organization in the future. Examples of comments include *“concise handouts to use as a future guide”* and *“materials and tools that provided a road map to successful strategic planning.”*

4. *Opportunity to collaborate within organization. Feedback to support this theme comes almost exclusively from Sessions 4 and 5 (Strategic Planning), with roughly 33 responses from those sessions alone. In Sessions 1-3, feedback indicated that participants were highly interested in networking with participants outside of their agency. However, due to the structure of the Strategic Planning sessions, participants valued the opportunity to collaborate as a team. Comments supporting this theme include *“Board engagement in the process [was most valuable]”* and *“Working with my co-workers [was most valuable].”* Some respondents emphasized that providing a time, a space, and concrete goals for each organization forced them to work together in a way that is more difficult to coordinate on a regular basis. For example, one participant noted that *“Making the time and space to get together and have these conversations [was most valuable].”*

Suggestions / Constructive Feedback

1. Timing / pacing of session. This theme represents the most common piece of feedback related to improvement, with 34 individuals mentioning it across the 5 sessions. Some felt that the session pace could have been improved (“presentations a little fast”), while others commented on the duration of the session and/or its components (“shorter,” “it’s too long,” “break up the sessions...”). A smaller subset of respondents also made recommendations related to periodic movement and stretching to combat the lengthy sessions, and diversifying hours (i.e., outside of the workday) to better accommodate schedules.

2. Collaboration & networking opportunities. Often (approximately 21 times across the 5 sessions), participants requested more time for networking with participants from different agencies. Specific suggestions included opportunities to comment on each other’s work and requests to work with organizations that are similar in some way(s) to their own. Some simply asked for unstructured time to interact with participants from other agencies. Comments ranged from *“More opportunity for peer interaction”* to *“Continue to include exercises with other non-profits. Great learning opportunities.”*

3. Suggestions for materials, tools, and resources. These suggestions (roughly 14 across the 5 sessions) generally related to requests for more resources that were meant to help guide and focus their work – as opposed to entirely new materials. For example, multiple participants requested that staff share the PowerPoint slides from the strategic planning sessions. They also asked for coordination across materials (e.g., number the handouts for each session so that participants can more easily reference materials throughout the session, or providing samples and templates for more clear direction on activities). Some suggestions also related to specific ways to share the existing information (e.g., use fillable / digital templates, and posting materials online).

DOCUMENTATION OF SESSIONS

In consultation with BOS staff and consultants, the evaluators developed an observation form to track the use of adult learning principles and participant engagement in sessions. Evaluators also took notes to supplement the observation forms and participant feedback. Themes from this documentation are presented below, along with suggestions to consider in planning future sessions and series.

General Themes

- Sessions featured a wide variety of approaches: instructor-led, group discussions and activities (within and across agencies), independent work, participant-led discussions and activities in pairs.
- All sessions featured visual and auditory learning approaches, and several featured kinesthetic (movement) learning approaches.
- All sessions were well organized and promoted participant engagement and opportunities for critical thinking.
- During the evening sessions, participants' energy levels tended to fade towards the end of the sessions.
- Staff and consultants incorporated participant suggestions over the course of the sessions (e.g., including resources in packets, addressing acoustics issues and food requests).

Suggestions

- Consider using more participant-led and pairs activities at future sessions. Designate roles for group members in participant-led discussions and activities (i.e., facilitator, recorder, presenter). Provide mini-flip charts for participants to record discussions (which seemed to work well for strategic planning).
 - Incorporate more activities that involve movement, particularly after dinner when participant energy may be fading. Given the size of the group and the meeting room space, these will need to be carefully structured to make efficient use of limited time.
 - Whenever possible, share examples / stories from work with small agencies, and include materials that are tailored to small agencies (e.g., simplified versions of tools, small agency-specific data).
 - Consider dividing up key topics such as board development and fund development into multiple sessions, to allow more time for activities / discussions (vs. presentations), and to provide opportunities for participants to implement ideas between sessions.
 - Assign a consultant / staff role to check for participant questions (e.g., raised hands) to help the lead presenter. Assign consultant / staff roles for periodic check-ins during group discussions (e.g., by table or agency).
-

Building on Success (BOS) Focus Group Themes

Conducted at the April 25, 2017 Learning Session

Valuable aspects of the BOS Program:

Participants were asked to identify the “most valuable” aspects of the BOS Program. ***Approximately half of participants identified the consultants as “most valuable.”***

Consultants were identified as “most valuable” for a range of reasons:

- Provide specific feedback tailored to each organization
- Help address specific issues, step-by-step help
- Offer expertise, information and/or feedback
- Facilitation of meetings
- Engage and educate the board
- Mediate conversations (“third party perspective”)
- Accessibility
- Catalyst for change
- Help set direction, help agency focus
- Address organizational structure
- Create vision statement
- Strategic planning exercises
- Consultants “know what questions to ask” to identify weak spots / opportunities

Other valuable aspects of the BOS Program:

- Learning new ideas
- Capacity Building Plans
- BOS learning sessions overall
- HFBG outreach to small agencies
- Learning about different topics and best practices
- Resources in learning session binders
- Succession planning
- Addressing specific questions

BOS Program challenges:

Participants discussed a range of challenges, with no single challenge cited by a majority of participants.

Challenges related to learning sessions:

- Length of the learning sessions
- Data has generally been for all non-profits vs. information specific to small agencies, may not be applicable to our agency
- Some topics not applicable to our agency
- Not enough time for hands-on work (versus theory)
- Not enough networking opportunities to learn from and interact with peers (versus lecture time)

Other BOS challenges:

- Time constraints limit consultants’ ability to go in and intimately “get to know” / understand agencies
- Lack of diversity among BOS participants, consultants and staff
- Clarifying the role of the consultant / striking a balance between consultant guiding agency staff and doing work for them (*different perspectives among participants on desired roles*)

Suggestions for improvement:

Participants suggested different improvements, with no single improvement cited by a majority of participants.

Learning Session suggestions related to interaction / networking:

- Each agency shares what they do at a session
- Each consultant and her 4 agencies meet as a group during sessions (for activities and applying session content)
- Pair similar agencies for activities (e.g., based on similar issues or agency characteristics)
- More Q & A opportunities
- Decide what activities make sense to be completed within the agency (vs. cross-agency)
- More opportunities to apply theory during sessions, or after session with consultant (customize to agency)

Other suggestions for improving Learning Sessions:

- Hold shorter, more frequent sessions
- Videotape sessions
- Align future sessions to address agency needs
- More sessions on fundraising and board recruitment / development
- Present data / issues specific to small agencies
- Address acoustics – all use the mic (including participants), divide small groups between the library and main room for activities
- Consider holding sessions at different times or on different days (*no consensus among participants*)

Suggestions for improving Consultation:

- Take a “deep dive” on specific issues / help the organization prioritize what issue(s) to address
- Allocate more time for consulting and less time for learning sessions
- Observe a board meeting at the beginning to get a better sense of the agency
- Provide more guidance to help agency set priorities

Suggestions related to supplemental activities / opportunities [could be optional]:

- Field trip to Hartford Public Library to use the Foundation Directory
- Have a grant writer go through process of writing a mock grant
- Case studies – speakers share stories of growing from small to large nonprofit
- BOS fair where agencies learn about each other’s services
- Apply theory from learning session in hands-on activities (could be at sessions or with consultant) – make connections to specific agency / customize to agency goals and needs

Other suggestions:

- Opportunities to network with other funders / Foundation convene other funders to support small agencies (e.g., funders collaborative)
- Encourage communication among agencies outside learning sessions; find ways to encourage use of Slack
- Track agency progress vs. their plan goals, with shared accountability between the agency and Foundation
- Keep learning from experience with first BOS cohort

Building on Success (BOS) Focus Group Themes
Conducted at the September 11, 2018 Learning Session
36 participants from 11 small agencies

Most valuable aspects of the BOS Program:

Consultants / Consultation (13 participants)

- Helped identify and address problems
- Improved organizational capacity
- Challenged agency in helpful ways
- Engaged board members / board chair
- Facilitated / moderated challenging discussions
- Kept agency on track
- Provided an outside perspective

Strategic Planning (13)

- Having the plan on one page
- Engaged board members
- Identified goals and priorities
- Reached consensus on mission / goals

Specific Learning Sessions (7)

- Financial Management
- Fund Development
- First day of Strategic Planning
- Action Planning

Other

- Focus on governance and board development (4)
- Networking / peer learning (4)
- Grant (3)
- Resource materials / websites (2)
- Others included entrée to the Foundation, Slack, and creating an action plan

Least valuable aspects of the BOS Program:

Learning Sessions (6)

- Too much lecture
- Some sessions not applicable to our agency
- Need more specifics / practical vs. conceptual
- Not efficient use of time

Networking at Learning Sessions (6)

- Preferred to work within own agency
- Other agencies had different issues than ours
- Open-ended questions at dinner were not helpful
- Preferred to use time for learning

Other

- Access to materials online / Slack not used (4)
- Organizational Assessment (OA) not helpful / difficult to complete online (4)
- Consultant was not a good fit / connection (3)
- Strategic planning sessions not a valuable use of time / not a good fit for agency (2)

Suggestions for improving BOS:**Shorten and/or change time / frequency of Learning Sessions (most participants)**

- Shorter sessions, 4.5 hours is too long
- Consider having shorter, more frequent sessions
- Start sessions after work hours (“not all board members control their work schedules”)

Other suggestions for improving Learning Sessions

- Customize sessions based on improved assessment of needs (e.g., strands, different groupings / activities, session topics tied to OA)
- Have more panels, including BOS alumni
- Feature BOS agencies with relevant expertise at sessions
- Offer more practical tools for Fund Development
- Agencies leave each session with a tangible product
- Prepare for and/or supplement sessions with webinars / videos to reduce amount of lecture at sessions (as with the strategic planning sessions)
- Have binder materials easily available electronically

Suggestions for improving consultation

- More intentional matching of consultants with agencies (e.g., match agency needs to consultant expertise, agencies rank based on consultant backgrounds)
- Have clear, written expectations for consultants and agencies that are shared at the start of BOS
- Recruit a more diverse group of consultants

Impacts of BOS Program for their agency:**Strengthened board / board consensus (5)**

- Consensus on direction / mission / priorities
- Increased board engagement

Other

- Financial stability / viable organization (2)
- Gained new clients (BOS agencies)
- Inspiration from other agencies (“what we can do”)

BOS Themes from Evaluation, December 2018

Participant Feedback

- Most participants had very positive views of BOS **consultants** / technical assistance (TA). For example, consultants helped agencies focus and set direction, addressed organizational structure, supported strategic planning, and facilitated retreats. A few participants expressed concerns about consultant fit with their agency.
- Most participants valued the **strategic planning** sessions, with a few agencies reporting it was not a good time / fit for their organization to produce or implement a strategic plan. Almost every agency identified the one-page strategic plan as an accomplishment in their post-project organizational assessment (OA).
- Participants had generally positive views of the **learning sessions**, with the Financial Management, Board Leadership, and Planning for Sustainability sessions rated most positively (see Page 3). Most participants reported that the sessions were too long. Some requested new topics for future sessions, including some on the original BOS program schedule (e.g., volunteers).
- *Focus group* participants had mixed views of the value of **networking** – some positive and others negative. *Feedback forms* indicate that most participants wanted more networking opportunities, and valued the opportunities that they did get. Participants who responded negatively felt that networking would benefit agencies if set up more deliberately (e.g., with a clear topic, objective, or discussion questions).
- Suggestions for improving sessions included:
 - Facilitate easier on-line access to session handouts and resource documents; consider videotaping sessions for other board members to view; use webinars to supplement sessions (e.g., Jay Vogt's pre-session webinars).
 - Start sessions after work hours so board members with inflexible schedules can attend.
 - Have participants leave each session with a tangible product and/or tool they can use. (Note this may be more an issue of framing each session to highlight the products / tools.)
 - Less lecture, more activities / interactive opportunities.
 - More time for agencies to work with their own consultant on agency-level issues.
 - Customize session content to small agencies and draw on small agencies as resources whenever possible (e.g., BOS alumni, current cohort, panels, case studies).
 - More time / sessions on board development and fund development (e.g., follow-up sessions, Q & A at future sessions).
 - Tailoring sessions to needs of each agency or themes from initial organizational assessments (e.g., different tracks, activities, pairing agencies with similar challenges).

Themes from Reflection Sessions

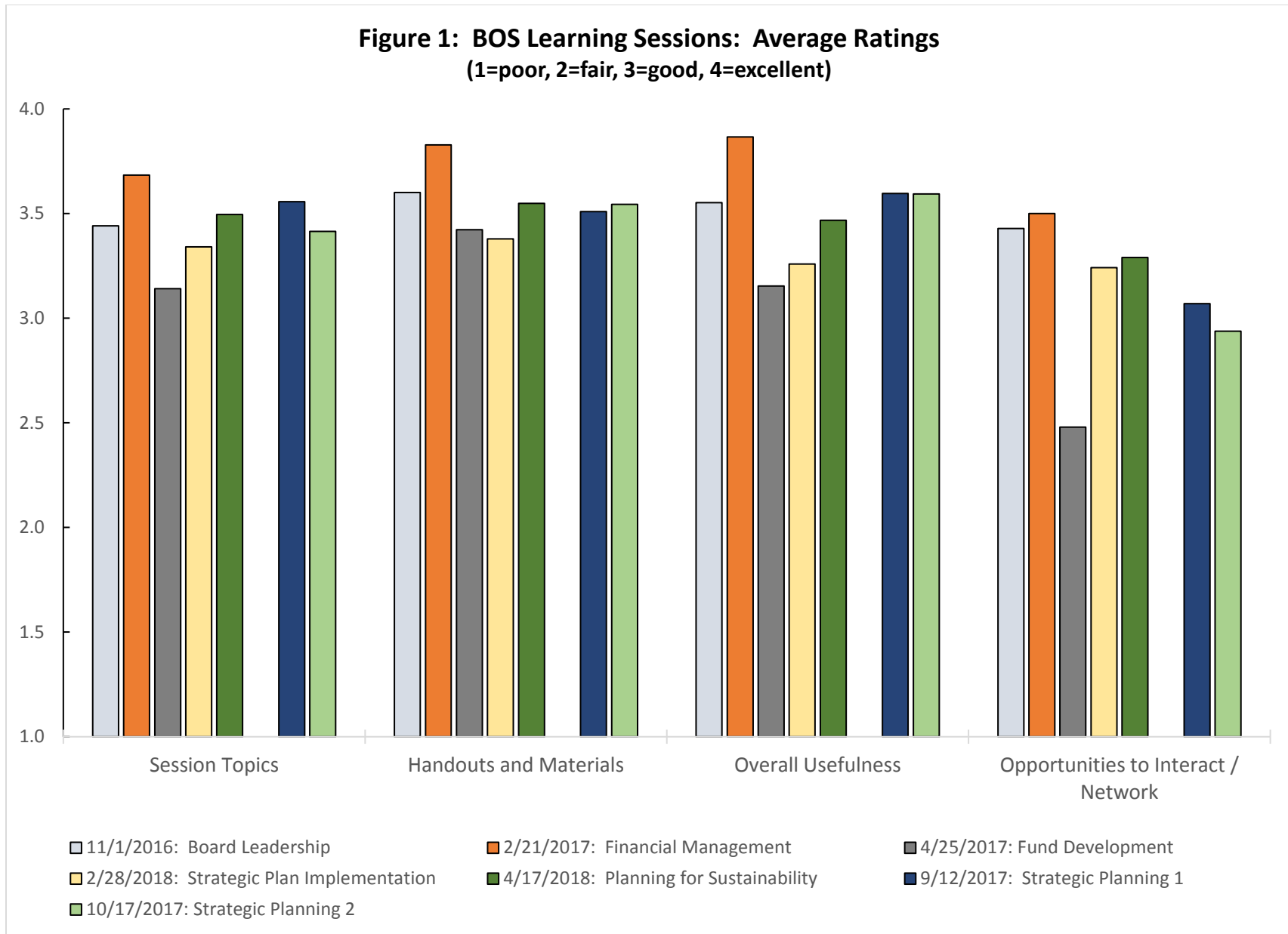
- Revise the application process to assess fit for BOS and limit the number of applications (as with the Small Grants program).
- At the start of BOS, clarify consultation roles and expectations for the consultant and agency; provide guidance on how to work with a consultant to agencies that might not have this experience.
- Use a different organizational assessment; the OA was not very helpful in assessing TA needs.
- Utilize the Strategic Planning sessions as the framework for the application, organizational assessment, consultation, and evaluation.

BOS Data and Outcomes

- Agencies generally met expectations that 3-person teams **attend** evening sessions and 5-person teams attend the strategic planning sessions (80% of time). One agency did not complete BOS.
- Consultants delivered an average of 24 hours per agency of direct contacts (i.e., meetings, calls, email exchanges). The most common **TA topics** were: organizational planning, organizational structure, and leadership. Additional themes from the TA forms included: 5 agencies experiencing changes in leadership, 5 addressing sustainability / viability, and 4-5 agencies that were difficult to engage in TA (e.g., lack of response to emails / calls, canceled or poor attendance at meetings).
- All 11 agencies with data **increased their scores** on the OA (see Pages 4-6 for details). Agencies that showed greater growth included those with annual budgets greater than \$50,000, agencies with paid staff, and younger agencies. The largest score increases on the OA were in: Organizational Planning; Evaluation (note that this was not addressed much in BOS); Communications; Fundraising; and Organizational Structure. Agencies also provided examples of improved leadership, which did not show substantial changes in scores since most agencies rated themselves highly on the pre-OA.
- On the final feedback form, most agencies reported improved leadership ability, strategic alliances or partnerships, adaptability, and financial stability.
- Six (6) agencies reported submitting information or an application to the Foundation's Donor Advised Funds (DAF); the Foundation reported that 4 agencies completed the DAF form and a total of 7 agencies submitted grant applications with 6 receiving grants totaling \$34,089.

Considerations for Next BOS Cohort

- Per reflection sessions: use Strategic Planning as the organizing framework for BOS; follow the application process for Small Grants to assess the "fit" for BOS (including interest in strategic planning); and use the orientation session for networking and to clarify the consultation process.
- Consider holding shorter, more frequent sessions, with optional networking portions. For example, dinner from 5:00 pm to 5:30 pm, the official agenda from 5:30 pm to 8:00 pm, with a planned agenda through 7:30 pm to allow extra time for discussion, activities, Q & A, and informal (optional) networking at the end.
- Explore specific suggestions from participants (Page 1) for improving sessions. What is feasible, given resources and agency capacity (e.g., pre-work)?
- Consider how to balance building a cohort and addressing common organizational development topics (via learning sessions) and tailoring topics for each agency (via consultation). Note that nearly all agencies met attendance expectations at the learning sessions, while the consultants had difficulty engaging 4-5 agencies.
- How flexible should BOS be in selecting learning session topics? Future topics could be selected based on organizational assessments and strategic planning results, by asking participants to weigh in (e.g., vote) on some of the topics at the beginning of the program, or be selected in advance based on experiences with the first cohort.
- Consider ways to connect program components (e.g., networking across all participants, Community Partner assistance to small agencies and/or participation in BOS learning sessions).



**Figure 2: Organizational Assessment Scores Compared with Maximum Possible Score
Average Scores for 11 of 12 BOS Agencies with Data**

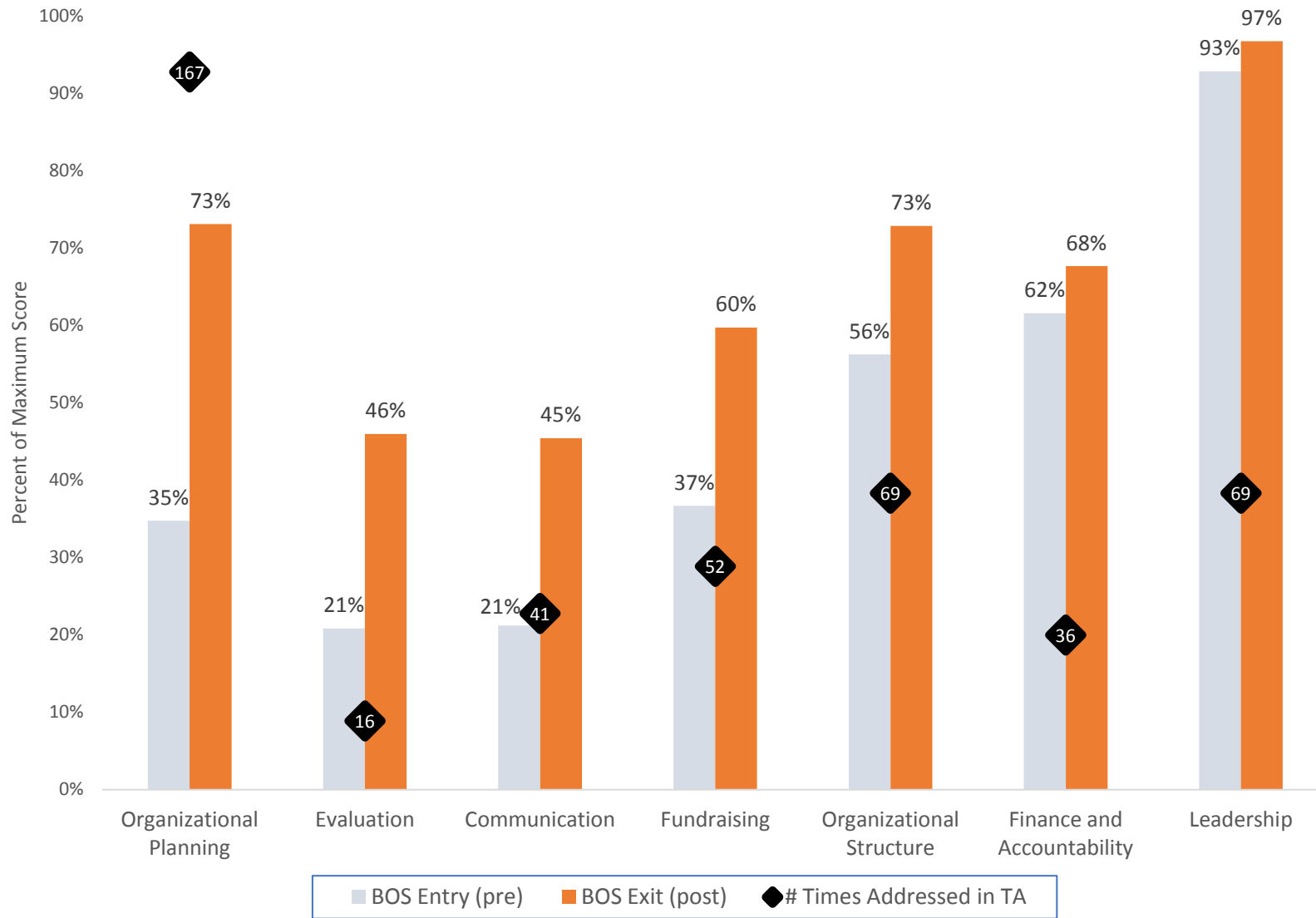


Table 1: Organizational Assessment Results by Agency Type at BOS Entry*

* Note the small number of agencies in each category; results may not be the same for the next BOS cohort

Domain	Annual Budget Size		Staffing		Age of Agency	
	<\$50,000 (n=5)	>\$50,000 (n=6)	Volunteer (n=2)	Staffed (n=9)	2 to 6 years (n=4)	7+ years (n=7)
Organizational Planning	++	++++	++	++++	+++	+++
Organizational Structure	+	+		++	+	+
Leadership						
Fundraising	+	+++	+	++	++	++
Finance and Accountability						
Communication	+	+++		+++	++++	
Evaluation	++	++		+++	+++	++
All Domains	+	++		++	++	+

- + = increased 10% to 19%
- ++ = increased 20% to 29%
- +++ = increased 30% to 39%
- ++++ = increased 40% or more

**Table 2: Examples of BOS Accomplishments and Priorities
From 2018 Organizational Assessment Open-Ended Responses**

Biggest accomplishments	Top priorities / next steps
Organizational Planning	
<ul style="list-style-type: none"> • Through the BOS strategic planning sessions, we went from a 49 page plan to a 1 page plan. We refer to the plan at our meetings and used it when we interviewed ED candidates. • Developed the first strategic plan in almost a decade. • At every board meeting, we discuss progress on strategic plan. • We developed and are in the process of implementing an organizational transition plan to renew Hartford 2000. • Revision of mission, vision and core values. 	<ul style="list-style-type: none"> • Continue to operationalize strategic plan. • Adding metrics to our plan so we can measure our progress. • Succession Planning. Next: conversation with board of directors. • Build our board to 25 members. • Develop an annual action plan. • Complete renovation of space. • Continue to work towards greater visibility, community engagement, and clarity of public perception.
Organizational Structure	
<ul style="list-style-type: none"> • We’ve added new teams, including a Curriculum Team, Nutrition Team, and Finance Team. • Developed clear processes for certain activities such as how to put forward recommendations to act on initiatives. • We have expanded our presence in two offices. • Increased use of technology overall including ticketing software, which has increased our ability to communicate. • We created a system of safety and security in the way we manage our funds and payroll. 	<ul style="list-style-type: none"> • Increase staff capacity as we are able. • Establishing clear roles for board now that we have an ED; what does board do? What does ED do? • Differentiate board functions. • Acquiring warehouse space. • Continue work on improving board meeting attendance. • Reviewing our Bylaws to determine the best organizational fit that will allow for us to deliver on our mission. • Successfully navigating an unexpected executive transition.
Leadership	
<ul style="list-style-type: none"> • Our board has expanded to be more diverse in terms of ethnicity and gender, to include younger people, and board membership has grown from 7 to 16. • Every board member serves on at least one committee. • Beginning to think about the type of board we will need to advance our mission in the future. • Every board member now has a business card. 	<ul style="list-style-type: none"> • Increase ED position to full time. • Continuing to recruit / interview prospective board members to ensure new ideas and input. • Continue to consider the type and number of board committees we need and expand our committee structure. • Provide professional dev. opportunities for current ED. • Fill open seats on the board.
Fundraising	
<ul style="list-style-type: none"> • Incorporated stories, quotes and interviews with beneficiaries in our communication with donors. • Annual impact report to donors and funders. • Established a fund development committee. • Establishing a process to seek grant funding and funding from individuals and corporations. • Drafted an individual giving plan. 	<ul style="list-style-type: none"> • Implement a corporate / business sponsorship program. • Use our updated Fundraising Presentation in fund development gatherings. • Grow our physical mailings to 4 times per year. • We hope to contract directly w/ IRS to accomplish our work. • Continue to co-write grant applications with other agencies. • Continue to build connections with individual donors. • Getting actual corporate sponsorships. • Plan two fundraising events per year.

Table 2 (Continued)

Biggest accomplishments	Top priorities / next steps
Finance and Accountability	
<ul style="list-style-type: none"> • Created policy governing volunteer training, background checks. • In the process of developing a one-page budget format. • We created a policy of Board Member expectations. • Creation of a more solid funding stream is in progress. • Now create budgets with both projected revenues, expenses. • Implemented use of Salesforce. • Filed short form 990 for the second consecutive year. 	<ul style="list-style-type: none"> • Explore best way to back up QuickBooks, Donor Perfect, and other digital records. • Develop a multi-year operating budget. • We plan to evaluate our insurance. • Reach our end of fiscal year with 180 days of cash. Next step: increase funding. • We hope to have an audited financial statement when our budget can accommodate it. • Two years of operating expenses in the bank!
Communication	
<ul style="list-style-type: none"> • Hired a communications staff person. • Website and Facebook page created. • We added a new Social Media Specialist (volunteer). • Through the BOS, we have connected / actively network with nonprofits throughout greater Hartford. • Two board members... are managing social media accounts. • Have a regular and consistent newsletter. • Increased communication with target audiences – funders, donors, retail outlets, etc. 	<ul style="list-style-type: none"> • Communicate regularly with local government officials, local papers, and local school teachers. • We hope to create one promotion video about our organization and a second about our flagship program. • Convene Communications Committee to develop the marketing and communications plan. • Marketing and fundraising on Facebook. • Better integration between Salesforce and Mail Chimp. • Rebranding: new logo, new look, a fresh face.
Evaluation	
<ul style="list-style-type: none"> • Conducted an online stakeholder survey and used data as part of strategic planning process. • We have a software program to track volunteer contacts and caseloads. • Coded, already collected pre- and post-workshop surveys. • Used results of evaluation to improve programs to meet client needs. • We have measured our success with projects, new clients # of recommendations / referrals gained. 	<ul style="list-style-type: none"> • Survey membership. • Develop plan for analyzing and utilizing collected data. • Developing metrics and using tools like dashboard. This is a weak area for us right now. • Review / update our existing logic models and see where we can add an evaluative component. • Review Executive Director’s performance. Next step: create a job description for the position of ED. • Secure a researcher or evaluator to analyze collected data. • Continue to use data to communicate results.

Building on Success (BOS) After Action Review, December 10, 2018

BOS 2.0 Themes

1. Overall

- Use Strategic Planning as the framework
 - Emphasize participation in (and need for) strategic planning as a BOS requirement
 - Revise organizational assessment and consultation to align with strategic planning
 - Strategic planning sessions occur in the first year (sessions 2 and 3)
- Keep length of BOS Program the same
 - Introduce opportunities for longer-term engagements during BOS (Community Partners, Small Grants, NSP)

2. Application Process

- More initial vetting of applicants, per Small Grants application process
- Consider involving consultants directly in the vetting process
 - To assign matches based on fit, area of expertise, geography
 - To assess applicant agency “reality” (vs. application content)
- Consider agencies that have a strategic plan where that plan is outdated or unhelpful

3. Learning Session Approach & Content

- Infuse more opportunities for experiential learning (and less lecture)
 - Experiential learning can bridge gap between lower- and higher-capacity agencies
- Emphasize / frame the session to focus on a tangible product (although this will be challenging with agency diversity)
- Set topics ahead of time, with some flexibility (same as BOS 1.0 approach). Most topics from BOS 1.0 “felt like the right topics,” and perhaps should not change drastically in BOS 2.0.
- Consider including the following elements for the first BOS 2.0 learning session: introduction to the non-profit sector and organizational development; “how to work with your consultant”; introduction to the life cycle; learning about each agency; and HFPG housekeeping
- Include Diversity, Equity, Inclusion (DEI) information in sessions
- The wrap-up session was important and useful, and should occur in BOS 2.0
- Consider topics on engagement (cultivation events) and technology (based on communication issues from some BOS 1.0 participating agencies)

4. Learning Session Design

- Cut the hours of each session to 3 hours, with an extra 30 minutes at the beginning for optional networking. Suggested schedule: 4:30 - 5:00 for networking, 5:00 - 8:00 for session.

- Consider how to define “networking” and the value of “networking” within the BOS program
 - Intentional mixed-agency activities might represent networking.
 - Networking might be limited to the initial 30 minutes, which is more of an unstructured, self-selecting opportunity to network.
 - Consultants can be mindful about connecting their agencies with others (e.g., to current and past BOS participants, to other agencies that may be useful).
- Consider reserving 30 minutes at the end of each session for consultants to meet in a small group with their assigned agencies
 - Would replace a large-group Q & A session and provide participants with a chance to discuss implementing, applying the session topic and tool(s) to their own agencies
 - Helps address BOS 1.0 participants’ requests for more consultant time during sessions and for more “tailored” session content
- Consider holding learning sessions on Thursdays rather than Tuesdays
 - A Thursday session provides more time for an early week session reminder
 - Emphasis on meeting on the same day of the week, but not necessarily Tuesdays

5. Consultant Time

- Budget more time for team planning (compared with BOS 1.0 budget)
 - Even if learning session topics don’t change, consultants will need time to prepare for each set of agencies, update exercises, catch up on relevant literature, refresh resources, and reflect after each session
- Track consultant hours by activity type (e.g., direct TA contacts, indirect TA activities, learning session participation, planning time)